

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Application ID

2026 - 3395 - Community Impact Grant - Community Programs and Projects

## Applicant Information

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### Organization Information

Wood Buffalo Wellness Society  
P.O. Box 5748  
Fort McMurray, AB, T9H 4V9

### Primary Contact

Jo-Anne Packham  
Box 5748  
Fort McMurray, AB, T9H 4v9

Phone: s.20(1)  
Email: ed@woodbuffalowellnesssociety.com

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Is the organization a registered non-profit?

Applicants must be a registered non-profit organization or a community group in partnership with a registered non-profit organization. If you have any questions regarding grant eligibility, please contact [cip@rmwb.ca](mailto:cip@rmwb.ca) to book a pre-application meeting.

Yes

### Has the organization operated within the Regional Municipality of Wood Buffalo for at least one year?

Applicants must have resided or operated within the Regional Municipality of Wood Buffalo for at least one year prior to applying. If you have any questions regarding grant eligibility, please contact [cip@rmwb.ca](mailto:cip@rmwb.ca) to book a pre-application meeting.

Yes

### In the last year, have there been any significant changes to your organization or program?

No

### What is your organization's Mission Statement?

Wood Buffalo Wellness Society fosters a safe, healthy, and hopeful community through Indigenous-led, harm reduction-based recovery services. Guided by love, respect, and humility, we support healing and wellness with cultural integrity, empowering individuals with courage, wisdom, and truth to restore balance, dignity, and opportunity in their lives.

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### **Brief Summary of the Proposed Program(s) and/or Project(s).**

Tawâw, a Cree term meaning "Come in, you're welcome, there is room for you here," embodies an Indigenous Permanent Supportive Housing Program for the chronically houseless in Fort McMurray and surrounding areas. Tawâw has been operational for one year. We provide up to 48 beds and operate on harm reduction and trauma-informed principles. Indigenous leadership at Tawâw aims to decolonize and reintegrate language, land, culture, and ceremonies into the recovery process.

Modeled after successful NiGiNan Housing Ventures programs in Edmonton, Tawâw maintains a supportive relationship with NiGiNan. Alberta Health Services contributes funding and clinical staff, fortifying the collaborative effort between community organizations. Tawâw is helping to build a culturally sensitive, recovery-oriented community, offering residents a path out of addiction, intergenerational trauma, and marginalized living. This initiative aligns with our shared vision to serve the Indigenous Houseless population with best practices.

Wood Buffalo Wellness Society, through its Community Service Programs, addresses houselessness and at-risk individuals daily. Tawâw marks an expansion, providing a comprehensive range of services, from screening to permanent supportive housing. Embracing the Cree concept of Tawâw, we acquired a downtown Fort McMurray hotel in February 2023.

The Wood Buffalo Wellness Society relocated its Community Services operations in March, undertaking minor renovations for compliance. The Tawâw/WBWS team comprises 48% Indigenous Staff, including 7 visiting Elders and community Knowledge Keepers. Through a blend of lived experience and professional expertise, Tawâw fosters a sense of community and kinship with residents, engaging in daily interactions, peer support, communal meals, and Indigenous cultural activities. The Tawâw program adopts an Indigenous case management model, utilizing the medicine wheel as a guide. Drawing on 18 years in Residential Indigenous Addictions Treatment and 10 years in Indigenous-focused Housing First Programming, the organization's service delivery framework falls under the Housing First model.

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

**Please note any restrictions on participating in your organization's programs, projects, services or events.**

There are no restrictions on participating in Wood Buffalo Wellness Society Programs.

The Tawâw program is open to all individuals in need of housing and support, regardless of their cultural background or identity. While the program is rooted in Indigenous knowledge systems and practices, it is intentionally inclusive of people from all walks of life—including those experiencing homelessness, complex trauma, substance use, or mental health challenges.

Tawâw offers a range of supports designed to meet diverse and often overlapping needs. These include access to permanent supportive housing, case management, harm reduction supplies, and wraparound wellness programming. In addition to Indigenous cultural practices such as ceremony and teachings from Elders, Tawâw incorporates best practices in trauma-informed care, mental health support, and recovery-oriented programming.

Clients are welcomed without judgment and supported in a way that honours their unique journey. The goal is to create a safe, healing environment where everyone—Indigenous and non-Indigenous alike—can find belonging, build trust, and work toward their goals in community.

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

5

**Please list your current Board of Directors in the table:**

### Board of Directors

Name	Board Position	Years on Board
Christine Burton	President	18
Dave Hill	Vice Chair	18
Allison Flett	Secretary	3
Derrick Trottier	Treasurer	7
Sarah Loutitt	Director	3

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

**Do one or more board representatives or program staff have lived experience or expertise reflective of the demographics your organization serves?**

Yes

**If Yes; please briefly explain the lived experience or expertise.**

s.20(1)

s.20(1) has lived in the Wood Buffalo region s.20(1) for 24 years and is an active volunteer and community leader. s.20(1)

s.20(1) has used s.20(1) education to build a wealth of experience in international issues, community development, policy, governance and legal issues.

s.20(1) has worked with indigenous communities in the N.W.T and the Wood Buffalo region, non-profit organizations across Canada, indigenous communities in Cambodia and South Africa, and all aspects of the political process both in Canada and abroad. s.20(1)

s.20(1)

s.20(1) worked for Suncor for almost 10 years and developed further expertise in consultation, issues management, risk communications, multi-stakeholder processes, First Nations and Metis issues and community investment and development. In this role s.20(1) worked on a wide range of regional issues and was a frequent speaker at conferences and workshops across North America. s.20(1)

s.20(1)

s.20(1)

s.20(1) the Wood Buffalo Wellness Society Board of Directors for over s.20(1) years.

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Program/Projects Details

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**Are you applying for more than one program or project?**

If you are unsure, please contact CIP@rmwb.ca for clarification.

No

### Program/Projects

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**Step 1:** Click on the button below to enter the name of your program(s) or project(s).

**Step 2:** Click on the Save Draft button at the bottom of the screen.

**Step 3:** Click on the "Program/Project Details" button below to complete the details of each Program/Project. Please be sure to submit the current program/project information form before moving onto the next project information form.

**Program/Project:** Tawâw Project- Cultural Program    **Status:** Completed

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Finances

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#### Organization's most recent Fiscal Year End date

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

03/31/2025

#### Unrestricted Net Assets

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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: 03/31/2025

\$12,887.00

#### Total Operating Expenses

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Total Expenses from your Financial Statements Ending: 03/31/2025

\$5,931,200.00

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

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We spend a significant amount of time on resource development. We work with grant writers and source our own possible revenue sources to submit 15-20 various grants throughout the year. This includes proposals to all levels of government, industry, and foundations throughout Canada. Our Director is very busy networking and managing relations with all current and possible grantors and stakeholders to ensure the financial health of our programs and organizations. In addition we have created a Capital Project sponsorship package for Tawaw and have invested heavily on community education and engagement.

**Please complete the following budget table: If there are multiple programs, projects, services or events included in this application, please provide the total budget for all requests in the budget table. Additionally, attach a detailed breakdown of the budget by program, project, service or event on the Attachment tab.**

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Other	RMWB CPH- Program Supplies	\$9,720.00
Other	United Way (unrestricted up to 125k)	\$20,000.00
		<b>\$29,720.00</b>

### Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Government of Alberta Grant	Indigenous Reconciliation Initiative	\$100,000.00
Grant	CIP	\$100,000.00
		<b>\$200,000.00</b>

### Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Program Staff wages & Benefits	Elder/ Knowledge Keeper/Cultural Coordinator	<b>s.20(1)</b>	
Program Materials & Supplies	Cultural materials/items	\$28,864.00	\$2,000.00
Gifts for Elders / Honorariums	Elder/Knowledge Keeper (External), Oskapewis	\$52,000.00	\$7,000.00
Food Costs	Meals and Events	\$5,000.00	\$0.00
Administration Costs 15% Maximum	Admin Costs	\$31,000.00	\$6,000.00
Transportation and Delivery	Travel for Elders and Staff	\$25,000.00	\$1,144.00
Training	Staff Training	\$4,000.00	\$0.00
		<b>s.20(1)</b>	

### Shortfall

	Total
(Total Secured Revenue - Total Expenses)	<b>s.20(1)</b>

### Total RMWB Grant Request



## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

Amount	
Total	s.20(1)

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Total Cost of Program, Project, or Service

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

s.20(1)

### Total Grant Amount Request

Up to 75% of total program, project cost up to maximum of \$100,000.

s.20(1)

### Grant request as percentage of total cost of program, project or service

Click on the Save Draft button to calculate the percentage.

43%

### Outline any expected non-financial resources being leveraged for this program, project, service or event to demonstrate community support.

We coordinate this program with our other existing programs to ensure it's success. We utilized our on the land space at the Mark Amy Treatment Centre and the Scouts camp in Engstrom Lake for much of our cultural programming. This allows us to share costs on Elder transportation and lodging with our other programs. It is important to note that in the event that we were unable to secure the GOA reconciliation grant, we would scale back our expenditures to ensure program viability and success. While it would be disappointing, it would not mean the program wouldn't move forward.

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Attachments

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**Please attach a budget breakdown for each program, project, service or event if there are multiple requests included in this application.**

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**Please attach a Partnership Letter(s) of Support for the proposed program, project, service or event to demonstrate authentic partnership and collaboration.**

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Applicants may use the >Partnership Letter of Support Template or submit a customized letter.

Each letter should include the following five key elements:

1. Commitment to the partnership and shared initiatives
2. Confirmation of the community need
3. History of prior collaboration or rationale for a new partnership
4. Defined roles, responsibilities, and resource commitments
5. Contact information for the partner organization

Each letter must be signed by an authorized representative of the partner organization.

Please note: The partnership letter is a mandatory requirement for Community Sustaining applicants and optional for Community Impact Grant application.

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

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Year-end date must fall between July 1, 2024 of last year and June 30, 2025.

[Financial\\_statements\\_2025.pdf](#)

333.3 KB - 10/14/2025 1:30 PM

Total Files: 1

## Application Summary: 2026 - 3395 - Community Impact Grant - Community Programs and Projects

### Declaration

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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 required attachments must be completed in full and received before 2025-10-14 4:30 p.m. MT;
- that I understand that this application form and any attachments shall be part of the Community Investment Program Approval Committee (CIPAC, Council Appointed) meeting agenda and accessible through all methods that the public meeting agenda is available;
- 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

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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

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Jo-Anne Packham

### Position/Title

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Executive Director

**Date:** 10/14/2025

**Program, Project or Service Name**

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Tawâw Project- Cultural Program

**Beginning Date**

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2026-01-01

**Completion Date**

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Note: The term of the grant is January 1 - December 31, 2026. The program, project, service or event and all expenditures must occur during this term.

2026-12-31

**Location program, project or service will be provided:**

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Note: If the grant is approved, the communities served will be included in the Grant Agreement and data collection from all communities will be required.  
Do not select the rural community if the service is provided to the clients from rural communities through the urban service area.

Fort McMurray

**Please complete the following Program/Project or Event Delivery Details.**

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**Program, Project, or Event Delivery Information**

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**Council approved seven funding priorities. Please indicate which funding priority/priorities are applicable to this application.**

Please select at least 3 funding priorities for the Community Sustaining and Subsidiary Grant applications.  
Please select at least 1 funding priority for the Community Impact Grant (Community Programs and Projects or Community Events) application.

- ☒ Community support services and wellness
- ☒ Accessibility, inclusion and belonging
- ☐ Hosting events/new business and visitors
- ☐ Partnership and collaboration
- ☒ Rural and Indigenous Communities and Relationships
- ☒ Social participation
- ☒ Value of culture, heritage and regional pride

**Describe how the proposed program, project, service or event align with these priorities.**

The Tawâw Project's cultural programming promotes healing, wellness, and belonging through access to Elders, ceremony, and traditional teachings. It supports inclusion by welcoming all residents, especially Indigenous peoples who are overrepresented in homelessness. Activities foster community connection and reduce isolation. As an Indigenous-led initiative, Tawâw strengthens relationships with rural and Indigenous communities and reinforces regional cultural pride. Programs are accessible and relevant, helping residents reconnect with identity and purpose. These initiatives support RMWB priorities in wellness, inclusion, social participation, and reconciliation through culturally grounded, community-based care.

In the table below, please identify the total number of unique participants that you anticipate will access the funded program, project, service or event.

### Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	45
Seniors (65+)	10
Families	0
Community	25
Total	80

Please identify the equity deserving population the program, project, service or event will serve.

Seniors, 2SLGBTQIA+, First Nations, Métis, and/or Inuit Peoples, Seniors, Women and/or girls, People experiencing poverty and/or homelessness, People living with disabilities, Other

**How does your organization ensure that its programs, projects, services or events are accessible and inclusive for anyone who has an interest? Please share examples and success stories of accessibility and inclusivity.**

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Wood Buffalo Wellness Society (WBWS) is committed to delivering inclusive, trauma-informed, and culturally safe services that are accessible to anyone with an interest—particularly those from equity-deserving communities. Accessibility and inclusion are embedded into both the design and delivery of all programs, projects, and services.

#### Cultural Relevance and Safety

As an Indigenous-led organization, WBWS centers Indigenous values, traditions, and ways of knowing. Programs are designed to be culturally meaningful and respectful of diverse identities, with Elders and Knowledge Holders actively shaping and participating in the delivery of services.

#### Barrier-Free Access

WBWS ensures physical accessibility across its sites and offers low-barrier intake processes so that individuals facing complex challenges can access services without preconditions. Services are provided free of charge and are designed to meet individuals where they're at.

#### Inclusive for Diverse Populations

Programs are tailored to meet the needs of diverse groups, including Indigenous youth, women, 2SLGBTQIA+ individuals, seniors, people with disabilities, and newcomers. Staff reflect the community and include individuals with lived experience, ensuring services are delivered with empathy, respect, and cultural competency.

#### Ongoing Feedback and Adaptation

Community input is regularly gathered through informal feedback, staff engagement, and Elder guidance, helping WBWS adapt programs in real-time to meet community needs.

**If applicable, please explain how your program, project, service or event celebrates Indigenous culture, serves Indigenous communities and/or promotes Indigenous healing, language, cultural restoration, or reconciliation.**

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The Indigenous homeless population constitutes a significant proportion compared to other ethnicities: 44% according to the 2022 Point-in-Time count. This stark contrast to the general population's 7% Indigenous representation emphasizes the urgency for tailored support.

Further analysis reveals that 79% of Indigenous individuals on the By-Name List are chronically homeless, in contrast to 60% of Caucasians. On average, Indigenous persons experience homelessness for two months longer.

To address this pressing issue, the Tawâw program offers rapid access to up to 48 beds, aiming to house individuals and families swiftly and provide essential support. The program's core focus is on long-term recovery, acknowledging the intergenerational impact of colonization on Indigenous individuals. Daily cultural practices and ceremonies, including smudging, talking circles, and sweat lodges are integral to the approach.

Additionally, Tawâw incorporates the Circle of Courage and a Case Management model to guide clients through stages of change or growth, aligning with Maslow's Hierarchy of Needs. This holistic approach addresses belonging, independence, mastery, and generosity, with structured elements including language/cultural identity, life skills development, education, and community responsibility.

Tawâw's commitment to cultural inclusivity is evident in its embrace of Indigenous practices, with Elders and Knowledge Holders invited to provide teachings and ceremonies.

## Logic Model

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**Statement of Need: What social problem or gap do you hope to address by delivering the program, project, service or event? What evidence do you have that this problem or gap exists?**

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There is a critical gap in housing and support services for people experiencing homelessness in Fort McMurray. Although Indigenous people make up only 7% of the general population, they accounted for 44% of the local homeless population in the 2022 Point-in-Time Count. Of those, 79% are chronically homeless, and the average duration of homelessness is longer than for non-Indigenous individuals. Current housing models fail to meet the unique needs of Indigenous people, especially when they lack regular access to land-based healing, ceremony, language, and cultural identity.

Tawâw was created to fill this gap. It provides 48 supportive housing beds and wraps participants in daily cultural care. Unlike mainstream services, Tawâw understands culture not as an occasional event, but as a way of life central to recovery and wellness. Grounded in Indigenous worldviews, the program integrates smudging, sweat lodges, talking circles, fasting, natural medicines, and teachings from Elders and Knowledge Holders.

Tawâw responds directly to the Truth and Reconciliation Commission's Calls to Action, the MMIWG2S+ Report, and UNDRIP. It offers a decolonial, strengths-based alternative to systems that have historically failed Indigenous people—empowering residents through belonging, identity, and cultural reconnection. Cultural programming is an essential facet of Tawâw.

**Broad Strategy: How will the program, project, service or event address the social problem? (e.g., What approach are you taking that you hope will lead your program, project, service or event to support the social problem?)**

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The Tawâw program addresses homelessness through a culturally grounded approach that recognizes culture as foundational to healing and wellness. For Indigenous peoples, access to traditional practices, ceremony, language, land, and medicine are not optional supports—they are essential determinants of health and wellbeing.

Mainstream housing models often fail Indigenous clients because they do not integrate cultural connection as part of the recovery journey. Research and experience have shown that Indigenous clients often take three times longer to stabilize in housing without cultural support. Tawâw bridges this gap by embedding daily cultural practices within housing, fostering a sense of belonging, identity, and purpose.

This approach aligns with the Truth and Reconciliation Commission's Calls to Action, the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG2S) Report, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Each of these calls for action emphasizes the need for culturally appropriate services and self-determined healing.

Homelessness must be understood through Indigenous worldviews—not as a lack of shelter, but as a disconnection from culture, community, and spirit. Tawâw's strategy is to re-establish that connection as the first and most important step toward healing, housing stability, and long-term wellbeing.

**Rationale: What evidence or research do we have that this strategy will work? To demonstrate for example, "If [my organization] does 'x' program, project, service or event, then [this] change will happen for the target population."**

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Indigenous-led, culture-based housing is a proven strategy for supporting people experiencing homelessness, especially Indigenous Peoples. Research and lived experience both show that when Indigenous individuals have access to culture—including ceremony, Elders, land-based practices, and traditional languages—they are more likely to engage in healing, develop a sense of belonging, and begin pathways toward wellness. This aligns with national frameworks such as the Reclaiming Power and Place report, TRC Calls to Action, and UNDRIP, which all call for culturally grounded, community-led responses to Indigenous homelessness.

Tawâw's model, which integrates daily ceremony, Elder-led teachings, and cultural identity development within a housing-first approach, directly addresses the spiritual and intergenerational impacts of colonization. Evidence from the region reinforces the need: over 44% of Fort McMurray's homeless population is Indigenous, and Indigenous individuals remain disproportionately represented on the By-Name List, often experiencing longer durations of homelessness and entering housing at younger ages.

Tawâw's success rates are highly evident. In the first year of operations, we had a 98% occupancy rate with 30+ applicants on the waitlist. We had 5 graduations with 3 individuals completing residential addictions treatment. We served 27 Individuals in the first year. In Q1 of 2025-2026 we served an additional 693 visitors

**Inputs: What resources will be invested to achieve your goal? (e.g., staff labour, venue space, volunteers, computers, etc.)**

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To support the delivery of daily cultural programming at Tawâw, Wood Buffalo Wellness Society will invest the following resources:

**Staff Labour:** Dedicated cultural staff including Indigenous Elders, Knowledge Keepers, and Cultural Support Workers who lead ceremonies, teachings, and traditional practices.

**Program Coordination:** Time from administrative and case management staff to schedule, organize, and integrate cultural programming into client care plans.

**Venue Space:** On-site gathering rooms, cultural spaces, and outdoor areas at the Tawâw facility will be used to host ceremonies, talking circles, language classes, and land-based teachings.

**Cultural Supplies:** Medicines such as sage, cedar, sweetgrass, and tobacco, as well as drums, ribbon skirts/shirts, and other traditional materials for ceremony and teachings.

**Transportation:** When needed, transportation will be provided for Elders or participants to and from ceremonial or cultural events.

**Technology and Materials:** Basic tools such as printed educational materials, translation supports, and recording equipment for capturing oral teachings (when appropriate and permitted).

These inputs will allow WBWS to deliver holistic, trauma-informed, and culturally grounded programming to residents on a daily basis.

**Activities: What activities make up the program, project, service or event? (e.g., workshops, mentorship sessions, etc.)**

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The Tawâw program provides rapid access to 48 supportive housing beds for individuals and families experiencing homelessness. The initiative emphasizes long-term recovery through culturally grounded care.

Core activities include:

Housing Support: Safe, immediate access to housing with on-site staff and partnerships with Housing First case managers.

Wraparound Services: Coordination with Alberta Health Services and other community agencies to offer health, wellness, and recovery supports.

Cultural Programming: Daily access to Indigenous ceremony and traditions, including:

Daily smudging

Talking circles

Sweat lodge ceremonies

Fasting rituals

Natural medicine and healing practices

Seasonal ceremonies

Elder Engagement: Regular visits and teachings from Elders and Oskapewis (Elder Helpers) to guide residents in cultural ways of being.

Community Integration: Open participation in ceremonies and cultural practices by staff, residents, clinicians, and guests.

Trauma-Informed Mentorship: Staff provide consistent, culturally safe support to help residents move toward stability and healing.

Tawâw uses a decolonial, people-first model rooted in Indigenous knowledge, ceremony, land-based teachings, and the interconnectedness of community

**Outputs: What do you deliver? (e.g., # of total participants trained, # of organizations, # of sessions, # of events, etc.). Note, each activity should have outputs.**

Note: If the program, project, service or event is approved, your outputs may be included in the Grant Agreement and data collection on the outputs is required.

Housing Support: 48 permanent supportive housing beds available

Wraparound Services: Services provided by community and health agency partners  
Over 100 support sessions delivered annually (case management, health check-ins, etc.)

Cultural Programming:

Daily smudging: ~365 smudge opportunities per year

Weekly talking circles: 52 sessions annually

Monthly sweat lodges: 12 ceremonies annually

Fasting, seasonal ceremonies, and land-based healing: minimum of 6–10 major events annually

Elder/Oskapewis visits: ~2–4 visits per month; 24–48 annually

Mentorship & Recovery Support: Daily informal mentorship by trauma-informed staff: 300+ mentorship touchpoints/year

Individual healing plans developed and tracked for each resident: 100% of residents connected with at least one cultural activity/month

Community Engagement: 4–6 collaborative programming events with community partners per year  
25+ residents/staff engaged in each open cultural event (e.g., solstice ceremony, pipe ceremony)

Capacity Building

5 professional development/cultural safety sessions for staff annually

**Outcomes: What change do you want to see for the participants by running your program, project, service or event? Organizations are required to identify at least one outcome, that will be measured through the grant period, should the application be approved.**

Note: If the program, project, service or event is approved, your outcomes will be included in the Grant Agreement and data collection on the outcomes is required.

**Increased Housing Stability for Indigenous Participants:** At least 75% of housed individuals will maintain stable housing for 6 months or more during the program term.

**Improved Cultural Connection and Identity:** 80% of residents will participate in cultural programming at least once per month, indicating strengthened connection to culture, community, and self.

**Enhanced Wellbeing and Recovery Outcomes:** 70% of participants will report increased sense of safety, wellbeing, and belonging through anonymous wellness check-ins or storytelling-based evaluations.

**Stronger Engagement with Support Services:** 60% of residents will engage with at least one partner agency or case management support beyond initial intake.

**Reduced Chronic Homelessness:** 20% of participants will transition to longer-term independent or supported housing during or after their time at Tawâw.

**What tools will you use to measure the outcomes of the program, project, service or event?**

Note: If your organization is approved for funding, copies of the measurement tools selected will be requested.

Surveys, Interviews, Observation

**Please provide details of how your program, project, service or event differs from other services being offered in the community.**

Our program will be unique as it will be offered to our clients in the building in which they live and on the lands in which we live. There will be access to watch, participate, and ask questions from a trauma informed perspective. Continual teachings (daily) will allow for change and growth for those participating. We will do this through Two Eyed seeing incorporating some Western World Views and Indigenous World Views and leave it to the clients to determine their paths to healing. We know that access to culture creates a spiritual, physical, emotional and mental change in people. This will create a different way of harm reduction for those accessing Tawaw Cultural Programming.

**This grant is intended to promote an allied social profit sector within the Municipality. List the community groups or organizations that will be actively involved in the program, project, service or event delivery.**

Community Organization or Group	Role
Recovery Alberta	Staffing and Operational Funding Partner
NiGiNan Housing Ventures (Edmonton)	Mentorship and Training Support Partner
McMurray Metis	Client Collaboration and Referrals
Wood Buffalo Food Bank	Community Programming Partner
ihkapaskwa Indigenous Wellness Collective (Aunties Within Reach)	Client Referrals
AHS Street Connect	Client Collaboration
All area First Nations	Client Collaboration

**WOOD BUFFALO WELLNESS SOCIETY**  
**Financial Statements**  
**Year Ended March 31, 2025**

# WOOD BUFFALO WELLNESS SOCIETY

## Index to Financial Statements

Year Ended March 31, 2025

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	Page
INDEPENDENT AUDITOR'S REPORT	1-2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Revenues and Expenditures	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7-13

## INDEPENDENT AUDITOR'S REPORT

To the Members of Wood Buffalo Wellness Society

### *Opinion*

We have audited the financial statements of Wood Buffalo Wellness Society (the organization), which comprise the statement of financial position as at March 31, 2025, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with 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.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

(continues)

## Independent Auditor's Report To the Members of Wood Buffalo Wellness Society (*continued*)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Edmonton, Alberta

Rutwind Brar LLP  
Chartered Professional Accountants

**WOOD BUFFALO WELLNESS SOCIETY****Statement of Financial Position****March 31, 2025**

	<b>2025</b>	<b>2024</b>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash (Note 3)	\$ 85,856	\$ 2,342,170
Accounts receivable	692,084	1,046,553
Goods and services tax recoverable	88,576	33,164
Prepaid expenses	90,957	58,720
	<b>957,473</b>	<b>3,480,607</b>
<b>CAPITAL ASSETS (Note 4)</b>	<b>5,252,945</b>	<b>2,608,165</b>
	<b>\$ 6,210,418</b>	<b>\$ 6,088,772</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities (Note 5)	\$ 944,616	\$ 479,747
Current portion of long term debt (Note 8)	180,900	110,720
Deferred revenue (Note 6)	310,664	3,157,775
	<b>1,436,180</b>	<b>3,748,242</b>
<b>LONG TERM DEBT (Note 8)</b>	<b>240,303</b>	<b>936,464</b>
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 7)</b>	<b>4,401,704</b>	<b>1,286,029</b>
	<b>6,078,187</b>	<b>5,970,735</b>
<b>NET ASSETS</b>	<b>132,231</b>	<b>118,037</b>
	<b>\$ 6,210,418</b>	<b>\$ 6,088,772</b>

**ON BEHALF OF THE BOARD**

Signed by: CHRISTINE BURTON Director  
9108502634384F8

DocuSigned by: [Signature] Director  
C1E78ED1B016884

Signed by: Derrick Trétiér Director  
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DocuSigned by: Joanne Packham Director  
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See notes to financial statements

**WOOD BUFFALO WELLNESS SOCIETY****Statement of Revenues and Expenditures****Year Ended March 31, 2025**

	<b>2025</b>	<b>2024</b>
<b>REVENUES</b>		
Regional Municipality of Wood Buffalo	\$ 1,610,814	\$ 2,775,845
Indigenous Services Canada	1,456,736	1,729,058
Alberta Health Services	1,238,876	213,227
Other Revenue	936,296	883,141
Rent	519,792	207,732
United Way of Fort McMurray	182,880	181,000
	<b>5,945,394</b>	<b>5,990,003</b>
<b>EXPENDITURES</b>		
Wages and benefits	3,849,870	3,504,037
Rent supplement	486,221	765,722
Program resources and supplies	297,333	296,438
Repairs and maintenance	259,585	274,471
Rent	229,050	280,429
Nutrition program	180,555	280,220
Utilities	141,824	102,648
Travel	141,749	154,656
Insurance organization	83,535	44,471
Office	81,798	67,329
Interest on long term debt	78,023	63,378
Advertising and promotion	44,713	8,493
Telephone	41,528	30,242
Interest and bank charges	9,430	8,896
Insurance client	6,648	13,095
Professional fees	(662)	14,453
	<b>5,931,200</b>	<b>5,908,978</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>\$ 14,194</b>	<b>\$ 81,025</b>

**WOOD BUFFALO WELLNESS SOCIETY****Statement of Changes in Net Assets****Year Ended March 31, 2025**

	Unrestricted Operating	Equity in Capital Assets	2025	2024
<b>NET ASSETS BEGINNING OF YEAR</b>				
As previously reported	\$ 186,436	\$ -	\$ 186,436	\$ 37,012
Prior period adjustments	(68,399)	-	(68,399)	-
As restated	118,037	-	118,037	37,012
Amortization of capital assets	-	(144,624)	(144,624)	(53,796)
Amortization of deferred contributions related to capital assets	-	144,624	144,624	53,796
Excess (deficiency) of revenues over expenditures	14,194	-	14,194	81,025
<b>NET ASSETS END OF YEAR</b>	\$ 132,231	\$ -	\$ 132,231	\$ 118,037

**WOOD BUFFALO WELLNESS SOCIETY****Statement of Cash Flows**  
**Year Ended March 31, 2025**

	2025	2024
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenditures	\$ 14,194	\$ 81,025
Changes in non-cash working capital:		
Accounts receivable	354,469	(926,810)
Accounts payable and accrued liabilities	464,869	136,182
Deferred revenue	(2,847,111)	2,141,325
Prepaid expenses	(32,237)	(22,887)
Goods and services tax payable	(55,412)	25,810
Funds held in trust	-	(107,411)
	(2,115,422)	1,246,209
Cash flow from (used by) operating activities	(2,101,228)	1,327,234
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(2,789,404)	(970,488)
Proceeds on disposal of capital assets	-	495,000
Cash flow used by investing activities	(2,789,404)	(475,488)
<b>FINANCING ACTIVITIES</b>		
Deferred contributions related to capital assets	3,260,299	-
Proceeds from long term financing	170,000	347,550
Repayment of long term debt	(795,981)	(46,379)
Cash flow from financing activities	2,634,318	301,171
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>(2,256,314)</b>	<b>1,152,917</b>
Cash beginning of year	2,342,170	1,189,253
<b>CASH END OF YEAR</b>	<b>\$ 85,856</b>	<b>\$ 2,342,170</b>
<b>CASH CONSISTS OF:</b>		
Cash	\$ 85,856	\$ 2,342,170

**WOOD BUFFALO WELLNESS SOCIETY****Notes to Financial Statements****Year Ended March 31, 2025****1. NATURE OF OPERATIONS**

Wood Buffalo Wellness Society (the "Society") was incorporated provincially under the Societies Act of Alberta on May 3, 2007 as a not-for-profit organization. As a registered charity the organization is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

The Wood Buffalo Wellness Society operates the Mark Amy Residential Treatment Centre as well as Community Services, including Housing Programs for individuals and families experiencing, or at risk of, homelessness. The Society's Vision is a community where all are housed and free of addiction. The Society accomplishes this by providing culturally appropriate programs and support for addiction treatment and housing to individuals and families, focusing their efforts towards Indigenous communities, reconciliation, and wellness.

**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 cash equivalents**

Cash and cash equivalents consist of cash on hand and bank deposits.

**Capital assets**

Capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives on a declining balance basis at the following rates and methods:

Buildings	4%	declining balance method
Computer equipment	55%	declining balance method
Equipment	30%	declining balance method
Furniture and fixtures	20%	declining balance method
Leasehold improvements	10 years	straight-line method
Vehicles	30%	declining balance method

A full year's amortization is recorded in the year of acquisition. No amortization is recorded in the year of disposal.

Amortization of leasehold improvements is recorded over the remaining term of the lease plus the first renewal option.

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

**Fund accounting**

Wood Buffalo Wellness Society follows the deferral method of accounting for contributions.

Revenues and expenses related to program delivery and administrative activities are reported in the Operating Fund.

*(continues)*

**WOOD BUFFALO WELLNESS SOCIETY****Notes to Financial Statements****Year Ended March 31, 2025****2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**Revenue recognition

Wood Buffalo Wellness Society follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Revenue from the sale of services is recognized upon provision of the services to the purchaser.

Contributed services

Volunteers have contributed their time to assist the Society in carrying out its programs. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Financial instruments policy

Financial assets originated or acquired or financial liabilities issued or assumed in an arm's length transaction are initially measured at their fair value. In the case of a financial asset or financial liability not subsequently measured at its fair value, the initial fair value is adjusted for financial fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption. Such fees and costs in respect of financial assets and liabilities subsequently measured at fair value are expensed.

The Society subsequently measures the following financial assets and financial liabilities at amortized cost: cash, accounts receivable, and accounts payable and accrued liabilities.

At the end of each reporting period, management assesses whether there are any indications that financial assets measured at cost or amortized cost may be impaired. If there is an indication of impairment, management determines whether a significant adverse change has occurred in the expected timing or the amount of future cash flows from the asset, in which case the asset's carrying amount is reduced to the highest expected value that is recoverable by either holding the asset, selling the asset or by exercising the right to any collateral. The carrying amount of the asset is reduced directly or through the use of an allowance account and the amount of the reduction is recognized as an impairment loss in operations. Previously recognized impairment losses may be reversed to the extent of any improvement. The amount of the reversal, to a maximum of the related accumulated impairment charges recorded in respect of the particular asset, is recognized in operations.

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.

**WOOD BUFFALO WELLNESS SOCIETY****Notes to Financial Statements****Year Ended March 31, 2025****3. CASH**

	2025	2024
<u>Section heading</u>		
Cash	\$ (1,480)	\$ 2,245,579
AGLC funds, restricted	87,336	96,591
	<u>\$ 85,856</u>	<u>\$ 2,342,170</u>

**4. CAPITAL ASSETS**

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Land	\$ 495,000	\$ -	\$ 495,000	\$ 495,000
Buildings	4,295,156	92,655	4,202,501	1,979,397
Computer equipment	60,658	53,564	7,094	13,808
Equipment	28,676	17,504	11,172	5,834
Furniture and fixtures	230,829	98,769	132,060	15,770
Leasehold improvements	2,464,437	2,070,992	393,445	81,680
Vehicles	273,708	262,035	11,673	16,676
	<u>\$ 7,848,464</u>	<u>\$ 2,595,519</u>	<u>\$ 5,252,945</u>	<u>\$ 2,608,165</u>

**5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	2025	2024
Trade payables and accrued liabilities	\$ 678,202	\$ 72,532
Wages payable	260,021	299,697
Government remittances	6,393	7,133
Amounts to be returned to funding providers	-	100,387
	<u>\$ 944,616</u>	<u>\$ 479,749</u>

**WOOD BUFFALO WELLNESS SOCIETY****Notes to Financial Statements****Year Ended March 31, 2025****6. DEFERRED REVENUE**

	March 31, 2024	Funding received	Revenue recognized	March 31, 2025
AGLC	\$ 96,591	\$ 28,969	\$ 38,225	\$ 87,335
Alberta Government	-	349,866	199,424	150,442
Alberta Health Services	172,025	1,066,851	1,238,876	-
Indigenous Services Canada				
Health Planning Management	-	2,441	2,441	-
Accreditation	-	30,000	30,000	-
Community Facilities O & M	330,000	-	330,000	-
Mental Wellness Program	34,373	33,000	67,373	-
NNADAP	209,890	1,106,393	1,316,283	-
Miscellaneous Revenue	-	117,607	104,720	12,887
Reg. Municipality of Wood Buffalo				
New Housing Project	1,799	-	1,799	-
Community Capital Grant	2,178,500	-	2,178,500	-
Community Impact Grant	80,000	80,000	100,000	60,000
Round Dance Donation	2,392	-	2,392	-
WBCF Grant	52,205	-	52,205	-
	<b>\$ 3,157,775</b>	<b>\$ 2,815,127</b>	<b>\$ 5,662,238</b>	<b>\$ 310,664</b>

**7. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS**

Deferred contributions related to capital assets represent the funding received to purchase capital assets and is amortized on the same basis as the related capital assets. The changes in the deferred contributions balance for the year are as follows.

	2025	2024
Beginning balance	\$ 1,286,029	\$ 1,339,825
Contribution from funders	3,260,299	-
Amortization of deferred contributions	(144,624)	(53,796)
Ending balance	<b>\$ 4,401,704</b>	<b>\$ 1,286,029</b>

**8. LONG TERM DEBT**

	2025	2024
RBC loan bearing interest at prime plus 1.8% compounded monthly, repayable in monthly blended payments of \$9,349. The loan matures on January 8, 2033 and is secured by 10021 Biggs Avenue which has a carrying value of \$2,043,167.	\$ 120,000	\$ 704,065

*(continues)*

WOOD BUFFALO WELLNESS SOCIETY

Notes to Financial Statements  
Year Ended March 31, 2025

8. LONG TERM DEBT (continued)

	2025	2024
Johnson Controls loan bearing interest at 10.487% compounded monthly, repayable in monthly blended payments of \$7,468. The loan matures on February 1, 2029 and is secured by Security System which has a carrying value of \$-.	301,203	343,119
	421,203	1,047,184
Amounts payable within one year	(180,900)	(110,720)
	\$ 240,303	\$ 936,464

Principal repayment terms are approximately:

2026	\$ 180,900
2027	67,602
2028	75,043
2029	76,023
2030	21,636
Thereafter	(1)
	\$ 421,203

9. ECONOMIC DEPENDENCE

The organization receives a significant portion of its revenue pursuant to funding agreements with Alberta Health Services (2025 21%, 2024 4%), Indigenous Services Canada (2025 24%, 2024 30%) and the Regional Municipality of Wood Buffalo (2025 27%, 2024 46%).

10. FINANCIAL INSTRUMENTS

Transacting in and holding of financial instruments exposes the Society to certain financial risks and uncertainties. These risks, which have not changed from the prior year, include:

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Society's exposure to credit risk relates to accounts receivable and arises from the possibility that a debtor does not fulfil its obligations. Management believes this risk is minimized as all receivables are from funding providers which are all government agencies. The Society performs continuous evaluation of its financial assets and records impairment in accordance with the stated policy.

(continues)

**WOOD BUFFALO WELLNESS SOCIETY****Notes to Financial Statements****Year Ended March 31, 2025****10. FINANCIAL INSTRUMENTS** *(continued)****Liquidity risk***

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society's exposure to liquidity risk relates to accounts payable and accrued liabilities and arises from the possibility that the timing and amount of its cash inflows will not be sufficient to enable it to meet its financial obligations as they become due. Management believe this risk is minimized by ensuring that it documents when authorized payments become due and maintains an adequate line of credit to repay creditors.

***Market risk***

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Society is mainly exposed to interest rate risk.

***Currency risk***

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Society is not exposed to currency risk.

***Interest rate risk***

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Society is exposed to interest rate risk on its investments. The Society only invests in secured investments with guaranteed interest rates to mitigate this risk.

***Other price risk***

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Society is not exposed to other price risk.

***Change in risk***

There have been no significant changes in the Society's risk exposures from the 2024 fiscal year

**11. CONTINGENT LIABILITY**

Government contributions related to the projects of the Society are subject to conditions regarding the expenditures of funds. The Society's accounting records are subject to audit by the various funding agencies. Should any instances be identified in which the amounts charged to projects are not in accordance with the agreed terms and conditions, amounts would be refundable to the respective funding agencies. Adjustments to the financial statements as a result of these audits will be recorded in the period in which they become known.

WOOD BUFFALO WELLNESS SOCIETY

Notes to Financial Statements

Year Ended March 31, 2025

12. LEASE COMMITMENTS

The Society leases office space under a lease agreement for \$4663 per month. The previous lease agreement ended on April 30, 2021, after this point the lease transitioned to a month to month lease.

The Society occupies space in a Health Canada owned building at no cost, by virtue of their funding agreement, which is not recognized in these financial statements due to the difficulty in determining fair value.

13. PRIOR PERIOD ADJUSTMENTS

The prior year's financial information has been restated to reflect the following correction:

To adjust the wage's payable due to a clerical error on the calculation used to determine the wages payable at March 31, 2024.

	Previous	Prior period adjustment	Restated
2024			
Accounts payable and accrued liabilities	\$ 411,348	\$ 68,399	\$ 479,747
	\$ 411,348	\$ 68,399	\$ 479,747