

Application Summary: 2026 - 3281 - Sustaining Grant - Strategic Partners Grant

Application ID

2026 - 3281 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Family Christian Centre (Fort McMurray)
160 Dickins Drive
Fort McMurray, AB, T9K 1R4

Primary Contact

Merissa Norma
160 Dickins Drive
Fort McMurray, AB, T9K 1R4

Phone: (780) 791-3366
Email: merissa@familychristiancentre.org

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

No

What is your organization's Mission Statement?

Providing hope for individuals and families – journeying together “Hand to Hand towards Wholeness.”

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

Our proposed services aim to promote active community engagement and foster a strong sense of belonging by providing tailored coaching support delivered by highly trained mental health professionals. Through a compassionate, client centered approach, our services are designed to encourage social inclusion and connection, particularly for individuals facing mental health challenges.

By creating a safe and supportive environment, our coaching helps groups, families and individuals develop and maintain healthy relationships, access vital social supports, and feel more connected to their communities. The focus on individualized care empowers clients to build essential life skills, improve emotional well-being, and strengthen their capacity for resilience.

We guide clients through practical strategies and goal-setting, supporting them to overcome barriers, increase self-efficacy, and build sustainable coping mechanisms. This holistic approach not only addresses mental health issues but also enhances social functioning and community participation, contributing to an improved quality of life.

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

We are committed to providing affordable, barrier-free services to all individuals residing in the Regional Municipality of Wood Buffalo. There are no eligibility restrictions; our services are accessible to anyone seeking support, ensuring inclusivity and equitable access for all members of the community.

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

5

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Please list your current Board of Directors in the table:

Board of Directors

Name	Board Position	Years on Board
Edwin Rideout	Chair	10
Merissa Norman	Vice-chair	4
Don Scott	Board Member	2
Del Bouck	Board Member	10
Geoff Bishop	Board Member	2
Ben Koh	Board Member	1
Bryce Easingwood	Board Member	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.

One of our team members brings extensive experience working directly with vulnerable populations, particularly within addiction services and homeless shelter settings. This background has provided them with a deep understanding of the complex challenges faced by individuals experiencing substance use issues and systemic barriers. Their hands-on experience has equipped them with culturally sensitive approaches that foster trust, safety, and meaningful engagement—key components in supporting individuals on their path to stability.

The second staff member who will be funded under this program, is a registered Social Worker with a strong foundation in mental health, case management, and advocacy. Their professional training and practical experience make them uniquely positioned to support the diverse and often marginalized demographics we aim to serve. With expertise in connecting individuals to vital social supports and navigating community resources, our Social Worker will play a critical role in addressing the needs of our clients. Together, our team offers a comprehensive, client-centered approach that is well-suited to the issues faced by individuals living with mental health challenges, addiction, and social exclusion.

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

Our strategic priorities are centered on promoting mental wellness, reducing barriers to care, and fostering inclusive, resilient communities. We are committed to enhancing access to services. We deliver affordable, barrier-free mental health support to individuals across the Regional Municipality of Wood Buffalo, regardless of background or circumstance. We promote active participation, social connection, and a sense of belonging through outreach, coaching, and relationship-building. Our coaching will empower individuals through skill development, emotional regulation strategies, and connection to community resources to foster resilience.

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	5	5
Part Time Positions	1	1

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Program/Projects Details

Are you applying for more than one program or project?

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

No

Step 1: Click on the button below to enter the name of your program(s) or project(s).

Step 2: Click on the Save Draft button at the bottom of the screen.

Step 3: Click on the "Program/Project Details" button below to complete the details of each Program/Project. Please be sure to submit the current program/project information form before moving onto the next project information form.

Program/Project: Mental Health Coaching **Status:** Completed

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Finances

Organization's most recent Fiscal Year End date

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

12/31/2024

Unrestricted Net Assets

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

\$0.00

Total Operating Expenses

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

\$5,621,027.00

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

We have actively pursued multiple grant opportunities. We have built stronger relationships with local organizations and service providers to explore collaborative programming. We enhanced our donor outreach by sharing impact stories, testimonials, and progress updates to demonstrate the value of their support. This included targeted communications to individual donors and community supporters. We have also established a dedicated committee that meets regularly to explore and implement strategies for increasing revenue and strengthening the organization's financial sustainability.

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

Our newly established revenue generation committee regularly explores funding opportunities and alternative income streams, ensuring financial sustainability while keeping operational costs in check. We continue to collaborate with other community organizations to share transportation, and program materials where possible. These partnerships reduce duplication and create mutual cost savings. While we prioritize in-person support in rural areas, we also offer virtual sessions when appropriate. This flexible approach helps reduce travel expenses and allows us to serve more clients efficiently. We strategically align staff positions with available grant funding and continue to engage volunteers in appropriate roles to support service delivery and administration.

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Please complete the following budget table:

Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Other Grants	United Way	\$12,500.00
Donations	Private donor	\$400,000.00
Program/Project Event Income (Admissions / Ticket Sales)	Fees for services	\$60,000.00
Other	Referral services	\$30,000.00
Other	Investment Income	\$7,000.00
		\$509,500.00

Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Other Grants	United Way	\$37,500.00
		\$37,500.00

Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Administration Costs	Office charges, equipment, advertising, professional fees	\$53,600.00	\$20,000.00
Wages/Salaries/Benefits/MER CS	Salaries/benefits	\$623,900.00	\$240,000.00
Program Materials and Supplies	Supplies to assist coaching sessions	\$30,000.00	\$10,000.00
Rent - Venue/Facility/Room/Equipment	Lease payment	\$122,000.00	\$50,000.00
		\$829,500.00	\$320,000.00

Shortfall

Total	
(Total Secured Revenue - Total Expenses)	\$320,000.00



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Total RMWB Grant Request

	Amount
Total	\$320,000.00

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Total Cost of Program, Project, or Service

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

\$829,500.00

Total Grant Amount Request

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

\$320,000.00

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

Click on the Save Draft button to calculate the percentage.

39%

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

Our program continues to grow thanks to informal community networks and word-of-mouth referrals. This organic support speaks to the trust we've built and significantly increases our reach without additional marketing expenses. Partner organizations provide information sharing and coordinated support, which ensures participants receive wraparound services while reducing duplication of efforts.

Preferred Cash-Flow

	Amount
January/February	\$200,000.00
April	\$40,000.00
August	\$40,000.00
October	\$40,000.00
Total	\$320,000.00



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Attachments

Upload Strategic Plan

[Strategic_Plan_2025_-_2028.pdf](#)

110.9 KB - 10/14/2025 11:44 AM

Total Files: 1

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

[LCC_Budget_2026_RMWB.pdf](#)

90.1 KB - 10/14/2025 12:13 PM

Total Files: 1

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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.

[Letters_of_Support.pdf](#)
1.3 MB - 10/12/2025 1:01 AM

Total Files: 1

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.

[Financial_Statements_-_2024_\(signed\).pdf](#)
647.6 KB - 10/12/2025 12:53 AM

Total Files: 1

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Declaration

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

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

Acknowledgement

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

Applicant Name

Merissa Norman

Position/Title

Business Manager

Date: 10/14/2025

Program, Project or Service Name

Mental Health Coaching

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

Fort McMurray, 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 McMurray Coacing	Yes	Yes	No
Janvier Coaching	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.

Our organization is deeply committed to ensuring equitable access to services for individuals and families in rural communities. We recognize that while virtual service delivery has become a valuable tool, it is not universally accessible—particularly in rural areas where residents may face significant barriers such as limited or unreliable internet access, lack of appropriate devices, and minimal technical support. To address these challenges, we have adopted a hybrid approach that combines virtual support with in-person outreach. We do our best to provide virtual services to all clients, including those in rural areas, by offering flexible scheduling, user-friendly platforms, and technical guidance. However, we are fully aware that many individuals simply do not have the tools or connectivity needed to participate in virtual sessions. In recognition of these limitations, our team travels to Janvier every other week to meet with clients in person. This ensures that those who are unable to access virtual services are not left behind and continue to receive consistent, high-quality support. By bringing services directly to the community, we not only overcome technological barriers but also build trust and strengthen relationships with the individuals and families we serve.

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

We take a proactive and client-centered approach by traveling directly to our clients whenever possible. By meeting individuals where they are, we remove the transportation barrier entirely and ensure they can fully participate in the support and services we offer. For example, this past year we were able to visit some residents at the Willow Square Continuing Care Centre to provide support and meet them at their point of need.

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.

We aim to improve overall well-being, reduce risk factors, and prevent the development of mental and emotional issues. Prevention coaching focuses on identifying risk factors early and helping individuals build coping strategies before problems escalate. We aim to remove barriers (e.g., financial, cultural, geographic) so that underserved populations can access help. Prevention coaching is more effective when it's inclusive and integrated into the community, meeting people where they are.

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)	120
Youth (13-18 years)	145
Adults	125
Seniors (65+)	80
Families	50
Community	50
Total	570



Project Summary Mental Health Coaching

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

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

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

We understand the importance of accessible and inclusive services for our community. Our sessions are adapted to reflect the cultural values, beliefs, and traditions of the communities we serve. Our organization is deeply committed to creating programs, services, and spaces that are fully accessible and inclusive to all individuals, regardless of physical ability or personal circumstances. We believe that everyone deserves the opportunity to participate, connect, and thrive within their community.

This past year, we had the privilege of supporting two clients who use wheelchairs and were experiencing significant isolation. They shared with us how disconnected and alone they had been feeling—until they discovered our centre. Thanks to our fully accessible facility, they were able to come directly into our welcoming space, sit comfortably with a professional, and begin to build meaningful relationships.

Our team worked closely with them to not only provide one-on-one support but also to connect them with additional organizations and community groups in the region. Through these connections, they began to feel more engaged, valued, and empowered within their community.

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.

Our organization is committed to honoring, supporting, and walking alongside Indigenous communities in a spirit of respect, reconciliation, and partnership. We recognize the importance of culturally informed care.

To ensure our services are culturally appropriate and responsive, our staff receive ongoing training in Indigenous culture, history, and trauma-informed practices. This education helps our team better understand the lived experiences of Indigenous individuals and allows us to offer services that are respectful, inclusive, and empowering.

A significant part of our work involves traveling every other week to the community of Janvier. Through these regular visits, we have had the privilege of building meaningful relationships based on trust, consistency, and mutual learning. These experiences have deepened our understanding of the community's strengths, challenges, and cultural richness.

We listen, we learn, and we adapt—recognizing that true support means working in collaboration with the community. Our efforts aim not only to provide services, but also to contribute, in our small way, to the broader journey of Indigenous healing, cultural restoration, and 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?

One of the most pressing social challenges we have observed over the past year is a growing lack of connection among individuals. Our program is designed to address this gap by developing and strengthening the skills needed to foster connection, build resilience, and support healthy relationships. Evidence of this need is seen in the increasing number of individuals we support who report feeling isolated, misunderstood, or emotionally disconnected. Many come to us not knowing how to begin building relationships or how to cope with life's challenges in healthy, sustainable ways.

In response to a noticeable and growing disconnect within families, homes, and workplaces, we developed "The Power of Connection", a group coaching program designed to rebuild the essential human bonds that form the foundation of strong, healthy communities.

By addressing the root causes of disconnection and empowering individuals with relational and emotional skills, our program helps foster stronger, more resilient individuals and communities.

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

Our program takes a relational, strengths-based, and trauma-informed approach to address the growing social problem of disconnection and its impact on personal well-being and relationships. We recognize that isolation and lack of meaningful connection are often at the root of many social and emotional challenges—including anxiety, depression, low self-esteem, and difficulty maintaining healthy relationships.

Through one-on-one coaching, group sessions, and regular outreach into rural communities, our program creates safe and supportive spaces where individuals can explore their experiences, learn new skills, and build trust with others. We focus on teaching practical strategies for:

Developing emotional awareness and communication skills

Building and maintaining healthy, supportive relationships

Strengthening personal resilience and self-worth

Reconnecting with community resources and social supports

Our team also travels into rural areas like Janvier every other week, ensuring that those who are geographically isolated still have consistent access to support. This direct, face-to-face interaction allows us to build relationships over time, which is essential for fostering trust and encouraging meaningful change.

By investing in the personal growth of each individual, we believe we are planting the seeds for stronger families, healthier relationships, and more connected, resilient communities.



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

Research consistently shows that strong social connections and healthy relationships are critical to mental health, emotional well-being, and overall life satisfaction. When individuals feel connected and supported, they are more likely to demonstrate resilience, manage stress effectively, and engage positively with their families and communities.

If our organization provides relational coaching and supportive outreach—particularly through one-on-one sessions, group programming, and regular visits to rural communities—then individuals will develop the skills and confidence needed to build and maintain healthy relationships, increase their sense of belonging, and improve their emotional well-being.

We have already seen this strategy working in our own practice. Individuals who have participated in our program report feeling more connected, more confident in navigating relationships, and better equipped to face personal and social challenges.

By focusing on connection as a foundation for personal growth and community well-being, our program offers a proven, compassionate, and sustainable solution to a deeply rooted social problem.

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

To achieve our goal of building resilience and healthy relationships through connection-focused support, we will invest a combination of resources.

Staff Labour: Our trained and compassionate staff provide one-on-one coaching, group facilitation, and outreach services. Their expertise in relational health, trauma-informed care, and Indigenous cultural awareness is central to the program's success.

Travel and Transportation: Staff regularly travel to rural communities such as Janvier every other week, ensuring access for individuals who cannot attend virtually or in person at our main location.

Accessible Venue Space: Our centre is fully accessible and provides a welcoming, safe, and inclusive environment where clients can meet with professionals in person.

Technology and Equipment: Laptops, phones, and internet connectivity are used to deliver virtual sessions, track progress, and maintain communication with clients.

Program Materials: Printed resources, workbooks, and supplies are used to support coaching sessions, workshops, and skill-building activities.

Community Partnerships: We collaborate with other local organizations to provide wraparound supports and referrals, enhancing the overall effectiveness and reach of our program.

These combined inputs allow us to deliver consistent, high-quality services that directly respond to the needs of our community—especially those experiencing isolation or disconnection.

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

Our program is made up of a variety of intentional, relationship-focused activities designed to build resilience, foster meaningful connections, and support healthy relationship development. These activities are flexible and responsive to the needs of the individuals and communities we serve.

One-on-One Coaching Sessions

Personalized sessions focused on helping individuals build self-awareness, improve communication skills, and develop strategies for forming and maintaining healthy relationships.

Group Workshops

Interactive workshops on topics such as emotional regulation, healthy boundaries, conflict resolution, and the importance of connection and community.

Outreach to Rural Communities

Our team travels every other week to Janvier to provide in-person support, build trust, and ensure access for individuals who cannot attend virtual or in-centre programming.

Community Connection and Referrals

We help clients connect with local resources and other organizations that support mental health, cultural identity, and social inclusion, strengthening their sense of belonging and support network.

Together, these activities create a well-rounded, compassionate approach to addressing disconnection and empowering individuals with the skills and relationships needed to thrive.

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 Coaching Sessions

Approximately 2000 coaching sessions delivered annually

Group Workshops

Approximately 50 workshops offered per year

Outreach to Rural Communities

24 in-person outreach days per year (bi-weekly visits)

Community Connection and Referrals

50+ referrals to partner organizations and community supports annually

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 will demonstrate improved social connectedness and report stronger, healthier relationships, as measured through participant surveys and self-assessments conducted at program entry and completion.

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.

Our program stands apart from other services in the community through its deeply relational and personalized approach—as well as its commitment to accessibility and equity.

Other similar services in the region come with high fees and long wait times that create barriers for individuals and families who need support the most. In contrast, this funding will allow us to offer all of our services completely free of charge under the grant, in a timely manner, removing financial obstacles and ensuring that cost and wait times are never reasons someone cannot access support.

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
Some Other Solutions	Reviewing Mental Health and Addiction waiting list for services in the community/Making appropriate referrals
Family and Community Support Services (FCSS)	Alignment of services to reduce duplication and enhance access to community programs
Local schools and youth centres	Identifying youth who may benefit from relational coaching and providing access to program materials or space when needed
RMWB Indigenous and Rural Relations	Coordinate rural visits
CCOT	Support other agencies that are serving vulnerable populations to enhance the service delivery we all provide.
United Way	Meet with other agencies to support and enhance services.
Homewood Health	Referrals for clients needing mental health supports.
ICCH home	Develop social and emotional skills and build meaningful relationships
Multicultural Association of Wood Buffalo	Promote and encourage inclusive multiculturalism
Local church organizations/Salvation Army	Assist community leaders to help meet the needs of people they serve.



Strategic Plan for Legacy Counselling Centre

2025–2028: Embracing a Preventative Coaching Model for Healthy Connection

Executive Summary

Legacy Counselling Centre is evolving to meet the growing needs of our community by expanding beyond clinical counselling into a more proactive, preventative coaching approach. Our strategic plan for 2025–2028 focuses on equipping individuals, families, and groups with relational and emotional tools that build resilience, connection, and mental wellness—before crisis occurs.

Strategic Objectives & Action Steps

Objective #1: Deliver Preventative Coaching Services with Excellence

We aim to position Legacy as a trusted provider of relational coaching and mental wellness education to strengthen individuals, families, and groups to address root causes of social issues.

Key Actions:

- Design and deliver high-quality coaching programs, including *The Power of Connection*, focused on relational health, emotional resilience, and communication.
 - Provide accessible, community-based workshops and small groups promoting preventative mental wellness strategies.
 - Develop clear referral pathways between coaching and clinical services when higher-level support is needed.
 - Partner with schools, workplaces, and community organizations to bring preventative programming into natural settings.
 - Collect data on program outcomes and participant feedback to guide continual quality improvement and relevance.
-



Objective #2: Build and Sustain a Team of Preventative Practitioners

We will support a team of coaches and counsellors equipped to deliver both therapeutic and preventative services with care and excellence.

Key Actions:

- Recruit and train coaches with backgrounds in mental health, education, coaching, and facilitation.
- Offer ongoing professional development in coaching techniques, trauma-informed practices, and community facilitation.
- Encourage staff to develop and offer programs aligned with their unique talents and community needs.
- Provide fair and sustainable compensation and supervision structures that support long-term growth.

Objective #3: Strengthen Community Engagement and Sustainable Funding

We will grow strategic partnerships and funding models that align with our expanded mission to offer both counselling and preventative coaching.

Key Actions:

- Seek funding for early-intervention and preventative programs through grants, community sponsorships, and local fundraising.
- Establish collaborative relationships with schools, churches, businesses, and community agencies to co-host programs and share resources.
- Promote the value of preventative coaching through community presentations, marketing, and storytelling.



Objective #4: Uphold High Standards of Practice in a Coaching-Informed Model

We are committed to ethical, professional, and research-informed practices in both our counselling and coaching services.

Key Actions:

- Continue to align with professional Codes of Ethics for counselling and coaching where applicable.
- Establish internal systems for feedback, review, and continuous improvement of both preventative and clinical services.

Vision Going Forward

At Legacy Counselling Centre, we are proud to offer both professional counselling and preventative coaching to individuals, families, and groups. Our vision is to continue growing as a trusted community hub—not only supporting people through the everyday stresses and transitions of life, but also equipping them with tools for personal growth, meaningful connection, and lasting resilience. As community needs evolve, so will we—committed to meeting people where they are and helping them thrive.



AGENCY: Legacy Counselling Centre	2026 Budget
OPERATING REVENUE:	
Grants (FCSS) RMWB	\$320,000.00
Fundraising/Donations/etc.	\$400,000.00
Sale of Product or Fee for Services	\$60,000.00
United Way Allocation (2026)	\$12,500.00
Investment Income	\$7,000.00
Referral Services	\$30,000.00
TOTAL REVENUE:	\$829,500.00
OPERATING EXPENDITURES:	
STAFFING:	
* Salaries	\$465,471.00
* Casual Labour/Contractors	\$95,784.00
* Employer Benefits (Other)	\$27,003.00
* Supplementary Benefits (Insurances)	\$35,642.00
BUILDING:	
* Rent/Mortgage	\$110,000.00
* Janitor/Maintenance	\$12,000.00
PROGRAM:	
* Materials	\$18,000.00
* Consultants	\$6,000.00
* Staff Development	\$6,000.00
ADMINISTRATION:	
* Office Supplies	\$15,000.00
* Leased Equipment	\$8,600.00
* Staff Travel/Mileage	\$5,000.00
* Utilities	\$20,000.00
* Bank Charges	\$5,000.00
TOTAL EXPENSES:	\$829,500.00
SURPLUS/DEFICIT	\$0.00



June 20, 2025

RE: Family Christian Centre

Attention: To Whom it may concern

I am writing to express my strong support for the Family Christian Centre and their invaluable work in our community. Their commitment to helping families and individuals in need is truly commendable.

Through their Mercy Ministries Program, the Family Christian Centre has provided families facing financial struggles the much-needed supports, food and essentials that many families rely on in a time of need.

Their ongoing support is unwavering, and Wood Buffalo Victim Services has utilized the Family Christian Centre for our clients many times in the client's time of need as we support them as victims of crime.

The Family Christian Centre has been a reliable partner, quickly responding to Victim Services referrals by phone or email to support our clients. Their work is vital in the Regional Municipality of Wood Buffalo. I fully support and endorse their mission and look forward to their continued impact in our region.

Thank you,

Amanda Laprise

Supervisor, RCMP Operations & Administration
Wood Buffalo Victim Services & Restorative Justice
RMWB | Wood Buffalo RCMP

T: 780-788-4079 | M: 587-919-7120 | rmwb.ca

9909 Franklin Avenue

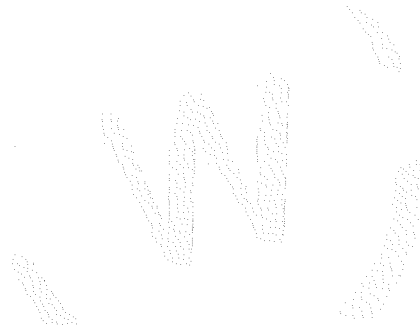
Fort McMurray | ᓂᓐᑕᓪᓴᓐ | Nistawâyâw | Ełıdlı Kué
Alberta T9H 2K4



#100, 130 Prospect Drive
Fort McMurray, AB T9K 2Z5

T 780.743.4691
F 780.791.5560

www.waypointswb.ca



Date: July 17, 2025

To Whom It May Concern,

I am writing this letter in strong support of the Fort McMurray Family Christian Centre (FMFCC) and their application for grant funding. As a representative of Waypoints, which operates an Emergency Domestic Violence Shelter in Fort McMurray, I can personally attest to the critical role FMFCC plays in supporting our work and the vulnerable individuals we serve.

Over the past year and a bit, the Fort McMurray Family Christian Centre has generously and consistently provided our shelter with donations of essential hygiene items. These include basic but vital necessities such as soap, shampoo, deodorant, toothbrushes, toothpaste, and feminine hygiene products—items that many of our clients arrive without, and which are unfortunately not always covered by our limited funding.

Their support has come at a time when our shelter faces ongoing and urgent need. The demand for safe refuge and support continues to grow, and we often find ourselves stretched thin, both financially and logistically. The contributions made by FMFCC have helped us meet the immediate, day-to-day needs of women and children escaping abuse—providing dignity, cleanliness, and comfort during their most vulnerable moments.

It is not an overstatement to say that the Fort McMurray Family Christian Centre has been an essential community partner in our mission to provide safety and hope. Their compassion, commitment, and tangible support directly impact the lives of those who have experienced trauma and are beginning their journey toward healing.

We wholeheartedly support FMFCC's grant application and urge any funder or agency to recognize the vital work they are doing within the community. Their continued support not only strengthens our organization, but also makes Fort McMurray a more caring and resilient place for all.

Should you require any further information about the impact of their donations, I would be more than happy to provide it.

With sincere appreciation,

Mallory Woodward

Shelter Manager

Waypoints Community Services Association



Fort McMurray Christian School

107 Brett Drive
Fort McMurray, AB T9K 1V1
780-743-1079 csinfo@fmprsd.ab.ca
christian.fmprsdschools.ca

November 29, 2024

Re: Letter of Support for Legacy Counselling Centre

I am writing on behalf of Fort McMurray Christian School to express our full support for Legacy Counselling Centre's application for funding. As an educational institution serving young people within the Regional Municipality of Wood Buffalo (RMWB), we witness firsthand the growing need for accessible, high-quality mental health services in our community.

The challenges faced by students and families in this region are significant. The pressures of academic performance, family dynamics, social media, and the lingering impacts of the pandemic have contributed to rising levels of anxiety, depression, and other mental health concerns among young people. Moreover, our community's unique context, including its history with economic fluctuations, natural disasters, and social isolation, amplifies the strain on mental health resources.

Legacy Counselling Centre has proven itself as a vital partner in addressing these needs. Their work directly supports not only individual clients but also the broader school community by offering professional and faith-based counselling services that are both effective and compassionate.

The need for such services extends well beyond our school walls. Across the RMWB, there is a critical gap in accessible mental health resources for young people. Without the work of organizations like Legacy Counselling Centre, many families would struggle to find timely and appropriate care. This would have far-reaching consequences, not only for individual well-being but also for the overall health, resilience, and cohesion of our community.

We strongly believe that funding Legacy Counselling Centre is an investment in the future of the RMWB. Supporting their programs ensures that young people and families have the tools they need to navigate life's challenges, build resilience, and thrive. It is my hope that this letter underscores the essential role Legacy Counselling Centre plays in meeting the growing mental health needs of our region and the urgency of sustaining their work. Thank you for considering their application.

Sincerely,

Mr. Johnathan MacIntosh
Vice Principal
Fort McMurray Christian School





The Salvation Army

Fort McMurray Corps
Alberta and Northern Territories Division

125 Elmore Drive
Fort McMurray, AB T9H 4N8
Tel: 780-791-3234
Fax: 780-791-3236



Giving Hope Today

To Whom It May concern:

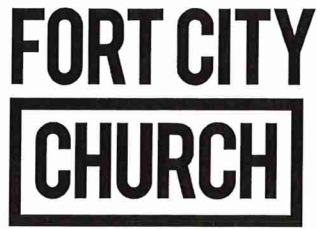
I am writing this letter in support of Legacy Counselling Centre. The Legacy Counselling Centre is an essential service to the community of Fort McMurray. Since moving to Fort McMurray one year ago, it has become evident that so many people are dealing with complex issues that stem from childhood trauma, poverty, addictions, abuse etc. Having The Legacy Counselling Centre and its staff of professional counsellors gives us as community leaders one more tool at our fingertips to help meet the needs of people who find themselves in desperate situations. It is my hope that we will be able to depend upon the services of the Legacy Counselling Center for many years to come.

Blessings,

Corvin Vincent

Major
Corps Officer/Ministry Lead
Fort McMurray Corps/Church & Downtown Ministries

The Salvation Army in Fort McMurray acknowledges that we are located on Treaty 8 land which is the traditional territory and homeland of many Indigenous Nations. As the original caretakers, Indigenous peoples welcomed newcomers with hospitality and generosity, seeking to walk well with one another.



101 Spruce Street
Fort McMurray, AB T9K 1E2

To Whom It May Concern
At The United Way of Wood Buffalo:

Please accept this letter of enthusiastic support for Legacy Counselling Centre's application to receive funding.

In these days of increased mental health stress, I can't think of a more deserving organization with such broad impact than Legacy Counselling Centre. The church that I lead, Fort City as well as the churches of Fort McMurray among so many other organizations and individuals, all send people in need of help to the Legacy Counselling Centre. Add to that the pro bono they do for youth and children is critical and I would say irreplaceable in Fort McMurray. The need they meet for our congregations and people throughout our city is huge.

While our city and region is blessed with many organizations that are more than worthy of your support, I would rank Legacy Counselling Centre as absolutely critical to the health of our city.

If you have any questions, please don't hesitate to email me at: doug@fortcitychurch.ca or call me at 780-791-2434.

Thanks for your ongoing great work in our region. What you do is most appreciated.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Doug Doyle".

Doug Doyle
Lead Pastor,
FORT CITY CHURCH
Chairperson,
WOOD BUFFALO MINISTERIAL ASSOCIATION



MULTICULTURAL ASSOCIATION OF WOOD BUFFALO

Multicultural Association of Wood Buffalo
8115 Franklin Avenue, Fort McMurray, AB, T9H 2H7
www.mcawb.org 780-791-5186

TO WHOM IT MAY CONCERN

Dear Sir/Madam:

Re: Letter of Support for the Legacy Counselling Centre

On behalf of the Multicultural Association of Wood Buffalo ("MCA"), I am writing to express our support for Legacy Counselling Centre ("LCC") and the invaluable services they provide to the residents of the Regional Municipality of Wood Buffalo.

LCC is seeking a Grant to support and provide affordable access to professional counselling services for individuals, couples, children, youth, adults and families who are faced with many different mental health and life issues in our region.

The mission of MCA is to promote and encourage inclusive multiculturalism at all levels under our three core principles: celebrate, educate, and integrate. The Regional Municipality of Wood Buffalo is one of the most diverse regions in the country and is the second largest municipality in northeast Alberta with approximately 71,000 people living in the region. We have received multiple testimonials from our members and newcomers to our region of the support they receive from LCC over the years. We also received concerns about long waiting list/time to obtain counselling services due to lack of funding and shortage of counsellors in our region.

There is a desperate need for equity in obtaining professional counselling, to serve the diverse peoples of this region, as many still face trauma from the 2016 wildfire, 2020 floods, ongoing mass loss of employment due to the decrease in oil prices and most recently the COVID-19 pandemic.

LCC plays an integral role in our community, especially with the closure of a number of counselling service providers in our region in recent years. LCC has proven success over the years in providing quality counselling services. The LCC staff are non-judgemental and professional, they provide a safe place for everyone. LCC also works in partnership with the AHS, PCNs and other recovery-oriented community organizations in our region and beyond.

MCA is pleased to support LCC in its Grant application, to ensure that they continue to provide much need services for all residents of our region. Our region would be left with an enormous gap in counselling services if LCC is not fully funded. As advocates for a thriving multicultural community and equity, MCA would be remiss to not express our support for such a vital community asset.

Thank you for your time and consideration. If you have any questions please do not hesitate to contact our office.

Sincerely,

Multicultural Association of Wood Buffalo

Per:

Dango Gogo
Board Chair

FAMILY CHRISTIAN CENTRE
Financial Statements
Year Ended December 31, 2024

FAMILY CHRISTIAN CENTRE
Index to Financial Statements
Year Ended December 31, 2024

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Statement of Changes in Net Assets	4
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HARVEY'S ACCOUNTING SERVICES

Leonard Harvey Professional Corporation • Chartered Professional Accountant

INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Members of Family Christian Centre

I have reviewed the accompanying financial statements of Family Christian Centre (the church) that comprise the statement of financial position as at December 31, 2024, and the statements of revenues and expenses, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Practitioner's Responsibility

My responsibility is to express a conclusion on the accompanying financial statements based on my review. I conducted my review in accordance with Canadian generally accepted standards for review engagements, which require me to comply with relevant ethical requirements.

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

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

Conclusion

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

Springdale, Newfoundland and Labrador
April 28, 2025



Chartered Professional Accountant

FAMILY CHRISTIAN CENTRE
Statement of Financial Position
December 31, 2024

	2024	2023
ASSETS		
Current		
Cash (Note 2)	\$ 665,074	\$ 585,615
Term deposits (Note 2)	200,000	-
Accounts receivable	6,632	-
Grants receivable	-	40,483
Interest receivable	4,039	-
Mortgage relief receivable	10,717	13,814
Prepaid expenses	14,182	19,120
Assets held in trust	24,760	15,360
	925,404	674,392
Tangible capital assets (Notes 2, 4)	20,467,045	21,144,988
	\$ 21,392,449	\$ 21,819,380
LIABILITIES AND NET ASSETS		
Current		
Accounts payable	\$ 133,091	\$ 139,913
Employee deductions payable	33,573	32,013
GST payable	4,853	6,133
Unearned revenue (Note 5)	61,261	31,128
Current portion of long term debt (Note 6)	342,338	323,152
	575,116	532,339
Long term debt (Note 6)	10,686,833	11,027,427
	11,261,949	11,559,766
NET ASSETS	10,130,500	10,259,614
	\$ 21,392,449	\$ 21,819,380

ON BEHALF OF THE BOARD


Lead Pastor


Treasurer

See note to financial statements

FAMILY CHRISTIAN CENTRE
Statement of Revenues and Expenses
Year Ended December 31, 2024

	2024	2023
Revenues (Note 7)	\$ 5,755,863	\$ 5,243,065
Designated expenditures	268,214	262,109
Gross profit	5,487,649	4,980,956
Expenses		
Advertising	26,163	52,929
Amortization	714,613	602,731
GST (non recoverable)	14,288	16,001
Insurance	58,742	51,214
Interest and bank charges	47,910	53,567
Janitorial expense	34,433	42,431
Maintenance	47,788	92,218
Meetings and travel	26,736	35,978
Missions	329,653	381,603
Mortgage interest	651,793	375,941
Municipal taxes	37,300	15,806
Office	57,813	55,110
PAOC Grants	50,000	100,000
Professional fees	89,293	69,077
Supplies	57,827	39,505
Telephone and utilities	131,864	119,896
Travel	68	23,930
Vehicle	3,186	1,267
Visiting ministries	19,120	12,012
Wages and benefits	3,222,437	3,069,658
	5,621,027	5,210,874
Deficiency of revenues over expenses from operations	(133,378)	(229,918)
Interest income	4,264	11,025
Deficiency of revenues over expenses	\$ (129,114)	\$ (218,893)

See note to financial statements

FAMILY CHRISTIAN CENTRE
Statement of Changes in Net Assets
Year Ended December 31, 2024

	2024	2023
Net assets - beginning of year	\$ 10,259,614	\$ 10,478,507
Deficiency of revenues over expenses	(129,114)	(218,893)
Net assets - end of year	\$ 10,130,500	\$ 10,259,614

See note to financial statements

FAMILY CHRISTIAN CENTRE
Statement of Cash Flows
Year Ended December 31, 2024

	2024	2023
OPERATING ACTIVITIES		
Deficiency of revenues over expenses	\$ (129,114)	\$ (218,893)
Item not affecting cash:		
Amortization of tangible capital assets	714,613	602,731
	585,499	383,838
Changes in non-cash working capital:		
Accounts receivable	(6,632)	-
Grants receivable	40,483	(1,141)
Interest receivable	(4,039)	2,000
Mortgage relief receivable	3,097	12,495
Prepaid expenses	4,938	(3,166)
Assets held in trust	(9,400)	951
Accounts payable	(6,823)	4,360
Employee deductions payable	1,560	(21,864)
GST payable	(1,280)	15,353
Unearned revenue	30,133	22,584
	52,037	31,572
Cash flow from operating activities	637,536	415,410
INVESTING ACTIVITY		
Purchase of tangible capital assets	(36,670)	(8,520,636)
FINANCING ACTIVITIES		
Proceeds from long term financing	-	11,481,827
Repayment of long term debt	(321,407)	(4,371,719)
Cash flow from (used by) financing activities	(321,407)	7,110,108
INCREASE (DECREASE) IN CASH FLOW	279,459	(995,118)
Cash - beginning of year	585,615	1,580,733
CASH - END OF YEAR	\$ 865,074	\$ 585,615
CASH CONSISTS OF:		
Cash	\$ 665,074	\$ 585,615
Term deposits	200,000	-
	\$ 865,074	\$ 585,615

See note to financial statements

FAMILY CHRISTIAN CENTRE
Note to Financial Statements
Year Ended December 31, 2024

1. PURPOSE OF THE CHURCH

Family Christian Centre (the "Church") is a not-for-profit organization incorporated provincially under the Societies Act of Alberta. As a registered charity the organization is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

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

Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and bank balances.

Investments

Short term investments, which consist primarily of commercial paper with original maturities at date of purchase beyond three months and less than twelve months, are carried at amortized cost.

Income taxes

The church is registered as a charitable organization under the Income Tax Act and accordingly is exempt from income tax. The charity registration number assigned to the church is 11925 0736 RR0001.

Tangible capital assets

Tangible capital assets are stated at cost or deemed cost less accumulated amortization and are amortized over their estimated useful lives on a declining balance basis at the following rates and methods:

Land improvements	20%	declining balance method
Buildings	4%	declining balance method
Equipment	20%	declining balance method
Motor vehicles	30%	declining balance method
Computer equipment	55%	declining balance method
Sign	20%	declining balance method
Playground equipment	20%	declining balance method
Paving	8%	declining balance method

The church regularly reviews its tangible capital assets to eliminate obsolete items.

Measurement uncertainty

Certain amounts in the financial statements are subject to measurement uncertainty and are based on the church's best information and judgment. Actual results could differ from these estimates.

Examples of significant estimates include:

- providing for amortization of tangible capital assets
- the estimated useful lives of assets;

(continues)

FAMILY CHRISTIAN CENTRE
Note to Financial Statements
Year Ended December 31, 2024

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue recognition

Family Christian Centre follows the deferral method of accounting for contributions.

The church earns the majority of its revenue from member offerings. Revenue is also generated from childcare registrations at Wheaton-Penney Childcare Centre, counselling services offered at Legacy Counselling Centre and rental income from Dickins Plaza.

Member tithes and offerings are recognized as revenues when received.

Childcare registrations are recognized as revenue when services are provided.

Counselling fees are recognized when services are completed.

Rental revenues are recognized as revenue in the month it is earned.

Any non-cash offerings are recognized at their fair market value when received.

Financial instruments

The church initially measures its financial assets and liabilities at fair value. The church subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets subsequently measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and long-term debt.

Donated goods

Donated goods are recorded at their fair market value at the time of the donation.

3. CREDIT FACILITY

The church has a credit facility with Servus Credit Union, which includes an approved operating line that can be drawn upon to a maximum of \$100,000, which bears interest at Credit Union's prime rate plus .65%, and is secured by real property and a General Security Agreement. At the statement of financial position date, the amount owing, which is due on demand, was \$0.00 (2023: \$23,671.80).

The credit facility also includes a credit card with a maximum credit limit of \$100,000.00.

4. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2024 Net book value	2023 Net book value
Land	\$ 4,340,000	\$ -	\$ 4,340,000	\$ 4,340,000
Land improvements	80,827	74,007	6,820	8,525
Buildings	21,619,881	5,768,751	15,851,130	16,511,593
Equipment	949,756	812,849	136,907	135,019
Motor vehicles	90,720	80,606	10,114	14,448
Computer equipment	41,363	36,665	4,698	3,082
Sign	101,323	94,354	6,969	8,712
Playground equipment	47,158	25,071	22,087	27,609
Paving	100,000	11,680	88,320	96,000
	\$ 27,371,028	\$ 6,903,983	\$ 20,467,045	\$ 21,144,988

FAMILY CHRISTIAN CENTRE
Note to Financial Statements
Year Ended December 31, 2024

5. UNEARNED REVENUE

	2024	2023
Unearned Revenue - Dickins Plaza	\$ 27,462	\$ 31,128
Unearned Revenue- Wheaton Penney Childcare	33,799	-
	\$ 61,261	\$ 31,128

6. LONG TERM DEBT

	2024	2023
Servus Credit Union loan bearing interest at 5.74%, repayable in semi-monthly blended payments of \$21,500. Mortgage renewal date is July 31, 2028, amortized to July 31, 2043, and is secured by Building and land located at 160 Dickins Drive , Fort McMurray, AB which has a carrying value of \$12,183,366.	\$ 5,876,225	\$ 6,048,829
Servus Credit Union loan bearing interest at 5.88%, repayable in semi-monthly blended payments of \$19,050. Mortgage renewal date is July 31, 2028, amortized to July 31, 2043, and is secured by Building and land located at 140 Dickins Drive , Fort McMurray, AB which has a carrying value of \$8,102,903.	5,152,946	5,301,750
	11,029,171	11,350,579
Current portion	(342,338)	(323,152)
	\$ 10,686,833	\$ 11,027,427

Principal repayment terms are approximately:

2025	\$ 342,338
2026	362,773
2027	384,428
2028	407,376
2029	431,694
Thereafter	9,100,562
	\$ 11,029,171

FAMILY CHRISTIAN CENTRE
Note to Financial Statements
Year Ended December 31, 2024

7. REVENUE

	2024	2023
General Fund	\$ 2,259,032	\$ 2,247,865
Wheaton-Penney Child Care Centre	1,364,286	1,294,054
Dickins Plaza	859,203	364,012
Legacy Counselling Centre	827,304	742,822
Missions	281,846	245,839
Church Ministries	96,261	101,937
Cafe Kitchen	18,630	13,231
Building Fund	12,660	21,484
FM Ministerial Association	10,517	4,410
In-Kind Revenue	9,362	200,901
Compassion Ministry	8,804	3,148
Merchandise	7,958	3,362
	\$ 5,755,863	\$ 5,243,065

8. WHEATON-PENNEY CHILDCARE

	2024	2023
Revenue		
Child Registrations (less affordability grant applied)	\$ 507,881	\$ 632,217
Affordability Grant	460,688	323,328
Government Funding	295,717	238,509
Grant- Suncor	100,000	100,000
	1,364,286	1,294,054
Expenses		
Staffing Expenses	913,826	828,550
Mortgage Interest	74,545	65,510
Administration Expenses	42,575	38,070
Program Expenses	40,318	31,284
Janitorial Expenses	16,877	18,623
Capital Expenses	12,874	-
	1,101,015	982,037
	\$ 263,271	\$ 312,017

FAMILY CHRISTIAN CENTRE
Note to Financial Statements
Year Ended December 31, 2024

9. FINANCIAL INSTRUMENTS

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

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The church is exposed to credit risk with respect to grants receivable.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The church is exposed to this risk mainly in respect of its receipt of contributions, grants receivable, long term debt, and accounts payable.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The church is exposed to interest rate risk primarily through its fixed interest rate long-term debt mortgage.

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