

## Application Summary: 2026 - 3370 - Community Impact Grant - Community Programs and Projects

### Application ID

2026 - 3370 - Community Impact Grant - Community Programs and Projects

### Applicant Information

#### Organization Information

Big Brothers Big Sisters Association of Wood Buffalo  
202-604 Signal Road  
Fort McMurray, AB, T9H 4Z4

#### Primary Contact

Hanna Fridhed  
202-604 Signal Road  
Fort McMurray, AB, T9H 4Z4

Phone: (780) 791-2447  
Email: [edwb@bigbrothersbigsisters.ca](mailto:edwb@bigbrothersbigsisters.ca)

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### 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?

To enable life-changing mentoring relationships to ignite the power and potential of young people in the Wood Buffalo region.

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

#### One on One Mentoring

Pairs youth with adult role models who provide guidance, active listening, and companionship through regular outings. Mentors and mentees build trusting, respectful relationships with caseworker support to ensure safety and progress. Participants experience boosted confidence, improved social skills, and emotional resilience while developing lasting connections.

#### Crafty Kids

Group program combining hands-on art projects, movement games, and discussions to foster creativity and conversation. Participants build confidence and communication skills by leading share-outs, active listening exercises, and team challenges. Emphasis on emotional wellness, peer support, and mindfulness cultivates leadership traits like responsibility and empathy, empowering children to express themselves and form healthy relationships.

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### Full Circle Mentoring

Group program connecting children and youth with Indigenous culture through storytelling, crafts, activities, and dialogue led by an Indigenous mentor. This trauma-informed, equity-focused program developed in Wood Buffalo fosters cultural pride among Indigenous participants and promotes reconciliation by building understanding and respect with non-Indigenous youth.

### Game On Mentoring

Group program for self-identifying boys and non-binary youth. Guided by mentors, participants engage in physical activities, nutrition education, life skills discussions, and mental health awareness exercises. The approach builds healthy habits, self-esteem, and emotional resilience, equipping youth to thrive and reach their potential.

### Go Girls Mentoring

Group program for self-identifying girls and non-binary youth through sessions that explore self-esteem, healthy living, and mental wellness. Facilitators lead discussions, educational games, and activities on nutrition, physical activity, and eating disorder prevention. Participants also develop leadership skills, learn to build friendships, and gain strategies for navigating challenges with confidence and resilience.

### Ignite Mentoring

All-gender group mentoring program that fosters healthy relationships, confidence, and leadership through activities, crafts, and discussions. Participants engage in physical exercise, communication exercises, and mental health dialogue. This supportive environment empowers youth to connect, learn life skills, thrive.

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

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We service ages 6-18. All our programs are free of charge.

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

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

### Board of Directors

Name	Board Position	Years on Board
Rita Dizak	President	3
Monica Ball	Treasurer	1
Samantha Simpson	Vice President	1
Jessica Perry	Secretary	1
Judy Dredge	Director	1
Mila Novichenkova	Director	1
Jamal-e-Fatima Rafat	Director	1
Jennifer Waye	Director	1

**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.**

Our board representatives have lived experience and/or expertise that is reflective of the demographics our organization serves, which is youth mentoring. All members have had valued mentors in their lives that have helped shape who they are today and the work that they do. All members are easily connected to the cause, as because of a positive adult role model that they had in their lives, they were able to succeed and see the power and potential that they have within themselves. Many members on our board are mentors in respect to their career and job titles and mentor their staff and co-workers on a daily basis. Within the board itself, board mentoring happens where each member is paired with another member for mentorship. Several members have recently rejoined the board, having served on our board for several years before taking a short hiatus. We also have board members who are former staff, Bigs, and facilitators of our programs.

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### Program/Projects Details

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

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

Yes

### Program/Projects

**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: Community-Based One-on-One Mentoring (Bigs/Littles) Status: Completed

Program/Project: Crafty Kids Mentoring Program Status: Completed

Program/Project: Full Circle Mentoring Program Status: Completed

Program/Project: Game On Mentoring Program Status: Completed

Program/Project: Go Girls Mentoring Program Status: Completed

Program/Project: Ignite Mentoring Program Status: Completed

## Application Summary: 2026 - 3370 - Community Impact Grant - Community Programs and Projects

### 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

\$101,496.00

#### Total Operating Expenses

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

\$474,171.00

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

We maintain a diversified funding strategy to ensure financial sustainability and fiscal responsibility. We continuously apply for provincial and federal grants, secure corporate sponsorships and individual donations, and solicit in-kind contributions. We host material and snack drives, signature fundraising events, and targeted donor campaigns while cultivating strategic partnerships and collaborations to broaden our impact. To strengthen our development capacity, both staff and board members participate in ongoing professional development focused on fundraising and sustainability.

**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 - 3370 - Community Impact Grant - Community Programs and Projects

### Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Sponsorship	Program Sponsorship	\$7,500.00
Other	Wine Auction	\$45,000.00
Other	Duck Drop	\$5,500.00
Other	Donations	\$9,000.00
		<b>\$67,000.00</b>

### Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Casinos/Bingos	Casino in Q2 2026	\$20,000.00
Other	Bowl For Kids Sake	\$35,000.00
Other	Smile Cookie Campaign	\$14,000.00
Sponsorship	Crafty Kids Sponsorship	\$7,500.00
Grant	Jumpstart	\$9,000.00
Grant	BBBS Canada	\$10,000.00
Other	Donations	\$10,000.00
Government of Alberta Grant	CIP Project Grant	\$15,000.00
Government of Alberta Grant	Ethnocultural Grant	\$25,000.00
Grant		\$45,000.00
		<b>\$190,500.00</b>

### Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Administration Costs 15% Maximum		\$15,000.00	\$8,000.00
Advertising/Marketing		\$10,800.00	\$1,500.00
Food Costs		\$2,700.00	\$1,000.00
Gifts for Elders / Honorariums	Full Circle Indigenous facilitators, gifts for Elders and Knowledge Keepers	\$8,000.00	\$500.00
Insurance - Program, Project, Service or Event		\$7,500.00	\$1,000.00

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Program Materials & Supplies		\$2,500.00	\$2,000.00
Program Staff wages & Benefits	Wages/Salaries, EI, Benefits, CPP, WCB	\$213,360.00	\$80,000.00
Training		\$3,000.00	\$500.00
Transportation and Delivery		\$7,100.00	\$5,000.00
Volunteer Appreciation		\$1,000.00	\$500.00
Other (Provide Detail)	Printing and Copying	\$250.00	\$0.00
		<b>\$271,210.00</b>	<b>\$100,000.00</b>

### Shortfall

	<b>Total</b>
(Total Secured Revenue - Total Expenses)	\$204,210.00

### Total RMWB Grant Request

	<b>Amount</b>
Total	\$100,000.00

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

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

\$271,210.00

### Total Grant Amount Request

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

\$100,000.00

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

Click on the Save Draft button to calculate the percentage.

37%

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

We leverage community driven non-financial resources such as materials and snack drives, our Holiday Gift Tree and in-kind partnerships that provide free program space while enabling us to offer our programs to other community organizations. We also collaborate with partners on carpooling to rural communities and engage staff and volunteers to support outreach and operations at signature events, including the annual Pride Fair, Community Registration Day and the JSYF BBQ.

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### Attachments

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

[Community-Based\\_One-on-One\\_Mentoring\\_Program\\_Budget\\_2026.xlsx](#)

11.5 KB - 10/10/2025 12:29 PM

[Crafty\\_Kids\\_Mentoring\\_Program\\_Budget\\_2026.xlsx](#)

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[Full\\_Circle\\_Mentoring\\_Program\\_Budget\\_2026.xlsx](#)

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[Game\\_On\\_Mentoring\\_Program\\_Budget\\_2026.xlsx](#)

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[Go\\_Girls\\_Mentoring\\_Program\\_Budget\\_2026.xlsx](#)

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[Ignite\\_Mentoring\\_Program\\_Budget\\_2026.xlsx](#)

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Total Files: 6

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

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

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optional for Community Impact Grant application.

[Child\\_\\_Youth\\_Tomorrow\\_Project\\_Partnership\\_Letter.pdf](#)

216 KB - 10/14/2025 10:44 AM

[Crafty\\_Kids\\_-\\_Westview\\_Public\\_School\\_MOU.pdf](#)

408.3 KB - 10/14/2025 10:36 AM

[FCM\\_-\\_Athabasca\\_Delta\\_Community\\_School\\_MOU.pdf](#)

463.8 KB - 10/14/2025 10:36 AM

[FCM\\_-\\_Dr\\_Karl\\_A\\_Clark\\_Elementary\\_MOU.pdf](#)

127.4 KB - 10/14/2025 10:36 AM

[FCM\\_-\\_Father\\_Beauregard\\_School\\_MOU.pdf](#)

201.2 KB - 10/14/2025 10:36 AM

[FCM\\_-\\_Good\\_Shepherd\\_Community\\_School\\_MOU.pdf](#)

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[FCM\\_-\\_Our\\_Lady\\_of\\_Rivers\\_Catholic\\_School\\_MOU.pdf](#)

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[Game\\_On\\_-\\_St\\_Gabriel\\_Catholic\\_School\\_MOU.pdf](#)

148.2 KB - 10/14/2025 10:36 AM

[Game\\_On\\_\\_Go\\_Girls\\_-\\_Father\\_Beauregard\\_School\\_MOU.pdf](#)

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[Go\\_Girls\\_-\\_St\\_Anne\\_Catholic\\_School\\_MOU.pdf](#)

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[Ignite\\_-\\_Greely\\_Road\\_School\\_MOU.pdf](#)

225.7 KB - 10/14/2025 10:36 AM

[Ignite\\_-\\_Sister\\_Mary\\_Phillips\\_Catholic\\_School\\_MOU.pdf](#)

197.8 KB - 10/14/2025 10:36 AM

[Justin\\_Slade\\_Youth\\_Foundation\\_Partnership\\_Letter.pdf](#)

226.2 KB - 10/14/2025 10:36 AM

[WB\\_Pride\\_and\\_BBBSWB\\_PRISM\\_Program\\_MOU.pdf](#)

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Total Files: 14

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

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

[BBBSWB-2024-Financial-Statements\\_\(signed\).pdf](#)

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Total Files: 1

## Application Summary: 2026 - 3370 - 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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Hanna Fridhed

### Position/Title

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Executive Director

**Date:** 10/14/2025

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

#### Program, Project or Service Name

Community-Based One-on-One Mentoring (Bigs/Littles)

#### Beginning Date

01/01/2026

#### Completion Date

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.

12/31/2026

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

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.

#### Program, Project, or Event Delivery Information

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

**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.**

Big Brothers Big Sisters of Wood Buffalo offers evidence-based mentoring at no cost to youth, fostering developmental relationships since 1979. BBBSWB matches children and youth with mentors who provide care, challenge growth, share power, support, and expand possibilities within a safe environment. Studies show measurable improvements in mental health, academics, and cultural connectedness, even for disadvantaged participants. Community-based one-to-one matches meet for educational, recreational, and cultural activities, guided by staff to build developmental assets. Staff employ caseworkers to oversee each match and ensure progress. Economic analyses estimate every dollar invested returns \$18 to \$23 in increased earnings, taxes, and volunteerism.

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

**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)	15
Youth (13-18 years)	30
Adults	45
Seniors (65+)	0
Families	0
Community	0
Total	90

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

Youth, 2SLGBTQIA+, Immigrants, refugees and/or newcomers, First Nations, Métis, and/or Inuit Peoples, Other racialized communities, Youth, Women and/or girls

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

**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.**

Big Brothers Big Sisters of Wood Buffalo believes every young person deserves a mentor; we offer our evidence-based programs at no cost to eliminate financial barriers. We serve male, female, transgender, and non-binary children and youth aged 6–18 who face challenges such as bullying, isolation, poverty, abuse, social anxiety, and low self-esteem. Through rigorous volunteer screening and training, trauma-informed practices, and culturally responsive programming, we create a safe, inclusive environment where both mentees and mentors feel valued and supported. By removing cost obstacles and embracing diversity, we ensure all participants can build the confidence, resilience, and social-emotional skills they need to thrive.

**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.**

## Logic Model

**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?**

Since 2018, we've achieved an average annual growth of 19% in served youth. Despite this expansion, our waitlist remains at capacity, with average wait times of three to six months and some youth waiting over a year for a mentor. In 2023, 73% of our participants self-identify as Indigenous, highlighting our service to local First Nations, Métis, and Inuit communities. Our 2024 National Need Registry reveals that 75% of mentees have experienced three or more adversities and 83% have two or more. Search Institute reports that one in five young people have no developmental relationships and another 20% have only one, underscoring a critical gap in support for youth development. Yet our mentoring programs shift these outcomes: mentored youth are 17% more likely to gain employment, 50% more likely to volunteer, 60% report consistent happiness, and 50% build strong social networks. This data underscores the urgent need to expand our mentoring capacity to meet growing demand and deliver proven, transformative support to Wood Buffalo's young people.

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

**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?)**

Big Brothers Big Sisters of Wood Buffalo's evidence-based mentoring, guided by our Theory of Change, strengthens social-emotional competencies, mental health and wellbeing, and educational engagement and community connectedness. Through the one-to-one matches, we build relationship skills, social awareness, responsible decision-making, self-management, positive identity, empowerment, connectedness, and commitment to learning.

We are developing a One-on-One PRISM program in partnership with Wood Buffalo Pride, to increase services for the 2SLGBTQIA+ community.

**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."**

Our evidence-based mentoring delivers measurable benefits across economic, educational, social, and wellbeing outcomes. Mentored youth experience a 15–20% boost in early adult earnings, narrowing socioeconomic gaps, and are 20% more likely to attend college. Employment rates increase by 17%, and volunteerism by 50%, strengthening community engagement. Within 18 months, mentored youth exhibit lower absenteeism and suspensions, healthier social bonds, and reduced reliance on social services.

90% of mentors report positive gains in confidence and coping skills, and 64% of mentees report higher self-esteem. 60% of mentored youth maintain consistent happiness and emotional stability. Yet only one in five young people nationwide has a strong web of developmental relationships, underscoring the critical need for our programs. These data affirm that sustained mentoring relationships convert adversity into opportunity, transforming youth outcomes and bolstering community wellbeing.

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

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

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- Staff: Program manager, program coordinators (covering salaries, benefits, recruitment, and ongoing professional development)
- Volunteer Engagement: Recruitment, screening, and training to sustain a robust network of community mentors.
- Facilities: Rental, utilities, insurance, and maintenance.
- Office Infrastructure: Workstations, computers, mobile devices, printing, and office consumables to support staff and volunteer operations.
- Administrative Support: Human resources, finance, fund development, and leadership oversight to ensure sound governance and fiscal accountability.
- Accreditation & Quality Assurance: Fees and processes required to maintain Big Brothers Big Sisters Canada's national standards.

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

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

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##### For Children/Youth (Mentees/Littles)

- Application process: provide program details, outline follow-up support, share community resources, and co-create evaluation tools.
- Referral review and interview.
- Mentor matching.
- Youth training on mentorship roles, program structure, safety, healthy relationships, and boundaries.
- During active matches: regular monitoring via phone calls and in-person check-ins, with follow-up support as needed.
- Match closure: in-person meeting and program evaluation.
- Reassessment and/or referral to other programs.

##### For Volunteers (Mentors/Bigs)

- Recruitment and application: Interview, Prescreening, Criminal record check, Reference check, Home visit, Driver's abstract, Insurance verification
- Training: nationally developed BBBS modules.
- During matches: ongoing support and supervision, access to additional trainings and resources, and regular monitoring via phone and in-person check-ins.

##### Community Engagement Activities

- Big and Little events, including gingerbread house making, baseball games, theatre performances, and similar group activities.
- "Become a BIG" information sessions.

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

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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.

45 mentors trained and matched

15 children matched

30 youth matched

4 Big and Little Events

Two information sessions

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

**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.

Children and youth experience increased confidence and coping skills.

Children and youth experience higher self-esteem

Children and youth maintain healthy relationships, a healthy lifestyle and are positively engaged in their community

Children and youth experience quality developmental relationships

Individuals develop positively

Improved social well-being and community engagement

Individuals are connected to others

**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

## Project Summary

### Community-Based One-on-One Mentoring (Bigs/Littles)

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

Since 1979, BBBSWB has delivered no-cost, volunteer-driven mentoring to boys, girls, and non-binary youth aged 6–18. As the sole evidence-based mentoring provider in Wood Buffalo, we match trained community volunteers with children, fostering developmental relationships anchored in care, growth, and empowerment. Our intake and monitoring process is aligned with Big Brothers Big Sisters Canada's national quality standards and leverages the National Need Registry grounded in the Adverse Childhood Experiences study. In 2024, 75% of mentees reported three or more ACEs and 83 percent reported at least two, validating our focus on those with the greatest needs. We serve both Fort McMurray and the rural communities, and partner with schools, Indigenous agencies, recreational facilities, and other community organizations to deliver accessible, trauma-informed support. By offering all services and programs free of charge, we eliminate financial barriers and ensure access even amid economic and mental health challenges. This volunteer-led, data-driven model positions BBBSWB as the leader in transforming adversity into opportunity for Wood Buffalo's young people through positive mentoring relationships.

#### **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
Wood Buffalo Pride	PRISM Partner
FMPSD	Referrals
FMCSD	Referrals
Northeast Child and Family Services	Referrals
AHS	Referrals
Community Committees: Our Children Our Youth (OCOY), Volunteer Managers Roundtable, Newcomers Interagency Network (NIN), Collaborative Community Outreach Team (CCOT), Rural Sharing Network, Family Violence Coordinating Council (FVCC), BBBS AB Service Delivery Team	Program promotion, connection, collaborative community agencies, working groups

**Program, Project or Service Name**

Crafty Kids Mentoring Program

**Beginning Date**

01/01/2026

**Completion Date**

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.

12/31/2026

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

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

## Project Summary

### Crafty Kids Mentoring Program

**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.**

Crafty Kids Group Mentoring aligns with the evidence-based model developed by Big Brothers Big Sisters Canada, adapted by BBBSWB staff for Wood Buffalo youth through feedback, observation, and evaluation. Research shows participants in BBBS group mentoring experience measurable improvements in mental health, academics, and cultural connectedness. Crafty Kids engages children with creative and discussion-based activities including icebreakers, crafts, non-traditional physical activities, and reflective discussions to foster self-esteem, communication, leadership, healthy relationships, and emotional wellness, encouraging lifelong healthy lifestyles through mentorship, hands-on learning, and peer support.

**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)	50
Youth (13-18 years)	0
Adults	0
Seniors (65+)	0
Families	0
Community	0
Total	50

## Project Summary

### Crafty Kids Mentoring Program

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

Youth, 2SLGBTQIA+, Immigrants, refugees and/or newcomers, First Nations, Métis, and/or Inuit Peoples, Other racialized communities, Youth, Women and/or girls, People experiencing poverty and/or homelessness

**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.**

Big Brothers Big Sisters of Wood Buffalo believes every young person deserves access to a mentor, whether through one-on-one relationships or group programs. We offer our evidence-based programs at no cost to eliminate financial barriers, serving male, female, transgender, and non-binary children and youth aged 6–18 who face challenges such as bullying, isolation, poverty, abuse, social anxiety, and low self-esteem. Our staff and volunteers engage in ongoing development and training to ensure that all our programs are culturally responsive, trauma-informed, and inclusive in order to create a safe environment where children and youth feel valued and supported.

Crafty Kids is offered at our office in Fort McMurray, at different schools throughout the year, and at other youth-serving organizations to increase accessibility. By removing cost barriers, offering our programs at several different locations and times, and embracing diversity, we ensure all participants can build the confidence, resilience, and skills they need to thrive.

**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.**

## Logic Model

**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?**

Since 2018, Big Brothers Big Sisters of Wood Buffalo have increased the number of youths served by an average of 21% annually, however, children and youth wait for an average of six months to be matched with a mentor, with some waiting for up to two years. The 2024 BBBS National Need Registry shows that 75% of mentees have experienced three or more adversities in their lives, with 83% of mentees experiencing at least two, and national research indicates that 80% of young people lack access to developmental relationships. Compared with urban peers, children in Alberta's rural and remote communities report poorer mental-health ratings, lower life satisfaction and fewer access points to recreational or therapeutic programs, according to AHS (Alberta Child and Youth Survey, 2019).

#### **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?)**

To meet the growing demand of mentorship relationships, BBBSWB offers free evidence-based group mentoring programs, such as Crafty Kids. Research shows that group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. By offering different kinds of group programs, we ensure that there are options that meet the different needs of our diverse demographic.

The program fosters self-expression and self-esteem through personalized crafts and group activities while building clear verbal and nonverbal communication skills via interactive games and active-listening exercises.

Team-based challenges develop leadership traits such as responsibility, empathy, and delegation, and reinforce healthy relationship skills such as trust, respect, and positive feedback. Movement-based icebreakers and games promote physical activity in engaging, nontraditional formats. Complementary mental-health discussions and mindfulness tools deepen emotional awareness and resilience, ensuring participants gain the social and emotional competencies necessary for long-term wellbeing and success.

**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."**

Our evidence-based mentoring programs deliver measurable benefits across economic, educational, social, and wellbeing outcomes. Participants in evidence-based group mentoring show significant gains in resilience, school engagement and cultural connectedness, especially when programming is adapted to local needs (BBBS Canada Evaluation, 2017). Participants also demonstrate enhanced resilience and school engagement, and mentored youth experience a 15–20% boost in early adult earnings, narrowing socioeconomic gaps, and are 20% more likely to attend college.

Within 18 months, mentored youth exhibit lower absenteeism and suspensions, healthier social bonds, and reduced reliance on social services. Program evaluations indicate that participants also demonstrate improved communication and teamwork, strengthened social connections, and supported positive mental wellness in children and youth.

Group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. This program uniquely blends creative expression, physical activity, and social-emotional learning in a supportive peer environment. By empowering children with practical life skills and positive self-concepts, Crafty Kids lays the foundation for resilient, confident, and compassionate community members who carry these strengths forward.

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

Staff: Program manager, program coordinators (covering salaries, benefits, recruitment, and ongoing professional development)

Volunteers: Recruitment, screening, and training to sustain a robust network of community mentors.

Office space: Workstations, computers, mobile devices, printing, and office consumables to support staff and volunteer operations.

Administrative Support: Human resources, finance, fund development, and leadership oversight to ensure sound governance and fiscal accountability.

Accreditation & Quality Assurance: Fees and processes required to maintain Big Brothers Big Sisters Canada's national standards.

Art supplies: markers, paper plates, beads, glue sticks, stickers, paint, canvases, beads

Game props: balloons, soft balls, chart paper, sticky notes

Craft templates: zine guides, emotion wheels, fortune-teller patterns, message bottles, toolboxes

Evaluation tools: pre/post surveys, reflection sheets, facilitator checklists

Snacks: light refreshments

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

Duration: 7 weeks, Frequency: 1 session per week, Session Length: 90 minutes

Week 1: Welcome & Pre-Match Training: Participants are introduced to one another through name games and group-building activities and create a goal-setting board.

Week 2: Communication Skills: Highs/Lows; Name & Gesture; back-to-back drawing; emotion wheel; message-in-a-bottle.

Week 3: Leadership Development: Follow the Leader twist; human machine; leadership fortune tellers; leader's toolbox; tower challenge.

Week 4: Healthy Relationships: Friendship name toss; compliment chain; bracelet making; friendship fortune jars.

Week 5: Self-Esteem & Body Image: Two truths & one strength; self-esteem switch; positive me mirror; filter the message; peer affirmations.

Week 6: Mental Health & Wellness: Emotion actions; stress balloon toss; positive pocket cards; wellness web; mandalas; emotion corners.

Week 7: Celebration & Reflection: Build-your-own snack cups; celebration bingo; memory banner; keepsake jars; beads; group painting; team cheer.

## Project Summary

### Crafty Kids Mentoring Program

**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.

90 program participants

6 programs delivered

42 program sessions delivered

**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.

Children and youth experience increased confidence and coping skills

Children and youth experience higher self-esteem

Children and youth maintain healthy relationships, a healthy lifestyle

Children and youth are positively engaged in their community

Children and youth experience quality developmental relationships

Individuals develop positively

Improved social well-being and community engagement

Individuals are connected to others

**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

## Project Summary

### Crafty Kids Mentoring Program

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

Since 1979, BBBSWB has delivered no-cost, volunteer-driven mentoring to boys, girls, and non-binary youth aged 6–18. As the sole evidence-based mentoring provider in Wood Buffalo, we match trained community volunteers with children and offer free mentoring group programs, fostering developmental relationships anchored in care, growth, and empowerment. Our intake and monitoring process is aligned with Big Brothers Big Sisters Canada's national quality standards and leverages the National Need Registry grounded in the Adverse Childhood Experiences study.

In 2024, 75% of mentees reported three or more ACEs and 83 percent reported at least two, validating our focus on those with the greatest needs. We serve both Fort McMurray and the rural communities and partner with schools, Indigenous agencies, recreational facilities, and other community organizations to deliver accessible, trauma-informed support. By offering all services and programs free of charge, we eliminate financial barriers and ensure access even amid economic and mental health challenges. This data-driven model positions BBBSWB as the leader in transforming adversity into opportunity for Wood Buffalo's young people through positive mentoring relationships.

**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
Westview Public School	Partner
Dr. Karl A Clark Elementary	Partner

## Project Summary

### Full Circle Mentoring Program

#### Program, Project or Service Name

Full Circle Mentoring Program

#### Beginning Date

01/01/2026

#### Completion Date

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.

12/31/2026

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

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 Chipewyan, Fort McMurray

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

#### Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Athabasca Delta Community School	Yes	No	Yes

How does your organization plan to address barriers related to delivering virtual services in rural areas. This may include limited internet access, lack of devices, and limited technical support. If applicable.

n/a

## Project Summary

### Full Circle Mentoring Program

#### How does your organization plan to address transportation barriers to provide the program, project, service or event? If applicable.

We are re-applying for the Government of Alberta Ethnocultural Grant, which we used to partially cover travel costs to Fort Chipewyan. We also collaborate with partner organizations traveling from Fort McMurray to Fort Chipewyan, raise funds to cover travel expenses, engage in meticulous planning to maximize impact (schedule meetings, match-monitoring, community engagement, etc. to coincide with program delivery), and implement cost-saving measures, such as securing in-kind venue space and partnerships with schools.

#### 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.

Full Circle Mentoring (FCM) is a culturally grounded mentorship program designed to connect children and youth with Indigenous teachings, traditions, and values through interactive, hands-on learning. Developed and delivered by Big Brothers Big Sisters of Wood Buffalo, the program fosters social-emotional competence, cultural awareness, and community connection while empowering participants to embrace their identities and respect others. The program blends storytelling, land-based learning, arts, language revitalization, and traditional knowledge into a safe, inclusive, and engaging environment. Each week focuses on a specific cultural theme, supported by activities that encourage creativity, collaboration, and reflection.

**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)	200
Youth (13-18 years)	0
Adults	0
Seniors (65+)	0
Families	0
Community	0
Total	200

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

Youth, 2SLGBTQIA+, Immigrants, refugees and/or newcomers, First Nations, Métis, and/or Inuit Peoples, Other racialized communities, Youth, Women and/or girls, People experiencing poverty and/or homelessness, People living in rural communities

## Project Summary

### Full Circle Mentoring Program

**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.**

Big Brothers Big Sisters of Wood Buffalo believes every young person deserves access to a mentor, whether through one-on-one relationships or group programs. We offer our evidence-based programs at no cost to eliminate financial barriers, serving male, female, transgender, and non-binary children and youth aged 6–18 who face challenges such as bullying, isolation, poverty, abuse, social anxiety, and low self-esteem.

Our staff, FCM facilitators, and volunteers engage in ongoing development and training to ensure that all our programs are culturally responsive, trauma-informed, and inclusive in order to create a safe environment where children and youth feel valued and supported. We continuously monitor engagement throughout the program to ensure that the sessions are adjusted to the specific participants' needs and strengths.

Full Circle Mentoring is offered at our office in Fort McMurray, at different schools throughout the year, and at other community organizations at their locations to increase accessibility. By removing cost barriers, offering our programs at several different locations and times, and embracing diversity, we ensure all participants can build the confidence, resilience, and skills they need to thrive.

**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.**

Full Circle Mentoring promotes Indigenous healing and cultural restoration by weaving traditional knowledge, language, and practices into every element of its ten-week curriculum. From co-creating a land acknowledgment in week one to weekly Talking Circles, participants engage in storytelling, land-based learning, and hands-on arts projects that honor Indigenous worldviews. Each session highlights a cultural theme such as Four Seasons, Sacred Fire, Sun Teachings, the Braid, Water and Storytelling, and traditional games and encourages youth to learn and use Dene and Cree words, explore spiritual connections to land and water, and express identity through symbolic art. Inclusive group sizes open to all children and youth foster community and cross-cultural understanding while reflection activities and facilitator-guided discussions nurture social-emotional growth. By revitalizing language, strengthening ties to tradition and territory, and creating safe spaces for mutual respect and dialogue, Full Circle Mentoring advances reconciliation and empowers participants to carry Indigenous teachings forward.

## 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?**

Since 2018, Big Brothers Big Sisters of Wood Buffalo have increased the number of youths served by an average of 21% annually, however, children and youth wait for an average of six months to be matched with a mentor, with some waiting for up to two years. The 2024 BBBS National Need Registry shows that 75% of mentees have experienced three or more adversities in their lives, with 83% of mentees experiencing at least two, and national research indicates that 80% of young people lack access to developmental relationships. Compared with urban peers, children in Alberta's rural and remote communities report poorer mental-health ratings, lower life satisfaction and fewer access points to recreational or therapeutic programs, according to AHS (Alberta Child and Youth Survey, 2019), and the Alberta ACE Report from 2020 reports a high prevalence of trauma among First Nations and Métis youth in Wood Buffalo that correlates with increased risk behaviors and concludes that culturally safe group environments can buffer those effects.

**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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To meet the growing demand of mentorship relationships, BBBSWB offers free evidence-based mentoring programs, with our largest program being Full Circle Mentoring. This program was developed in WB in 2009 and has had thousands of young people participate. The program mentors are Full Circle facilitators with knowledge and experience of Indigenous culture and history. FCM is available to both Indigenous and non-Indigenous youth.

Research shows that group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. By offering different kinds of group programs, we ensure that there are options that meet the different needs of our diverse demographic. Culturally safe group environments can buffer risk behaviors and build cultural pride and understanding.

FCM deepens cultural awareness and respect by immersing participants in Indigenous traditions, languages, and worldviews, while strengthening social-emotional development through enhanced relationship skills, empathy, and self-awareness. It nurtures community connection by fostering belonging and interdependence within the group and the wider community. Participants experience empowerment as they express themselves, share their voices, and take pride in their heritage. FCM advances educational engagement by promoting curiosity, creativity, and a sustained commitment to learning.

**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."**

Our evidence-based mentoring programs deliver measurable benefits across economic, educational, social, and wellbeing outcomes. Participants in evidence-based group mentoring show significant gains in resilience, school engagement and cultural connectedness, especially when programming is adapted to local needs (BBBS Canada Evaluation, 2017). Participants also demonstrate enhanced resilience and school engagement, and mentored youth experience a 15–20% boost in early adult earnings, narrowing socioeconomic gaps, and are 20% more likely to attend college.

Within 18 months, mentored youth exhibit lower absenteeism and suspensions, healthier social bonds, and reduced reliance on social services. Program evaluations indicate that participants also demonstrate improved communication and teamwork, strengthened social connections, and supported positive mental wellness in children and youth.

Group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. This program uniquely blends creative expression, physical activity, and social-emotional learning in a supportive peer environment. By empowering children with practical life skills and positive self-concepts, Crafty Kids lays the foundation for resilient, confident, and compassionate community members who carry these strengths forward.

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

Staff: Program manager, program coordinators (covering salaries, benefits, recruitment, and ongoing professional development), FCM facilitators

Volunteers: Recruitment, screening, and training to sustain a robust network of community mentors.

Office space: Workstations, computers, mobile devices, printing, and office consumables to support staff and volunteer operations.

Program Space: in-kind through partnerships

Administrative Support: Human resources, finance, fund development, and leadership oversight to ensure sound governance and fiscal accountability.

Accreditation & Quality Assurance: Fees and processes required to maintain Big Brothers Big Sisters Canada's national standards. Art supplies (paints, drum kits, beads, yarn, canvases, carving tools, etc.)

Pre-match training booklets and safety forms

Cultural reference materials (language apps, Indigenous history resources)

Snacks for after-school sessions

Certificates for program completion

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

Week 1: Welcome & Pre-Match: Name games and group-building establish connections, guidelines, and a shared land acknowledgement.

Week 2: Four Seasons: Kinship activity and seasonal art explore interconnectedness and how seasonal changes shape life and traditions.

Week 3: Sacred Fire: An Elder shares teachings; participants create lanterns reflecting fire's spiritual significance in Indigenous culture.

Week 4: Sun Teachings: Youth learn about renewal and life cycles, then express insights through meditative dot painting.

Week 5: The Braid: Discuss cultural and personal significance of hair.

Week 6: Water & Storytelling: Explore water as life-giving and practice oral storytelling.

Week 7: Totem Poles: Learn totem history and regional meanings; begin soap-carving symbolic designs.

Week 8: Totem Poles & Indigenous Games: Complete carvings and play traditional games.

Week 9: Facilitator's Choice: Tailored activities based on group interests or seasonal opportunities.

Week 10: Closure & Food: Teach cultural teachings on food, share a meal, and hold a reflection circle.

Program evaluation through surveys.

## Project Summary

### Full Circle Mentoring Program

**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.

200 program participants

16 programs delivered

160 program sessions delivered

6 FCM Facilitators engaged

**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.

Children and youth experience cultural awareness and pride

Children and youth experience increased confidence and coping skills

Children and youth experience higher self-esteem

Children and youth maintain healthy relationships, a healthy lifestyle

Children and youth are positively engaged in their community

Children and youth experience quality developmental relationships

Individuals develop positively

Improved social well-being and community engagement

Individuals are connected to others

**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

## Project Summary

### Full Circle Mentoring Program

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

Since 1979, BBBSWB has delivered no-cost, volunteer-driven mentoring to boys, girls, and non-binary youth aged 6–18. As the sole evidence-based mentoring provider in Wood Buffalo, we match trained community volunteers with children and offer free mentoring group programs, fostering developmental relationships anchored in care, growth, and empowerment. Our intake and monitoring process is aligned with Big Brothers Big Sisters Canada's national quality standards and leverages the National Need Registry grounded in the Adverse Childhood Experiences study.

In 2024, 75% of mentees reported three or more ACEs and 83 percent reported at least two, validating our focus on those with the greatest needs. We serve both Fort McMurray and the rural communities and partner with schools, Indigenous agencies, recreational facilities, and other community organizations to deliver accessible, trauma-informed support. In 2023, 73% of mentees self-identified as Indigenous, reflecting our commitment to First Nations, Métis, and Inuit youth. By offering all services and programs free of charge, we eliminate financial barriers and ensure access even amid economic and mental health challenges. This data-driven model positions BBBSWB as the leader in transforming adversity into opportunity for Wood Buffalo's young people through positive mentoring relationships.

**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
Dr Karl A Clark School	Partner
Father Beauregard School	Partner
Justin Slade Youth Foundation	Partner
Good Shepherd School	Partner
Our Lady of Rivers School	Partner
Athabasca Delta Community School	Partner

## Project Summary

### Game On Mentoring Program

#### Program, Project or Service Name

Game On Mentoring Program

#### Beginning Date

01/01/2026

#### Completion Date

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.

12/31/2026

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

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.

Anzac, Fort McMurray

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

#### Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Anzac Community School	Yes	No	Yes

**How does your organization plan to address barriers related to delivering virtual services in rural areas. This may include limited internet access, lack of devices, and limited technical support. If applicable.**

n/a

**How does your organization plan to address transportation barriers to provide the program, project, service or event? If applicable.**

We collaborate with partner organizations traveling from Fort McMurray to Anzac, raise funds to cover travel expenses, engage in meticulous planning to maximize impact (schedule meetings, match-monitoring, community engagement, etc. to coincide with program deliver), and implement cost-saving measures, such as securing in-kind venue space partnerships.

**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.**

Game On is a group mentoring program for male-identifying youth that blends physical activity, interactive learning, and open discussion to support healthy lifestyles, build confidence, and foster respectful relationships. Participants explore balanced nutrition, regular exercise, and self-care while strengthening communication, empathy, and teamwork. By challenging stereotypes and promoting inclusivity, Game On cultivates positive masculinity and equips youth with the skills and habits needed for ongoing personal growth and informed decision-making about their physical, mental, and emotional well-being.

Game On aligns with Big Brothers Big Sisters Canada's evidence-based model. Research shows BBBS group mentoring improves mental health, academics, and community connectedness.

**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)	75
Youth (13-18 years)	15
Adults	0
Seniors (65+)	0
Families	0
Community	0
Total	90

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

Youth, 2SLGBTQIA+, Immigrants, refugees and/or newcomers, First Nations, Métis, and/or Inuit Peoples, Other racialized communities, Youth, People experiencing poverty and/or homelessness, People living in rural communities

## Project Summary

### Game On Mentoring Program

**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.**

Big Brothers Big Sisters of Wood Buffalo believes every young person deserves access to a mentor, whether through one-on-one relationships or group programs. We offer our evidence-based programs at no cost to eliminate financial barriers, serving male, female, transgender, and non-binary children and youth aged 6–18 who face challenges such as bullying, isolation, poverty, abuse, social anxiety, and low self-esteem. Game On is offered at different locations at different times throughout the year to increase accessibility, including a pop-up program available in Conklin on no-school Fridays.

Our staff and volunteers engage in ongoing development and training to ensure that all our programs are culturally responsive, trauma-informed, and inclusive in order to create a safe environment where children and youth feel valued and supported. Through these measures, we ensure all participants can build the confidence, resilience, and skills they need to thrive.

**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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### Logic Model

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## Project Summary

### Game On Mentoring Program

#### **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?**

Since 2018, Big Brothers Big Sisters of Wood Buffalo have increased the number of youths served by an average of 21% annually, however, children and youth wait for an average of six months to be matched with a mentor, with some waiting for up to two years. The 2024 BBBS National Need Registry shows that 75% of mentees have experienced three or more adversities in their lives, with 83% of mentees experiencing at least two, and national research indicates that 80% of young people lack access to developmental relationships. Compared with urban peers, children in Alberta's rural and remote communities report poorer mental-health ratings, lower life satisfaction and fewer access points to recreational or therapeutic programs, according to AHS (Alberta Child and Youth Survey, 2019).

Young boys in Canada face significant mental health challenges. The Public Health Agency's 2022 HBSC report found that 20% of school-aged youth experience depressive or anxiety symptoms, with distress often emerging in early adolescence. Suicide is the second leading cause of death among Canadian males aged 15–19, accounting for 75% of approximately 4,000 annual suicide deaths in 2022. Social stigma around expressing emotion further limits help-seeking among boys, leaving many to cope in isolation.

#### **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?)**

To meet the growing demand of mentorship, BBBSWB offers mentoring programs. Research shows that group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. By offering different programs, we ensure that there are options that meet the different needs of our diverse demographic.

Game On addresses the mental health crisis among young male youth by offering a consistent, supportive peer group and trained mentors who guide open conversations about stress, emotions, and healthy decision making. Through structured physical activities, interactive workshops on nutrition and self-care, and facilitated discussions that challenge toxic stereotypes, participants develop communication, empathy, and teamwork skills vital for resilience. The program's emphasis on positive masculinity and respect equips boys to redefine strength as kindness and collaboration rather than dominance, reducing anxiety tied to peer pressure. By integrating goal setting exercises, reflection circles, and real-world scenarios, Game On empowers youth to adopt self-regulation strategies and foster a sense of belonging. Regular touchpoints with mentors ensure ongoing support, helping participants translate healthy habits into their everyday lives. Game On instills lifelong tools for emotional wellness, social connection, and confident identity formation.

#### **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."**

Young male youth face rising mental health challenges, with peer-pressure-related anxiety common. Big Brothers Big Sisters' Game On program has been shown to improve academic performance, reduce negative behaviours, and lessen anxiety among participants. Across BBBS group mentoring programs, 91% of youth report a strong sense of belonging among peers, 90% feel better about themselves, and 77% do better in school. These outcomes underscore the critical role of structured, gender-specific group mentoring in bolstering the mental health, confidence, and resilience of young boys.

Our evidence-based mentoring programs deliver measurable benefits across economic, educational, social, and wellbeing outcomes. Participants in evidence-based group mentoring show significant gains in resilience, school engagement and cultural connectedness, especially when programming is adapted to local needs (BBBS Canada Evaluation, 2017).

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

Staff: Program manager, program coordinators (covering salaries, benefits, recruitment, and ongoing professional development)

Volunteers: Recruitment, screening, and training to sustain a robust network of community mentors.

Office space: Workstations, computers, mobile devices, printing, and office consumables to support staff and volunteer operations.

Administrative Support: Human resources, finance, fund development, and leadership oversight to ensure sound governance and fiscal accountability.

Accreditation & Quality Assurance: Fees and processes required to maintain Big Brothers Big Sisters Canada's national standards.

Materials & Supplies: balls, sports equipment, markers, PMT forms, chart paper, pencils, tape, scissors

Evaluation tools: pre/post surveys, reflection sheets, facilitator checklists

Snacks: light refreshments

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

Duration: 7 weeks, Frequency: 1 session per week, Session Length: 90 minutes

Week 1 – Welcome & Team Building: Introductions, group guidelines, and cooperative games to build trust and rapport.

Week 2 – Healthy Eating Foundations: Interactive activities on nutrition basics, portion sizes, and making balanced food choices.

Week 3 – Active Living & Movement: Exploring the benefits of regular physical activity through fun, accessible exercises and sports.

Week 4 – Self-Esteem & Body Image: Discussions and creative exercises to challenge stereotypes, build confidence, and promote positive self-image.

Week 5 – Stress Management & Mental Wellness: Practical strategies for managing stress, including mindfulness, breathing techniques, and healthy coping tools.

Week 6 – Relationships & Respect: Role-plays and group dialogue on communication, empathy, and respect in friendships, family, and community.

Week 7 – Celebration & Reflection: Review of key learnings, group activities, and a celebration of participant achievements with certificates.

### Evaluation and Surveys

## Project Summary

### Game On Mentoring Program

**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.

90 program participants

10 programs delivered

70 program sessions delivered

**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.

Children and youth experience increased confidence and coping skills

Children and youth experience higher self-esteem

Children and youth maintain healthy relationships, a healthy lifestyle

Children and youth are positively engaged in their community

Children and youth experience quality developmental relationships

Individuals develop positively

Improved social well-being and community engagement

Individuals are connected to others

**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

## Project Summary

### Game On Mentoring Program

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

Since 1979, BBBSWB has delivered no-cost, volunteer-driven mentoring to boys, girls, and non-binary youth aged 6–18. As the sole evidence-based mentoring provider in Wood Buffalo, we match trained community volunteers with children and offer free mentoring group programs, fostering developmental relationships anchored in care, growth, and empowerment. Our intake and monitoring process is aligned with Big Brothers Big Sisters Canada's national quality standards and leverages the National Need Registry grounded in the Adverse Childhood Experiences study.

In 2024, 75% of mentees reported three or more ACEs and 83 percent reported at least two, validating our focus on those with the greatest needs. We serve both Fort McMurray and the rural communities and partner with schools, Indigenous agencies, recreational facilities, and other community organizations to deliver accessible, trauma-informed support. By offering all services and programs free of charge, we eliminate financial barriers and ensure access even amid economic and mental health challenges. This data-driven model positions BBBSWB as the leader in transforming adversity into opportunity for Wood Buffalo's young people through positive mentoring relationships.

**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
Father Beauregard School	Partner
St Gabriel Catholic School	Partner

## Project Summary

### Go Girls Mentoring Program

#### Program, Project or Service Name

Go Girls Mentoring Program

#### Beginning Date

01/01/2026

#### Completion Date

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.

12/31/2026

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

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.

#### Program, Project, or Event Delivery Information

## Project Summary

### Go Girls Mentoring Program

**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.**

Go Girls is a group mentoring program for female-identifying youth fostering physical activity, self-esteem, leadership, mental health, and communication skills. Participants learn safe emotional expression, healthy boundaries, and personal space awareness across all relationships. The program cultivates an appreciation for an active lifestyle and positive habits, encourages exploration of core values, interests, and strengths, and supports the development of leadership and life skills. Go Girls empowers participants to embrace their potential and achieve lasting growth.

Go Girls aligns with Big Brothers Big Sisters Canada's evidence-based model. Research shows BBBS group mentoring improves mental health, academics, and community connectedness.

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)	85
Youth (13-18 years)	15
Adults	0
Seniors (65+)	0
Families	0
Community	0
Total	100

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

Youth, 2SLGBTQIA+, Immigrants, refugees and/or newcomers, First Nations, Métis, and/or Inuit Peoples, Other racialized communities, Youth, Women and/or girls, People experiencing poverty and/or homelessness

**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.**

Big Brothers Big Sisters of Wood Buffalo believes every young person deserves access to a mentor, whether through one-on-one relationships or group programs. We offer our evidence-based programs at no cost to eliminate financial barriers, serving male, female, transgender, and non-binary children and youth aged 6–18 who face challenges such as bullying, isolation, poverty, abuse, social anxiety, and low self-esteem. Go Girls is offered at different locations at different times throughout the year to increase accessibility.

Our staff and volunteers engage in ongoing development and training to ensure that all our programs are culturally responsive, trauma-informed, and inclusive in order to create a safe environment where children and youth feel valued and supported.

Through these measures, we ensure all participants can build the confidence, resilience, and skills they need to thrive.

**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.**

## Logic Model

## Project Summary

### Go Girls Mentoring Program

#### **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?**

Since 2018, Big Brothers Big Sisters of Wood Buffalo have increased the number of youths served by an average of 21% annually, however, children and youth wait for an average of six months to be matched with a mentor, with some waiting for up to two years. The 2024 BBBS National Need Registry shows that 75% of mentees have experienced three or more adversities in their lives, with 83% of mentees experiencing at least two, and national research indicates that 80% of young people lack access to developmental relationships.

Concerns about body image are widespread among girls and young women. Body dissatisfaction in childhood is linked to risk-taking behaviors, reduced physical activity, and increased depression and anxiety. The 2017–18 WHO Health Behaviour in School-aged Children survey found that 47 percent of girls report weekly mental health difficulties versus 34 percent of boys, with perceived overweight strongly associated with depressive symptoms and suicidality regardless of actual BMI. A global study of 10–17-year-olds across Australia, Canada, Chile, Mexico, the UK, and the US revealed 55% expressed body dissatisfaction, rising with more social media screen time.

#### **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?)**

To meet the growing demand of mentorship, BBBSWB offers mentoring programs. Research shows that group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. By offering different programs, we ensure that there are options that meet the different needs of our diverse demographic.

To address rising mental health challenges and body image concerns among pre-adolescent girls, Go Girls employs a multifaceted group-mentoring strategy. The program combines structured physical activities with facilitated discussions on self-esteem, emotional expression, and healthy relationships to create a supportive peer environment. Through interactive sessions on nutrition, body positivity, and boundary setting, participants learn to challenge societal stereotypes and media-driven ideals. Mentor-led reflection exercises and goal setting help girls internalize self-care practices and recognize their strengths and values. Regular skill-building workshops in communication, leadership, and teamwork foster resilience and social support networks. By integrating experiential learning with evidence-based curricula, Go Girls empowers participants to develop a positive self-image, adopt healthy coping strategies, and build lifelong habits for mental and physical well-being. Evaluations show improvements in confidence, body satisfaction, and peer connectedness.

**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."**

90% of Go Girls participants report increased confidence in making healthy choices and 80% say the program helped them form positive friendships. The curriculum integrates physical activity, nutrition education, and guided discussions on emotional expression and boundaries to target key mental health risk factors. By fostering supportive peer connections and equipping girls with self-care strategies, Go Girls builds resilience and social-emotional skills, helping participants navigate anxiety and self-doubt in a safe, inclusive environment.

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

Staff: Program manager, program coordinators (covering salaries, benefits, recruitment, and ongoing professional development)

Volunteers: Recruitment, screening, and training to sustain a robust network of community mentors.

Office space: Workstations, computers, mobile devices, printing, and office consumables to support staff and volunteer operations.

Administrative Support: Human resources, finance, fund development, and leadership oversight to ensure sound governance and fiscal accountability.

Accreditation & Quality Assurance: Fees and processes required to maintain Big Brothers Big Sisters Canada's national standards.

Materials & Supplies: craft materials, paper, pens and markers, scissors, etc.

Evaluation tools: pre/post surveys, reflection sheets, facilitator checklists

Snacks: light refreshments

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

Duration: 7 weeks, Frequency: 1 session per week, Session Length: 90 minutes

Week 1 – Welcome, Pre-Match Training and Getting to Know You Activities

Week 2 – Communication Skills

Week 3 – Healthy Friendships, Social Media & Cyberbullying

Week 4 – Expressing and Feeling Emotions

Week 5 – Physical Activity for Mind & Body

Week 6 – Media, Body Image, and Self-Esteem

Week 7 – Mental Health & Wellness

Evaluation and Surveys

**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.

100 program participants

15 programs delivered

105 program sessions delivered

## Project Summary

### Go Girls Mentoring Program

**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.

Children and youth experience increased confidence and coping skills  
Children and youth experience higher self-esteem  
Children and youth maintain healthy relationships, a healthy lifestyle  
Children and youth are positively engaged in their community  
Children and youth experience quality developmental relationships  
Individuals develop positively  
Improved social well-being and community engagement  
Individuals are connected to others

**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

## Project Summary

### Go Girls Mentoring Program

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

Since 1979, BBBSWB has delivered no-cost, volunteer-driven mentoring to boys, girls, and non-binary youth aged 6–18. As the sole evidence-based mentoring provider in Wood Buffalo, we match trained community volunteers with children and offer free mentoring group programs, fostering developmental relationships anchored in care, growth, and empowerment. Our intake and monitoring process is aligned with Big Brothers Big Sisters Canada's national quality standards and leverages the National Need Registry grounded in the Adverse Childhood Experiences study.

In 2024, 75% of mentees reported three or more ACEs and 83 percent reported at least two, validating our focus on those with the greatest needs. We serve both Fort McMurray and the rural communities and partner with schools, Indigenous agencies, recreational facilities, and other community organizations to deliver accessible, trauma-informed support. By offering all services and programs free of charge, we eliminate financial barriers and ensure access even amid economic and mental health challenges. This data-driven model positions BBBSWB as the leader in transforming adversity into opportunity for Wood Buffalo's young people through positive mentoring relationships.

**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
Father Beauregard School	Partner
St. Anne Catholic School	Partner

## Project Summary

### Ignite Mentoring Program

#### Program, Project or Service Name

Ignite Mentoring Program

#### Beginning Date

01/01/2026

#### Completion Date

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.

12/31/2026

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

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.

Conklin, Fort McMurray

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

#### Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Conklin Multiplex	Yes	No	Yes

**How does your organization plan to address barriers related to delivering virtual services in rural areas. This may include limited internet access, lack of devices, and limited technical support. If applicable.**

n/a

## Project Summary

### Ignite Mentoring Program

#### **How does your organization plan to address transportation barriers to provide the program, project, service or event? If applicable.**

We collaborate with partner organizations traveling from Fort McMurray to Conklin, raise funds to cover travel expenses, engage in meticulous planning to maximize impact (schedule meetings, match-monitoring, community engagement, etc. to coincide with program deliver), and implement cost-saving measures, such as securing in-kind venue space partnerships.

#### **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.**

Ignite Group Mentoring aligns with Big Brothers Big Sisters Canada's evidence-based model, adapted by BBBSWB staff for Wood Buffalo youth based on feedback, observation, and evaluation. Research shows BBBS group mentoring improves mental health, academics, and community connectedness. Ignite builds healthy relationships, self-esteem, physical activity, leadership, mental health, and communication skills. Youth learn to express emotions safely through peer activities and meaningful facilitator-led discussions. Participants discuss boundaries and personal space in school and other relationships. Ignite helps youth build a positive self-image and sets them on a path to reach their full potential.

**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)	80
Youth (13-18 years)	20
Adults	0
Seniors (65+)	0
Families	0
Community	0
Total	100

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

Youth, 2SLGBTQIA+, Immigrants, refugees and/or newcomers, First Nations, Métis, and/or Inuit Peoples, Other racialized communities, Youth, Women and/or girls, People experiencing poverty and/or homelessness, People living in rural communities

**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.**

Big Brothers Big Sisters of Wood Buffalo believes every young person deserves access to a mentor, whether through one-on-one relationships or group programs. We offer our evidence-based programs at no cost to eliminate financial barriers, serving male, female, transgender, and non-binary children and youth aged 6–18 who face challenges such as bullying, isolation, poverty, abuse, social anxiety, and low self-esteem. Ignite is offered at different locations at different times throughout the year to increase accessibility. Our staff and volunteers engage in ongoing development and training to ensure that all our programs are culturally responsive, trauma-informed, and inclusive in order to create a safe environment where children and youth feel valued and supported. Through these measures, we ensure all participants can build the confidence, resilience, and skills they need to thrive.

**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.**

## Logic Model

**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?**

Since 2018, Big Brothers Big Sisters of Wood Buffalo have increased the number of youths served by an average of 21% annually, however, children and youth wait for an average of six months to be matched with a mentor, with some waiting for up to two years. The 2024 BBBS National Need Registry shows that 75% of mentees have experienced three or more adversities in their lives, with 83% of mentees experiencing at least two, and national research indicates that 80% of young people lack access to developmental relationships. Compared with urban peers, children in Alberta's rural and remote communities report poorer mental-health ratings, lower life satisfaction and fewer access points to recreational or therapeutic programs, according to AHS (Alberta Child and Youth Survey, 2019).

No one group program fits all children, so BBBSWB strives to offer different programs that all align with the BBBS standards.

**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?)**

To meet the growing demand of mentorship relationships, BBBSWB offers free evidence-based group mentoring programs, such as Ignite. Research shows that group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. By offering different kinds of group programs, we ensure that there are options that meet the different needs of our diverse demographic.

Ignite – Healthy Bodies, Healthy Minds is a group mentoring program that empowers participants to build healthy relationships, self-esteem, leadership, mental health, and communication skills while promoting regular physical activity. Through creative peer activities and facilitator-guided discussions, youth learn safe and healthy emotional expression and establish boundaries and personal space both at school and in broader relationships. Ignite fosters an appreciation for an active, healthy lifestyle and positive mental habits, encourages awareness of core values, personal interests, strengths, and attributes, supports the development of leadership and life skills, and offers guidance in forming and maintaining friendships. By helping participants build a positive self-image and setting them on a path to reach their full potential, Ignite strives to make a lasting difference in their lives.

**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."**

Our evidence-based mentoring programs deliver measurable benefits across economic, educational, social, and wellbeing outcomes. Participants in evidence-based group mentoring show significant gains in resilience, school engagement and cultural connectedness, especially when programming is adapted to local needs (BBBS Canada Evaluation, 2017). Participants also demonstrate enhanced resilience and school engagement, and mentored youth experience a 15–20% boost in early adult earnings, narrowing socioeconomic gaps, and are 20% more likely to attend college.

Within 18 months, mentored youth exhibit lower absenteeism and suspensions, healthier social bonds, and reduced reliance on social services. Program evaluations indicate that participants also demonstrate improved communication and teamwork, strengthened social connections, and supported positive mental wellness in children and youth.

Group mentoring increases mental health well-being, cultivates strong social networks, and builds capacity for participants to thrive and reach their full potential. Ignite cultivates healthy relationships, self-esteem, physical activity, leadership, and communication skills. Youth learn to express emotions safely through peer activities and facilitator-led discussions. Boundaries and personal space are addressed in school and other relationships. Ignite's primary goal is to help youth build a positive self-image and guide them toward realizing their full potential.

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

Staff: Program manager, program coordinators (covering salaries, benefits, recruitment, and ongoing professional development)

Volunteers: Recruitment, screening, and training to sustain a robust network of community mentors.

Office space: Workstations, computers, mobile devices, printing, and office consumables to support staff and volunteer operations.

Administrative Support: Human resources, finance, fund development, and leadership oversight to ensure sound governance and fiscal accountability.

Accreditation & Quality Assurance: Fees and processes required to maintain Big Brothers Big Sisters Canada's national standards.

Materials & Supplies: foam balls, markers, PMT forms chart paper, pencils, tape, scissors

Evaluation tools: pre/post surveys, reflection sheets, facilitator checklists

Snacks: light refreshments

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

Duration: 7 weeks, Frequency: 1 session per week, Session Length: 60 minutes

Week 1: Pre-Match Training and Icebreaker Games

Week 2: Building Group Trust

Week 3: Communication Skills

Week 4: Healthy Relationships

Week 5: Physical Activity

Week 6: Expressing Feelings and Emotions

Week 7: Mental Health and Closure

Evaluation and Surveys

**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.

100 program participants

10 programs delivered

70 program sessions delivered

## Project Summary

### Ignite Mentoring Program

**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.

Children and youth experience increased confidence and coping skills  
Children and youth experience higher self-esteem  
Children and youth maintain healthy relationships, a healthy lifestyle  
Children and youth are positively engaged in their community  
Children and youth experience quality developmental relationships  
Individuals develop positively  
Improved social well-being and community engagement  
Individuals are connected to others

**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

## Project Summary

### Ignite Mentoring Program

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

Since 1979, BBBSWB has delivered no-cost, volunteer-driven mentoring to boys, girls, and non-binary youth aged 6–18. As the sole evidence-based mentoring provider in Wood Buffalo, we match trained community volunteers with children and offer free mentoring group programs, fostering developmental relationships anchored in care, growth, and empowerment. Our intake and monitoring process is aligned with Big Brothers Big Sisters Canada's national quality standards and leverages the National Need Registry grounded in the Adverse Childhood Experiences study.

In 2024, 75% of mentees reported three or more ACEs and 83 percent reported at least two, validating our focus on those with the greatest needs. We serve both Fort McMurray and the rural communities and partner with schools, Indigenous agencies, recreational facilities, and other community organizations to deliver accessible, trauma-informed support. By offering all services and programs free of charge, we eliminate financial barriers and ensure access even amid economic and mental health challenges. This data-driven model positions BBBSWB as the leader in transforming adversity into opportunity for Wood Buffalo's young people through positive mentoring relationships.

**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
Sister Mary Phillips School	Partner
Greely Road School	Partner

## ONE ON ONE MENTORING

### Program Budget 2026

EXPENSES	Codes	PROJECTED
General	Codes	
Accounting and Legal Services (5400)	5400	\$ 900.00
Advertising and Marketing (5500)	5500	\$ 1,800.00
CPP Expenses (5130)	5130	\$ 3,400.00
EI Expenses (5140)	5140	\$ 1,200.00
Employee Benefits (5120)	5120	\$ 960.00
Facilitator Fees (5510)	5510	\$ -
Gifts (5540)	5540	\$ -
Hospitality (5550)	5550	\$ 200.00
Insurance (5475)	5475	\$ 1,250.00
Materials and Supplies (5560)	5560	\$ 150.00
Mileage and Travel (5230)	5230	\$ 200.00
Printing and Copying (5445)	5445	\$ 150.00
Salaries and Wages (5100)	5100	\$ 24,000.00
Staff Development and Training (5200)	5200	\$ 500.00
Tax Deductions (5110)	5110	\$ 5,300.00
Volunteer Appreciation (5545)	5545	\$ 500.00
WCB Expenses (5150)	5150	\$ 700.00
<b>TOTAL</b>		<b>\$ 41,210.00</b>

## CRAFTY KIDS MENTORING

### Program Budget 2026

EXPENSES	Codes	PROJECTED
General	Codes	
Accounting and Legal Services (5400)	5400	\$ 900.00
Advertising and Marketing (5500)	5500	\$ 1,800.00
CPP Expenses (5130)	5130	\$ 3,400.00
EI Expenses (5140)	5140	\$ 1,200.00
Employee Benefits (5120)	5120	\$ 960.00
Facilitator Fees (5510)	5510	\$ -
Gifts (5540)	5540	\$ -
Hospitality (5550)	5550	\$ 500.00
Insurance (5475)	5475	\$ 1,250.00
Materials and Supplies (5560)	5560	\$ 800.00
Mileage and Travel (5230)	5230	\$ 400.00
Printing and Copying (5445)	5445	\$ 100.00
Salaries and Wages (5100)	5100	\$ 24,000.00
Staff Development and Training (5200)	5200	\$ 500.00
Tax Deductions (5110)	5110	\$ 5,300.00
Volunteer Appreciation (5545)	5545	\$ 100.00
WCB Expenses (5150)	5150	\$ 700.00
<b>TOTAL</b>		<b>\$ 41,910.00</b>

## FULL CIRCLE MENTORING

### Program Budget 2026

EXPENSES	Codes	PROJECTED
General	Codes	
Accounting and Legal Services (5400)	5400	\$ 900.00
Advertising and Marketing (5500)	5500	\$ 1,800.00
CPP Expenses (5130)	5130	\$ 3,400.00
EI Expenses (5140)	5140	\$ 1,200.00
Employee Benefits (5120)	5120	\$ 960.00
Facilitator Fees (5510)	5510	\$ 7,500.00
Gifts (5540)	5540	\$ 500.00
Hospitality (5550)	5550	\$ 500.00
Insurance (5475)	5475	\$ 1,250.00
Materials and Supplies (5560)	5560	\$ 750.00
Mileage and Travel (5230)	5230	\$ 3,500.00
Printing and Copying (5445)	5445	\$ 100.00
Salaries and Wages (5100)	5100	\$ 24,000.00
Staff Development and Training (5200)	5200	\$ 500.00
Tax Deductions (5110)	5110	\$ 5,300.00
Volunteer Appreciation (5545)	5545	\$ 100.00
WCB Expenses (5150)	5150	\$ 700.00
<b>TOTAL</b>		<b>\$ 52,960.00</b>

## GAME ON MENTORING

### Program Budget 2026

EXPENSES	Codes	PROJECTED
General	Codes	
Accounting and Legal Services (5400)	5400	\$ 900.00
Advertising and Marketing (5500)	5500	\$ 1,800.00
CPP Expenses (5130)	5130	\$ 3,400.00
EI Expenses (5140)	5140	\$ 1,200.00
Employee Benefits (5120)	5120	\$ 960.00
Facilitator Fees (5510)	5510	\$ -
Gifts (5540)	5540	\$ -
Hospitality (5550)	5550	\$ 500.00
Insurance (5475)	5475	\$ 1,250.00
Materials and Supplies (5560)	5560	\$ 200.00
Mileage and Travel (5230)	5230	\$ 1,000.00
Printing and Copying (5445)	5445	\$ 100.00
Salaries and Wages (5100)	5100	\$ 24,000.00
Staff Development and Training (5200)	5200	\$ 500.00
Tax Deductions (5110)	5110	\$ 5,300.00
Volunteer Appreciation (5545)	5545	\$ 100.00
WCB Expenses (5150)	5150	\$ 700.00
<b>TOTAL</b>		<b>\$ 41,910.00</b>

## GO GIRLS MENTORING

### Program Budget 2026

EXPENSES	Codes	PROJECTED
<b>General</b>	<b>Codes</b>	
Accounting and Legal Services (5400)	5400	\$ 900.00
Advertising and Marketing (5500)	5500	\$ 1,800.00
CPP Expenses (5130)	5130	\$ 3,400.00
EI Expenses (5140)	5140	\$ 1,200.00
Employee Benefits (5120)	5120	\$ 960.00
Facilitator Fees (5510)	5510	\$ -
Gifts (5540)	5540	\$ -
Hospitality (5550)	5550	\$ 500.00
Insurance (5475)	5475	\$ 1,250.00
Materials and Supplies (5560)	5560	\$ 400.00
Mileage and Travel (5230)	5230	\$ 1,000.00
Printing and Copying (5445)	5445	\$ 100.00
Salaries and Wages (5100)	5100	\$ 24,000.00
Staff Development and Training (5200)	5200	\$ 500.00
Tax Deductions (5110)	5110	\$ 5,300.00
Volunteer Appreciation (5545)	5545	\$ 100.00
WCB Expenses (5150)	5150	\$ 700.00
<b>TOTAL</b>		<b>\$ 42,110.00</b>

## IGNITE MENTORING

### Program Budget 2026

EXPENSES	Codes	PROJECTED
General	Codes	
Accounting and Legal Services (5400)	5400	\$ 900.00
Advertising and Marketing (5500)	5500	\$ 1,800.00
CPP Expenses (5130)	5130	\$ 3,400.00
EI Expenses (5140)	5140	\$ 1,200.00
Employee Benefits (5120)	5120	\$ 960.00
Facilitator Fees (5510)	5510	\$ -
Gifts (5540)	5540	\$ -
Hospitality (5550)	5550	\$ 500.00
Insurance (5475)	5475	\$ 1,250.00
Materials and Supplies (5560)	5560	\$ 200.00
Mileage and Travel (5230)	5230	\$ 1,000.00
Printing and Copying (5445)	5445	\$ 100.00
Salaries and Wages (5100)	5100	\$ 24,000.00
Staff Development and Training (5200)	5200	\$ 500.00
Tax Deductions (5110)	5110	\$ 5,300.00
Volunteer Appreciation (5545)	5545	\$ 100.00
WCB Expenses (5150)	5150	\$ 700.00
<b>TOTAL</b>		<b>\$ 41,910.00</b>

## Dear Community Investment Program Team,

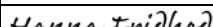
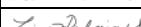
This letter affirms the shared commitment of organizations participating in the **Child & Youth Subsector division of the Tomorrow Project** to work collaboratively in support of children, youth, and families across the Fort McMurray Wood Buffalo region.

As partners in this initiative, we are committed to meeting regularly to:

- **Assess potential duplication** in programs and services
- **Identify gaps** in service delivery and access
- **Coordinate efforts** to ensure that community needs are met effectively and equitably
- **Advance shared measurement practices** to better understand our collective impact and inform continuous improvement
- **Share learning and insights** to strengthen our collaborative response

Together, we are working to align resources and respond strategically to the evolving needs of children and youth in our region. We remain committed to ongoing collaboration, coordinated action, and shared accountability.

Sincerely,

Organization Name	ED Name	Signature
The Hub Family Resource Centre	Samantha	
Big Brothers Big Sisters of Wood Buffalo	Hanna	
Autism Society of the RMWB	Tina	
Justin Slade Youth Foundation	Mandy	
The Children's Centre	Karen	
Girls Inc. Of Northern Alberta	Katlin Okonkwo	 <small>Scanned with CamScanner</small>
		 <small>Katlin Okonkwo (Oct14,2025 10:22:11 MDT)</small>



780.791.9333



hello@fusesocial.ca



fusesocial.ca



20 Riedel Street | Fort McMurray, AB | T9K 1X1





**Memorandum of Understanding**  
**Big Brothers Big Sisters Association of Wood Buffalo**  
**&**  
**Westview School**

**Preamble**

It is agreed that Big Brothers Big Sisters of Wood Buffalo and Westview School will be partners in the Crafty Kids Group Mentoring Program as developed by Big Brothers Big Sisters of Wood Buffalo. This agreement shall begin **March 26, 2025**, and continue for approximately 7 weeks. This agreement outlines the respective responsibilities of Westview School and Big Brothers Big Sisters of Wood Buffalo for this program. The Memorandum of Understanding will be reviewed at the time of reintroduction of the Crafty Kids Program into Westview School. Any changes will be indicated by written amendment that is signed by both partners and attached to the original agreement.

**Crafty Kids Group Mentoring Program**

Crafty Kids is a 7-week program designed for children in Grades 4-6 to explore and nurture their mental well-being through creativity, connection, and self-expression. Participants engage in hands-on arts and crafts projects alongside meaningful group discussions with their peers and a supportive mentor. Each session focuses on essential topics such as feelings and emotions, mental health, communication skills, leadership, and building healthy relationships. Through creative activities and open conversations, Crafty Kids empowers participants to develop confidence, enhance their social skills, and build a strong foundation for personal growth—all in a fun and inclusive environment!

Volunteers/contract BBBS staff are the mentors to the group of participants. Crafty Kids Group Mentoring Program consists of 7 mentoring sessions, each session is 1 hour in length.

All Volunteer Mentors and BBBS contract staff members are screened in accordance with the Big Brothers Big Sisters of Canada National Standards.

**Responsibilities of Westview School and Big Brothers Big Sisters of Wood Buffalo**

***Before the program starts, Westview School:***

- Will appoint an organization liaison who will be responsible for communicating with the Big Brothers Big Sisters Program Coordinator. They will be the primary contact person for the Program Coordinator at BBBSWB, the Mentor(s) when they are at Westview School.
- Will designate a physical environment(s) where Mentor(s) and participants can meet



***Before the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will recruit, screen and train all Mentors in accordance with Big Brothers Big Sisters of Canada National Standards
- Will recruit and maintain all applications and private information regarding potential participants of the program
- Will ensure all match information on file adheres to all privacy legislation
- Will deliver the Strong from the Start, Child Safety Training Program to all participants

***At the program start, Westview School:***

- Will designate an area at Westview School for the Caseworker and/or Mentor(s) to facilitate the program

***At the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will ensure that the Program Coordinator facilitates the match meeting by introducing the Mentors to the Participants at Westview School and be available to the Mentor(s) and the liaison at Westview School should problems or questions arise
- Will ensure that Program Coordinator facilitates the program introduction meetings

***During the program, Westview School Liaison:***

- Will openly discuss any concerns regarding the program
- Will support and reinforce the rules and limits of the program, as set out by the Big Brothers Big Sisters of Canada National Standards.

***During the program, Big Brothers Big Sisters of Wood Buffalo:***

- Will have contact a minimum of 3 times throughout the 7 week duration with all mentors
- Will provide all mentors with ongoing access to Program Coordinator
- Will ensure that the Program Coordinator will be available, upon request, to meet with parents (by telephone or in person) to answer questions and provide information about the program
- Will keep a confidential file for each mentor and participant

***At the program end, Westview School:***

- Will discuss the success of the program and provide feedback to Big Brothers Big Sisters

***At the program end, Big Brothers Big Sisters of Wood Buffalo:***

- Will discuss the success of the program and gain feedback from Westview School



**Shared Responsibilities:**

- Both Big Brothers Big Sisters of Wood Buffalo and Westview School agree to maintain valid and enforce, a policy or policies of liability insurance
- Both Big Brothers Big Sisters of Wood Buffalo and Westview School agree to inform each other of any Crafty Kids communication related to the media

The signatures below indicate each party's commitment to the above stated responsibilities.

---

Westview School Liaison

---

Date

---

Signature

Shaelynn Baxter  
Caseworker

April 8, 2025  
Date

Shaelynn Baxter  
Signature



**Full Circle Mentoring Program  
MEMORANDUM OF UNDERSTANDING**

**This is an agreement between:**  
Big Brothers and Big Sisters Wood Buffalo

**and:**

Athabasca Delta Community School

**Preamble**

The purpose of the Full Circle Mentoring Program is to provide meaningful group mentoring experience that strengthens cultural awareness and pride among children and youth in the Wood Buffalo Region.

It is agreed that Big Brothers and Big Sisters Wood Buffalo and **Athabasca Delta Community School** will collaboratively implement the Full Circle Mentoring Program. This agreement shall begin November 2024 and continue until June 2025 or until such time that either partner gives 2 months written notice of their desire to withdraw from the partnership.

This agreement outlines the respective responsibilities of each agency. Any changes will be indicated by written amendment that is signed by all organizations and attached to the original agreement.



### Program Overview

Full Circle Mentoring Program, offered through Big Brothers Big Sisters of Wood Buffalo, is a registered program with a formal application process. Each program accepts ten students ages 8-12 from the school community – the majority of whom will be referred by their school's Indigenous Liaison or another faculty member. Full Circle Mentoring has been thoughtfully developed to serve First Nation, Métis and Inuit children. However, it is important to note that Full Circle is an inclusive mentoring program and is open to any youth that would benefit from a group mentoring experience.

There will be a total of approximately 110 students in the program within the 11 program locations, all other students will be wait listed but will be included in various activities throughout the year. School Liaisons will be responsible for working with parents to explain the program and to collect each student's consent forms and prepare them for pickup by the Program Manager. Full Circle Mentoring will follow the school calendar. Fall Start programs will run for approximately 30 sessions at 1.5 hours per week. All Full Circle Programming will take place directly after school one day per week (Monday – Thursday). Program will not run on statutory holidays.

Adult mentors will be selected through an application process that will include an application, 3 references, interview, criminal record check, and training. Adult Mentors (also referred to as 'Program Facilitators') will be responsible for following and implementing weekly program plans for their groups of youth mentees. All programming, instructions and supplies will be provided to facilitators by the Program Manager.

Each weekly program plan will include at least one Indigenous teaching or activity including but not limited to Drumming, Dream Catcher crafting, bannock making, 7 Sacred Teachings, Medicine Wheels, Christmas celebrations, Aboriginal Day celebration, Indigenous history and language. As Full Circle is, at its core, a mentoring program, facilitators will always prioritize the development of positive mentoring relationships with program participants.



### **Responsibilities of each partner organization**

#### **1.0 Big Brothers and Big Sisters of Wood Buffalo**

- Will be the fiscal agent for the program;
- Will account for all of the funds expended by the program according to the financial reporting requirements of the funding body;
- Will recruit, hire and supervise the facilitators;
- Will provide training to all of the youth and adult mentors associated with the program in accordance with Big Brothers and Big Sisters of Canada's National Standards, particularly as they relate to Child Safety Standards. BBBSWB shall keep a confidential file on each volunteer mentor. Information gathered in this screening process will be held in strict confidence by BBBSWB;
- Will provide all forms needed to implement the program including: referral forms, parent consent forms, information about the program and attendance sheets;
- Will maintain valid and enforce, a policy or policies of liability insurance;
- The BBBSWB Program Manager will be the primary contact person for the program facilitators, the adult, youth mentors and the youth participating in the program and their families. The Program Manager will occasionally be present during the time the program is running for supervision;
- Sun Taxi will ensure the safe transportation of the children and youth from the program. The Program Manager will be arranging transportation for those who require it. The children are not to be transported by the volunteers;
- Will contact the School Liaison or designate of the School by phone, e-mail or in-person if any mentee has discontinued in the program. A letter will be sent to the family by mail of the closure by BBBSWB;
- The Program Manager will enforce the policies and procedures, as set out by the Big Brothers Big Sisters of Wood Buffalo's Child Safety standards. Specifically, the children and youth mentor and adult mentors cannot, under any circumstances; meet outside of the centre unsupervised (this includes summer months). If there was to be a Full Circle mentoring activity outside of the set locations the Mentor is not permitted to provide transportation and the activities will always require BBBSWB staff to be present; and
- The Program Manager will complete match monitoring with all mentors/ mentee's at the beginning, middle and end of the program.



## 2.0 Fort McMurray Public and Fort McMurray Catholic District Schools

- Will pre-screen and refer youth to BBBSWB for participation in the Program. This entails determining which youth will be suitable for the program, based on information provided by BBBSWB. BBBSWB may reject a referral(s) if they deem any youth inappropriate for the program or program spots are full;
- Will always be the parents' primary contact for the youth that have been referred to the program. BBBSW shall be brought in for consult when necessary. If a planned program date is cancelled, it is the Liaison's responsibility to contact the participant's students/guardians;
- Will ensure that BBBSWB consent/waiver forms are completed by each participating child's parent or legal guardian. BBBSWB will forward forms to the school contact person;
- Will provide BBBSWB with a signed copy of the consent/waiver form prior to the commencement of the program;
- Will congregate participating youth at the school prior to each weekly program session. A school representative will relinquish participating youth to the facilitator from the program who will escort the youth to the program site;
- Will contact BBBSWB by phone, e-mail or in-person to inform them if any mentee/mentor has discontinued in the program (file closure of volunteer or child). A letter will be sent to the family by mail of the closure;
- Will provide appropriate physical space, large enough for the participants for the school calendar year;
- Will ensure that there is an on-site staff or designate who can provide assistance if necessary of the running of the school;
- Will ensure the space is clean and ready for use before the start of each program session;
- Will liaise with the BBBSWB Program Manager to resolve any issues related to the use of the space;
- Will have access to BBBSWB Program Manager and off-site agency staff via phone, e-mail or in-person;
- Will maintain valid and enforce, a policy or policies of liability insurance for the physical space; and
- All activities related to Full Circle will happen at indicated locations unless parents sign a consent form for the children to do the activity outside the location, no children are permitted into volunteers or staffs home for activities related to Full Circle Mentoring. Specifically, the agency has a policy that addresses contact outside of the parameters of the program which considers the risks associated with the various types of contact (in-person, email, phone, letter, etc.) and the location of that contact. In-person contact during the summer for Full Circle Mentoring is not allowed.



### Shared Responsibilities

- All partners agree to hold in confidence any information about the mentors and participating youth that is shared as part of this collaboration;
- All partners agree to remain in touch over the course of the program to discuss program delivery and resolve challenges and/or issues;
- All partners agree to contribute to the mentor referral process;
- All partners agree to support and reinforce the rules and limits of the program, as set out by the Big Brothers and Big Sisters of Canada's National Standards. Specifically, the children and mentors cannot, under any circumstances, meet outside of the Full Circle Mentoring Program;
- Information will be openly shared among the partners regarding the progress of the program and any issues or concerns that may arise;
- Partners will collaborate on programming ideas that will strengthen the implementation of the program. All partners will work to ensure that both volunteers and youth treat each other with respect and dignity at all times; and
- Partners agree to inform each other of any Full Circle Mentoring Program communication related to the media.

The signatures below indicate each party's commitment to the above stated responsibilities.

Shaelynn Baxter

Big Brothers and Big Sisters of Wood Buffalo

November 8, 2024

Date

Principal / Vice Principal

A handwritten signature in blue ink, appearing to read "Shaelynn Baxter".

Friday 21/24

Date

A handwritten signature in blue ink, appearing to read "Hanna Friedel".



**Full Circle Mentoring Program  
MEMORANDUM OF UNDERSTANDING**

**This is an agreement between:**  
**Big Brothers and Big Sisters Wood Buffalo**

**and:**

**Dr. Karl A Clark School**

**Preamble**

The purpose of the Full Circle Mentoring Program is to provide meaningful group mentoring experience that strengthens cultural awareness and pride among children and youth in the Wood Buffalo Region.

It is agreed that Big Brothers and Big Sisters Wood Buffalo and **Dr. Karl A Clark School** will collaboratively implement the Full Circle Mentoring Program. This agreement shall begin September 2025 and continue until June 2026 or until such time that either partner gives 2 months written notice of their desire to withdraw from the partnership.

This agreement outlines the respective responsibilities of each agency. Any changes will be indicated by written amendment that is signed by all organizations and attached to the original agreement.



## 2.0 Fort McMurray Public and Fort McMurray Catholic District Schools

- Will pre-screen and refer youth to BBBSWB for participation in the Program. This entails determining which youth will be suitable for the program, based on information provided by BBBSWB. BBBSWB may reject a referral(s) if they deem any youth inappropriate for the program or program spots are full;
- Will always be the parents' primary contact for the youth that have been referred to the program. BBBSWB shall be brought in for consult when necessary. If a planned program date is cancelled, it is the Liaison's responsibility to contact the participant's students/guardians;
- Will ensure that BBBSWB consent/waiver forms are completed by each participating child's parent or legal guardian. BBBSWB will forward forms to the school contact person;
- Will provide BBBSWB with a signed copy of the consent/waiver form prior to the commencement of the program;
- Will congregate participating youth at the school prior to each weekly program session. A school representative will relinquish participating youth to the facilitator from the program who will escort the youth to the program site;
- Will contact BBBSWB by phone, e-mail or in-person to inform them if any mentee/mentor has discontinued in the program (file closure of volunteer or child). A letter will be sent to the family by mail of the closure;
- Will provide appropriate physical space, large enough for the participants for the school calendar year;
- Will ensure that there is an on-site staff or designate who can provide assistance if necessary of the running of the school;
- Will ensure the space is clean and ready for use before the start of each program session;
- Will liaise with the BBBSWB Program Manager to resolve any issues related to the use of the space;
- Will have access to BBBSWB Program Manager and off-site agency staff via phone, e-mail or in-person;
- Will maintain valid and enforce, a policy or policies of liability insurance for the physical space; and
- All activities related to Full Circle will happen at indicated locations unless parents sign a consent form for the children to do the activity outside the location, no children are permitted into volunteers or staffs home for activities related to Full Circle Mentoring. Specifically, the agency has a policy that addresses contact outside of the parameters of the program which considers the risks associated with the various types of contact (in-person, email, phone, letter, etc.) and the location of that contact. In-person contact during the summer for Full Circle Mentoring is not allowed.



### Shared Responsibilities

- All partners agree to hold in confidence any information about the mentors and participating youth that is shared as part of this collaboration;
- All partners agree to remain in touch over the course of the program to discuss program delivery and resolve challenges and/or issues;
- All partners agree to contribute to the mentor referral process;
- All partners agree to support and reinforce the rules and limits of the program, as set out by the Big Brothers and Big Sisters of Canada's National Standards. Specifically, the children and mentors cannot, under any circumstances, meet outside of the Full Circle Mentoring Program;
- Information will be openly shared among the partners regarding the progress of the program and any issues or concerns that may arise;
- Partners will collaborate on programming ideas that will strengthen the implementation of the program. All partners will work to ensure that both volunteers and youth treat each other with respect and dignity at all times; and
- Partners agree to inform each other of any Full Circle Mentoring Program communication related to the media.

The signatures below indicate each party's commitment to the above stated responsibilities.

Suzette McKell   
Big Brothers and Big Sisters of Wood Buffalo

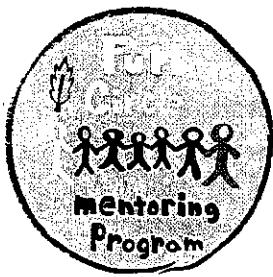
September 11, 2025  
Date

Blanchon  
Principal / Vice Principal

Sept. 15<sup>th</sup>, 2025  
Date



Hanna Fridhed



**Full Circle Mentoring Program  
MEMORANDUM OF UNDERSTANDING**

**This is an agreement between:**  
**Big Brothers and Big Sisters Wood Buffalo**

**and:**

**Father Beauregard School**

**Preamble**

The purpose of the Full Circle Mentoring Program is to provide meaningful group mentoring experience that strengthens cultural awareness and pride among children and youth in the Wood Buffalo Region.

It is agreed that Big Brothers and Big Sisters Wood Buffalo and **Father Beauregard School** will collaboratively implement the Full Circle Mentoring Program. This agreement shall begin September 2025 and continue until June 2026 or until such time that either partner gives 2 months written notice of their desire to withdraw from the partnership.

This agreement outlines the respective responsibilities of each agency. Any changes will be indicated by written amendment that is signed by all organizations and attached to the original agreement.



## Program Overview

Full Circle Mentoring Program, offered through Big Brothers Big Sisters of Wood Buffalo, is a registered program with a formal application process. Each program accepts ten students ages 8-12 from the school community – the majority of whom will be referred by their school's Indigenous Liaison or another faculty member. Full Circle Mentoring has been thoughtfully developed to serve First Nation, Métis and Inuit children. However, it is important to note that Full Circle is an inclusive mentoring program and is open to any youth that would benefit from a group mentoring experience.

There will be a total of approximately 110 students in the program within the 11 program locations, all other students will be wait listed but will be included in various activities throughout the year. School Liaisons will be responsible for working with parents to explain the program and to collect each student's consent forms and prepare them for pickup by the Program Manager. Full Circle Mentoring will follow the school calendar. Fall Start programs will run for approximately 10 sessions at 1.25 hours per week. All Full Circle Programming will take place directly after school one day per week (Monday – Thursday). Program will not run on statutory holidays.

Adult mentors will be selected through an application process that will include an application, 3 references, interview, criminal record check, and training. Adult Mentors (also referred to as 'Program Facilitators') will be responsible for following and implementing weekly program plans for their groups of youth mentees. All programming, instructions and supplies will be provided to facilitators by the Program Manager.

Each weekly program plan will include at least one Indigenous teaching or activity including but not limited to Drumming, Dream Catcher crafting, bannock making, 7 Sacred Teachings, Medicine Wheels, Christmas celebrations, Aboriginal Day celebration, Indigenous history and language. As Full Circle is, at its core, a mentoring program, facilitators will always prioritize the development of positive mentoring relationships with program participants.



### **Responsibilities of each partner organization**

#### **1.0 Big Brothers and Big Sisters of Wood Buffalo**

- Will be the fiscal agent for the program;
- Will account for all of the funds expended by the program according to the financial reporting requirements of the funding body;
- Will recruit, hire and supervise the facilitators;
- Will provide training to all of the youth and adult mentors associated with the program in accordance with Big Brothers and Big Sisters of Canada's National Standards, particularly as they relate to Child Safety Standards. BBBSWB shall keep a confidential file on each volunteer mentor. Information gathered in this screening process will be held in strict confidence by BBBSWB;
- Will provide all forms needed to implement the program including: referral forms, parent consent forms, information about the program and attendance sheets;
- Will maintain valid and enforce, a policy or policies of liability insurance;
- The BBBSWB Program Manager will be the primary contact person for the program facilitators, the adult, youth mentors and the youth participating in the program and their families. The Program Manager will occasionally be present during the time the program is running for supervision;
- Will contact the School Liaison or designate of the School by phone, e-mail or in-person if any mentee has discontinued in the program. A letter will be sent to the family by mail of the closure by BBBSWB;
- The Program Manager will enforce the policies and procedures, as set out by the Big Brothers Big Sisters of Wood Buffalo's Child Safety standards. Specifically, the children and youth mentor and adult mentors cannot, under any circumstances; meet outside of the centre unsupervised (this includes summer months). If there was to be a Full Circle mentoring activity outside of the set locations the Mentor is not permitted to provide transportation and the activities will always require BBBSWB staff to be present; and
- The Program Manager will complete match monitoring with all mentors/ mentee's at the beginning, middle and end of the program.



## 2.0 Fort McMurray Public and Fort McMurray Catholic District Schools

- Will pre-screen and refer youth to BBBSWB for participation in the Program. This entails determining which youth will be suitable for the program, based on information provided by BBBSWB. BBBSWB may reject a referral(s) if they deem any youth inappropriate for the program or program spots are full;
- Will always be the parents' primary contact for the youth that have been referred to the program. BBBSWB shall be brought in for consult when necessary. If a planned program date is cancelled, it is the Liaison's responsibility to contact the participant's students/guardians;
- Will ensure that BBBSWB consent/waiver forms are completed by each participating child's parent or legal guardian. BBBSWB will forward forms to the school contact person;
- Will provide BBBSWB with a signed copy of the consent/waiver form prior to the commencement of the program;
- Will congregate participating youth at the school prior to each weekly program session. A school representative will relinquish participating youth to the facilitator from the program who will escort the youth to the program site;
- Will contact BBBSWB by phone, e-mail or in-person to inform them if any mentee/mentor has discontinued in the program (file closure of volunteer or child). A letter will be sent to the family by mail of the closure;
- Will provide appropriate physical space, large enough for the participants for the school calendar year;
- Will ensure that there is an on-site staff or designate who can provide assistance if necessary of the running of the school;
- Will ensure the space is clean and ready for use before the start of each program session;
- Will liaise with the BBBSWB Program Manager to resolve any issues related to the use of the space;
- Will have access to BBBSWB Program Manager and off-site agency staff via phone, e-mail or in-person;
- Will maintain valid and enforce, a policy or policies of liability insurance for the physical space; and
- All activities related to Full Circle will happen at indicated locations unless parents sign a consent form for the children to do the activity outside the location, no children are permitted into volunteers or staffs home for activities related to Full Circle Mentoring. Specifically, the agency has a policy that addresses contact outside of the parameters of the program which considers the risks associated with the various types of contact (in-person, email, phone, letter, etc.) and the location of that contact. In-person contact during the summer for Full Circle Mentoring is not allowed.



**Big Brothers  
Big Sisters**  
OF WOOD BUFFALO

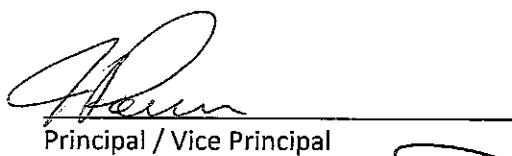
### Shared Responsibilities

- All partners agree to hold in confidence any information about the mentors and participating youth that is shared as part of this collaboration;
- All partners agree to remain in touch over the course of the program to discuss program delivery and resolve challenges and/or issues;
- All partners agree to contribute to the mentor referral process;
- All partners agree to support and reinforce the rules and limits of the program, as set out by the Big Brothers and Big Sisters of Canada's National Standards. Specifically, the children and mentors cannot, under any circumstances, meet outside of the Full Circle Mentoring Program;
- Information will be openly shared among the partners regarding the progress of the program and any issues or concerns that may arise;
- Partners will collaborate on programming ideas that will strengthen the implementation of the program. All partners will work to ensure that both volunteers and youth treat each other with respect and dignity at all times; and
- Partners agree to inform each other of any Full Circle Mentoring Program communication related to the media.

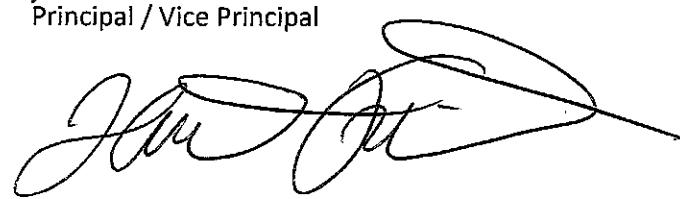
The signatures below indicate each party's commitment to the above stated responsibilities.

Suzette McKell   
Big Brothers and Big Sisters of Wood Buffalo

September 11, 2025  
Date

  
Principal / Vice Principal

Sept 11, 2025  
Date







**Full Circle Mentoring Program  
MEMORANDUM OF UNDERSTANDING**

**This is an agreement between:  
Big Brothers and Big Sisters Wood Buffalo**

**and:**

**Good Shepherd Community School**

**Preamble**

The purpose of the Full Circle Mentoring Program is to provide meaningful group mentoring experience that strengthens cultural awareness and pride among children and youth in the Wood Buffalo Region.

It is agreed that Big Brothers and Big Sisters Wood Buffalo and **Good Shepherd Community School** will collaboratively implement the Full Circle Mentoring Program. This agreement shall begin September 2025 and continue until June 2026 or until such time that either partner gives 2 months written notice of their desire to withdraw from the partnership.

This agreement outlines the respective responsibilities of each agency. Any changes will be indicated by written amendment that is signed by all organizations and attached to the original agreement.



### Program Overview

Full Circle Mentoring Program, offered through Big Brothers Big Sisters of Wood Buffalo, is a registered program with a formal application process. Each program accepts ten students ages 8-12 from the school community – the majority of whom will be referred by their school's Indigenous Liaison or another faculty member. Full Circle Mentoring has been thoughtfully developed to serve First Nation, Métis and Inuit children. However, it is important to note that Full Circle is an inclusive mentoring program and is open to any youth that would benefit from a group mentoring experience.

There will be a total of approximately 110 students in the program within the 11 program locations, all other students will be wait listed but will be included in various activities throughout the year. School Liaisons will be responsible for working with parents to explain the program and to collect each student's consent forms and prepare them for pickup by the Program Manager. Full Circle Mentoring will follow the school calendar. Fall Start programs will run for approximately 10 sessions at 1.25 hours per week. All Full Circle Programming will take place directly after school one day per week (Monday – Thursday). Program will not run on statutory holidays.

Adult mentors will be selected through an application process that will include an application, 3 references, interview, criminal record check, and training. Adult Mentors (also referred to as 'Program Facilitators') will be responsible for following and implementing weekly program plans for their groups of youth mentees. All programming, instructions and supplies will be provided to facilitators by the Program Manager.

Each weekly program plan will include at least one Indigenous teaching or activity including but not limited to Drumming, Dream Catcher crafting, bannock making, 7 Sacred Teachings, Medicine Wheels, Christmas celebrations, Aboriginal Day celebration, Indigenous history and language. As Full Circle is, at its core, a mentoring program, facilitators will always prioritize the development of positive mentoring relationships with program participants.



### Responsibilities of each partner organization

#### **1.0 Big Brothers and Big Sisters of Wood Buffalo**

- Will be the fiscal agent for the program;
- Will account for all of the funds expended by the program according to the financial reporting requirements of the funding body;
- Will recruit, hire and supervise the facilitators;
- Will provide training to all of the youth and adult mentors associated with the program in accordance with Big Brothers and Big Sisters of Canada's National Standards, particularly as they relate to Child Safety Standards. BBBSWB shall keep a confidential file on each volunteer mentor. Information gathered in this screening process will be held in strict confidence by BBBSWB;
- Will provide all forms needed to implement the program including: referral forms, parent consent forms, information about the program and attendance sheets;
- Will maintain valid and enforce, a policy or policies of liability insurance;
- The BBBSWB Program Manager will be the primary contact person for the program facilitators, the adult, youth mentors and the youth participating in the program and their families. The Program Manager will occasionally be present during the time the program is running for supervision;
- Will contact the School Liaison or designate of the school by phone, e-mail or in-person if any mentee has discontinued in the program. A letter will be sent to the family by mail of the closure by BBBSWB;
- The Program Manager will enforce the policies and procedures, as set out by the Big Brothers Big Sisters of Wood Buffalo's Child Safety standards. Specifically, the children and youth mentor and adult mentors cannot, under any circumstances; meet outside of the centre unsupervised (this includes summer months). If there was to be a Full Circle mentoring activity outside of the set locations the Mentor is not permitted to provide transportation and the activities will always require BBBSWB staff to be present; and
- The Program Manager will complete match monitoring with all mentors/ mentee's at the beginning, middle and end of the program.



## 2.0 Fort McMurray Public and Fort McMurray Catholic District Schools

- Will pre-screen and refer youth to BBBSWB for participation in the Program. This entails determining which youth will be suitable for the program, based on information provided by BBBSWB. BBBSWB may reject a referral(s) if they deem any youth inappropriate for the program or program spots are full;
- Will always be the parents' primary contact for the youth that have been referred to the program. BBBSWB shall be brought in for consult when necessary. If a planned program date is cancelled, it is the Liaison's responsibility to contact the participant's students/guardians;
- Will ensure that BBBSWB consent/waiver forms are completed by each participating child's parent or legal guardian. BBBSWB will forward forms to the school contact person;
- Will provide BBBSWB with a signed copy of the consent/waiver form prior to the commencement of the program;
- Will congregate participating youth at the school prior to each weekly program session. A school representative will relinquish participating youth to the facilitator from the program who will escort the youth to the program site;
- Will contact BBBSWB by phone, e-mail or in-person to inform them if any mentee/mentor has discontinued in the program (file closure of volunteer or child). A letter will be sent to the family by mail of the closure;
- Will provide appropriate physical space, large enough for the participants for the school calendar year;
- Will ensure that there is an on-site staff or designate who can provide assistance if necessary of the running of the school;
- Will ensure the space is clean and ready for use before the start of each program session;
- Will liaise with the BBBSWB Program Manager to resolve any issues related to the use of the space;
- Will have access to BBBSWB Program Manager and off-site agency staff via phone, e-mail or in-person;
- Will maintain valid and enforce, a policy or policies of liability insurance for the physical space; and
- All activities related to Full Circle will happen at indicated locations unless parents sign a consent form for the children to do the activity outside the location, no children are permitted into volunteers or staffs home for activities related to Full Circle Mentoring. Specifically, the agency has a policy that addresses contact outside of the parameters of the program which considers the risks associated with the various types of contact (in-person, email, phone, letter, etc.) and the location of that contact. In-person contact during the summer for Full Circle Mentoring is not allowed.



### Shared Responsibilities

- All partners agree to hold in confidence any information about the mentors and participating youth that is shared as part of this collaboration;
- All partners agree to remain in touch over the course of the program to discuss program delivery and resolve challenges and/or issues;
- All partners agree to contribute to the mentor referral process;
- All partners agree to support and reinforce the rules and limits of the program, as set out by the Big Brothers and Big Sisters of Canada's National Standards. Specifically, the children and mentors cannot, under any circumstances, meet outside of the Full Circle Mentoring Program;
- Information will be openly shared among the partners regarding the progress of the program and any issues or concerns that may arise;
- Partners will collaborate on programming ideas that will strengthen the implementation of the program. All partners will work to ensure that both volunteers and youth treat each other with respect and dignity at all times; and
- Partners agree to inform each other of any Full Circle Mentoring Program communication related to the media.

The signatures below indicate each party's commitment to the above stated responsibilities.

Suzette Mckell   
Big Brothers and Big Sisters of Wood Buffalo

September 11, 2025  
Date

J. Langen  
Principal / Vice Principal

Sept 12/2025  
Date

A large, flowing cursive signature that appears to read "Hanna Fidler". It is written in black ink and is positioned below the date line.

A smaller, cursive signature that appears to read "Hanna Fidler". It is written in blue ink and is positioned to the right of the date line.



**Full Circle Mentoring Program  
MEMORANDUM OF UNDERSTANDING**

**This is an agreement between:  
Big Brothers and Big Sisters Wood Buffalo**

**and:**

**Our Lady of Rivers School**

**Preamble**

The purpose of the Full Circle Mentoring Program is to provide meaningful group mentoring experience that strengthens cultural awareness and pride among children and youth in the Wood Buffalo Region.

It is agreed that Big Brothers and Big Sisters Wood Buffalo and **Our Lady of Rivers School** will collaboratively implement the Full Circle Mentoring Program. This agreement shall begin October 2025 and continue until June 2026 or until such time that either partner gives 2 months written notice of their desire to withdraw from the partnership.

This agreement outlines the respective responsibilities of each agency. Any changes will be indicated by written amendment that is signed by all organizations and attached to the original agreement.



## Program Overview

Full Circle Mentoring Program, offered through Big Brothers Big Sisters of Wood Buffalo, is a registered program with a formal application process. Each program accepts ten students ages 8-12 from the school community – the majority of whom will be referred by their school's Indigenous Liaison or another faculty member. Full Circle Mentoring has been thoughtfully developed to serve First Nation, Métis and Inuit children. However, it is important to note that Full Circle is an inclusive mentoring program and is open to any youth that would benefit from a group mentoring experience.

There will be a total of approximately 110 students in the program within the 11 program locations, all other students will be wait listed but will be included in various activities throughout the year. School Liaisons will be responsible for working with parents to explain the program and to collect each student's consent forms and prepare them for pickup by the Program Manager. Full Circle Mentoring will follow the school calendar. Fall Start programs will run for approximately 10 sessions at 1.25 hours per week. All Full Circle Programming will take place directly after school one day per week (Monday – Thursday). Program will not run on statuary holidays.

Adult mentors will be selected through an application process that will include an application, 3 references, interview, criminal record check, and training. Adult Mentors (also referred to as 'Program Facilitators') will be responsible for following and implementing weekly program plans for their groups of youth mentees. All programming, instructions and supplies will be provided to facilitators by the Program Manager.

Each weekly program plan will include at least one Indigenous teaching or activity including but not limited to Drumming, Dream Catcher crafting, bannock making, 7 Sacred Teachings, Medicine Wheels, Christmas celebrations, Aboriginal Day celebration, Indigenous history and language. As Full Circle is, at its core, a mentoring program, facilitators will always prioritize the development of positive mentoring relationships with program participants.



### Responsibilities of each partner organization

#### **1.0 Big Brothers and Big Sisters of Wood Buffalo**

- Will be the fiscal agent for the program;
- Will account for all of the funds expended by the program according to the financial reporting requirements of the funding body;
- Will recruit, hire and supervise the facilitators;
- Will provide training to all of the youth and adult mentors associated with the program in accordance with Big Brothers and Big Sisters of Canada's National Standards, particularly as they relate to Child Safety Standards. BBBSWB shall keep a confidential file on each volunteer mentor. Information gathered in this screening process will be held in strict confidence by BBBSWB;
- Will provide all forms needed to implement the program including: referral forms, parent consent forms, information about the program and attendance sheets;
- Will maintain valid and enforce, a policy or policies of liability insurance;
- The BBBSWB Program Manager will be the primary contact person for the program facilitators, the adult, youth mentors and the youth participating in the program and their families. The Program Manager will occasionally be present during the time the program is running for supervision;
- Will contact the School Liaison or designate of the School by phone, e-mail or in-person if any mentee has discontinued in the program. A letter will be sent to the family by mail of the closure by BBBSWB;
- The Program Manager will enforce the policies and procedures, as set out by the Big Brothers Big Sisters of Wood Buffalo's Child Safety standards. Specifically, the children and youth mentor and adult mentors cannot, under any circumstances; meet outside of the centre unsupervised (this includes summer months). If there was to be a Full Circle mentoring activity outside of the set locations the Mentor is not permitted to provide transportation and the activities will always require BBBSWB staff to be present; and
- The Program Manager will complete match monitoring with all mentors/ mentee's at the beginning, middle and end of the program.



## 2.0 Fort McMurray Public and Fort McMurray Catholic District Schools

- Will pre-screen and refer youth to BBBSWB for participation in the Program. This entails determining which youth will be suitable for the program, based on information provided by BBBSWB. BBBSWB may reject a referral(s) if they deem any youth inappropriate for the program or program spots are full;
- Will always be the parents' primary contact for the youth that have been referred to the program. BBBSWB shall be brought in for consult when necessary. If a planned program date is cancelled, it is the Liaison's responsibility to contact the participant's students/guardians;
- Will ensure that BBBSWB consent/waiver forms are completed by each participating child's parent or legal guardian. BBBSWB will forward forms to the school contact person;
- Will provide BBBSWB with a signed copy of the consent/waiver form prior to the commencement of the program;
- Will congregate participating youth at the school prior to each weekly program session. A school representative will relinquish participating youth to the facilitator from the program who will escort the youth to the program site;
- Will contact BBBSWB by phone, e-mail or in-person to inform them if any mentee/mentor has discontinued in the program (file closure of volunteer or child). A letter will be sent to the family by mail of the closure;
- Will provide appropriate physical space, large enough for the participants for the school calendar year;
- Will ensure that there is an on-site staff or designate who can provide assistance if necessary of the running of the school;
- Will ensure the space is clean and ready for use before the start of each program session;
- Will liaise with the BBBSWB Program Manager to resolve any issues related to the use of the space;
- Will have access to BBBSWB Program Manager and off-site agency staff via phone, e-mail or in-person;
- Will maintain valid and enforce, a policy or policies of liability insurance for the physical space; and
- All activities related to Full Circle will happen at indicated locations unless parents sign a consent form for the children to do the activity outside the location, no children are permitted into volunteers or staffs home for activities related to Full Circle Mentoring. Specifically, the agency has a policy that addresses contact outside of the parameters of the program which considers the risks associated with the various types of contact (in-person, email, phone, letter, etc.) and the location of that contact. In-person contact during the summer for Full Circle Mentoring is not allowed.



## Shared Responsibilities

- All partners agree to hold in confidence any information about the mentors and participating youth that is shared as part of this collaboration;
- All partners agree to remain in touch over the course of the program to discuss program delivery and resolve challenges and/or issues;
- All partners agree to contribute to the mentor referral process;
- All partners agree to support and reinforce the rules and limits of the program, as set out by the Big Brothers and Big Sisters of Canada's National Standards. Specifically, the children and mentors cannot, under any circumstances, meet outside of the Full Circle Mentoring Program;
- Information will be openly shared among the partners regarding the progress of the program and any issues or concerns that may arise;
- Partners will collaborate on programming ideas that will strengthen the implementation of the program. All partners will work to ensure that both volunteers and youth treat each other with respect and dignity at all times; and
- Partners agree to inform each other of any Full Circle Mentoring Program communication related to the media.

The signatures below indicate each party's commitment to the above stated responsibilities.

*Suzette McKell* Suzette McKell  
Big Brothers and Big Sisters of Wood Buffalo

September 11, 2025

Date

*Janet J.* Janet J.  
Principal / Vice Principal

*SEPT 22, 2025* SEPT 22, 2025  
Date

*Hanna Friedel* Hanna Friedel



**Memorandum of Understanding**  
**Big Brothers Big Sisters of Wood Buffalo**  
**&**  
**Father Beauregard Catholic School**

**Preamble**

It is agreed that Big Brothers Big Sisters of Wood Buffalo and Father Beauregard Catholic School will be partners in the Go Girls and Game On Mentoring Programs as developed by Big Brothers Big Sisters of Wood Buffalo. This agreement shall begin **September 29, 2025** and continue for approximately 7 weeks. This agreement outlines the respective responsibilities of Father Beauregard Catholic School and Big Brothers Big Sisters of Wood Buffalo for this program. The Memorandum of Understanding will be reviewed at the time of reintroduction of the Game On / Go Girls programs into Father Beauregard Catholic School. Any changes will be indicated by written amendment that is signed by both partners and attached to the original agreement.

**Go Girls and Game On Mentoring Programs**

**Go Girls!** – Healthy Bodies, Healthy Minds is a group mentoring program for youth from Grades 4 - 6 that focuses on building healthy relationships, self-esteem, physical activity, leadership, mental health and communication skills. Within this program youth will learn how to express their emotions in a safe and healthy way through activities with peers and meaningful discussions with the facilitator.

Boundaries and personal space are discussed when learning about healthy relationships, not only with their peers at school but through all relationships in their lives. The single most important goal of the program is to positively shape the lives of youth by helping them build a positive self-image – setting them on a path to reach their full potential.

**Game On!** - Game On! Is a group mentoring program for providing boys and young men in grades 5-6 with information and support to make informed choices about a range of healthy lifestyle practices. Through nontraditional physical activities, complemented with healthy eating support, participants are engaged in life skills, communication and emotional health discussions designed to engage participants in the pursuit of life-long healthy lifestyles.

Volunteers/Contract BBBS staff are the mentors to the group of participants. The Game On and Go Girls Mentoring Programs consists of 7 mentoring sessions; each session is 90 minutes in length.

All Volunteer Mentors and BBBS contract staff members are screened in accordance with the Big Brothers Big Sisters of Canada National Standards.



## **Responsibilities of Father Beauregard Catholic School and Big Brothers Big Sisters of Wood Buffalo**

### ***Before the program starts, the School:***

- Will appoint an organization liaison who will be responsible for communicating with the Big Brothers Big Sisters Program Coordinator. They will be the primary contact person for the Program Coordinator at BBBSWB, the Mentor(s) when they are at the Justin Slade Youth Foundation.
- Will designate a physical environment(s) where Mentor(s) and participants can meet

### ***Before the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will recruit, screen and train all Mentors in accordance with Big Brothers Big Sisters of Canada National Standards
- Will recruit and maintain all applications and private information regarding potential participants of the program
- Will ensure all match information on file adheres to all privacy legislation
- Will deliver the Strong from the Start, Child Safety Training Program to all participants

### ***At the program start, the School:***

- Will designate an area at Father Beauregard Catholic School for the Caseworker and/or Mentor(s) to facilitate the program

### ***At the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will ensure that the Program Coordinator facilitates the match meeting by introducing the Mentors to the Participants at Father Beauregard and be available to the Mentor(s) and the liaison at Father Beauregard should problems or questions arise
- Will ensure that Program Coordinator facilitates the program introduction meetings

### ***During the program, the School Liaison:***

- Will openly discuss any concerns regarding the program
- Will support and reinforce the rules and limits of the program, as set out by the Big Brothers Big Sisters of Canada National Standards.

### ***During the program, Big Brothers Big Sisters of Wood Buffalo:***

- Will have contact a minimum of 3 times throughout the 7 week duration with all mentors
- Will provide all mentors with ongoing access to Program Coordinator



- Will ensure that the Program Coordinator will be available, upon request, to meet with parents (by telephone or in person) to answer questions and provide information about the program
- Will keep a confidential file for each mentor and participant

***At the program end, the School:***

- Will discuss the success of the program and provide feedback to Big Brothers Big Sisters

***At the program end, Big Brothers Big Sisters of Wood Buffalo:***

- Will discuss the success of the program and gain feedback from Father Beauregard Catholic School

**Shared Responsibilities:**

- Both Big Brothers Big Sisters of Wood Buffalo and Father Beauregard Catholic School agree to maintain valid and enforce, a policy or policies of liability insurance
- Both Big Brothers Big Sisters of Wood Buffalo and Father Beauregard Catholic School agree to inform each other of any Game On/Go Girls communication related to the media

The signatures below indicate each party's commitment to the above stated responsibilities.

Jeffrey Power  
Father Beauregard Principal/Vice Principal

Sept 11, 2025  
Date

Hann  
Signature  


Shaelynn Baxter  
Caseworker

September 10, 2025  
Date

Shaelynn Baxter  
Signature

Hanna Fridhed



**Memorandum of Understanding**  
**Big Brothers Big Sisters of Wood Buffalo**  
**&**  
**St. Gabriel School**

**Preamble**

It is agreed that Big Brothers Big Sisters of Wood Buffalo and St. Gabriel School will be partners in the Game on Mentoring Programs as developed by Big Brothers Big Sisters of Wood Buffalo. This agreement shall begin October 1st, 2025 and continue for approximately 9 weeks. This agreement outlines the respective responsibilities of St. Gabriel School and Big Brothers Big Sisters of Wood Buffalo for this program. The Memorandum of Understanding will be reviewed at the time of reintroduction of the Game on Mentoring Programs into St. Gabriel School. Any changes will be indicated by written amendment that is signed by both partners and attached to the original agreement.

**Game On! Mentoring Programs**

**Game On!** - Game On! is a group mentoring program for providing boys and young men in grades 5-6 with information and support to make informed choices about a range of healthy lifestyle practices. Through nontraditional physical activities, complemented with healthy eating support, participants are engaged in life skills, communication and emotional health discussions designed to engage participants in the pursuit of life-long healthy lifestyles.

Volunteers/contract BBBS staff are the mentors to the group of participants. The Game on Mentoring Programs consists of 9 mentoring sessions; each session is 40 minutes in length.

All Volunteer Mentors and BBBS contract staff members are screened in accordance with the Big Brothers Big Sisters of Canada National Standards.

**Responsibilities of St. Gabriel School and Big Brothers Big Sisters of Wood Buffalo**

*Before the program starts, St. Gabriel School:*

- Will appoint an organization liaison who will be responsible for communicating with the Big Brothers Big Sisters Program Coordinator. They will be the primary contact person for the Program Coordinator at BBBSWB, the Mentor(s) when they are at St. Gabriel School
- Will designate a physical environment(s) where Mentor(s) and participants can meet

*Before the program start, Big Brothers Big Sisters of Wood Buffalo:*



- Will recruit, screen and train all Mentors in accordance with Big Brothers Big Sisters of Canada National Standards
- Will recruit and maintain all applications and private information regarding potential participants of the program
- Will ensure all match information on file adheres to all privacy legislation
- Will deliver the Strong from the Start, Child Safety Training Program to all participants

*At the program start, St. Gabriel School:*

- Will designate an area at St. Gabriel School for the Caseworker and/or Mentor(s) to facilitate the program

*At the program start, Big Brothers Big Sisters of Wood Buffalo:*

- Will ensure that the Program Coordinator facilitates the match meeting by introducing the Mentors to the Participants at St. Gabriel School and be available to the Mentor(s) and the liaison at St. Gabriel School should problems or questions arise
- Will ensure that Program Coordinator facilitates the program introduction meetings

*During the program, St. Gabriel School Liaison:*

- Will openly discuss any concerns regarding the program
- Will support and reinforce the rules and limits of the program, as set out by the Big Brothers Big Sisters of Canada National Standards.

*During the program, Big Brothers Big Sisters of Wood Buffalo:*

- Will have contact a minimum of 3 times throughout the 7 week duration with all mentors
- Will provide all mentors with ongoing access to Program Coordinator
- Will ensure that the Program Coordinator will be available, upon request, to meet with parents (by telephone or in person) to answer questions and provide information about the program
- Will keep a confidential file for each mentor and participant

*At the program end, St. Gabriel School:*

- Will discuss the success of the program and provide feedback to Big Brothers Big Sisters

*At the program end, Big Brothers Big Sisters of Wood Buffalo:*

- Will discuss the success of the program and gain feedback from St. Gabriel School

**Shared Responsibilities:**

Big Brothers Big Sisters of Wood Buffalo 202-604 Signal Road Fort McMurray, AB T9H 4Z4  
Office: 780-791-2447 Fax: 780-743-0995 Email: [gmcwb@bigbrothersbigsistersonline.ca](mailto:gmcwb@bigbrothersbigsistersonline.ca)  
[www.bigbrothersbigsistersonline.ca/woodbuffalo](http://www.bigbrothersbigsistersonline.ca/woodbuffalo)



- Both Big Brothers Big Sisters of Wood Buffalo and St. Gabriel School agree to maintain valid and enforce, a policy or policies of liability insurance
- Both Big Brothers Big Sisters of Wood Buffalo and St. Gabriel School agree to inform each other

The signatures below indicate each party's commitment to the above stated responsibilities.

Brittney Willetts  
St. Gabriel School Liaison

Sept. 16/2025  
Date

Gean Choga  
Program Coordinator

September 16, 2025  
Date

Brittney Willetts  
Signature

Gean Choga  
Signature

Hanna Fridhed



## Memorandum of Understanding

**Big Brothers Big Sisters of Wood Buffalo  
&  
St. Anne Catholic School**

### **Preamble**

It is agreed that Big Brothers Big Sisters of Wood Buffalo and St. Kateri School will be partners in the Go-Girls Healthy Bodies, Healthy Minds Group Mentoring Program as developed by Big Brothers Big Sisters of Canada. This agreement shall begin **October 8th, 2025** and continue for approximately 7 weeks. This agreement outlines the respective responsibilities of St. Anne Catholic School and Big Brothers Big Sisters of Wood Buffalo for this program. The Memorandum of Understanding will be reviewed at the time of reintroduction of the Go-Girls Program into the School. Any changes will be indicated by written amendment that is signed by both partners and attached to the original agreement.

### **Go Girls! Healthy Bodies, Healthy Minds**

Go-Girls Healthy Bodies, Healthy Minds is an evidence-based program designed to increase self-esteem, create positive friendships and address the importance of leading a healthy lifestyle among young girls 9-12 years of age. Female volunteers/contract BBBS staff are the mentors to the group of participants. The Go-Girls Program consists of 7 mentoring sessions; each session is 60 minutes in length.

All Volunteer Mentors and BBBS contract staff members are screened in accordance with the Big Brothers Big Sisters of Canada National Standards.

### **Responsibilities of St. Anne Catholic School and Big Brothers Big Sisters of Wood Buffalo**

#### ***Before the program starts, the School:***

- Will appoint a School Liaison who will be responsible for coordinating the program within the school. He or she will be the primary contact person for the Program Coordinator at BBBSWB, the Mentor(s) when they are at the school, the girls participating in the program, and the parents and teachers of the selected participants
- Will be responsible for selecting the participants. This entails determining which girls will be suitable for the program, based on information provided by BBBSWB, and completing referral forms provided by BBBSWB. All forms must be completed in full and submitted to BBBSWB before the program can commence
- Will meet or speak with parent(s)/guardian(s) to briefly explain the program and solicit their co-operation and support



- Will always be the parents' primary contact for the program. The Program Coordinator shall be brought in for consultation when necessary
- Will obtain signed participant applications and parental consent/waiver to provide BBBSWB with a copy
- Will designate a physical environment(s) where Mentor(s) and participants can meet

***Before the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will recruit, screen and train all Mentors in accordance with Big Brothers Big Sisters of Canada National Standards
- Will deliver the Strong from the Start, Child Safety Training Program to all participants

***At the program start, the School:***

- Will designate an area in the school for the Caseworker and Mentor(s) to facilitate the program

***At the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will ensure that the Program Coordinator facilitates the match meeting by introducing the Mentors to the Participants at the School and be available to the Mentor(s) and School should problems or questions arise
- Will ensure that Program Coordinator facilitates the School introduction meetings

***During the program, the School Liaison:***

- Will openly discuss ongoing successes and concerns regarding the program
- Will maintain rapport with the school personnel regarding the successes and challenges of the match relationships
- Will ensure all match information on file adheres to all privacy legislation
- Will support and reinforce the rules and limits of the program, as set out by the Big Brothers Big Sisters of Canada National Standards. Specifically, the participants and mentors cannot, under any circumstances, meet outside of the school unsupervised (this includes summer months). The only occasion where this may happen is on a supervised School or BBBSWB activity, where BBBSWB policy allows. When such occasions occur, the mentor will not be permitted to transport the girls to or from the activity site

***During the program, Big Brothers Big Sisters of Wood Buffalo:***

- Will have contact a minimum of 3 times throughout the 7 week duration with all mentors
- Will provide all mentors with ongoing access to Program Coordinator
- Will ensure that the Program Coordinator will be available, upon request, to meet with parents (by telephone or in person) to answer questions and provide information about the program, however, the school will be the parent's primary contact



# Big Brothers Big Sisters

- Will keep a confidential file for each mentor and participant

#### *At the program end, the School:*

- Will discuss the success of the program and provide feedback to Big Brothers Big Sisters

#### *At the program end, Big Brothers Big Sisters of Wood Buffalo:*

- Will discuss the success of the program and gain feedback from the school

#### Shared Responsibilities:

- Both Big Brothers Big Sisters of Wood Buffalo and St. Anne Catholic School agree to maintain valid and in force, a policy or policies of liability insurance
- Both Big Brothers Big Sisters of Wood Buffalo and the School agree to inform each other of any Go-Girls program communication related to the media
- Should the participants disclose any abusive experience to the mentor(s), the School will deal with the disclosure according to Board of Education policy. BBBB will deal with the issue as per our National Standards regarding disclosers of abuse

The signatures below indicate each party's commitment to the above stated responsibilities.

Rachel Lambert  
School Liaison

Shaelynn Baxter  
Caseworker

September 11th, 2025  
Date

September 10, 2025  
Date

Rachel Lambert  
Signature

Shaelynn Baxter  
Signature

Hannah Friedland

Hannah Friedland



**Memorandum of Understanding**  
**Big Brothers Big Sisters of Wood Buffalo**  
**&**  
**Greely Road School**

**Preamble**

It is agreed that Big Brothers Big Sisters of Wood Buffalo and Justin Slade Youth Foundation will be partners in the Ignite Group Mentoring Program as developed by Big Brothers Big Sisters of Wood Buffalo. This agreement shall begin **October 15, 2025** and continue for approximately 7 weeks. This agreement outlines the respective responsibilities of Greely Road School and Big Brothers Big Sisters of Wood Buffalo for this program. The Memorandum of Understanding will be reviewed at the time of reintroduction of the Ignite Program into the Greely Road School. Any changes will be indicated by written amendment that is signed by both partners and attached to the original agreement.

**Ignite Program**

Ignite! – Healthy Bodies, Healthy Minds is a group mentoring program for youth ages 9-12 that focuses on building healthy relationships, self-esteem, physical activity, leadership, mental health and communication skills. Within this program youth will learn how to express their emotions in a safe and healthy way through activities with peers and meaningful discussions with the facilitator. Boundaries and personal space are discussed when learning about healthy relationships, not only with their peers at school but through all relationships in their lives. The single most important goal of the program is to positively shape the lives of youth by helping them build a positive self-image – setting them on a path to reach their full potential.

Female volunteers/contract BBBS staff are the mentors to the group of participants. The Ignite Program consists of 7 mentoring sessions, each session is one (1) hour in length.

All Volunteer Mentors and BBBS contract staff members are screened in accordance with the Big Brothers Big Sisters of Canada National Standards.

**Responsibilities of Greely Road School and Big Brothers Big Sisters of Wood Buffalo**

***Before the program starts, the School:***

- Will appoint an organization liaison who will be responsible for communicating with the Big Brothers Big Sisters Program Coordinator. They will be the primary contact person for the Program Coordinator at BBBSWB, the Mentor(s) when they are at the School.
- Will designate a physical environment(s) where Mentor(s) and participants can meet



***Before the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will recruit, screen and train all Mentors in accordance with Big Brothers Big Sisters of Canada National Standards
- Will recruit and maintain all applications and private information regarding potential participants of the program
- Will ensure all match information on file adheres to all privacy legislation
- Will deliver the Strong from the Start, Child Safety Training Program to all participants

***At the program start, the School:***

- Will designate an area at the School for the Caseworker and/or Mentor(s) to facilitate the program

***At the program start, Big Brothers Big Sisters of Wood Buffalo:***

- Will ensure that the Program Coordinator facilitates the match meeting by introducing the Mentors to the Participants at the Justin Slade Youth Foundation and be available to the Mentor(s) and the liaison at the Justin Slade Youth Foundation should problems or questions arise
- Will ensure that Program Coordinator facilitates the program introduction meetings

***During the program, the School Liaison:***

- Will openly discuss any concerns regarding the program
- Will support and reinforce the rules and limits of the program, as set out by the Big Brothers Big Sisters of Canada National Standards.

***During the program, Big Brothers Big Sisters of Wood Buffalo:***

- Will have contact a minimum of 3 times throughout the 7 week duration with all mentors
- Will provide all mentors with ongoing access to Program Coordinator
- Will ensure that the Program Coordinator will be available, upon request, to meet with parents (by telephone or in person) to answer questions and provide information about the program
- Will keep a confidential file for each mentor and participant

***At the program end, the School:***

- Will discuss the success of the program and provide feedback to Big Brothers Big Sisters



*At the program end, Big Brothers Big Sisters of Wood Buffalo:*

- Will discuss the success of the program and gain feedback from Greely Road School

**Shared Responsibilities:**

- Both Big Brothers Big Sisters of Wood Buffalo and Greely Road School agree to maintain valid and enforce, a policy or policies of liability insurance
- Both Big Brothers Big Sisters of Wood Buffalo and Greely Road School agree to inform each other of any Ignite program communication related to the media

The signatures below indicate each party's commitment to the above stated responsibilities.

David Hanley  
Greely Road School Principal/Vice Principal

Sept. 11/25  
Date

Shaelynn Baxter  
Caseworker

September 28, 2023  
Date

J. Baxter  
Signature

Shaelynn Baxter  
Signature

Hanna Fridlund

Hanna Fridlund



**Memorandum of Understanding**  
**Big Brothers Big Sisters of Wood Buffalo**  
**&**  
**Sister Mary Phillips School**

**Preamble**

It is agreed that Big Brothers Big Sisters of Wood Buffalo and Sister Mary Phillips will be partners in the Ignite Group Mentoring Program as developed by Big Brothers Big Sisters of Wood Buffalo. This agreement shall begin April 24, 2025 and continue for approximately 7 weeks. This agreement outlines the respective responsibilities of Sister Mary Phillips and Big Brothers Big Sisters of Wood Buffalo for this program. The Memorandum of Understanding will be reviewed at the time of reintroduction of the Ignite Program into Sister Mary Phillips. Any changes will be indicated by written amendment that is signed by both partners and attached to the original agreement.

**Ignite Program**

Ignite! – Healthy Bodies, Healthy Minds is a group mentoring program for youth from Grades 4 - 6 that focuses on building healthy relationships, self-esteem, physical activity, leadership, mental health and communication skills. Within this program youth will learn how to express their emotions in a safe and healthy way through activities with peers and meaningful discussions with the facilitator. Boundaries and personal space are discussed when learning about healthy relationships, not only with their peers at school but through all relationships in their lives. The single most important goal of the program is to positively shape the lives of youth by helping them build a positive self-image – setting them on a path to reach their full potential.

Female volunteers/contract BBBS staff are the mentors to the group of participants. The Ignite Program consists of 7 mentoring sessions, each session is 45 minutes to 1 hour in length.

All Volunteer Mentors and BBBS contract staff members are screened in accordance with the Big Brothers Big Sisters of Canada National Standards.

**Responsibilities of Sister Mary Phillips and Big Brothers Big Sisters of Wood Buffalo**

*Before the program starts, Sister Mary Phillips:*

- Will appoint an organization liaison who will be responsible for communicating with the Big Brothers Big Sisters Program Coordinator. They will be the primary contact person for the Program Coordinator at BBBSWB, the Mentor(s) when they are at the Justin Slade Youth Foundation.
- Will designate a physical environment(s) where Mentor(s) and participants can meet



- Will discuss the success of the program and gain feedback from Justin Slade Youth Foundation

**Shared Responsibilities:**

- Both Big Brothers Big Sisters of Wood Buffalo and Sister Mary Phillips agree to maintain valid and enforce, a policy or policies of liability insurance
- Both Big Brothers Big Sisters of Wood Buffalo and Justin Slade Youth Foundation agree to inform each other of any Ignite program communication related to the media

The signatures below indicate each party's commitment to the above stated responsibilities.

Hanna Fridh

Sister Mary Phillips Liaison

Shaelynn Baxter

Caseworker

April 9/25

Date

April 8, 2025

Date

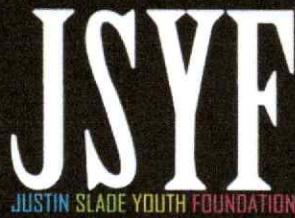
A handwritten signature in black ink, appearing to read 'Hanna Fridh'.

Signature

Hanna Fridh

Shaelynn Baxter

Signature



October 3, 2025

To Whom It May Concern,

Subject: Letter of Support and Partnership between Justin Slade Youth Foundation and Big Brothers Big Sisters Wood Buffalo

On behalf of the Justin Slade Youth Foundation, I am pleased to express our strong support and commitment to partnering with Big Brothers Big Sisters Wood Buffalo in the implementation of Big Brothers Big Sisters Group Mentoring Programs. This initiative aligns with our shared vision to provide a safe space and a variety of opportunities for children/youth to build confidence and resiliency.

**PHONE**  
780 715 0010

**EMAIL**  
information@jsyf.ca

**WEBSITE**  
www.jsyf.ca

**MAIL**  
P.O. Box 5886, Fort McMurray,  
AB T9H 4V9

Through this partnership JSYF provides physical space in our building to BBBSWB at no cost to facilitate their free group mentoring for children. This partnership has allowed BBBSWB to expand their evening programming and allows them to continue to offer services at no cost to their participants. This also allows younger children to get to know our foundation and the opportunities they'll have once within our age range. Our organizations share an aligned vision to ignite the power and potential of all youth in the Wood Buffalo region.

For any further information or clarification, please contact:

Mandy MacDonald

Executive Director  
Justin Slade Youth Foundation  
(E) [mandy.macdonald@jsyf.ca](mailto:mandy.macdonald@jsyf.ca) (T) 780-715-0010



## Memorandum of Understanding

Effective as of October 15, 2025

BETWEEN THE PARTIES:

**Wood Buffalo Pride Society**  
(hereinafter referred to as "WB Pride")

AND

**Big Brothers Big Sisters Association of Wood Buffalo**  
(hereinafter referred to as "BBBSWB")

**WHEREAS:**

- A. Wood Buffalo Pride is a non-profit society, duly incorporated under the Societies Act of Alberta, that advocates for and empowers 2SLGBTQIA+ individuals and families in Wood Buffalo by fostering inclusion, providing education, and creating safe spaces that support equity, belonging, health, and well-being.
- B. Big Brothers Big Sisters of Wood Buffalo is a non-profit society, duly incorporated under the Societies Act of Alberta, with charitable status, that enables life-changing mentoring relationships to ignite the power and potential of young people in the Wood Buffalo region.
- C. BBBSWB and WB Pride (collectively, the "Parties") recognize the importance of inclusion and equity in the region of Wood Buffalo. The Parties recognize the need to foster an environment in which youth feel supported, heard, and respected. The parties aim to create spaces and programming that are safe, welcoming and inclusive.
- D. The Parties have agreed to establish the principles for engagement and working together to address these common goals, and to establish the principles of a respectful and meaningful relationship that will assist them in their future work together related to this MOU.

## **1. Services**

- 1.1. Together the parties will plan, execute, and evaluate the BBBS PRISM Program.
- 1.2. PRISM is a mentoring program designed specifically for the 2SLGBTQ+ community. PRISM matches children and youth who identify as 2SLGBTQ+ with an adult mentor who also identifies as 2SLGBTQ+ for a 1:1 mentoring relationship. Through regular outings, the match will foster a supportive, empowering, and fun mentor relationship.
- 1.3. BBBSWB will lead the program, following their processes for volunteer vetting, mentor training, mentor matching, and match follow up.
- 1.4. WB Pride will assist with recruitment, promotion, group programs, and as subject matter experts of the 2SLGBTQ+ community.
- 1.5. BBBSWB will share outcome measures for the purposes of grant reporting.
- 1.6. BBBSWB will obtain WB Pride's Rainbow Space Certification within 3 months of this agreement and maintain certification throughout the lifetime of this agreement.

## **2. Liability**

- 2.1. Both Parties will provide proof of insurance for their programming.
- 2.2. WB Pride will provide valid Criminal Record Checks with the Vulnerable Sector for any staff, instructors, or volunteers participating in the program.
- 2.3. Each Party shall be solely responsible for any and all claims, damages, losses, liabilities, and expenses (including reasonable legal fees) arising out of or relating to its own acts, omissions, negligence, or willful misconduct in connection with this MOU. Neither Party shall assume, nor shall it seek contribution, indemnification, or recovery from the other Party for any liability incurred by reason of its own conduct. Nothing in this MOU creates joint liability between the Parties, and each Party's total liability to the other under this MOU shall be limited to liability it would have had if acting alone.

## **3. Term and Termination**

- 3.1. This agreement is for a term of 1 year and will be renewed on each anniversary date with which this MOU is signed.
- 3.2. Either party may terminate this agreement without notice, however, 30 days' notice is preferred.

## **4. Modification of MOU**

- 4.1. Any modification to this MOU must be in writing and signed by the parties or it shall have no effect and shall be void.

**THE PARTIES** have duly executed this MOU.

Signed by:

*Mitchel Bowers*

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Mitchel Bowers  
Executive Director  
Wood Buffalo Pride Society

Signed by:

*Hanna Fridhed*

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Hanna Fridhed  
Executive Director  
Big Brothers Big Sisters Association of Wood Buffalo

## Dear Community Investment Program Team,

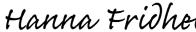
This letter affirms the shared commitment of organizations participating in the **Child & Youth Subsector division of the Tomorrow Project** to work collaboratively in support of children, youth, and families across the Fort McMurray Wood Buffalo region.

As partners in this initiative, we are committed to meeting regularly to:

- **Assess potential duplication** in programs and services
- **Identify gaps** in service delivery and access
- **Coordinate efforts** to ensure that community needs are met effectively and equitably
- **Advance shared measurement practices** to better understand our collective impact and inform continuous improvement
- **Share learning and insights** to strengthen our collaborative response

Together, we are working to align resources and respond strategically to the evolving needs of children and youth in our region. We remain committed to ongoing collaboration, coordinated action, and shared accountability.

Sincerely,

Organization Name	ED Name	Signature
The Hub Family Resource Centre	Samantha	
Big Brothers Big Sisters of Wood Buffalo	Hanna	
Autism Society of the RMWB	Tina	
Justin Slade Youth Foundation	Mandy	
The Children's Centre	Karen	
Girls Inc. Of Northern Alberta	Katlin Okonkwo	 Scanned (Oct 13, 2025 14:46:00 GMT-3:30) Katlin Okonkwo (Oct 14, 2025 10:22:11 MDT)



780.791.9333



hello@fusesocial.ca



fusesocial.ca



20 Riedel Street | Fort McMurray, AB | T9K 1X1



**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO**  
**Financial Statements**  
**Year Ended December 31, 2024**

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO**

**Index to Financial Statements**

**Year Ended December 31, 2024**

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## INDEPENDENT AUDITOR'S REPORT

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To the Members of Big Brothers Big Sisters of Wood Buffalo

*Opinion*

We have audited the financial statements of Big Brothers Big Sisters of Wood Buffalo (the association), which 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 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 association as at December 31, 2024, 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 association 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 association'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 association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the association'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.

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:

*(continues)*

Independent Auditor's Report to the To the Members of Big Brothers Big Sisters of Wood Buffalo *(continued)*

- 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 association'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 association'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 association 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.

*King + Company*

Edmonton, AB  
May 21, 2025

CHARTERED PROFESSIONAL ACCOUNTANTS

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO****Statement of Financial Position****As at December 31, 2024**

	<b>2024</b>	<b>2023</b>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash ( <i>Note 2</i> )	\$ 490,741	\$ 477,604
Investments	70,983	69,070
Amounts receivable	7,948	3,009
Prepaid expenses	<u>10,086</u>	<u>13,320</u>
	<b>\$ 579,758</b>	<b>\$ 563,003</b>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities ( <i>Note 3</i> )	\$ 18,125	\$ 56,768
Deferred contributions related to operations ( <i>Note 4</i> )	<u>130,137</u>	<u>97,448</u>
	<b>148,262</b>	<b>154,216</b>
<b>COMMITMENTS</b> ( <i>Note 5</i> )		
<b>NET ASSETS</b>		
Internally restricted ( <i>Note 6</i> )	330,000	330,000
Unrestricted	<u>101,496</u>	<u>78,787</u>
	<b>431,496</b>	<b>408,787</b>
	<b>\$ 579,758</b>	<b>\$ 563,003</b>

**ON BEHALF OF THE BOARD***Director**Director*

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO**  
**Statement of Operations**  
**Year Ended December 31, 2024**

	<b>2024</b>	<b>2023</b>
<b>REVENUE</b>		
Donations and fundraising	\$ 302,835	\$ 260,435
Grants	173,777	181,676
Casino	18,149	33,493
Interest	2,119	2,160
	<b>496,880</b>	<b>477,764</b>
<b>EXPENSES</b>		
Salaries and benefits	262,836	266,744
Fundraising costs	81,707	63,953
Rent	38,701	39,975
Office	32,254	26,379
Advertising and promotion	11,116	12,795
Insurance	10,955	20,262
Dues and memberships	9,591	30,040
Professional fees	8,830	10,786
Utilities	8,540	12,596
Big N' Littles activities	4,399	9,864
Telephone	3,179	2,536
Training and education	1,508	2,591
Volunteer appreciation	555	1,689
	<b>474,171</b>	<b>500,210</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>\$ 22,709</b>	<b>\$ (22,446)</b>

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO****Statement of Changes in Net Assets****Year Ended December 31, 2024**

	Internally Restricted (Note 6)	Unrestricted	<b>2024</b>	<b>2023</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 330,000	\$ 78,787	<b>\$ 408,787</b>	\$ 431,233
Excess (deficiency) of revenue over expenses	-	22,709	<b>22,709</b>	(22,446)
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 330,000</b>	<b>\$ 101,496</b>	<b>\$ 431,496</b>	<b>\$ 408,787</b>

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO****Statement of Cash Flows****Year Ended December 31, 2024**

	<b>2024</b>	<b>2023</b>
<b>OPERATING ACTIVITIES</b>		
Cash receipts from donations and fundraising	\$ 302,835	\$ 260,435
Cash receipts from grants, government subsidies, and casino	219,677	178,684
Interest received	-	150
Cash paid for program service expenses	<u>(509,375)</u>	<u>(484,378)</u>
Cash flow from (used by) operating activities	<u>13,137</u>	<u>(45,109)</u>
<b>FINANCING ACTIVITY</b>		
Repayment of long term debt	<u>-</u>	<u>(40,000)</u>
<b>INCREASE (DECREASE) IN CASH</b>	<b>13,137</b>	<b>(85,109)</b>
<b>CASH - BEGINNING OF YEAR</b>	<b>477,604</b>	<b>562,713</b>
<b>CASH - END OF YEAR</b>	<b><u>\$ 490,741</u></b>	<b><u>\$ 477,604</u></b>

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO****Notes to Financial Statements****Year Ended December 31, 2024****NATURE OF OPERATIONS**

Big Brothers Big Sisters of Wood Buffalo (the "association") was incorporated under the Alberta Societies Act. The association is a registered not-for-profit organization and therefore is exempt from income taxes under 149(1)(l) of the Income Tax Act (Canada).

The association is operated for the benefit of youth aged 6-17 in the Wood Buffalo region and is dependant on the support of volunteers to continue operations.

**1. SIGNIFICANT ACCOUNTING POLICIES****Basis of Presentation**

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

**Revenue Recognition**

Big Brothers Big Sisters of Wood Buffalo 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.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Casino revenue is recognized when approval is received from Alberta Gaming, Liquor and Cannabis Commission (AGLC).

Revenue from all other sources is included in revenue in the year in which it is received or receivable.

**Contributed Services**

The operations of the association depend on both the contribution of time by volunteers to carry out its' services and fundraising activities. The fair value of donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

**Cash and cash equivalents**

Cash and cash equivalents are comprised of funds held in financial institutions. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

**Allocation of expenses**

The association engages in fundraising and program activities. The costs of each program include the costs of personnel and other expenses that are directly related to providing the program.

The association also incurs a number of general support expenses that are common to the administration of the association as well as each of its' programs. General support expenses include rent, utilities, dues and memberships, professional fees, and insurance. General support expenses are allocated to programs according to use.

**Goods and Services Tax**

Contributed materials and services are recoverable at 50% as a rebate. The unrecoverable portion is recorded as an expense with the rebate treated as a receivable.

*(continues)*

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO****Notes to Financial Statements****Year Ended December 31, 2024****1. SIGNIFICANT ACCOUNTING POLICIES *(continued)*****Financial Instruments****Initial Measurement**

The association initially measures its financial assets and liabilities originated or exchanged in arm's length transactions at fair value. Financial assets and liabilities originated or exchanged in related party transactions, except for those that involve parties whose sole relationship with the association is in the capacity of management, are initially measured at cost.

The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms. If it does, the cost is determined using its undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. Otherwise, the cost is determined using the consideration transferred or received by the association in the transaction.

**Subsequent Measurement**

The association subsequently measures all its financial assets and liabilities at cost or amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in earnings in the period incurred.

Financial assets measured at amortized cost using the straight-line method include cash, investments, and accounts receivable. Financial liabilities measured at amortized cost using the straight-line method include accounts payable and accrued liabilities.

**Transaction Costs**

Transaction costs attributable to financial instruments subsequently measured at fair value and to those originated or exchanged in a related party transaction are recognized in earnings in the period incurred. Transaction costs related to financial instruments originated or exchanged in an arm's length transaction that are subsequently measured at cost or amortized cost are recognized in the original cost of the instrument. When the instrument is measured at amortized cost, transaction costs are recognized in earnings over the life of the instrument using the straight-line method.

**Impairment**

For financial assets measured at cost or amortized cost, the association determines whether there are indications of possible impairment. When there are, and the association determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in earnings. If the indicators of impairment have decreased or no longer exist, the previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may be no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in earnings.

**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.

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO****Notes to Financial Statements****Year Ended December 31, 2024****2. CASH**

Cash is restricted for the following:

	<b>2024</b>	<b>2023</b>
Externally restricted for operating grants (Note 4)	\$ 91,579	\$ 43,168
Externally restricted for expenses approved by the Alberta Gaming, Liquor and Cannabis Commission (casino funds) (Note 4)	38,558	54,280
Internally restricted for future operations (Note 6)	<u>330,000</u>	<u>330,000</u>
	<u>460,137</u>	<u>427,448</u>
Unrestricted	<u>30,604</u>	<u>50,156</u>
	<u><u>\$ 490,741</u></u>	<u><u>\$ 477,604</u></u>

**3. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	<b>2024</b>	<b>2023</b>
Trade	\$ 13,845	\$ 52,265
Wages	<u>4,280</u>	<u>4,503</u>
	<u><u>\$ 18,125</u></u>	<u><u>\$ 56,768</u></u>

**4. DEFERRED CONTRIBUTIONS RELATED TO OPERATIONS**

	Opening balance	Amounts received	Recognized as		<b>Ending balance</b>
			revenue	Ending balance	
Operating grants	\$ 43,168	\$ 192,756	\$ (144,345)	\$ 91,579	
Casino	54,280	2,427	(18,149)	38,558	
	<u>\$ 97,448</u>	<u>\$ 195,183</u>	<u>\$ (162,494)</u>	<u>\$ 130,137</u>	

**BIG BROTHERS BIG SISTERS OF WOOD BUFFALO****Notes to Financial Statements****Year Ended December 31, 2024****5. LEASE COMMITMENTS**

The association is committed to a long term lease with respect to its premises until June 30, 2026. Future minimum lease payments as at December 31, 2024, are as follows:

2025	\$ 39,000
2026	<u>19,500</u>
	<u>\$ 58,500</u>

**6. INTERNALLY RESTRICTED NET ASSETS**

The Board has internally restricted \$330,000 (2023 - \$330,000) of net assets for future operations. The funds cannot be utilized without Board authorization.

**7. NET FUNDRAISING REVENUES**

Included in donations and fundraising revenues and expenses are the following events hosted by the association:

	Bowl for Kids			<b>2024</b>	<b>2023</b>
	Sake	Duck Race	Wine Auction		
Revenue	\$ 56,630	\$ 23,092	\$ 214,047	\$ 293,769	\$ 242,556
Expenses	<u>(1,760)</u>	<u>(6,626)</u>	<u>(84,915)</u>	<u>(93,301)</u>	<u>(61,072)</u>
	<u>\$ 54,870</u>	<u>\$ 16,466</u>	<u>\$ 129,132</u>	<u>\$ 200,468</u>	<u>\$ 181,484</u>

**8. FINANCIAL INSTRUMENTS**

The association 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 association's risk exposure and concentration as of December 31, 2024.

**Interest Rate Risk**

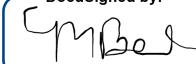
Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the association manages exposure through its normal operating and financing activities. The association is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities.

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Rita Dizak

Chairman

10/17/2025

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Monica Ball

Treasurer

10/17/2025