

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### Application ID

2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### Applicant Information

---

#### Organization Information

Justin Slade Youth Foundation  
P.O. Box 5886  
Fort McMurray, AB, T9H 4V9

#### Primary Contact

Mandy MacDonald  
P.O. Box 5886  
Fort McMurray, AB, T9H 4V9

Phone: (s.20(1))  
Email: [mandy.macdonald@jsyf.ca](mailto:mandy.macdonald@jsyf.ca)

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

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

No

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

JSYF is a registered non-profit agency that provides youth ages 12-17 with organized programs, community engagement, and a casual drop-in center that promotes valuable opportunities for social interaction. Our mission is to support the youth of our community.

### Please summarize the proposed service(s) that your organization is requesting funding for.

We are requesting funding to continue delivering free, inclusive programming that supports the mental well-being, resilience, and healthy development of youth ages 12-17 in our region. Many of the young people we serve face socio-economic barriers, anxiety, isolation, and limited access to safe, supportive spaces where they can meet friends. Our programs are designed to meet these needs by fostering connection, belonging, confidence, and coping skills, all factors for positive mental health.

-The Dugout Youth Drop-In Centre is a safe and welcoming environment where youth can simply be themselves. Here, dinner is served daily, offering nourishment and stability. Through activities like Cooking Club, Life Skills Workshops, Dungeons & Dragons Club, STEM programming, Crafting, Trivia Nights, BIPOC groups, Vision Boards, Holiday Celebrations, and All-Nighters, youth build meaningful relationships, emotional resilience, and healthy coping strategies while making new friendships. Game nights, movies, and outdoor sports reduce stress and support positive mental health. Partnerships, such as crafts with PrideYMM, reinforce inclusion and acceptance, vital to emotional well-being.

-JSYF Presents extends this impact beyond our space through free opportunities like community events, teen yoga, swimming trips, bowling, paint nights, hockey games, Queer Prom, and movie outings, all of which strengthen social connection and reduce isolation. Outreach at MacDonald Island Park and in Anzac brings these supports directly to youth where they gather.

-Our referral process connects young people to mental health and social services, ensuring no one is left behind. This work is vital not only for youth but for the entire community. When young people feel supported, valued, and mentally well, they grow into engaged, resilient adults who strengthen our region.

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

Must be a youth between the ages of 12-17.

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

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

5

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

### Board of Directors

Name	Board Position	Years on Board
Bob McKay	Board Chairperson	3
Terrance Traverse	Board Secretary	4
Maddie Leeming	Board Treasurer	2
Christina Traverse	Director	3
Laurie Emberley Graves	Director	5
Jennifer Rideout	Director	2
Scott Malbon	Director	5
Janeen Samson	Director	1
Cathy Steeves	Director	1
Cristina Jennings	Director	1

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

Yes

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

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

Our board and staff team include individuals with both lived experience and professional expertise that reflect the diverse backgrounds and needs of the youth we serve. Several members of our staff grew up in the Regional Municipality of Wood Buffalo and understand firsthand the challenges young people in this region face, including limited access to mental health supports, socio-economic barriers, and the need for safe, inclusive spaces. Our team includes staff with lived experience as youth navigating family instability, financial hardship, and social isolation, experiences that impact how we deliver programs centered on belonging, resilience, and mental well-being. We also have team members who identify as part of the 2SLGBTQIA+ and BIPOC communities, bringing valuable cultural understanding and representation to our work.

Some board members are parents, mentors, and former youth participants who have directly experienced the impact of community-based support systems. Others have professional backgrounds in mental health, education, and social services.

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### Provide a brief overview of the organization's strategic priorities.

#### -Accessible, Barrier-Free Programming:

All of our programs are free of charge, removing financial obstacles and ensuring equitable access to growth opportunities for every young person in our region.

#### -Collaboration and Community Partnerships:

We strengthen our impact by partnering with schools, social services, cultural organizations, and local groups to connect youth with broader resources and supports.

#### -Financial Sustainability and Resource Development:

We are committed to securing stable and diverse funding sources to sustain and expand our programs for youth. By building strong relationships with funders, community partners, and donors, we ensure that vital services – including free programming, mental health supports, and inclusive spaces – remain accessible to all youth regardless of socio-economic background.

#### -Cultural Connection and Community Pride:

We celebrate diversity and foster cultural awareness, heritage, and regional pride through programming and partnerships that help youth feel connected to their community and identity.

#### -Community Investment and Accountability:

We are committed to using every dollar responsibly and transparently. Continued funding empowers us to make measurable impacts on youth mental health, inclusion, and resilience, while demonstrating strong accountability to our community and partners.

We are developing a new three-year Strategic Plan in November, updating and expanding on our current priorities and goals.

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

### Operational Staff Information

	Per Organization Chart	Currently Filled
Full Time Positions	3	3
Part Time Positions	3	3

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### 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

**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: The Dugout Status: Completed

Program/Project: JSYF Presents Status: Completed

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### 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

\$212,139.00

#### Total Operating Expenses

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

\$396,025.00

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

- Grant applications: Submitted multiple local and regional grant proposals to secure funding for programming, transportation, and community events.
- Community partnerships: Strengthened relationships with organizations
- Corporate sponsorships: Reached out to local businesses for sponsorships and in-kind donations to help cover event and travel costs.
- Fundraising initiatives: Hosted community fundraisers and awareness events to engage supporters and highlight program impact.
- Operational efficiency: Reviewed budgets and streamlined expenses to ensure that all funds directly support youth programming and accessibility initiatives.

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

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

- Shared resources and partnerships: Collaborating with organizations to share venues, materials, and staffing for joint events, reducing overhead costs.
- Volunteer engagement: Expanding the use of trained volunteers to support events, field trips, and programming, lowering staffing expenses while maintaining program quality.
- Bulk purchasing: Buying supplies and materials in bulk to reduce per-item costs for workshops, activities, and events.
- In-kind donations: Seeking contributions from local businesses for items such as food, equipment, and transportation support.
- Grant alignment: Prioritizing multi-year and partnership-based funding opportunities to ensure financial stability and reduce repeated administrative costs.

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

**Please complete the following budget table:**

### Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Other Grants	United Way of Fort McMurray and Wood Buffalo	\$6,250.00
		<b>\$6,250.00</b>

### Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Other Grants	Suncor Community Foundation	\$40,000.00
Other Grants	United Way of Fort McMurray and Wood Buffalo	\$18,750.00
Other	GST Rebate	\$2,500.00
Fundraising	JSYF Fundraising events	\$30,000.00
Donations	Corporate/ Individual Donations	\$7,500.00
Other Grants	Additional Grants	\$20,000.00
		<b>\$118,750.00</b>

### Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Wages/Salaries/Benefits/MER CS	Staff wages/ salaries	\$343,950.00	\$280,000.00
Program Materials and Supplies	Programming Costs	\$46,000.00	\$15,000.00
Administration Costs	Admin Expenses	\$28,400.00	\$15,000.00
Other (Provide Detail)	Building Costs	\$16,650.00	\$0.00
		<b>\$435,000.00</b>	<b>\$310,000.00</b>

### Shortfall

	Total
(Total Secured Revenue - Total Expenses)	\$428,750.00

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### Total RMWB Grant Request

	<b>Amount</b>
Total	\$310,000.00

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

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

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

\$435,000.00

### Total Grant Amount Request

For the Community Sustaining Grant, up to 75% of total program, project or service cost

\$310,000.00

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

Click on the Save Draft button to calculate the percentage.

71%

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

JSYF leverages strong community partnerships and in-kind support across all its programs. Local organizations, Indigenous elders, and community leaders contribute time, expertise, and cultural knowledge to enhance youth experiences. Businesses and partners provide donated supplies, food, and event spaces, helping stretch our resources further. Municipal and regional collaborations offer access to venues, promotions, and shared initiatives. Volunteers play a vital role in supervision, mentorship, and event coordination. These combined efforts demonstrate broad community investment in JSYF's mission to create inclusive, accessible, and meaningful opportunities for youth to connect, learn, and thrive without financial or social barriers.

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### Preferred Cash-Flow

	<b>Amount</b>
January/February	\$155,000.00
April	\$0.00
August	\$155,000.00
October	\$0.00
Total	<b>\$310,000.00</b>

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### Attachments

---

#### Upload Strategic Plan

---

[Strategic\\_Plan\\_-\\_JSYF\\_-\\_2022-2025.pdf](#)  
648.9 KB - 10/14/2025 11:19 AM

Total Files: 1

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

[Budget\\_2026-\\_New.xlsx](#)  
13.3 KB - 10/14/2025 11:19 AM

Total Files: 1

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

**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 optional for Community Impact Grant application.

[Letter\\_Of\\_Support\\_for\\_JSYF-RRCWB.pdf](#)

66.3 KB - 10/10/2025 4:00 PM

[Letter\\_of\\_Support\\_JSYF-Big\\_Brothers\\_Big\\_Sisters.pdf](#)

150.7 KB - 10/10/2025 4:00 PM

[Partnership\\_Letter\\_JSYF\\_from\\_Wood\\_Buffalo\\_Pride.pdf](#)

278.3 KB - 10/09/2025 11:57 AM

Total Files: 3

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

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

[JSYF\\_Signed\\_Documents\\_2024\\_\(1\).pdf](#)

7.1 MB - 10/09/2025 11:56 AM

Total Files: 1

## Application Summary: 2026 - 3284 - Sustaining Grant - Strategic Partners Grant

### Declaration

---

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

- that I have read the appropriate Grant Guidelines;
- that I understand that this application form and all 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

---

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

---

Mandy MacDonald

### Position/Title

---

Executive Director

**Date:** 10/14/2025

## Project Summary

### The Dugout

#### Program, Project or Service Name

The Dugout

#### 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

### The Dugout

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

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

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

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

The Dugout Youth Drop-In Centre supports the RMWB's priorities by promoting community support services and wellness through programs that strengthen youth mental health and resilience. Our free, accessible programming fosters inclusion and belonging including targeted supports for BIPOC and 2SLGBTQ+ youth. By partnering with local organizations, we emphasize collaboration and social participation, while outreach and culturally responsive programming engage rural and Indigenous youth, celebrating culture, heritage, and regional pride. The Dugout empowers youth to grow, connect, and contribute to a healthier, stronger community.

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

#### **Target Population**

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	700
Adults	0
Seniors (65+)	0
Families	0
Community	0
Total	700

## Project Summary

### The Dugout

**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 with disabilities, People living in rural communities

## Project Summary

### The Dugout

**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.**

The Dugout Youth Drop-In Centre, accessibility and inclusivity are central to our work. All programs are free, removing financial barriers so every youth can participate. The Dugout provides a safe, welcoming space where young people feel respected, valued, and empowered to express themselves. Our programming is intentionally diverse, offering a wide range of creative, educational, and recreational opportunities that engage youth, encourage skill-building, and support personal growth. BIPOC groups and 2SLGBTQ+ affirming activities, including partnerships with Pride YMM, The Multicultural Association and many others, create culturally responsive spaces where youth see themselves represented. These opportunities help youth build confidence, resilience, and life skills. Outreach and partnerships ensure Indigenous and rural youth can access programming and feel included. Through intentional planning, mentorship, and inclusive practices, The Dugout ensures every youth has equitable access to programs that foster growth, connection, and mental well-being.

**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.**

The Dugout is committed to celebrating Indigenous culture and supporting Indigenous youth through culturally grounded programming. Many of our crafting activities are Indigenous-inspired, teaching youth to create meaningful art while respecting cultural traditions and the environment. We emphasize the importance of using materials consciously and ensuring nothing goes to waste, instilling values of gratitude and sustainability. When participating in community practices such as a fish scale art followed by a fish bake, youth are taught to thank the animal for its sacrifice, reinforcing the Indigenous value of reciprocity and respect for the land. Through these activities, youth develop practical skills, creativity, and an understanding of cultural teachings, while fostering pride, identity, and a connection to heritage. Our partnership with the Nistawoyou Association Friendship Centre allows us to celebrate and uplift Indigenous culture through shared programming that fosters connection, understanding, and respect. This partnership strengthens reconciliation by creating inclusive spaces where Indigenous and non-Indigenous youth come together like family, building mutual respect and lasting friendships.

## Logic Model

## Project Summary

### The Dugout

#### **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?**

The Dugout was developed to address a critical need for safe, inclusive spaces where youth can engage, connect, and develop essential social and emotional skills. Across our community, many young people face isolation, anxiety, and limited access to affordable, positive programming. Reports and local feedback highlight that youth need more opportunities for healthy social interaction and personal growth outside of school settings. Our program provides a supportive environment that encourages teamwork, creativity, and confidence-building. Through collaborative activities, mentorship, and cultural learning opportunities, youth develop friendships and learn valuable life skills that contribute to stronger mental well-being. Social connection is proven to reduce anxiety and depression while improving self-esteem and community belonging. The Dugout bridges this gap by offering consistent, meaningful engagement that helps youth feel supported and empowered. While we foster a welcoming, family-like atmosphere, our primary focus remains on creating a professional, structured program that supports emotional resilience and personal development. By addressing this social need, The Dugout contributes to a healthier, more connected generation of young people in our community.

#### **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?)**

The Dugout's broad strategy focuses on addressing the urgent need for safe, inclusive, and accessible spaces for youth. Many young people in our community face barriers to participation, whether financial, social, or cultural that limit their ability to connect and thrive. At The Dugout, every program, activity, and event we offer is completely free, ensuring that no youth is left out due to cost. Accessibility is at the heart of everything we do. Our approach combines structured programming, mentorship, and cultural learning in an environment where everyone feels welcome and respected. We don't just provide a place to gather, we create a foundation for safety, inclusion, and personal growth. Youth who come to The Dugout find a consistent, welcoming space where they can express themselves, build friendships, and strengthen their mental well-being. By removing financial barriers and prioritizing belonging, The Dugout empowers youth to engage, grow, and contribute positively to their community, helping ensure that every young person has the opportunity to feel seen, supported, and valued.

## Project Summary

### The Dugout

**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."**

Research consistently shows that safe, inclusive, and accessible spaces significantly improve youth mental health, social skills, and overall well-being. Programs that combine mentorship, structured activities, and culturally relevant experiences have been shown to strengthen both personal and interpersonal development based on feedback that we receive from collaborations with Alberta Health services and the Canadian Mental Health Association. At The Dugout, our approach aligns with this evidence. By offering free programming that prioritizes accessibility, we remove barriers that often prevent youth from participating in social and developmental opportunities. If The Dugout provides these safe, welcoming, and structured opportunities, youth will experience stronger social connections, improved emotional resilience, and increased self-confidence. They will have a space to build friendships, practice leadership, and explore creative and cultural learning in a setting that feels supportive and inclusive. Evidence from youth development studies demonstrates that programs fostering belonging and positive social interaction lead to long-term improvements in mental health, academic engagement, and community participation.

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

To achieve our goals, The Dugout invests a combination of human, physical, and material resources. Our dedicated staff and trained volunteers provide mentorship, facilitate programming, and ensure a safe and supportive environment for all youth. Our venue space is fully equipped to host a variety of activities, from group workshops to creative projects, and provides a welcoming and accessible environment where youth feel included and valued. We also invest in materials and supplies for hands-on activities, cultural crafts, and educational projects, ensuring that youth can engage fully without financial barriers. Technology and computers support learning, creative projects, and access to online resources, as well as fun, online gaming opportunities which we all know youth love, while program-related resources such as sports equipment, art supplies, and cultural materials allow for a wide range of engaging activities.

## Project Summary

### The Dugout

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

The Dugout offers a mix of structured and unstructured activities designed to meet the social, emotional, and developmental needs of youth. Structured activities include mentorship sessions, skill-building and life skills workshops, group projects, culturally inspired programs, organized team sporting events, as well as game nights, movie nights and daily ice-breakers. These activities provide opportunities for youth to learn new skills, practice teamwork, and engage in meaningful experiences. Alongside structured programs, we provide unstructured activities that allow youth to explore creativity, socialize, and develop relationships at their own pace. Open recreational time includes activities like pool, ping pong, art and craft exploration, sports, a reading corner, movies, music, video games, board games and much more, encouraging spontaneous interaction, strong friendships, and promote face to face interaction with peers.

#### **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.

#### **The Dugout:**

6 trained staff members, 9 experienced board members, 13 registered volunteers, 12 life skills workshops per year (once monthly), 4 organized events (one per quarter, yet more events are featured in our JSYF Presents program which is a part of this application), 16 referrals to other organization to help support needs that are outside of our scope, 3000+ snacks/meals delivered, 47 volunteer hours completed.

#### **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.

#### **Outcomes:**

- Increased social connection and sense of belonging
- Enhanced Cultural Awareness and respect for diversity
- Increased leadership and life skills development

## Project Summary

### The Dugout

#### 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, Focus Groups, Observation

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

The Dugout is unique in the community as the only youth center open seven days a week, including holidays, providing a safe and welcoming space for youth who may have no family connections or support at home. This accessibility ensures that every young person has a consistent place to go, regardless of the day, reducing isolation and offering stability when other programs are unavailable. By prioritizing constant accessibility, social connection, and emotional support, The Dugout provides an unmatched level of engagement and safety. Youth who might otherwise feel disconnected have a welcoming, family-like environment to form friendships, develop confidence, and participate in activities that promote mental wellness. This combination of availability, inclusivity, and holistic programming distinguishes The Dugout as a cornerstone of youth support in the community. The Dugout has built strong, collaborative partnerships with a range of community organizations to enhance our programming and support youth development, ensuring that we support one another with resources, rather than duplicating services.

## Project Summary

### The Dugout

**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
Nistawayou Association Friendship Center	Partnership on activities and workshops for indigenous/cultural programming
TD Bank	Hosts Financial Literacy in The Dugout
Northreach	Hosting sexual health workshops
BrainSTEM Alliance	Hosting STEM programs
Big Brothers Big Sisters	Provide free programming space for their programs
Fort McKay Youth Center	Welcome them for special events for social interaction (superbowl sundays)
Alberta Health Services	Hosts Mental Health Workshops
Waypoints	Hosts workshops such as digital awareness for youth
Regional Municipality of Wood Buffalo	Crystal Perry hosts Creative Expression Workshops
Wood Buffalo Pride	Host 2SLGBTQ+ friendly programming and workshops

**Program, Project or Service Name**

JSYF Presents

**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 McKay, Fort McMurray, Saprae Creek Estates

**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)
JSYF Presents (all year field trips/ events)	Yes	No	Yes
MacDonald Island Outreach (teen nights)	Yes	No	Yes
Rural Outreach Programming (teen nights, life skills workshops, cooking)	Yes	Yes	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.**

For JSYF Presents, delivering virtual services has not posed a barrier, as our programming primarily occurs in-person through field trips, community events, and indoor/ outdoor activities. Participants engage directly with our staff and peers at each activity, eliminating reliance on internet access, personal devices, or technical support. Any limited virtual components are supported by JSYF staff on-site, ensuring all youth can participate fully and meaningfully, regardless of location or technology access.

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

For JSYF Presents, transportation is a key priority, as many field trips, community events, and outside programs take place in locations that are not easily accessible for all youth. To address this, we provide organized group transportation for participants, ensuring safe and reliable access to every activity. Currently, we are requesting additional funding for travel costs and staffing which will allow us to supply busing to rural events and programs while still keeping the dugout open for youth looking to access. With busing options being extremely expensive, this funding will remove barriers for more youth who might otherwise be unable to attend, making JSYF Presents fully accessible, inclusive, and equitable across the entire community.

**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.

JSYF Presents aligns with community priorities by providing accessible, inclusive, and engaging programming that promotes youth wellness and social participation. Through field trips, community events, and outside activities, youth build friendships, confidence, and a sense of belonging. Partnerships with organizations like the Anzac Recreation Center and Fort McKay Youth Center strengthen connections with Indigenous and rural communities, while culturally relevant programming fosters understanding, reconciliation, and pride in local heritage. By offering free, accessible transportation and inclusive activities, JSYF Presents ensures all youth can participate fully, supporting mental health, personal growth, and stronger connections across families, communities, and local organizations.

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

#### Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	300
Adults	0
Seniors (65+)	0
Families	0
Community	0
Total	300

#### 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 with disabilities, 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.**

JSYF Presents ensures accessibility and inclusivity by removing barriers that might prevent youth from participating. All programming is free of charge, so financial limitations never exclude anyone. We provide organized transportation, including busing to rural events, so youth without personal access to travel can join. Activities are designed to accommodate different abilities, interests, and cultural backgrounds, with staff trained in inclusive practices and cultural sensitivity. During a recent community field trip, youth from rural areas participated fully, forming friendships across communities. Feedback highlighted that students who rarely attended other programs felt welcome and included, demonstrating the success of our inclusive approach.

**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.**

JSYF Presents celebrates Indigenous culture and supports Indigenous communities through intentional programming and partnerships. Through collaborations, we offer activities that incorporate traditional teachings, arts, and cultural practices, such as storytelling, crafting, and hands-on workshops. These experiences promote cultural understanding, pride, and respect among youth from all backgrounds. Our programs also support healing and reconciliation by providing safe spaces for Indigenous youth to connect with their culture and peers, while offering opportunities for non-Indigenous participants to learn and engage respectfully.

## 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?**

JSYF Presents aims to address the lack of accessible recreational and social opportunities for youth, particularly those from marginalized or underserved communities. Many young people face barriers that limit their participation in extracurricular activities, including socio-economic challenges, lack of transportation, and limited awareness of available resources. This program provides free field trips and events designed to engage youth outside of the drop-in center, ensuring they have access to enriching experiences that promote social connections, personal development, and overall well-being.

Input gathered from local youth and families has highlighted a desire for more accessible opportunities for social engagement outside of school and other structured environments. Many youth express feelings of isolation and a lack of connection to their peers, particularly during non-school hours. Focus groups conducted with youth in the community indicated that many feel excluded from recreational activities due to financial constraints or lack of transportation. By addressing these barriers through JSYF Presents, we aim to provide youth with opportunities for personal growth, socialization, and community connection. This initiative not only fosters a sense of belonging but also promotes overall mental health and well-being by creating spaces where youth can thrive and develop meaningful relationships with their peers.

#### **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?)**

-No-Cost Access: By offering all field trips and events free of charge, JSYF Presents eliminates financial barriers that often prevent youth from participating in recreational activities.

-Transportation Solutions: Recognizing that transportation can be a significant barrier, JSYF Presents will arrange transportation for participants to and from events. This strategy ensures that youth who may not have access to reliable transportation can participate fully in all activities.

-Variety of Activities: The program will provide a diverse range of activities tailored to the interests of the participants, including cultural events, outdoor adventures, and creative workshops.

-Transportation Solutions: Recognizing that transportation can be a significant barrier, JSYF Presents will arrange transportation for participants to and from events. This strategy ensures that youth who may not have access to reliable transportation can participate fully in all activities.

-Celebrating Diversity: JSYF Presents will actively promote events that celebrate cultural diversity, including festivals, workshops, and educational activities.

-Empowerment and Leadership: The program will encourage youth to take an active role in planning and organizing events. By empowering participants to contribute their ideas and lead initiatives, JSYF Presents fosters a sense of ownership and responsibility

**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."**

- Impact of Free Programming on Youth Participation: If JSYF Presents provides free field trips and events, we can expect a significant increase in participation among youth from diverse socio-economic backgrounds, helping to bridge the gap in access to recreational opportunities.
- Transportation as a Barrier to Engagement: By offering transportation solutions, JSYF Presents will likely increase participation rates, as more youth will have the ability to attend events without the barrier of transportation.
- Empowerment and Leadership Development: With Youth-Led Initiatives; studies have shown that youth-led initiatives promote higher levels of engagement and investment in programming. Youth who take on leadership roles in their communities are more likely to develop critical life skills, such as teamwork and decision-making. If JSYF Presents empowers youth to take leadership roles in planning and organizing events, it is anticipated that participants will experience increased self-efficacy, greater ownership of the program, and enhanced social skills.

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

- Staff Labor: Program Coordinators, Youth Support Workers and Facilitators, Administrative Support
- Venue Space: Community Venues, Outdoor Spaces, Local Businesses
- Transportation: Shuttle/Bus Services, Taxi Services, Local Small Business Transportation Companies
- Equipment and Supplies: Activity Specific Equipment, Cultural Materials
- Volunteers: Partnerships with Local Organizations, Event Volunteers
- Funding and Financial Support: Grants and Donations, Fundraising, In- Kind Contributions

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

- Field Trips: Cultural Field Trips, Recreational Field Trips, Outdoor Adventures
- Workshops: Cultural and Art Workshops, Wellness Workshops, Leadership and Personal Development, Life Skills
- Community Events: Queer Prom and Inclusive Socials, Cultural Festivals and Celebrations, Community and Civic Engagements
- Educational Experiences: Career Exploration, Financial Literacy
- Recreational and Team-Building Activities: Group Sports and Games, Ice Breakers and Group Challenges

**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.

**Field Trips:**

-12 to 15 field trips annually, 15-20 youth per field trip, 5-7 community partnerships established for cultural and recreational sites

**Workshops:**

-12 workshops annually across various topics, 20-25 youth per workshop, 10-12 expert facilitators engaged (including Indigenous leaders, mental health professionals, artists)

**Community Events:**

-6-8 community events annually, 15-20 youth per event, 5-10 volunteers engaged depending on the event/expected ratio

**Educational Experiences:**

-4-6 visits annually to local businesses, colleges, and trade shows, 10-15 youth per visit, helping to inspire career planning and future educational goals, 2-4 workshops annually, covering topics like budgeting, savings, and financial independence

**Recreational and Team Building:**

-8-10 team-building events, 20-30 youth per session, encouraging social connection and physical activity, 4-6 events, including group sports days and outdoor activities

**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.

Below are key outcomes that we hope to achieve, and that will be tracked throughout the grant period:

- Increased Social Inclusion and Sense of Belonging
- Improved Mental Health and Emotional Well-Being
- Enhanced Cultural Awareness and Respect for Diversity
- Increased Leadership and Life Skills Development
- Greater Access to Recreational and Cultural Opportunities

#### **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, Focus Groups, Observation

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

- Fully accessible and free: All programs, field trips, and events are offered at no cost to participants.
- Transportation provided: Organized busing ensures youth from rural and remote areas can attend without travel barriers.
- Mobile programming: Unlike most services that operate in one location, JSYF Presents brings experiences directly to various communities.
- Focus on connection and well-being: Activities prioritize friendship-building, social participation, and emotional wellness.

**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
ACDEN Environmental	Hosted a food drive event for JSYF to provide meals and snacks on a daily basis
McKay Metis Group of Companies	Hosted a food drive event for JSYF to provide meals and snacks on a daily basis
Nistawayou Association Friendship Center	Partnership on activities and workshops for indigenous/ land-based learning/ cultural programming
Wood Buffalo Regional Library(WBRL)	Collaboration on Gaming Tournaments and Paint Nights
Wood Buffalo Pride	Collaborations on field trips, community events, and organized activities within the community
Fort McMurray Public School District	Provides venues to host teen dances for all school in the RMWB
Regional Recreation Corporation of Wood Buffalo	JSYF provides outreach activities at MacDonald Island Park
The District	They host Teen Yoga Nights with costs covered by JSYF
Big Brothers Big Sisters Wood Buffalo	Collaborations on fundraising by allowing youth from our programs participated in all activities being offered (Bowl for Kids Sake)

# JSYF Strategic Plan

2022- 2025

November 20<sup>th</sup>, 2022



**Justin Slade Youth Foundation**

## Table of Contents

Executive Summary	3
Introduction	3
Objective	3
Risks	3
Solutions	3
Resource Details	4
Justin Slade Youth Foundation Board	4
Agency Introduction	4
Vision, Mission, and Values	6
Vision	6
Mission	6
Values	6
SWOT Analysis	7
Major Points Identified from the SWOT Analysis	8
Organizational Projects	8
A. Fundraising	8
B. Board	8
C. Staff	8
D. Venues	8
E. Programming	9
Justin Slade Youth Foundation Projects for 2018-2020	9
Clients	18
Staff	18
Appendix - Overview of Retreat	21
Agenda	21
Client Analysis Model	23
Big Listen	24
Project Ideas Generated	25

## **Executive Summary**

### Introduction

The Justin Slade Youth Foundation 2022-2025 Strategic Plan was developed between the foundation's Staff and Board of Directors with the Executive Director leading the topics of discussion. The participants took a client-based approach to the session, and using that knowledge as a foundation, built an organizational plan that should serve for the next three years. However, this plan may be adjusted to reflect the changing needs in our economic and social environment over the next three years.

### Objective

The goal of the Strategic Plan was to secure the organization's focus, paying particular attention to:

- The Mission and Vision
- Reviewing current Values of the organization
- Board improvement/stability
- Operational goals for the Staff
- Sustainability
- Outreach
- Board Recruitment
- Diversity

### Risks

Major risks to the organization are:

- Organizational growth – getting too big, too fast
- Stale organization – not being adaptive to future needs
- Losing current funding sources
- Not finding new funding sources
- Theft/vandalism
- Staff burnout
- Dysfunctional Board
- Legal concerns

### Solutions

- Organizational growth: ensuring growth is required, and addresses true needs
- Stale organization: Continually look to improve services, build upon strengths, adapt to needs of clients
- Losing current funding: Address/negotiate requirements of current major funder
- Not finding new funding: Create Fundraising Committee to find new sources of funds
- Theft/Vandalism: Review security procedures/improvements
- Staff burnout: Address Staff concerns, and build staff capacity and numbers
- Dysfunctional Board: Pay close attention to role of Board, address current gaps in Board skills/abilities
- Legal concerns: Review programming to limit legal liability

### Resources Details

- Organizational growth: Board/ED time/attention, various levels of funding, working with internal and external stakeholders.
- Stale organization: Board/ED/Staff time/attention, various levels of funding, working with internal and external stakeholders.
- Losing current funding: ED/Staff time/attention, various levels of funding, working with internal and external stakeholders.
- Not finding new funding: Board Chair time/attention, low level of funding, working with internal and external stakeholders.
- Theft/Vandalism: Board/ED/Staff time/attention, various levels of funding, working with internal and external stakeholders.
- Staff burnout: Board/ED/Staff time/attention, various levels of funding, working with internal and external stakeholders.
- Dysfunctional Board: Board Chair/ED time/attention, low levels of funding, working with different internal and external stakeholders.
- Legal concerns: Board/ED/Staff time/attention, low levels of funding, working with different internal and external stakeholders.

### Justin Slade Youth Foundation Board

- Cassandra Slade, Board Chairperson
- Kerry Allenby, Vice Chair
- Terrance Traverse, Secretary
- Brandy Hepditch, Treasurer
- Leanne Bursey, Director
- Terrie Noble, Director
- Scott Malbon, Director
- Christina Traverse, Director

### **Agency Introduction**

The Justin Slade Youth Foundation (JSYF) is a registered non-profit organization that provides youth between the ages of 12-17 with organized programs, community engagement, volunteerism and a casual drop in centre that promotes valuable opportunities for social interaction.

The Justin Slade Youth Foundation was formed after the tragic death of 21-year-old, Justin Slade, in November of 2004. The death of this young man left a lasting legacy on those who knew him. During a conversation between Justin's parents and friends after the funeral, it became clear that Justin was concerned about his friends well being and was always providing food and a warm room for any friend who in need.

It was decided that the funds the family received from the funeral or insurance would directly fund a foundation that would support the youth of Fort McMurray. With an initial fund of over

\$10,000, and after many months of hard work to build the JSYF Board, a false start or two with a final location, the Haxton Center in Borealis Park became the primary location of the Justin Slade Youth Foundation (known as “The Dugout” to clients).

Today, the foundation has recorded more than 35,000 visits to our programs from youth in the target age range. For the past 17 years since inception, JSYF has proudly served the young population of our community with programming based on the idea of prevention, keeping in mind that youth who are involved and supported have more opportunities to make positive life decisions compared to those who lack support and empowerment.

While the foundation has had many successes, struggles have also been a part of the organizations story. Struggles to find funding to allow the continued support the youth of Fort McMurray are very real, and our dedicated board, staff and volunteers are continuously looking for new ways to grow our organization and reach new youth in the community.

Our Foundation is dedicated to adapting to the changing needs of youth. What youth enjoyed doing when the foundation was first created is different than what youth enjoy today. JSYF strives, and will continue to strive to design engaging and enjoyable programming opportunities for our target age range, and not based upon preconceived notions of what youth need. JSYF value youth input when it comes to feedback about past programming, as well as ideas for future programs. We do not want to tell youth what they want, we want them to tell us.

The JSYF continues to seek new ways to break down barriers for youth. One of our foreseen challenges is growing too much, too quickly. JSYF’s number one priority is to continue to offer all events, activities and programs free of charge to all youth to break down the financial barrier that many youth and families face that tends to lead to a lack of participation. JSYF is always seeking new funding opportunities as Resource Development will always be a main goal for JSYF. JSYF will be implementing a fundraising committee in the near future consisting of passionate board members, community members and staff who truly believe in the work that we do in the community. In order for us to provide free, quality programming, our foundation is reliant on donations, our current core funders, creating more fundraising events as well as gifts in kind and generating more revenue through additional grant opportunities.

## **Vision, Mission, and Values**

Using a client-focussed process, the Vision, Mission, and Values of the organization were re-evaluated, and were re-imagined with ideals that felt completely aligned with the work that the Justin Slade Youth Foundation is doing today. The new ideals of the Justin Slade Youth Foundation are:

### **Vision**

The *vision* of the Justin Slade Youth Foundation is to empower youth to make positive life choices.

## Mission

The Justin Slade Youth Foundation will achieve this vision by strengthening, inspiring, and guiding youth aged 12-17 to make positive life choices.

## Values

We believe that:

- Empowered youth are free to make positive life choices
- Everyone is equally valued and accepted
- Every opportunity starts with an open door
- We respect self and others
- Solid relationships are built on trust

## **SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"><li>· Availability/Resilience</li><li>· Team/Passion</li><li>· Staff flexibility and adaptability</li><li>· Relationship with the Clients and Staff</li><li>· Patience</li><li>· Community outreach</li><li>· Partnering with other social profit organizations</li><li>· Staff selflessness/dedication</li><li>· Connecting with kids</li><li>· Entertainment/Activities</li><li>· Location</li><li>· Relations with RMWB funding</li><li>· Relation with general local organizations</li></ul>	<ul style="list-style-type: none"><li>· Location, transportation, reputation (safety, accessibility)</li><li>· Venues</li><li>· Relationship with united Way</li><li>· Funding/Fundraising</li><li>· Advertising</li><li>· Female Client usage</li><li>· Understanding of Client numbers</li><li>· Communication</li><li>· Staff development</li><li>· Board – diversity, skills, commitment</li><li>· Duplication of services in region</li><li>· Funding requirements for fund usage</li><li>· Space/usage/quiet zones in Haxton Centre</li></ul>
Opportunities	Threats

<ul style="list-style-type: none"><li>• Advertising</li><li>• Board recruitment</li><li>• Team building</li><li>• Fundraising</li><li>• Expansion/New location</li><li>• Programming</li><li>• Vehicle</li><li>• Staff and Board development</li><li>• Making use of space in downtimes</li><li>• Food sponsorships</li><li>• Fundraising committee</li><li>• Improve reputation of area/park</li><li>• Summer students / school placement</li><li>• Security – theft, vandalism, safety</li><li>• Staff recognition</li><li>• Design space to include female clients</li><li>• New Staff</li></ul>	<ul style="list-style-type: none"><li>• Duplication of services</li><li>• Growth – too big, too fast</li><li>• Stale organization – not adaptive to future</li><li>• Losing funding</li><li>• Not finding new funding sources</li><li>• Funding requirements for fund usage</li><li>• Theft/vandalism</li><li>• Natural disaster</li><li>• Event liability</li><li>• Staff burnout</li><li>• Dysfunctional Board</li><li>• Legal concerns</li><li>• Pest control (bed bugs etc.)</li><li>• Staff shortages</li></ul>
---	--

## Major Points Identified from SWOT Analysis

Major SWOT points identified by the organization are:

Weakness	Threats	Opportunities
<ul style="list-style-type: none"><li>· Location, transportation</li><li>· Funding/Fundraising</li><li>· Understanding of Client numbers</li><li>· Staff development</li><li>· Board – diversity, skills, commitment</li><li>· Duplication of services in region</li><li>· Funding requirements for fund usage</li></ul>	<ul style="list-style-type: none"><li>· Growth – too big, too fast</li><li>· Stale organization – not adaptive to future</li><li>· Losing funding</li><li>· Not finding new funding sources</li><li>· Theft/vandalism</li><li>· Staff burnout</li><li>· Dysfunctional Board</li><li>· Legal concerns</li></ul>	<ul style="list-style-type: none"><li>· Advertising</li><li>· Board recruitment</li><li>· Fundraising</li><li>· Vehicle</li><li>· Staff and Board development</li><li>· Fundraising committee</li><li>· Staff recognition</li><li>· New Staff</li></ul>

## **Organizational Projects**

The major areas that the Justin Slade Youth Foundation will focus on for the next three years have been identified as five distinct groupings:

- A. Fundraising
- B. Board
- C. Staff
- D. Venues
- E. Programming

### A. Fundraising

A focus on stabilizing, and growing funding for the organization, supported by one project:

- 1. Fundraising Committee

### B. Board

A focus on stabilizing, and growing the Board, supported by one project:

- 1. Board Recruitment

### C. Staff

A focus on developing staff, and anticipating growth for future needs, supported by three projects:

- 1. Staff Development
- 2. Incentive Programs for Staff and Clients
- 3. Data Collection Proposal

### D. Venues

A focus on the physical locations used by the organization, supported by six projects:

- 1. Lighting Improvements
- 2. Safety and Security

3. Snow Removal
4. Vehicle
5. Outreach – Short-Term
6. Outreach – Long-Term

#### E. Programming

A focus on reviewing the programming offered and ensuring all activities are diverse and inclusive to the youth of our community.

### **The Justin Slade Youth Foundation Projects for 2022-2025**

The Justin Slade Youth Foundation Projects are intended to be used as a framework by the ED, Staff, and Board, to build upon and flesh out the details as needed. Goals are broken out into high-level details, supported by the following shared language:

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
<i>How long should this project take? When should it be completed?</i>	<i>How complicated is the task?</i>	<i>What resources (and how much) will be required to complete the goal?</i>	<i>Who is involved?</i>	<i>Who is responsible for driving the project forward to completion?</i>	<i>If the project is not completed, or the project goes poorly, how much risk to the organization is incurred?</i>
<u>Short</u> - < 1 Month	<u>Low</u>	<u>Staff Time</u> · Low · Medium · High	<u>Internal</u>	· Specific Names	<u>Low</u> · Minimal harm
<u>Medium</u> – 1-3 Months	<u>Medium</u>	<u>Board Time</u> · Low · Medium · High	<u>External</u>		<u>Medium</u> · Significant closure · Reduction in programming
<u>Long</u> - > 3 Months	<u>High</u>	<u>Funding</u> · Low - < \$5,000 · Medium - \$5,000 - \$30,000 · High - > \$30,000			<u>High</u> · Closed doors · Major incident · Major harm to reputation

## A. Fundraising – 1 Fundraising Committee

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Med	Low	<ul style="list-style-type: none"> <li>· Staff Time – Med</li> <li>· Board Time – Med</li> <li>· Funding – Low</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	· Board Chair	Med

### Details

- Chair/Co-Chair with a board member and Staff member
- Five-person committee
- Chair/Co-Chair to report to Board / Staff member to report to Staff
- Post minutes to online system for easy access
- Work on low-to-medium size events
- Description of committee roles to be drafted, made available
- Application is required to be a part of the committee
- Board Chair and Staff committee chair approve applicants
- Form committee by April 1, 2018
- Any decisions requiring funding needs Board approval

## B. Board – 1 Board Recruitment

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Low-Med	Low	<ul style="list-style-type: none"> <li>· Staff Time – Low</li> <li>· Board Time – Low</li> <li>· Funding – Low</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· Board Chair</li> <li>· ED</li> </ul>	Med-High

### Details

- Board Chair and ED to drive Board Recruitment
- Build a strong and committed Board
- Create recruitment package
- Role and commitment details of what prospective Board members are considering taking on.
- Distribution of recruitment packages
- Advertising through social media, website, radio
- Expectation: Fully committed board
- Skills matrix required for all roles on board
- Completed by March 1, 2018

### C. Staff – 1 Staff Development

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Low	Low	<ul style="list-style-type: none"> <li>· Staff Time – Low</li> <li>· Board Time – Low</li> <li>· Funding – Low</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· Board Chair</li> <li>· ED/Staff</li> </ul>	Med-High
<u>Details</u> <ul style="list-style-type: none"> <li>· Training opportunities – to build on individual skills</li> <li>· Research different training opportunities</li> <li>· Identifying and reviewing staff training development budget</li> <li>· Identifying staff weaknesses to build on</li> <li>· Staff interests – what are the interests of the staff? Look at five year plans for staff.</li> <li>· Transportation – how are staff travelling to training etc.?</li> <li>· Team building activities, schedule every 2 months</li> <li>· To be completed on a quarterly basis</li> </ul>					

### C. Staff – 2 Incentives for Staff and Clients

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Med	Med	<ul style="list-style-type: none"> <li>· Staff Time – Med</li> <li>· Board Time – Med</li> <li>· Funding – Med</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· Board Chair</li> <li>· ED/Alex</li> </ul>	Low
<u>Details</u> <ul style="list-style-type: none"> <li>· Develop an incentive program for staff (for instance: years of service pins, jackets, plaques, employee of the month etc.)</li> <li>· Develop an incentive program for clients (for instance “youth of the month” etc.)</li> <li>· Approach companies to be sponsors for the incentives (jackets, plaques etc.)</li> <li>· To be completed by Feb 15, 2018</li> </ul>					

### C. Staff – 3 Data Collection Proposal

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
High	High	<ul style="list-style-type: none"> <li>· Staff Time – Med</li> <li>· Board Time – Med</li> <li>· Funding – Low</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· Board</li> <li>· ED</li> </ul>	Med-High

#### Details

- Investigate different opportunities to collect data, examples: JSYF app, using an excel spreadsheet
- Track male/female usage statistics
- Clients and membership
- Need to prove numbers at dances, events (draws, ballots etc.)
- Completed by October, 2018

## D. Venues – 1 Lighting Improvements

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Med	Low	<ul style="list-style-type: none"> <li>· Staff Time – Low</li> <li>· Board Time – Low</li> <li>· Funding – Low</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· ED</li> <li>· Alex</li> </ul>	Med-High
<u>Details</u>					
<ul style="list-style-type: none"> <li>· Assessment of the lights to determine which ones are not working properly and where we can add more lighting</li> <li>· Develop a proposal of the assessment and bring it to the municipality for action</li> <li>· To be completed by Jan 30, 2018</li> </ul>					

## D. Venues – 2 Safety and Security

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Med-High	Med-High	<ul style="list-style-type: none"> <li>· Staff Time – Low</li> <li>· Board Time – Med-High</li> <li>· Funding – Low-Med</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· Board</li> <li>· ED/Staff</li> </ul>	High
<u>Details</u>					
<ul style="list-style-type: none"> <li>· Plan to address: <ul style="list-style-type: none"> <li>o Park security – substance abuse</li> <li>o Poor parking lot lighting – more visibility needed</li> <li>o Response time – timing on emergency services</li> <li>o “Buddy” system</li> </ul> </li> <li>· Contact RMWB for security system in Haxton Centre</li> <li>· Reach to companies for security system</li> <li>· Completed by June 2018</li> </ul>					

#### D. Venues – 3 Snow Removal

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Low	Low	<ul style="list-style-type: none"> <li>· Staff Time – Low</li> <li>· Board Time – Low</li> <li>· Funding – Low-Med</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	· ED	Med

##### Details

- Address snow removal to RMWB, with respect to:
  - o Hazardous conditions – slips, trips, and falls
  - o Visibility – high snow banks / poor snow removal make for difficulty in seeing the parking lot
  - o Accessibility for those in wheelchairs
- Determine a proper call out for snow events.
- Immediate action, to be completed by January 1, 2018

#### D. Venues – 4 Vehicle

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
High	Low	<ul style="list-style-type: none"> <li>· Staff Time – Low</li> <li>· Board Time – Low</li> <li>· Funding – Med-High</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	· ED	Med-High

##### Details

- Determine the need by the organization for a vehicle
- Research
  - o Vehicles that meet the need (purchase costs, operating costs etc.)
  - o Insurance, registration details
  - o Vehicle use policies
  - o Sponsorship by external companies
  - o Advertising on outside of vehicle
- Propose vehicle plan to Board
- Need vehicle by April 1, 2018

#### D. Venues – 5 Outreach Short-Term

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
Med	Low	<ul style="list-style-type: none"> <li>· Staff Time – Med</li> <li>· Board Time – Low</li> <li>· Funding – Low</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· Staff/ED</li> </ul>	Low

##### Details

- Build a list of venues and the costs associated with their use, to extend the programs outside of the dugout
- Length of programs would determine the length of venue usage
- To be completed by March 1, 2018.

#### D. Venues – 6 Outreach Long-Term

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
High	High	<ul style="list-style-type: none"> <li>· Staff Time – Med-High</li> <li>· Board Time – Med-High</li> <li>· Funding – High</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	<ul style="list-style-type: none"> <li>· Outreach Committee</li> </ul>	Med-High

##### Details

- Develop and charge an Outreach Committee to be responsible for:
  - o Better overall location
    - New location
    - Renovations
    - Improve flow of transportation
  - o Mobile Youth Centre
    - What does this look like?
    - What are the insurance/registration requirements?
    - What are the policies and procedures required?
    - Acquire and build asset
  - o Secondary location
    - Cater to different niche
    - Across the bridge
  - o Shared space
- To be completed: long-term project

## E. Programming – 1 Transition Program Proposal

Time Frame	Complexity	Resources	Stakeholders	Driver	Risk
High	Med	<ul style="list-style-type: none"> <li>· Staff Time – Med</li> <li>· Board Time – Low</li> <li>· Funding – Low</li> </ul>	<ul style="list-style-type: none"> <li>· Internal</li> <li>· External</li> </ul>	· Alex	Med
<p><u>Details</u></p> <ul style="list-style-type: none"> <li>· Program for 18-21-year-olds to transition into adulthood</li> <li>· Support for taxes, loans, job applications, etc. through recreational activities/gatherings</li> <li>· Measure by attendance</li> <li>· Look at mandate with respect to age (currently 12-17) and how to incorporate ages 18-21 without going against mandate, bylaws, rules etc.</li> <li>· Proposal brought to Board for approval</li> <li>· Include in regular programming after approval</li> <li>· Completed by June 1, 2018</li> </ul>					

## **Clients**

Clients of the JSYF are any youths between the ages of 12 and 17 that wish to be a part of organized programs, community engagement, volunteerism and make use of a casual drop in centre.

## **Staff**

*Mandy MacDonald - Executive Director (16 years)*

Key Responsibilities:

- Leadership
- Financial Planning and Management
- Community Relations/Advocacy
- Risk Management
- Operational Planning and Management
- Program planning and management
- Human Resources Planning and Management

*Erica Janes - Program Coordinator (8 years)*

Key Responsibilities:

- Leadership
- Operational Management of Programming
- Program Planning and Administration
- Resource Management
- Monthly/ Quarterly Programming Reports
- Participation in Community Coalitions
- Day to Day supervision of clients and Youth Support Workers

*Meghan McNally - Youth Support Worker/ Community Relations (2 years)*

Key Responsibilities:

- Community Relations and Advocacy
- Risk Management
- Recommend programs based on potential funding opportunities
- Community trade shows/ booths for advertising purposes
- Leadership
- Program Planning and Administration
- Provide youth with resources and referrals
- Supervise youth
- Establish strong relationships with youth/ youth groups
- Cleaning/ Maintenance

*Logan Proudfoot - Youth Support Worker (2 years)*

Key Responsibilities:

- Leadership
- Program Planning and Administration
- Provide youth with resources and referrals
- Supervise youth
- Establish strong relationships with youth/ youth groups
- Cleaning/ Maintenance

*Hannah Ephgrave - Youth Support Worker (1 year)*

Key Responsibilities:

- Leadership
- Program Planning and Administration
- Provide youth with resources and referrals
- Supervise youth
- Establish strong relationships with youth/ youth groups
- Cleaning/ Maintenance

*Pamela Gerardo - Youth Support Worker (1 year)*

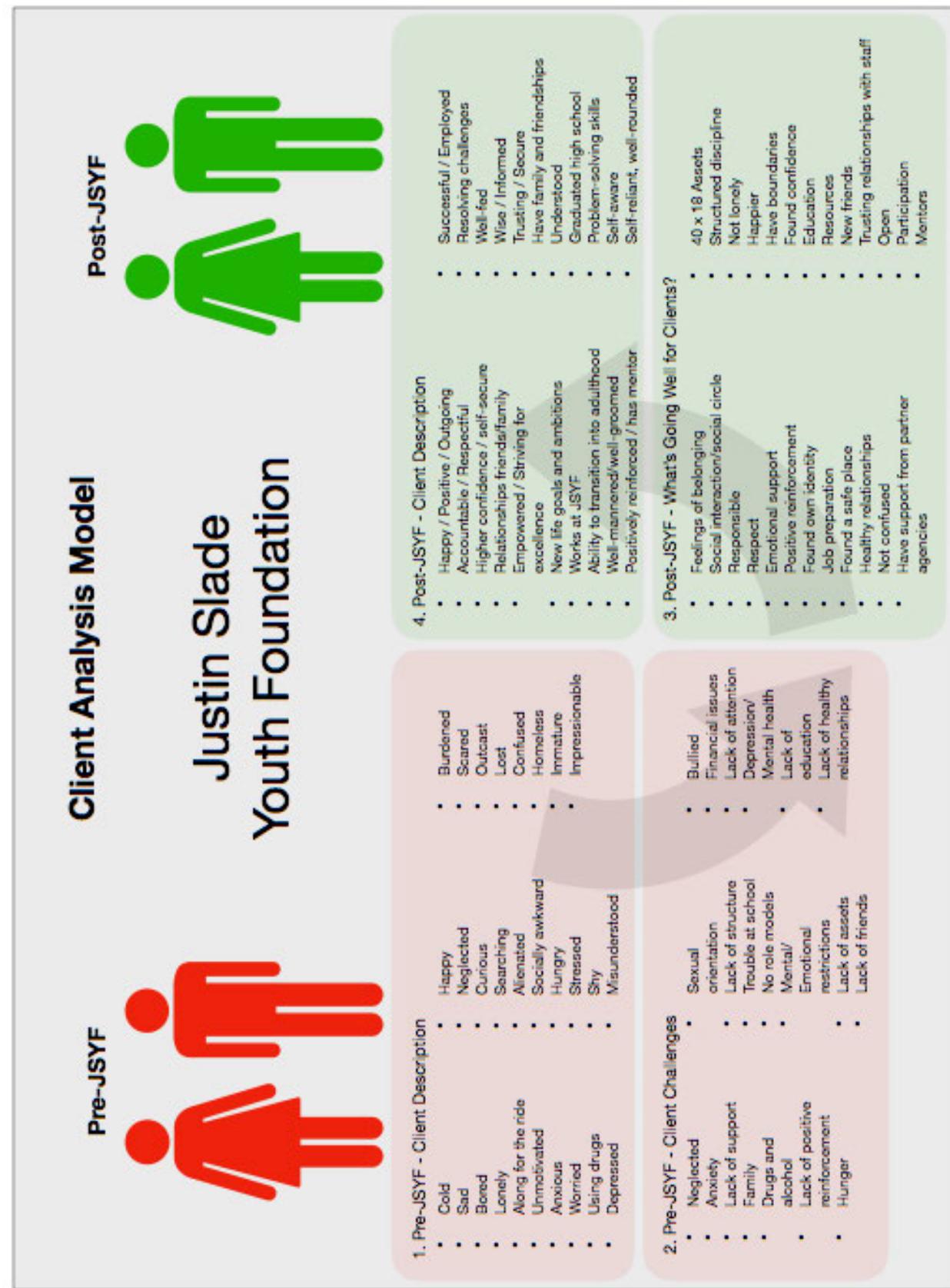
Key Responsibilities:

- Leadership
- Program Planning and Administration
- Provide youth with resources and referrals
- Supervise youth
- Establish strong relationships with youth/ youth groups
- Cleaning/ Maintenance

## Appendix – Overview of Retreat



## Client Analysis



## Big Listen

What's Going Well?	What is a Challenge?	Hope for the Future
<ul style="list-style-type: none"> <li>· Usage / Utilization</li> <li>· Community awareness</li> <li>· Sponsor awareness</li> <li>· Variety of programs</li> <li>· Off-site programs</li> <li>· Community partnerships</li> <li>· Social media presence</li> <li>· Number of repeated users</li> <li>· Low staff turnover</li> <li>· Staff invested in JSYF</li> <li>· Relationships with core funders</li> <li>· Great, committed staff</li> <li>· Building relationships with clients</li> </ul>	<ul style="list-style-type: none"> <li>· Meeting client demand</li> <li>· Fundraising – making money from golf tournament</li> <li>· Location and safety</li> <li>· Grounds maintenance</li> <li>· Reputation of park</li> <li>· Low female client participation</li> <li>· Transportation</li> <li>· Board is slow to act/commit</li> <li>· Board recruitment</li> <li>· Funding requirements from United Way</li> <li>· Duplication of services by other organizations and lack of a collaborative attitude by them</li> <li>· Data collection</li> <li>· Client substance abuse</li> <li>· Food for clients in need</li> <li>· Reputation of JSYF catering to only low-income clients</li> </ul>	<ul style="list-style-type: none"> <li>· More team building for Staff and Board</li> <li>· JSYF vehicle</li> <li>· A second location</li> <li>· Different fundraiser events</li> <li>· Bigger client events</li> <li>· More staff</li> <li>· Expanding programs and Staff positions</li> <li>· Expanding ongoing funding sources</li> <li>· Higher female client rates</li> <li>· Fundraising committee</li> <li>· A full, committed Board</li> <li>· Shared space with other organizations</li> <li>· Staff development, and high confidence</li> <li>· Want JSYF to be premier social profit in community</li> <li>· Making use of summer students</li> <li>· Expand and strengthen the Foundation membership list</li> <li>· Enact a transition program</li> <li>· Sponsorships</li> <li>· More collaboration between Staff and Board</li> </ul>

## Project Ideas Generated

A complete transcription of ideas generated by participants during a brainstorming exercise to support the main major areas (“big buckets” or “big rocks”).

### A. Fundraising

- Fund development coordinator
- Involving youth in fundraising
- Set goals for money raised for each event/month/person
- Amazing Race Fort McMurray
- Baseball/softball tournament
- Summer boat race on the Snye
- Skateboard competitions
- Show and shines
- Red Bull events
- 3-on-3 basketball tournament
- Fishing derby
- Casinos
- Battle of the Bands!
- Hockey tournaments
- Movie in the park
- Shooting contest
- Calendar of events posted for all to see so everyone knows what's happening and when to start planning
- Sponsorship packages (not thrown together at the last moment)
- “JSYF Festival of Trees”
- Coat checks
- Smaller fundraisers to work up to a gala
- Youth-led fundraisers
- Game night / Rent a bar
- Fundraiser coordinator
- Quarterly fundraisers (doesn't have to be big)
- Bar night
- Updated and exciting fundraisers
- Trivia night
- Holiday gift market
- Lock up
- Cirque de Freak Adult Carnival
- Softball fundraiser
- Bottle drives
- “Snow angles”
- Grocery bagging
- Yard work
- Bake sale

**B. Board**

- Skills
- Board recruitment committee
- Specific skills
- Board/Staff mixers every two months
- Use Redpoll or Unifor building for Board meetings
- Motivated
- Ethics
- Commitment
- Passion
- Work more collaboratively with Staff
- Make our needs known at Keyano

**C. Staff**

- Team building
- Better data collection
- Multiple opportunities for new training and skill building
- Staff development trip
- Build on individual strengths
- First Aid Training
- Roles and Responsibilities
- New Fentanyl training
- Staff retreats
- Everyone needs to be mobile / drive
- Out-of-town training
- Specific staff roles to better serve youth

**D. Venues**

- Building modifications
- Mobile programming on Saturdays
- Make DT location more welcoming (lights, posters etc.)
- North of bridge (low income housing)
- Permanent bus stop
- Renovations
- Van/transportation
- Safety
- Security
- Location
- Shuttle
- Increased lighting
- Security cameras
- New vehicle
- Facility renovations

- Lighting
- Bus stop
- Increased lighting

E. Programs

- Travel programs / bigger programs
- Team up / wider range of sponsors
- Holiday gift market
- Clubs
- Cooking Program
- Board and Staff collaboration
- Movie in the park
- Painting in the park
- Drag night
- Fashion show
- Indigenous Crafting
- Open rec on the move
- Support for mental health
- More outdoor adventure type programming
- YAC
- Alumni programs / program coordinator
- Partner with out-of-town non-profit

Budget Sheet

AGENCY: Justin Slade Youth Foundation	Program 1	Program 2	FISCAL YEAR:		2026 OVERALL AGENCY ANNUAL BUDGET
			Total UW Program Budget		
	Dugout	Presents			
<b>OPERATING REVENUE:</b>					
Grants(municipal)	\$ 176,325.00	\$ 133,675.00			\$310,000.00
Fundraising/Bingo/etc.	15,000.00	15,000.00			\$30,000.00
Other Donations	3,750.00	3,750.00			\$7,500.00
United Way Allocation	12,500.00	12,500.00	\$ 25,000.00		\$25,000.00
Additional Grants	30,000.00	30,000.00			\$60,000.00
Other (other) (GST rebate)	500.00	2,000.00			\$2,500.00
<b>TOTAL REVENUE:</b>	<b>\$ 238,075.00</b>	<b>\$ 196,925.00</b>	<b>\$25,000.00</b>		<b>\$435,000.00</b>
<b>OPERATING EXPENDITURES:</b>					
<b>STAFFING:</b>					
* Salaries (excl Benefits)	161,525.00	\$ 161,525.00	\$10,000.00		\$323,050.00
* Employer Benefits (CPP, UIC, WCB)	11,500.00	1,600.00	2,000.00		\$13,100.00
* Supplementary Benefits (Insurance,	\$6,300.00	1,500.00			\$7,800.00
<b>BUILDING:</b>					
* Maintenance/Pest Control	200.00	200.00			400
* Storage Unit	3,000.00				3000
* Insurance	5,000.00	2,000.00			7000
<b>VEHICLE (Agency owned or Leased):</b>					
* Insurance	1500	1,500.00			3,000.00
* Maintenance					
* Gas & Oil					
<b>PROGRAM:</b>					
* Dugout Operations	10,000.00		2,500.00		10000
* Dugout Materials	9,000.00		2,000.00		9000
* Dugout Food	4,000.00		1,000.00		4000
* JSYF Presents Materials		15,000.00	3,500.00		15000
* JSYF Presents Food		3,000.00	3,000.00		3000
* JSYF Presents Transportation		3,000.00	1,000.00		3000
* Staff Development	1,500.00	500.00			2000
<b>ADMINISTRATION:</b>					
* Office Supplies	4,000.00				4000
* Leased Equipment					0
* Freight & Postage	100.00				100
* Staff Travel/Mileage	600.00	600.00			1200
* Telephone	6,000.00				6000
* Advertising	3,000.00	3,000.00			6000
* Professional Fees	7,000.00				7000
* Accounting	3,000.00	3,000.00			6000
* Business License	250.00				250
* Signage	-				0
* Bank Charges	100.00				100
<b>BOARD EXPENSES:</b>	500.00	500.00	-		1000
<b>OTHER (SPECIFY):Fundraising Expense</b>					0
<b>TOTAL EXPENSES:</b>	<b>\$ 238,075.00</b>	<b>\$ 196,925.00</b>	<b>\$25,000.00</b>		<b>\$435,000.00</b>
<b>SURPLUS/DEFICIT</b>	-	\$0.00	\$0.00		\$0.00

Approved by:  
JSYF Board Chairperson



202-604 Signal Road  
Fort McMurray, AB T9H 4Z4  
Phone: (780) 791-2447 | Fax: (780) 743-0995  
Email: [adminwb@bigbrothersbigsisters.ca](mailto:adminwb@bigbrothersbigsisters.ca)  
[woodbuffalo.bigbrothersbigsisters.ca](http://woodbuffalo.bigbrothersbigsisters.ca)

---

October 3, 2025

To Whom It May Concern,

**Subject: Letter of Support and Partnership between Big Brothers Big Sisters of Wood Buffalo (BBBSWB) Justin Slade Youth Foundation (JSYF)**

On behalf of Big Brothers Big Sisters, I am pleased to express our strong support and commitment to partnering with Justin Slade Youth Foundation 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.

Through this partnership JSYF has provided physical space in their building to BBBSWB at no cost to facilitate our free group mentoring for children. This partnership has allowed us to expand our evening programming and allows us to continue to offer our services at no cost to our participants. 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:

Suzette Mckell  
Program Manager  
Big Brothers Big Sisters of Wood Buffalo  
780-741-2447  
[ismwb@bigbrothersbigsisters.ca](mailto:ismwb@bigbrothersbigsisters.ca)  
[https://woodbuffalo.bigbrothersbigsisters.ca/](http://woodbuffalo.bigbrothersbigsisters.ca/)

10/10/25

To Whom It May Concern,

I am writing to express my full support for the Justin Slade Youth Foundation (JSYF) and the incredible impact of their Rural Program. Their dedication to providing engaging, inclusive, and empowering opportunities for youth in our rural communities has made a meaningful difference in the lives of many young people.

Through innovative initiatives such as Youth Cooking Classes, Nerf Wars, and the Social Insurance Number (SIN) Workshop, JSYF continues to build essential life skills, promote positive social connections, and encourage community engagement. These programs not only give youth a safe and supportive environment to learn and have fun but also help them develop confidence, teamwork, and practical skills that will serve them well into adulthood.

The Youth Cooking Program has been especially valuable in teaching youth about nutrition, meal preparation, and independence. The Nerf Wars events provide an energetic and fun outlet that fosters teamwork, sportsmanship, and healthy competition. Meanwhile, the Social Insurance Number Class equips youth with vital knowledge for entering the workforce, ensuring they are prepared for employment opportunities and future success.

The Justin Slade Youth Foundation's commitment to rural engagement ensures that young people outside urban centers have access to the same quality of programming and mentorship. Their efforts fill a crucial gap by creating safe, structured, and positive spaces for youth to connect, learn, and grow.

We are proud to support JSYF's ongoing work and commend their continued dedication to youth empowerment across the region. Their programs strengthen our communities, foster inclusion, and inspire the next generation of leaders.

Sincerely,  
Oscar Lorenzi  
Supervisor of Rural Facilities  
[Oscar.lorenzi@rrcwb.ca](mailto:Oscar.lorenzi@rrcwb.ca)



October 9, 2025

To Whom It May Concern,

**Subject: Letter of Support and Partnership JSYF Programming**

On behalf of Wood Buffalo Pride, I am pleased to express our strong support and commitment to partnering with Justin Slade Youth Foundation in the implementation of their youth programming. This initiative aligns with our shared mission to create safe and inclusive spaces for youth to gather and express their true selves.

We are committed to working collaboratively with Justin Slade Youth Foundation to ensure the success of this project. We recognize the pressing need for programming for youth that is safe, inclusive, and promotes community connection and positive mental health in our community.

Our organizations have a history of successful collaboration, including co-planning Queer Prom for the Pride Festival for over 3 years, and have been working together on Qreative Connections since July, as well as additional activities throughout the year, which demonstrates our ability to work effectively together.

As a committed partner, Wood Buffalo Pride will contribute to the project in the following ways:

- Co-plan and execute periodic activities
- Share in the delivery of the Qreative Connections program
- Provide expertise and support on inclusion, as a Rainbow Space partner

For any further information or clarification, please contact:

Mitchel Bowers

Executive Director

Wood Buffalo Pride

587-646-6626

[ed@wbpride.ca](mailto:ed@wbpride.ca)

[www.wbpride.ca](http://www.wbpride.ca)

We look forward to the opportunity to collaborate on this important initiative and are confident in the positive impact it will have on our community.

Sincerely,

Mitchel Bowers

Executive Director

Wood Buffalo Pride

**JUSTIN SLADE YOUTH FOUNDATION**  
**Financial Statements**  
**Year Ended December 31, 2024**

**JUSTIN SLADE YOUTH FOUNDATION**  
**Index to Financial Statements**  
**Year Ended December 31, 2024**

---

	Page
INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT	1
<b>FINANCIAL STATEMENTS</b>	
Statement of Operations	2
Statement of Changes in Net Assets	3
Statement of Financial Position	4
Statement of Cash Flows	5
Notes to Financial Statements	6 - 9



VERITY LLP  
CHARTERED PROFESSIONAL ACCOUNTANTS  
AUDIT | TAX | ADVISORY  
PO BOX 5001  
5160 52 AVE, DRAYTON VALLEY, AB T7A 1R3  
780.542.5195 | [WWW.VERITYCPA.CA](http://WWW.VERITYCPA.CA)

---

---

## INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

---

To the Directors of Justin Slade Youth Foundation

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

*Management's Responsibility for the Financial Statements*

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

*Practitioner's Responsibility*

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

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

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

*Conclusion*

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

*Verity LLP*

Verity LLP  
Chartered Professional Accountants

Drayton Valley, Alberta  
April 22, 2025

**JUSTIN SLADE YOUTH FOUNDATION**

**Statement of Operations**

**Year Ended December 31, 2024**

	<b>2024</b>	<b>2023</b>
<b>REVENUES</b>		
Municipal grants	\$ 250,700	\$ 310,000
Other donations	58,275	79,971
United way	33,593	68,857
Fundraising	4,931	38,582
Interest income	90	176
	<b>347,589</b>	<b>497,586</b>
<b>EXPENDITURES</b>		
Wages and wage costs	299,911	343,602
Programming cost	34,110	52,691
Amortization	14,089	16,288
Professional fees	11,856	10,872
Insurance	11,577	10,662
Utilities	6,921	5,835
Office	4,243	5,021
Advertising and promotion	2,964	8,663
Rental	2,776	3,441
Board and staff development	2,765	2,758
Fundraising	2,152	23,002
Repairs and maintenance	990	1,195
Travel	797	1,029
Interest and bank charges	351	268
Vehicle	298	142
Memberships	225	276
	<b>396,025</b>	<b>485,745</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (48,436)</b>	<b>\$ 11,841</b>

**JUSTIN SLADE YOUTH FOUNDATION**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2024**

	Unrestricted net assets	Invested in capital assets	<b>2024</b>	2023
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 224,883	\$ 35,692	<b>260,575</b>	\$ 248,734
Deficiency of revenues over expenditures	(48,436)	-	(48,436)	11,841
Amortization	14,089	(14,089)	-	-
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 190,536</b>	<b>\$ 21,603</b>	<b>\$ 212,139</b>	\$ 260,575

**JUSTIN SLADE YOUTH FOUNDATION**  
**Statement of Financial Position**  
**December 31, 2024**

	2024	2023
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 212,420	\$ 246,984
Term deposits	5,247	5,157
Accounts receivable	-	19,830
Employees advance	791	200
Goods and services tax recoverable	3,233	1,664
Prepaid expenses	10,751	10,576
	<hr/>	<hr/>
	232,442	284,411
<b>PROPERTY, PLANT AND EQUIPMENT (Note 4)</b>	<hr/>	<hr/>
	21,603	35,692
	<hr/>	<hr/>
	<b>\$ 254,045</b>	<b>\$ 320,103</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable (Note 5)	\$ 20,012	\$ 34,802
Employee deductions payable	9,855	13,844
Deferred contributions	12,039	10,882
	<hr/>	<hr/>
	41,906	59,528
<b>NET ASSETS</b>		
Unrestricted net assets	190,536	224,883
Invested in capital assets	21,603	35,692
	<hr/>	<hr/>
	212,139	260,575
	<hr/>	<hr/>
	<b>\$ 254,045</b>	<b>\$ 320,103</b>

APPROVED ON BEHALF OF THE BOARD

### Director

### Director

### See notes to financial statements

**JUSTIN SLADE YOUTH FOUNDATION**  
**Statement of Cash Flows**  
**Year Ended December 31, 2024**

	<b>2024</b>	<b>2023</b>
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenues over expenditures	\$ (48,436)	\$ 11,841
Item not affecting cash:		
Amortization of property, plant and equipment	<u>14,089</u>	16,288
	<u>(34,347)</u>	28,129
Changes in non-cash working capital:		
Accounts receivable	19,830	170
Employees advance	(591)	(200)
Accounts payable	(14,790)	269
Deferred contributions	1,157	(1,358)
Prepaid expenses	(175)	(2,969)
Goods and services tax payable	(1,569)	5,374
Employee deductions payable	<u>(3,989)</u>	14,982
	<u>(127)</u>	16,268
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>(34,474)</b>	44,397
Cash and cash equivalents - beginning of year	<u>252,141</u>	207,744
<b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>	<b>\$ 217,667</b>	<b>\$ 252,141</b>
<b>CASH AND CASH EQUIVALENTS CONSIST OF:</b>		
Cash	\$ 212,420	\$ 246,984
Term deposits	<u>5,247</u>	5,157
	<u>\$ 217,667</u>	<u>\$ 252,141</u>

# JUSTIN SLADE YOUTH FOUNDATION

## Notes to Financial Statements

Year Ended December 31, 2024

---

### 1. PURPOSE OF THE FOUNDATION

Justin Slade Youth Foundation (the "foundation") is a not-for-profit organization of Alberta. As a registered charity the foundation is exempt from the payment of income tax under Subsection 149(1) of the Income Tax Act.

The foundation was formed to empower young people in Fort McMurray, Alberta to make better life choices and to express themselves in a more positive way through music, drama, arts and sports.

---

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPFO) Part III of the Chartered Professional Accountants of Canada Handbook and, in management's opinion, with consideration of materiality and within the framework of the following accounting policies:

#### Revenue recognition

Justin Slade Youth Foundation 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.

Revenues from and expenses of fundraising activities are recognized in operations at the conclusion of the fundraising event. Amounts received and expended prior to conclusion are deferred and taken into operations upon completion of the event.

#### Cash equivalents

Cash and cash equivalents include cash on hand, demand deposits, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

#### Property, plant and equipment

Property, plant and equipment is stated at cost or deemed cost less accumulated amortization and is amortized over its estimated useful life at the following rates and methods:

Motor vehicles	30%	declining balance method
Computer equipment	30%	declining balance method
Furniture and fixtures	20%	declining balance method
Electronic equipment	20%	declining balance method
Signage	20%	declining balance method
Website	5%	declining balance method
Leasehold improvements	5 years	straight-line method

The foundation regularly reviews its property, plant and equipment to eliminate obsolete items.

#### Donated material and services

The foundation relies on volunteer time and donated goods and services to achieve its purposes. Because of the difficulty of determining their fair values, volunteer time and donated goods and services are not recognized in these financial statements.

(continues)

---

## JUSTIN SLADE YOUTH FOUNDATION

### Notes to Financial Statements

Year Ended December 31, 2024

---

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

##### 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.

##### Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

##### Financial instruments

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

The foundation subsequently measures the following financial assets and financial liabilities at amortized cost:

Financial assets measured at amortized cost include: cash, term deposits and accounts receivable.

Financial liabilities measured at amortized cost include: accounts payable and accrued liabilities and deferred contributions.

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

---

#### 3. TERM DEPOSIT

Included in term deposits is a cashable guaranteed investment certificate in the amount of \$5,247 (2023 - \$5,157) accruing interest at 2.00% and maturing on February 26, 2025.

---

**JUSTIN SLADE YOUTH FOUNDATION**

**Notes to Financial Statements**

**Year Ended December 31, 2024**

---

**4. PROPERTY, PLANT AND EQUIPMENT**

	Cost	Accumulated amortization	2024 Net book value	2023 Net book value
Leasehold improvements	\$ 40,954	\$ 36,858	\$ 4,096	\$ 12,286
Motor vehicles	42,774	33,857	8,917	12,739
Furniture and fixtures	43,148	37,466	5,682	7,103
Computer equipment	32,025	31,351	674	963
Electronic equipment	3,236	2,915	321	401
Signage	2,048	1,104	944	1,180
Website	1,159	190	969	1,020
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 165,344	\$ 143,741	\$ 21,603	\$ 35,692

Amortization provided for in the current year totalled \$14,089; (2023 - \$16,288).

---

**5. ACCOUNTS PAYABLE**

Accounts payable consist of the following:

	2024	2023
Trade payable	\$ 17,110	\$ 19,344
Accrued wages payable	<hr/>	<hr/>
	\$ 2,902	\$ 15,458
	<hr/>	<hr/>
	\$ 20,012	\$ 34,802

**6. DEFERRED CONTRIBUTIONS**

Deferred contributions represent funds received for various programs and will be recognized as revenue in the fiscal year in which the related expenses are incurred.

	Opening Balance	Funding Received	Funding Recognized	2024
United Way Operating Grant	\$ 10,882	\$ 33,750	\$ 32,593	\$ 12,039
Municipal Operating Grant	-	250,700	250,700	-
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 10,882	\$ 284,450	\$ 283,293	\$ 12,039

The above United Way deferred contributions are restricted for use on expenses incurred related to Dugout operations.

---

**7. COMMITMENTS**

Justin Slade Youth Foundation has a lease agreement with respect to its premises with the Regional Municipality of Wood Buffalo. For \$1 per year the Municipality provides a location and assumes the related utilities. This has not been recognized in these financial statements because of the difficulty of determining the fair value. The lease agreement terminates on September 30, 2027.

---

**JUSTIN SLADE YOUTH FOUNDATION**

**Notes to Financial Statements**

**Year Ended December 31, 2024**

---

**8. ECONOMIC DEPENDENCE**

The foundation receives the majority of its revenue through the United Way and Municipal Grants. The foundation's continued operations are dependent on these funding agreements and on satisfying the terms of the agreement. Changes in funding and grant allocations could affect the foundation's future program offerings.

---

**9. FINANCIAL INSTRUMENTS**

Transacting in and holding of financial instruments exposes the organization to certain financial risks and uncertainties. The foundation's risks, which remain unchanged from the prior year, include:

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The foundation's exposure to credit risk relates to accounts receivable and arises from the possibility that a debtor does not fulfil its obligations. The foundation performs continuous evaluation of its financial assets and records impairment in accordance with the stated policy.

Liquidity risk

Liquidity risk is the risk the organization may not be able to meet its obligations. The foundation's exposure to liquidity risk relates to cash, accounts payable and accrued liabilities, and arises from the possibility that the timing and amount of its cash inflows will not be sufficient to enable it to meet its financial obligations as they become due. The foundation reduces its exposure to liquidity risk by ensuring that it maintains sufficient cash balances that may cover any expected and unexpected operating requirements. In the opinion of the foundation the liquidity risk exposure is low and is not material.

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

---

---

# JUSTIN SLADE YOUTH FOUNDATION

Box 5886  
Fort McMurray, Alberta  
T9H 4V9

---

April 22, 2025

Verity LLP  
PO Box 5001  
5160 52 Ave  
Drayton Valley Alberta T7A 1R3

Dear Madam:

Re: Management representations letter

This representation letter is provided in connection with your review of the financial statements of Justin Slade Youth Foundation for the year ended December 31, 2024, for the purpose of expressing a conclusion that, based on your review, nothing has come to your attention that causes you to believe that the financial statements of Justin Slade Youth Foundation do not present fairly, in all material respects, the financial position of Justin Slade Youth Foundation as at December 31, 2024, and the results of its operations and its cash flows for the year ended December 31, 2024 in accordance with Canadian accounting standards for not-for-profit organizations.

Certain representations in this letter are described as being limited to matters that are material. Misstatements (including omissions) are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

In making the representations outlined below, we took the time necessary to appropriately inform ourselves on the subject matter through inquiries of foundation personnel with relevant knowledge and experience, and, where appropriate, by inspecting supporting documentation.

We confirm that (to the best of our knowledge and belief):

#### **Financial Statements**

- a. We have fulfilled our responsibilities, as set out in the terms of the review engagement dated December 17, 2024 for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations.
- b. We reviewed, approved and recorded all of your proposed adjustments (except for uncorrected misstatements, which are addressed in the next bullet point) to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.
- c. The effects of uncorrected misstatement are immaterial, individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements, including the reasons why they were not corrected, is attached to this representation letter.
- d. Management or other appropriate persons (such as those charged with governance) have accepted responsibility for the financial statements, including the related notes.

#### **Information Provided**

- a. We have provided you with:
  - i. Access to all information of which we are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation and other matters;
  - ii. Additional information that you have requested from us for the purpose of the review; and
  - iii. Unrestricted access to persons within the foundation from whom you determined it necessary to obtain evidence.
- b. All transactions have been recorded in the accounting records and are reflected in the financial statements.

(continued)

- c. We have disclosed to you:
  - i. The identity of the foundation's related parties and all the related-party relationships and transactions of which we are aware;
  - ii. Significant facts relating to any fraud or suspected fraud known to us that may have affected the foundation;
  - iii. Known actual or possible non-compliance with laws and regulations for which the effects of non-compliance impact the financial statements of Justin Slade Youth Foundation;
  - iv. All information relevant to use of the going concern assumption in the financial statements;
  - v. All events occurring subsequent to the date of the financial statements that may require adjustment or disclosure;
  - vi. Material commitments, contractual obligations or contingencies that have affected or may affect the foundation's financial statements, including disclosures; and
  - vii. Material non-monetary transactions or transactions for no consideration undertaken by the foundation in the financial reporting period under consideration.

#### **Other Representations**

- a. The significant assumptions used in arriving at the fair values of financial instruments, as measured and disclosed in the financial statements, are reasonable and appropriate in the circumstances.
- b. There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
- c. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.
- d. The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
- e. We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
- f. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
- g. The foundation has satisfactory title to all assets, and there are no liens or encumbrances on the foundation's assets.
- h. We have disclosed to you, and the foundation has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

#### **Approved the accounting prepared by the firm**

We have reviewed, approved and recorded all of the following:

- a. Adjusting journal entries you prepared or changed;
- b. Account codes you determined or changed;
- c. Transactions you classified; and
- d. Accounting records you prepared or changed.

#### **Provision made for impaired assets**

Where the value of any asset has been impaired, an appropriate provision has been made in the financial statements. This includes:

- a. Appropriate provisions for idle, abandoned, destroyed or obsolete assets or where site restoration costs will be necessary; and
- b. Impairments in the value of goodwill or intangible assets.

*(continued)*

#### **No material unrecorded assets or contingent assets**

There are no material unrecorded assets or contingent assets (such as claims relating to patent infringements or unfulfilled contracts whose value depends on satisfying conditions regarded as uncertain), that have not been disclosed to you.

#### **Disclosure of all significant estimates and fair value measurements**

We have disclosed to you all significant estimates and fair value measurements. We are of the opinion that:

- a. The measurement methods used are permitted under Canadian accounting standards for not-for-profit organizations and appropriate in the circumstances;
- b. The underlying assumptions are reasonable and reflect management's best estimates considering existing market information;
- c. The method of valuation has been applied consistently;
- d. The assumptions are consistent with management's intended courses of action; and
- e. Financial statement disclosures are in accordance with Canadian accounting standards for not-for-profit organizations.

#### **The minute books of the foundation are complete**

The minute books of the foundation are a complete record of all meetings and resolutions of directors and directors throughout the period and to the present date.

#### **None of the directors, officers or directors were in debt to the foundation**

None of the directors were in debt to the foundation, other than in the ordinary course of business at the period-end or at any time during the period.

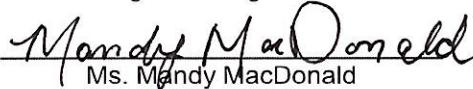
#### **The foundation did not make any related party transactions**

The foundation did not make any related party transactions during the period that have not been disclosed to you.

#### **Signed balance sheet**

We are aware of the provisions of sections 158(1) and (2) of the Canada Business Corporations Act, or the equivalent sections of other provincial or territorial Business Corporations Acts, which require the financial statements to be approved by the board of directors, such approval being evidenced by the signature at the foot of the balance sheet by two directors duly authorized to sign or by the director, where there is only one. We also undertake not to issue, publish or circulate copies of the financial statements unless these are approved and signed as aforementioned and are accompanied by the Review Engagement Report.

Acknowledged and agreed on behalf of Justin Slade Youth Foundation by:

  
Ms. Mandy MacDonald

April 22, 2025

Date signed



December 17, 2024

Justin Slade Youth Foundation  
Box 5886  
Fort McMurray Alberta T9H 4V9

Dear Ms. Mandy MacDonald:  
Re: Engagement letter

#### **The Objective and Scope of the Review**

You have requested that we review the general purpose financial statements of Justin Slade Youth Foundation, 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 a summary of significant accounting policies and other explanatory information. We are pleased to confirm our acceptance and our understanding of this review engagement by means of this letter (the "Engagement").

Our review will be conducted with the objective of expressing our conclusion on the financial statements. Our conclusion, if unmodified, will be in the form of "Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects, the financial position of Justin Slade Youth Foundation as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with the CPA Canada Handbook - Part III - Canadian accounting standards for not-for-profit organizations (ASNPO)".

#### **Our Responsibilities**

We will conduct our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. We will perform procedures, primarily consisting of making inquiries of management and others within the entity (as appropriate) and applying analytical procedures, and evaluate the evidence obtained. We will also perform additional procedures if we become aware of matters that cause us to believe the financial statements as a whole may be materially misstated. These procedures are performed to enable us to express our conclusion on the financial statements in accordance with Canadian generally accepted standards for review engagements. The procedures selected will depend on what we consider necessary in applying our professional judgment, based on our understanding of Justin Slade Youth Foundation and its environment, and our understanding of ASNPO and its application in the industry context.

A review is not an audit of the financial statements, therefore:

- a. There is a commensurate higher risk than there would be in an audit that any material misstatements that exist in the financial statements reviewed may not be revealed by the review, even though the review is properly performed in accordance with Canadian generally accepted standards for review engagements.
- b. In expressing our conclusion from the review of the financial statements, our report on the financial statements will expressly disclaim any audit opinion of the financial statements.

#### **Reporting**

Unless unanticipated difficulties are encountered, our report will be substantially in the following form contained in Appendix A to this letter.

## **Management's Responsibilities**

Our review will be conducted on the basis that management and, where appropriate, those charged with governance / oversight acknowledge and understand that they have responsibility:

- a. For the preparation and fair presentation of the financial statements in accordance with ASNPO.
- b. For the design and implementation of 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.
- c. To provide us with timely:
  - i. Access to all information of which management is aware that is relevant to the preparation of the financial statements, such as records, documentation and other matters;
  - ii. Information about all known or suspected fraud, any allegations of fraud or suspected fraud and any known or probable instances of non-compliance with legislative or regulatory requirements;
  - iii. Additional information that we may request from management for the purpose of review; and
    - A. Copies of all minutes of meetings of shareholders, directors and committees of directors;
    - B. Information relating to any known or probable instances of non-compliance with legislative or regulatory requirements, including financial reporting requirements;
    - C. Information relating to any illegal or possibly illegal acts, and all facts related thereto;
    - D. A listing of all related parties and related-party transactions and information pertaining to the measurement and disclosure of transactions with those related parties;
    - E. An assessment of the reasonableness of significant assumptions underlying fair value measurements and disclosures in the financial statements;
    - F. Any plans or intentions that may affect the carrying value or classification of assets or liabilities;
    - G. Information relating to claims and possible claims, whether or not they have been discussed with Justin Slade Youth Foundation's legal counsel;
    - H. Information relating to other liabilities and contingent gains or losses, including those associated with guarantees, whether written or oral, under which Justin Slade Youth Foundation is contingently liable;
    - I. Information on whether Justin Slade Youth Foundation has satisfactory title to assets, whether liens or encumbrances on assets exist, and whether assets are pledged as collateral;
    - J. Information relating to compliance with aspects of contractual agreements that may affect the financial statements; and
  - Information concerning subsequent events.
- iv. Unrestricted access to persons within Justin Slade Youth Foundation from whom we determine it necessary to obtain evidence.

As part of our review, we will request from management [*and, where appropriate, those charged with governance*] written confirmation concerning representations made to us in connection with the review.

We will communicate any misstatements identified during the Engagement other than those that are clearly trivial. We will request that management correct all the misstatements communicated.

## **Use of Information**

It is acknowledged that we will have access to all information about identified individuals ("personal information") in your custody that we require to complete our Engagement. Our services are provided on the basis that:

- a. You represent to us that management has obtained any required consents for our collection, use, disclosure, storage, transfer and process of personal information required under applicable privacy legislation and professional regulation; and
- b. We will hold all personal information in compliance with our Privacy Statement.

## **File Inspections**

In accordance with professional regulations (and by our firm's policy), our client files may periodically be reviewed by practice inspectors and by other engagement file reviewers to ensure that we are adhering to professional and firm standards. File reviewers are required to maintain confidentiality of client information.

## **Confidentiality**

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Each professional accountant must preserve the secrecy of all confidential information that becomes known during the practice of the profession. Accordingly, we will not provide any third party with confidential information concerning the affairs of Justin Slade Youth Foundation unless:

- a. We have been specifically authorized with prior consent;
- b. We have been ordered or expressly required by law or by the Alberta *Code of Professional Conduct/Code of Ethics*; or
- c. The information requested is (or enters into) public domain.

## **Use and Distribution of Our Report**

The examination of the financial statements and the issuance of our review engagement report are solely for the use of Justin Slade Youth Foundation and those to whom our report is specifically addressed by us. We make no representations or warranties of any kind to any third party in respect of these financial statements or our review engagement report, and we accept no responsibility for their use by any third party or any liability to anyone other than Justin Slade Youth Foundation.

For greater clarity, our review will not be planned or conducted for any third party or for any specific transaction. Accordingly, items of possible interest to a third party may not be addressed and matters may exist that would be assessed differently by a third party, including, without limitation, in connection with a specific transaction. Our review engagement report should not be circulated (beyond Justin Slade Youth Foundation) or relied upon by any third party for any purpose, without our prior written consent.

You agree that our name may be used only with our prior written consent and that any information to which we have attached a communication be issued with that communication, unless otherwise agreed to by us in writing.

## **Reproduction of Review Engagement Report**

If reproduction or publication of our review engagement report (or reference to our report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to us in sufficient time for our review and approval in writing before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the review engagement report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either full or summarized financial statements that we have reviewed.

We are not required to read the information contained in your website or to consider the consistency of other information in the electronic site with the original document.

## **Communications**

In performing our services, we will send messages and documents electronically. As such communications can be intercepted, misdirected, infected by a virus or otherwise used or communicated by an unintended third party, we cannot guarantee or warrant that communications from us will be properly delivered only to the addressee. Therefore, we specifically disclaim, and you release us from, any liability or responsibility whatsoever for interception or unintentional disclosure of communications transmitted by us in connection with the performance of this Engagement. In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from such communications, including any that are consequential, incidental, direct, indirect, punitive, exemplary or special damages (such as loss of data, revenues, or anticipated profits).

If you do not consent to our use of electronic communications, please notify us in writing.

## **Ownership**

The working papers, files, other materials, reports and work created, developed or performed by us during the course of the Engagement are the property of our firm, constitute our confidential information and will be retained by us in accordance with our firm's policies and procedures.

During the course of our work, we may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of our services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. We also do not provide any warranties in relation to these items and will not be liable for any lost or corrupted data or other damage or loss suffered or incurred by you in connection with your use of them.

We retain the copyright and all intellectual property rights in any original materials provided to you.

### **Other Services**

In addition to the review services referred to above, we will, as allowed by the Alberta *Code of Professional Conduct/Code of Ethics*, prepare other regulatory forms required by the foundation as agreed upon. Unless expressly agreed in a separate engagement letter, we will have no involvement with or responsibility for the preparation or filing of GST returns or any other (including foreign) information returns, source deductions, information returns, slips, elections, designations, certificates or reports. Management will, on a timely basis, provide the information necessary to complete the regulatory forms and will review and file them with the appropriate authorities on a timely basis.

### **Governing Legislation**

This engagement letter is subject to, and governed by, the laws of the Province of Alberta. The Province of Alberta will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this engagement letter and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts, to claim that the action has been brought in an inappropriate forum or to claim that those courts do not have jurisdiction.

### **Accounting Advice**

Except as outlined in this letter, this Engagement does not contemplate the provision of specific accounting advice or opinions or the issuance of a written report on the application of accounting standards to specific transactions and to the facts and circumstances of the entity. Such services, if requested, would be provided under a separate engagement letter.

### **Dispute Resolution**

You agree that any dispute that may arise regarding the meaning, performance or enforcement of this Engagement will, prior to resorting to litigation, be submitted to mediation.

### **Indemnity**

Justin Slade Youth Foundation hereby agrees to indemnify, defend (by counsel retained and instructed by us) and hold harmless our firm (and its partners, agents and employees) from and against any and all losses, costs (including solicitors' fees), damages, expenses, claims, demands and liabilities arising out of (or in consequence of):

- a. The breach by Justin Slade Youth Foundation, or its directors, officers, agents or employees, of any of the covenants or obligations of Justin Slade Youth Foundation herein, including, without restricting the generality of the foregoing, the misuse of, or the unauthorized dissemination of, our engagement report or the financial statements in reference to which the engagement report is issued, or any other work product made available to you by our firm.
- b. A misrepresentation by a member of your management or the those charged with governance.

### **Limitation of Liability**

Our aggregate liability for all claims, losses, liabilities and damages in connection with this Engagement, whether as a result of breach of contract, tort (including negligence), or otherwise, regardless of the theory of liability, is limited to the cost of our engagement. Our liability shall be several and not joint and several. We shall only be liable for our proportionate share of any loss or damage, based on our contribution relative to the others' contributions and only if your claim is commenced within 24 months or less of the date Justin Slade Youth Foundation should have been aware of the potential claim. In addition, we will not be liable in any event for consequential, incidental, indirect, punitive, exemplary, aggravated or special damages, including any amount for loss of profit, data or goodwill, whether or not the likelihood of such loss or damage was contemplated.

### **Time Frames**

We will use all reasonable efforts to complete the Engagement as described in this letter within the agreed upon time frames.

However, we shall not be liable for failures or delays in performance that arise from causes beyond our reasonable control, including any delays in the performance by Justin Slade Youth Foundation of its obligations.

### **Fees at Regular Billing Rate**

Our professional fees will be based on our regular billing rates, plus direct out-of-pocket expenses and applicable GST, and are due when rendered. Fees for any additional services will be established separately.

### **Billing**

Our fees and costs will be billed monthly and are payable upon receipt. Invoices unpaid 30 days past the billing date may be deemed delinquent and are subject to an interest charge of 2.00% per month. We reserve the right to suspend our services or to withdraw from this Engagement in the event that any of our invoices are deemed delinquent. In the event that any collection action is required to collect unpaid balances due to us, you agree to reimburse us for our costs of collection, including lawyers' fees.

### **Survival of Terms**

This engagement letter will continue in force for subsequent reviews unless terminated by either party by written notice prior to the commencement of the subsequent review.

### **Other Terms of Engagement**

In addition to the review services referred to above, we will, as allowed by the *Rules of Professional Conduct /Code of Ethics*, carry out such bookkeeping as we find necessary prior to the review of the financial statements; prepare your financial statements; and prepare any special reports as required. Management will provide the information necessary to complete the returns / reports and will file them with the appropriate authorities on a timely basis.

### **Relevant Parties**

The client will not assert any claim for damages against our firm unless the client has concurrently or previously asserted a claim against all other persons who might reasonably be liable in relation to that claim. Any release, waiver, or covenant to otherwise not sue or enforce any remedy known to law given by the client to a third party shall be deemed to apply in favour of our firm.

### **Third Parties**

The financial documents are prepared solely for the use of the client with whom we have entered into a contract and there are no representations of any kind made by us to any party with whom we have not entered into a written contract.

### **Conclusion**

This engagement letter includes the relevant terms that will govern the Engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this letter, signed by all of the parties.

If you have any questions about the contents of this letter, please raise them with us. Please sign and return the attached copy of this letter to indicate your acknowledgment of, and agreement with, the arrangements of our review of the financial statements, including our respective responsibilities. We appreciate the opportunity of continuing to be of service to your foundation.

Yours truly,

*CPalmer*

Carey Palmer, CPA

**VERITY LLP**  
**Chartered Professional Accountants**

The services and terms set out above are as agreed to on behalf of Justin Slade Youth Foundation by:

*Mandy MacDonald*  
Ms. Mandy MacDonald, Executive  
Director

February 21, 2025

Date signed

## **Appendix A - Expected Form of Report**

To the Directors of Justin Slade Youth Foundation

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

### *Management's Responsibility for the Financial Statements*

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

### *Practitioner's Responsibility*

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

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

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

### *Conclusion*

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