

## Application Summary: 2026 - 3287 - Sustaining Grant - Strategic Partners Grant

### Application ID

2026 - 3287 - Sustaining Grant - Strategic Partners Grant

### Applicant Information

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#### Organization Information

Multicultural Association of Wood Buffalo  
9908 Penhorwood St po box 5298  
Fort McMurray, AB, T9H 1L3

#### Primary Contact

Muna Ali  
Box 5298  
Fort McMurray, AB, T9H 3G3

Phone: **s.20(1)**  
Email: [executivedirector@mcawb.org](mailto:executivedirector@mcawb.org)

## Application Summary: 2026 - 3287 - Sustaining Grant - Strategic Partners Grant

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

No

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

Multicultural Association of Wood Buffalo leads the way in promoting equity, inclusion, and respect by advocating for the integration of diverse perspectives to ensure meaningful representation in all levels of community life. We create an environment where everyone can contribute to their full potential for the prosperity of our community.

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

We are requesting funding to expand and enhance community services that promote equity, inclusion, and cultural understanding in the Wood Buffalo region. MCA provides a vital hub for newcomers, ethnocultural groups, and Indigenous partners, delivering programs that break down barriers, foster intercultural dialogue, and build strong community connections.

With funding support, MCA will strengthen its core services and outreach in the following key areas:

**Language Access and Navigation:** Through our certified Interpretation and Translation program, MCA provides professional interpretation in over 50 languages and supports training for local multilingual residents to become certified interpreters. This service ensures newcomers and community members can access essential services, education, and employment opportunities without language barriers. This is also a service other sector partners access to better serve their clients.

**MCA Programs including Cultural Awareness and Anti-Racism Education:** MCA delivers training and community events that build cross-cultural understanding. Funding will support expanded workshops for schools, workplaces, and organizations. This training will equip participants with practical tools for inclusivity and anti-racism.

**Newcomer and Family Supports:** Our Welcome Centre and programs such as Financial Literacy, Indigenous Financial Literacy, and English Language Learner Assistance empower families to navigate settlement, education, and employment systems while fostering intergenerational success.

**Community Engagement and Celebration:** MCA organizes signature events such as the Multicultural Expo, Multiculturalism Day Festival, Alberta Culture Days and Canada Day, bringing together thousands of residents to celebrate diversity, learn from one another, and build lasting connections.

**Indigenous Outreach Services** which provide a platform for sharing and experiencing diverse cultural perspectives, essential for intercultural understanding and learning.

These services directly contribute to creating a more welcoming, inclusive, and resilient region. Funding will allow MCA to meet increasing demand, expand reach into rural and Indigenous communities, and ensure equitable access to cultural, educational, and community resources for all residents.

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

There are no restrictions on participating in our organization's programs, projects, services, or events.

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

3

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

### Board of Directors

Name	Board Position	Years on Board
Dango Gogo	Chair	9
Robert Cree	Vice President	8
Brian Fung	Treasurer	5
Annalee Nutter	Secretary	4
Rene Wells	Director	4
Purva Sharma	Director	5
Miranda Beaton	Director	2
Luis G. Gonzalez	Director	2
L. Elliott Pierre	Director	4

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

Yes

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

Yes, the Multicultural Association's Board of Directors is composed of representatives from diverse backgrounds, and we are proud to also have an Indigenous Elder serving on our board. This ensures that our leadership reflects both the diverse cultural communities we serve and the important voices of Indigenous peoples.

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

The MCA has identified four strategic priorities that guide its work under the 2022–2025 Strategic Plan:

1. Strengthening Partnerships and Community Leadership: MCA works to be the partner of choice in advancing cultural diversity, equity, and inclusion. This includes collaborating with like minded organizations, reducing duplication of services, building relationships with Indigenous communities, and leading anti-racism education initiatives. Our involvement with The Tomorrow Project is a testament to our commitment to strengthening partnerships.
2. Ensuring Sustainability and Organizational Capacity: MCA is committed to maintaining strong fiscal accountability, expanding operational capacity, and matching program growth with the needs of an increasingly diverse population.
3. Expanding Inclusion and Representation: MCA ensures that youth, newcomers, and Indigenous groups have meaningful opportunities to participate in all aspects of community life. Priorities include youth engagement, mentorship, and expanding the Welcome Centre into a hub for cultural navigation and support.
4. MCA seeks ongoing feedback through internal and external evaluations to continually adapt, develop and improve. MCA will continue to foster a welcoming and inclusive community where diversity is celebrated, equity is advanced, and every individual feels a sense of belonging. Strategic planning for 2026 is set for early 2026.

### 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	7	6
Part Time Positions	6	Ella/ school strike

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### Program/Projects Details

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

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

Yes

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

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

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

Program/Project: Programs and Development    Status: Completed

Program/Project: Rural and Indigenous Outreach    Status: Completed

Program/Project: Welcome Center    Status: Completed

Program/Project: Speak up Against Racism    Status: Completed

Program/Project: Human Rights Day    Status: Completed

Program/Project: Accessible Communication    Status: Completed

Program/Project: Translation & Interpretation    Status: Completed

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### Finances

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

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

03/31/2025

#### Unrestricted Net Assets

Unrestricted Net Assets (accumulated net assets/surplus that the organization has not set aside for a particular purpose or earmarked by a donor for a specific program or project) from your Financial Statements ending: 03/31/2025

\$0.00

#### Total Operating Expenses

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

\$898,438.00

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

In addition to ongoing support from Suncor for some of the Multicultural events and United Way for our ELLA program, we have some diverse community development programs, some of which bring in revenues. Volunteering at some events, such as casino nights bring in some revenues as well.

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

The Multicultural Association of Wood Buffalo is committed to implementing strategic cost-saving initiatives that enhance organizational efficiency and financial sustainability. The Association actively utilizes non-profit discount programs, shared service agreements, and in-kind community partnerships to reduce operational expenses while maintaining program quality. In addition, MCA leverages volunteer engagement, collaborative partnerships, and resource-sharing opportunities with local organizations to maximize impact with minimal cost.

To further support long-term sustainability, the organization continues to adopt digital tools and cloud-based systems that streamline administrative processes and reduce overhead.

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**Please complete the following budget table:**

### Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Sponsorships	Suncor	\$50,000.00
In Kind Revenue	Notary Legal Support	\$29,700.00
Other Grants	Tomorrow's Project for Seniors	\$75,000.00
Other Grants	Anti Racism Training	\$25,000.00
		<b>\$179,700.00</b>

### Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Casino Revenue	AGLC	\$30,000.00
Sponsorships	CNRL	\$4,000.00
Sponsorships	Alberta Cultural Day	\$3,000.00
Other Grants	United Way	\$50,000.00
		<b>\$87,000.00</b>

### Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Wages/Salaries/Benefits/MER CS	Employee Expenses	\$281,367.68	\$281,367.68
Program Materials and Supplies	Rural and Indigenous Outreach	\$86,704.00	\$71,704.00
Program Materials and Supplies	Program Development	\$111,471.84	\$88,633.84
Program Materials and Supplies	Welcome Centre	\$168,016.00	\$33,016.00
Program Materials and Supplies	Interpretation and Translation	\$76,704.00	\$76,704.00
Program Materials and Supplies	ELLA	\$100,000.00	\$0.00
Program Materials and Supplies	Human Rights Day	\$5,000.00	\$5,000.00

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Program Materials and Supplies	Speak Up Against Racism	\$5,000.00	\$5,000.00
Program Materials and Supplies	Anti Racism, Indigenous Financial Literacy and Financial Literacy	\$50,000.00	\$0.00
Program Materials and Supplies	Volunteer Appreciation	\$4,400.00	\$0.00
Program Materials and Supplies	Communications	\$79,073.84	\$79,073.84
Other (Provide Detail)	Remainder of the Sana Alache Award	\$5,040.00	\$0.00
Program Materials and Supplies	Multicultural Cookery	\$5,900.00	\$0.00
Program Materials and Supplies	Multiculturalism Day Festival	\$14,630.00	\$0.00
Other (Provide Detail)	Canada Day Celebration	\$15,000.00	\$0.00
Other (Provide Detail)	Alberta Culture Days events	\$3,000.00	\$0.00
Other (Provide Detail)	Multicultural Expo Event	\$23,755.00	\$0.00
		<b>\$1,035,062.36</b>	<b>\$640,499.36</b>

### Shortfall

	<b>Total</b>
(Total Secured Revenue - Total Expenses)	\$855,362.36

### Total RMWB Grant Request

	<b>Amount</b>
Total	\$640,499.36

## Application Summary: 2026 - 3287 - Sustaining Grant - Strategic Partners Grant

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

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

\$1,035,062.36

### Total Grant Amount Request

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

\$640,499.36

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

Click on the Save Draft button to calculate the percentage.

62%

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

In-kind community partnerships Venue at Macdonald Island for Alberta Culture Days workshops. MCA actively leverages a variety of non-financial resources to support its programs, projects, and events, demonstrating strong community engagement and collaboration include volunteer time and expertise and in-kind donations of goods and services from local businesses and community partners. Additionally, the organization benefits from partnerships with other non-profits, schools, and cultural organizations, which provide access to networks, outreach opportunities, and specialized knowledge that enhance program delivery. These collectively strengthen MCA's capacity to serve the community, and ensure sustainable, high-quality programming beyond financial resources alone.

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### Preferred Cash-Flow

	<b>Amount</b>
January/February	\$160,124.84
April	\$160,124.84
August	\$160,124.84
October	\$160,124.84
Total	<b>\$640,499.36</b>

## Application Summary: 2026 - 3287 - Sustaining Grant - Strategic Partners Grant

### Attachments

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#### Upload Strategic Plan

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[MCA\\_Strategic\\_Plan\\_2022-2025\\_\(002\)\\_\(1\).pdf](#)

10.5 MB - 09/26/2025 1:22 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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[Budget\\_26-27\\_\(2\)\\_\(1\).xlsx](#)

62.8 KB - 09/26/2025 1:25 PM

Total Files: 1

## Application Summary: 2026 - 3287 - Sustaining Grant - Strategic Partners Grant

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

Applicants may use the >Partnership Letter of Support Template or submit a customized letter.

Each letter should include the following five key elements:

1. Commitment to the partnership and shared initiatives
2. Confirmation of the community need
3. History of prior collaboration or rationale for a new partnership
4. Defined roles, responsibilities, and resource commitments
5. Contact information for the partner organization

Each letter must be signed by an authorized representative of the partner organization.

Please note: The partnership letter is a mandatory requirement for Community Sustaining applicants and optional for Community Impact Grant application.

[LOS\\_Multicultural\\_Association\\_RMWB\\_CIP\\_Application\\_\(1\).pdf](#)

122.2 KB - 10/09/2025 2:22 PM

[Multicultural\\_Association\\_of\\_Wood\\_Buffalo\\_Support\\_Letter\\_\(1\).pdf](#)

197.1 KB - 10/10/2025 6:49 AM

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

204.9 KB - 10/09/2025 2:22 PM

[Seniors\\_Subsector\\_Collaboration\\_Letter\\_-\\_signed.pdf](#)

318.9 KB - 10/09/2025 2:20 PM

Total Files: 4

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

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

[1\\_\(001\).pdf](#)

1.6 MB - 10/09/2025 2:22 PM

Total Files: 1

## Application Summary: 2026 - 3287 - Sustaining Grant - Strategic Partners Grant

### 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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Muna Ali

### Position/Title

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Executive Director

**Date:** 10/12/2025

### Program, Project or Service Name

Programs and Development

### Beginning Date

01/01/2026

### Completion Date

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

12/31/2026

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

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

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

Anzac, Conklin, Draper, Fort Chipewyan, Fort McKay, Fort McMurray, Gregoire Lake Estates, Janvier, Saprae Creek Estates

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

### Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
ELLA	Yes	No	No
Financial Literacy	Yes	No	Yes
Financial Literacy for Indigenous Youth	yes	Yes	yes
Cultural Awareness Training	Yes	Yes	No
Anti Racism	Yes	Yes	no
Tomorrow Project	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.**

Our organization strives to deliver in person workshops in the rural communities. If this is not possible, we partner with another group in the region who can assist with technical support on all levels. We also regularly assess the unique technological barriers faced in each rural area and tailor solutions accordingly.

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

MCA strives to have a centrally accessible location for programming. Ensuring that we are accessible to a public transportation route, supporting with LIFT applications if needed.

**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.

**Partnership and Collaboration:** MCA actively partners with schools, Indigenous communities, social agencies, and businesses to co-deliver programming such as Indigenous Financial Literacy, Cultural Awareness workshops.

**Value of Culture, Heritage and Regional Pride:** Through programs like the Cultural Awareness Training, Anti Racism Training, MCA are leaders in celebrating cultural diversity, fosters intercultural understanding, and builds pride in the region's heritage and multicultural identity.

**Social Participation:** MCA delivers impactful programs such as Financial Literacy, Indigenous Financial Literacy, English Language Learning Assistance (ELLA), which provide critical life skills, reduce inequities, and strengthen community wellbeing across diverse populations.

**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)	80
Youth (13-18 years)	110
Adults	500
Seniors (65+)	60
Families	200
Community	300
Total	1250

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

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

## Project Summary Programs and Development

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

The MCA is deeply committed to ensuring that all programs, services, and events are accessible and inclusive for anyone who wishes to participate. Our work is guided by the values of equity, respect, and belonging, and we intentionally design programs that remove barriers to participation.

MCA is a model of accessibility and inclusion. MCA provides ongoing education and support through our English Language Learner Assistance (ELLA) program. In 2024, we provided one-on-one and small group tutoring to over 300 newcomer students across 78 schools. Students not only improved their literacy skills but also gained confidence and a sense of belonging in their classrooms.

MCA offers services through the Welcome Center, our main goals are to remove barriers, provide access to information, and provide a smooth transition into our community. We do this through partnerships with other newcomer serving agencies to ensure we are not duplicating services in our community. MCA is uniquely set up to help those who do not fit criteria and tend to fall through the gaps. We work to close the gaps in services.

**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.**

Through these initiatives, MCA not only celebrates Indigenous culture but also fosters healing, language awareness, and cultural restoration. By embedding reconciliation into our services and events, MCA builds understanding, mutual respect, and stronger relationships between Indigenous and non-Indigenous community members.

### Logic Model

## Project Summary Programs and Development

### **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?**

MCA provides training in the school districts on English Language Learners Assistance supporting newcomers where English is not their first language. MCA also offers customized training for local HR managers, government departments, teachers, and social profits designed to help to attract, retain, and integrate a diverse workforce. This is in keeping with the MCA mandate in that helping staff to become more knowledgeable about managing diverse employees or clientele and creating a more welcoming and inclusive environment for all in our region. Based on local research with employers

MCA's cultural competency workshops are geared towards increasing cross-cultural awareness, knowledge of local demographics, improving cross-cultural communication, awareness of cultural differences, understanding differences in team styles, and improving knowledge of religions in our community.

MCA's Welcome Center is unique in our ability to serve the community, as we are the only organization that is not limited by funders or program parameters, because of this we serve everyone regardless of their immigration status, ethnocultural, and financial standing. Due to this we are able to close the gap for access to services for so many.

### **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?)**

Finding gaps in education, supporting the community in alleviating, stereotypes, discrimination, prejudice, and racism. Looking for opportunities to promote culture, inclusivity, equity within the region. Traveling to rural communities to bring education and understanding. Supporting newcomer children and youth in their journey to learn English and support becoming valuable members in the community.

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

If we provide training, Education, and understanding then we will have a more accepting, higher functioning, community. If our organization provides targeted training, education, and awareness programs, then we will foster a more accepting, inclusive, and higher-functioning community, reducing barriers for newcomers, and racialized populations, and strengthening social and economic participation across Wood Buffalo.

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

Staff: 2 full-time and 6 part-time staff members contributing to program delivery and coordination.

Instructors: 4 qualified instructors leading workshops, mentorship, and training sessions.

Volunteers: 10 community volunteers supporting program activities and participant engagement.

Materials: Printed resources, including workbooks, exercises, and other learning materials.

Technology: 10 laptops and internet access to support digital learning and virtual participation.

Venue: Rental spaces for workshops, training sessions, and events.

Advertising & Promotion: Online and print campaigns to recruit participants and raise program awareness.

Communications: Planning, design, and scheduling support for program coordination and outreach.

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

Cultural Awareness Training

Anti Racism Training- Development

Tutoring Students services through ELLA

Financial literacy workshops

Financial Literacy for Indigenous Youth

The Tomorrow Project

## Project Summary Programs and Development

**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.

### Educational Workshops & Mentorship

200+ newcomer students supported through ELLA across 6 schools

55 Indigenous youth completing financial literacy in 3 rural and Indigenous hamlets

100+ participants annually in mainstream Financial Literacy programs

### Cultural Awareness & Anti-Racism Training

80 unique participants representing 10 organizations in 2024

Multicultural Senior Outreach (new for late 2025, targets for 2026)

100 ethnocultural seniors will be engaged annually through outreach visits, navigation supports and social gatherings

A minimum of 6 culturally inclusive senior events will be delivered 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.

Increased access to equitable opportunities and community resources for participants from diverse cultural backgrounds.

Improved skills and confidence among participants through enhanced language acquisition, financial literacy, cross-cultural understanding, and cultural competency.

Greater inclusion and sense of belonging demonstrated through increased engagement and participation in community activities.

Reduced isolation among multicultural seniors, leading to improved social connections and overall well-being.

### 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 MCA is the only organization in the region offering a full range of multicultural programs, settlement supports, and community-wide events rooted in equity, inclusion, and cultural celebration.

What sets MCA apart:

Integration Through Culture: Beyond settlement, MCA fosters integration through cultural exchange—programs like the Multicultural Expo, Cookery sessions, and Cultural Awareness Training promote cross-community understanding.

Indigenous Engagement: MCA employs a Rural Indigenous Outreach Coordinator and delivers programs like Indigenous Financial Literacy, advancing reconciliation and multiculturalism in collaboration with Indigenous-led organizations.

Ethnocultural Seniors Support: Our new Multicultural Senior Outreach program—developed through two years of work with The Tomorrow Project—will be the first in the region tailored to ethnocultural seniors, addressing language isolation and cultural connection.

MCA's unique blend of direct supports, cultural education, and large-scale engagement complements, rather than duplicates, other services—making us a key driver of equity and inclusion in Wood Buffalo. Additionally MCA's services are open to all regardless of immigration, ethno-cultural, financial, or religious status

## Project Summary Programs and Development

**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
RBC	Program Funding Partner
FMPSD	Program Partner
FMCSD	Program Partner
United Way	Program Funding Partner
YMCA	Program Partner
St. Aiden's	Program Partner
Nistuwayou	Program Partner
Suncor	Program Funding Partner
McMurray Regional Law	In Kind

## Project Summary

### Rural and Indigenous Outreach

#### Program, Project or Service Name

Rural and Indigenous Outreach

#### Beginning Date

01/01/2026

#### Completion Date

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

12/31/2026

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

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

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

Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Fort McMurray, Gregoire Lake Estates, Janvier, Saprae Creek Estates

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

#### Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Financial Literacy	Yes	yes if needed	yes
Community Workshops	yes	No	Yes
Financial Literacy for Indigenous Youth	yes	Yes - if needed	yes

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

Our organization strives to deliver in person workshops in the rural communities. If this is not possible, we partner with another group in the region who can assist with technical support on all levels.

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

MCA strives to have a centrally accessible location for programming. Ensuring that we are accessible to a public transportation route, supporting with LIFT applications if needed.

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

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

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

MCA builds strong partnerships with schools, Indigenous communities, social agencies, and businesses to co-deliver programs like Indigenous Financial Literacy and Cultural Awareness. Through the Tomorrow Project, services for ethnocultural seniors have expanded. MCA celebrates diversity and regional pride through events like the Multicultural Expo and Alberta Culture Days, creating space for Indigenous traditions. Programs promote accessibility and inclusion, while respectful relationships with rural and Indigenous communities support knowledge sharing by elders and cultural leaders.

**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)	50
Youth (13-18 years)	80
Adults	100
Seniors (65+)	50
Families	100
Community	200
Total	580

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

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

MCA is also well known for holding inclusive partnerships with Indigenous communities. Our Indigenous Rural Outreach Coordinator bridges programming with Indigenous Elders, youth, and families. In 2024, MCA delivered Indigenous Financial Literacy programs in Anzac, Conklin, and Fort Chipewyan and supported 55 Indigenous students.

MCA ensures that everyone in Wood Buffalo can participate fully and with dignity. We do this by embedding accessibility into every program, from language services to cultural celebrations.

**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.**

We engaged hundreds of children in Truth and Reconciliation learning activities and Indigenous Veterans Day events (MCA), in partnership with the Royal Canadian Legion, proudly launched our Indigenous Veterans Day events. This initiative provided a meaningful opportunity to honor Indigenous heroes and recognize their contributions and sacrifices in service to Canada. We welcomed three elementary schools, with over 120 students attending, to learn about the history and legacy of Indigenous veterans. The program highlighted stories of resilience, bravery, and dedication, ensuring that young people gain a deeper understanding of the important role Indigenous peoples have played in defending our country. MCA is honored to help preserve these stories for future generations.

## Logic Model

## Project Summary

### Rural and Indigenous Outreach

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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?**

In conversation with the Indigenous population,, and storytelling. Teaching the traditional values we have learned that there is a need for creating relationships through conversation of our indigenous people to RMWB, including the newcomers of our region. supporting #93 call to action. Help educate individuals about the vast variety of knowledge that exists across diverse

Indigenous communities and what they face today. Understanding, Supporting Indigenous culture how they see the world in view (physical, emotional, spiritual, and intellectual)

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**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?)**

Attending rural networking meetings. Collaborating with other agencies, that can collaborate and join in on programming that is needed. Creating opportunities for understanding of cultural differences as well as similarities to inform all community members that we all have greater opportunities with understanding and acceptance. Ensuring all cultures support each other and understand we are all deserving of equity.

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

If we provide support and understanding opportunities our communities will grow and flourish with diverse understanding and welcome others and can provide enrichment even through differences.

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

Resources needed: posters to reach out to the community members who have no access to internet, reaching out by email to the community's centers, Conklin Multiplex, Janvier welcome center, Anzac recreation center, camp yogi, Fort McKay elders center, Fort McKay band hall, Fort Chipewyan community center. Personal invites to family friends, staff help to help post on social media and set up venues, call out to volunteers, Hirring local caterers for food supply or local grocery stores to have snacks and beverages on hand, reaching out to Indigenous speakers to educate and elders in the RMWB to do the opening and closing prayers of events and gatherings.

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

Indigenous and multicultural Programming, (Student story book sessions) community engagement to break the ice make those important relationships between community and MCA, mentorships between elders and students (orange shirt day project), Understand indigenous history (Indigenous veterans day event), sharing experience and stories between Rural and community. (Red dress day project)

**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.

Yearly activities 4 predetermined events 8 Rural workshops

5 Partnerships

750 students

250 community members

10 schools

8 honorariums

## Project Summary Rural and Indigenous Outreach

**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.

Education, Wellness, Healing, connection to other cultures collaboration with many rural agencies within our Wood Buffalo Region.

**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.**

MCA's guiding principals work to join natural connections amongst ethnocultural groups providing alignments to bridge the gap between newcomers and the indigenous culture. MCA endeavors to support Truth and Reconciliation as well in this by supporting educational opportunities for new comers to understand the atrocities the indigenous community faces.

**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
ATC	Program Partner
Nistawayou	Program Partner
Northern Lights School District	In Kind
RMWB	Funding Program Partner

**Program, Project or Service Name**

Welcome Center

**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.

Draper, Fort McMurray, Saprae Creek Estates

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

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Information and Refferrals	Yes	yes if needed	No
Notary Clinic	Yes	No	no
Information Sessions	yes	No	No
Cultural Awareness Training	Yes	yes if needed	No
Welcome Fair	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.**

Our organization strives to deliver in person workshops in the rural communities. If this is not possible, we partner with another group in the region who can assist with technical support on all levels.

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

MCA strives to have a centrally accessible location for programming. Ensuring that we are accessible to a public transportation route, supporting with LIFT applications if needed.

**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: MCA's programs such as Cultural Awareness Training, Interpretation & Translation, Providing access to services and information, directly remove barriers and ensure that residents of all cultural backgrounds feel welcome, supported, and included in the community.

Partnership and Collaboration: MCA Actively partners with organizations like the YMCA, CMHA, Fuse Social, to support newcomers to the community.

Social Participation: Ensuring connections to social gatherings, community events.

Value of cultural heritage and Regional Pride: providing opportunities for individuals to show case their diverse backgrounds and heritage at events like our Multicultural EXPO. Sharing with community gives a regional pride.

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

### Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	0
Seniors (65+)	0
Families	100
Community	0
Total	100

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

Immigrants, refugees and/or newcomers, Other racialized communities, Other

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

The MCA is deeply committed to ensuring that all programs, services, and events are accessible and inclusive for anyone who wishes to participate. Our work is guided by the values of equity, respect, and belonging, and we intentionally design programs that remove barriers to participation.

**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.**

Bridging the gap between Indigenous community and newcomers. providing education and understanding opportunities. Drawing parallels of understanding of ethnocultural diversity.

### Logic Model

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

The Welcome Centre is a one-stop-shop for newcomers in Wood Buffalo to be connected with organizations that cater to their needs. Advocating to remove barriers, and confusion to processes for newcomers. We know that there is a need because we had more than 30 families and more than 20 individual clients visit the centre who were in search of multiple resources such as career organizations, housing supports, social networking opportunities and more that were required for their integration journey. We have a rapidly growing community that will continue to need supports.

### **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?)**

Listening to newcomer client's needs and matching them with appropriate services in the community.

Setting up appointments on behalf of newcomers with services that they wish to take part in.

Eliminating frustrations experienced by newcomers, when they find that they are being moved from one organization to another in order to find which service is best catered to their given circumstances.

We also hold a semiannual Welcome Fair event that is aimed at teaming up with multiple organizations in order to provide newcomers with improved access to information about this community. We combine the event with the Multicultural Expo and Multicultural Festival to ensure higher traffic. We also hold free Notary Clinic sessions once a month to help offset the cost of legal paperwork to newcomers and immigrants.

### **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 the Welcome Centre refers newcomers to the resources that they require, this will reduce their frustrations about navigating the system and help familiarize them with the ways in which they can improve their lives.

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

Staff labour: Welcome centre coordinator runs the centre and staff members (usually 5 or 6 of us) will aid in the preparation of events (such as the Welcome Fair).

-Bus Pass referral: Passes are typically \$60 per month, but if newcomer cannot afford it, then a letter of referral is written on behalf of them and sent to the city to lower the monthly amount to \$10/month (Passes are used such for job searching, recreation etc).

Venue rental: venues are needed when holding Welcome Fairs. The previous Welcome Fair used the rental tent at Heritage Park and cost approximately \$1600.00 to rent.

printed materials: these vary on need. Welcome centre booklets are printed and inserted in booklets that are filled with brochures and pamphlets of local organizations that aid in the integration journey

Swag items are also needed to help promote the Welcome Centre and to pique the interest of newcomers

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

Semi-annual Newcomer events (Welcome Fair). The previous Fair held in June in combination with the Multicultural Festival saw over 1500 people attend in order to enjoy cultural performances and learn more about what their community has to offer.

-Collaborating with organizations: partnering with other agencies to help newcomers learn about important information such as winter safety. We are hosting four sessions in the fall for newcomers and will provide them with winter safety kits, and information on how to be prepared for winter in our region. Importance of Credit workshop, resume writing collaboration workshop, We are expecting 25 individuals per session.

Additionally Welcome Center will provide two workshops per month geared towards the needs of newcomers, such as nutrition on a budget, How to watch out for fraud, and many more.

-Free Notary clinic sessions held monthly: Less December

**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.

Newcomers have some of their obstacles removed and/or lessened in order to make their settlement journey easier. When newcomers visit the centre, they usually have questions about where to access certain resources such as resume building, job hunting, etc. They are then matched with the appropriate resources. This would include connecting them to the interpretation and translation department, providing information on how to access federal and provincial benefits,

providing bus referrals to access transportation needs amongst a plethora of other needs. 2025 our goal is to increase service to individuals, finding innovative ways to ensure newcomers have the support they require, and partnering w/ other agencies. Increasing walk in clients to 80+ continuing to Host notary clinics and increasing traffic to Welcome fairs by 20%

**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.

Welcome Centre

Newcomers are matched with relevant resources for integration

Notary Clinic

Free notarization services for newcomers/immigrants/citizens in the region

Informational Sessions

In partnership with local organizations, relevant information is provided for newcomers such as winter safety, navigating the CRA, and other topics as they emerge.

### 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.

Welcome Center is the only organization in Wood Buffalo that is able to provide services to everyone without limitations due to funders or programming. MCA strives to work with other newcomer serving organizations to set up appointments for newcomers who fit others parameters to ensure we are not duplicating service. Welcome Centers goal is to remove barriers and provide access to information for all newcomers to the region regardless of where they are joining our community from. Welcome Center is for everyone who is new to the 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
YMCA	program partner
RBC	funding and program partner
SUNCOR	finding program partner
FOOD BANK	Program Partner
CMHA	In Kind Program Partner
SAFE COMMUNITIES WOOD BUFFALO	program partner

## Project Summary

### Speak up Against Racism

#### Program, Project or Service Name

Speak up Against Racism

#### Beginning Date

01/01/2026

#### Completion Date

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

12/31/2026

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

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

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

Fort McMurray

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

#### Program, Project, or Event Delivery Information

## Project Summary

### Speak up Against Racism

**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 partner with public and catholic school districts to engage young generation to speak up against racism, promote diversity, integration, and unity within the school and among students. Hence, equipping students to speak up, prevent and eliminate racism from happening in their surroundings. Students will be given information as well as opportunity to apply what they learned in the workshop. This workshop helps to increase the knowledge for speaking up against racism and promoting inclusion to all communities within our region.

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

#### **Target Population**

Age	Target Population
Children (0-12 years)	1000
Youth (13-18 years)	1000
Adults	500
Seniors (65+)	0
Families	0
Community	0
Total	2500

## Project Summary

### Speak up Against Racism

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

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

The MCA offers language services - through interpretation and translation - to the community, with certified local interpreters and translators who are able to translate and interpret documents and meetings in various languages depending on need. Recently, the MCA has also hired on an ASL interpreter to be present at local events, ensuring that those with hearing accessibility needs can also be present, welcomed, and included in the various events, programs and services offered throughout the year.

**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.**

Through the MCA Indigenous and Rural Outreach department, all programs, events, projects, initiatives, workshops, etc., are accessible to all rural and Indigenous communities within the RMWB.

## 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?**

Increase the number of students and teachers equipped with tools to promote inclusion, as well as to speak up against racism.

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#### **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?)**

Each year, the Multicultural Association of Wood Buffalo hosts Speak Up Against Racism workshops in order to engage students and youth across the region to speak up against racism, and to promote diversity, integration, inclusivity and unity within local schools and among students. By equipping students to speak up, to prevent and eliminate racism from happening in their surroundings through these workshops, students will be better able to understand and apply inclusive practices in their day-to-day lives.

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

If the Multicultural Association of Wood Buffalo can provide these workshops to regional schools and encourage students to be involved in the discussion, then this will create awareness about racism and the harms it brings to the community.

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

- Trained staff and facilitators
- Partnerships with local schools
- Hiring keynote speakers
- Funding (grants, sponsors, donations)
- Facility and venue rentals
- Print and digital media advertising space
- Technical requirements (presentations, sound systems, video playback, etc.)
- Photography and Videography
- Workshop materials (interactive activities, workbooks, etc.)

## Project Summary

### Speak up Against Racism

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

- Partners with regional schools to host the Speak Up Against Racism Workshops
- Organizing workshop event dates and facilities for larger scale presentations
- Community feedback forms from teachers and students
- Developing presentation materials such as Powerpoints, videos, workbooks, workshop interactive activities
- Print and digital advertising through website, social media, magazines, newsletters, billboards, etc.
- Design visual marketing assets

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

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

- # of schools participating
- # of students involved
- Participation feedback

#### **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 understanding and respect of cultural diversity within the community
- Increased skills and knowledge tools for promoting inclusion and speaking up against racism
- Promoting positive intercultural social connections within the Wood Buffalo region

#### **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

## Project Summary

### Speak up Against Racism

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

MCA is only local agency offering anti-racism and cultural awareness training

**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
Regional Municipality of Wood Buffalo	Funder
Fort McMurray Public School Division	Provides classrooms & transportation for students
Fort McMurray Catholic School Division	Provides classrooms & transportation for students

## Project Summary

### Human Rights Day

#### Program, Project or Service Name

Human Rights Day

#### Beginning Date

01/01/2026

#### Completion Date

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

12/31/2026

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

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

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

Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Fort McMurray, Gregoire Lake Estates, Janvier, Saprae Creek Estates

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

#### Program, Project, or Event Delivery Information

##### 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 deliver this event in-person, record it and upload it to our YouTube channel for everyone to watch it at their own convenience. We can also broadcast the event live to rural areas. However, if there is any barriers, we will conduct survey to identify the barriers and plan the delivery accordingly. We can also collaborate with our partners, local schools or libraries to leverage their resources to provide technology and internet access to the community.

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

We always have options to offer our programs virtually. However; if we are doing it in-person, we can partner with local transportation services, offer bus tickets, organize volunteer transportation or facilitate program-specific transportation.

**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 event directly helps create a welcoming and inclusive environment by giving a voice to diverse residents. We partner with many organizations in the community to raise awareness about fundamental rights and freedoms of all people and mobilize calls to action against discrimination and injustice.

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

### Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	0
Seniors (65+)	0
Families	0
Community	30000
Total	30000

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

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

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

The MCA offers language services - through interpretation and translation - to the community, with certified local interpreters and translators who are able to translate and interpret documents and meetings in various languages depending on need. Recently, the MCA has also hired on an ASL interpreter to be present at local events, ensuring that those with hearing accessibility needs can also be present, welcomed, and included in the various events, programs and services offered throughout the year.

**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.**

Through the MCA Indigenous and Rural Outreach department, all programs, events, projects, initiatives, workshops, etc., are accessible to all rural and Indigenous communities within the RMWB. Collaborating with other agencies, that can collaborate and join in on programming that is needed. Creating opportunities for understanding of cultural differences as well as similarities to inform all community members that we all have greater opportunities with understanding and acceptance. Ensuring all cultures support each other and understand we are all deserving of equity. Supporting Truth and Reconciliation Calls to Action #93 to educate newcomers of our region.

### Logic Model

## Project Summary Human Rights Day

### **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?**

Every year on December 10, the United Nations observes International Human Rights Day. This day was established in 1948 as a way to commemorate the Universal Declaration of Human Rights - a pledge that acknowledges and protects the inalienable rights every human being is entitled to (United Nations, [www.un.org/en/observances/human-rights-day](http://www.un.org/en/observances/human-rights-day))

As one of Canada's highest immigration populations, with 21.5% of the Wood Buffalo residents identified as immigrants (Statistics Canada, 2022), this day is especially important to acknowledge. To this day, newcomers can often face barriers through discrimination, stereotyping, language barriers, misunderstanding, racism, and more.

In acknowledgement of Human Rights Day, the Multicultural Association of Wood Buffalo hosts annual Conversation Cafes that allow for respectful and inclusive discussion, typically based around the set theme for each year, allowing for community members to discuss Human Rights themes, encourage intercultural collaboration and understanding, and foster cross-cultural appreciation and respect.

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

The Multicultural Association of Wood Buffalo provides a public forum for community members to discuss topics and ask questions around the theme of Human Rights.

### **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."**

By providing a Human Rights Day Conversation Cafe, the Multicultural Association of Wood Buffalo opens a safe, respectful and inclusive platform for residents of all walks of life to come together and discuss the topic of Human Rights. With these discussion panels, we can continue to foster a community of respect, understanding, collaboration and support for all diverse cultures.

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

- Venue space
- Keynote Speakers
- Panel Members
- Staff
- Communications materials (press releases, presentations, marketing materials, etc.)
- Funding (grants, donations, sponsorships)
- Technical requirements (presentations, sound and video tech, etc.)

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

- Host Human Rights Day Conversation Cafe panel, inviting all members and dignitaries of the community to come learn, discuss and ask questions
- Confirm year theme, and develop topic points in relation to theme
- Partner with local organizations, cultural groups, and community members to establish discussion panel
- Develop presentation materials
- Involve youth ambassadors through partnerships with youth leadership programs and organizations
- Organize event luncheon
- Promote through website, newsletters, print and digital media, social media, etc.
- Live recording of event hosted on social media and YouTube channels
- Gather community feedback

**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.

Human Rights Day Theme of Discussion  
# of panel members/keynote speakers  
# of youth ambassadors  
# of attendees  
Community feedback

## Project Summary Human Rights Day

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

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

- Increased education and understanding of each year's Human Rights Theme
- Increased number of participation and community engagement for the Human Rights Day Conference

**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

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

This is the only Human Rights Day event in the RMWB.

**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
Indigenous Groups	Partner/Panelists
Nonprofit and Business Entities	Partner/Panelists
Newcomer groups	Partner/Panelists
Educational Institutions	Partner/Panelists

#### Program, Project or Service Name

Accessible Communication

#### Beginning Date

01/01/2026

#### Completion Date

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

12/31/2026

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

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

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

Anzac, Conklin, Draper, Fort Chipewyan, Fort McKay, Fort McMurray, Gregoire Lake Estates, Janvier, Saprae Creek Estates

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

#### Program, Project, or Event Delivery Information

##### 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.

Through accessible communications, the MCA will aim to work with their Indigenous and Rural Outreach coordinator to determine needs based per regional rural community through community feedback and forums, and adapt as needed - whether it be providing communications materials in various languages, providing language and ASL interpreters for community presentations, workshops and public relations, delivering visual print, audio or video communications, etc.

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

N/A

**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 communication department helps to:

- Promote and encourage cultural diversity in the Regional Municipality of Wood Buffalo.
- Encourage ethno-cultural groups to develop and preserve their individual cultures and communities.
- Coordinate and facilitate communication between individuals, groups, industry, businesses and government with respect to ethno-cultural groups and their heritage for the Regional Municipality of Wood Buffalo.
- Promote equality, social justice, inclusion and institutional change.

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

### Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	0
Seniors (65+)	0
Families	0
Community	30000
Total	30000

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

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

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

The MCA offers language services - through interpretation and translation - to the community, with certified local interpreters and translators who are able to translate and interpret documents and meetings in various languages depending on need. Recently, the MCA has also hired on an ASL interpreter to be present at local events, ensuring that those with hearing accessibility needs can also be present, welcomed, and included in the various events, programs and services offered throughout the year. In the past, the MCA has also offered emergency messaging during times of high stress. In 2020, their Language Services and Communications departments worked hard to ensure that all emergency messaging relating to Flood Evacuation, relocation, and COVID-19 emergency messaging was provided in the top regional languages to ensure that all residents were able to receive this important information without stress during a difficult time. The MCA has also partnered with the YMM Airport to provide materials in multiples languages, and has partnered with Alberta Red Cross and local mental health organizations to provide community health information packets to the region in multiple languages.

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

The entire Wood Buffalo Region includes all Indigenous communities will continue to benefit from all our services, understand, celebrate and respect the diverse cultures in our community. We collaborates with our Indigenous partners to integrate and ensure cohesive message.

### 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?**

#### Language Barriers

7% of the Wood Buffalo population do not speak English (Statistics Canada, 2021)

148 languages spoken in Wood Buffalo (Statistics Canada, 2021)

21% Albertans live with hearing impairments (Statistics Canada, 2022)

Limited community language supports

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

The MCA is working towards providing video subtitling in English and various translations, alternative text for graphics, as well as ASL interpreting for video or live events.

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

If the Multicultural Association of Wood Buffalo is able to provide accessible communications to the public, then residents who experience visual/audio impairments and/or language barriers can feel included, welcomed, and informed with the various programs, events and services that MCA provides to the community.

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

Staff labour for captioning videos

Funding for communications translation, interpretation and accessible design.

Accessibility and language software and tools for communications (speech-to-text captioning, assistive technology)

Communications platforms (website, social media, visual (print/video) and radio advertising)

Community feedback

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

- Translate key materials into priority community languages
- Provide interpretation services at events and programs
- Create multilingual and accessible digital content(captioned videos, alternative text images, audio recordings, etc.)
- Gather feedback from diverse community members on accessibility gaps
- Develop easy-to-understand and culturally sensitive communication guides
- Host training sessions for community and municipality on inclusive communications
- Emergency messaging packages delivered in priority community languages
- Connect newcomers with local non-profit agencies through communications partnerships
- Staff training in accessible and inclusive communication practices
- Rural outreach campaigns using diverse media channels

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

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

- # of accessible communications materials delivered
- # of languages
- # of community members reached across diverse cultural groups (using social media analytics
- Community feedback

**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.

### Short-term (1-2 yrs)

Increased awareness of cultural and newcomer programs, services and events region-wide  
Improved community trust of the RMWB being an inclusive and welcoming community  
More people able to access services and programs in their language

### Medium-term (3-5 yrs)

Positive engagement and participation from underrepresented communities  
Reduced barriers for newcomers when accessing services and supports  
Strengthened community partnerships through inclusive practices

### Ultimate Goal

Improved community resilience through inclusive connections that encourage equitable participation, partnerships and representation of all diverse backgrounds.

### **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.**

There is no other organization providing similar services in the community. On average, the MCA delivers approximately 50 programs, events, and services to the Wood Buffalo region per year, reaching thousands of residents/clients. These programs, services and events are only offered by our organization and our goal is to not only showcase and promote diversity within the region, but also to create a welcome and inclusive space for newcomers, long-term residents, and cultural groups to thrive in the local and global community.

## Project Summary Accessible Communication

**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
Regional Municipality of Wood Buffalo	Funder

**Program, Project or Service Name**

Translation & Interpretation

**Beginning Date**

01/01/2026

**Completion Date**

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

12/31/2026

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

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

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

Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort McKay, Fort McMurray, Gregoire Lake Estates, Janvier, Saprae Creek Estates

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

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Translation and Interpretation	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.**

Through accessible communications, the MCA will aim to work with their Indigenous and Rural Outreach coordinator to determine needs based per regional rural community through community feedback and forums, and adapt as needed - whether it be providing communications materials in various languages, providing language and ASL interpreters for community presentations, workshops and public relations, delivering visual print, audio or video communications, etc.

In the past, the MCA has also offered emergency messaging during times of high stress. In 2020, their Language Services and Communications departments worked hard to ensure that all emergency messaging relating to Flood Evacuation, relocation, and COVID-19 emergency messaging was provided in the top regional languages to ensure that all residents were able to receive this important information without stress during a difficult time.

The MCA has also partnered with the YMM Airport to provide materials in multiples languages, and has partnered with Alberta Red Cross and local mental health organizations to provide community health information packets to the region in multiple languages.

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

N/A

**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 Interpretation and Translation program helps newcomers with getting their important documents certified translated for use in Canada. Interpretation is used in the provincial courts to help allow defendants a fair trial in their native language. The program is growing and working with organizations to translate important safety and training information into languages that are native to their employees to make sure is understood by all. It is trying to create this program as a social procurement model.

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

### Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	0
Seniors (65+)	0
Families	0
Community	10000
Total	10000

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

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

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

The MCA offers language services—through interpretation and translation—to the community, with certified local interpreters and translators who are able to support documents and meetings in various languages depending on need. Recently, the MCA has also hired an ASL interpreter to be present at local events, ensuring that those with hearing accessibility needs can also be welcomed and included in the various events, programs, and services offered throughout the year.

In addition to language access, MCA ensures that all venues used for programs and events are physically accessible and located on public transit routes. Programs are often low-cost to remove financial barriers, and materials are designed in plain, inclusive language. The Association also works closely with community partners and diverse cultural groups to identify accessibility gaps and develop inclusive solutions.

A recent success includes providing multilingual and ASL-supported sessions during community events such as Cultural Connections and International Day for the Elimination of Racial Discrimination, which allowed newcomers, Indigenous partners, and residents with disabilities to participate fully—strengthening a sense of belonging across the region.

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

Through the MCA Indigenous and Rural Outreach Department, all programs, events, projects, initiatives, and workshops are designed to be accessible and inclusive to Indigenous and rural communities across the Regional Municipality of Wood Buffalo (RMWB). The department works collaboratively with Indigenous leaders, Elders, and community partners to ensure programming reflects local traditions, values, and priorities.

MCA actively supports initiatives that promote Indigenous culture, language, and reconciliation through cultural awareness events, storytelling sessions, and youth engagement programs. For example, MCA partners with the Royal Canadian Legion to host Indigenous Veterans Day events and collaborates with schools to educate students about Indigenous heroes and history. These efforts foster mutual understanding, celebrate cultural identity, and strengthen community relationships based on respect and reconciliation.

## 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?**

The Wood Buffalo region is home to one of the highest immigrant populations Canada-wide, with 21.1% of residents living in the region being immigrants. Of this demographic, 25.8% recently moved to the Wood Buffalo region since 2016 (Wood Buffalo Local Immigration Partnership Research Report, 2022. p. 15).

Because of this, it is essential that information and services can be provided in translated languages to help overcome language barriers when accessing essential services and resources. As of the 2021 Statistics Canada report, 7% of the Wood Buffalo population do not speak English, 81% speak a language other than French and English at home.

Through the Multicultural Association's Language Services department, the organization aims to overcome language barriers by providing interpretation and translation services to the community.

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

- Hiring and training local interpreters and translators in a wide range of languages and situations (such as document translation, remote and on-site interpretation, etc.)
- Ensure the Language Services has access to interpreters and translators who have specialties in specific industries (such as legal, healthcare, marketing, government, technical, etc.) as well as who understand the nuances of both languages and associated cultures in order to provide accurate and culturally inclusive translations and interpretations.
- Adhere to privacy laws and regulations
- Seek and incorporate client feedback into business operations and services enhancements

**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 the Multicultural Association of Wood Buffalo (MCA) provides accessible and professional Language Services, then newcomers, immigrants, and residents with limited English proficiency will experience improved access to essential services, information, and community resources. Research consistently shows that language access directly improves social inclusion, employment outcomes, and equitable participation in community life. By addressing communication barriers, this initiative ensures that all residents can fully engage in local programs, access vital supports, and build a stronger sense of belonging within the Wood Buffalo region.

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

- Hiring casual certified and non-certified translators and interpreters.
- Accessible communications marketing through website, social media platforms, as well as print and digital marketing.
- Establish local partnerships with other organizations and businesses.

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

- Develop interpreter and translator training programs
- Ensure MCA communications is accessible through language translation and interpretation
- Offer translation and interpretation services
- Community feedback

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

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

**# of translations completed:** Total number of documents, forms, or materials translated into multiple languages.

**# of interpretation sessions delivered:** Total number of community members supported through interpretation services (in-person or virtual).

**# of languages provided:** Range of languages offered through MCA's language services.

**# of community feedback responses collected:** Number of participants or organizations providing feedback on accessibility and service effectiveness.

**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 access to language services across the region, ensuring equitable communication for all residents.

Bridged language gaps in accessing essential community, health, and government services.

Improved confidence and independence among newcomers in navigating local supports and resources in their spoken languages.

Enhanced accessibility of emergency and public messaging, ensuring timely and inclusive communication during critical situations.

Expanded local employment and skill-building opportunities through training and engagement of community members as interpreters and translators.

### 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.

The Multicultural Association of Wood Buffalo (MCA) is the only organization in the Wood Buffalo region that provides certified translation and interpretation services. Our program stands out by offering professional, culturally competent, and community-based language support tailored to the diverse needs of residents. Through partnerships with local agencies and service providers, MCA ensures that language is not a barrier to accessing essential services, community programs, or emergency information.

### 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
Regional Municipality of Wood Buffalo	Funder
Certified Translators	Translate documents which entails accurately communicating meaning from one language (the source) to another language (the target).
Certified Interpreters	Interpret accurately in both languages.



MULTICULTURAL ASSOCIATION  
OF WOOD BUFFALO

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# ■ STRATEGIC plan. 2022-2025





## Message from the Chair

On behalf of the Board of Directors of the Multicultural Association of Wood Buffalo (MCA), I am delighted to present our 2022-2025 Strategic Plan. It is an exciting and ambitious plan that provides a framework for the MCA to meet the needs of Newcomers, multicultural groups, and other stakeholders in our community.

Our previous strategic plan, developed following the 2016 Horse River Wildfire, focused on recovery and resilience. Little did we know how much that focus would aid us over the next five years as we experienced unprecedented events. This included the 2020 Spring Flood that affected the MCA office location, leaving it inaccessible for over a year. The global pandemic also saw us adapting to online formats as we remained committed to providing our important events, programs and services.

MCA's many successes over the past five years were due to the hard work and dedication of our staff, volunteers, and the continued support of the Wood Buffalo community. I would like to extend a heartfelt thank you to all of you for continuing to support MCA as part of the rich multicultural life of our community. I also want to use this opportunity to thank our outgoing Executive Director Therese Greenwood, for her diligence and creativity as together we embraced the challenges and opportunities in our path.

I am very excited to introduce our new Executive Director, Muna Ali, who brings the perfect combination of skill sets and life experience for the implementation of our new three-year plan. The Board of Directors looks forward to working with Muna as we

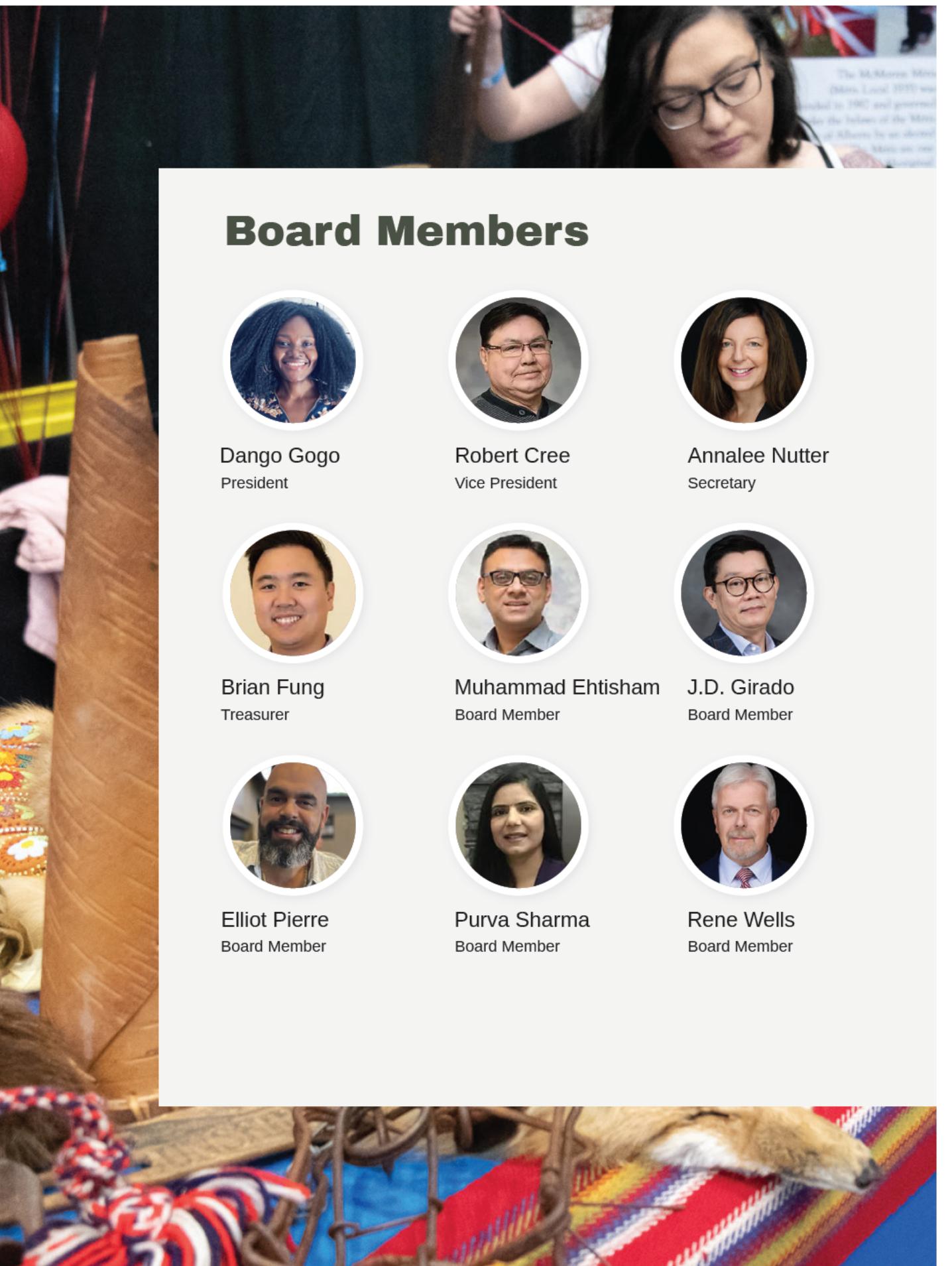


**Dango Gogo**

President

encourage inclusive multiculturalism in our region under our new vision of a community where everyone feels a sense of belonging, and where respect, diversity, openness, equity, and representation are celebrated.

Under Muna's leadership, MCA will continue its commitment to providing the highest level of community service. We will also continue to live our enhanced values of diversity, integrity, representation and inclusivity, and respect. Together with our many volunteers, stakeholders and partners, we look forward to having a major impact on the quality of life for all citizens of the region of Wood Buffalo.



# Treaty 8 Territory Land Acknowledgement

## ~English~

We respectfully acknowledge that we are meeting on Treaty 8 Territory. We honour the traditional lands of the First Nations, Métis and Inuit peoples who have lived, travelled and gathered here for thousands of years. It is their footsteps that have marked these lands before us. Let us together steward these lands today and for the future.

## Board Members



Dango Gogo  
President



Robert Cree  
Vice President



Annalee Nutter  
Secretary



Brian Fung  
Treasurer



Muhammad Ehtisham  
Board Member



J.D. Girado  
Board Member



Elliot Pierre  
Board Member



Purva Sharma  
Board Member



Rene Wells  
Board Member

## ~French~

Nous reconnaissons respectueusement que nous nous réunissons sur le territoire du traité 8. Nous honorons les terres traditionnelles des peuples des Premières Nations, des Métis et des Inuits qui ont vécu, voyagé et se sont rassemblés ici pendant des milliers d'années. Ce sont leurs traces qui ont marqué ces terres avant nous, gérions ensemble ces terres aujourd'hui et pour l'avenir.

## ~Spanish~

Reconocemos con respeto que estamos reunidos en el territorio del tratado Octavo, honramos las tierras tradicionales de las Primeras Naciones, los pueblos Metis e Inuit quienes han vivido, viajado y reunido aquí durante miles de años. Son sus pasos los que han marcado éstas tierras antes que nosotros, administremos juntos éstas tierras hoy y para el futuro.

## ~German~

Wir erkennen mit dem höchsten Respekt an, dass wir uns auf dem Gebiet des Treaty 8 befinden. Wir würdigen das traditionelle Land der First Nation, Metis und Inuit Volksgruppen, die hier seit tausend von Jahren leben, reisen und sich versammeln. Es sind ihre Schritte, die dieses Land vor uns gekennzeichnet haben. Lasst uns zusammen dieses Land heute und in der Zukunft innewohnen.

## ~Hindi~

हम सम्मानपूर्वक स्वीकार करते हैं कि हम संधि ८ क्षेत्र पर मलि रहे हैं, हम प्रथम राष्ट्र, मेटिस और इन्हूंट लोगों की पारंपरिक भूमिका सम्मान करते हैं जो हजारों वर्षों से यहां रहते हैं, यात्रा करते हैं और एकत्र हुए हैं। यह उनके पदचानिह हैं जो हमसे पहले इस भूमि पर चानिहति हुए हैं, आइए हम एक साथ इन भूमियों को आज और भविष्य के लिए संभालें।

## ~Arabic~

نحن نعترف ونحترم ونقر تعليينا سوي على ارض المعاهده الثامنه. نحن نقدر ونحترم السكان الأصليين للارض والميسيس والانويت الذين عاشوا فيها وسافروا وتجمعوا فيها قبلنا من ملايين السنين. نحن الان نخطوا ونمشي على خطاهم ونعرف بفضلهم على الارض الممتلأة بعلماتهم وبفضلهم. ولذلك فلنجمع سويا ونعمل على المحافظه عليها في كل وقت الان وفي المستقبل.

## ~Tagalog~

Kami ay magalang kilalanin ang aming pagtitipon-tipon sa territoryo ng treaty 8, pinapahalagahan namin ang tradisional na lupain ng mga First Nations, Metis at Inuit na nabuhay, naglakbay, at nagtipon dito nang libo-libong taon. Ang kanilang yapak ang unang tumatak sa mga lupang ito bago tayo, magsama-sama tayong maging katiwala nitong lupa ngayon at sa hinaharap.

# Organizational Structure

The MCA is governed by a board of directors whose mandate is to provide strategic leadership to the organization. They are responsible for recruitment and oversight of the Executive Director, board recruitment, policy development and review, fiscal oversight, and succession planning. The Board is also responsible for strategic planning and organizational mission, vision, and values.



## Vision

A community where everyone feels a sense of belonging, and where respect, diversity, openness, equity, and representation are celebrated.

## Mission

The Multicultural Association of Wood Buffalo leads the way in promoting equity, inclusion, and respect by advocating for the integration of diverse perspectives to ensure meaningful representation in all levels of community life. We create an environment where everyone can contribute to their full potential for the prosperity of our community.



## Objectives

- Advocate for cultural diversity and meaningful inclusion throughout the RMWB.
- Support everyone in preserving and revitalizing language, tradition, and culture.
- Promote cultural sharing between individuals, groups, industry, businesses, government, and other sectors of society.
- Educate and enable transitions to equity, meaningful representation and institutional change.



## Values

Our Values define how we achieve equity in serving and building relationships with our multicultural community, as well as our workplace:

- **Diversity:** MCA values the diversity from the cultural fabric of all who live, work, and play in the RMWB. All our programs, events and activities recognize and celebrate the multicultural contributions from our citizens.
- **Integrity:** MCA values integrity. All our programs, events and activities reflect a commitment to honesty, accountability, and transparency.
- **Representation and Inclusivity:** MCA values the representation and inclusion of all persons in our community. All programs, events and activities ensure that every culture feels at home in Wood Buffalo, and empower anyone to actively and meaningfully participate in community.
- **Respect:** MCA values respect. All programs, events and activities promote a safe, open and welcoming environment for all cultures and people.

# Strategic Goals

## Goal 1:

MCA ensures fiscal sustainability and internal controls so that continued quality events, programs, and services can be delivered.

- Financial inventory and opportunities
- Develop operating capacity and capability to deliver on funded programs
- Keep our funding in place
- Match growth in number and depth of programs to anticipated influx of new immigrants
- Find permanent home that also has space diversity community can access
- Keep strategic plan alive - not set aside with new ideas / work / etc.
- New board members orientation

## Goal 2:

MCA ensures, encourages, and promotes that youth, Newcomers, and Indigenous groups have meaningful representation and equal opportunity to participate in all aspects of community life.

- Create youth advisory committee / mentorship opportunities
- Enhance the engagement with the youth
- Youth programs through Welcome Centre
- Define/ expand relationship with Indigenous community
- Continue and enhance our partnership with Indigenous community
- Build and expand relationships with Indigenous community
- Welcome Centre becomes drop-in hangout centre
- Expand and redefine Welcome Centre to cultural navigator service
- Position MCA to be prepared for more incoming newcomers - more staff at Welcome Centre

## Goal 3:

MCA strengthens its partnerships and relationships with stakeholders to be recognized as a partner of choice for cultural diversity, multiculturalism, equity, and inclusion.

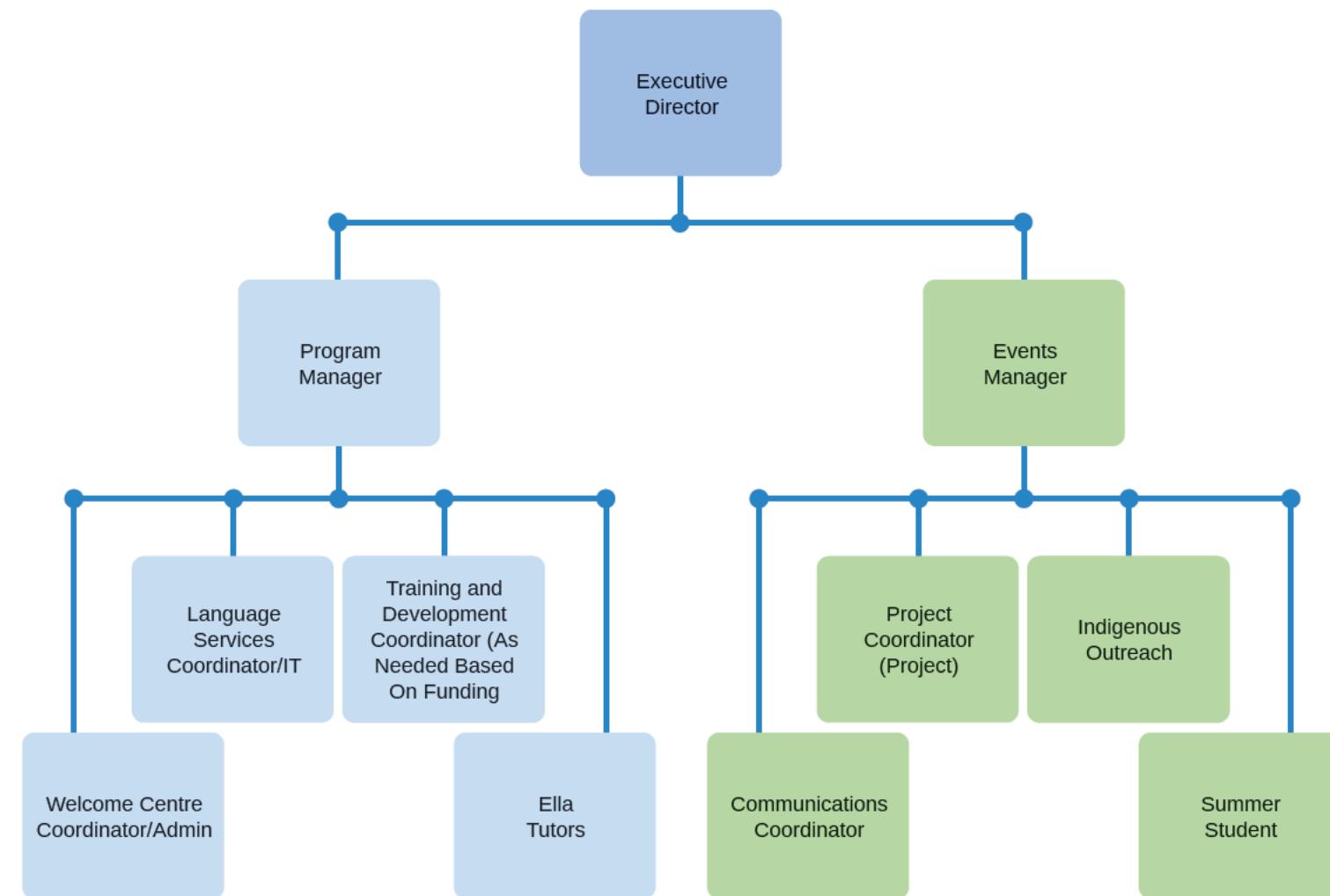
- Continue to partner
- Continue to find ways to collaborate with like minded organizations (reduce competition/duplication of services)
- Continue our relationship with municipality
- Seek out new partnerships
- Purposeful involvement with key sectors enabling the transitioning
- Lead community in developing anti-racism training
- Advocate for outcomes of "you do you" for everyone
- Educate corporate and civil organisations in the promotion of equity and creation of safe spaces

## Goal 4:

MCA seeks ongoing feedback through internal and external evaluations to continually adapt, develop and improve.

- Develop a way to get real-time feedback from the community to match MCA offering with the emerging needs
- Regular member/user benchmark surveys
- Enhance annual signature event
- Promotional initiatives that enhance public awareness

# Staff Organization chart



# Programs

## English Language Learner Assistance (ELLA)

The English Language Learners Assistance (ELLA) Program builds confidence in Newcomer students so that they can actively participate in class and school activities. It helps children with their reading, writing, speaking, and listening skills.

Due to language barriers, Newcomer students in Wood Buffalo sometimes struggle in school and frequently do not have sufficient homework support at home, as their parents may also be learning English.

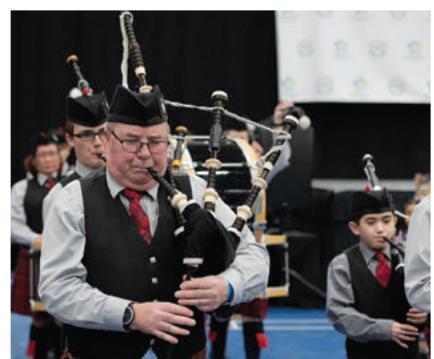
The program is usually offered during school hours with a maximum of 2-to-1 students-to-teacher ratios for half-an-hour sessions.

The MCA offers in-school supports for Newcomer students who are English Language Learners in Fort McMurray Elementary and High Schools. Students learn reading, writing, speaking and listening skills, and our coordinators work very closely with each student to build these skills and their confidence. All supports are offered during school hours out of your child's school.



## Cultural Awareness Training

The Cultural Awareness Training (CAT) provides workshops that address cross-cultural differences, as well as potential causes of misunderstanding and conflict. These workshops are tailored to each participating group in order to provide tools and strategies that can help address cross-cultural challenges.



## Financial Literacy Program for Newcomers

Participants of the Level 1 Financial Literacy Program gain knowledge in banking, budgeting, credit, debt, taxes, insurance, government support programs, avoiding fraud and scams, and investing. Level 2 covers financial goals, net worth, company stocks, private offerings, real estate investing, and cryptocurrency.

The sessions are highly interactive and provide Newcomers with tools to help them and their families understand the Canadian financial system. Participants are provided with workshop material that serves as a great resource and document for future reference.

Cost: \$25. To encourage attendance, students who attend at least 80 per cent of classes will be refunded \$25.

# Services

## Notary Services

The Notary Clinic is a free service for newcomers and immigrants in the Wood Buffalo region. In partnership with Don Scott Law Office, the MCA is able to host the Notary Clinic and provide volunteer Commissioners of Oath to help each client with their notarization needs. This service helps notarize documents such as travel document applications, police record documents, commissioning documents, witnessing visa applications, certified copies, Powers of Attorney, travel consents, proofs of life, and more.

## Interpretation and Translation

The MCA offers Interpretation and Translation services to help overcome language barriers in the Wood Buffalo community through certified and non-certified document translation as well as interpersonal interpretation. proofs of life, and more.

## Translation Services

The Multicultural Association offers certified translation services in over 45 languages for the Fort McMurray and Wood Buffalo region, using highly qualified translators who are carefully tested for their translation capacity. Our translators are also screened for their technical knowledge and subject matter expertise. Many of our translators are scientists, engineers, and legal and medical experts who are fully capable of translating difficult texts to precise specifications.

## Languages we translate

Albanian	Punjabi
Amharic	Romanian
Arabic	Russian
Bengali	Serbian
Bosnia	Simplified Chinese
Bulgarian	Sinhalese
Burinese	Somali
Cambodian/Khmer	Spanish
Central Africa	Tagalog
Swahili	Tamil
Chin	Tigrigna
Croatian	Traditional Chinese
Dari	Turkish
East Africa Swahili	Twi
French	Ukrainian
German	Urdu
Greek	Vietnamese
Haitian Cr��ole	
Hindi	
Hungarian	
Italian	
Japanese	
Karen	
Kinyarwanda	
Kirundi	
Korean	
Kurdish	
Nepali	
Norwegian	
Pashto	
Persian/Farsi	
Polish	
Portuguese	



## What we translate

### Legal:

Litigation documents  
Contracts  
Letters of agreement  
Court briefings

### Medical:

Medical reports  
Consent forms  
Package inserts  
Medical instructions  
Public Health information

### Business:

Operating manuals  
Proposals  
Specification sheets  
HR policies  
Tenders, bids, RFPs  
User guides  
Rules & regulations  
Business cards  
Quarterly reports  
Policies & procedures  
Insurance documents  
Web sites

### Personal:

Certificates (birth, death, marriage)  
Adoption papers  
Immigration papers  
Business cards  
Employment verification  
Letters of reference  
Resumes and CVs  
Diplomas/Certificates  
Transcripts  
Letters

### Technical:

Science/Engineering research  
Computer/Technical manuals  
Social science research  
Maintenance instructions

## Interpretation Services

The Multicultural Association (MCA) offers certified interpretation services to the Wood Buffalo region. We can provide consecutive interpretation face-to-face or over-the-phone. MCA also trains local residents to become certified interpreters to reduce the need to bring interpreters from out of town, minimizing travel expenses while supporting the local labour-force.

There are many situations in which language barriers can create miscommunication. Our interpreters ensure clear communication between all parties. Our language specialists provide spoken communication facilitation between languages around the clock — every day, all year.

MCA uses certified interpreters for the following reasons:

**Accuracy:** The interpreter will not add or omit information or offer opinions or advice

**Clarity:** The interpreter will express messages clearly and concisely in both languages

**Confidentiality:** The interpreter will not discuss the persons or content of the interpretation outside of the meeting

**Impartiality:** The interpreter will always remain impartial and objective at all times.

**Professionalism:** The interpreter will conduct him/herself in a respectful, courteous, and professional manner

**Cultural Interpretation:** Your interpreter will, where requested or necessary, clarify misunderstandings pertaining to cultural issues.

**Education:**  
Teaching materials  
Curricula  
Reports  
Newsletters  
Transcripts  
Certificates

Catalogues  
Brochures  
Flyers/leaflets  
Surveys  
Labels

### Other:

News articles  
Social Services documents  
Newsletters

**Materials:**  
Press releases  
Sales literature  
Web sites



## Events

Multicultural EXPO, held throughout the month of February.

Speak Up Against Racism, held in March-April in conjunction with March 21 as the International Day for the Elimination of Racial Discrimination.

Canadian Multiculturalism Day, June 27.

Human Rights Day, December 10.

MCA has also launched as ongoing Seniors Cookery Program.





## MULTICULTURAL ASSOCIATION OF WOOD BUFFALO

### **Address**

Multicultural Association  
of Wood Buffalo  
8115 Franklin Avenue  
Fort McMurray, AB, T9H 2H7

### **Mailing Address**

PO Box 5298  
Fort McMurray, AB, T9H 3G3

### **Call**

780.791.5186



Cell: H11  
Note: Rasha H:  
Tomorrow Project budget. Partnership with non profit agencies



Thursday October 2, 2025

To Whom It May Concern,

**Subject: Letter of Support and Partnership for Community Programming**

On behalf of Arts Council Wood Buffalo and the Multicultural Association of Wood Buffalo, we are pleased to express our strong support and commitment to partnering with each other in the delivery of Alberta Culture Days and other community programming initiatives in Fort McMurray. These initiatives align with our shared mission to create a remarkable quality of life through the creation and appreciation of arts and culture.

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

Our organizations have a history of successful collaboration, including entering a Memorandum of Understanding in 2019 to align our programs and services and ensure meaningful community engagement and eliminating any duplication of services, demonstrating our ability to work effectively together.

For any further information or clarification, please contact:

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

Muna Ali  
Executive Director  
Multicultural Association of Wood Buffalo  
Phone: 780.880.2929  
[executivedirector@mcawb.org](mailto:executivedirector@mcawb.org)  
[www.mcawb.org](http://www.mcawb.org)

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

Muna Ali  
Executive Director  
Multicultural Association of Wood Buffalo

# AUTISM SOCIETY OF THE RMWB

21-10019 MACDONALD AVE, FORT MCMURRAY, AB T9H 1S9  
PHONE: 587-452-9334 ~ [AUTISMSUPPORT@AUTISMRMWB.ORG](mailto:AUTISMSUPPORT@AUTISMRMWB.ORG)



Sept 24<sup>th</sup>, 2025

To Whom It May Concern:

Subject: Letter of Support and Partnership for the Multicultural Association of Wood Buffalo

On behalf of the Autism Society of the Regional Municipality of Wood Buffalo, I am pleased to express our strong support and commitment to partnering with the Multicultural Association of Wood Buffalo (MCA) in the delivery of programs and services that foster inclusion, accessibility, and community connection. This initiative aligns with our shared mission to create a more supportive, welcoming, and empowered community for all families, regardless of cultural background or ability.

We recognize the pressing need for culturally responsive and accessible programs that address barriers faced by newcomers, families, and individuals with diverse abilities. The MCA's commitment to cultural bridging, newcomer support, and community engagement complements the Autism Society's work in providing resources, respite, and sensory-friendly opportunities for families. Together, we can strengthen community capacity and ensure that no family is left behind.

Our organizations have a history of collaboration, including joint initiatives such as sensory-friendly community events and cross-referrals for family resources. These successful efforts demonstrate our ability to work effectively together to meet the needs of the families we serve.

As a committed partner, the Autism Society of the RMWB will contribute to this partnership in the following ways:

- **Roles and Responsibilities:** Collaborate on inclusive program design, provide expertise in autism supports and family resources, and promote joint initiatives to our network of families.
- **Resources Committed:** Staff time, volunteer support, and shared promotion of events and resources through our communication channels.

For any further information or clarification, please contact:

We are confident that this partnership will continue to make a meaningful difference in the lives of families and community members across Wood Buffalo.

Sincerely,

A handwritten signature in black ink, appearing to read "Tina Delainey".

Tina Delainey  
Executive Director  
Autism Society of the RMWB  
780-715-7585  
[AutismSupport@AutismRMWB.org](mailto:AutismSupport@AutismRMWB.org)

**"CONNECTING THE PIECES OF OUR COMMUNITY"**



Community Investment Program  
Regional Municipality of Wood Buffalo  
9909 Franklin Avenue  
Fort McMurray, Alberta  
T9H 2K4

October 7, 2025

**Re: Multicultural Association of Wood Buffalo CIP Application**

To Whom It May Concern,

As the MLAs for the Fort McMurray region, we are writing to provide our support for the Multicultural Association of Wood Buffalo and their application for the Regional Municipality of Wood Buffalo (RMWB) Community Sustaining Grant.

The Multicultural Association of Wood Buffalo (MCA) is a non-profit organization that supports cultural groups in the Wood Buffalo region and fosters cross-cultural awareness and understanding. MCA's dedicated team of staff and volunteers work diligently to promote inclusion, celebrate diversity, and build stronger connections across our region. MCA provides a range of impactful programs and events, including the English Language Learners Program, which helps newcomers improve language skills and integrate into the community; Cultural Awareness Training, which fosters understanding between diverse groups; and the annual Multicultural EXPO, a flagship event celebrating the vibrant cultures within our region. Additionally, the MCA Welcome Centre serves as a crucial resource for newcomers, offering essential support and opportunities to connect with the community.

Should the MCA be successful in their application, they will utilize funding to continue providing high-quality services, programs, and events, as well as to develop new opportunities that aim to bridge social and environmental gaps. This includes expanding their capacity to serve newcomers, enhancing their programming, and supporting events. The funding help MCA ensure that each patron is accommodated for and feels welcomed, improving quality of life for all residents in the community.

As MLAs for the Fort McMurray region, we hope that our enthusiastic support for the Multicultural Association of Wood Buffalo and their application meets your approval. Should you require any additional information, please contact our office at your earliest convenience.

Sincerely,

**Brian Jean, MLA, KC, ECA**  
Fort McMurray – Lac La Biche  
Minister of Energy and Minerals  
Phone: 780.588.7979  
Email: [fortmcmurray.laclabiche@assembly.ab.ca](mailto:fortmcmurray.laclabiche@assembly.ab.ca)

**Tany Yao, MLA**  
Fort McMurray – Wood Buffalo  
Parliamentary Secretary for Small Business and  
Northern Development  
Phone: 780.790.6014  
Email: [fortmcmurray.woodbuffalo@assembly.ab.ca](mailto:fortmcmurray.woodbuffalo@assembly.ab.ca)



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

## Confirmation of Collaborative Participation – Seniors Subsector Collective Impact Initiative

To Whom It May Concern,

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

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

- Reducing duplication across the sector
- Closing gaps in service access and cultural relevance
- Improving outcomes for seniors and Elders experiencing isolation, housing instability, emotional distress, and other vulnerabilities

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

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

*Shannon Rep*

Signed by:

*Muna*

90B8FC38736A468...

Multicultural Association of Wood Buffalo

*JMcGowan*

YMCA of Northern Alberta

Some Other Solutions

Signed by:

*Nicole Stagg*

8707DD3F7CC7423... Wood Buffalo

Support Services Wood Buffalo

*Luana Bussières*

FB5C776BD4CE429...

St. Aidan's Society

Signed by:

*Stacy Gillingham*

1CDA861B20FB4A1...

Friendship Centre

*Barbara Joan Reitz*

1AF3A5A589F54AF...

Golden Years Society

Signed by:

*Wm Myers*

126A95C38BE84E7...

McMurray Metis



780.791.9333



hello@fusesocial.ca



fusesocial.ca



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



**MASTER COPY**

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO**

**Financial Statements**

**Year Ended March 31, 2025**

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO**

**Index to Financial Statements**

**Year Ended March 31, 2025**

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Statement of Revenue and Expenses	2
Statement of Changes in Net Assets	3
Statement of Cash Flows	4
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F: +1 780.463.7330

edmonton@bakertilly.ca  
[www.bakertilly.ca](http://www.bakertilly.ca)

## INDEPENDENT AUDITOR'S REPORT

To the Members of Multicultural Association of Wood Buffalo

### *Qualified Opinion*

We have audited the financial statements of Multicultural Association of Wood Buffalo (the Association), which comprise the statement of financial position as at March 31, 2025, and the statements of revenue and expenses, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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

### *Basis for Qualified Opinion*

In common with many not-for-profit organizations, the Association derives revenue from fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Association. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the year ended March 31, 2025, current assets and net assets as at March 31, 2025. Our audit opinion on the financial statements for the year ended March 31, 2024 was modified accordingly because of the possible effects of this limitation of scope.

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

*(continues)*

ASSURANCE • TAX • ADVISORY

*Baker Tilly RSG LLP trading as Baker Tilly RSG is a member of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.*



## Independent Auditor's Report to the Members of Multicultural Association of Wood Buffalo *(continued)*

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

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

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

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

### *Auditor's Responsibilities for the Audit of the Financial Statements*

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

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

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

*(continues)*



Independent Auditor's Report to the Members of Multicultural Association of Wood Buffalo *(continued)*

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

*Baker Tilly RSG LLP*

Edmonton, Alberta  
July 31, 2025

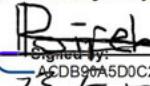
Chartered Professional Accountants

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Statement of Financial Position****March 31, 2025**

	<b>2025</b>	<b>2024</b>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 665,846	\$ 618,023
Restricted cash (Note 3)	-	36,399
Accounts receivable	32,100	106,877
Goods and services tax recoverable	12,523	6,459
	<b>710,469</b>	767,758
<b>PROPERTY AND EQUIPMENT (Note 4)</b>	<b>34,517</b>	19,944
	<b>\$ 744,986</b>	<b>\$ 787,702</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 42,243	\$ 32,030
Wages payable	31,531	41,557
Deferred contributions (Note 5)	439,391	462,911
	<b>513,165</b>	536,498
<b>NET ASSETS</b>		
<b>GENERAL FUND</b>	<b>172,006</b>	133,329
<b>CAPITAL FUND</b>	<b>34,517</b>	19,944
<b>INTERNAL RESTRICTED FUND (Note 8)</b>	<b>25,298</b>	97,931
	<b>231,821</b>	251,204
	<b>\$ 744,986</b>	<b>\$ 787,702</b>

**ON BEHALF OF THE BOARD**

DocuSigned by:



President

Signed by:  
ACDB90A5D0C2405...

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Statement of Revenue and Expenses****Year Ended March 31, 2025**

	<b>2025</b>	<b>2024</b>
<b>REVENUE</b>		
Municipal grant funding	\$ 539,910	\$ 539,910
Sponsorships and fundraising	103,148	105,753
United Way funding	79,089	117,230
Casino revenue	67,713	45,398
Cultural performance, training, and translation	44,140	216,313
Provincial, federal, and other grant funding	28,482	5,150
Program revenue	11,557	16,332
Donations	3,295	8,734
Memberships	1,721	110
	<b>879,055</b>	1,054,930
<b>EXPENSES</b>		
Salaries and benefits	565,821	649,204
Events expense	76,509	79,587
Professional fees	73,099	132,790
Office supplies	49,641	39,234
Rent	34,651	29,733
Advertising and promotion	29,750	41,284
Programming costs	20,221	26,349
Travel and accommodations	16,386	17,135
Amortization	7,803	7,261
Training	5,711	5,926
Insurance and licenses	4,573	4,603
Meals and entertainment	4,319	1,402
Telephone and utilities	3,544	5,235
Equipment rental	3,187	2,858
Bank charges and interest	2,223	1,242
Donations	1,000	1,000
Bad debts	-	3,175
	<b>898,438</b>	1,048,018
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>\$ (19,383)</b>	<b>\$ 6,912</b>

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Statement of Changes in Net Assets****Year Ended March 31, 2025**

	General Fund	Capital Fund	Internally Restricted Fund	2025	2024
<b>NET ASSETS - BEGINNING OF YEAR</b>	133,329	19,944	97,931	<b>251,204</b>	244,292
(Deficiency) excess of revenue over expenses	(19,383)	-	-	<b>(19,383)</b>	6,912
Additions to property and equipment	(22,376)	22,376	-	-	-
Amortization of property and equipment	7,803	(7,803)	-	-	-
Interfund transfers (Note 8)	72,633	-	(72,633)	-	-
<b>NET ASSETS - END OF YEAR</b>	<b>172,006</b>	<b>34,517</b>	<b>25,298</b>	<b>231,821</b>	<b>251,204</b>

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Statement of Cash Flows****Year Ended March 31, 2025**

	<b>2025</b>	<b>2024</b>
<b>OPERATING ACTIVITIES</b>		
Cash receipts from customers	\$ 930,312	\$ 1,268,417
Cash paid for program service expenses	(330,691)	(375,861)
Cash paid for salaries and benefits	(565,821)	(649,204)
Cash flow from operating activities	<b>33,800</b>	<b>243,352</b>
<b>INVESTING ACTIVITY</b>		
Purchase of property and equipment	(22,376)	(3,041)
<b>INCREASE IN CASH FLOW</b>	<b>11,424</b>	240,311
Cash - beginning of year	<b>654,422</b>	414,111
<b>CASH - END OF YEAR</b>	<b>\$ 665,846</b>	<b>\$ 654,422</b>
<b>CASH CONSISTS OF:</b>		
Cash	\$ 665,846	\$ 618,023
Restricted cash (Note 3)	-	36,399
	<b>\$ 665,846</b>	<b>\$ 654,422</b>

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Notes to Financial Statements****Year Ended March 31, 2025****1. PURPOSE OF THE ASSOCIATION**

Multicultural Association of Wood Buffalo (the "Association") is a not-for-profit organization in the province of Alberta. The Association has a mandate to foster and promote equality, social justice, and institutional change. The Association encourages communities to share their cultures and grow together in Canadian life.

The Association was incorporated on July 19, 1985 under the Societies Act of Alberta. The Association funds its operations through government grants, contracts, and fundraising events.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements are the representations of management, prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO). The significant aspects of the accounting policies adopted by the Association are as follows:

Revenue recognition

The Association follows the deferral method of accounting for contributions.

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

Sponsorship revenue is recognized based on the term of the sponsorship contract. Program and service revenue is recognized when services are delivered to the customer.

Cash and cash equivalents

Cash and cash equivalents includes balances with banks and cash on hand. Cash subject to restrictions that prevents its use for certain purposes is included in restricted cash.

Property and equipment

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

Computer equipment	30% declining balance method
Office furniture and equipment	20% declining balance method
Leasehold improvements	5 years straight-line method

The Association regularly reviews its property and equipment to eliminate obsolete items. The Association's policy is to capitalize assets when the useful life of the asset is greater than one year and the acquisition cost is greater than \$500. Contributed property and equipment are recorded at their fair value at the date of the contribution if the fair value can be reasonably determined.

Contributed materials and services

The operations of the Association depend on both the contribution of time by volunteers and donated materials from various sources. Contributed materials and services are recognized in the statement of operations when the fair value of donated materials and services can be reasonably determined and when materials are used in the normal course of the Association's operations and would have otherwise been purchased.

Volunteers have made significant contributions of their time to the Association's programs and supporting services. Because of the difficulty in determining their fair value, services provided by volunteers are not recognized in the financial statements.

(continues)

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Notes to Financial Statements****Year Ended March 31, 2025****2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)***Financial instruments

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

Arm's length financial instruments

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

At initial recognition, the Association may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Association has made such an election during the year.

The Association subsequently measures all of its financial assets and liabilities at cost or amortized cost, except for equity instruments that are quoted in an active market which are measured at fair value. Fair value is determined by published price quotations. Changes in fair value of these financial instruments are recognized in excess of revenue over expenses.

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

Financial asset impairment

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

Any impairment, which is not considered temporary, is included in the current year excess (deficiency) of revenue over expenses. The Association reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess (deficiency) of revenue over expenses in the year the reversal occurs.

Measurement uncertainty

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

Examples of significant estimates include:

- providing for amortization of capital assets;
- the estimated useful lives of assets;
- the recoverability of capital assets; and,
- the recognition of deferred revenues.

**3. RESTRICTED CASH**

Restricted cash may not be used for any purposes other than those approved by Alberta Gaming, Liquor, and Cannabis.

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Notes to Financial Statements****Year Ended March 31, 2025****4. PROPERTY AND EQUIPMENT**

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Computer equipment	\$ 52,770	\$ 41,884	\$ 10,886	\$ 15,596
Office furniture and equipment	30,370	18,454	11,916	4,348
Leasehold improvements	13,017	1,302	11,715	-
	<b>\$ 96,157</b>	<b>\$ 61,640</b>	<b>\$ 34,517</b>	<b>\$ 19,944</b>

**5. DEFERRED CONTRIBUTIONS**

Deferred contributions consist of unspent contributions which are externally restricted. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. Changes in the deferred contributions balance are as follows:

	Balance, beginning of year	Funds received or receivable during the year	Revenue recognized during the year	2025	2024
Municipal grant	\$ 269,955	\$ 539,910	\$ 539,910	\$ 269,955	\$ 269,955
Casino	36,210	28,969	65,179	-	36,210
United Way	16,622	96,661	94,249	19,034	16,622
Other funds	140,124	79,432	107,845	111,711	140,124
Provincial and federal grants	-	38,691	-	38,691	-
	<b>\$ 462,911</b>	<b>\$ 783,663</b>	<b>\$ 807,183</b>	<b>\$ 439,391</b>	<b>\$ 462,911</b>

**6. ECONOMIC DEPENDENCE**

The ongoing operations of the Association depend primarily on the continuation of funding from the Regional Municipality of Wood Buffalo. Approximately \$61% (2024: 51%) of all recognized revenues are funded by the Regional Municipality of Wood Buffalo and as such, any contract changes with the Regional Municipality of Wood Buffalo could have a significant impact on the Association's financial position.

**MULTICULTURAL ASSOCIATION OF WOOD BUFFALO****Notes to Financial Statements****Year Ended March 31, 2025****7. COMMITMENTS**

The Association has entered into premises and equipment lease agreements with estimated minimum annual lease payments as follows:

2026	\$ 29,956
2027	29,956
2028	29,956
2029	29,956
2030	<u>2,492</u>
	<u>\$ 122,316</u>

During the year the Association entered into a memorandum of understanding with the Arts Council of Wood Buffalo for office space in a new facility currently being built. The lease will commence when the building is ready for occupancy and replace the current lease agreement. As of the reporting date, no estimated completion date has been provided and no lease terms have been set. Consequently, the annual lease payments of \$40,000 have not been included in the commitments disclosed above.

**8. INTERNALLY RESTRICTED FUND**

During the year, the Board of Directors approved the usage of internally restricted funds of:

- a) \$20,000 (2024: \$15,975) for the Expo event;
- b) \$19,653 (2024: \$1,000) for Multiculturalism Day;
- c) \$580 (2024: Nil) for I&T Community Initiative; and,
- d) \$50,000 (2024: \$94,992) for operational expenses.

In addition, the Board of Directors approved the transfer of \$17,600 (2024: \$86,464) from the general fund to the internally restricted fund. This amount includes:

- e) \$17,000 (2024: \$20,000) for the Expo event; and,
- f) \$600 (2024: \$10,100) for Multiculturalism Day.

**9. FINANCIAL INSTRUMENTS**

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