



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Application Summary: 2026 - 3288 - Sustaining Grant - Strategic Partners Grant

Application ID

2026 - 3288 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Nistawoyou Association Friendship Centre
8310 Manning Ave.
Fort McMurray, AB, T9H 1W1

Primary Contact

Stacy Gillingham
8310 Manning Avenue
Fort McMurray, AB, T9H 1W1

Phone: s20(1)
Email: ed@nistawoyouafc.com

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

Yes

If yes; please select the change.

- ☒ Organizational Change (e.g. governance, policies, strategic plan)
- ☐ Leadership Change (e.g. staff or board)
- ☐ Financial Change (e.g. funding, loss/gain of sponsors)
- ☐ Demographics (e.g. changes in the community you serve)
- ☐ Other

What is your organization's Mission Statement?

Our organizations mission is to promote, support and encourage shared Indigenous knowledge for all community members while bridging the gap between Indigenous and non-Indigenous through a safe space that embraces cultural diversity.

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

The Nistawayou Association Friendship Centre (NAFC) is requesting funding to expand and sustain the Indigenous Knowledge Sharing Program, a culturally grounded initiative that supports wellness and intergenerational programming for Indigenous Elders, seniors, adults, youth, families, and the broader community in the Wood Buffalo region. While some Elders initiatives are supported through the Tomorrow Project, this funding request focuses on complementary activities that build on existing efforts and ensure continuity.

Services include monthly cultural gatherings, land-based teachings, healing activities, storytelling, traditional arts, Cree and Dene language lessons, traditional dancing, cooking classes, tutoring, and intergenerational programs. Elder focused activities, such as suppers, tea and bannock events, provide opportunities for Elders to share knowledge, engage socially, and access guidance that strengthens quality of life. Intergenerational programming enables youth, adults and Elders to share stories, preserve language, and pass on cultural teachings, fostering pride, resilience, and stronger community connections.

Funding will also support program coordination, outreach, and communications to ensure broad engagement with Elders as well as youth, strengthen connections with Indigenous Knowledge Keepers, and promote cultural awareness and reconciliation. Our program offers safe, inclusive, culturally respectful spaces for both Indigenous and non-Indigenous participants, helping bridge cultural gaps and build meaningful relationships.

As the only Friendship Centre in the Wood Buffalo region with a longstanding history of serving Indigenous peoples, NAFC plays a critical role as a cultural hub. These programs enhance wellbeing, preserve and celebrate Indigenous heritage, and provide Elders, seniors, and youth with opportunities to engage meaningfully in community life while sustaining Indigenous traditions for future generations.

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

NAFC has been in the RMWB for over 61 years. We do not have any restrictions on participating in our organizations programs and services. NAFC is the only Indigenous organization that welcomes and accepts all. We do not require verification of lineage. NAFC offers a free membership, while also providing all programs and services at no cost. We have programs that are specific to age/demographics however our organizations membership as well as events are Indigenous based while being open to everyone - all ages and walks of life.

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

9

Please list your current Board of Directors in the table:

Board of Directors

Name	Board Position	Years on Board
Katalin Loutitt	President	3 years
Kayla Aikins	Vice-President	3 years
Dawn Sidoroff	Secretary	2 years
Dan Edwards	Treasure	2 years
Larry Dewey	Director	2 Years
Sarah Loutitt	Director	2 years
Carol Yayechnick	Director	2 years
JayLynn Disney	Director	2Years
Christine Kindopp	Director	2 years

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.

Many of our board members are Indigenous and from the region, reflecting the primary demographic served by NAFC. While our organization is open to all, we are Indigenous-led, focusing on teachings and traditions that help bridge understanding between Indigenous and non-Indigenous community members. Our programs emphasize local Indigenous knowledge and practices, while also creating connections with other Indigenous communities across the country and with diverse cultural groups to best serve the needs of our region. NAFC also has a high rate of Indigenous staff, that supports the outline, programming and implementation. Specifically, our Knowledge Keeper is a vital role in our organization to help guide and support our team.



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

NAFC has three primary strategic priorities:

Culturally Appropriate Programs & Services: ensuring all programs and services incorporate Indigenous culture, teachings, and traditions. Culture is the foundation of our Friendship Centre and central to our mission.

Community Awareness & Support: strengthening partnerships and collaborations within the community so that the people we serve can access the supports they need. The more others understand our priorities, the better equipped they are to work with us in addressing local needs.

Good Governance & Stable Organization: achieving our other goals will be dependent on us having a strong, stable organization, one that is prepared for growth and change.

For over 60 years, NAFC has been a trusted hub for Indigenous peoples in Fort McMurray. These strategic priorities ensure we continue to serve our community effectively while preserving and promoting Indigenous culture and traditions.

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	10	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.

No

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: Indigenous Knowledge Sharing Program **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.

03/31/2025

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: 03/31/2025

\$561,316.00

Total Operating Expenses

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

\$1,284,044.00

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

In 2025, the Fund Development Coordinator position was retained through RMWB Sustaining Grant funding, which played a vital role in expanding our organization's financial opportunities. This support enabled focused research, successful grant applications, and contributed to team growth. As a result, our 2025 financials improved, and we were able to enhance the capacity of both the Fund Development role and the Executive Director to strengthen funding strategies. Funding was also secured for the second phase of our new social enterprise initiative, designed to expand our service offerings and ensure long-term sustainability. Ongoing efforts include regular grant submissions, identifying new funding streams, and building strategic partnerships to increase our visibility and opportunities across the region. Our Communications role has significantly boosted community engagement, increasing our audience, membership, and donation levels—helping to open new avenues for financial support. Additionally, we established a dedicated Fundraising Committee to lead new initiatives and strengthen donor relations. We also expanded our network with industry and community partners, leading to both financial and in-kind contributions. An application to the Alberta Gaming, Liquor and Cannabis (AGLC) commission was submitted, and our volunteers have supported fundraising efforts by working bingos at the local Legion.

Together, these initiatives have positioned us for continued growth, stability, and greater impact.

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

NAFC has implemented several cost-saving initiatives with a focus on both financial efficiency and environmental responsibility. Two water fountains were installed to reduce the need for bottled water. An ice machine was purchased to eliminate the ongoing cost of buying bagged ice. Hand dryers have been installed in washrooms to minimize the use of paper towels. Additionally, the organization has invested in reusable plates and utensils to cut down on the recurring expense of disposable items. Overall, we are taking a more environmentally conscious and cost-effective approach across all areas of operation.

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Please complete the following budget table:

Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Other Grants	AHS Honouring Life (Jan-March 26)	\$50,500.00
Other Grants	United Way (Jan-March 2026)	\$18,750.00
Other Grants	ANFCA PSS (Jan-March 2026)	\$50,000.00
Other Grants	ANFCA OCS	\$56,250.00
Other Grants	ANFCA AIR	\$30,000.00
Other Grants	ANFCA WWFL	\$102,500.00
Government of Canada Grant	Pathways to language	\$109,400.00
Other Grants	National Association Friendship Centre- Language	\$30,000.00
Government of Alberta Grant	New Horizon	\$6,250.00
		\$453,650.00

Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Government of Alberta Grant	New Horizon	\$25,000.00
Other	United Way	\$56,250.00
Government of Canada Grant	SSDIC Stream 2	\$137,500.00
Government of Canada Grant	SSDIC Stream 3	\$124,999.00
Government of Alberta Grant	IRI-CS	\$100,000.00
Other Grants	ANFCA	\$125,000.00
Other Grants	ANFCA OCS-Reception	\$6,595.00
Other Grants	ANFCA OCS-Operations Manager	\$8,000.00
Other Grants	Volunteer Hours Elder Supper/Programs/Delivery	\$12,000.00
Other Grants	Audit supported by ANFCA	\$25,000.00
Other Grants	Utilities supported by ANFCA	\$15,000.00
Other Grants	Insurance supported by ANFCA	\$1,600.00
Other Grants	ANFCA-Communication	\$2,057.00
Miscellaneous Revenue	A&W-MMEIP	\$2,000.00

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Other Grants	ANFCA PSS	\$75,000.00
Other Grants	ANFCA AIR	\$34,925.00
		\$750,926.00

Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Wages/Salaries/Benefits/MERCS	Staff (Elders, Fund Development/Communications, In-House Knowledge Keeper, Outlying Programs)	\$881,607.18	\$400,000.00
Administration Costs	15% Administration Costs	\$88,250.00	\$68,250.00
Gifts for Elders / Honorariums	Honoraria/Facilitator/Professional Fee	\$242,390.00	\$37,000.00
Program Materials and Supplies	workshop materials and supplies (craft supplies, safety kits, cooking/baking supplies, etc)	\$206,151.56	\$30,000.00
Food Costs	Elders Supper (Monthly in person event) -Food and refreshments for workshops- snacks and drinks	\$217,500.00	\$66,000.00
Audit Fees	Audit	\$26,000.00	\$0.00
Other (Provide Detail)	Utilities	\$15,000.00	\$0.00
Insurance - Program, Project, Service or Event	Insurance	\$5,850.00	\$0.00
Other (Provide Detail)	Volunteer Hours (Approx. s20(1))	\$12,000.00	\$0.00
Rent - Venue/Facility/Room/Equipment	Equipment Rental/venue	\$13,000.00	\$0.00
Transportation and Delivery	Transportation, mileage, fuel	\$43,500.00	\$0.00
Other (Provide Detail)	Gatherings/Meetings	\$50,462.50	\$0.00
Other (Provide Detail)	Communication	\$4,114.76	\$0.00
		\$1,805,826.00	\$601,250.00

Shortfall

	Total	
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(Total Secured Revenue - Total Expenses)

\$1,352,176.00

Total RMWB Grant Request

	Amount
Total	\$601,250.00

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Total Cost of Program, Project, or Service

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

\$1,805,826.00

Total Grant Amount Request

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

\$601,250.00

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

Click on the Save Draft button to calculate the percentage.

33%

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

To demonstrate community support, we are leveraging several non-financial resources for this program. Convergint Day and Imperial Oil Kearl Lake are both recognized as in-kind contributors that support our building operations, where we host and facilitate programming. Additionally, work is being done on the front of the building to create an enhanced gathering and traditional area, contributing to the cultural and community value of the space. Volunteers also play a significant role in supporting our programs and services—we maintain a large volunteer database and actively collaborate with Fuse Social to engage community members.



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Preferred Cash-Flow

	Amount
January/February	\$400,000.00
April	\$0.00
August	\$201,250.00
October	\$0.00
Total	\$601,250.00



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Attachments

Upload Strategic Plan

[NAFC_Strategic_Plan_2025-2030.pdf](#)
312.6 KB - 09/15/2025 3:28 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.

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

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.

[Partnership_Letter_Nistawoyou_WB_Pride.pdf](#)
295.8 KB - 10/06/2025 3:58 PM

[Partnership_Letter_Nistawoyou_PPDCS_-_signed.pdf](#)
205.2 KB - 10/09/2025 4:42 PM

[Seniors_Subsector_Collaboration_Letter_-_signed.pdf](#)
318.9 KB - 10/09/2025 3:09 PM

Total Files: 3

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

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

[NAFC_Audit_2024.pdf](#)
661.5 KB - 09/15/2025 3:33 PM

Total Files: 1

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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

Stacy Gillingham

Position/Title

Executive Director

Date: 10/09/2025

Program, Project or Service Name

Indigenous Knowledge Sharing Program

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

Note: If the grant is approved, the communities served will be included in the Grant Agreement and data collection from all communities will be required.

Do not select the rural community if the service is provided to the clients from rural communities through the urban service area.

Anzac, Conklin, Fort McKay, Fort McMurray, Janvier

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

Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Janvier Luncheon (Different activities provided monthly)	Yes	No	No
Conklin Luncheon (Different activities provided monthly)	Yes	No	No
Fort Mckay-Elsie Fabian School	Yes	No	No

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

NAFC does not plan to deliver virtual services in the Rural areas.

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

NAFC travels to the Rural communities and brings all the supplies required. NAFC currently goes to Conklin, Fort McKay and Janvier where we provide a lunch and an activity. NAFC brings all the required supplies and materials to fulfil the opportunity. Currently NAFC provides opportunities for Anzac to come to our facility for programming and supports, with travel opportunities included.

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.

Our programs align with the Municipality's priorities of wellness, diversity, inclusion, Indigenous relationships, social participation, and cultural pride. As the only Friendship Centre in Wood Buffalo, NAFC has a longstanding history of connecting with and supporting all Indigenous peoples. Funding will allow us to deliver culturally grounded gatherings, land-based teachings, and wellness activities that strengthen connections for Elders and seniors while engaging youth through intergenerational programs, youth programming, education. Our work creates safe, inclusive spaces that honor Indigenous heritage while welcoming all, bridging gaps between Indigenous and non-Indigenous community members and fostering belonging, reconciliation, and cultural understanding across the region.

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)	1450
Youth (13-18 years)	1200
Adults	1780
Seniors (65+)	650
Families	800
Community	27000
Total	32880

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.

NAFC ensures accessibility and inclusivity by creating safe, welcoming spaces rooted in Indigenous culture but open to all community members. Our programs are designed with flexibility so participants can engage in ways that meet their needs—whether through land-based teachings, cultural or social gatherings. We remove barriers by offering free programming, providing transportation support when possible, and ensuring events are family-friendly and intergenerational.

Inclusivity is reflected in our intentional outreach. We welcome Elders, youth, newcomers, and people from diverse backgrounds, encouraging them to learn alongside ours and other Indigenous Knowledge Keepers. For example, during a recent cultural gathering, Elders shared traditional teachings in both English and Cree, allowing youth and non-Indigenous participants to learn together while honoring language preservation. Participants described the experience as both educational and healing, while fostering mutual respect and understanding.

Another success story is our intergenerational programming, where Indigenous youth interview Elders about traditions and community history. These sessions not only preserve knowledge but also build confidence in youth and pride in Elders. By valuing every voice and ensuring programs are culturally grounded yet open to all, NAFC continues to break down barriers and build bridges across the region.



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.

NAFC's programs are grounded in Indigenous culture and designed to serve Indigenous Elders, seniors, youth, and families while welcoming the broader community. We celebrate culture through gatherings, ceremonies, and land-based teachings that honor local traditions, languages, and ways of knowing. These programs provide safe spaces where participants can connect, share stories, and speak in their own languages, fostering pride in identity and strengthening community bonds.

By engaging Elders as Cultural leaders and Knowledge Keepers, we ensure that teachings are passed on to youth, supporting language preservation, intergenerational learning, and cultural restoration.

Storytelling sessions, traditional practices, and cultural workshops help participants reconnect with heritage and reclaim knowledge that colonial systems worked to erase.

Our programs also serve as a bridge between Indigenous and non-Indigenous residents. Open and inclusive events create opportunities for dialogue, understanding, and friendship, advancing reconciliation in meaningful and practical ways. Participants consistently share that these programs not only reduce isolation but also provide healing by affirming identity, validating experiences, and strengthening community belonging.

Through this work, NAFC celebrates the resilience of Indigenous culture while contributing to healing, reconciliation, and the preservation of traditions for future generations.

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?

Indigenous communities in the Wood Buffalo continue to face challenges in preserving and sharing cultural knowledge, language, and traditions. Colonization and residential schools disrupted intergenerational learning, leaving many youth disconnected from cultural identity and Elders with limited spaces to pass on their teachings.

Elders carry invaluable knowledge, yet opportunities to share it are often fragmented. Meanwhile, youth experience identity struggles and limited access to culturally safe supports. Without intentional spaces for connection, Indigenous and non-Indigenous residents risk remaining isolated from one another, slowing progress toward reconciliation and mutual understanding.

Evidence of this need is seen in the Truth and Reconciliation Commission 94 Calls to Action, which urge cultural revitalization and language preservation, as well as local feedback from Elders, families, and youth who consistently express the desire for more cultural programming. Research also shows that strong cultural identity and language retention are directly linked to improved mental health, resilience, and community well-being.

The Indigenous Knowledge Sharing Program responds to this gap by creating inclusive spaces where Elders, youth, and community members come together to share teachings, learn traditions, and build respectful relationships.

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?)

Our Indigenous Knowledge Sharing Program addresses the loss of cultural connection and limited opportunities for intergenerational learning by creating intentional, inclusive spaces for knowledge exchange. The program is grounded in Indigenous ways of knowing and guided by Elders, ensuring that cultural teachings are preserved, respected, and passed on to youth and the community.

Our approach is threefold:

Youth Engagement—Offering land-based teachings, cultural arts, language lessons, with academic support to build cultural pride, confidence and resilience among young people.

Elder Support and Leadership—Providing opportunities for Elders to share knowledge through suppers, gatherings and mentorship, while also addressing their social needs and challenges such as isolation and caregiving.

Intergenerational and Community Connections—Hosting cultural gatherings, delivering awareness training, and building partnerships with Indigenous and non-Indigenous organizations to foster reconciliation, inclusivity, and mutual respect.

By weaving together cultural education, social support, and community partnerships, the program strengthens identity, reduces isolation, and builds bridges across generations and cultures. This holistic approach not only preserves Indigenous traditions but also supports healthier, more resilient communities where Indigenous and non-Indigenous people thrive together.

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

Research consistently shows that cultural identity, language retention, and intergenerational connection are protective factors that strengthen the health and well-being of Indigenous peoples. Studies highlight that when youth are engaged in cultural teachings and language learning, they report higher self-esteem, stronger resilience, and improved educational outcomes. Similarly, Elders who are supported to share knowledge experience reduced isolation, greater sense of purpose and pride, and improved quality of life. National evidence, including the Truth and Reconciliation Commission 94 Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice, emphasizes the importance of Indigenous led cultural revitalization and intergenerational learning as pathways to healing, equity, and reconciliation.

If NAFC delivers youth programs, Elder supports, and intergenerational gatherings rooted in Indigenous knowledge, then participants will gain cultural pride, stronger social connections, and improved capacity to navigate social systems. Over time, these outcomes contribute to community resilience, language and cultural preservation, and more respectful relationships between Indigenous and non-Indigenous people. Our strategy is evidence based, culturally grounded, and responsive to the expressed needs of community members, ensuring meaningful and sustainable impact.

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

To achieve the program's goals, resources invested will be a combination of human, physical, and financial resources, including:

Staff and leadership: Program coordinators, cultural facilitators, Elders, and Knowledge Keepers to plan and deliver programming.

Volunteers: Community members supporting events, gatherings, and intergenerational activities.

Venue and spaces: NAFC facility and land-based sites for gatherings, ceremonies, and wellness programming.

Materials and supplies: Cultural materials, teaching resources, wellness supplies, food and refreshments for participants.

Technology and communications: Computers, phones, and social media platforms to coordinate programming, engage youth, and raise community awareness.

Partnerships: Collaborations with other organizations and agencies to strengthen program delivery and extend reach.

These resources together ensure our programs are accessible, culturally safe, and capable of achieving meaningful outcomes for Indigenous Elders, Seniors, and youth in the community.



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

This project will provide programs and workshops to our entire community as well as fill the gap in services we provide based on requested and/or identified needs in our members and community.

Our programs will include the following activities:

Cultural and Social Gatherings: workshops and programs will be provided that are able to create a safe space for all to gather to share & find connection to one another while including Indigenous tradition & teachings as well as topics addressing the unique needs of this demographic.

Land-Based Teachings and education: Regular opportunities to connect with the land through teachings, learn about medicines and plants, 60's scoop, healing practices, etc led by Elders, Knowledge Keepers and facilitators.

Intergenerational Programming: Programs bringing Elders, adults and youth together for strengthening relationships, language preservation, and knowledge transfer.

Safe and Culturally Grounded Spaces: Maintaining welcoming environments where Indigenous culture, languages, and traditions are integrated into programming. Welcoming everyone to learn and grow.

Collaboration and Community Engagement: Participation in cross-agency coordination, learning sessions, and evaluation activities to share insights and strengthen cultural relevance across the community.

These activities work together to strengthen social connection, support well-being, and preserve Indigenous culture within the Wood Buffalo region.



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.

Cultural and Social Gatherings: 12 monthly gatherings annually with approximately 120 Elder & seniors per event. 24 social and cultural gatherings for Elders & Seniors

Land Based Teachings and education: We will host 12-15 land based sessions annually with 60-80 participants engaged in teachings, practices and education.

Intergenerational Programming: We will host 24 intergenerational sessions annually with 40-60 participants per event (youth, adults & Elders) engaging in knowledge transfer through cultural activities

Safe and Culturally Grounded Spaces: 100% of our program sessions will be held in culturally safe, inclusive environments. We will collect ongoing participant feedback to ensure accessibility and cultural relevance.

Collaboration and Community Engagement: Our social media grows on average from 25 - 40 people each month providing us with greater reach and new audience. Participate in a minimum 6 cross agency coordination and learning sessions. Supporting and engaging 23-29 schools throughout our community. We will also share resources and insights with partner organizations to enhance Indigenous cultural relevance. Through The Tomorrow Project, we will continue to actively participate to enhance progress towards Elder and senior quality of life.

These measurable outputs demonstrate both the reach and impact of our programs & potential growth, ensuring participation and strengthened cultural connections within the RMWB.

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.

Through our Indigenous Knowledge Sharing Program, NAFC aims to create meaningful and measurable change for youth, adults, Elders, families, and the wider community. The primary outcome we want to see is increased cultural pride, confidence, and strengthened identity among Indigenous participants. When youth and families engage in language lessons, land-based teachings, traditional arts, and intergenerational gatherings, they develop stronger self-esteem, resilience, and a deeper sense of belonging.

A second key outcome is strengthened intergenerational relationships and community connections. By supporting Elders to share teachings and traditions, and by creating spaces for youth, adults and Elders to learn from one another, the program reduces isolation, fosters mutual respect, and reinforces the transmission of knowledge across generations.

Finally, the program seeks to foster greater cultural understanding and inclusivity within the broader community by building partnerships with both Indigenous and non-Indigenous groups. This outcome supports reconciliation and contributes to a more connected, respectful region.

These outcomes will be measured throughout the grant period by tracking participation, gathering feedback from Elders and youth, and evaluating changes in cultural knowledge, confidence, and social connections among participants.

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, Other:

Other:

NAFC will measure program outcomes using both qualitative and quantitative approaches. Coordinators build strong, trusting relationships with participants, allowing for meaningful one-on-one conversations and observations during workshops, gatherings, and activities, which provide rich feedback on engagement, cultural connection, and overall well-being. Standardized surveys will also be used to capture participant satisfaction and perceived benefits. In addition, shared data collection tools from the Tomorrow Project Collaborative Collective enable consistent tracking, analysis, and reporting across participating organizations, providing a comprehensive view of participation, impact, and program effectiveness within the community.

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

Our Indigenous Knowledge Sharing Program offered by NAFC is unique in its holistic, culturally grounded approach that intentionally bridges youth, adults and Elders, families, along with the broader community. Unlike typical programs that may focus solely on recreation, academic tutoring, or social services, we integrate Indigenous language, cultural teachings, land-based learning, and traditional arts into every activity. This ensures participants not only receive educational or social support but also gain a deep connection to their heritage and identity.

Another key difference is the intergenerational and community focused design. Elders are essential to the program, actively leading teachings and providing mentorship, which strengthens relationships across generations. This is a component often missing in other community programs. Our program also fosters collaboration between Indigenous and non-Indigenous groups, creating a safe space for reconciliation, mutual understanding, and cultural exchange.

Finally, NAFC's program emphasizes measurable outcomes related to cultural pride, self-esteem, social connectedness, and resilience, ensuring impact is tracked and sustained. By combining cultural revitalization, social support, and community partnerships, this program fills a critical gap in Wood Buffalo, providing Indigenous youth, adults, Elders, and families with opportunities not available elsewhere.

Project Summary

Indigenous Knowledge Sharing Program

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	Advertising, Outreach and Program discussions
McMurray Metis	Advertising and Outreach
Golden Years Society	Venue, Support and Program Partnership
YMCA	Outreach/Event/Program Support
Athabasca Tribal Council	Outreach/Event/Program Support/Workshop Partnership
Keyano College	Outreach/Event/Program Support
Justin Slade Youth Foundation	Outreach/Event/Program Support/Workshop Partnership
Catholic and Public School Boards	Outreach Support and Advertising
Willow Square	Outreach Support
Rotary House	Outreach Support
Multi Cultural Association	Outreach/Event/Program Support/Workshop Partnership
Wood Buffalo Pride	Program Support/Workshop Partnerships
Wood Buffalo Wellness Society	Outreach Support
Local RCMP	Workshop Partnership through special presentations
Convergint	Volunteer Support
A & W	Donation and Volunteer Support
Finning	Donation and Volunteer Support
Imperial Oil Kearn Lake	Donation and Volunteer Support

Nistawoyou Association Friendship Centre

2025-2030 Strategic Plan

8310 Manning Avenue
Fort McMurray, Alberta
T9H 1W1

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I. Who We are and What We Do

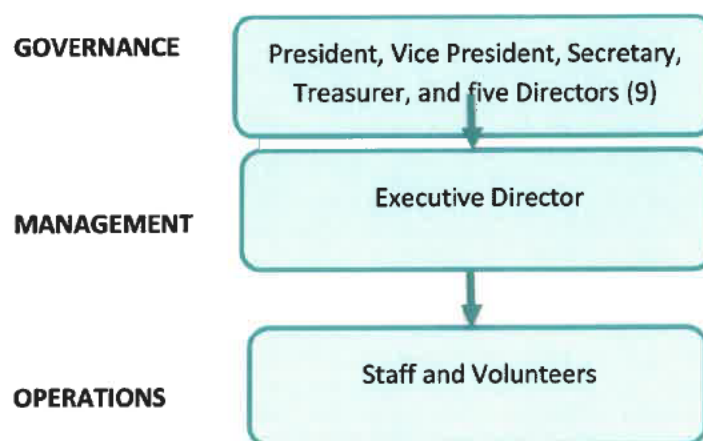
Introduction

Nistawayou Association Friendship Centre was incorporated on September 17, 1964, accepted into the Native Friendship Centre Association on February 1972 and incorporated as a not-for-profit society in 1974. It's base of operations is the Regional Municipality of Wood Buffalo, which includes the communities of Fort McMurray, Fort Chipewyan, Fort MacKay, Gregoire Lake, Anzac, Janvier, Conklin and Fort Fitzgerald. Nistawayou Association Friendship Centre is dedicated to the development of social and recreational activities of our community. Our mission is to promote, support and encourage shared Indigenous knowledge for all community members while bridging the gap between Indigenous and non-Indigenous through a safe space that embraces cultural diversity. Nistawayou Association Friendship Centre continues to act as a liaison between Indigenous Peoples and government, voluntary agencies, industry and other groups.

Offering broad selections of programs and services for all age groups that build upon traditional values and culture, this organization has strong ties and partnerships with rural and urban Indigenous communities and sustained relationships with non-Indigenous groups and organizations. Nistawayou Association Friendship Centre has been actively involved in the delivery of services and programs to our valued members, which has grown in the community, and continues to build partnerships with various agencies and non-profit agencies in the Social Sector.

Governance and Organizational Structure

Nistawayou Association Friendship Centre runs on a traditional governance model which is governed by a Board of Directors that consists of both Indigenous and non-Indigenous members, including:



Current Situation

Nistawoyou Association Friendship Centre's main office is located downtown Fort McMurray, near the Clearwater River. Historically, Fort McMurray was a place where many people traveled to trade, work, and rest. This was due to the three river valleys that connect at its centre being the main access of travel for canoes, scows, and boats. Fort McMurray is now considered the urban centre of the Regional Municipality of Wood Buffalo, providing services to both Indigenous and non-Indigenous residents of Fort McMurray and Indigenous Peoples that travel from the surrounding rural communities. Nistawoyou Association Friendship Centre is dedicated to providing services to both Indigenous and non-Indigenous living within the urban centre of Fort McMurray, and when opportunity arose, has provided outreach services to rural Indigenous communities.

Within the Regional Municipality of Wood Buffalo, there are 12 Indigenous communities. Located from North to South, these include: Smith's Landing First Nation, Athabasca Chipewyan First Nation, Fort Chipewyan Metis Nation, Mikisew Cree First Nation, Fort McKay First Nation, Fort McKay Metis Nation, McMurray Metis Local 1935, Fort McMurray 468 First Nation, Willow Lake Metis Nation, Chipewyan Prairie First Nation, Chard Metis Nation, and Conklin Metis Local – with many residing on-reserve or in rural areas. Indigenous Peoples from these rural communities continue to travel to Fort McMurray for a variety of services, including but not limited to, medical care, education, and work. Nistawoyou Association Friendship Centre provides access to membership for Indigenous Peoples residing in rural communities so that they may utilize our services when travelling to Fort McMurray.

Post-rapid industrial growth has resulted in the continuation of social, cultural, economic and environmental factors affecting all people living in the Regional Municipality of Wood Buffalo. There is a shortage of affordable housing, a lack of day care facilities, an alarming rate of homelessness, reduced access to culturally safe medical care, and an increase in illicit drug use. There is also high employee turnover in the public/services sector because wages have not increased with inflation.

Programs and Services

The Nistawoyou Association Friendship Centre is dedicated to offering a diverse range of programs and services designed to meet the unique needs of the individuals and communities it serves. In response to the challenges posed by the COVID-19 pandemic, the Centre had to make key adaptations to its offerings to ensure the continued support of its members. These adaptations reflect a commitment to the well-being and safety of those involved, while still maintaining a broad spectrum of services, which were provided virtually and have begun to transition to in-person. The Centre proudly serves all generations, with a particular focus on assisting the most vulnerable members of the community. Through its wide-ranging programs, Nistawoyou Association Friendship Centre works to support individuals and families, fostering a sense of connection, empowerment, and resilience in the face of ongoing challenges.

Challenges and Opportunities

This section describes the current Successes, Challenges, Opportunities and Threats associated with our Friendship Centre. Understanding these elements will help us to take steps to build on our strengths, address our challenges, prepare for the potential threats, and focus on the potential opportunities.

Successes

- We have been in the community for 60 years
- We have a strong knowledge of the community
- We have knowledge of the Friendship Centre movement
- Active Elder involvement
- Our own facility, being brought up to code with increased functional space
- Friendly staff with low turnover
- A focus on youth programming
- Increase in community awareness

Challenges

- Our space is limited; requiring accessibility to 2nd floor
- Limited parking around our building
- Limited opportunities to funding for adult programming
- Board of Directors short term structure
- Lack of youth participation in leadership

Opportunity

- Inter-cultural engagement
- Lead in the facilitation of Truth and Reconciliation
- Increase multi-generational knowledge sharing

Threats

- Federal government cuts in funding
 - Local economic slowdown resulting in increased demand for services and a reduction in business sponsorships
 - Uncertain national/global economic climate
-

I. Vision Statement

A vibrant Indigenous organization creating an inclusive community where every individual feels valued, supported and connected, fostering friendships, personal and cultural growth.

II. Mission Statement

To promote, support and encourage shared Indigenous knowledge for all community members while bridging the gap between Indigenous and non-Indigenous through a safe space that embraces cultural diversity.

III. Guiding Principles

Our interactions with each other, the people we serve, the partners we work with and the community at large will be guided by the following core values:

- **Respect** – We recognize the diversity of our membership and foster an environment in which all individuals are equitably valued and heard.
- **Accountability** – We are responsible for our actions and decisions as individuals and as an organization.
- **Open Mindedness** – We encourage, consider and embrace different ideas or opinions before speaking or acting.
- **Cultural Understanding** – We recognize that cultural practices and traditions are essential to the health and well-being of the people we serve.
- **Honesty and Integrity** – We are truthful and sincere in our actions and words.

Goals, Objectives and Strategies

The following three priority goals for 2025-2030 are intended to help reach our vision of “A vibrant Indigenous organization creating an inclusive community where every individual feels valued, supported and connected, fostering friendships, personal and cultural growth.” The objectives under each goal represent the main changes that we believe we need to make to attain these goals. Our strategies for what we will do to achieve these objectives, and the outcomes we hope to achieve over the next five years are also identified.

Goal 1: Culturally Appropriate Programs and Services

The foundation of our Friendship Centre is our culture. This goal focuses on ensuring that our programs and services facilitate the opportunity to have a cultural component built in.

Strategic Objectives	Implementation Strategies	Tactics
1.1 Sustain Elder and Senior participation in the Friendship Centre	a. Increase input, guidance and support from Elders and knowledge holders on the transfer of knowledge of programs and services	<ul style="list-style-type: none"> Seek input from Elders on which cultural and historical elements could be included in programs and services Maintain current Elder participation in the delivery of programs and services
1.2 Providing cultural understanding to our partners and community	a. Provide partners and community the opportunity to participate in cultural understanding of the organization	<ul style="list-style-type: none"> Identify the individuals within community organizations that regularly work with, and provide services to, Indigenous people Create a safe and inclusive environment for learning Provide cultural understanding through programs and services
1.3 Sustain and look for opportunities to expand programs and services	a. Evaluate current programs and services	<ul style="list-style-type: none"> Collect feedback about current programs and services Modify existing programs and services based on feedback Collect feedback about any existing gaps in programs and services
1.4 Sustain NAFC board members, staff, members and community participation in cultural-sharing programs and activities.	a. Provide educational opportunities of Indigenous cultures, and the Friendship Centre movement, among Board members, staff, membership and volunteers.	<ul style="list-style-type: none"> Create a safe and inclusive environment for learning Provide educational opportunities
	b. Represent Indigenous culture in the community	<ul style="list-style-type: none"> Partnering with other Indigenous organizations for cultural events Participating in annual Indigenous Awareness days, including but not limited to, National Indigenous History month of June, May 5th (Red Dress Day), June 21st (National Indigenous Peoples Day), and September 30th (National Day for Truth and Reconciliation)

Goal 2: Good Governance and Stable Organization

Achieving our other goals will be dependent on us having a strong, stable organization, one that is prepared for growth and change.

Strategic Objective	Implementation Strategies	Tactics
2.1 Implement and follow standardized board policies and procedures	a. Annually review and update board policies and procedures	<ul style="list-style-type: none"> Review and implement Governance policy Review and implement Financial policy Review and implement Code of Ethics Review and implement other policies, as needed Review operational and HR policies
2.2 Implement and follow any new By-laws.	a. Review and update current By-laws	<ul style="list-style-type: none"> Establishing a By-law Committee Consult with professionals for guidance as needed
2.3 Increase effectiveness of staff and Board of Directors through ongoing training and skills development	a. Attract and retain skilled and effective Board Members.	<ul style="list-style-type: none"> Research best practices on how to attract and retain Board Members Create a culturally appropriate skills matrix Identify training requirements for existing Board Members Provide Board training for Board Members
	b. Identify and clarify roles and responsibilities for Executive Director	<ul style="list-style-type: none"> Identify new roles and responsibilities based on goals, objectives and strategies In collaboration, develop a current job description for the ED In collaboration, develop and set into policy the structure for review of ED In collaboration, review the organizational structure
2.4 Maintain our membership in good standing, as defined by the pillars of the Friendship Centre Movement	a. Ensuring an understanding of the pillars of the Friendship Centre Movement	<ul style="list-style-type: none"> Review the pillars of the Friendship Centre Movement, as Board Members Ensuring all new Board Members are provided with required documents

Goal 3: Community Awareness and Support

NAFC has been a member of the Fort McMurray community for 60 years. In that time, we have built up the reputation as being a hub for Indigenous and non-Indigenous peoples. Going forward we will continue to work with others in the community to make sure that the people we serve can receive the support needed. The more that others know what our values and goals are, the better prepared they will be to work with us to find solutions for the people in our community.

Strategic Objectives	Implementation Strategies	Tactics
3.1 Increase awareness about our Vision, Mission, Values, and the impact we are making.	a. Increase awareness among NAFC membership	<ul style="list-style-type: none"> Operational updates at NAFC membership meetings Reminders of upcoming programs and opportunities
	b. Increase awareness among community members by having NAFC participate in community events	<ul style="list-style-type: none"> Identify community events that we could participate in Select those community events that are aligned with our mission and vision
	c. Maintaining community communication	<ul style="list-style-type: none"> Identify which channels are best suited for reaching the people we want to reach Identify the type of things we want covered (e.g., events, good news stories, personal client stories) Identify a media liaison (e.g., FC President) Keep social media and website up to date
3.2 Create new and strengthen existing partnerships that will benefit the people we serve.	a. Increase the level of collaboration with other community organizations that provide services to the community	<ul style="list-style-type: none"> Identify those organizations that work with each of the different groups of people we work with (e.g., youth, homeless, seniors/Elders etc.) Meet with these organizations (one-on-one or as a group) to identify gaps and overlaps in services provided Creating opportunities for leadership to connect
	b. Assess the effectiveness of the collaboration efforts	<ul style="list-style-type: none"> Annually evaluate the impact that partnerships have had Assessing the growth that has happened within our partnerships Keep record of participation for validation of progress and review



committed to **strengthening**
the Wood Buffalo social profit sector

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

90B8FC38736A468...

Multicultural Association of Wood Buffalo

J McGowan

YMCA of Northern Alberta

F H

Some Other Solutions

Signed by:

Meale Stagg

8707DD3F7CC7423... Wood Buffalo

Support Services Wood Buffalo

Signed by:

Luana Bussieres

FB5C776BD4CE429...

St. Aidan's Society

Signed by:

Stacy Gillingham

1CDA881B20FB4A1...

Friendship Centre

Signed by:

Barbara Joan Reitz

1AF3A5A589F54AF...

Golden Years Society

Signed by:

Wmbers

126A95C38BE84E7...

McMurray Melis



780.791.9333



hello@fusesocial.ca



fusesocial.ca



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





September 27, 2025

To Whom It May Concern,

Subject: Letter of Support and Partnership for Qmmunity Connections, Indigenous Outreach, Weaving Wicahitowin for learning and Honouring Life.

On behalf of Wood Buffalo Pride and Nistawoyou Association Friendship Centre, we are pleased to express our strong support and commitment to partnering with each other in the implementation of Qmmunity Connections, Indigenous Outreach, Weaving Wicahitowin and Honouring Life. These initiatives align with our shared mission to promote, support and encourage shared Indigenous knowledge for all community members while bridging the gap between Indigenous and non-Indigenous through a safe space that support equity, belonging, health, and well-being.

We are committed to working collaboratively with each other to ensure the success of this project. We recognize the pressing need for culturally safe and affirming programming that connects Two Spirit people with their culture and others in our community.

Our organizations have a history of successful collaboration, including Two Spirit Medicine walks, Ribbon Shirt and Skirt Workshops and more, which demonstrates our ability to work effectively together.

As committed partners, both organizations will contribute to the project in the following ways:

- Shared staffing resources
- Shared material and supplies
- Cross promotion and advertising

For any further information or clarification, please contact:

Mitchel Bowers
Executive Director
Wood Buffalo Pride
587-646-6626
ed@wbpride.ca
www.wbpride.ca

Stacy Gillingham
Executive Director
Nistawoyou Association Friendship Centre
780-743-8555
ed@nistawoyouafc.com
www.nistawoyouafc.com

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

Sincerely,

Mitchel Bowers
Executive Director, Wood Buffalo Pride

Stacy Gillingham
Executive Director, Nistawoyou AFC



Partnership Letter

October 9th, 2025

To Whom It May Concern,

Subject: Letter of Support and Partnership

We are pleased to express our strong support and commitment, partnering agencies of Pastew Place Detox Centre Society (PPDCS) and Nistawoyou Association Friendship Centre (NAFC) in the implementation of PPDCS Pre-Treatment Program. This initiative aligns with our shared mission in mutual collaboration for the benefit of the overall wellbeing; physical, mental, spiritual and culture of the community.

We are committed to working collaboratively to ensure the success of this project. We recognize the pressing need for the Pre-Treatment program in and around the region, we aim to reduce the gap in the continuum of care for individuals accessing residential treatment programming and the importance of collaborating in our community.

While this is a new partnership, we believe it is a natural and strategic fit. Our complementary strengths working with Individuals who are in the process of recovery, using methods of two-eyed seeing will aid in caring for PPDCS— Pre-Treatment participants. With over half of participants in the program identifying as Indigenous, we recognize the importance of this partnership as part of reconciliation, return to Culture, Land and Community are key aspects to Indigenous Healing.

As a committed partner, NAFC will contribute to the project in the following ways:

We have offered to provide bi-weekly Indigenous teachings lead by an Elder, for all participants at PPDCS we believe in reciprocity and self-determination for our Peoples and that this will position us well to deliver structure programming that align with Indigenous Cultures and reconciliation. This project will work collaboratively and effectively, educate non-Indigenous and Indigenous People removing barriers in understanding, while returning Indigenous People back to Land, Culture, Languages and Community, reducing stigma and discrimination.

Pastew Place Detox Centre Society — Pre-Treatment program participants will participate in volunteering duties weekly on-site at NAFC in any capacity they deem relevant that will benefit the organization and their recovery process adding to their life skills, development and community engagement, giving back.

For any further information or clarification, please contact:

Amber Fort
Executive Director
Pastew Place Detox Centre Society
Phone: 780-791-2525
Email: ppdcs@shaw.ca

Stacy Gillingham
Executive Director
Nistawoyou Association Friendship Centre
Phone: 780-743-8555
E-mail: ed@nistawoyouafc.com

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

Sincerely,

Amber Fort

Amber Fort (Oct 5, 2025 16:40:30 MDT)

Amber Fort
Executive Director, PPDCS

Stacy Gillingham

Stacy Gillingham
Executive Director, NAFC

Nistawoyou Association Friendship Centre
Financial Statements
March 31, 2025

Independent Auditor's Report

To the Members of Nistawayou Association Friendship Centre:

Qualified Opinion

We have audited the financial statements of Nistawayou Association Friendship Centre (the Association), which comprise the statement of financial position as at March 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, notes to the financial statements, and related schedules, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

The Association derives revenue from fundraising and donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Association. Therefore, we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenses and cash flows from operations for the year ended March 31, 2025, current assets as at March 31, 2025, and net assets as at April 1, 2024 and March 31, 2025.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the 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 qualified opinion.

Responsibilities of Management for the Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

Edmonton, Alberta

August 28, 2025

MNP LLP

Chartered Professional Accountants

MNP

Nistawoyou Association Friendship Centre

Statement of Financial Position

As at March 31, 2025

	2025	2024
Assets		
Current		
Cash	692,541	587,528
Accounts receivable (Note 3)	101,292	288,319
Restricted cash (Note 4)	736,131	463,286
Prepaid expenses & deposits	3,520	1,020
	1,533,484	1,340,153
Capital assets (Note 5)	2,280,518	2,076,021
	3,814,002	3,416,174
Liabilities		
Current		
Accounts payable and accruals (Note 6)	156,374	220,315
Deferred contributions (Note 7)	815,794	598,062
Deferred capital contributions (Note 8)	925,037	686,355
	1,897,205	1,504,732
Commitments (Note 11)		
Net Assets		
General Fund	561,316	521,777
Capital Fund	1,355,481	1,389,665
	1,916,797	1,911,442
	3,814,002	3,416,174
Approved on behalf of the Board		
<i>signed by "Katalin Loutitt"</i>	<i>signed by "Kayla Aikins"</i>	
Director	Director	

The accompanying notes are an integral part of these financial statements

Nistawoyou Association Friendship Centre

Statement of Operations

For the year ended March 31, 2025

	2025	2024
Revenue		
Grant revenue	1,289,730	1,308,956
Donations	13,277	35,463
Amortization of deferred contributions (Note 8)	2,889	3,400
Fundraising	2,000	1,780
	1,307,896	1,349,599
Expenses		
Salaries and wages	684,404	528,502
Materials and supplies	250,266	318,675
Consulting	107,723	313,471
Honorarium	87,110	45,157
Travel	30,572	30,456
Utilities	22,904	16,258
Professional fees	21,902	20,055
Advertising	15,200	20,000
Meetings and conventions	15,046	13,032
Insurance	12,074	11,640
Training and education	12,000	-
Repairs and maintenance	7,518	7,483
Amortization	6,821	8,094
Bank charges and interest	4,371	2,093
Equipment rental	3,179	2,426
Office	2,954	64
COVID-19 materials and supplies	-	6,000
	1,284,044	1,343,406
Excess revenue over expenses before other items	23,852	6,193
Other revenue (expenses)		
Uncollectable input tax credits	(18,497)	-
Interest income	-	11
Excess of revenue over expenses	5,355	6,204

The accompanying notes are an integral part of these financial statements

Nistawoyou Association Friendship Centre

Statement of Changes in Net Assets

For the year ended March 31, 2025

	<i>General Fund</i>	<i>Capital Fund</i>	2025	2024
Net assets beginning of year	521,777	1,389,665	1,911,442	1,905,238
Excess of revenue over expenses	5,355	-	5,355	6,204
Amortization of capital assets	6,821	(6,821)	-	-
Amortization of deferred capital contributions <i>(Note 8)</i>	(2,889)	2,889	-	-
Capital assets acquired <i>(Note 5)</i>	(211,319)	211,319	-	-
Contribution for capital assets <i>(Note 8)</i>	241,571	(241,571)	-	-
Net assets, end of year	561,316	1,355,481	1,916,797	1,911,442

The accompanying notes are an integral part of these financial statements

Nistawoyou Association Friendship Centre
Statement of Cash Flows
For the year ended March 31, 2025

	2025	2024
Cash provided by (used for) the following activities		
Operating		
Excess of revenue over expenses	5,355	6,204
Amortization	6,821	8,094
Amortization of deferred capital contributions	(2,889)	(3,400)
	9,287	10,898
Changes in working capital accounts		
Accounts receivable	187,027	(236,250)
Prepaid expenses & deposits	(2,500)	-
Accounts payable and accruals	(63,939)	47,856
Deferred contributions	217,731	97,669
	347,606	(79,827)
Financing		
Grants received for capital assets	241,571	271,323
Investing		
Purchase of capital assets	(211,319)	(364,424)
Increase (decrease) in cash resources	377,858	(172,928)
Cash resources, beginning of year	1,050,814	1,223,742
Cash resources, end of year	1,428,672	1,050,814
Cash resources are composed of:		
Cash	692,541	587,528
Restricted cash (Note 3)	736,131	463,286
	1,428,672	1,050,814

The accompanying notes are an integral part of these financial statements

Nistawoyou Association Friendship Centre

Notes to the Financial Statements

For the year ended March 31, 2025

1. Incorporation and nature of the organization

Nistawoyou Association Friendship Centre (the "Association") was incorporated under the authority of the Societies Act of Alberta on September 17, 1964. The Association's purpose is to provide social, recreational, and cultural services to Indigenous communities in the Wood Buffalo region and is dependent on government funding to continue operations.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board in Canada using the following significant accounting policies:

Fund accounting

The Association follows the restricted fund method of accounting for contributions, and maintains two funds: General Fund, and Capital Asset Fund.

The General Fund reports the Association's revenue and expenses related to program delivery and administrative activities. This fund reports unrestricted and restricted operating grants.

The Capital Fund reports the Association's assets, liabilities, revenue and expenses related to Nistawoyou Association Friendship Centre's capital assets.

Cash

Cash consists of cash on hand and deposits at financial institutions.

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution plus all costs directly attributable to the acquisition.

Amortization is determined using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives.

Amortization is not recorded on assets under construction as they are not yet in use.

	Method	Rate
Land	declining balance	0 %
Building	declining balance	4 %
Computer equipment	declining balance	30 %
Equipment	declining balance	20 %

Long-lived assets

Long-lived assets consist of capital assets and are measured and amortized as described in the applicable accounting policies.

The Association writes down long-lived assets held for use when conditions indicate that the asset no longer contributes to the Association's ability to provide goods and services. The assets are also written-down when the value of future economic benefits or service potential associated with the asset is less than its net carrying amount. When the Association determines that a long-lived asset is impaired, its carrying amount is written down to the asset's fair value.

Revenue recognition

The Association uses the restricted fund method of accounting for contributions. Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. All other restricted contributions are also recognized as revenue of the General Fund because there is not an appropriate restricted fund.

Nistawoyou Association Friendship Centre

Notes to the Financial Statements

For the year ended March 31, 2025

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Amortization of deferred capital contributions are recognized as revenue over time at the same rates as the corresponding capital assets are amortized.

Contributed services

Contributions of services are not recognized due to the difficulty in determining the fair value.

Income taxes

The Association is registered as a charitable organization under the Income Tax Act (the "Act") and as such is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, the Association must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

Financial instruments

The Association recognizes financial instruments when the Association becomes party to the contractual provisions of the financial instrument.

Arm's length financial instruments

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, the Association may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Association has not made such an election during the year.

The Association subsequently measures investments in equity instruments quoted in an active market and all derivative instruments at fair value. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess of revenues over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment

The Association assesses impairment of all its financial assets measured at cost or amortized cost. The Association reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

Any impairment, which is not considered temporary, is included in current year excess of revenues over expenses.

The Association reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess of revenues over expenses in the year the reversal occurs.

Measurement uncertainty (use of estimates)

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 amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets. Impairment is based on the estimated fair market value of assets compared to the carrying value of those assets. The value of gift-in-kind donations are based on the estimated fair market value of contributed goods received.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods in which they become known.

Nistawoyou Association Friendship Centre
Notes to the Financial Statements
For the year ended March 31, 2025

3. Accounts receivable

	2025	2024
Grants and other receivable	87,203	239,055
Goods and services tax recoverable	14,089	49,264
	101,292	288,319

4. Restricted cash

During the year, the Association received \$736,131 (2024 - \$463,286) of funding from funding agencies. The use of the funding is restricted for operations of various programs set out in the terms of the grant agreement.

5. Capital assets

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Land	170,404	-	170,404	170,404
Building	2,092,755	10,320	2,082,435	1,876,118
Computer equipment	13,101	10,151	2,950	4,214
Equipment	123,529	98,800	24,729	25,285
	2,399,789	119,271	2,280,518	2,076,021

During the year, capital asset additions totalled \$211,319 (2024 - \$429,723), of which \$211,319 (2024 - \$364,424) was acquired by cash and \$nil (2024 - \$65,299) was included in accounts payables and accruals. All non-cash building additions have been excluded from the purchases of capital assets on the statement of cash flows. Additionally, building under construction totalled \$1,192,132 (2024 - \$985,815). No amortization has been recorded on the building under construction during the current year because it is not available for public use.

6. Accounts payable and accruals

Included in accounts payable and accruals is \$13,861 (2024 - \$11,567) in government remittances.

7. Deferred contributions

	2025	2024
ANFCA		
Beginning, balance of year	124,018	-
Amounts received	497,167	671,849
Amount receivable	31,550	91,308
Revenue recognized	(624,497)	(639,139)
Balance, end of year	28,238	124,018
Alberta Health Services - Honouring Life		
Beginning, balance of year	32,178	-
Amounts received	147,945	147,945
Revenue recognized	(159,147)	(115,767)
Balance, end of year	20,976	32,178

Nistawoyou Association Friendship Centre
Notes to the Financial Statements
For the year ended March 31, 2025

7. Deferred contributions (Continued from previous page)

	2025	2024
Government of Alberta		
Beginning, balance of year	10,030	173,500
Amounts received	45,000	20,000
Amounts repaid	(8,110)	-
Revenue recognized	(39,505)	(183,470)
Balance, end of year	7,415	10,030
Government of Canada		
Beginning, balance of year	96,886	259,393
Amounts received	183,900	12,016
Amounts repaid	(96,886)	-
Revenue recognized	-	(174,523)
Balance, end of year	183,900	96,886
NAFC		
Beginning, balance of year	138,000	-
Amounts received	144,000	96,600
Amount receivable	-	41,400
Revenue recognized	(74,464)	-
Balance, end of year	207,536	138,000
Regional Municipality of Wood Buffalo		
Beginning, balance of year	196,950	-
Amounts received	408,250	198,750
Revenue recognized	(316,658)	(1,800)
Balance, end of year	288,542	196,950
Wood Buffalo Community Foundation		
Amounts received	73,576	-
Balance, end of year	73,576	-
Other		
Amounts received	5,611	-
Balance, end of year	5,611	-
	815,794	598,062

Nistawoyou Association Friendship Centre
Notes to the Financial Statements
For the year ended March 31, 2025

8. Deferred capital contributions

Deferred capital contributions consist of the unamortized amount of contributions received for the purchase of capital assets. Recognition of these amounts as revenue is deferred to periods when the related capital assets are amortized. Changes in deferred capital contributions are as follows:

	2025	2024
Balance, beginning of year	686,355	418,432
Amount received during the year	241,571	271,323
Less: Amounts recognized as revenue during the year	(2,889)	(3,400)
Balance, end of year	925,037	686,355

9. Financial instruments

The Association, as part of its operations, carries a number of financial instruments. It is management's opinion that the Association is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

Credit risk

The Association is exposed to credit risk through its accounts receivable. The maximum amount of credit risk exposure is limited to the carrying value of the balances as disclosed in these financial statements. As at March 31, 2025, three funders comprised 99% (2024 - three funders comprised 99%) of accounts receivable. The Association manages its exposure to credit risk by assessing, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

Liquidity risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations associated with financial liabilities. The Association's exposure to liquidity risk is dependent on the collection of accounts receivable, and raising funds to meet commitments and sustain operations.

10. Economic dependence

The Association's primary source of revenue is provincial government grants. The grant funding can be cancelled if the Association does not observe certain established guidelines. The Association's ability to continue viable operations is dependent upon maintaining its compliance with the criteria within the provincial government guidelines. As at the date of these financial statements the Association believes that it is in compliance with the guidelines.

11. Commitments

The Association has entered into various agreements with contractors in order to complete a building renovation. The estimated cost to complete the project cannot be made but is expected to be complete in the next fiscal year.

Nistawoyou Association Friendship Centre
Urban Programming for Indigenous Peoples - Organizational Capacity Stream
Schedule 1 - Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025	2024
Revenue		
Grant	s20(1)	
Expenses		
Salaries and benefits	s20(1)	
Audit fees	21,903	16,611
Utilities	19,005	12,662
Materials and supplies	15,753	15,349
Meetings	13,329	12,500
Insurance	12,074	11,640
Building maintenance and repairs	5,000	5,000
Travel within Alberta	4,838	9,347
Telephone/fax	4,116	3,596
Travel within Canada	3,600	653
Equipment rental, service	2,419	2,426
Banking fees	1,921	2,093
Professional fees	-	6,000
	s20(1)	
Excess of revenue over expenses	-	-

ANFCA is the administrator and funder of this program.

Nistawoyou Association Friendship Centre
Urban Programming for Indigenous Peoples
Programs and Services Stream
Schedule 2 - Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025	2024
Revenue		
Grant	s20(1)	
Expenses		
Salaries and benefits	s20(1)	
Material and supplies	24,456	10,652
Entertainment	10,000	-
Training	7,000	-
Professional fees	6,800	25,702
Travel within Alberta	5,310	-
Honoraria for Elders	-	16,500
Project administration	-	5,697
Meeting expense	-	532
	s20(1)	
Excess of revenue over expenses	-	-

ANFCA is the administrator and funder of this program.

Nistawoyou Association Friendship Centre
Alberta Indigenous Relations
Schedule 3 - Schedule of Revenue and Expenses
For the year ended March 31, 2025

	2025	2024
Revenue		
Grant	s20(1)	
Expenses		
Salary: Finance	s20(1)	
Materials & supplies	11,873	-
Entertainment	6,000	-
Travel	-	7,456
Contractors & consultants	-	7,000
	s20(1)	
Excess of revenue over expenses	-	-

ANFCA is the adminstrator and funder of this program.

Nistawoyou Association Friendship Centre
Indigenous Services Canada - Indigenous Community Support Fund
Mental Health

Schedule 4 - Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025	2024
Revenue		
Grant		
less: amounts recorded to deferred contributions (Note 7)		
Expenses		
Food security	19,849	10,151
Salaries & wages	s20(1)	-
Materials & supplies	10,000	-
Travel within Alberta	7,001	-
Training	5,000	-
Project administration	3,000	3,000
Repair and maintenance	2,518	2,482
Excess of revenue over expenses	-	-

ANFCA is the administrator and funder of this program.

The grant amount of \$5,000 (2024 - \$nil) was spent on the purchase of office supplies which is capitalized to tangible capital assets in the current year.

Nistawoyou Association Friendship Centre
Alberta Education - Weaving Wicihotowin for Learning
Schedule 5 - Schedule of Revenue and Expenses
For the year ended March 31, 2025

	2025	2024
Revenue		
Grant		
add: deferred revenue recognized		
less: amounts recorded to deferred contributions (Note 7)		
Expenses		
Salaries & Wages	s20(1)	-
Professional fees	44,343	-
Materials and Supplies	23,247	-
Project administration	3,000	-
Meeting expense	2,000	-
	s20(1)	-
Excess of revenue over expenses	-	-

ANFCA is the administrator and funder of this program.

Nistawoyou Association Friendship Centre
Alberta Health Services - Honouring Life Program
Schedule 6 - Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025	2024
Revenue		
Grant		
less: amounts recorded to deferred contributions (Note 7)		
Expenses		
Honourarium	55,936	28,158
Salaries and wages	s20(1)	
Materials and supplies	41,539	27,407
Travel	10,100	10,000
Administration expenses	6,667	6,667
Excess of revenue over expenses	-	-

Nistawoyou Association Friendship Centre
Canadian Heritage – Indigenous Languages and Cultures Program
Indigenous Languages Component
Schedule 7 - Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025	2024
Revenue		
Grant	-	-
add: revenue recorded from deferred contributions (Note 7)	-	255,590
less: amounts recorded to deferred contributions (Note 7)	-	(92,823)
	-	162,767
Expenses		
Consultants and professional fees	-	138,593
Promotion and communications	-	20,000
Equipment expenses	-	4,174
	-	162,767
Excess of revenue over expenses	-	-

Nistawoyou Association Friendship Centre
Alberta Indigenous Relations – MMIWG's Grant
Schedule 8 - Schedule of Revenue and Expenses
For the year ended March 31, 2025

	2025	2024
Revenue		
Grant	-	35,000
Expenses		
Materials and Supplies	-	16,000
Facilitator costs	-	15,500
Project administration	-	3,500
	-	35,000
Excess of revenue over expenses	-	-

ANFCA is the administrator and funder of this program.

Nistawoyou Association Friendship Centre
Indigenous Community Support Fund – COVID-19
Schedule 9 - Schedule of Revenue and Expenses

For the year ended March 31, 2025

	2025	2024
Revenue		
Grant	-	s20(1)
Expenses		
Food security	-	53,000
Salaries and benefits	-	s20(1)
Program materials and supplies	-	15,766
Administration fee	-	9,027
Elder supports	-	6,000
Professional/Contract fees	-	5,000
Delivery & Transportation services	-	3,000
	-	s20(1)
Excess of revenue over expenses	-	

ANFCA is the administrator and funder of this program.