

## Application Summary: 2026 - 3292 - Sustaining Grant - Strategic Partners Grant

### Application ID

2026 - 3292 - Sustaining Grant - Strategic Partners Grant

## Applicant Information

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### Organization Information

Wood Buffalo Pride Society  
1 C.A. Knight Way  
Fort McMurray, AB, T9H 5C5

### Primary Contact

Mitchel Bowers  
1 C.A. Knight Way  
Fort McMurray, AB, T9H5C5

Phone: s.20(1)  
Email: info@prideymm.ca

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

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Yes

**If yes; please select the change.**

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- ☐ 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?**

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We advocate for and empower 2SLGBTQIA+ individuals and families in Wood Buffalo by fostering inclusion, providing education, and creating safe spaces that support equity, belonging, health, and well-being.

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

We are seeking funding for our Rainbow Spaces program, which includes all of our training, education and awareness activities. Qmmunity Connections, which are activities that bring 2SLGBTQ+ community members together in a safe and affirming atmosphere and focus on: health and wellbeing, arts and culture, education, or social events. The next program Pride Peers, hasn't launched yet, it is a program focused on peer mentorship, with specific focuses on mentorship for transgender folks, caregivers of 2SLGBTQ+ youth, queer newcomers, and also victim advocates (providing support and mentorship to victims of hate crimes). The Employment Support program seeks to empower 2SLGBTQ+ people to find meaningful and equitable employment. InReach is our one on one direct client support program, that completes needs assessments and creates action plans for clients. Primarily focused on referring clients to existing inclusive resources, this program also includes additional support were case managers can attend local appointments with clients to act as advocates. InReach absorbs two smaller programs, our Gender Affirming Gear program and ID Clinics, which work to provide gender diverse folks with gender affirming gear, and help them change their name and gender markers on their identification. Next program is our peer support groups, we have 4 different support groups, one for 2S folks, one for trans youth, one for trans adults and one for caregivers of trans folks. Finally our Indigenous and Rural outreach program which brings all of our programs to the rural communities, plus bringing specific culturally relevant programs to our Indigenous communities. They also specific work to promote Two Spirit identity and reclaim their roles in Indigenous ceremony and society.

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

Support groups are identity based affinity spaces so you must be part of that group to attend those programs.

InReach eligibility criteria is over the age of 16. Identify as 2SLGBTQ+, or are a caregiver / direct family member of a 2SLGBTQ+ person. Have a current address within the Regional Municipality of Wood Buffalo.

Otherwise programs are open for allies and members of the 2SLGBTQ+ community of all ages.

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

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

### Board of Directors

Name	Board Position	Years on Board
Kathy Vladicka	Co-Chair	7
Jon Davies	Treasurer	2
Cristina Rensmaag-Izaguirre	Co-Chair	3
Colleen Stewart	Director	5
Jerry Nwigwe	Director	2
Prince Mapuranga	Director	1
Kelli Stewart	Director	9
Jennifer Stephenson	Director	1
Rhonda Rhobinson	Director	1

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

Yes

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

8 of our 10 directors are members of the 2SLGBTQ+ community.  
1 of the 2 allies is a caretaker for a trans youth, which caretakers are also within the demographic we serve.  
Only 1 director purely identifies as an ally.

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

1. Diversify funding streams by:
  - Achieving CRA Charitable Status (application submitted)
  - Obtaining AGLC License (conditional license received)
  - Increasing fundraising efforts (continuous)
  - Creating a Fund Development Plan (in progress)
2. Increase member and community engagement through:
  - Comprehensive needs assessment of the region (in progress)
  - Increase volunteer opportunities (ongoing)
  - Creating advisory groups of underrepresented voices. (in planning)
3. Strengthen position within community by:
  - Creating strong and diverse partnerships within the nonprofit sector (continuous)
  - Build capacity for board and staff as we move from a working to governance board. (continuous)
  - Leveraging our expertise to connect with industry partners (started)
  - Creating interesting ways to educate the community (continuous)
  - Creating an Engagement Strategy to raise awareness and build connections. (in progress)

### 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	4	4
Part Time Positions	1	0

## Program/Projects Details

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

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

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:** Rainbow Spaces   **Status:** Completed

**Program/Project:** Pride Peers   **Status:** Completed

**Program/Project:** Employment Support   **Status:** Completed

**Program/Project:** Qmmunity Connections   **Status:** Completed

**Program/Project:** InReach   **Status:** Completed

**Program/Project:** Support Groups   **Status:** Completed

**Program/Project:** Indigenous and Rural Outreach   **Status:** Completed



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### Finances

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

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

12/31/2024

#### Unrestricted Net Assets

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Unrestricted Net Assets (accumulated net assets/surplus that the organization has not set aside for a particular purpose or earmarked by a donor for a specific program or project) from your Financial Statements ending: 12/31/2024

\$0.00

#### Total Operating Expenses

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

\$390,983.00

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

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We have submitted our application for charity status to make us eligible for more grants, and more appealing to private or corporate donations.

We have obtained a conditional AGLC license so that we can complete raffles and casinos. (Our scheduled Casino date is Q4 2026, so we will not receive any funds until 2027)

We had our first giving Tuesday and matching campaign. We held a Bingo Fundraiser. We continue to apply for as many grants as we are eligible for.

We have increased our fee for service for corporate inclusivity trainings, and are reaching out directly to large corporations to increase clientele. We had record corporate sponsorship this year. We have greatly increased our program delivery this year, with InReach, Qmmunity Connections, and Employment Support all launching this year, and we have increased our existing programs especially in our rural communities. This year we applied for 12 grants totaling \$493,904 and only received \$58,749. Our primary Federal funding department (WAGE) has not had any new grant opportunities this year, and we won't know what that outlook will be until after the federal budget.

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

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We aim to balance cost recovery, while keeping barrier to accessing programs low. Primarily we do this through by donation tickets to events. We continue to leverage partnerships to split costs as much as possible. Expanding our programming this year has led to a lot of startup costs which won't be repeated as the programs continue to run.



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Please complete the following budget table:

### Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Government of Alberta Grant	AB Grant for Gender Based Violence	\$21,250.00
Other Grants	Chamandy Foundation	\$25,000.00
Government of Canada Grant	Wage Capacity Grant	\$32,302.00
Government of Canada Grant	WAGE Women Empowerment Grant	\$80,594.00
		<b>\$159,146.00</b>

### Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Donations	Donations	\$12,250.00
Fundraising	Fundraising	\$15,000.00
Program/Project Event Income (Admissions / Ticket Sales)	Fees for Service	\$8,500.00
Program/Project Event Income (Admissions / Ticket Sales)	Merchandise Sales	\$6,000.00
Other	E2S Partnership	\$1,500.00
Sponsorships	Corporate Sponsorships	\$35,000.00
Program/Project Event Income (Admissions / Ticket Sales)	Ticket Sales	\$400.00
Government of Canada Grant	Summer Student Grant	\$8,400.00
		<b>\$87,050.00</b>

### Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Rent - Venue/Facility/Room/Equipm ent	Accommodations	\$6,000.00	\$0.00
Administration Costs	Accounting	\$20,000.00	\$20,000.00
Administration Costs	Board Development	\$150.00	\$0.00
Program Materials and Supplies	Computer Equipment	\$700.00	\$0.00

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Administration Costs	Courier and Postage	\$50.00	\$50.00
Wages/Salaries/Benefits/MER CS	CPP Expense	\$23,747.00	\$23,000.00
Wages/Salaries/Benefits/MER CS	EI Expense	\$5,855.00	\$5,500.00
Wages/Salaries/Benefits/MER CS	Employee Benefits	\$9,000.00	\$7,000.00
Gifts for Elders / Honorariums	Gifts	\$2,700.00	\$0.00
Gifts for Elders / Honorariums	Honorariums	\$3,750.00	\$0.00
Food Costs	Food and Catering	\$15,800.00	\$0.00
Insurance - Program, Project, Service or Event	Insurance	\$2,500.00	\$0.00
Administration Costs	Interest & Bank Fees	\$700.00	\$0.00
Program Materials and Supplies	Materials and Suppliers	\$35,750.00	\$33,000.00
Other (Provide Detail)	Merchandise Cost	\$2,500.00	\$0.00
Other (Provide Detail)	Miscellaneous Expense	\$600.00	\$0.00
Administration Costs	Office Supplies	\$3,350.00	\$0.00
Other (Provide Detail)	Partnership Projects	\$700.00	\$0.00
Administration Costs	Service Fees	\$4,030.00	\$0.00
Volunteer Appreciation	Volunteer Appreciation	\$1,500.00	\$0.00
Wages/Salaries/Benefits/MER CS	Tax Deductions	\$79,200.00	\$75,000.00
Advertising / Marketing Fees	Advertising	\$3,800.00	\$0.00
Training	Training	\$10,000.00	\$10,000.00
Administration Costs	Printing	\$3,600.00	\$0.00
Administration Costs	Professional Memberships	\$1,400.00	\$0.00
Administration Costs	Rent	\$29,746.00	\$26,000.00
Program Materials and Supplies	Tech Subscriptions	\$3,050.00	\$3,050.00
Administration Costs	Phone	\$3,864.00	\$3,000.00
Transportation and Delivery	Travel	\$15,200.00	\$3,894.00
Rent - Venue/Facility/Room/Equipment	Venue Rental	\$10,900.00	\$0.00



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Wages/Salaries/Benefits/MER CS	Wages	\$315,950.00	\$201,398.00
Wages/Salaries/Benefits/MER CS	WCB Expense	\$4,000.00	\$3,000.00
Administration Costs	Website Expense	\$550.00	\$0.00
		<b>\$620,642.00</b>	<b>\$413,892.00</b>

### Shortfall

Total	
(Total Secured Revenue - Total Expenses)	-\$461,496.00

### Total RMWB Grant Request

Amount	
Total	\$413,892.00

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

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

\$620,641.45

### Total Grant Amount Request

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

\$413,892.00

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

Click on the Save Draft button to calculate the percentage.

67%

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

We have been expanding our base of volunteers and had over 500 hrs of volunteering this year. We get most venues donated for free, including for support groups, socials, yoga, and most workshops. We leverage our partnerships to deliver

### Preferred Cash-Flow

	Amount
January/February	\$310,000.00
April	\$0.00
August	\$103,892.00
October	\$0.00
Total	\$413,892.00

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### Attachments

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#### Upload Strategic Plan

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[Wood\\_Buffalo\\_Pride\\_Strategic\\_Plan\\_docx.pdf](#)  
621.7 KB - 10/01/2025 6:49 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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[Employment\\_Support\\_Budget.xlsx](#)  
5.3 KB - 10/01/2025 6:49 PM

[IROC\\_Budget.xlsx](#)  
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[InReach\\_Budget.xlsx](#)  
5.3 KB - 10/01/2025 6:49 PM

[Peer\\_Support\\_Group\\_Budget.xlsx](#)  
5.2 KB - 10/01/2025 6:49 PM

[Pride\\_Peers\\_Budget.xlsx](#)  
5.3 KB - 10/01/2025 6:49 PM

[Qmmunity\\_Connections\\_Budget.xlsx](#)  
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[Rainbow\\_Spaces\\_Budget.xlsx](#)  
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Total Files: 7

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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.

[Letter\\_of\\_Support\\_WBPride\\_2025\\_\(1\).pdf](#)

140.8 KB - 10/01/2025 6:50 PM

[Partnership\\_Letter\\_-\\_Fort\\_McKay\\_Youth-\\_RMWB\\_PRIDE.docx](#)

66.2 KB - 10/02/2025 3:11 PM

[Partnership\\_Letter\\_ACWB\\_WB\\_Pride\\_\(1\)\\_\(1\).pdf](#)

292.1 KB - 10/04/2025 11:51 AM

[Partnership\\_Letter\\_Nistawoyou\\_WB\\_Pride\\_\(1\)\\_\(1\).pdf](#)

313.1 KB - 10/01/2025 6:50 PM

[PrideYMM-\\_Lette\\_of\\_Support.pdf](#)

232.1 KB - 10/02/2025 3:27 PM

[Support\\_Letter\\_WB\\_Pride\\_\(1\).pdf](#)

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Total Files: 6



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**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.

[Wood\\_Buffalo\\_Pride\\_Society\\_-\\_Financial\\_Statements.pdf](#)  
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Total Files: 1

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### Declaration

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

- that I have read the appropriate Grant Guidelines;
- that I understand that this application form and all required attachments must be completed in full and received before 2025-10-14 4:30 p.m. MT;
- that I understand that this application form and any attachments shall be part of the Community Investment Program Approval Committee (CIPAC, Council Appointed) meeting agenda and accessible through all methods that the public meeting agenda is available;
- that I understand the term of the Grant is January 1 to December 31, 2026 and that all expenditures must happen during this term; and
- that I am authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.
- that I understand the personal information collected in this application is collected under the authority of Section 4(c) of the Protection of Privacy Act and is managed in accordance with the Act. It will be used to process your application and contact you if needed during the review of this application. If you have questions about the collection or use of your personal information, you may contact the Manager, Community Partnerships and Initiatives, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at 587-919-5522.

### Acknowledgement

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I do hereby certify that to the best of my knowledge, this application contains a full and correct account of all matters stated herein.

### Applicant Name

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Mitchel Bowers

### Position/Title

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Executive Director

**Date:** 10/07/2025





### Program, Project or Service Name

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Rainbow Spaces

### Beginning Date

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2026-01-01

### Completion Date

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

2026-12-31

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

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

Anzac, Conklin, Fort Chipewyan, 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)
Rainbow Space Roundtable	No	Yes	No
Community Inclusivity Workshops	Yes	No	No
Individual Certification Workshops	Yes	No	No
Rainbow Space Organizational Certification	Yes	Yes	Yes
Tabling Engagements	Yes	No	Yes
Educational Campaigns	Yes	Yes	No
Volunteer Trainings	Yes	Yes	No
Corporate Trainings	Yes	Yes	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.**

So far we have done in person training in Fort Chipewyan and Fort McKay and not had issues with lack of technology. We have been coming up with alternate workbooks and paper copies for trainings where technology is limited.

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

Our community trainings are done at the Redpoll center which is located next to a transit stop. We are also bringing our training into the rural communities to meet people where they are. We also offer virtual options for teams that prefer to join remotely.

**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.**

Accessibility, inclusion and belonging is the core of everything we do. Rainbow Spaces is the key program for how we promote inclusion within the region. We consistently partner with businesses and social profits to provide them with inclusion training and provide ongoing support. We leverage our partnerships in the Rural communities to bring inclusion training to 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+)	15
Families	0
Community	0
Total	215



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

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2SLGBTQIA+

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

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We offer sliding scale costs for Rainbow Spaces to ensure that the cost is reasonable for all organizations looking to receive certification. We will also reduce costs to fit within an organizations budget. For all our programs we ensure food is provided, for those with low incomes, that can make all the difference in having them attend. We offer quarterly free trainings that are open to the public. Trainings are either hosted by the organization receiving the training or we will host them at the Redpoll, which is an accessible building. We have gotten the Redpoll centre /MacDonald Island to add a Gender Neutral Washroom to the facility. We provide fidgets, colouring and scrap pages for folks that may be neurodiverse or have other needs. We also check with participants in advance if they have additional needs, like needing slides to be printed in larger font, etc.

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

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A section of our Rainbow Spaces Training is dedicated to Two Spirit Identity, teaching about the intersection of Queer and Indigenous identities and how residential schools created compounding hardships for Two Spirit People. Part of Rainbow Spaces is all of our awareness activities, we raise awareness about Two Spirit people, through Two Spirit People's Day, Indigenous People's Day, Red Dress Day, and Day for Truth and Reconciliation. We have information handouts that explain what Two Spirit identity is, our role within Indigenous culture and ceremony, and it provides all the Cree and Dene words for Two Spirit People. We are also a partner with ATC for Red Dress Day and other Awareness Days.

## Logic Model

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

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The mission of the Rainbow Spaces program is to educate businesses, non-profit organizations, professionals, community groups, and individuals to be safer, more inclusive and accessible for the 2SLGBTQIA+ community, and to allow for the 2SLGBTQIA+ community to identify service providers that are safe and welcoming for them. Safe and accessible facilities and services is necessary for public safety, client satisfaction, and employee retention. Inclusive spaces decrease anxiety and fear when using facilities and reduces chances of harassment or assault, which is the reality for 2SLGBTQIA+ individuals. RCMP have noted a spike in hate incidents targeting the 2SLGBTQ+ community, and Statistics Canada has hate crime statistics that indicate increases in hate crimes targeting the 2SLGBTQ+ Community. By providing targeted education, professional development training, and ongoing support through the Rainbow Spaces program, we help to ensure that their services are accessible and prepared to meet the unique needs of 2SLGBTQIA+ service users. Providing a three-year Rainbow Space certification term with ongoing support and communication from our staff allows us to gather local data and be responsive to emergent community needs, leading to improved quality of life and positive outcomes in areas such as healthcare, mental healthcare, social services, education, and employment.

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

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We will have public inclusivity training workshops, private training sessions, awareness campaigns, and outreach in the community. We will also have monthly Rainbow Space Roundtable meetings for representatives from all of our Rainbow Space organizations to network, share programs and resources, ask questions, and seek support. Through continuous education opportunities, development of resources, and conversations, we will continue to build strong, informed allies in Wood Buffalo. Our core belief is that anyone has the ability to learn and grow, and by debunking harmful stereotypes, biases and stigmas, we create safer spaces for all in our region.

By communicating regularly with our Rainbow Spaces organizations and individual representatives through a monthly Rainbow Spaces Roundtable meeting, and through an Annual Review survey, we will be able to provide support and guidance on how to address social problems as they emerge in specific sectors.

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

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More businesses, non-profits, professionals, and individuals will have the tools and knowledge to be safer and more inclusive spaces and service providers. Having identified allied spaces increases the well-being and sense of belonging of the 2SLGBTQIA+ community, and decreases the risk of them experiencing hate crimes, violence, and exclusion. Inclusive spaces decrease anxiety and fear and there is less chance of harassment or assault. Providing training to professionals, employers, service providers, and community members also supports bystander interventions and empowers allies to speak up if there is an incident of hate, discrimination or harassment occurring, which improves community safety overall.

Rainbow Spaces organizations will be invited to submit an annual statement to Pride expressing how their organization has directly supported the 2SLGBTQIA+ community and upheld the guidelines of a Rainbow Space, and provide us with any emergent needs or support resources that are required.

This program also includes our awareness initiatives, which includes social media campaigns and community outreach. Our awareness initiatives support ongoing access to information, statistics, and recognition of days of significance for 2SLGBTQIA+ community members and allies. This recognition provides important representation of the 2SLGBTQIA+ population, and offers accessible, informal education to all community members.

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

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Staff labour  
Policy development materials  
Training materials  
Professional development for staff  
Laptop  
Office space  
Training space  
Marketing materials  
Presentation software  
Awareness materials  
Website for public Rainbow Space Directory hosting  
Virtual networking software (Zoom)  
Certification materials (certificate, vinyl sticker decal, pin)

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

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Delivering 2SLGBTQIA+ Inclusivity Training Workshops  
Certification ceremonies and public recognition of Rainbow Spaces  
Delivering community workshops and seminars  
Policy and protocol assessments  
Provide sample policies, forms, and templates  
Physical space assessments  
Ongoing one-on-one support offered by Wood Buffalo Pride staff  
Monthly roundtable meetings with Wood Buffalo Pride staff and Rainbow Space organizations  
Develop and provide educational and support resources  
Tailored training sessions for community groups  
Awareness Campaigns: sharing relevant statistics and data, support resources, tip sheets, allyship education, and 2SLGBTQIA+ days of significance  
Community Outreach (tabling at community events and resource fairs)

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

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

Three trainings per month for businesses/organizations with 5-50 participants per training.  
Quarterly community training sessions with approximately 10-15 participants per training.  
30 certified/recertified Rainbow Spaces.  
Regular social media awareness campaigns.  
Regular outreach (tabling) at community events.



**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.

Community members and organizations participating in the activities and awareness campaign will demonstrate increased awareness of local social inclusion and equity issues

Participants recognize and celebrate diversity

2SLGBTQIA+ individuals have increased safety and participation in our community

Businesses and organizations take steps to become a safer space

Individuals have increased access and awareness of 2SLGBTQIA+ support resources and services

Individuals report a decrease in hate incidents and hate crimes targeting 2SLGBTQIA+ communities

**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, Observation

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

No other organization offers 2SLGBTQ+ inclusion training. No other organizations are focused on raising awareness and education on 2SLGBTQ+ issues.

**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.**



### Program, Project or Service Name

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Pride Peers

### Beginning Date

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2026-01-01

### Completion Date

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

2026-12-31

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

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

Fort McMurray

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

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### Program, Project, or Event Delivery Information

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

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

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

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

Pride Peers is a peer mentorship program that connects 2SLGBTQ+ with mentors. The program is open to all members of the 2SLGBTQ+ community, we will have targeted outreach to Transgender and Non-Binary folks, Queer Newcomers, Caregivers, and Victims of Hate Crimes. By partnering folks with a peer with similar lived experience, participants will increase social participation, create connections to community support services while promoting inclusion and belonging.

**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	20
Seniors (65+)	0
Families	0
Community	0
Total	20



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

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2SLGBTQIA+, Immigrants, refugees and/or newcomers

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

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Accessibility is one of our core values. We work to ensure all programs are inclusive and accessible. For this program, we will be developing a training framework for mentors that can be done at their own pace, through online modules. Our intake forms will use gender neutral language and will explicitly ask about accessibility and accommodation needs.

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

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## Logic Model

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

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2SLGBTQ+ communities face systemic barriers, social isolation, and elevated risks of violence and discrimination. Within these communities, trans and non-binary people, queer newcomers, and individuals who have experienced hate-motivated violence are particularly vulnerable to exclusion, underemployment, housing insecurity, and mental health challenges.

Trans and non-binary people encounter disproportionately high rates of harassment, misgendering, and violence. Research consistently shows elevated risks of depression, anxiety, and suicidal ideation due to systemic discrimination and lack of affirming supports.

Queer newcomers often face unique intersectional barriers. Many have fled persecution, discrimination, or criminalization in their countries of origin, only to experience racism, xenophobia, and homophobia/transphobia upon arrival. This can lead to compounding challenges in accessing housing, employment, healthcare, and community networks.

Victims of hate crimes experience both the immediate trauma of violence and longer-term impacts such as fear, distrust, and isolation. Many incidents remain unreported due to mistrust of authorities and fear of further victimization.

There is a significant gap in accessible, peer-based, culturally competent mentorship programs that center the lived experiences of 2SLGBTQ+ people and create safer, affirming spaces for healing and empowerment. Peer mentorship can reduce isolation, build resilience, and connect participants with resources, while fostering leadership and collective solidarity.

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

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Providing affirming peer connections to reduce isolation and increase belonging.

Supporting trans and non-binary participants with resources tailored to their unique challenges.

Assisting queer newcomers in navigating settlement systems while maintaining cultural and sexual/gender identity safety.

Offering trauma-informed support and pathways to justice for those impacted by hate crimes.

Engaging parents and caregivers through targeted education and mentorship to strengthen family relationships and protective supports for youth.

This initiative addresses a demonstrated need for inclusive, community-driven programming that not only mitigates harm but actively builds safer, more connected, and more resilient 2SLGBTQ+ communities. By centering peer-to-peer models, the program will develop leadership within 2SLGBTQ+ communities, empowering participants to become future mentors, advocates, and community builders. Through these approaches, the program not only addresses the immediate social problems of isolation, discrimination, and lack of accessible, affirming supports, but also works toward long-term systemic change by building community capacity, resilience, and intergenerational support networks.

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

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Peer mentorship and community-based support are evidence-informed strategies for improving outcomes among 2SLGBTQ+ communities, particularly those who experience multiple, intersecting vulnerabilities. Research demonstrates clear links between the types of supports provided in this program and measurable positive outcomes.

If we provide peer-based, culturally competent mentorship and family/caregiver education, then 2SLGBTQ+ individuals and their families will experience increased belonging, resilience, and safety.

If we offer targeted support to trans and non-binary people, queer newcomers, and survivors of hate crimes, then we will reduce systemic barriers and promote healing, integration, and empowerment.

Therefore, the program will contribute to stronger, safer, and more resilient 2SLGBTQ+ communities.



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

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Wood Buffalo Pride staff  
Printing  
Marketing materials  
Computer and internet  
training framework and training modules  
volunteers

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

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Develop Training Framework - Utilizing existing training where possible  
Mentor recruitment and training  
Mentee recruitment  
Matching events  
Planned activities for matches - individual and group  
Follow up meetings with participants  
Continual training and workshops

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

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

# of training sessions completes  
# of mentors trained  
# of mentor recruited  
# of mentees recruited  
# of matches  
# of group activities  
# of pair activities  
# of follow up calls/meetings

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

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

Increased social connectedness  
Improved knowledge of resources  
Increased caregiver knowledge  
Enhanced mentor skills  
Strengthened peer support networks  
Increased family support for youth  
Improved coping and resilience  
Increased access to services  
Enhanced survivor empowerment

**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.**

I am not aware of any peer mentorship program in the region that is meant for adults (CMHA previously had one). Ours would be the only one focused on the 2SLGBTQ+ community.

**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
Victim Services	Training for Victim Support





### Program, Project or Service Name

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Employment Support

### Beginning Date

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2026-01-01

### Completion Date

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

2026-12-31

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

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

Fort McMurray

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

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### Program, Project, or Event Delivery Information

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

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

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

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

Employment is strongly linked to overall well-being, mental health, and social stability. For 2SLGBTQ+ individuals, systemic barriers such as discrimination, lack of inclusive workplaces, and underemployment contribute to stress, financial instability, and social isolation. 2SLGBTQ+ job seekers often face discrimination, microaggressions, or lack of recognition of their identities in the workplace. A program designed specifically for this community ensures inclusive and accessible access to support. Through this program delivery we are looking to expand our collaborations to provide unique and tailored programming.

**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)	10
Adults	50
Seniors (65+)	0
Families	0
Community	0
Total	60



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

---

2SLGBTQIA+, People experiencing poverty and/or homelessness

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

All of our programs are built around inclusion and accessibility. Accessibility checklists are completed for all events, and workshops. We use gender neutral language, ask pronouns and ensure there are no barriers to accessing our programs. We have gender neutral washrooms and have accessible offices.

**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?**

According to stats Canada lesbian, gay and bisexual individuals, relative to their heterosexual counterparts, are more likely to: earn lower incomes, experience discrimination on the job, encounter barriers in finding and advancing in employment. Egale Canada reports that 72% of 2SLGBTQ+ people in Canada experience workplace discrimination & 49% Quit their job due to not feeling accepted in the workplace. Trans folks face some of the highest rates of unemployment, underemployment and discrimination. Studies also show a wage gap between 2SLGBTQ+ people as compared to straight and cisgender folks.

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

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Providing skill building workshops such as computer literacy  
Providing workshops for resume building and interview skills  
Providing workshops for public speaking  
Provide one on one resume writing support  
create resources to promote inclusive hiring to businesses.  
leverage our Rainbow Spaces program to create a more inclusive job market  
provide workshops so that 2SLGBTQ+ people know their rights  
provide volunteer opportunities that can be added to people's resumes.

**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."**

---

If we provide direct employment supports to 2SLGBTQ+ individuals then we can reduce barriers to employment and support skill building to reduce inequities.  
By implementing an employment support program tailored to the 2SLGBTQ+ community, the initiative seeks to:

Provide Inclusive Job Training and Placement: Equip participants with skills and opportunities in inclusive workplaces.  
Offer Networking: Connect individuals with inclusive employers who understand their unique challenges.  
Advocate for Workplace Inclusivity: Collaborate with employers to create safer and more inclusive work environments.  
Support Transgender and Non-Binary Individuals: Address specific barriers faced by transgender and non-binary individuals in the employment sector.  
Through these strategies, the program aims to reduce employment disparities, enhance economic security, and promote social inclusion for 2SLGBTQ+ individuals



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

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Staff labour  
venue for workshops  
computer  
instructors for workshops (fees)  
printing for resources

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

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- delivering workshops
- one on one resume support
- create resources for employers
- promote workplace inclusion
- coordinate and develop volunteers

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

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

- Monthly employment workshops
  - One on One resume support
  - new resources for employers
- Networking opportunities

**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 gain employable skills  
Reduce the barriers to employment  
Businesses become more inclusive  
Participants gain equitable employment

**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, Interviews, Observation

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

No other employment services target the 2SLGBTQ+ community. Although other supports might be accepting, they lack the knowledge of the unique needs of our community. As a trusted organization in the region, the 2SLGBTQ+ community knows they can safely access the programs we deliver.

**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
Chamber of Commerce	Promoting inclusive hiring and workplace inclusion
Start Up YMM	Exploring collaboration opportunities
Arts Council Wood Buffalo	Delivering a targeted Getting to Sold Workshop
Elevate Aviation	Provide Virtual Resume Workshops for the Queer Community

**Program, Project or Service Name**

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Community Connections

**Beginning Date**

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2026-01-01

**Completion Date**

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

2026-12-31

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

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

Fort McMurray

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

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

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

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

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

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

Qmmunity Connections is about creating opportunities for the 2SLGBTQ+ community and allies to come together in places that are safe, and affirming. The program is meant to create opportunities for like minded people to connect in social settings, to reduce isolation and loneliness, improve mental wellbeing and build stronger social networks and supports. For many of our Qmmunity Connections we partner with other nonprofits to expand each others reach, find new audiences and share resources.

**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)	10
Youth (13-18 years)	75
Adults	200
Seniors (65+)	10
Families	5
Community	0
Total	300



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

---

2SLGBTQIA+

**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 ensure that we only use accessible venues. We offer these programs at no cost most of the time, when there is a cost associated we find sponsors to provide tickets for those that can't afford them. These events are all about inclusive spaces, our strict code of conduct ensures that the all participants feel safe and welcome. We ensure we have gender neutral washrooms, and use inclusive language.

**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.**

Some of Qmmunity Connection events focus on sharing Indigenous arts and culture, we have had ribbon skirt and shirt workshops, beading workshops, dream catcher workshops and more. We've also had Two Spirit speakers as part of our education series.

## 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?**

2SLGBTQ+ individuals face barriers to accessing social programming, whether due to systemic barriers or lack of safety. 2SLGBTQ+ individuals face increased social isolation, poorer mental health and reduced connection to community and support networks.

2SLGBTQ+ youth face increased rates of suicide, poor mental health, poor self esteem and social isolation

2SLGBTQ+ people, especially trans folks, have reduced access to physical fitness and well being programs, as provincial legislation bans trans women from participating in sports as their self-identified gender.

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

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For the fitness aspect of this program we are developing some partnerships to offer specific times and spaces that will be advertised as 2SLGBTQ+ exclusive or 2SLGBTQ+-friendly. We will be offering monthly yoga workshops with The District YMM, we have partnered with MacDonald Island to offer All Bodies Swim Times, we are working with Syncrude Sport and Wellness to offer private gym hours and fitness classes. We plan to also have more pop-up activities including golf, softball and a beach day. For the rest of the program we will have recurring activities as well as pop-up activities. Our current recurring activities are a weekly youth, arts based drop in, in collaboration with Justin Slade. A monthly QTBIPOC coffee social and a monthly Pride Coffee Social. We also have regular speakers that share information about various 2SLGBTQ+ topics and raise awareness about 2SLGBTQ+ issues. We offer a variety of creative workshops, with an emphasis on traditional Indigenous arts, ensuring that Two Spirit people have connection to culture. We often partner with other groups for these workshops including the Wood Buffalo Regional Library, Arts Council Wood Buffalo, Nistawayou Association Friendship Centre, and Justin Slade Youth Centre.

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

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If we provide spaces that are safe and are directly for the 2SLGBTQ+ community and our allies, we can ensure 2SLGBTQ+ folks have access to physical fitness and wellbeing programs. 2SLGBTQ+ people can meet each other and develop natural community connections and support networks. Social isolation will be reduced and mental health will improve, reducing suicidal ideation and improving self esteem. Activities that provide education and awareness will help to create stronger, more informed allies in the community, leading to a stronger community support network. If we create spaces that are inclusive, safe and affirming, then 2SLGBTQ+ will gain access to these spaces, improving their mental and physical health, improving connection to community and reducing social isolation.

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

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Wood Buffalo Pride staff  
Venue Space  
activity materials  
instructors & honorariums  
budget  
collaborations  
refreshments  
travel for speakers

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

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delivering workshops  
coffee social events  
offering inclusive swim times  
offering inclusive fitness classes  
providing community talks and presentations  
offering documentary viewings  
other social events

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

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

2 coffee socials per month  
2 fitness classes or activities per month  
1 educational talk or documentary every month  
1 youth drop in creative program every week  
1-2 other social or creative workshops per month

**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.

1. Participants get access to safe and inclusive spaces and programs
2. Participants gain a better community support network, reduce social isolation and increased sense of belonging.
3. Participants' mental and physical well being improve.
4. Increase in safe and inclusive spaces and services for 2SLGBTQIA+ people
5. 2SLGBTQIA+ individuals have equal access to amenities, physical wellness and social programming.

**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.**

No other programs are focused on the 2SLGBTQ+ community. We are trusted by the community to ensure programs are safe and affirming. No programs directly address the participation of trans folks in sport and wellness activities.

**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
Justin Slade Youth Foundation	Partner
Arts Council Wood Buffalo	Partner
Wood Buffalo Regional Library	Partner
Nistawayou Association Friendship Centre	Partner



### Program, Project or Service Name

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InReach

### Beginning Date

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2026-01-01

### Completion Date

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

2026-12-31

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

---

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

Fort McMurray

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

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### Program, Project, or Event Delivery Information

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

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

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

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

The InReach program focuses on connecting clients with community support services that are inclusive and affirming. Through referral partnerships we connect clients with existing services, and act as peer support and advocate when requested. Part of InReach is our Gender Affirming Gear Program, which is vital to provide trans clients with gender affirming gear that allows them to have increased social participation. InReach also absorbs our ID Clinic Services, which provides direct support to trans folks.

**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)	5
Adults	40
Seniors (65+)	2
Families	13
Community	0
Total	60





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

---

2SLGBTQIA+, People experiencing poverty and/or homelessness

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

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Our programs are low barrier, with free access. Our offices are accessible, contain a gender neutral bathroom and are centrally located near a bus route. Our policies and forms use inclusive language and we ensure that all our instructors have inclusivity training, to maintain a high standard of inclusion. Clients can also meet virtually if needed.

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

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## Logic Model

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

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2SLGBTQ+ individuals and families face a number of gaps in service delivery due to homophobia, transphobia, or the perception of expected discrimination. Many people won't access medical and social services out of fear, if the service provider is safe and affirming. Queer newcomers often feel stigma accessing newcomer supports, especially when they come from countries where it is illegal to be queer. The InReach program absorbs two smaller programs, our Gender Affirming Gear Program and our ID Clinic. These programs reduce the barriers for trans folks in Wood Buffalo to access gender-affirming gear, such as chest binders. They are used by trans and non-binary people to manage gender dysphoria. We have no local retailers that sell gender-affirming gear. The ID Clinic program provides participants with one on one direct service to help navigate ID changes. The process for updating Identification can be long and complicated. While going through this process many trans folks experience increased stress, gender dysphoria, and anxiety. Having identification that reflects a person's true name and gender marker, reduces stress, provides gender euphoria and can reduce barriers to accessing other services.

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

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We will meet with clients one on one, completing an intake and needs assessment to determine their current situation, needs and strengths. We will collaborate with clients to create an action plan to address their needs. We will accompany clients to local appointments when requested to act as support and advocate. We will provide warm handover and referrals to our growing list of referral partners to ensure that clients are not left waiting for referral services. We will complete client follow ups to ensure that their experiences with other service providers were safe and affirming. Where gaps exist we will work with referral agencies to provide training and coaching to be more inclusive.

The Gender Affirming Gear Program is available through our website, social media, at our trans peer support groups and in person at our offices.

For ID Services we will provide trans folks, with one on one direct support to review the documentation they currently have, to identify what they need and evaluate the best order to start making changes to identification. . We will work with participants to ensure all paperwork is completed properly and in the correct order.

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

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By being the first point of contact and case managers for 2SLGBTQ+, Wood Buffalo Pride can leverage the trust our community holds with us to connect them with other safe and affirming services.

If we are able to act as peer support and advocates for our most marginalized community members then they will be able to access medical and social services improving their quality of life and ability to participate in society.

Research demonstrates that gender-affirming care (which includes gender affirming gear) greatly improves the mental health and overall well-being of gender diverse folks.

If the Wood Buffalo Pride Gender Affirming Gear Program is able to continue and expand its inventory, trans, non-binary, and gender-diverse individuals in Wood Buffalo will have access to low-barrier gender affirming gear, improving their mental health and reducing the risk of suicidal ideation and attempts.

If we provide trans folks with compassionate service to guide them through this lengthy, complicated and expensive process, they will feel empowered, reduce stress and anxiety and gain access to additional social support.

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

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Wood Buffalo Pride staff  
Inventory of binders, packers, gaffs, etc  
Resources and learning materials for safe wear  
Storage  
Printing  
Marketing materials  
Computer and internet  
encrypted note taking software  
referral network  
private meeting space  
private gender neutral changing space

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

---

conduct client intake  
create needs assessment  
create action plan  
client referrals and follow ups  
attend in-person local appointments as support and advocate  
In-person gender-affirming gear support sessions  
Collection of gently used and new gender-affirming gear  
Development of online booking method  
Marketing the program, especially at trans support groups  
Making educational materials easily accessible  
Maintain inventory and variety of products  
In-person one on one assessment of current documentation  
Creation of an action plan to identify all documents that need updated  
support filling out forms  
funding for processing ID changes



**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.

One on one, in-person gender-affirming gear support sessions  
Trans, non-binary and/or gender-diverse individual is equipped with gender-affirming gear  
Wood Buffalo Pride gender-affirming gear guidelines are made accessible  
Educational campaign about gender affirming gear on social media  
# of trans folks supported every month with their name change  
# of documents obtained or updated  
Action plans created  
Referrals received and sent  
appointments attended in support/advocate capacity

**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.

Trans and non-binary individuals have access to gender affirming support  
2SLGBTQ+ individuals and families have access to safe and affirming service providers.  
2SLGBTQ+ individuals experience improved access to social supports  
Trans and non-binary individuals experience improved mental health and reduced stress.  
2SLGBTQ+ individuals are treated equitably and are safe and healthy.

**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, Interviews, Observation

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

The direct services offered in this program (gender affirming gear and ID clinic) are not offered by anyone else in the region. As a trusted organization, 2SLGBTQ+ will come to us first before accessing other direct services, by formalizing our referral program, we can provide better support, including peer support and advocacy when accessing other existing services. We can also work with our partners when there's an issue to help them be more inclusive moving forward.

**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
Centre of Hope	Referral Partner
Waypoints	Referral Partner
YMCA	Referral Partner



### Program, Project or Service Name

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Support Groups

### Beginning Date

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2026-01-01

### Completion Date

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

2026-12-31

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

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

Fort McMurray

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

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### Program, Project, or Event Delivery Information

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

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

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

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

Peer Support Groups are built on the foundation of accessibility, inclusion and belonging. They are hosted in accessible spaces, we have community agreements read before each meeting to ensure inclusion and safety. Through Peer Support groups, participants get recommendations on services and supports that are affirming. They also make connections with each other, improving their social participation. Our Two Spirit support group also has a virtual option. We collaborate with Ihkapaskwa Collective for our Two Spirit Support group and with CMHA for our other support groups.

**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)	3
Youth (13-18 years)	20
Adults	50
Seniors (65+)	5
Families	10
Community	0
Total	88





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

---

Youth, 2SLGBTQIA+, Youth

**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.**

---

Two Spirit Support Group already has a virtual option and we will be adding a virtual all ages trans support group as well. There is no cost to this program. We ensure snacks and refreshments are provided so that it is accessible to those with low incomes. Our physical spaces are accessible, and we have community agreements as part of the groups to ensure that they are conducted in a safe and respectful manner.

**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.**

---

Two Spirit Support groups offer a space for Two Spirit and Indigiqueer folks to connect and heal. By empowering Two Spirit folks, we enable them restore their places in Indigenous culture and ceremony.

## Logic Model

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

---

Transgender, non-binary, Two Spirit and Gender Diverse people face barriers to accessing safe and affirming mental health supports, medical care and general resources. They experience increased social isolation, underemployment and are at increased risk for homelessness, negative mental health, and addictions. Connecting with peers going through similar experiences can be difficult to find and that lack of affirming peer connection can leave folks feeling othered, ashamed or isolated.

Caregivers, parents and loved ones of transgender, Two Spirit, non-binary and gender diverse folks, often feel a sense of loss and hopelessness and are isolated in their experience. Many caregivers of trans youth, describe as similar experience to the grief of losing a child.

**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?)**

---

By creating a safe and inclusive space where individuals can find community and belonging, share their experiences, ask advice, and access resources, Wood Buffalo Pride will achieve the following outcomes:

- Increased pathways to support services.
- Diverse voices are identified, involved and engaged
- Diversity is recognized and celebrated
- Individuals are connected to others
- Youth is engaged and connected
- 2SLGBTQIA+ individuals feel safe and welcome
- Improved access to safe spaces
- Youth is empowered and have access to mental health support

**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."**

---

If Wood Buffalo Pride offers peer-led support groups for trans, gender-diverse and Two Spirit individuals and their loved ones, 2SLGBTQIA+ folks have an increased support network, improved mental health, better access to resources, and create community at a time when being out as queer, and especially trans and gender-diverse, can be incredibly stressful, and we can decrease the risk of discrimination, violence, isolation, mental health issues, and hate crimes.

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

---

Wood Buffalo Pride staff  
Meeting space  
Peer facilitators  
Facilitator Training  
Refreshments  
Printing  
Marketing materials  
Virtual options

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

---

Peer-led support groups  
Facilitator training and development  
Program evaluation  
Virtual and In Person Support Groups

**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.

- Bi-monthly Youth Trans Support Group
- Bi-monthly Adult Trans Support Group
- Monthly Trans Caregiver Support Group
- Bi-monthly Two Spirit Support Group
- Monthly virtual all ages trans support group

**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.

1. 2SLGBTQIA+ individuals have increased pathways to support services
2. 2SLGBTQIA+ youth develop positively
3. Individuals are connected to others
4. Trans and queer folx have a safe space to share experiences and participate in activities
5. Participants develop self-esteem and improve mental health.
6. Trans, gender-diverse, and queer individuals feel connected, accepted, with resources available to them locally

**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, Interviews, Observation

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

These are the only Peer Support groups for these infinity groups and identities.

**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
Ihkapaskwa Collective	Host 2S support Group
CMHA	Host Trans Support Groups, Facilitate caregiver Group,

**Program, Project or Service Name**

---

Indigenous and Rural Outreach

**Beginning Date**

---

2026-01-01

**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.

2026-12-31

**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 Chipewyan, 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)
Fort McKay Youth Monthly Activity	Yes	No	Yes
Anzac Monthly Activity	Yes	No	Yes
Fort Chip Quarterly Event	Yes	No	Yes
Conklin Monthly Activity	Yes	No	Yes
Janvier Monthly Activity	Yes	No	Yes
ATC Festival	Yes	No	No
2S Showcase - Fort McMurray + surrounding	Yes	Yes	Yes
Fort McMurray Workshops Quarterly	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.**

We've navigated these issues so far. We try to partner with a nation or organization from that rural area so that we're meeting the needs of the community and they can identify any needs before we arrive.

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

We bring the programs directly to the rural communities in central facilities.

**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 Indigenous and Rural Outreach program starts by building partnership with local first nations and other service providers, to identify the needs of the Two Spirit people in their region. We provide affirming, safe programming and activities that connect Two Spirit Youth with traditional culture and community. We foster inclusion and belonging through culturally relevant and safe programming.

**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)	20
Youth (13-18 years)	75
Adults	30
Seniors (65+)	10
Families	15
Community	0
Total	150





## Project Summary Indigenous and Rural Outreach

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

---

Youth, 2SLGBTQIA+, First Nations, Métis, and/or Inuit Peoples, Youth

**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 ensure accessibility audits are completed before all events to ensure a physically accessible space. Everyone is welcome in these programs, we reduce as many barriers as possible, including making sure events are free to attend, food is provided to make it accessible for those with low incomes. Community safety and inclusion is a core value to our programs, we exemplify what an inclusive space and program looks like.

**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.**

This program exists to connect to support Two Spirit folks in our region. To connect them with culture, and ceremony and to correct the harms imposed by residential schools and colonialism. True reconciliation includes the acknowledgement of the exponential harms faced by Two Spirit People and the intentional correction to repair that harm.

## 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?**

Many 2SLGBTQ+ individuals in rural and Indigenous communities often face social isolation, either due to a lack of peer networks or the stigma around their identity. Outreach helps connect these individuals to supportive networks and resources, reducing feelings of loneliness and depression. Many 2SLGBTQ+ Indigenous people face compounded discrimination based on their ethnicity, sexual orientation, and gender identity. Outreach provides targeted support that recognizes the complex layers of their identities and experiences. Providing visibility to 2SLGBTQ+ individuals in these communities can help challenge harmful stereotypes and demonstrate that diverse identities have always existed, even in rural and Indigenous settings. We create safer spaces, where 2SLGBTQ+ individuals can thrive without fear of rejection or violence. Young 2SLGBTQ+ people in rural and Indigenous communities often feel alienated due to limited role models or resources. We provide mentorship and access to role models, helping to empower the next generation of leaders. Many Indigenous communities experience intergenerational trauma due to colonization and forced assimilation policies. In less than a year, two trans-Two Spirit youth died by suicide in our region.

**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?)**

---

y creating a safe and inclusive space where individuals can find community and belonging, share their experiences, ask advice, and access resources, Wood Buffalo Pride will achieve the following outcomes:

- Increased pathways to support services.
- Two Spirit voices are identified, involved and engaged
- Two Spirit people are recognized and celebrated
- Individuals are connected to others
- Youth is engaged and connected
- 2SLGBTQIA+ individuals feel safe and welcome
- Improved access to safe spaces
- Youth is empowered and have access to mental health support
- Ensure programming is grounded in Indigenous culture and ways of doing and knowing.
- Create intergenerational connection with youth and elders.
- Programming incorporating Indigenous art, culture and language

**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."**

---

If Wood Buffalo Pride provides targeted outreach to our Rural communities, focusing on Two Spirit folks, especially youth and provides them with culturally relevant and safe programming then we can increase their sense of belonging and improve their mental health by making them feel less lonely, reduce suicidal ideation. Through connection to culture that views their entire intersectional identity, Two Spirit Folks can grow up empowered to be their fullest and best selves.

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

---

Wood Buffalo Pride staff  
Meeting space & venue  
Facilitators  
Refreshments  
Printing  
Marketing materials  
Virtual options  
travel and accommodations to rural areas  
workshop supplies  
Elders and honorariums  
Indigenous medicines  
Computers  
gifts/protocol

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

---

Two Spirit Awareness campaign  
Delivering workshops  
outreach and connecting in rural communities  
Celebrating and highlighting Two Spirit folks  
Collaborating and connecting in community and ceremony  
Supporting Indigenous and Two Spirit Awareness days  
Direct Client support for 2S folks

**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.

monthly workshops in each rural community  
Quarterly activity in Fort Chip  
bi monthly workshops in Fort McMurray  
Awareness campaigns throughout the year  
# of participants accessing direct services

**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.

2SLGBTQIA+ individuals in rural communities have increased pathways to support services  
2SLGBTQIA+ youth develop positively  
Individuals are connected to others, culture and community  
Two Spirit folks have a safe space to share experiences and participate in activities  
Participants develop self-esteem and improve mental health.

**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.**

We collaborate with a lot of other organizations and nations to bring these services to our rural communities. We are the only ones focused on an intersectional lens of 2SLGBTQ+ identity and Indigenous Identity. We are the only organization that puts the safety, and inclusion of queer people as the utmost importance in program delivery. Due to residential schools, many Indigenous communities maintain a string Christian Faith, which can be used to exclude and harm Two Spirit folks, disconnecting them from community and culture. We work to repair that damage and bring people together.

**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
Athabasca Tribal Council	Partner in Rural Programming and in each others Festivals
Arts Council Wood Buffalo	Partner in some rural programming.
Fort McKay Youth Centre	Partner in program delivery
Fort McMurray 468 First Nation	Partner in program delivery
Mikisew Cree First Nation	Partner in Fort Chip events
Athabasca Chipewyan First Nation	Partner in Fort Chip Events
Fort Chipewyan Metis	Partner in Fort Chip Events
Nunee Health	Partner in Fort Chip Events
Therese Tuccaro School	Partner in Fort Chip Events
Edmonton Two Spirit Society	Partnering on an antidiscrimination in ceremony project.



# Wood Buffalo Pride Strategic Plan 2024-2028

Date approved by Board of Directors:

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# Context for this Strategic Plan

2023-24 was a big year for Wood Buffalo Pride. As we started creating this Strategic Plan, there were many points regarding our internal context that affected our strategic thinking.

Our context in 2024:

- In operation for 7 years
- Transitioning from a community group operated by a volunteer board to a registered nonprofit with paid staff
- Recent significant growth in programs, activities, staff and revenue
- Desire to continue growing in healthy, sustainable ways
- Diverse ideas and priorities within the board and team for where to expand programming and advocacy
- Reflection on our advocacy role
- A need for a secure space for offices, programming and a resource centre, accessible for members of the public
- Re-envisioning the structure and process: decolonial ways of organizing and operating; develop clear Board and staff roles; sharing power and responsibilities among Board and staff
- Reflecting on succession for board membership and leadership
- Revising bylaws
- Intention to keep expanding inclusion and anti-oppression in practice

## Our strengths

Our strength is both within and without. Our organization is unique, strong and caring in how we treat each other and carry out the work. Our programs and collaborations by and for 2SLGBTQ+ and ally partners is multi-faceted and growing.

As we were developing this Strategic Plan, we identified these are some of our major strengths:

### Our impact on the community

- **'By us, for us' programming**
  - Locally developed programs and supports that were created by us, for us, to respond to the unique needs in our community
- **Visibility and pride through events**
  - Pride Month
  - Year round events
- **Creating safe, supportive spaces for 2SLGBTQ+ people**
  - Trans, Caregiver, and Queer support groups, binder swaps



- Providing queer and trans people spaces to find connection and support, help with coming out, exchange resources and referrals
- **Advancing inclusive, accessible spaces everywhere**
  - Educate other businesses, nonprofits, schools, and community members in their journey of allyship and to create inclusive, accessible spaces everywhere.
- **Advocacy and presence**
  - “Having people see us existing in such a rural, northern, politically right-leaning community holds importance.”

### Our organization

- **Dedicated people**
  - Diverse and active board includes both new and longtime members of many backgrounds, experiences, and identities
  - Care, passion, dedication and skills of board and staff
- **Strong local connections and network**
  - Connect to other nonprofits, businesses, schools, and leaders.
- **Growth pathway**
  - In the last year, we have gained more staff and revenues, including government funding
- **Ways of working**
  - Teamwork and flexibility
  - Commitment to intersectionality, decolonization, harm reduction

### Challenges in the external environment

As we were creating this Strategic Plan, a number of forces outside of Wood Buffalo Pride were having a profound and ongoing impact on our members and our strategies, including:

- Rise and normalization of **anti-trans and anti-queer fear, hate** and harmful misinformation (could be seen as backlash to the gains in 2SLGBTQIA+ rights)
- **Queer community despair**, fear for safety in the face of hate
- Anti-trans and anti-queer **policies** supported by Alberta government, and potentially by a federal Conservative government
- **Losing public support** as people begin to feel empowered by the anti-trans policy proposals.
- Potentially less provincial **funding**, given the government’s views, and less federal funding if Conservatives are elected
- Potential **advocacy chill** if we have funding from a government that clashes with 2SLGBTQIA+ rights

- Reduced **corporate giving**
- **Lack of inclusivity awareness** by business and public sector
- **Climate change** and **forest fires** are impacting the Wood Buffalo region acutely
- **Israel's genocide in Palestine** concerned us and led us to clarify and strengthen our value of decolonization and to stand in solidarity with oppressed peoples

## Key Funders

Organization	Characteristics
<b>Regional Municipality of Wood Buffalo</b>	<ul style="list-style-type: none"> <li>• Strategic Partner</li> <li>• Sustaining Grant (Operationally dependent)</li> </ul>
<b>Government of Alberta</b>	<ul style="list-style-type: none"> <li>• Grant for ending Gender Based Violence faced by Two Spirit folks (Ends March 31, 2026)</li> </ul>
<b>Government of Canada</b>	<ul style="list-style-type: none"> <li>• WAGE Capacity Funding, to develop strategic plan, and support Rural Programming (ends March 31, 2026)</li> <li>• WAGE Trans Women Empowerment Fund, provide employment support, peer mentorship and TSN funding (ends March 31, 2027)</li> <li>• Federal Heritage Festival Grant, first time application for 2026, pending municipal support.</li> </ul>
<b>Suncor, Syncrude and local Businesses</b>	<ul style="list-style-type: none"> <li>• Currently fund Pride Festival</li> <li>• Have approached Suncor to fund the IROP</li> </ul>
<b>Chamandy Foundation</b>	<ul style="list-style-type: none"> <li>• Funding Qreative Connections until June 2026.</li> </ul>

## Key Collaborations

Organization	Characteristics
<b>Athabasca Tribal Council</b>	<ul style="list-style-type: none"> <li>• Represent all First Nations in the region</li> <li>• Contribute to Cultural Festival (part of grand entry, cultural village and workshops)</li> <li>• Collaborate on Indigenous Awareness days (Red Dress Day, Sisters in Spirit, etc)</li> <li>• Standing membership on the MMEIP Taskforce.</li> <li>• Assisting in the development of an Indigenous Safety accreditation and training modelled after our Rainbow Spaces Program.</li> <li>• Organization becoming a Rainbow Space</li> <li>• Partner to deliver programming in Fort Chip.</li> </ul>
<b>Justin Slade Youth Foundation</b>	<ul style="list-style-type: none"> <li>• Co-deliver Qreative Connections and other Qmmunity Connection activities.</li> <li>• Organization is a Rainbow Space</li> <li>• MOU with this organization</li> </ul>
<b>Wood Buffalo Regional Library</b>	<ul style="list-style-type: none"> <li>• Co-deliver some Qmmunity Connections activities together</li> <li>• Co-deliver Story Time at the End of the Rainbow</li> </ul>

Organization	Characteristics
Arts Council Wood Buffalo	<ul style="list-style-type: none"> <li>• ACWB consults to help them develop their festival</li> <li>• Organization is a Rainbow Space</li> <li>• ACWB participates in their festival as a vendor etc.</li> <li>• Partner on some Qmmunity Connections Programming</li> <li>• Partner on rural programming</li> <li>• MOU with this organization</li> </ul>
Canadian Mental Health Association	<ul style="list-style-type: none"> <li>• Co-deliver Peer Support Groups together</li> <li>• Organization is a Rainbow Space</li> <li>• Exploring partnership for peer mentorship training</li> <li>• MOU with this organization</li> </ul>
Big Brothers Big Sisters	<ul style="list-style-type: none"> <li>• Collaborating on development of Prism Program</li> <li>• Organization becoming a Rainbow Space</li> <li>• MOU in progress with this organization</li> </ul>
Nistawayou Friendship Association Centre	<ul style="list-style-type: none"> <li>• Co deliver Indigenous programming and Qmmunity Connections</li> </ul>
Keyano College	<ul style="list-style-type: none"> <li>• Organization becoming a Rainbow Space</li> <li>• Exploring partnerships for educational guests workshops for students in Education, Nursing, Human Services (Social Work), and Community Adult Learning departments, as well as inclusivity trainings for student athletes and coaches</li> </ul>
The District YMM	<ul style="list-style-type: none"> <li>• Partner to deliver monthly yoga activity</li> </ul>
Ihkapaskwa Collective	<ul style="list-style-type: none"> <li>• Provide Space for 2S Peer Support Group</li> <li>• Discussing additional partnerships</li> <li>• Organization becoming a Rainbow Space</li> </ul>
Fort McKay Youth Centre	<ul style="list-style-type: none"> <li>• Collaborate on a monthly program for youth.</li> </ul>
Victim Services	<ul style="list-style-type: none"> <li>• Developing Partnership to support 2SLGBTQ+ victims of crimes to provide peer support in reporting.</li> </ul>
Mikisew Cree First Nation	<ul style="list-style-type: none"> <li>• Partner to deliver programming in Fort Chip.</li> </ul>
Athabasca Chipewyan First Nation	<ul style="list-style-type: none"> <li>• Partner to deliver programming in Fort Chip.</li> </ul>
Fort Chipewyan Metis Nation	<ul style="list-style-type: none"> <li>• Partner to deliver programming in Fort Chip.</li> </ul>
Therese Tuccaro School	<ul style="list-style-type: none"> <li>• Partner to deliver programming in Fort Chip.</li> </ul>
Regional Municipality of Wood Buffalo	<ul style="list-style-type: none"> <li>• Partner to deliver programming in Fort Chip.</li> </ul>
Nunee Health	<ul style="list-style-type: none"> <li>• Partner to deliver programming in Fort Chip.</li> </ul>
Fort McMurray 468 First Nation	<ul style="list-style-type: none"> <li>• Partner to deliver programming in Anzac</li> </ul>
Wood Buffalo Wellness Society	<ul style="list-style-type: none"> <li>• Help distribute harm reduction and safer sex supplies</li> <li>• Provide needles and sharp disposal for GAG program</li> <li>• Collaborate to provide cultural sweat.</li> <li>• Provided shuttle for Beach Day</li> </ul>
Edmonton Two Spirit Society	<ul style="list-style-type: none"> <li>• Partner on an anti-discrimination in ceremony spaces project.</li> </ul>

## Collectives, Memberships and Groups

Organization	Characteristics
Fierte Canada Pride	<ul style="list-style-type: none"> <li>• National Pride Organization Collective</li> <li>• Organization is a member</li> <li>• Mitchel interested in being 2S ambassador</li> <li>• Colleen is a member of Women's Council</li> </ul>

Organization	Characteristics
	<ul style="list-style-type: none"> <li>• Meto a member of Angry Flamingos</li> <li>• Annual conference on capacity building</li> <li>• Community Safety fund distribution</li> <li>• Previously funded 2S Showcase (2024)</li> </ul>
Enchante Network	<ul style="list-style-type: none"> <li>• National Pride Organization Collective</li> <li>• Network Calls</li> <li>• Annual Conference</li> <li>• Mentorship Program</li> <li>• Research on supporting marginalized communities</li> <li>• Resource Bank</li> <li>• Organization is a member</li> </ul>
Canadian Professional Association for Transgender Health (CPATH)	<ul style="list-style-type: none"> <li>• Organization is a member</li> <li>• Professional Association with mostly healthcare workers from across the country</li> <li>• They were almost wiped out during Covid and are rebuilding their organization and capacity.</li> </ul>
NZ Health Neighborhood	<ul style="list-style-type: none"> <li>• Mitchel and Meto are members</li> <li>• Connects healthcare providers and those adjacent to health care together</li> <li>• Looking to improve access to public, conventional, and holistic healthcare in the community.</li> </ul>
MMEIP Taskforce	<ul style="list-style-type: none"> <li>• Mitchel is a member</li> <li>• Works to support MMEIP families, raise awareness around MMEIP and create response plans.</li> <li>• This connection has greatly strengthened our relationship with ATC</li> <li>• Through this group we are part of Red Dress Day, ATC Culture Festival and Sister in Spirit Day</li> <li>• We have also advocated for updated protocols when trans folks go missing to ensure that missing posters are affirming.</li> </ul>
Regional Advisory Committee on Inclusion, Diversity and Equity, (RACIDE)	<ul style="list-style-type: none"> <li>• Mitchel is a member (until Dec 2025)</li> <li>• Council appointed committee</li> <li>• Mandate to advise council on issues of DEI</li> <li>• Has created good connections with the RMWB</li> </ul>
Community Investment Program Advisory Committee (CIPAC)	<ul style="list-style-type: none"> <li>• Mitchel is a member</li> <li>• Council appointed committee</li> <li>• Reviews CIP funding applications and disperse municipal funds.</li> </ul>
Pride at Work Canada	<ul style="list-style-type: none"> <li>• Organization is a member</li> <li>• National organization focused on corporate inclusion</li> <li>• We are listed as a contributor on their inclusion in the energy sector project.</li> <li>• Resource bank</li> </ul>
Newcomer Interagency Network	<ul style="list-style-type: none"> <li>• Brooke is a member</li> <li>• Local collective of newcomer serving organizations</li> <li>• Administered by YMCA</li> </ul>
Fuse Social - ED Roundtable	<ul style="list-style-type: none"> <li>• Mitchel attends</li> <li>• Has provided good connections with other organizations.</li> <li>• Provides peer mentorship</li> <li>• Creates united non profit sector</li> </ul>
Fuse Social - Interagency Network	<ul style="list-style-type: none"> <li>• Brooke is our representative</li> </ul>

Organization	Characteristics
<b>Trans Prairie Network</b>	<ul style="list-style-type: none"> <li>• Meto is a member</li> <li>• A collective/coalition of system navigators, experts, researchers, community members, etc... Focused on building solidarity and interconnecting trans resources and individuals across the prairies.</li> <li>• Responsible for helping to create inclusive resources with participating organizations.</li> <li>• Discussions around barriers and obstacles for gender diverse individuals in the current system.</li> </ul>
<b>Affirming Care Alberta Project- Queer and Trans Health Collective</b>	<ul style="list-style-type: none"> <li>• Meto is a member</li> <li>• Creating a collection of modules approved by and implemented by Alberta college of medicine for more gender inclusive primary care practices.</li> </ul>
<b>It Gets Better Project - Youth Advisory</b>	<ul style="list-style-type: none"> <li>• Rowan is a member</li> </ul>
<b>Stop Hate Alberta</b>	<ul style="list-style-type: none"> <li>• Rowan is our representative for The Action Alberta: Communities Responding to Hate project</li> </ul>

## Vision and Mission

### **Vision: (The Future We Are Building Together)**

An inclusive Wood Buffalo that is safe and free of discrimination for all 2SLGBTQIA+ people.

### **Mission (What We Do & Why We Do It Today)**

We advocate for and empower 2SLGBTQIA+ individuals and families in Wood Buffalo by fostering inclusion, providing education, and creating safe spaces that support equity, belonging, health, and well-being.

## Values and Principles

### Community care

Our collective well-being comes first. We treat each other with kindness and compassion, move at a pace that respects each other's time and capacity, support one another, and ask for help when needed. We amplify voices of lived experience and prioritize creating joyful and connective spaces and programs that meet the needs of the community.

### Anti-oppression

We centre the voices of underrepresented and under resourced community members, prioritize harm reduction, and actively resist upholding hierarchical and oppressive systems. We bring an intersectional feminist lens to all our work. We actively work to decolonize, by ensuring our work coincides with reconciliation and indigenization. We actively listen to understand without interjecting or interrupting and regularly ask for feedback.

### Accessibility

We value diversity in all its forms and take care into ensuring that everyone can meaningful engage and participate in our programs and events.

### Integrity

We centre our values in our interactions and decision making and call each other in with love when we are not acting in alignment with our values. We ensure there are processes and systems in place to uphold our accountability to each other and to our community.

### Authenticity

We commit to showing up as we are and encouraging others to do the same. We strive to create safer and braver spaces and foster trust, openness, and connection within our community.

## Hope and Joy

We are intentional about crafting a narrative of optimism for our community by sharing stories of hope and joy, fostering intergenerational connection, and curating uplifting and playful experiences for individuals of all ages across the 2SLGBTQIA+ community.

## Education

We continuously reflect on the 'why' and 'how' we do things to challenge biases, and we openly share our journeys of unlearning with honesty and vulnerability. We meet people where they are at, connect people to the programs and resources they need, and create opportunities to learn about our collective history.

## Collaboration

We know that the whole is greater than the sum of its parts, and we work in a way that fosters our passions and strengths. We know everyone has something to offer and we value each person's contribution and voice. We actively seek opportunities to collaborate with organizations that share our values and fulfil our collective visions.

# Strategic Priorities and Actions

## **1. Develop a sustainable, healthy organization supported by staff and board that empower each other.**

*3 year intended outcome: Wood Buffalo Pride functions sustainably within a non-colonial structure, based on shared decision-making. Wood Buffalo Pride has clearly defined Mission, Vision, Values, Roles and Responsibilities which consistently inform our decision making processes.*

### **Actions:**

- Core documents:
  - Clarify and approve Mission, Vision, Pillars; Values and How we Practice Our Values
  - hold annual check ins on the Pillars, Values and how we practice them
  - rewrite and approve Bylaws, including any adjustments needed to reflect new collaborative structure
- Collaborative, low-hierarchical structure:

- develop structure including: Board Co-Chairs; Working Circles made up of board and staff (to replace subcommittees); Roles and Responsibilities; clear lines of communications and guidelines between staff and board; establish structure for meetings, including roles, agenda and minutes templates;
- hold opportunities for dialogue with all board and staff (e.g. annual retreat);
- Create opportunities for board and staff to connect in a less formal environment
- Implement, check in and adjust as needed (e.g. annually)
- Financial processes: simplify processes, including reports
- Fund development plan:
  - Create
  - implement and revise as needed
- Board development: Organize activities such as training
- Charity Registration: develop application
- Pride Centre: Create vision and development plan
- Build staff capacity through training, mentorship, and development.
- Create policies and procedures to enable us to host mutual aid fundraisers

### **Community Engagement**

- Increase stakeholder engagement and appreciation
- Create advisory groups of people with lived experience in a variety of marginalized identities (ie. BPOC, Indigenous, Senior, Disability, etc)
- Get a comprehensive needs study of the region.
- Increase engagement and active participation of allies.
- Increase community and member engagement and feedback
- Host semi-annual open houses
- Increase engagement and collaboration with schools and GSA's

## **2. Expand programs that provide support for 2SLGBTQIA+ community members and foster inclusive, safer spaces, organizations and businesses in Fort McMurray-Wood Buffalo.**

*3 year intended outcome: More 2SLGBTQIA+ community members, in all their diversity, build their sense of connection, solidarity, safety and wellbeing. More Rainbow Spaces organizations are activated, and in expanded ways including as allies in advocacy efforts, providing gender-neutral bathrooms, and increasing queer representation and visibility internally.*

### **Actions:**

#### **Rainbow Spaces**

- Ensure the number of Rainbow Spaces grows significantly year over year
- Increase authentic engagement and collaboration with Rainbow Spaces



- Create opportunities for ongoing communication, feedback and resource sharing with existing Rainbow Space organizations through Rainbow Space Roundtables
- Develop a tiered training program to create deeper understanding of concepts
- Create a directory of peer recommended organizations to increase access for 2SLGBTQ+ members
- Ensure Trainings stay updated with most relevant information
- Provide quarterly public inclusivity trainings
- Create public and creative opportunities to educate the public.
- Develop inclusivity trainings in other languages
- Expand education, awareness and support for sexual health
- Create more drop in opportunities for education
- Provide training to nursing students, and other health care providers.
- Create partnership with Keyano to educate students.
- Create contracts with large organizations (RMWB, RRC, etc) to provide regular (quarterly) inclusivity trainings
- Get on reserve schools Rainbow Space certified.
- Training for nursing students and other health care providers.

#### **InReach**

- Develop a newcomer support program
- Create more drop in opportunities for support
- Partnership or in house counselling services
- Promote existing STI testing services/resources
- Trans Health Clinic Drop in Days at Fireweed.
- Gender affirming services (lazer, voice coach)
- Patient Advocacy
- Wills and Last Rights Drop In
- Partnership for in house counselling services

#### **Indigenous Outreach**

- Create culturally relevant programs for Two Spirit and Indigi-queer community members
- Empower rural communities to provide programming that fits their needs
- Foster trust in our rural communities to have a visible presence in those communities.
- Share stories of Two Spirit people both locally and from across Turtle Island
- Provide opportunities to learn from Two Spirit elders.
- Create opportunities to revitalize two spirit terms in local Indigenous languages.
- Get on reserve schools Rainbow Space certified.
- Culture Camp for 2S People
- Get our own painted teepee
- Two Spirit Powwow
- Two Spirit Summit

#### **Support Groups**

- Structure support groups to ensure safety and accountability.

- Increase support groups for more identities (seniors, religious minorities, recovery)
- Offer a virtual support group.
- Keyano Recovery on Campus Group
- Queer Recovery Circle

#### **Gender Affirming Gear**

- Increase sustainability of Gender Affirming Gear Program
- Stable funding for Gender Affirming Gear
- Find a local retailer to carry local stock.
- Offer prosthetics

#### **Pride Peers**

- Develop peer mentorship program
- Develop 1 on 1 peer support program

#### **Employment Support**

- One on One resume support
- Head shot day with makeup artist
- Resume Workshops
- Communication/ public speaking workshops
- Entrepreneurship workshop
- Computer Skills
- Volunteer Job Placement
- Job Fair

### **3. Host and collaborate on events that generate celebration, joy, belonging, visibility and learning, engaging both the queer community and the community as a whole.**

*3 year intended outcome: Wood Buffalo Pride brings queer joy and social support to Fort McMurray-Wood Buffalo by supporting and providing year round events. This is through our own core events and also collaborating with and supporting other community organizations and businesses to host their own queer events.*

#### **Actions:**

- Transform one off event into a fundable program - Qmmunity Connections

#### **Qmmunity Connections**

- Organize year round inclusive events that provide opportunities for connection.
- Empower partner organizations to host their own events
- Offer sober events and ensure they are explicitly known to be sober.
- Maintain safety plans and ensure they are communicated to all stakeholders in advance.
- Ensure all events have an accessibility checklist completed - not just physical accessibility
- Ensure accessibility features are advertised

- Ensure harm reduction tools are available for all events.
- Create opportunities to support and volunteer for other organisations as a 2SLGBTQ+ community group.
- Events for physical activity, sports, recreation, etc.
- Host youth leadership conference.
- Create a Queer Summer Camp
- Queer camping event
- Annual beach day
- Create night life meet up event/group Out on the Town - volunteer run
- Dyke Night
- Adult Prom
- Host Canada Pride
- Softball, golf, and other sports.
- Youth Leadership Conference

#### **4. Activate and expand Wood Buffalo Pride's advocacy to impact decision-makers, public institutions and the general public.**

*3 year intended outcome: More decision-makers, politicians, people in the public service and members of the general public understand Wood Buffalo Pride's values and public policy positions and have increased their support and taken action for the rights and well-being of 2SLGBTQIA+ people.*

##### **Actions:**

- Advocate for 2SLGBTQ+ inclusive policies to all levels of government
- Respond to current issues in a timely manner that affect the 2SLGBTQ+ community.
- Advocate and raise awareness for Two Spirit Identity, culture and positions in society
- Advocate for increased access to gender affirming care
- Actively engage in elections to promote 2SLGBTQ+ inclusivity and issues.
- Host FCP Conference

## **Key Priorities**

1. Diversify funding streams by:
  - a. Achieving CRA Charitable Status
  - b. Obtaining AGLC License
  - c. Increasing fundraising efforts.
  - d. Creating a Fund Development Plan
2. Increase member and community engagement through:
  - a. Comprehensive needs assessment of the region
  - b. Increase volunteer opportunities
  - c. Creating advisory groups of underrepresented voices.
3. Strengthen position within community by:

- a. Creating strong and diverse partnerships within the nonprofit sector
- b. Build capacity for board and staff as we move from a working to governance board.
- c. Leveraging our expertise to connect with industry partners
- d. Creating interesting ways to educate the community
- e. Creating an Engagement Strategy to raise awareness and build connections.

## KPI's

KPI [SP]	Rationale for Measuring	Measurement Mechanisms	Board Discussion Frequency
<b>1. Financial Metrics</b> (SP1)	Ensure transparency and sustainability.	Sources of revenue (magnitude and % mix)	Annual
		# of grants applied vs. granted	Annual
		Reserve Fund	Annual
		Budget Variance	Quarterly
		Financial Assumptions	Annual
		Fund Development Plan	Annual
		Charitable Status/AGLC License Obtained	Annual
<b>2. Strategic Alignment</b> (SP1/2/3)	Ensure all aspects of the organization are supporting the vision.	Current strategic plan	Annual
		Budget aligned to strategic plan	Quarterly
		Strategic planning retreat	Annual
		Policies updated	Annual
<b>3. Community Builder</b> (SP2/3)	Collaborate with sector partners to extend and leverage resources.	# of events & return	Annual
		# of Members	Annual
		# of participants	Annual
		# of participant geographic distribution (urban, rural)	Annual
		# of formal strategic partnerships	Annual
<b>4. Community Representative</b> (SP2)	Ensure that all community members are included and represented.	Needs Assessment Completed	Annual
		# of Advisory Groups formed / held	Annual
		# of new participants	Annual
		# of community feedback received	Annual
<b>5. Profile &amp; Advocacy</b> (SP3)	Influential voice for the 2SLGBTQ+ community at the local and national level.	Public Recognition	Annual
		Inclusion in national and regional groups	Annual
		# of participation on external Committees	Annual
<b>6. Organizational Wellness</b> (SP1)	Ensure the organization is high performing and inclusive.	Board Evaluation	Bi-Annual
		Board Recruitment & Retention Strategy	Annual
		Employee Satisfaction Survey	Bi-Annual
		Employee Turnover	Annual
		Succession Plan (Board & ED)	Annual
		Board Skills & Diversity Matrix	Annual

## Program KPI's

### Rainbow Space

- 10% increase in certified organizations
- 75% recertification of qualified expired organizations
- Quarterly Community Trainings offered
- 10 individual certified Rainbow Space Certified People
- 6 trainings per quarter
- At least 2 tablings per quarter
- Awareness Days Recognized
- Annual Education/Awareness Campaign
- # of engagement

### Gender Affirming Gear

- Provide Gear to at least 15 different people.
- Raise funds to meet program needs.

### InReach

- 5-10 Active Clients per month
- 20 Client Referrals per month
- 3 accompaniment appointments per month
- 2 Newcomer support letters per month
- Quarterly professional development trainings

### ID Clinics

- At least 1 client per month
- Secure funding to support process

### Peer Support Groups

- Expand Support groups to more identities
- Maintain existing meeting cadence
- Add a virtual trans support group option.

### Pride Peers

- Create program framework and training plan
- Launch program
- Have at least 4 matches by end of year one

## Employment Support

Monthly workshop  
Increased volunteer opportunities  
1 direct support client per month

## Indigenous and Rural Outreach

Monthly programs in each rural community (excluding Fort Chip)  
Quarterly Program in Fort Chip  
Quarterly activity in Fort McMurray  
# of participants  
# of outreach  
# of collaborations

## Community Connections

At least one extra event per month above and beyond regular monthly events  
Even distribution of key focuses of events (health, education, social, arts)  
# of Participants  
# of New vs returning Participants  
Community Feedback  
Include sober activities  
Ensure accessibility of events and be transparent where gaps exist

## Pride Festival

Recognize festival's 10 year anniversary  
# of internal vs community events  
# of participants  
Community Feedback  
Improve Festival Accessibility and Safety

## Advocacy

Increase our position as a local expert  
Increase our position in the national Pride Community  
Respond quickly and strategically to relevant issues.  
Work to build our own narrative surrounding political issues.  
Work to create better imperfect allies, over fighting internally.  
Improve relationships with local politicians  
Increase access to gender affirming care in the region

## Employment Support

### Revenue

Donations	
AB Gov Matching	
Federal Funding	\$19,657.00
RMWB	<b>\$58,108.00</b>
Total	\$19,657.00

### Expenses

Admin Costs	\$703.00
Advertising	\$600.00
Audit Fees	\$3,575.00
Food Costs	\$2,000.00
Gifts/Honorariums	\$4,000.00
Insurance	\$357.00
Program Materials and Supplies	\$5,000.00
Rent - Venue/Equipment	\$7,500.00
Training	\$1,000.00
Transportation	\$200.00
Volunteer Appreciation	
Wages/Benefits	s.20(1)
Other	\$5,000.00
Total	s.20(1)

Evaluator

74.72256156

## In Reach

### Revenue

Donations	\$6,500.00
AB Gov Matching	\$2,500.00
Federal Funding	\$37,348.00
RMWB	<b>\$76,547.00</b>
Total	\$46,348.00

### Expenses

Admin Costs	\$1,400.00	Phone + others
Advertising	\$600.00	
Audit Fees	\$3,575.00	
Food Costs	\$200.00	
Gifts/Honorariums	\$200.00	
Insurance	\$357.00	
Program Materials and Supplies	\$11,900.00	
Rent - Venue/Equipment	\$7,713.00	
Training	\$2,000.00	
Transportation	\$1,000.00	
Volunteer Appreciation	\$500.00	
Wages/Benefits	s.20(1)	
Other		
Total	s.20(1)	37.71349526



## IROC

### Revenue

Donations	\$5,000.00
Partnership Funding	\$1,500.00
AB Gov	\$18,750.00
Federal Funding	\$12,302.00
RMWB	\$99,355.00
Total	\$37,552.00

### Expenses

Admin Costs	\$1,003.00
Advertising	\$200.00
Audit Fees	\$3,575.00
Food Costs	\$4,500.00
Gifts/Honorariums	\$4,500.00
Insurance	\$357.00
Program Materials and Supplies	\$7,065.00
Rent - Venue/Equipment	\$8,257.00
Training	\$2,000.00
Transportation	\$12,000.00
Volunteer Appreciation	
Wages/Benefits	s.20(1)
Other	

Total

s.20(1)

27.42883855

## Peer Support

### Revenue

Donations	\$700.00
AB Gov Matching	
Federal Funding	\$3,932.00
RMWB	\$12,630.00
Total	\$4,632.00

### Expenses

Admin Costs	\$800.00
Advertising	\$200.00
Audit Fees	\$3,575.00
Food Costs	\$1,800.00
Gifts/Honorariums	\$200.00
Insurance	\$357.00
Program Materials and Supplies	\$630.00
Rent - Venue/Equipment	\$500.00
Training	\$500.00
Transportation	\$500.00
Volunteer Appreciation	\$200.00

Wages/Benefits

s.20(1)

Other

Total

s.20(1)

26.83

## Pride Peer

### Revenue

Donations	
AB Gov Matching	
Federal Funding	\$19,657.00
RMWB	<b>\$43,185.00</b>
Total	\$19,657.00

### Expenses

Admin Costs	\$703.00	
Advertising	\$200.00	
Audit Fees	\$3,575.00	
Food Costs	\$1,000.00	
Gifts/Honorariums	\$500.00	
Insurance	\$357.00	
Program Materials and Supplies	\$1,800.00	
Rent - Venue/Equipment	\$3,672.00	
Training	\$1,000.00	
Transportation	\$200.00	
Volunteer Appreciation	\$2,000.00	
Wages/Benefits	s.20(1)	
Other		
Total	s.20(1)	68.71996436

## Revenue

Ticket Sales	\$200.00
Chamandy Foundation	\$25,000.00
Federal Grant	\$8,400.00
RMWB	<b>\$70,165.00</b>
Total	\$33,600.00

## Expenses

Admin Costs	\$703.00
Advertising	\$200.00
Audit Fees	\$3,575.00
Food Costs	\$2,500.00
Gifts/Honorariums	\$6,000.00
Insurance	\$357.00
Program Materials and Supplies	\$15,000.00
Rent - Venue/Equipment	\$9,000.00
Training	\$1,000.00
Transportation	\$700.00
Volunteer Appreciation	
Wages/Benefits	s.20(1)
Other	
Total	s.20(1)

32.3808606

## Revenue

Donations	
Fees for Service	\$8,700.00
Federal Funding	\$20,000.00
RMWB	\$53,902.00
Total	\$28,700.00

## Expenses

Admin Costs	\$703.00
Advertising	\$200.00
Audit Fees	\$3,575.00
Food Costs	\$2,000.00
Gifts/Honorariums	\$0.00
Insurance	\$357.00
Program Materials and Supplies	\$5,065.00
Rent - Venue/Equipment	\$3,672.00
Training	\$2,000.00
Transportation	\$300.00

Volunteer Appreciation

Wages/Benefits s.20(1)

Other

total s.20(1)

34.74492143

Expense	Total Expenses as per the application	RMWB Grant Request
Accommodations	6,000	
Accounting	20,000	20,000
Board Development	150	
Courier & Postage	50	50
Computer Equipment	700	
CPP Expense	23,747	23,000
EI Expense	5,855	5,500
Employee Benefits	9,000	7,000
Gifts	2,700	
Honorariums	3,750	
Food & Catering	15,800	
Insurance	2,500	
Bank & Interest Fees	700	
Program Materials & Supplies	35,750	33,000
Merchandise Costs	2,500	
Miscellaneous Expense	600	
Office Supplies	3,350	
Partnership Projects	700	
Service Fees	4,030	
Volunteer Appreciation	1,500	
Wages-Tax deductions	79,200	75,000
Advertising	3,800	
Training	10,000	10,000
Printing	3,600	
Professional Memberships	1,400	
Rent	29,746	26,000
Tech Subscriptions	3,050	3,050
Phone	3,864	3,000
Travel	15,200	3,894
Venue Rental	10,900	
Wages-Tax deductions	315,950	201,398
WCB Expense	4,000	3,000
Website Expense	550	
	<b>620,642</b>	<b>413,892</b>

Expense	Total Expenses as per the application	RMWB Grant Request
Wages & Salaries	437,752	314,898
Administration	68,390	49,050
Program Materials	35,750	33,000
Gifts/Honorariums	6,450	0
Food Costs	15,800	0
Training	10,000	10,000
Venue Rental	10,900	0
Advertising	3,800	0
Volunteer Appreciation	1,500	0
Miscellaneous Expense	30,300	6,944
	<b>620,642</b>	<b>413,892</b>

Expense	Total Expenses as per the attachments
Admin Costs	6,015
Advertising	2,200
Audit Fees	25,025
Food Costs	14,000
Gifts/Honorariums	15,400
Insurance	2,499
Other	5,000
Program Materials and Supplie	46,460
Rent - Venue/Equipment	40,314
Training	9,500
Transportation	14,900
Volunteer Appreciation	2,700
Wages/Benefits	420,025
	<b>604,038</b>

Variance - 16,604



**ARTS COUNCIL**  
WOOD BUFFALO



Thursday October 2, 2025

To Whom It May Concern,

**Subject: Letter of Support and Partnership for Qmmunity Connections, Rural Outreach and Creative Connections**

On behalf of Arts Council Wood Buffalo and Wood Buffalo Pride, we are pleased to express our strong support and commitment to partnering with each other in the implementation of Qmmunity Connections, Rural Outreach and Creative Connections. These initiatives align with our shared mission to create safe and inclusive spaces for people to connect in creative ways.

We are committed to working collaboratively with each other to ensure the success of this project. We recognize the pressing need for increased community connection and social wellbeing in our community.

Our organizations have a history of successful collaboration, including an active MOU providing artist calls for the Pride Festival, co-delivering Qmmunity Connection activities, being an active Rainbow Space, and supporting rural programming, which demonstrates our ability to work effectively together.

For any further information or clarification, please contact:

Liana Wheeldon  
Executive Director  
Arts Council Wood Buffalo  
587.674.1625, x100  
[liana@artscouncilwb.ca](mailto:liana@artscouncilwb.ca)  
[www.artscouncilwb.ca](http://www.artscouncilwb.ca)

Mitchel Bowers  
Executive Director  
Wood Buffalo Pride  
587-646-6626  
[ed@wbpride.ca](mailto:ed@wbpride.ca)  
[www.wbpride.ca](http://www.wbpride.ca)

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

Sincerely,

Liana Wheeldon  
Executive Director  
Arts Council Wood Buffalo

Mitchel Bowers  
Executive Director  
Wood Buffalo Pride





September 16<sup>th</sup>, 2025

RE: Application for the 2026 Community Investment Program (CIP) Grant

## Letter of Support for Wood Buffalo Pride

To whom it may concern,

On behalf of the Canadian Mental Health Association of Wood Buffalo (CMHAWB), I am writing to express our strong support and commitment to partnering with Wood Buffalo Pride (WB Pride) in the implementation of 2SLGBTQIA+ supports within the Regional Municipality of Wood Buffalo. WB Pride has been a cornerstone in providing inclusive, affirming, and essential supports to the 2SLGBTQIA+ community in our region.

Since 2021, we have partnered with WB Pride to provide mental health supports for caregivers (parents, teachers, family members, and friends) of gender diverse individuals through monthly support groups held at our CMHAWB office. In addition to the caregiver support group, WB Pride hosts youth and adult support groups offering safe spaces for people to share, heal, and connect. These groups are not only vital for mental wellness—they are life-affirming. In a region where access to inclusive care can be limited, WB Pride consistently steps up to fill gaps with compassion, professionalism, and deep community insight.

WB Pride's programming fosters resilience, reduces isolation, and promotes gender equity. Every month, more people are attending these support groups and reaching out. I have witnessed firsthand the impact of their work; individuals who once felt unseen now feel empowered, supported, and valued.

Funding WB Pride is not only an investment in one organization—it is an investment in the health, dignity, and future of our entire community. CMHAWB wholeheartedly endorse their application and urge you to support their continued efforts.

Sincerely,

Krista Anthony (She/Her), BSc CFPS

Mental Health Coordinator

Canadian Mental Health Association of Wood Buffalo

Email: [mhcoordinator@woodbuffalo.cmha.ab.ca](mailto:mhcoordinator@woodbuffalo.cmha.ab.ca)





October 2, 2025

To Whom It May Concern,

**Subject: Letter of Support and Partnership for Indigenous and Rural Outreach**

On behalf of Fort McKay Youth Centre, I am pleased to express our strong support and commitment to partnering with Wood Buffalo Pride in the implementation of Indigenous and Rural Outreach. This initiative aligns with our shared mission to create a safe, fun, and empowering environment for the youth of Fort McKay.

We are committed to working collaboratively with Wood Buffalo Pride to ensure the success of this project. We recognize the pressing need for safe, inclusive, and affirming programming in our community.

Our organizations have a history of successful collaboration, including a Pride Bingo and Drag workshop, which demonstrates our ability to work effectively together.

As a committed partner, Fort McKay Youth Centre will contribute to the project in the following ways:

- Co-planning activities at the Youth Centre with Pride
- Connecting Pride with local youth
- Shared promotion of events.

For any further information or clarification, please contact:

Katara White

Youth Program Coordinator

Fort McKay First Nation Youth Centre

Phone: (780)972-9810

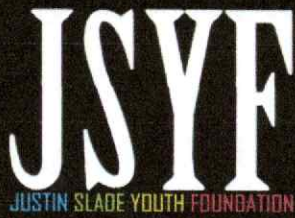
Email: [kwhite@fortmckay.com](mailto:kwhite@fortmckay.com)



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.

Wela'lin | Hiy Hiy | Thank You

Katara White  
Youth Centre Program Coordinator  
Fort McKay First Nation



October 2, 2025

**To Whom It May Concern,**

On behalf of the Justin Slade Youth Foundation, I am proud to support Pride YMM in their application for funding from the Regional Municipality of Wood Buffalo.

Pride YMM provides an essential service for 2SLGBTQIA+ youth and community members, offering safe, affirming spaces where individuals can be seen, valued, and celebrated for who they are. These opportunities are critical to mental well-being, self-confidence, and social connection especially for youth navigating challenges related to identity, acceptance, and belonging.

Through our collaboration with Pride YMM at The Dugout Youth Drop-In Centre, we have seen firsthand how their programs empower youth, spark creativity, and strengthen resilience. Their work complements our mission to foster positive youth development, ensuring that every young person in our region has access to opportunities that support emotional health, confidence, and a sense of pride in themselves and their community.

Funding from the municipality would enable Pride YMM to continue expanding these transformative programs, reaching more youth, and building a safer, more inclusive, and connected community. We strongly encourage the Regional Municipality of Wood Buffalo to invest in Pride YMM's work, which is vital to the well-being of youth and the strength of our community.

Sincerely,

A handwritten signature in black ink that reads 'Mandy MacDonald' in a cursive script.

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

**PHONE**

780 715 0010

**EMAIL**

[information@jsyf.ca](mailto:information@jsyf.ca)

**WEBSITE**

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

**MAIL**

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



September 27, 2025

To Whom It May Concern,

**Subject: Letter of Support and Partnership for Qmmunity Connections, Indigenous Outreach, Weaving Wicihitowin 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 Wicihitowin 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](mailto:ed@wbpride.ca)  
[www.wbpride.ca](http://www.wbpride.ca)

Stacy Gillingham  
Executive Director  
Nistawoyou Association Friendship Centre  
780-743-8555  
[ed@nistawoyouafc.com](mailto:ed@nistawoyouafc.com)  
[www.nistawoyouafc.com](http://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





September 22, 2025

To Whom It May Concern,

Subject: Letter of Support and Partnership for Wood Buffalo Pride

On behalf of Wood Buffalo Pride, I am pleased to express our strong support and commitment to partnering with Wood Buffalo Pride in the implementation of yoga, fitness and Pilates classes. This initiative aligns with our shared mission to provide safe and inclusive spaces that foster physical, mental, and emotional well-being for members of the 2SLGBTQIA+ community. By offering accessible movement opportunities, we aim to encourage connection, resilience and holistic health for individuals of all backgrounds, identities, and abilities.

*Our Mission: We advocate for and empower 2SLGBTQIA+ individuals and families in Wood Buffalo by fostering inclusion, providing education, and creating safe spaces that support equity, belonging, health, and well-being*

We are committed to working collaboratively with Wood Buffalo Pride to ensure the success of this project. We recognize the pressing need for accessible, affirming wellness programs that celebrate diversity and actively reduce barriers to participation for 2SLGBTQIA+ individuals in our community.

While this is a new partnership, we believe it is a natural and strategic fit. Our complimentary strengths – Wood Buffalo Pride’s deep community connections and expertise in creative safe, welcoming spaces, combined with our experience in delivering high-quality yoga, fitness and Pilates programming – position us well to deliver this project collectively and effectively.

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

**Roles & Responsibilities:** We will lead program delivery by offering inclusive classes tailored to the needs of the 2SLGBTQIA+ community. Our team will support outreach and promotion efforts to maximize participation, collaborate on scheduling and logistics, and contribute to program evaluation to ensure continuous improvement and positive impact.

**Resources Committed:** This partnership will include a bi-monthly Pride Community class on a by-donation basis, with all proceeds directed to Wood Buffalo Pride. Additionally, we will host a bi-monthly private class exclusively for the trans community, led by a member of Wood Buffalo Pride. Our organization will donate the studio space, instructor time and all necessary props for the classes. We will also actively assist with promotions and community outreach to ensure strong participation and visibility for the initiative.



For any further clarification please contact me directly and I will be more than happy to assist.

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.

Best,

Brandy Hepditch  
Co-Owner, The District  
780-838-2937  
[brandy@thedistrictymm.com](mailto:brandy@thedistrictymm.com)  
[www.thedistrictymm.com](http://www.thedistrictymm.com)

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# **WOOD BUFFALO PRIDE SOCIETY**

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## **COMPILED FINANCIAL INFORMATION**

**Year Ended December 31, 2024**

### **COMPILATION ENGAGEMENT REPORT**

### **COMPILED FINANCIAL INFORMATION**

Balance Sheet

Statement of Loss and Retained Earnings

Notes to Compiled Financial Information





## **Fort McMurray Tax & Accounting**

**Fort McMurray Tax & Accounting**  
Suite 005-9908 Franklin Avenue  
Fort McMurray Alberta, T9H 2K5  
780-743-8233

### **COMPILATION ENGAGEMENT REPORT**

To the Management of Wood Buffalo Pride Society

On the basis of information provided by management, we have compiled the balance sheet of Wood Buffalo Pride Society as at December 31, 2024, and the statement of loss and retained earnings for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information.

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

Fort McMurray, Alberta  
April 10, 2025

**Fort McMurray Tax & Accounting**

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# WOOD BUFFALO PRIDE SOCIETY

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Balance Sheet  
December 31, 2024

	2024	2023
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 157,898	\$ 90,954
Goods and services tax recoverable	3,693	2,324
Prepaid expenses	780	210
	<u>162,371</u>	<u>93,488</u>
PROPERTY, PLANT AND EQUIPMENT <i>(Note 2)</i>	1,143	1,401
<b>TOTAL ASSETS</b>	<u><u>\$ 163,514</u></u>	<u><u>\$ 94,889</u></u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable	\$ 5,750	\$ 8,600
Wages payable	3,661	-
Employee deductions payable	6,543	-
Deferred income	100,000	-
<b>TOTAL LIABILITIES</b>	<u><u>115,954</u></u>	<u><u>8,600</u></u>
<b>RETAINED EARNINGS</b>	<u>47,560</u>	<u>86,289</u>
	<u><u>\$ 163,514</u></u>	<u><u>\$ 94,889</u></u>

APPROVED ON BEHALF OF THE BOARD

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*Director*

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*Director*

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# WOOD BUFFALO PRIDE SOCIETY

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## Statement of Loss and Retained Earnings

Year Ended December 31, 2024

	<u>2024</u>	<u>2023</u>
<b>REVENUES</b>	<u>\$ 352,170</u>	<u>\$ 225,438</u>
<b>EXPENSES</b>		
Salaries and wages	250,505	-
Programming and event	31,220	43,433
Rental	24,555	21,915
Consulting fees	24,322	-
Sub-contracts	14,094	70,800
Travel	12,712	2,101
Professional fees	6,469	3,178
Training	6,341	5,548
Advertising and promotion	4,805	5,793
Office	4,355	2,067
Meetings and conventions	4,062	719
Interest and bank charges	1,997	515
Insurance	1,708	2,287
Telephone	1,501	742
Business taxes, licenses and memberships	1,372	732
Amortization	965	531
	<u>390,983</u>	<u>160,361</u>
<b>INCOME (LOSS) FROM OPERATIONS</b>	(38,813)	65,077
<b>OTHER INCOME</b>	<u>84</u>	<u>8</u>
<b>NET INCOME (LOSS)</b>	(38,729)	65,085
<b>RETAINED EARNINGS - BEGINNING OF YEAR</b>	<u>86,289</u>	<u>21,204</u>
<b>RETAINED EARNINGS - END OF YEAR</b>	<u>\$ 47,560</u>	<u>\$ 86,289</u>

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# WOOD BUFFALO PRIDE SOCIETY

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## Notes to Compiled Financial Information Year Ended December 31, 2024

### 1. BASIS OF ACCOUNTING

The basis of accounting applied in the preparation of the balance sheet of Wood Buffalo Pride Society as at December 31, 2024, and the statement of loss and retained earnings for the year then ended is on the historical cost basis and reflects cash transactions with the addition of:

- accounts receivable
- property, plant and equipment recorded at historical cost and amortized on a declining balance method
- accounts payable and accrued liabilities

### 2. PROPERTY, PLANT AND EQUIPMENT

	<u>Cost</u>	<u>Accumulated amortization</u>	<u>2024 Net book value</u>	<u>2023 Net book value</u>
Computer equipment	\$ 2,640	\$ 1,497	\$ 1,143	\$ 1,401