Application Summary:
2026 - 3283 - Sustaining Grant - Strategic Partners Grant

Application ID

2026 - 3283 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

FuseSocial Wood Buffalo Society
20 Riedel Street
Fort McMurray, AB, T9H 5C5

Primary Contact

Shannon Rex
20 Riedel St
Fort McMurray, AB, T9H 3E1

Phone: s20(1)
Email: shannon.rex@fusesocial.ca

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

No

What is your organization's Mission Statement?

To strengthen the Wood Buffalo social profit sector.

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

Shared Services - program provides the social profit community access to shared professional Human Resources, Marketing & Communications. Evaluation & Social Research. NEW in 2026, Shared Services will also include Custom Team Training, Team Building, Fund Development Strategy, and Strategic Planning.

Leadership Wood Buffalo - for current or aspiring leaders with the goal of strengthening their existing leadership skills and developing their unique leadership styles. Participants represent a variety of sectors and disciplines, and their individual skills and experiences create a unique environment for learning. Through ongoing monthly Learning Days and Community Action Projects, the cohort creates connection and builds a strong foundation for community leadership.

Executive Director Elevation - a transformative capacity-building program designed to empower Executive Directors through peer mentorship, specialized training, and collaborative roundtable discussions. By fostering a supportive community, the program equips leaders with the tools and insights needed to navigate challenges and enhance their organizational impact.

Board & Governance Elevation - designed to strengthen nonprofit boards by enhancing governance practices and strategic decision-making. This program offers targeted training, coaching, and networking opportunities to empower board members in their roles, fostering.

Social Profit Training and Development - features workshops, seminars, and trainings in response to current and emerging needs of the sector. Topics include Effective Client Communication, Artificial Intelligence, Fund Development Strategy, Social Profit Accounting, Disaster Risk Reduction, Digital Skills, Strategic Leadership and many more.

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

FuseSocial's Training & Development (Academic) Calendar is geared towards non profit staff, boards and volunteers, but is open to the community. Leadership Wood Buffalo is open to community leaders from all sectors across our region. Some of our programs and services -- specifically our Shared Services offerings, Executive Director Elevation program, and Board & Governance Elevation -- are only accessible to registered non profit agencies and their staff/board teams.

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
Thomas Hopkins	Chair	3
Janice Dyer	Vice Chair	1
Laura Walford	Director	2
Jonathan English	Treasurer	0
Marcey Rosser	Secretary	1
Sundas Shamshad	Director	1
Rhonda Hite	Director	2
Jordan Jamieson	Director	0

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

Yes

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

Yes, several board representatives possess lived experience and expertise that closely reflect the demographics our organization serves. Many of our board members have actively volunteered or worked within the social profit sector, providing them with firsthand insight into the challenges and needs of the organizations we support. Their experiences enhance our decision-making processes and help to ensure that our capacity building programs and services are valuable and relevant

Additionally, some board members have served on other local boards. This experience allows us to draw upon best practices and learn from the successes and challenges faced by other organizations in the areas of board engagement and governance.

We are committed to fostering an inclusive environment that values diverse perspectives, recognizing that lived experience is a crucial asset in shaping our strategies and programs. By incorporating the voices and insights of those who reflect the demographics we serve, we can more effectively address community needs and enhance our impact in the social profit sector.

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

1. Build Capacity - Build, deliver, and continuously evaluate programs and services to strengthen the Wood buffalo social profit sector.
- Increased participation in the programs and services offered by FuseSocial including Shared Services.
- Increased volume of leadership, staff, and volunteer talent available in the Wood Buffalo social profit community.
- Improved knowledge, skills, and abilities among social profit leaders.
- Improved governance processes, practices, and capacity across the Wood Buffalo social profit community.
Increased levels of engagement, satisfaction, and social connection amongst the individuals who volunteer as social profit Board members and other individuals who volunteer in different capacities within the Wood Buffalo social profit community.

2. Foster Relationships - Invest in people to develop an informed and engaged collaborative social profit network.
- Increased quality of, and opportunity for developing relationships and partnerships between organizations within and outside the Wood Buffalo social profit community, including provincial and national partners, to build quality relationships and partnerships.
- Improved levels of engagement with existing and future FuseSocial partners and clients.

3.Look Inward - Commit to the development of internal strength and focus on sustainability.
- Improved governance and operational systems and processes will be in place.
- Increased confidence in succession plans at the Board and operations levels.

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	11	10
Part Time Positions	0	0

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Program/Projects Details

Are you applying for more than one program or project?

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

Yes

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: Leadership Wood Buffalo   Status: Completed

Program/Project: Volunteerism   Status: Completed

Program/Project: Social Profit Shared Services   Status: Completed

Program/Project: Executive Director Elevation   Status: Completed

Program/Project: Board & Governance Elevation   Status: Completed

Program/Project: Tomorrow Project - Seniors Collaboration Implementation & Shared Measurement Pilot   Status: Completed

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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

$91,818.00

Total Operating Expenses

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

$1,449,110.00

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

In 2025, we secured 2 new program grants, and 5 new sponsorships. We also focused on refining our messaging, so that the work of our organization, and the tangible impact that we have on the people that lead, work and volunteer within our social profit sector, could be better understood by community funders and supporters.

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

We continue to develop the internal capacity of our staff team, to reduce our dependency on outside contractors in areas including, but not limited to strategic planning, facilitation, training and development.

We amended our staff resourcing plan for 2025, to make more intentional use of the Canada summer jobs grant – incorporating student work from April through August directly into our Operations Plan so we can use that additional capacity more effectively to support the growth and demand of programs and services.

We transitioned our accounting to QuickBooks online – anticipating a cost savings on bookkeeping fees by doing more of the data entry work on our end.

We also completed a thorough review of all subscription based services, prioritizing the use of our Microsoft Office Suite wherever possible instead of paying for an additional platforms.

Please complete the following budget table:

Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Government of Alberta Grant	ECAP	$135,477.18
Other Grants	The Giles Family Foundation Grant	$100,000.00
Other Grants	RBC Community Investment Grant	$80,000.00
Sponsorships	Enbridge - Give Back Get Back Sponsorship	$7,500.00
		$322,977.18

Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Other Grants	Suncor Energy Foundation	$450,000.00
Program/Project Event Income (Admissions / Ticket Sales)	Program Revenue	$244,161.00
Government of Canada Grant	Summer Jobs Grant	$15,000.00
Sponsorships	Heart of Wood Buffalo Awards & National Volunteer Week	$60,000.00
Donations	General Donations	$17,000.00
Other Grants	Servus Credit Union	$20,000.00
Other Grants	Wood Buffalo Community Foundation	$15,000.00
Sponsorships	Leadership Development Centre	$100,000.00
Program/Project Event Income (Admissions / Ticket Sales)	Rental Income	$40,000.00
		$961,161.00

Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Rent - Venue/Facility/Room/Equipment	Rent, INS, Utilities, IT, phones, office supplies etc.	$137,500.00	$23,637.20
Wages/Salaries/Benefits/MERCS	Wages/Benefits	$913,795.09	$376,945.31

Wages/Salaries/Benefits/MERCS	Staff Professional Development	$6,600.00	$0.00
Wages/Salaries/Benefits/MERCS	Subcontractors	$50,000.00	$0.00
Program Materials and Supplies	Program Supplies	$33,000.00	$8,352.49
Food Costs	Food/Refreshments for Programs	$25,000.00	$6,000.00
Training	Facilitators	$121,750.00	$18,000.00
Gifts for Elders / Honorariums	Gifts for Elders	$1,500.00	$1,500.00
Rent - Venue/Facility/Room/Equipment	Facility Rental	$10,000.00	$5,000.00
Training	Education, Conferences, Workshops	$7,000.00	$0.00
Transportation and Delivery	Staff Travel	$10,000.00	$0.00
Volunteer Appreciation	Volunteer Appreciation	$12,500.00	$2,500.00
Other (Provide Detail)	Tomorrow Project Seniors Subsector Collaboration Pilot Expenses	$400,000.00	$300,000.00
		$1,728,645.09	$741,935.00

Shortfall

	Total
(Total Secured Revenue - Total Expenses)	$1,405,667.91

Total RMWB Grant Request

	Amount
Total	$741,935.00

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Total Cost of Program, Project, or Service

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

$1,728,645.09

Total Grant Amount Request

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

$745,935.21

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

Click on the Save Draft button to calculate the percentage.

43%

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

Volunteer Support
In-Kind Facilitators/Trainers as available
In-Kind facility donations for LWB learning days as available.

Preferred Cash-Flow

	Amount
January/February	$559,451.41
April	$0.00
August	$186,483.80
October	$0.00
Total	$745,935.21

Attachments

Upload Strategic Plan

1__FuseSocial_2024-26_Strategic_Plan_docx.pdf
312.6 KB - 10/14/2025 1:56 PM

Total Files: 1

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

RMWB_CIP_Budget_Breakouts_by_Program_2026.pdf
46.4 KB - 10/14/2025 3:22 PM

RMWB_CIP_Cost_Centres.xlsx
18.5 KB - 10/14/2025 4:58 PM

Seniors_Subsector_Collective_Impact_Initiative_Action_Plan_04222025_FINAL_(003).pdf
177.8 KB - 10/14/2025 1:58 PM

Total Files: 3

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.

Child__Youth_Tomorrow_Project_Partnership_Letter_-_signed.pdf
253.3 KB - 10/14/2025 3:30 PM

FuseSocial_CIP_ED_Roundtable_Letter_(2).pdf
415 KB - 10/14/2025 1:35 PM

Seniors_Subsector_Collaboration_Letter_-_signed_OCt_14.pdf
318.9 KB - 10/14/2025 3:30 PM

Tomorrow_Project_Partner_Contact_Info.pdf
26.7 KB - 10/14/2025 3:40 PM

Total Files: 4

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.

FuseSocial-Wood-Buffalo-Society-2024-Financials_(2).pdf
173.8 KB - 10/14/2025 1:36 PM

Total Files: 1

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

Shannon Rex

Position/Title

Executive Director

Date: 10/14/2025

Program, Project or Service Name

Leadership Wood Buffalo

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

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.

Leadership Wood Buffalo empowers emerging and established community leaders with the skills and perspectives needed to deepen their civic engagement and foster meaningful social profit and cross-sector collaboration. Through immersive learning days, hands-on community action experiences, and thought-provoking guest speakers, participants are exposed to diverse viewpoints beyond their own lived experiences. The program cultivates empathy, expands understanding of rural and Indigenous communities, and strengthens each leader's capacity to champion inclusive, human-centered leadership through their work and volunteerism. Participants leave the program with an enhanced ability to identify and respond to community needs, mobilize others, and drive community impact.

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

Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	40
Seniors (65+)	0
Families	0
Community	0
Total	40

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

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

Thanks to the generous support of our core funders, we've been able to keep tuition costs stable, even as operational expenses have increased in recent years, ensuring the program remains within reach for more community members.

To further reduce financial barriers, we offer scholarships and bursaries, including two new scholarships introduced in 2025 that were split among several participants to maximize impact. In 2026, we're expanding our accessibility efforts by offering monthly payment plans, allowing participants to pay in installments rather than a lump sum.

We also work closely with employers, helping them understand the value of sponsoring their staff to participate. This not only supports individual growth but also strengthens leadership capacity within their organizations and the broader community. We also offer a travel bursary for participants joining from rural communities, helping to offset transportation costs.

In addition to financial supports, we prioritize physical and experiential accessibility. While our current office space includes stairs and is not fully accessible, we always prepare a Plan B location and confirm accessibility needs with all cohort participants in advance. We also check for dietary restrictions, allergies, and other accommodations to ensure a safe and welcoming environment for everyone.

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.

Leadership Wood Buffalo participants are providing with opportunities to complete Indigenous awareness training and the last few cohorts have included a dedicated learning day focused on Two-Eyed Seeing, led by Jes Croucher.

This year, our Community Action Day activities included attending the Athabasca Tribal Council Cultural Festival, offering participants a direct opportunity to engage with and celebrate Indigenous traditions, language, and community.
Leadership Wood Buffalo retreats and graduation ceremonies begin with an opening blessing or ceremony led by Indigenous Elders or Knowledge Keepers, honoring traditional protocols and creating space for reflection, respect, and cultural connection.

To encourage equitable access, FuseSocial reimburses travel, accommodation, and meal costs for participants from rural and remote communities such as Fort Chipewyan, Janvier, and Conklin. This support helps to remove barriers and promotes more equitable participation by Indigenous individuals in all aspects of the program.

FuseSocial also offers an Indigenous Scholarship for the Leadership Wood Buffalo program, and co-designed an Indigenous Selections Circle in collaboration with Indigenous community members, so that the process for selecting scholarship recipients, reflects Indigenous values and practices.

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?

Effective community leadership is essential for addressing the diverse and complex challenges faced by residents. As communities navigate issues such as economic fluctuations, social disparities, and shifting demographics, there is a critical need for leaders who can unite stakeholders, advocate for vulnerable populations, and inspire collective action. We know there is demand, and need for the Leadership Wood Buffalo program, based on feedback from regional stakeholders, consistent number and caliber of applicants to LWB programming, and testimonials from participants and their employers on how the program has supported their leadership journeys.

We know, and see how without strong and stable community leadership, community initiatives can become fragmented, resulting in missed opportunities for collaboration and shared impact. Leaders must be equipped not only with the technical skills to manage organizations but also with the ability to build relationships, facilitate partnerships, and mobilize community members effectively. By cultivating new generations of skilled and inclusive community leaders, we can enhance the capacity of the social profit sector, strengthen community ties, and promote sustainable solutions to the unique needs of Wood Buffalo residents.

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 LWB Community Leadership framework is a 4-part model designed to: empower community leaders to act together with a shared purpose; leverage and sustain meaningful relationships; mobilize and access the right resources; enhance understanding and skill-building to achieve meaningful and lasting change.

Framing Ideas and Shared Purpose: Establish a strong foundation by aligning leadership with the community' core values, culture, and vision. Leaders co-construct a shared purpose and strategic intentions that reflects the collective aspirations and will of the community.

Building and Sustaining Relationships: Develop and maintain strong, trust-based relationships within the community. Effective leadership hinges on the ability to connect with diverse individuals and groups, fostering collaboration and mutual respect leading to successful collective action.

Mobilizing and Developing Resources: Identify, access, and develop the resources—financial, human, and material—necessary for community leadership. This includes leveraging existing assets and finding innovative ways to acquire new resources.

Enhancing Understanding and Skills Development: Continuously develop the knowledge and skills necessary for effective community leadership. This involves learning from experiences, seeking out new knowledge, and enhancing the capabilities of both leaders and community members.

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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."

The Leadership Wood Buffalo program is in its 19th year and has graduated close to 300 community leaders -- many continue to serve on community boards, volunteer within the social profit sector, or are employed in a community/social profit leadership capacity. The ripple effect of intentional and strong leadership continues to impact our community in all sectors, today.

Program participants consistently report strong levels of agreement when asked about their experience with core program outcomes. This includes having an improved understanding of the competencies required to be successful in leadership roles, increased levels of engagement in community (i.e., volunteer in activities that build and develop the community), an improved ability to collaborate and address the critical issues affecting the community, and an improved understanding of community social issues.

Over the past 5 years, 95% of program participants strongly agreed that LWB helped them grow their professional network and connect with other community leaders.
90% strongly agreed that LWB inspired them to continue giving back to the community through volunteerism.
99% strongly agreed that LWB increased their capacity to help address community level issues.

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

1 FTE Staff
Venue for Opening & Closing Retreats, Learning Days (some at FuseSocial, others offsite) Community Action Project Presentation and Graduation
Food & Drink for Learning Days, Retreat, Graduation
Program Resources - Guide Books, Learning Platform, Articles,
Facilitators & Presenters - Opening & Closing Retreats, Learning Days
Program Materials - flip charts, markets, lanyards, name tags, laptop for LWB Manager etc..

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

Opening & Closing Retreats
Community Action Day
Learning Days
Community Action Project Presentations
Graduation

Alumni Retreat
Alumni Mixer (1)

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.

20 -24 LWB Graduates per cohort
4 Community Action Projects
7 Learning Days
1 Opening Retreat
1 Closing Retreat
1 Community Action Day

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.

Participants have an improved understanding of the competencies and skills required to be successful in leadership roles.
Participants are more engaged in the community, and inspired to continue giving back to the community post-program.
Participants have a deeper understanding of the experiences and challenges of leaders in other sectors of our community.
Current and future leaders have an improved ability to collaborate and address the critical issues affecting the community.
Current and future leaders have an improved understanding of community social issues.

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

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

Surveys, Interviews, Observation

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

Leadership Wood Buffalo is the only multi-sector community leadership development program operating in Wood Buffalo region,. It is also one of, if not THE longest running community leadership development program in Canada.

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
Safe Communities Wood Buffalo	Community Action Day Host
Wood Buffalo Food Bank Association	Community Action Day Host
St. Aidan's Society	Community Leaning Day Guest
The Hub Family Resource Centre	Community Learning Day Guest

Project Summary
Volunteerism

Program, Project or Service Name

Volunteerism

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

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☑ 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.

FuseSocial's volunteerism programs welcome individuals of all backgrounds and abilities to engage meaningfully in community life. By promoting social participation, FuseSocial connects volunteers with opportunities that build relationships, strengthen civic engagement, and empower residents to contribute to causes they care about. Our hands on volunteer management support ensures that local social profit organizations are equipped to deliver programs and events, while ensuring positive, meaningful experiences for volunteers. Through volunteer training & recognition, FuseSocial also advances wellness by cultivating a sense of purpose, connection, and resilience among volunteers and the organizations they serve.

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)	1000
Youth (13-18 years)	2000
Adults	5000
Seniors (65+)	250
Families	0
Community	0
Total	8250

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

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

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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.

We recognize that each individual brings unique skills, interests, and lived experiences to their volunteer journey, and we strive to create opportunities that reflect and respect that diversity.

Through our Wood Buffalo Volunteer Centre, we offer personalized 1:1 volunteer matching support, helping individuals connect with roles that align with their passions, availability, and abilities. Whether someone is new to volunteering, re-engaging after a break, or exploring leadership opportunities, we provide guidance and encouragement every step of the way.

We also work closely with community organizations to ensure that volunteer roles are inclusive, offering flexible formats (in-person, virtual, hybrid), accessible venues, and culturally responsive practices. Our goal is to remove barriers and foster a sense of belonging, so that every volunteer feels valued and empowered to make a difference.

By centering equity and inclusion in our volunteerism programs, FuseSocial helps build a stronger, more connected Wood Buffalo where everyone has the opportunity to contribute in ways that matter to them.

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.

Volunteerism is deeply connected to the values and practices of Indigenous cultures. The nature of volunteerism, grounded in values of reciprocity, community care, and collective responsibility align with traditional Indigenous teachings of interconnectedness and kinship. FuseSocial's community volunteerism programs seek to honor these teachings.

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?

There is a growing demand for coordinated volunteer efforts in our community, as organizations increasingly rely on volunteers to support their missions and serve local needs. However, many social profit organizations face challenges in recruiting, training, and retaining volunteers effectively. A dedicated volunteer center is essential to bridge this gap by providing a centralized resource for connecting volunteers with meaningful opportunities, offering training programs, and fostering a culture of volunteerism. This center will not only enhance the capacity of local organizations but also empower community members to engage, develop skills, and contribute to a vibrant, supportive 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?)

FuseSocial Volunteerism addresses the social problem of community engagement and resource shortages in local social profits by fostering a robust volunteer ecosystem through targeted initiatives.

Our Volunteer Coffee Connect circle facilitates networking and support among volunteers, creating a sense of community and belonging while sharing experiences and best practices. The Newcomer Volunteer program specifically supports individuals new to the community, helping them integrate and connect through meaningful volunteer opportunities that promote inclusion.

The Give Back Get Back Youth Volunteerism program empowers young people to engage in service, cultivating a sense of responsibility and leadership while addressing local needs. Additionally, the WBVolunteers.ca volunteer management platform streamlines the connection between volunteers and organizations, optimizing recruitment, training, and retention efforts.

The Volunteer Leaders Network provides a collaborative space for volunteer managers, coordinators and champions to share insights, challenges, and strategies, enhancing the overall effectiveness of volunteer programs across the sector.

By enhancing these programs, we strengthen the capacity of local nonprofits, promote a culture of volunteerism, and ultimately contribute to a more resilient and responsive community.

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

Based on our volunteer voices survey from 2024, we know that volunteers are looking to be more connected to each other, and organizations across community.

By building capacity of volunteer managers, and increasing opportunities for connection among volunteers, we will increase community volunteerism and build a stronger social profit sector.

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

2 FTE
WBVolunteers.ca web platform
2 Laptops
Food/Beverages for Volunteer Connect meetings
Community Volunteers
Volunteer Rewards

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

1:1 Volunteer Matching Support – Personalized guidance to help individuals find volunteer roles that align with their interests, skills, and availability.
WBVolunteers.ca Platform – A centralized online hub for browsing, tracking, and signing up for local volunteer opportunities.
Volunteer Manager Roundtables – Monthly networking and knowledge-sharing sessions for volunteer managers and coordinators.
Volunteer Coffee Connect – Informal monthly gatherings for volunteers to connect, share experiences, and build community.
Volunteer Rewards Program – A recognition initiative where volunteers can track hours and redeem rewards, supported by Suncor.
Give Back Get Back Campaign – Classroom-based presentations teaching youth about the value of volunteerism.
Volunteer Skillbank – A searchable database where skilled individuals (e.g., photographers, tradespeople) can offer their expertise to nonprofits.
Volunteer Connect Newsletter – Regular updates featuring new opportunities, stories, and resources for volunteers.
Volunteer Fest – An annual celebration and recruitment event showcasing local organizations and volunteer opportunities.
Emergency Social Services Volunteer Mobilization – Partnership with RMWB to mobilize volunteers during local emergencies.
Educational Outreach – Programs for newcomers, youth, seniors, and others to learn about how to get involved and the benefits of volunteering.

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.

# of volunteers recruited

# of resources provided to agencies

# of resources provided to volunteers

# of presentations

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# of awareness campaigns

# of volunteers actively matched

# of VMRT

# of agencies attending VMRT

# of unique agencies attending VMRT

# of WBVR redeemed

# of agencies assisted with volunteers

# of outreach

# of Wood Buffalo Agencies utilizing the volunteer Center for volunteer recruitment

# of unique volunteers matched

# of unique training sessions provided

#of unique training session attendees

# of volunteers reached through NVW

# of events and engagements hosted during NVW

# of social media touch points

new profiles on WBV

of unique volunteers matched with sector opportunities

# of shifts filled

# of new volunteers targeted as a direct result of promotion through print media, social media, videos, and presence at partner agency and community events

# of meetings/engagements with sector members to assess needs

# of volunteer hours

# of volunteer AB/CA calls participated

# of agencies that received 1-1 volunteerism support

# of volunteers in WBV.ca who can respond to needs

# of emails, newsletters, targeted publications, and annual events aimed at retaining and rewarding skilled volunteers

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.

Volunteers report higher levels of satisfaction with their volunteer experiences and their interactions with the volunteer centre

Social Profits have increased access to a talented and sustainable pool of volunteers to assist in the delivery of their programs and services

Participants who engage with FuseSocial's volunteerism programs experience a stronger sense of connection to their community. Over time, this will lead to increased civic participation, deeper relationships between volunteers and organizations, and a more resilient, inclusive social profit sector in the Wood Buffalo region.

By facilitating inclusive volunteer engagement and supporting organizations in recruiting and retaining diverse volunteers, FuseSocial will contribute to building the long-term capacity of the social profit sector. Organizations will be better equipped to fulfill their missions, innovate, and respond to community needs, supported by a skilled, committed, and representative volunteer base.

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.

FuseSocial's Volunteer Centre is uniquely positioned as the only dedicated volunteer centre in Fort McMurray. Through oue locally hosted volunteer engagement platform, WBVolunteers.ca, FuseSocial connects individuals with meaningful opportunities while supporting organizations in building strong, sustainable volunteer programs. What truly sets FuseSocial apart is our commitment to volunteer education programming and leadership development. FuseSocial offer the only training programs in the community specifically designed to build awareness and understanding of the value of volunteerism, as well as critical skills in volunteer management and coordination. We also prioritize wellness, advocating for the transformative impact that volunteerism and community service can have on individual and collective wellbeing when stewarded effectively. Our programs are designed not only to build capacity but also to equip organizations and volunteers with the tools to recognize and prevent burnout, ensuring that volunteerism remains a healthy, fulfilling experience for all involved.

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
The Hub	WBVolunteers.ca User
Soup Kitchen	WBVolunteers User
YMCA	Newcomer Volunteer Education Partner
Muti Cultural Association	WBVolunteers User
Athabasca Tribal Council	ATC Cultural Festival - Volunteer Management Partner
Northern Lights Health Foundation	Festival of Trees - Volunteer Management Partner
Fort McMurray Public School Association	Give Back Get Back Youth Volunteerism Education Partner
Fort McMurray Catholic School Association	Give Back Get Back Youth Volunteerism Education Partner
Wood Buffalo Food Bank Assoication	WBVolunteers User, Food Drive Volunteerism Partner

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Program, Project or Service Name

Social Profit Shared Services

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

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

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

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

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

Social Participation: Shared Services support enables social profit teams to focus more of their time and efforts engaging with their clients and communities. Marketing & Comms support helps share information about critical community programs.

Collaboration: This partnership program exemplifies our commitment to collaboration -- delivering high-quality consulting services at affordable rates, reducing financial burdens allows organizations to share resources and best practices, strengthening the sector as a whole.

Inclusion/Diversity/Accessibility: We prioritize inclusivity by ensuring that Shared Services are accessible to all organizations, regardless of size. By removing barriers to professional expertise, we enable agencies to focus on activities that fulfill their missions.

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

Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	50
Seniors (65+)	0
Families	0
Community	0
Total	50

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

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

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

Flexible Service Delivery: We offer services in-person, virtually, and through hybrid formats to accommodate varying organizational needs and geographic locations.

Sliding Scale and Subsidized Support: Recognizing that not all organizations have equal resources, we provide services on a sliding scale and seek funding to subsidize costs for smaller or equity-seeking organizations.

Culturally Responsive Practices: Our team is trained in equity, diversity, and inclusion, and we tailor our approaches to reflect the unique values and voices of the organizations we serve.

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.

Several of our Shared Services clients are Indigenous organizations, and we recognize the importance of culturally relevant support in promoting Indigenous healing, language, and cultural restoration. Our professional expertise in Human Resources, Marketing & Communications, and Evaluation & Social Research is designed to be adaptable, and our team works with clients to ensure that our supports are mindful of Indigenous values and practices.

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?

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 social profit community faces challenges in accessing professional expertise in Human Resources, Marketing & Communications, and Evaluation & Social Research. Many organizations lack the resources to invest in these specialized areas, which can hinder their ability to operate effectively and fulfill their missions.

Identified Challenges:

Human Resources Limitations: Many organizations lack the capacity to develop and implement robust HR practices, leading to issues with recruitment, retention, and employee development.

Marketing & Communications Inefficiencies: Organizations often operate in silos, resulting in fragmented messaging and missed opportunities for community engagement and outreach.

Evaluation/Social Research Gaps: Without dedicated resources for data collection and analysis, organizations struggle to measure impact effectively, hindering their ability to secure funding and demonstrate success.

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?)

FuseSocial's Shared Services program provides the social profit community access to professional Human Resources, Marketing & Communications and Evaluation & Social Research expertise. The program ensures affordable access to professional consulting services. Shared Services can reduce the burden of investing additional resources into these specialized areas, enabling agencies to continue to focus energy and investment into program-related activities that best fulfill their missions.

We understand the needs of each agency we support are unique which is why Shared Services is structured to allow our client's the flexibility to choose the level of support that best suits their needs and budget. Each of our consultants also applies that same philosophy to servicing our clients – there is no one-size-fits-all approach – we custom tailor our work to align with your values, your brand and your mission.

Shared Services offers four levels of support that can be purchased based on the level of services required.

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."

Evidence to support the strategy, comes from 3 years running the program, and feedback from clients and community.

In 2023, 85% of SS clients indicated they were satisfied, or extremely satisfied with the supports provided.

"I love the Shared Services program. We would be struggling in all areas without the help and support from this initiative. The marketing just gives professionalism to our flyers, information materials, and annual report. The HR has saved me countless hours of labour intensive work that I can direct towards other important duties. The evaluation services have completely strengthened our ability to collect data and accurately report on a multitude of outcomes. I am so proud of our data collection and Christopher's work with our team to truly understand how important this piece is and really embrace the commitment to this."

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

1 FTE Marketing & Communications Business Partner
1 FTE Human Resources Business Partner
1 PT Evaluation & Social Research Contractor
2 Laptops
Graphic Design Software Subscription
Office Space
General Office Supplies

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

Marketing & Communications:
Marketing Plans & Campaign Development
Communication Plans
Writing and Copy Editing
Website Support
Graphic Design
Media Relations Support
Social Media Planning & Support
Brand Development & Management

Human Resources:
Recruitment
Succession Planning
Change Management
Employee Relations
Policy and Procedure Development (*)
Compensation and Benefits Management
Training Programs

Evaluation & Social Research:
Survey Development
Data Analysis
Program Planning
Logic Model Development
Program Design and Evaluation
Feasibility Studies and Needs Assessments
Report Planning

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.

20+ Organizations Supported

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.

Member agencies will experience improved operations.
Member agencies will have equitable access to professional Marketing & Communications, Human Resources, Evaluation and Social Research supports.
Enhanced relationships with social profit agencies

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

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

FuseSocial's Shared Services program is the only local SS program specifically tailored to social profit organizations. Our model is unique, and has been adopted by organizations across the province since we started it in 2020.

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
St. Aidan's Society	SS Client
Fort McMurray Airport Authority	SS Client
Nistawoyou Association Friendship Centre	SS Client
United Way Fort McMurray Wood Buffalo	SS Client
Waypoints	SS Client
McMurray Metis	SS Client
Wood Buffalo Food Bank Association	SS Client
The Children's Centre	SS Client
The Hub Family Resource Centre	SS Client
Norfort Gymnastic	SS Client
Fort McMurray Youth Soccer Association	SS Client.

Program, Project or Service Name

Executive Director Elevation

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.

12/18/2026

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

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 Executive Director Elevation Program aligns with social participation, partnership/collaboration, and community supports & wellness by fostering active engagement among Executive Directors. Through mentorship and monthly roundtable discussions, participants share insights and experiences, enhancing collective growth. The program emphasizes personalized guidance and collaboration, strengthening relationships and strategic partnerships. Additionally, specialized training in areas like strategic planning and financial management equips leaders with essential tools, promoting organizational resilience. By enhancing leadership effectiveness, we ultimately support the well-being of the communities served, contributing to a healthier, more engaged social profit sector.

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

Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	30
Seniors (65+)	0
Families	0
Community	0
Total	30

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

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

Flexible Learning Formats: Training and mentorship are offered in-person, online, and in hybrid formats to accommodate different learning styles, geographic locations, and schedules.

1:1 Support and Mentorship: We provide personalized guidance to emerging leaders and board members, helping them navigate governance roles with confidence—especially those stepping into leadership without formal training.

Culturally Responsive Content: Our materials and facilitation approaches are designed to reflect the diversity of our region, including Indigenous perspectives, newcomer experiences, and youth leadership pathways.

Financial Accessibility: We offer subsidized registration fees, scholarships, and free resources to ensure cost is not a barrier to participation.

Inclusive Recruitment: Through Board Match, we actively recruit individuals from underrepresented groups and match them with organizations seeking diverse perspectives and lived experiences.

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 Executive Director Elevation Program is committed to incorporating Indigenous culture and perspectives throughout its framework. Indigenous leaders are invited to share their experiences, facilitating discussions on culturally relevant strategies, and fostering collaborations with Indigenous organizations. The program also creates space for exploring how organizations are currently serving rural and Indigenous communities, where we can align our efforts and learn from one another to enhance service delivery in these regions.

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?

There is a pressing need for enhanced leadership development among Executive Directors, as they face increasingly complex challenges in today's nonprofit landscape. Access to mentorship and specialized training and development opportunities are crucial for supporting EDs (especially new EDs) in navigating strategic and operational demands. Additionally, bringing Executive Directors together fosters collaboration and community, allowing them to share insights and best practices, and explore synergies in their organizations, ultimately strengthening their leadership capabilities and elevating the overall effectiveness of their organizations, and our sector as a whole.

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 Executive Director Elevation Program provides a comprehensive framework that includes mentorship, specialized training, and monthly roundtable discussions.

ED Development Program: NEW in 2026, this 8-month immersive executive training program is being designed to equip new and aspiring Executive Directors with critical and practical skills required to lead nonprofit organizations effectively. Each month combines targeted learning topics with practical assignments and applied learning simulations, providing participants with realistic, scenario-based experiences that mirror the challenges they will face in nonprofit leadership roles. Topics will include Advanced Financial Management, Human Resources, Risk Management, Governance & Board Relations, Personal Resilience and more.

Executive Director Roundtable
Starting in 2026, monthly Executive Director Roundtables will be expanded to three hours, integrating elements of FuseSocial's Tomorrow Project. The first half will feature peer-led discussions on sector-wide issues, fostering shared learning and leadership development. The second half will include sub-sector breakout tables focused on collaborative approaches to program and service delivery, shared measurement of outcomes, and identifying gaps and opportunities for alignment. This structure is designed to strengthen cross-organizational partnerships, promote strategic coordination, and support a more integrated approach to community impact.

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."

Feedback from previous participants serves as rationale for the continuation of the program.

In 2023, 100% of EDs surveyed, indicated that their experience with the ED Elevation program was positive. At the 2024, ED Wellness Retreat, several EDs spoke to the need for increased supports -- particularly around relationships development outside of roundtable programming.

Turnover at the ED level in our community has further highlighted the need for ED specific training, development and mentorship.

Investing in ED Mentorship and Development, will increase the capacity of our sector's leadership, and ultimately lead to healthier, stronger social profit teams, and better outcomes for community.

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

1 FTE
Snacks/Coffee for roundtable gatherings
FuseSocial office space for gatherings
Laptop & OWL for hybrid functions
Alternate venue space for bigger/more accessible gatherings (Doug Barnes Cabin or similar)
Facilitators/trainers – subject matter experts to deliver training & development sessions.
Volunteers -- Executive Director Mentors
Volunteer recognition -- token of appreciation for mentors following program.

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

ED Roundtable Meetings - with Tomorrow Project Integration.
ED Development Training Program

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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.

ED Roundtable Sessions - 10
ED Elevation Training & Development Sessions - 12
EDs supported through ED Elevation -- 30+

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.

EDs have increased connection and feel supported by other EDs in our region
EDs have improved ability to lead their organizations

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

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

ED Elevation is the only program of its kind in the community and uniquely serves Executive Directors in our region. In the partnerships table below, I have listed several of our 2024 program participants.

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.

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Program, Project or Service Name

Board & Governance Elevation

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.

12/18/2026

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

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 Board & Governance Elevation program aligns with social participation, collaboration, and community supports & wellness by fostering engaged and informed board members who actively contribute to their organizations and communities. By enhancing governance practices, we empower individuals to participate meaningfully in decision-making processes. The program promotes collaboration through connecting volunteers with nonprofits, ensuring diverse skills and perspectives enhance board effectiveness. Additionally, by providing tailored support and facilitating knowledge sharing, we strengthen the overall capacity of organizations. This holistic approach ultimately contributes to the resilience and wellness of the social sector, enabling social profits to better serve their communities.

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

Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	200
Seniors (65+)	0
Families	0
Community	0
Total	200

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

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

Flexible Learning Formats: Training and mentorship are offered in-person, online, and in hybrid formats to accommodate different learning styles, geographic locations, and schedules.

1:1 Support and Mentorship: We provide personalized guidance to emerging leaders and board members, helping them navigate governance roles with confidence—especially those stepping into leadership without formal training.

Culturally Responsive Content: Our materials and facilitation approaches are designed to reflect the diversity of our region, including Indigenous perspectives, newcomer experiences, and youth leadership pathways.

Financial Accessibility: We offer subsidized registration fees, scholarships, and free resources to ensure cost is not a barrier to participation.

Inclusive Recruitment: Through Board Match, we actively recruit individuals from underrepresented groups and match them with organizations seeking diverse perspectives and lived experiences.

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

Logic Model

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

Social profit organizations are vital to our communities, yet many struggle with effective governance and board engagement and management, which are essential for achieving their missions.

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 Board & Governance Elevation program is comprised of the following supports:

Alberta Board Member Essentials (ABME) Certification
ABME is a multi-part training program that combines online learning with live workshops to give new and developing board members the tools to successfully serve on a nonprofit board. For new board members, ABME helps build the foundational layer of learning in order to be an effective board member. For developing board members, ABME supports your growth in understanding non-profits – not just from the lens of your organization but how you and your organization play a role in the larger social sector ecosystem.

Board Member Matching
Our team will review the individual skills and interests of hopeful board members, and help connect them with relevant board leadership opportunities to create a favorable match. This helps to ensure volunteers have positive board leadership experiences, while supporting local organizations in need of their unique passion and expertise!

Customized Supports - custom training, strategic planning, grant support, bylaw review & revision

Board Member Roundtables - Join us at the FuseSocial office for bi-monthly gatherings dedicated to the board members in Wood Buffalo! Discuss trends, common challenges and best practices in board governance, and learn from peers across community.

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

Since 2023, 100% of Alberta Board Member Essentials participants reported the training increased their knowledge, understanding, and skills related to boards, and that they are better able to support the work of their board(s) as a result.

100% of ABME participants also reported that their level of confidence to do their job as a board member increased.

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

1 FTE
Office Space
1 laptop
Marketing/Communications
Food/drinks for gatherings
General office supplies
Teachable platform subscription
ABME License Fee

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

Alberta Board Member Essentials Training - 4 sessions per year
Board Member Matching - intakes, match meetings, follow up calls
Board Member Roundtable - 6 sessions per year
Customized Supports – Strategic Planning, Grant Supports, Bylaw Review/Refreshers as requested.
Bylaw & Governance Workshops - 1 set of workshops per quarter.

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.

30+ board members ABME certified
20+ NEW board members matched
40+ board members connected through Board Member Roundtable
20+ organizations supported through customized supports
20+ organizations supported through Board & Governance elevation training.

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.

Board Directors have increased awareness of the knowledge, skills, and abilities that they required to excel in their roles
Board Directors have improved ability to govern their organizations

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

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

Surveys, Interviews

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

FuseSocial's Board & Governance Elevation program is the only locally run Board & Governance training & mentorship program in our region. Thanks to the support of our community partners, most of our Board & Governance supports are offered at no cost to local organizations.

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.

REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Program, Project or Service Name

Tomorrow Project - Seniors Collaboration Implementation & Shared Measurement Pilot

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

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.

This initiative enhances community support services and wellness by introducing net-new programs that address seniors' mental health, housing stability, and social connection. It promotes accessibility, inclusion, and belonging through culturally grounded programming for Indigenous and multicultural seniors, digital literacy workshops, and outreach to isolated individuals. The project is rooted in partnership and collaboration, uniting nine local agencies under FuseSocial's coordination to reduce duplication and deliver integrated, responsive care. Together, these efforts foster a more inclusive, resilient, and supportive region for older adults.

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

Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	0
Seniors (65+)	1500
Families	0
Community	0
Total	1500

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

Seniors, 2SLGBTQIA+, Immigrants, refugees and/or newcomers, First Nations, Métis, and/or Inuit Peoples, Seniors, 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.

Based on the Seniors Subsector Collective Impact Initiative Action Plan (2025–2027), accessibility and inclusion are foundational to the project's design and delivery. The initiative ensures programs are welcoming to all seniors by addressing barriers such as language, culture, mobility, digital literacy, and social isolation.

For example, the Multicultural Association of Wood Buffalo is hiring culturally diverse outreach staff to engage ethnocultural seniors, helping them navigate services in ways that respect their backgrounds. The Indigenous Seniors Wellness Stream offers land-based healing, storytelling, and intergenerational programming co-designed with Elders, ensuring cultural safety and relevance.

Accessibility is also enhanced through initiatives like the Path Card, a centralized resource navigation tool that simplifies access to health, housing, and wellness services. The Golden Years Society's community breakfast is open to all seniors, regardless of membership, creating a low-barrier space for connection and support.

Digital literacy workshops and adapted recreation programs further ensure seniors with varying abilities and experiences can participate fully. These examples reflect a commitment to equity, dignity, and belonging—ensuring that anyone with an interest can access and benefit from the services offered.

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 Indigenous Seniors Wellness Stream was co-developed with Indigenous Elders and partners to ensure authenticity and cultural safety. It includes land-based activities, traditional ceremonies, storytelling, and monthly cultural gatherings that reinforce pride, language preservation, and community connection. These programs not only support emotional and spiritual wellness but also elevate the role of Elders as knowledge keepers.

For example, the Nistawoyou Association Friendship Centre leads initiatives that reflect Indigenous traditions and teachings, creating spaces for healing and cultural restoration. The stream also fosters intergenerational exchange, allowing youth and Elders to build mutual respect and understanding—key elements of reconciliation.

By embedding Indigenous leadership and cultural practices into service design, the initiative ensures that programming is not only inclusive but also restorative. This approach strengthens cultural identity, promotes community belonging, and contributes meaningfully to reconciliation efforts in the Fort McMurray Wood Buffalo region.

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?

The Fort McMurray Wood Buffalo region faces a growing crisis in seniors' wellness, driven by isolation, fragmented services, and a lack of culturally appropriate supports. Many older adults struggle with mental health challenges, housing instability, digital exclusion, and limited access to care—issues intensified by the COVID-19 pandemic and an aging population. Indigenous and multicultural seniors face additional barriers due to systemic inequities and cultural disconnects.
Local data and frontline insights confirm that these gaps are widespread and persistent. Seniors report difficulty navigating services, lack of emotional support, and limited opportunities for connection and healing. Existing programs are often siloed, duplicative, or inaccessible to those most in need.
This initiative responds with net-new, community-designed services that address these gaps directly—introducing culturally grounded healing, mental health counselling, digital literacy, and inclusive social programming. By coordinating efforts across nine partner agencies, the project builds a unified, responsive system that ensures no senior is left behind.

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

To address the urgent gaps in seniors' wellness, this initiative takes a collective impact approach—uniting nine local agencies under a shared strategy to deliver net-new, community-designed services. Rather than working in isolation, partners coordinate efforts to reduce duplication, align resources, and respond holistically to the determinants of healthy aging.

The strategy focuses on two foundational streams: the Seniors Mental Wellness Initiative and the Indigenous Seniors Wellness Initiative. These streams introduce targeted interventions such as counselling, peer support, hoarding response, digital literacy, and culturally grounded healing practices. Programs are designed with input from seniors and Indigenous Elders to ensure relevance, safety, and accessibility. Tools like the Path Card, championed by St. Aidan's Society, simplify service navigation, while inclusive programming fosters connection, dignity, and belonging.

FuseSocial, as the backbone organization, facilitates shared measurement, financial stewardship, and strategic alignment.

In addition to improving seniors' quality of life, a secondary outcome of this pilot is the development of a replicable model for cross-sector collaboration. By testing systems for shared measurement and coordinated service delivery, the initiative will inform future community efforts—strengthening the broader social profit sector through sustainable, inclusive, and aligned practices.

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 and local evidence strongly support the strategy of coordinated, community-designed programming to improve seniors' wellness. The initiative is grounded in the collective impact model, which has been proven effective in addressing complex social issues through cross-sector collaboration, shared measurement, and aligned action.
The Seniors Subsector Collective Impact Initiative has already demonstrated early success: coordinated leadership has reduced duplication, expanded culturally relevant programming, and improved access for underserved seniors.

Evidence from similar models across Canada shows that when organizations work together to deliver targeted, inclusive services, outcomes improve—especially for vulnerable populations. If this initiative delivers net-new mental health supports, culturally grounded healing, and inclusive social programming, then seniors in Fort McMurray Wood Buffalo will experience increased emotional resilience, housing stability, digital inclusion, and a stronger sense of belonging.

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

Staff Labour: Culturally diverse outreach workers, mental health counsellors, program facilitators, and Elders will lead service delivery, workshops, and healing activities.
Venue Space: Community hubs, drop-in centres, and land-based gathering spaces will host programs such as the Men's Shed, cultural ceremonies, and wellness activities.
Technology & Equipment: Computers, tablets, and digital tools will support digital literacy workshops and access to telehealth and online services.
Volunteers: Community volunteers will assist with events, outreach, and peer support programming.
Administrative Infrastructure: FuseSocial will provide backbone coordination, financial stewardship, and shared measurement systems.
In-Kind Contributions: Partner agencies will contribute staff time, physical space, and logistical support to maximize impact without duplicating efforts.

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

Mental Health Workshops: Group sessions focused on grief, identity, retirement, and elder abuse prevention, facilitated by trained professionals.

Individual Counselling: One-on-one therapeutic support tailored to seniors' emotional and psychological needs.

Digital Literacy Training: Hands-on workshops and personalized support to help seniors navigate technology, telehealth, and online services.

Community Breakfasts: Weekly gatherings that offer nutritious meals and social connection for isolated seniors.

Men's Shed Program: Informal drop-in space for older men to engage in activities like woodworking, cards, and conversation.

Cultural Gatherings and Ceremonies: Monthly land-based teachings, storytelling, and traditional practices led by Indigenous Elders.

Intergenerational Programming: Activities that connect youth and Elders to share knowledge and build mutual respect.

Hoarding Intervention and Housing Support: Coordinated casework and training to address complex housing challenges.

Physical Wellness Activities: Gentle fitness classes, aquatic therapy, and adapted recreation led by YMCA and partners.

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.

Mental Health Workshops: 4–6 group sessions annually, serving approximately 60–80 seniors across topics like grief, identity, and elder abuse prevention.

Individual Counselling: Up to 100 seniors supported annually through one-on-one therapeutic sessions.

Digital Literacy Training: 8–10 workshops per year, with 100+ seniors gaining essential tech skills.

Community Breakfasts: 50+ weekly events hosted by Golden Years Society, reaching 500+ unique participants.

Men's Shed Program: Weekly drop-in sessions engaging 30–50 senior men annually.

Intergenerational Programming: 6–8 events annually connecting youth and Elders.

Hoarding Intervention and Housing Support: 40+ seniors supported through case management and housing stabilization.

Physical Wellness Activities: 100+ seniors supported through fitness and recreation sessions delivered through YMCA and partners.

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.

At least 75% of participating seniors report increased emotional wellness and reduced isolation after engaging in mental health and social connection activities.

At least 80% of partner agencies will report improved coordination, reduced duplication, and stronger collaboration through shared measurement, backbone support, and joint programming.

This pilot project will also serve as a template for collective impact and collaboration across other subsectors in the region. By designing and testing a system for shared measurement, coordinated service delivery, and cross-agency alignment, we will generate a replicable model for future community initiatives. The learnings from this project will inform how local collaboratives can track outcomes, reduce duplication, and build sustainable, inclusive systems of care—ultimately strengthening the entire social profit sector.

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

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

This initiative stands apart by introducing net-new, purpose-built programming that directly addresses long-standing gaps in seniors' wellness—particularly in mental health, cultural inclusion, and coordinated care. What makes it unique is its collective impact framework, which brings together nine local agencies to work in alignment rather than in isolation.

By coordinating efforts, the initiative has reduced duplication across the sector—allowing organizations to focus on their strengths while trusting partners to lead in complementary areas. For example, St. Aidan's Society now leads financial assessments and Path Card referrals, freeing up other agencies to expand wellness programming and outreach. This strategic role clarity has created new capacity across the network without requiring additional funding.

The initiative also fosters collaborative brainstorming and continuous improvement, with partners co-designing services that reflect seniors' lived experiences. Tools like the Path Card simplify navigation, while programs like the Men's Shed and multicultural outreach are tailored to meet seniors where they are—emotionally, culturally, and practically.

Ultimately, this model centers the end-user experience, ensuring that services are not only accessible and inclusive, but also coordinated, compassionate, and effective.

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
Nistawoyou Association Friendship Centre	Project Partner
St. Aidan's Society	Project Partner
Multi Cultural Association	Project Partner
YMCA	Project Partner
Golden Years Society	Project Partner
McMurray Metis	Project Partner
Some Other Solutions	Project Partner

2024-2026 STRATEGIC PLAN

fusesocial

DATE: JUNE 9, 2023

FuseSocial is a leader in the Wood Buffalo social profit community. FuseSocial is committed to strengthening the capacity of all social profit organizations in the community through education, development, innovation, research, and collaboration.

FuseSocial is a trusted leader in the Wood Buffalo social profit community. FuseSocial is dedicated to strengthening the capacity of all social profit agencies and works tirelessly to ensure that these agencies are heard, understood, and provided with exceptional programs and services. Specific programs and services offered include:

- Leadership and educational programs
- Volunteerism programs
- Shared services
- Knowledge generation and social innovation programs

FuseSocial also plays an active role in the continued development of the Wood Buffalo social profit sector by participating in and leading various community initiatives aimed at identifying social needs and building sustainable, community-based solutions.

STRATEGIC PLAN

The FuseSocial Board of Directors, Executive Director, and operational leaders crafted this strategic plan after extensive consultation with diverse community stakeholders who have a vested interest in the development and ongoing improvement of the Wood Buffalo social profit community. FuseSocial will implement initiatives between 2024 and 2026 to achieve the objectives and outcomes outlined in this plan.

VISION, MISSION, AND VALUES

VISION

A thriving Wood Buffalo with remarkable and sustainable social profits.

MISSION

To strengthen the Wood Buffalo social profit sector.

VALUES

FuseSocial Board members, leaders, and staff share a core set of values that guide the delivery of programs and services to the Wood Buffalo social profit sector.

FuseSocial is...

- Bold
  - Creating value through intentional decisions, challenging the status quo, and leading with courage, confidence, and kindness.

- Accountable
  - Act in a way that ensures our organizational goals are achieved.

- Inclusive
  - Foster an environment that ensures everyone feels welcomed, engaged, valued, and supported.

- Collaborative
  - Bring people together to co-create meaningful social development.

- Agile
  - Adapt quickly and intentionally in the face of changing social conditions and needs.

By enacting these values, FuseSocial Board members, leaders, and staff work as educators, mentors, and role models to others within the Wood Buffalo social profit sector.

STRATEGIC OBJECTIVES AND ASSOCIATED OUTCOMES

FuseSocial will achieve the following strategic objectives and outcomes between 2020 and 2023.

STRATEGIC OBJECTIVE #1

BUILD CAPACITY – BUILD, DELIVER, AND CONTINUOUSLY EVALUATE PROGRAMS AND SERVICES TO STRENGTHEN THE WOOD BUFFALO SOCIAL PROFIT SECTOR.

ASSOCIATED OUTCOMES

Achievement of this strategic objective will result in the following outcomes.

- Increased participation in the programs and services offered by FuseSocial including Shared Services.
  - Achievement of this outcome will ensure that leaders and staff within the social profit agencies in the Wood Buffalo region have support to improve their capacity to plan and implement the activiites necessary for their own programs and services to make a positive impact

- Increased volume of leadership, staff, and volunteer talent available in the Wood Buffalo social profit community.
  - Achievement of this outcome will ensure that social profit agencies in the Wood Buffalo region have access to a sufficient number of leaders, staff, and volunteers to achieve their organizational goals. A key component of this work will be leveraging existing and prospective leaders in the community. By continuing to vuild on the skillsets of these leaders the shortage of qualified individuals to undertake various duties within social profit agencies will be diminished.

- Improved knowledge, skills, and abilities among social profit leaders.
  - Achievement of this outcome will ensure that social profit agencies in the Wood Buffalo region have access to knowledgeable, skilled individuals who can lead others effectively. The presence of more knowledgeable and experienced leaders will galvanize staff and volunteers supporting social profit programs and services and ultimately lead to optimal outcomes.

- Improved governance processes, practices, and capacity across the Wood Buffalo social profit community.
  - Achievement of this outcome will strengthen the effectiveness of social profit agency Boards. Specifically, it will strengthen social profit agency Boards' capacity to develop strategy, identify and manage risk, and offer appropriate support to operational leaders and their teams.

- Increased levels of engagement, satisfaction, and social connection amongst the individuals who volunteer as social profit Board members and other individuals who volunteer in different capacities within the Wood Buffalo social profit community.
  - Achievement of this outcome will enhance the commitment demonstrated by individuals who volunteer their time, knowledge, and skills to bolster the Wood Buffalo social profit community. This enhanced commitment will help ensure that volunteers remain within the Wood Buffalo social profit community for longer. Further, this commitment will help volunteers feel a positive social connection with others in the community. Finally, volunteers will be valued, celebrated, and rewarded for their efforts.

STRATEGIC OBJECTIVE #2

FOSTER RELATIONSHIPS – INVEST IN PEOPLE TO DEVELOP AN INFORMED AND ENGAGED COLLABORATIVE NETWORK.

ASSOCIATED OUTCOMES

Achievement of this strategic objective will result in the following outcomes.

- Increased quality of, and opportunity for developing relationships and partnerships between organizations within and outside the Wood Buffalo social profit community, including provincial and national partners, to build quality relationships and partnerships.
  - Achievement of this outcome will generate meaningful opportunities for social profit agencies to forge mutually beneficial relationships with each other and with organizations across Wood Buffalo and Alberta. These relationships will stimulate creative, innovative solutions to long-standing problems and create the conditions necessary for collective impact initiatives to occur.

- Improved levels of engagement with existing and future FuseSocial partners and clients.
  - Achievement of this outcome will create opportunities for FuseSocial to develop deep knowledge of their partners' and clients' needs. This knowledge will allow FuseSocial to tailor its program and service offerings, so these offerings consistently meet their partners' and clients' most significant needs. Further, through this engagement process, FuseSocial will build high-trust relationships with partners and clients. High levels of trust will create safe conditions for challenging conversations.

STRATEGIC OBJECTIVE #3

LOOK INWARD – COMMIT TO THE DEVELOPMENT OF INTERNAL STRENGTH AND FOCUS ON SUSTAINABILITY.

ASSOCIATED OUTCOMES

Achievement of this strategic objective will result in the following outcomes.

- Improved governance and operational systems and processes will be in place.
  - Achievement of this outcome will ensure that FuseSocial can endure personnel changes at the Board and operations levels and continuously provide best-in-class programs and services to members of the Wood Buffalo social profit sector.

- Increased confidence in succession plans at the Board and operations levels.
  - Achievement of this outcome will allow FuseSocial to plan and implement its programs and services confidently knowing that layers of qualified personnel are in place at the Board and operations levels. These layers create resiliency when unexpected turnover occurs at the Board and operational levels.

- Increased diversity of funding sources.
  - Achievement of this outcome will reduce the level of financial risk that FuseSocial is exposed to and increase organizational autonomy in the process. With greater fund diversity FuseSocial can provide the Wood Buffalo social profit community with reliable and sustainable programs and services.

- Increased opportunities to provide Board members, leaders, and staff with training opportunities that enhance their capabilities.
  - Achievement of this outcome will improve the knowledge, skills, and experience of FuseSocial Board members, leaders, and staff. Possessing greater knowledge, skills, and expertise will enhance the quality of the programs and services offered to the Wood Buffalo social profit sector.

	RMWB Total	Admin/Operations	Leadership Wood Buffalo	Volunteerism	Shared Services	ED / Board Elevation	Tomorrow Project (Fuse Portion)
Wages/Salaries/Benefits/MERCS							
Salaries/Benefits	$ 376,945.31		$ 62,771.89	$ 42,713.74	$ 118,643.21	$ 40,800.96	112,015.52
Staff Professional Development	$						
Subcontractors/Consultants							
Total	$ 376,945.31	$	$ 62,771.89	$ 42,713.74	$ 118,643.21	$ 40,800.96	$ 112,015.52
Program Materials & Supplies	$ 8,352.49		$ 2,000.00	$ 2,352.49		$ 3,000.00	$ 1,000.00
Food Costs	$ 6,000.00		$ 3,000.00			$ 3,000.00	
Rent - Venue/Facility Rental	$ 4,000.00		$ 2,000.00			$ 2,000.00	
Volunteer Recognition	$ 2,500.00		$ 500.00	$ 1,500.00		$ 500.00	
Gifts for Elders	$ 1,500.00		$ 500.00	$ 500.00		$ 500.00	
Training - Education, Conferences, & Workshops							
Transportation - Facilitators	$ 5,000.00		$ 1,500.00			$ 3,500.00	
Training - Facilitators	$ 18,000.00		$ 5,000.00			$ 13,000.00	
Total	$ 45,352.49		$ 14,500.00	$ 4,352.49	0	$ 25,500.00	$ 1,000.00
Administrative Costs							
Office Supplies	$ 2,500.00	$ 2,500.00					
Capital tech Improvements	$ -						
Information Technology	$ 3,777.00	$ 3,777.00					
Banking Fees & Credit Cards	$ -						
Utilities - Telephone and Internet, cleaning and photoco,matts	$ 800.00	$ 800.00					
Office Costs (Rent,etc)	$ 14,800.00	$ 14,800.00					
Insurance	$ -						
Professional Fees & Memberships	$ 1,147.51	$ 1,147.51					
Board Costs							
Staff Meetings and gatherings and Recog	$ 612.69	$ 612.69					
Transportation - Staff	$ -						
Total	$ 23,637.20	$ 23,637.20	$	$	0	$	$
Total Expenses	$ 445,935.00	$ 23,637.20	$ 77,271.89	$ 47,066.23	$ 118,643.21	$ 66,300.96	$ 113,015.52

fusesocial

Confirmation of Collaborative Participation – Seniors Subsector Collective Impact Initiative

To Whom It May Concern,

This letter serves to confirm that the undersigned organizations are active and committed partners in the Seniors Subsector Collective Impact Initiative, convened by FuseSocial with funding support from United Way Fort McMurray Wood Buffalo and the Regional Municipality of Wood Buffalo.

This Initiative represents a region-wide, innovative collaboration designed to improve service delivery for seniors and Elders through coordinated programming, shared evaluation, and strategic alignment. By working together, we are:

- Reducing duplication across the sector

- Closing gaps in service access and cultural relevance

- Improving outcomes for seniors and Elders experiencing isolation, housing instability, emotional distress, and other vulnerabilities

Each partner agency has entered a formal Statement of Work outlining their scope of services, deliverables, and evaluation responsibilities. These agreements are supported by a shared measurement framework, standardized tools, and quarterly reporting processes. FuseSocial, as the backbone organization, will facilitate coordination, learning, and data consolidation into a Collective Impact Dashboard that tells a unified story of impact across the region.

Together, we are building a more connected, responsive, and inclusive seniors' support system—one that reflects the strengths of each organization and the power of collaboration.

Shannon Rex

Signed by:

Muna
90B8FC38736A408...
Multicultural Association of Wood Buffalo

McGowan
YMCA of Northern Alberta

J H
Some Other Solutions

Signed by:

Nicole Stagg
6707DD3F7CC7423... Wood Buffalo
Support Services Wood Buffalo

Signed by:

Luana Bussieres
FB5C776BD4CE429...
St. Aidan's Society

Signed by:

Stacy Gillingham
1CDA961B20FB4A1......... Friendship Centre

Signed by:

Barbara Joan Reitz
1AF3A5A589F54AF...
Golden Years Society

Signed by:

Myers
126A95C38BE84E7...

McMurray Metis

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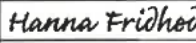
This letter affirms the shared commitment of organizations participating in the **Child & Youth Subsector division of the Tomorrow Project** to work collaboratively in support of children, youth, and families across the Fort McMurray Wood Buffalo region.

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

- **Assess potential duplication** in programs and services

- **Identify gaps** in service delivery and access

- **Coordinate efforts** to ensure that community needs are met effectively and equitably

- **Advance shared measurement practices** to better understand our collective impact and inform continuous improvement

- **Share learning and insights** to strengthen our collaborative response

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

Sincerely,

Organization Name	ED Name	Signature
The Hub Family Resource Centre	Samantha	*Ssamantha*
Big Brothers Big Sisters of Wood Buffalo	Hanna	*Hanna Fridhod*
Autism Society of the RMWB	Tina	*Tina Delaney*
Justin Slade Youth Foundation	Mandy	*Mandy MacDonald*
The Children's Centre	Karen	*Karen Bako*
Girls Inc. Of Northern Alberta	Katlin Okonkwo	*Katlin Okonkwo* Katlin Okonkwo (Oct 14, 2025 10:22:11 MDT)

Dear Community Investment Program Team,

FuseSocial is pleased to submit this Letter of Collaboration on behalf of the Executive Directors and senior leaders who participate in the ED Roundtable network.

The ED Roundtable is more than just a meeting—it is a collaborative network of nonprofit leaders committed to strengthening the social profit sector in Fort McMurray Wood Buffalo. This trusted space fosters coordinated responses to emerging community needs, encourages shared learning, and provides peer support among Executive Directors and senior leaders. Hosted at the FuseSocial office, the ED Roundtable is open to Executive Directors and senior leaders from across the region.

As collaborators and participants, we affirm the value of this initiative in:

- Strengthening leadership capacity across the sector
- Fostering trust and collaboration among organizations
- Creating space for strategic dialogue and collaborative action
- Supporting mental wellness and peer mentorship for leaders navigating complex roles

We respectfully submit this letter in support of FuseSocial's continued facilitation of the ED Roundtable network. The list below outlines organizations actively participating in this collaborative space, demonstrating our shared commitment to leadership development, coordinated sector responses, and peer support across the social profit sector.

Sincerely,

Organization Name	ED Name	Signature
Local HERO Foundation	Lorna	*Lorna* (Oct 14, 2025 13:22:47 MDT)
St. Aidan's Society	Luana Bussieres	*Luana Bussieres* (Oct 11, 2025 11:58:48 MDT)
Wood Buffalo Food Bank Association	Tiffany	*Tiffany Skagg*
Nistawoyou Association Friendship Centre	Stacy	*Stacy Gillingham*
Wood Buffalo Regional Library	Melissa	*signature*
Multicultural Association Of Wood Buffalo	Muna	*signature*
The Hub Family Resource Centre	Samantha	*signature*
Autism Society of the RMWB	Tina	*signature*
Arts Council Wood Buffalo	Liana	*signature*
CMHA Wood Buffalo	Susan	*Susan Jott*
Wood Buffalo Pride	Mitchel	*Mitchel Brown*

GALLO LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

FUSESOCIAL WOOD BUFFALO SOCIETY

Financial Statements

Year Ended December 31, 2024

SOLUTIONS THAT
AREN'T **TAXING.**

FUSESOCIAL WOOD BUFFALO SOCIETY
Index to Financial Statements
Year Ended December 31, 2024

GALLO LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Members of FuseSocial Wood Buffalo Society

Opinion

We have audited the financial statements of FuseSocial Wood Buffalo Society (the Society), which comprise the statement of financial position as at December 31, 2024, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2024, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

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

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

EDMONTON
Suite 6, 12415 Stony Plain Road
Edmonton, AB T5N 3N3

SHERWOOD PARK
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Sherwood Park, AB T8A 3X5

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Gello LLP

Sherwood Park, Alberta
May 28, 2025

CHARTERED PROFESSIONAL ACCOUNTANTS

FUSESOCIAL WOOD BUFFALO SOCIETY
Statement of Revenues and Expenditures
Year Ended December 31, 2024

	2024	2023
REVENUES		
Donations and grants	$ 1,173,489	$ 1,241,009
Events and program fees	192,901	221,224
Sponsorships	53,113	52,910
	1,419,503	1,515,143
EXPENSES		
Salaries and wages	938,174	975,181
Subcontractors and consultants	144,774	116,699
Program and event expenses	90,546	180,836
Rent	44,315	42,259
Facility rental and catering	39,013	37,623
Office	35,227	41,825
Professional fees	34,763	16,461
Program facilitator travel	26,303	36,530
Advertising and promotion	24,099	26,030
Professional development	23,420	16,558
Information technology	20,058	22,805
Volunteer and staff recognition	11,126	14,695
Amortization	8,993	10,731
Insurance	4,366	4,291
Interest and bank charges	3,933	3,379
	1,449,110	1,545,903
DEFICIENCY OF REVENUES OVER EXPENSES FROM OPERATIONS	(29,607)	(30,760)
OTHER INCOME		
Interest income	43,091	53,293
EXCESS OF REVENUES OVER EXPENSES	$ 13,484	$ 22,533

See notes to financial statements

FUSESOCIAL WOOD BUFFALO SOCIETY
Statement of Financial Position
December 31, 2024

	2024		2023
ASSETS			
CURRENT			
Cash	$ 331,666	$	994,531
Interest receivable	14,724		8,670
Goods and services tax recoverable	24,072		13,351
Prepaid expenses	6,818		4,218
	377,280		1,020,770
EQUIPMENT *(Note 3)*	22,721		27,101
RESTRICTED CASH	432,126		358,171
	$ 832,127	$	1,406,042
LIABILITIES AND NET ASSETS			
CURRENT			
Accounts payable and accrued liabilities	$ 17,652	$	29,914
Wages payable	5,550		16,893
Employee deductions payable	905		-
Deferred contributions *(Note 6)*	261,355		826,054
	285,462		872,861
NET ASSETS			
General fund (unrestricted)	91,818		147,909
Invested in equipment fund (internally restricted)	22,721		27,101
Long-term reserve funds (internally restricted) *(Note 7)*	432,126		358,171
	546,665		533,181
	$ 832,127	$	1,406,042

LEASE COMMITMENTS *(Note 4)*

ON BEHALF OF THE BOARD

_____ *Director*

_____ *Director*

See notes to financial statements

FUSESOCIAL WOOD BUFFALO SOCIETY
Statement of Changes in Net Assets
Year Ended December 31, 2024

	General Fund (unrestricted)	Invested in Equipment Fund (internally restricted)	Long-term Reserve Funds (internally restricted) Note 8	2024	2023
NET ASSETS - BEGINNING OF YEAR	$ 147,909	$ 27,101	$ 358,171	$ **533,181**	$ 510,648
EXCESS OF REVENUES OVER EXPENSES	22,476	(8,992)	-	**13,484**	22,533
DEFERRED CONTRIBUTIONS TRANSFER	-	-	-	▪	-
INTERFUND TRANSFER	(78,567)	4,612	73,955	▪	-
NET ASSETS - END OF YEAR	$ 91,818	$ 22,721	$ 432,126	$ **546,665**	$ 533,181

Transfer consist of $4,612 (2023 - $4,000) in relation to investing in new equipment and $73,955 (2023 - $0) of unrestricted funds were transferred into long-term reserves in the current year.

See notes to financial statements

FUSESOCIAL WOOD BUFFALO SOCIETY
Statement of Cash Flows
Year Ended December 31, 2024

	2024	2023
OPERATING ACTIVITIES		
Excess of revenues over expenses	$ 13,484	$ 22,533
Item not affecting cash:		
Amortization of equipment	8,993	10,731
	22,477	33,264
Changes in non-cash working capital:		
Contributions receivable	-	9,125
Interest receivable	(6,054)	(8,670)
Prepaid expenses	(2,600)	(70)
Goods and services tax payable	(10,721)	(3,275)
Accounts payable and accrued liabilities	(12,263)	752
Wages payable	(11,343)	(17,982)
Employee deductions payable	905	(12,151)
Deferred contributions	(564,699)	518,188
	(606,775)	485,917
Cash flow from (used by) operating activities	(584,298)	519,181
INVESTING ACTIVITIES		
Purchase of equipment	(4,612)	(4,000)
Term deposits redeemed (purchased)	-	90,599
Cash flow from (used by) investing activities	(4,612)	86,599
INCREASE (DECREASE) IN CASH FLOW	(588,910)	605,780
Cash - beginning of year	1,352,702	746,922
CASH - END OF YEAR	$ 763,792	$ 1,352,702
CASH CONSISTS OF:		
Cash	$ 331,666	$ 994,531
Restricted cash	432,126	358,171
	$ 763,792	$ 1,352,702

See notes to financial statements

1. PURPOSE OF THE SOCIETY

    FuseSocial Wood Buffalo Society (the "Society") is a not-for-profit organization incorporated provincially under the Societies Act of Alberta in 1999. As a registered charity the Society is exempt from the payment of income tax under Subsection 149(1) of the Income Tax Act.

    The Society strengthens the capacity of Wood Buffalo's social profit sector by providing backbone support that will enable individuals and organizations to meet the needs of a rapidly changing community. The focus of the Society includes increasing public awareness and support for social profit in the community of Wood Buffalo.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

    Basis of presentation

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

    Financial instruments

    Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

    Revenue recognition

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

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

    Investment income is recognized as revenue when earned.

    Events and program fees are recognized as revenue when the events are held.

    Cash and cash equivalents

    Cash includes cash and cash equivalents. Cash equivalents are short term investments in cashable guaranteed investment certificates. Restricted cash include amounts that are restricted for a specific use.

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

Equipment

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:

Furniture and fixtures	20% declining balance method
Computer equipment	55% declining balance method

The Society regularly reviews its equipment to eliminate obsolete items. Government grants are treated as a reduction of equipment cost.

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

Contributed services

The operations of the organization depend on the contribution of time by volunteers. The fair value of donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. EQUIPMENT

		Cost		Accumulated amortization		**2024 Net book value**		2023 Net book value
Furniture and fixtures	$	35,622	$	19,207	$	**16,415**	$	20,518
Computer equipment		58,781		52,475		**6,306**		6,583
	$	94,403	$	71,682	$	**22,721**	$	27,101

4. LEASE COMMITMENTS

A lease agreement was signed with The Fort McMurray Boys' and Girls' Club, which commenced on August 1, 2021 and expires on July 30, 2026, with monthly costs of $3,500.

Future minimum lease payments as at December 31, 2024, are as follows:

2025	$	42,000
2026		24,500
	$	66,500

5. IN-KIND CONTRIBUTIONS

In the current year, the Society received in-kind contributions with a fair market value of $6,490 (2023 - $2,910). These contributions were used as prizes for a silent auction held by the Society's NorthStar Ford Wood Buffalo volunteer centre program. The Society chose not to recognize these donations as income because the donated goods and services are not commonly used in the normal course of the Society's operations and would not have been purchased otherwise.

6. DEFERRED CONTRIBUTIONS

Deferred contributions represents contributions received for specific purposes which have not been expended at year end. Early receipt of 2024 contracted funds for Suncor Energy Foundation are included in 2023 funds.

	2022	Contributions received	Contributions recognized as revenue/ transferred to restricted funds	2024
Suncor Energy Foundation - Core	$ 566,972	$ -	$ 566,972	$ -
Shared Services Revenue	101,042	81,052	89,317	92,777
Alberta Culture and Tourism - Enhanced Capacity	61,465	60,064	61,465	60,064
Donations & Flood Relief	40,000	-	-	40,000
Leadership Wood Buffalo ("LWB")	40,000	63,847	40,000	63,847
Wood Buffalo Community Foundation	9,500	-	4,833	4,667
Syncrude Shared Services Sponsorship	7,075	-	7,075	-
	$ 826,054	$ 204,963	$ 769,662	$ 261,355

7. LONG-TERM RESERVE FUNDS

The Society possesses a savings account and term deposits that are held for other than current purposes. Upon amalgamation in 2014, these funds were internally restricted in order to ensure the continuation of the Leadership Wood Buffalo program. In the 2018 period, the board approved a repurpose of these funds from preserving the Leadership Wood Buffalo program to now acting as the Society's long-term general reserve fund.

	2024	2023
Shared Services Fund	$ 230,000	$ 230,000
Operational Deficiency Fund	118,955	45,000
Leasehold Improvement Fund	40,000	40,000
Guaranteed Investment Certificate	18,171	18,171
Executive Director Searches	15,000	15,000
Board Approved Collaboration Projects	10,000	10,000
	$ 432,126	$ 358,171

8. ECONOMIC DEPENDENCE

The Society's operations are supported primarily through funding obtained from the Suncor Energy Foundation. Revenue realized from the Suncor Energy Foundation represents 39% (2023 - 41%) of the Society's total revenue. Should this organization substantially change their dealings with the Society, management is of the opinion that sustaining all current program and service areas would be challenging.

9. FINANCIAL INSTRUMENTS

The Society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Society's risk exposure and concentration as of December 31, 2024.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, contributions to the pension plan, and accounts payable.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The Society is not exposed to these risks.

10. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.