



Application Summary: 2026 - 3282 - Sustaining Grant - Strategic Partners Grant

Application ID

2026 - 3282 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Fort McKay Métis Nation Association
Box 119 Riverstone PO
Fort McMurray, AB, T9K 2Y4

Primary Contact

Kaitlin Andrusyk

s20(1)

Fort McMurray, AB, T9K 2Y4

Phone: s20(1)

Email: kandrusyk@fortmckaymetis.com



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

No

What is your organization's Mission Statement?

The Fort McKay Métis Nation Association is dedicated to building a thriving, self-governing, and culturally vibrant Métis community that promotes wellness, resilience, and sustainable growth. We empower our citizens through inclusive programs that honour Métis heritage, strengthen social and economic well-being, and foster pride, belonging, and intergenerational healing.

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

The Fort McKay Métis Nation Association seeks funding through the 2026 Community Sustaining Grant to continue and strengthen the Traditional Healing and Community Wellness Program – a year-round initiative that advances wellness, reconciliation, and cultural revitalization for Fort McKay and the wider Wood Buffalo region.

1. Core Staffing – The Foundation

Funding will sustain wages for key staff: the Community Services Manager, Cultural Coordinator, and Community Support Worker. These positions provide consistent program delivery, manage partnerships with RMWB and Wood Buffalo Therapy, coordinate evaluation and reporting, and ensure inclusive access through supports such as meals and childcare.

2. Cultural Wellness Workshops – Monthly Healing and Learning

A minimum of four monthly sessions (\approx 45 annually) will blend traditional Métis teachings with modern wellness practices. Workshops include grief and loss circles, Art as Medicine activities, land-based teachings, and storytelling. Each session begins with shared meals that embody the Métis principle of “Food as Medicine,” reducing isolation and building belonging across generations.

3. Cultural Revitalization Celebrations – Regional Gatherings of Pride

Large-scale celebrations such as Métis Days, Fall Harvest, Louis Riel Day, and Nikawiy and Nohtawiy honour Métis heritage and foster reconciliation through shared learning and participation. These activities activate the RMWB-owned Fort McKay Community Centre as a regional hub of cultural exchange and community partnership.

Collectively, these services address social isolation, promote healing, and strengthen intergenerational connections. They align with Council’s seven funding priorities by advancing community wellness, accessibility and inclusion, partnership and collaboration, rural and Indigenous relationships, social participation, and the value of heritage and regional pride. Each investment builds local capacity, sustains employment, and models reconciliation in action – transforming the Fort McKay Métis Community Centre into a living beacon of healing, heritage, and hope.



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

The Fort McKay Métis Nation Association's programs are inclusive, community-based, and culturally safe, with no formal restrictions on participation. All activities and gatherings are open to Métis citizens, residents of Fort McKay, neighbouring First Nation members, and regional guests from across Wood Buffalo who wish to learn, heal, and celebrate together. This open-door approach reflects the Nation's belief that reconciliation is built through shared participation, mutual understanding, and the exchange of culture and knowledge.

While programming prioritizes the needs of Fort McKay Métis citizens, the Nation actively welcomes collaboration with surrounding Indigenous and non-Indigenous communities. Elders, youth, families, and service partners are regularly invited to take part in workshops and cultural celebrations such as Métis Days, the Fall Harvest, and Art as Medicine sessions. Many of these activities are intergenerational, designed to be accessible and meaningful for all ages and abilities.

To ensure cultural and emotional safety, certain healing circles or trauma-focused workshops may be limited to small, defined groups—such as women's grief circles or men's wellness gatherings—where participants can speak openly in a confidential and supportive space. These sessions are guided by Elders and knowledge keepers to maintain trust, respect, and cultural protocol.

Accessibility supports are integral to every offering: transportation is arranged for those without vehicles, meals and childcare are provided, and all programming is free of charge. Staff and volunteers work to remove financial, physical, and cultural barriers to participation. This balanced approach—open yet mindful—ensures that every activity reflects the Nation's values of belonging, inclusion, and collective healing.

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

5



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Please list your current Board of Directors in the table:

Board of Directors

Name	Board Position	Years on Board
LORETTA WAQUAN	PRESIDENT	11
JANICE RICHARDS	TREASURER	9
LANA HUPPIE	OUNCILLOR	2
BRENDA PAQUETTE	OUNCILLOR	2
VACANT	vice president	

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. All members of the Fort McKay Métis Nation Association's Board are Métis citizens of the Fort McKay Métis community. Each board representative has lived experience reflective of the people we serve, grounded in shared history, culture, and community priorities. Their deep connection to Fort McKay ensures decisions are guided by firsthand understanding of local realities, including rural access barriers, intergenerational healing needs, and the importance of cultural continuity. This lived experience strengthens governance, ensures authenticity in program delivery, and upholds the Nation's commitment to community-led leadership and reconciliation in action.



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

The Fort McKay Métis Nation Association's strategic priorities reflect our commitment to building a healthy, self-governing, and culturally vibrant Métis community grounded in sustainability and reconciliation.

Resilience and Wellness: Strengthen individual and collective well-being through trauma-informed, culturally grounded healing, and prevention programs. Our goal is to address mental health, addiction, and intergenerational trauma through accessible, community-led approaches.

Cultural Revitalization: Protect, teach, and celebrate Métis culture through workshops, land-based learning, language preservation, and public events such as Métis Days and Louis Riel Day. Culture is our foundation for identity, pride, and resilience.

Governance and Self-Determination: Maintain accountable, transparent governance that reflects the voice of our citizens. We prioritize community leadership development, operational excellence, and sound financial management.

Community Sustainability: Build social, environmental, and economic sustainability through partnerships with RMWB, industry, and government, ensuring that development benefits the community and future generations.

Youth and Elder Engagement: Empower youth as future leaders while honouring Elders as cultural anchors. Intergenerational connection is central to our success.

Together, these priorities ensure that the Nation's programs—such as the Traditional Healing and Community Wellness Program—align with RMWB's vision for inclusive, resilient, and culturally strong communities across Wood Buffalo.

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	30	30
Part Time Positions	2	2



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Program/Projects Details

Are you applying for more than one program or project?

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

No

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

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

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

Program/Project: Traditional Healing and Community Wellness Program Status: Completed



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Finances

Organization's most recent Fiscal Year End date

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

12/31/2024

Unrestricted Net Assets

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

\$15,059,203.00

Total Operating Expenses

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

\$9,195,948.00



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

In the past fiscal year, the Fort McKay Métis Nation Association has focused on strengthening financial sustainability while continuing to rely on municipal partnerships such as the RMWB Sustaining Grant to maintain core community services. The Nation has diversified revenue through new government, corporate, and philanthropic partnerships to enhance program stability and long-term planning.

Two new long-term benefit agreements have been advanced, with one officially signed in October 2024, providing reliable support for operations and community service delivery. Grants, donations, and sponsorships continue to be solicited to offset rising program costs and ensure that all activities remain free and accessible to members.

Our MMGL business arm has secured several major contracts that provide dividends reinvested directly into community operations and future infrastructure priorities. These combined efforts have strengthened the Nation's financial foundation; however, ongoing municipal support remains essential to sustain front-line cultural, social, and wellness programming that benefits Métis citizens and the wider Wood Buffalo region.

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

The company fleet is being sold off to allow for only direct vehicle use and avoid further depreciation of assets and organizational restructuring and other organizational operating costs have been streamlined to allow for less organizational costs and spending.



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Please complete the following budget table:

Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Miscellaneous Revenue	Fort McKay Métis Nation operational contribution to support program delivery and staffing for the Traditional Healing and Community Wellness Program. Represents 25% of total project costs secured through Nation operations.	\$150,500.00 \$150,500.00

Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Please Select		\$0.00 \$0.00

Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Wages/Salaries/Benefits/MER CS	Salaries and MERCs for Community Services Manager s20(1) Cultural Coordinator (s20(1) s20(1) and Community Support Worker s20(1) Core staffing ensures stability, professionalism, and cultural safety across all programs.	\$385,750.00	\$289,250.00
Program Materials and Supplies	Workshop supplies, traditional medicines, participant kits, and cultural materials (includes cultural food as permitted). Supports monthly healing workshops and large community events such as Métis Days and Louis Riel Day.	\$90,000.00	\$67,500.00



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	Honoraria for Elders and cultural knowledge keepers supporting programming, ceremony, and cultural guidance throughout the year. This includes prayer, teachings, and participation in community gatherings such as Métis Days, Art as Medicine sessions, and seasonal celebrations.	\$25,000.00	\$18,750.00
Administration Costs	Financial management, audit, reporting, communications, and administrative coordination ensuring accountability and compliance.	\$20,000.00	\$15,000.00
Training	Cultural safety, trauma-informed, and professional development training for staff and facilitators to strengthen program quality and continuity.	\$28,000.00	\$21,000.00
Volunteer Appreciation	Modest cultural recognition of community volunteers and Elders assisting with events and workshops through meals and small appreciation items.	\$15,000.00	\$11,250.00
Gifts for Elders / Honorariums	Fees for guest facilitators, artists, and land-based instructors delivering workshops, healing sessions, and mentorship activities. These individuals support trauma-informed and culturally grounded programming such as grief circles, art therapy, men's and women's wellness groups, and traditional knowledge workshops.	\$38,000.00	\$28,500.00
		\$601,750.00	\$451,250.00

Shortfall

	Total
(Total Secured Revenue - Total Expenses)	\$451,250.00



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Partners Grant**

Total RMWB Grant Request

	Amount
Total	\$451,250.00



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Total Cost of Program, Project, or Service

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

\$601,750.00

Total Grant Amount Request

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

\$451,250.00

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

Click on the Save Draft button to calculate the percentage.

75%

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

Fort McKay Métis Nation is deeply appreciative of the Regional Municipality of Wood Buffalo's continued support and partnership. The Nation is honoured to operate programs within the RMWB-owned Community Centre, a space that serves as a cultural and wellness hub for our citizens. The Municipality's investment in this facility enables broad community participation and ongoing collaboration. In addition, the Nation contributes administrative coordination, volunteer engagement, and Elder-led cultural programming as in-kind support. Community members assist with event logistics, meals, and setup, demonstrating shared ownership and commitment to sustaining programming that benefits the entire Fort McKay community.



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Partners Grant**

Preferred Cash-Flow

	Amount
January/February	\$320,000.00
April	\$40,000.00
August	\$50,000.00
October	\$41,250.00
Total	\$451,250.00



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Attachments

Upload Strategic Plan

[Fort_McKay_Métis_Nation_Strategic_Plan_-_Final_\(1\).pdf](#)
249.3 KB - 10/10/2025 8:54 AM

Total Files: 1

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

[FMMN_2026_SustainingGrant_DetailedBudget.docx](#)
38.5 KB - 10/15/2025 1:46 PM

Total Files: 1



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

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

Each letter should include the following five key elements:

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

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

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

[Letter_for_Sustaining_Grant_Oct_2025_-_Steve_Jani_docx.pdf](#)

230.8 KB - 10/10/2025 8:52 AM

[Letter_of_Community_Need_-_Sustaining_Grant_Loretta_docx.pdf](#)

266.5 KB - 10/20/2025 9:34 AM

[Sustaining_Grant_Complimentary_Info_Oct_2025.docx](#)

2.2 MB - 10/14/2025 4:24 PM

[Sustaining_Grant_Letter_-_Loretta_Waquan_Oct_2025_docx.pdf](#)

232.6 KB - 10/10/2025 8:52 AM

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.

[Fort_McKay_Metis_Nation_Association_Dec_31_2024_signed_FS_-_541455.pdf](#)

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Total Files: 1

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Declaration

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

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

Acknowledgement

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

Applicant Name

kaitlin andrusyk

Position/Title

grant writer

Date: 10/14/2025



Project Summary

Traditional Healing and Community Wellness Program

Program, Project or Service Name

Traditional Healing and Community Wellness Program

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

Fort McKay

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)
Traditional Healing and Community Wellness Program	yes	yes	yes

Project Summary

Traditional Healing and Community Wellness Program

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.

Fort McKay Métis Nation recognizes that reliable connectivity is essential for program accessibility, especially in northern and rural communities. Through our partnership with TELUS and the ongoing investment in local infrastructure, most Nation members and households now have consistent access to high-speed internet and reliable mobile service. This has significantly reduced digital barriers that previously affected participation in virtual programming.

When virtual delivery is required, the Fort McKay Métis Community Centre provides additional on-site access to Wi-Fi, devices, and staff assistance to ensure all participants can engage comfortably. Hybrid options are offered for workshops or meetings when appropriate, while cultural and wellness programming remains primarily in-person to honour Métis traditions and support community connection.

This balanced approach ensures that technology enhances participation without creating barriers, aligning with RMWB's guiding principles of inclusion, accessibility, and community well-being.

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

Fort McKay Métis Nation delivers all programming locally within the Fort McKay Métis Community Centre, a municipally owned and centrally located facility that is easily accessible to residents. Because programming is offered within the community, transportation barriers are minimal for most participants.

For Elders, youth, or families who may face challenges getting to and from activities, the Nation provides direct support through staff transportation, volunteer assistance, or mileage reimbursement when necessary. These supports are offered on a case-by-case basis to ensure equitable access and participation.

Additionally, the Nation works collaboratively with community partners to coordinate scheduling and shared rides for participants attending special celebrations or outreach activities, reducing duplication and improving access for all residents.

This approach reflects RMWB's guiding principles of inclusion and accessibility by ensuring that transportation needs are considered and addressed so all community members can participate fully.



Project Summary

Traditional Healing and Community Wellness Program

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 Fort McKay Métis Nation's Sustaining Grant programming directly supports all seven Council priorities by promoting wellness, inclusion, and cultural pride. Through year-round activities—such as healing circles, Métis Days, and cultural workshops—the Nation fosters community connection, accessibility, and collaboration across rural and Indigenous populations. Programs are delivered in partnership with the Regional Municipality of Wood Buffalo and regional organizations, advancing reconciliation and regional pride. These initiatives create lasting social impact by strengthening relationships, preserving Métis culture, and enhancing the overall well-being of residents throughout the Wood Buffalo region.



Project Summary

Traditional Healing and Community Wellness Program

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	130
Total	130

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

Youth, Seniors, 2SLGBTQIA+, 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



Project Summary

Traditional Healing and Community Wellness Program

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 Fort McKay Métis Nation ensures accessibility and inclusion by creating culturally safe spaces that welcome all who wish to participate, regardless of background, ability, or identity. Our programs are guided by Métis values of respect, sharing, and kinship, which extend naturally to our neighbours in the broader Wood Buffalo region.

Activities are offered free of charge and are intentionally designed to include Elders, youth, families, and 2S+ participants. Healing circles, cultural arts workshops, and mentorship sessions are structured to meet varying comfort levels and learning styles, ensuring that everyone can engage meaningfully. For example, women's grief circles and men's wellness sessions provide safe, supportive environments, while community feasts and Métis Days celebrations bring people together across cultures.

We also respond to accessibility needs by offering flexible scheduling, transportation support, and translation assistance when required. Participant feedback consistently highlights that individuals feel seen, respected, and represented in our spaces.

Through these efforts, the Nation ensures that inclusion is not only physical but cultural and emotional—creating programs that strengthen belonging, celebrate diversity, and build mutual understanding among Métis, First Nation, and non-Indigenous residents alike.



Project Summary

Traditional Healing and Community Wellness Program

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 Fort McKay Métis Nation's Sustaining Grant programming is dedicated to celebrating Métis identity and advancing cultural restoration, healing, and reconciliation. Each activity—whether a healing circle, land-based workshop, or community celebration—honours the traditions, language, and resilience of the Métis people while fostering inclusion and shared learning among all residents.

Elders and knowledge keepers lead teachings on traditional medicines, harvesting, and storytelling, helping to restore cultural knowledge that was disrupted by colonial policies. Youth are paired with mentors through art, dance, and language activities, ensuring the next generation continues to carry forward Métis traditions with pride.

Events such as Métis Days and Louis Riel Day showcase the richness of Métis culture through music, food, and community gathering, while also inviting neighbouring First Nation and non-Indigenous residents to participate. These shared spaces strengthen understanding, respect, and collaboration across the region.

Through these culturally grounded initiatives, the Nation promotes healing from intergenerational trauma, celebrates resilience, and builds bridges between communities. This ongoing work transforms reconciliation from a concept into lived practice—one that honours the past while empowering future generations to grow in pride, connection, and shared belonging.

Logic Model



Project Summary Traditional Healing and Community Wellness Program

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

The Fort McKay Métis Nation seeks to address the growing need for consistent, culturally grounded wellness and community programming that supports healing, belonging, and identity restoration. Many residents continue to experience the intergenerational impacts of colonialism, loss of language, and disruption of cultural connection—factors that contribute to isolation, grief, and reduced mental wellness. These issues are compounded by limited local access to culturally safe supports and the challenges of rural service delivery.

Community feedback and participation data from recent programs—such as the Traditional Healing and Community Wellness initiative—clearly demonstrate the ongoing demand for accessible, Indigenous-led programming. Participants report improved emotional wellness, reduced isolation, and a renewed sense of pride in Métis culture. Elders have emphasized the importance of continued opportunities to share teachings and connect with youth, ensuring cultural knowledge is carried forward.

By sustaining and expanding these initiatives, the Nation addresses a critical gap in regional services while strengthening community cohesion and resilience. This programming not only supports Métis citizens but also provides inclusive opportunities for neighbouring First Nation and non-Indigenous residents, advancing reconciliation and shared understanding across the Wood Buffalo region.



Project Summary Traditional Healing and Community Wellness Program

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 Fort McKay Métis Nation's strategy is rooted in culturally safe, community-driven programming that nurtures emotional wellness, identity, and connection. By integrating traditional Métis teachings with contemporary wellness approaches, the Nation creates inclusive spaces for healing, learning, and cultural expression.

The program uses a holistic model that combines healing circles, cultural arts workshops, and land-based learning with mentorship from Elders and knowledge keepers. This approach recognizes that well-being is strengthened through relationships—with culture, with community, and with the land. Participants are supported in developing resilience, self-awareness, and a stronger sense of belonging through shared experiences grounded in Métis values of respect, kinship, and reciprocity.

Collaboration is another key strategy. The Nation partners with neighbouring First Nation and non-Indigenous communities, local schools, and service providers to expand access and build understanding. By delivering consistent, year-round activities that connect culture, wellness, and community, the program directly addresses the social gaps identified by participants and Elders.

This integrated, culturally informed strategy ensures that healing and connection become part of everyday community life, fostering long-term inclusion, reconciliation, and wellness throughout the Wood Buffalo region.



Project Summary

Traditional Healing and Community Wellness Program

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

The Fort McKay Métis Nation's strategy is supported by strong evidence showing that culturally grounded, community-led approaches are among the most effective ways to strengthen wellness and belonging within Indigenous populations. Research from the National Collaborating Centre for Indigenous Health and Alberta Health Services demonstrates that programs integrating traditional knowledge, cultural identity, and peer connection lead to measurable improvements in mental health and social well-being.

Locally, feedback from the Nation's Traditional Healing and Community Wellness Program confirms this evidence. Participants consistently report reduced isolation, improved emotional health, and greater confidence in expressing their Métis identity. Elders have emphasized that sharing stories, teachings, and land-based knowledge restores both personal and community strength.

If the Fort McKay Métis Nation continues to deliver culturally informed programming through consistent, accessible activities, then residents will experience enhanced well-being, stronger intergenerational relationships, and deeper community pride. Over time, these outcomes will lead to sustained healing, cultural continuity, and regional reconciliation—directly aligning with the Regional Municipality of Wood Buffalo's goals of inclusion, accessibility, and holistic community wellness.

Project Summary

Traditional Healing and Community Wellness Program

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

The Fort McKay Métis Nation will invest a combination of staff expertise, financial resources, partnerships, and in-kind support to achieve program goals. Core personnel include the Community Services Manager, Cultural Coordinator, and Community Support Worker, who oversee planning, facilitation, and coordination of all cultural and wellness activities. These staff are supported by Elders, knowledge keepers, guest facilitators, and mental health professionals who provide cultural teachings, mentorship, and trauma-informed guidance.

The Nation contributes administrative support, equipment, and supplies, as well as access to the Fort McKay Métis Community Centre—a municipally owned facility that serves as a central, accessible space for programming. Financially, the Nation invests 25% of total program costs through operational funding, partnerships, and external grants, while the Sustaining Grant enables continued program delivery and community accessibility.

Volunteers also play an essential role in setup, coordination, and mentorship, contributing both time and lived experience to the success of each activity. Together, these human, financial, and in-kind resources ensure that programming remains consistent, culturally authentic, and responsive to community needs—creating long-term value and social impact for Métis citizens and the broader Wood Buffalo region.



Project Summary Traditional Healing and Community Wellness Program

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

The Fort McKay Métis Nation's Sustaining Grant programming consists of year-round, culturally grounded activities that promote wellness, belonging, and Métis identity. Core activities include healing circles, grief support groups, and art-based workshops such as beading, painting, and traditional crafts that encourage emotional expression and intergenerational connection.

Land-based learning—including medicine walks, harvesting, and seasonal teachings—reconnects participants to traditional knowledge and the natural environment. Cultural mentorship sessions pair Elders and knowledge keepers with youth and adults, fostering cultural continuity and confidence in Métis identity.

Community celebrations and cultural gatherings, including Métis Days, Louis Riel Day, and National Indigenous Peoples Day, strengthen relationships between Métis, First Nation, and non-Indigenous residents while showcasing traditional music, dance, and food.

Complementary life-skills and wellness activities, such as cooking classes, mindfulness sessions, and self-care workshops, support daily well-being and resilience.

Together, these activities create a holistic program that integrates cultural revitalization, healing, and community engagement—ensuring that every session strengthens connection to culture, supports mental health, and fosters reconciliation across the Wood Buffalo region.



Project Summary Traditional Healing and Community Wellness Program

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.

The Fort McKay Métis Nation will deliver a minimum of four monthly sessions—approximately 45 per year—focused on healing, cultural learning, and community wellness. These include grief and wellness circles, art and beading workshops, land-based learning, and self-care sessions. Historically, participation has averaged 15–20 individuals per session, but with the expanded capacity of the new Fort McKay Métis Community Centre, attendance is expected to grow significantly.

In addition to these monthly sessions, the Nation will host several major cultural gatherings and celebrations throughout the year, including Métis Days, Louis Riel Day, Education Week, Nikawiy and Nohtawiy Celebrations, the Mâmawâyâwin Gathering, Fall Harvest, and the National Day for Truth and Reconciliation. Together, these celebrations are anticipated to attract 1,500–2,000 attendees collectively, representing Métis citizens, neighbouring First Nation residents, and regional partners.

All programming and celebrations will be tracked through attendance, participant surveys, and Elder reflections to demonstrate accessibility, cultural inclusivity, and measurable community impact.



Project Summary Traditional Healing and Community Wellness Program

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

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

Through the Fort McKay Métis Nation's Sustaining Grant programming, participants will experience increased emotional well-being, cultural connection, and sense of belonging. The Nation's year-round healing and wellness sessions will help individuals build coping skills, strengthen relationships, and reduce feelings of isolation. Participants will report improved confidence, self-expression, and resilience as they engage in culturally safe, community-driven spaces.

Cultural gatherings and celebrations will create stronger social cohesion by connecting Métis, First Nation, and non-Indigenous residents through shared learning, language, and tradition. These experiences promote understanding and reconciliation while strengthening pride in Métis identity.

Short-term outcomes include increased participation in cultural and wellness activities, greater access to community supports, and strengthened intergenerational relationships between Elders, youth, and families. Long-term outcomes include improved overall mental wellness, restored cultural knowledge, and deeper regional collaboration.

These outcomes will be measured through attendance tracking, participant feedback forms, and Elder reflections, ensuring that data reflects both quantitative participation and qualitative impact. The Nation will continue to evaluate and adapt programming to meet emerging needs, ensuring that every activity contributes meaningfully to community wellness, inclusion, and cultural revitalization across 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, Focus Groups, Interviews, Observation



Project Summary

Traditional Healing and Community Wellness Program

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

The Fort McKay Métis Nation's Sustaining Grant programming is unique in its culturally grounded, community-led approach to wellness, education, and connection. While other services in the region may offer general health or social programming, the Nation's initiatives are rooted in Métis culture, language, and traditional knowledge, guided by Elders and knowledge keepers.

Programming integrates cultural arts, healing circles, and land-based teachings—elements that are not replicated elsewhere in Fort McKay or the surrounding area. These activities strengthen identity and belonging while addressing emotional and spiritual wellness through Métis values of respect, kinship, and reciprocity.

Unlike externally delivered services, Fort McKay Métis Nation programs are designed by and for the community, ensuring they respond directly to members' needs and reflect local traditions. The Nation also bridges communities by inviting participation from neighbouring First Nation and non-Indigenous residents, promoting reconciliation and regional unity.

This holistic, culturally safe model fills a gap in mainstream service delivery, combining healing, education, and celebration under one inclusive framework. The result is programming that not only supports wellness but also preserves culture, builds capacity, and strengthens the social fabric of the Wood Buffalo region.

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 (RMWB)	Provides operational support through funding and partnership for the Fort McKay Métis Community Centre. Offers collaboration opportunities for inclusive community development, use of municipal facilities, and shared learning events that promote cultural awareness and reconciliation.
FMMN	Collaborates on intercommunity cultural initiatives, inviting shared participation in land-based learning, traditional ceremonies, and community celebrations to strengthen relationships between neighbouring Indigenous communities

Fort McKay Métis Nation Strategic Plan

Term: May 2024 – May 2028

Executive Summary

This Strategic Plan outlines the Fort McKay Métis Nation's (FMMN) community goals and implementation roadmap for the 2024–2028 Council term.

It reflects the outcomes of three Council-led strategic planning sessions (January, February, and May 2025), integrating community priorities, and departmental feedback.

This plan positions FMMN to build cultural strength, social well-being, financial sustainability, and strong governance capacity.

It prioritizes key projects such as **housing** expansion, the **Healing Centre**, **Island Lake** remediation, and **social supports**, while advancing **employment**, **youth engagement**, **infrastructure** growth, and credible **self-governance**.

Vision and Mission

Vision:

To be the most prosperous Métis Nation that empowers its members for a sustainable, culturally rich future.

Mission:

The Fort McKay Métis Nation enriches the lives of our members through cultural revitalization, financial stability, and economic prosperity.

Term Goals (2025–2028)

Adopted by Council via Resolution FMMN/00-2025-019 on May 22, 2025.

Goal 1: TAP Distribution

Year 1 (2025): \$6,000/member

Year 2 (2026): \$8,000/member

Year 3 (2027): \$10,000/member

Goal 2: Housing

Year 1 (2025): Install 4 WBH units

Year 2 (2026): Foundation work for 3 new builds

Year 3 (2027): Construct 3 new homes

Goal 3: Island Lake Revitalization

Year 1 (2025): Feasibility & partner engagement (Alberta Parks)

Year 2 (2026): Begin remediation

Year 3 (2027): Complete remediation, traditional activity site developed

Goal 4: Healing Centre

Year 1 (2025): Review plans & explore funding

Year 2 (2026): Finalize and begin construction

Year 3 (2027): Complete construction; begin admin building planning

Goal 5: Employment & Training

Year 1 (2025): Launch prep programs; reach 50% employment for willing members.

Year 2 (2026): Develop full prep program

Year 3 (2027): Achieve full employment & training availability

Goal 6: Social Services

Maintain a certified Social Worker & Mental Health Counsellor full-time across all 3 years.

Goal 7: Elders & Youth

Year 1 (2025): Develop programming

Year 2 (2026): Roll out 50%

Year 3 (2027): Roll out 100%

Goal 8: Health Services

Year 1 (2025): Develop LPN role & funding plan

Year 2 (2026): Hire LPN

Year 3 (2027): Integrate into Healing Centre

Goal 9: Government Relations

Year 1 (2025): Outreach to local Métis organizations

Year 2 (2026): Host roundtable sessions

Year 3 (2027): Reestablish rural coalition

Goal 10: Self-Government / De-Amalgamation

Year 1 (2025): MNP self-governance review

Year 2 (2026): Strategy sessions and member engagement

Year 3 (2027): Finalize self-government plan

Goal 11: Community Safety

Year 1 (2025): Plan & secure funding for Safety Manager

Year 2 (2026): Hire

Year 3 (2027): Sustain position & develop safety projects

Goal 12: Communications

Year 1 (2025): Plan & secure funding

Year 2 (2026): Hire coordinator

Year 3 (2027): Maintain position and community channels

Implementation & Alignment

Departmental Ownership & Dependencies: Each portfolio is tied to departmental or leadership oversight. The plan calls for role-specific alignment, capacity building, and shared accountability.

Council Prioritization: Through prioritization exercises, the following areas emerged as cross-Council top priorities:

1. Housing (all Councillors)
2. Employment & Training
3. Elders and Youth Engagement

Key Success Conditions:

- Active support from MMG, including funding and Indigenous employment targets.
- Collaboration with RMWB and Government of Alberta/Canada.
- Departmental follow-through with clear action timelines.
- Community engagement and communication.

Strategic Focus Areas

Housing:

- Committee reactivation;
- Strategy development;
- Maintenance standards;
- Beautification incentives;
- Housing manager recruitment

Island Lake:

- Feasibility;

- Alberta Parks engagement;
- Remediation;
- Cultural program design;
- Tourism-ready infrastructure

Healing Centre & Health:

- Full buildout of Healing Centre;
- Integration of LPN role;
- Traditional healing
- Upon conclusion of Healing Center, begin admin building planning

Social Supports:

- Social Worker and Counsellor stability;
- Restructured community support lead role;
- Elder outreach

Employment & Training:

- GED promotion;
- Industry partnerships;
- MMG collaboration;
- Internal role development
- Skills & mentorship program

Youth & Elders:

- Storytelling;
- Culture;
- Check-ins;
- Safety plans
- Program co-design with Elders and staff

Governance / Government & Community Safety:

- Strategy to realign rural collaboration / roundtables;
- Administrative staffing for safety;
- Cultural governance reassertion;

Communications & Transparency:

- Coordinator role;
- Public updates;

- MMG alignment;
- TAP transparency;
- Quarterly newsletters;

Full Action Plan Matrix

(2024–2028)

Goal 1: TAP Distribution

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Disburse \$6,000/member	Q4 2025	Finance	MMG transfer confirmation	Funds distributed
2026	Plan for \$8,000/member	Q1 2026	Finance + MMG	Projected revenues	Council -approved TAP plan
2027	Reach \$10,000/member	Q4 2027	Finance + Council	Sufficient retained earnings	Payments completed

Goal 2: Housing

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Install 4 WBH units	Q3 2025	Housing Manager / Infrastructure Lead	Site prep, WBH delivery	Units placed and occupied
2026	Clear/survey 3 housing lots	Q2 2026	Capital Projects	Environmental review	Ready sites for build
2026	Develop Housing Strategy + Policy	Q4 2026	Governance + Housing	Council approval	Completed housing plan
2027	Build 3 new homes	Q3 2027	Housing + External Contractor	Funding approval	3 completed units

Goal 3: Island Lake Revitalization

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Conduct feasibility & site visits	Q3 2025	Governance + Environment	Alberta Parks access	Completed feasibility report
2026	Begin remediation	Q2 2026	External consultants	Environmental approvals	Initial remediation work

2027	Complete remediation	Q4 2027	Capital Projects + Cultural Lead	Feasibility completion	Traditional activity area built
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Goal 4: Healing Centre

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Review existing plans	Q2 2025	ED + Governance	Urban Systems files	Reviewed documents
2025	Explore grant/funding options	Q3 2025	Project Manager	RMWB / federal programs	List of funding streams
2026	Finalize design + begin build	Q1 2026	Project Manager	Contractor procurement	Groundbreaking
2027	Complete construction	Q3 2027	Capital Projects	Funding / contractor execution	Completed Healing Centre

Goal 5: Employment & Training

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Launch prep program	Q3 2025	Community Services	School partnership	Intake + outreach materials
2026	Design full prep program	Q2 2026	Employment & Training	Survey and gaps data	Curriculum complete
2027	Reach full availability	Q4 2027	Community Services + MMG	Instructor recruitment	Full-time programming

Goal 6: Social Services

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Hire Social Worker	Q2 2025	HR + Community Services	Budget approval	Position filled
2025	Restructure Supervisor Role	Q3 2025	Executive Director	HR support	New job description implemented
2026-2027	Maintain both roles	Annual	Admin	Salaries + supervision	Roles retained

Goal 7: Elders & Youth

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Co-design Elder/Youth programs	Q2–Q3 2025	Cultural + Community Services	Community input	Draft program model
2026	Launch pilot activities	Q2 2026	Elder/Youth Lead	Logistics + staffing	50% programming roll-out
2027	Deliver full programming	Q3 2027	Cultural Dept	Venue + coordination	Year-round activities running

Goal 8: Health Services

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Design LPN role + funding ask	Q2–Q3 2025	Health + Governance	Grant applications	Job profile and budget
2026	Hire LPN	Q2 2026	Health Manager	Funding secured	Staff member onboarded
2027	Integrate LPN into Healing Centre	Q3 2027	Health + Capital Projects	Facility readiness	Health delivery model updated

Goal 9: Government Relations

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Initiate Métis org outreach	Q2 2025	Council + Governance	Contact list	Invitations issued
2026	Host regional roundtable	Q2–Q3 2026	Governance	Participation	Roundtable held
2027	Launch Rural Coalition	Q2 2027	Council	Community buy-in	Coalition structure agreed

Goal 10: Self-Government / De-Amalgamation

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Review MNP framework	Q2 2025	Governance	Report delivery	Discussion-ready draft
2026	Conduct member strategy sessions	Q3 2026	Governance + Council	Venue, facilitators	Community feedback summary
2027	Adopt internal plan	Q2 2027	Council	Legal/financial review	Governance readiness document

Goal 11: Community Safety

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Scope Safety Manager role	Q2 2025	Governance + HR	Research other models	Draft role profile
2026	Hire Safety Manager	Q2 2026	HR	Funding confirmed	Position filled
2027	Develop emergency plan + local patrol	Q3 2027	Safety Officer	Training partners	Plan + staff launch

Goal 12: Communications

Year	Action	Timeline	Lead	Dependencies	Deliverable
2025	Build role scope + funding case	Q2 2025	Governance	Budget options	Job description
2026	Hire Communications Coordinator	Q1 2026	HR	Posting + interviews	Coordinator hired
2027	Maintain role and community media	Ongoing	Admin + Communications	Newsletters, posts	Quarterly and ad hoc updates

2025 Implementation Roadmap

Within 90 Days (Q2–Q3 2025):

1. Adopt Strategic Plan and distribute internally and to MMG
2. Assign departmental leads to all goals
3. Reactivate Housing Committee
4. Initiate Island Lake feasibility
5. Finalize TAP disbursement planning (\$6,000/member)
6. Prepare Communications job descriptions
7. Safety job descriptions
8. Begin Healing Centre plan review and funding scan

****Within 6 Months (By Q4 2025):****

1. Launch GED outreach and employment intake survey
2. Complete Housing Strategy
3. Initiate LPN proposal
4. Submit grants for Healing Centre
5. Hire Social Worker
6. Begin Elders/Youth program design

****Within 12 Months (By Q2 2026):****

1. Begin Healing Centre construction
2. Host roundtable with local Métis organizations
3. Roll out 50% of Elders & Youth programs
4. Release first public annual Strategic Plan progress update

Performance Monitoring Framework with KPIs

Mid-Term Strategic Review:

May 2026 – Council-led review of progress toward all 12 goals

Annual Public Update Report:

Every November – Prepared by Administration in collaboration with Council

Quarterly Departmental Accountability Check-Ins:

Start Q3 2025 – Led by Executive Director, tied to Action Plan tracking

Key Performance Indicators (KPIs)

Framework & Responsibilities

Council – Strategic Oversight KPIs

- Conduct Mid-Term Strategic Review
 - May 2026
 - May 2027
- Approve Annual Strategic Progress Reports
 - November 2025
 - November 2026
 - November 2027
- Attend 90% of scheduled governance meetings with quorum.
- Ensure portfolio updates are presented quarterly by each Councillor.
- Facilitate at least one Council-led community information session annually.

Executive Director – Organizational Execution KPIs

- Ensure 100% of departments submit quarterly updates tied to the Strategic Plan.
- Resolve 80% of flagged interdepartmental issues within one quarter.

Accountability Gaps

- Lack of clear ownership over certain portfolios (e.g., Housing was dormant without an active committee or department lead).
- Strategic priorities not being consistently tracked or reported back to Council.

Communication & Coordination Barriers

- Delayed follow-through from Admin on Council directives (e.g., housing inspections, TAP disbursement communications).
- Misalignment between Council expectations and what Admin believed to be in motion.

Staffing Deficiencies

- Unfilled or unclarified critical roles (e.g., Safety, Communications, LPN, Social Worker), impacting multiple portfolios (Health, Infrastructure, Community Services).
- One department's lack of staffing impacting another's ability to deliver on cross-cutting programs (e.g., Cultural/Youth initiatives needing logistical support from Admin/HR).

Funding Proposal Gaps

- Missed or delayed funding applications due to lack of coordination between Council, Finance, and Program Leads

Internal Reporting Weaknesses

- No standard quarterly reporting structure across departments, making Council updates ad hoc or inconsistent.
- Communications not effectively capturing and promoting interdepartmental success stories or service improvements.

MMG Reporting & Employment Partnership Disconnect

- Council highlighted a need for clearer MMG reporting and more deliberate promotion of job opportunities for members — implying that Economic Development, Admin, and MMG are not fully aligned on deliverables.
- Lead preparation of annual public-facing Strategic Report with 100% submission rate by November each year.
- Ensure 100% of Council-approved hires (e.g., Social Worker, Safety, Communications) are posted and tracked.

Department/Staff Leads – Operational KPIs by Focus Area

Housing

- Place 4 WBH units by Q3 2025.
- Complete Housing Strategy draft by Q4 2025.
- Initiate construction on 3 new builds by Q3 2027.

- Conduct 2 housing inspections per unit annually.

Employment & Training

- Enroll 6 members in GED or employment prep by Q4 2025.
- Achieve 75% program attendance rate in Year 1.
- Reach 50% employment engagement (willing members) by Q4 2026.

Healing Centre

- Submit 2+ funding applications by Q4 2025.
- Begin construction by Q1 2026.
- Complete facility and hire staff by Q3 2027.

Island Lake

- Deliver feasibility report by Q3 2025.
- Start remediation by Q2 2026.
- Complete revitalization and open site by Q4 2027.

Elders & Youth

- Develop and circulate program plan by Q3 2025.
- Host minimum 3 intergenerational events per year.
- Reach 50% program rollout by Q4 2026 and 100% by Q4 2027.

TAP

- Deliver 100% TAP payouts to eligible members annually (audit confirmed).
- Issue TAP communication update 60 days prior to payout.
- Maintain payout tracking spreadsheet with 100% accuracy.

Communications

- Publish 1 newsletter per quarter (min 4/year).
- Maintain active social media engagement 3x weekly.
- Compile community feedback metrics annually and report to Council.

References

- A: Council Resolution FMMN/00-2025-019
- B: January 2025 Planning Summary (Vision, Milestones, ACE Framework)
- C: February 2025 Budget Planning Draft
- D: May 22, 2025 Final Planning Session Notes & Minutes

Prepared by: Contessa Short, Director of Governance

Fort McKay Metis Nation
Sustaining Grant Detailed Budget and Narrative

1) Wages / Salaries / Benefits / MERCs — \$385,750

Positions funded: Community Services Manager, Community Support Worker, and Cultural Coordinator.

Position	Base Salary	MERCs (≈ 20%)	Total Compensation	Role Summary
Community Services Manager		s20(1)		Provides strategic oversight, supervises program staff, manages reporting and evaluation, ensures compliance with RMWB requirements, and oversees community partnerships.
Community Support Worker		s20(1)		Coordinates participant support and crisis response, provides frontline assistance in areas of mental health, addictions, and family wellness, and connects members to culturally safe resources. Leads follow-up and case coordination for community members requiring social or emotional support, while ensuring accessibility to all programs through transportation, meals, and childcare assistance.
Cultural Coordinator		s20(1)		Designs and facilitates all cultural workshops, liaises with Elders and knowledge keepers, and leads large-scale cultural events such as Métis Days, Louis Riel Day, and the Fall Harvest.

Total = \$385,750 (3 full-time positions)
RMWB Request: \$289,250 | FMMN Contribution: \$96,500

2) Program Materials & Supplies — \$90,000

Covers all cultural supplies, workshop materials, and consumables used throughout the year.

- **Monthly workshops (minimum 4-5month):** \$42,000 (materials, tools based on previous sustaining grant budgets)
- **Seasonal cultural events (4 per year):** \$28,000 (decor, signage, cultural food, setup supplies)
- **Art as Medicine supplies & printing:** \$10,000
- **Traditional medicines & cultural food supports- supports “food as medicine narrative”:** \$10,000

RMWB Request: \$67,500 | FMMN Contribution: \$22,500

3) Gifts for Elders / Honorariums — \$25,000

Recognizes the essential role of Elders and knowledge keepers in leading healing and cultural teachings.

- Elders leading monthly circles (12 {multiple elders per session} × \$1,000): \$12,000
- Knowledge keeper teachings & land-based instruction: \$6,500
- Protocol gifts, travel, and cultural honoraria: \$6,500

RMWB Request: \$18,750 | FMMN Contribution: \$6,250

4) Administration Costs — \$20,000

Supports basic operational needs tied directly to program delivery and accountability.

- Financial management, audit/review: \$5,000
- Insurance, utilities, and software subscriptions: \$3,500
- Communications, printing, and materials: \$3,000
- Evaluation tools and reporting materials: \$3,000
- Bank fees, postage, and consumables: \$1,500
- Contingency: \$4,000

RMWB Request: \$15,000 | FMMN Contribution: \$5,000

5) Training — \$28,000

Invests in professional development for staff to ensure trauma-informed, culturally safe, and evidence-based service delivery.

- Trauma-informed & cultural safety training (3 staff \times \$3,500): \$10,500
- Anti-racism & professional development courses (3 staff \times \$2,500): \$7,500
- ASIST / MHFA / First-Aid renewals (3 \times \$1,200): \$3,600
- Elder mentorship and local cultural facilitation: \$3,400
- Regional learning exchange travel: \$3,000

RMWB Request: \$21,000 | FMMN Contribution: \$7,000

6) Volunteer Appreciation — \$15,000

Recognizes the essential contributions of community volunteers.

- Meals and refreshments for volunteer crew
- Recognition gifts and certificate
- Local mileage and parking reimbursement

RMWB Request: \$11,250 | FMMN Contribution: \$3,750

7) Guest Facilitators, Artists & Performers — \$38,000

Funds visiting instructors, musicians, and cultural artists who enrich community programming and events.

- Workshop facilitators (\approx 12 \times \$1,500): \$18,000
- Musicians and cultural performers (\approx 6 \times \$1,500): \$9,000
- Headline or heritage performers (\approx 2 \times \$4,000): \$8,000
- Travel and accommodations for regional guests: \$3,000

RMWB Request: \$28,500 | FMMN Contribution: \$9,500

Summary

Category	Total Expense	RMWB Request	FMMN Contribution
Wages / Salaries / MERCs	\$385,750	\$289,250	\$96,500
Program Materials & Supplies	\$90,000	\$67,500	\$22,500
Gifts for Elders / Honorariums	\$25,000	\$18,750	\$6,250
Administration Costs	\$20,000	\$15,000	\$5,000
Training	\$28,000	\$21,000	\$7,000
Volunteer Appreciation	\$15,000	\$11,250	\$3,750
Guest Facilitators, Artists & Performers	\$38,000	\$28,500	\$9,500
TOTALS	\$601,750	\$451,250	\$150,500

Budget Narrative: Traditional Healing and Community Wellness Program

The Fort McKay Métis Nation’s Traditional Healing and Community Wellness Program represents a comprehensive, community-driven approach to reconciliation, wellness, and cultural revitalization. Every dollar in this budget directly supports the delivery of safe, inclusive, and culturally grounded programming that improves quality of life for Métis citizens while advancing RMWB’s seven funding priorities.

The total project cost of \$601,750 includes a requested municipal investment of \$451,250, complemented by \$150,500 in Nation and partner contributions through core funding, grants, and in-kind supports. This cost structure sustains a full-year cycle of healing workshops, cultural gatherings, staff leadership, and evaluation.

1. Wages, Benefits, and MERCs

Following our recent meeting with RMWB, we carefully reflected on the feedback provided. One of the key recommendations was that organizations receiving higher levels of support placed stronger emphasis on core staffing as the foundation of their programs. We have taken this advice seriously.

For the 2026 grant cycle, the Fort McKay Métis Nation has deliberately restructured its program design and budget to strengthen this foundation. By prioritizing funding toward core staffing, we are reinforcing the stability and sustainability of the Traditional Healing and Community Wellness Program. This investment ensures that all activities—from monthly healing workshops to major cultural events—are delivered with continuity,

professionalism, and cultural safety. It also enables the program to expand its reach, increase its consistency, and allow the Sustaining Grant to fulfill its true purpose: to build lasting community momentum and capacity.

Three full-time positions—the Community Services Manager, Community Support Worker, and Cultural Coordinator—form the human infrastructure that makes program delivery possible. Together, they oversee implementation, coordinate partnerships, facilitate healing, and ensure that every event and workshop is inclusive, culturally grounded, and effectively managed.

These roles are not administrative overhead; they are essential service delivery positions. Stable wages provide continuity, trust, and accountability—key determinants of success in Indigenous-led wellness programs. Staff retention is particularly critical in a rural, high-turnover context like Fort McKay, where relationship-based healing depends on familiarity, consistency, and trust.

By investing in these core positions, RMWB is not only sustaining employment but also ensuring that its funding translates directly into consistent, measurable, and lasting community impact. Stable staffing allows the Nation to continue delivering exceptional programs while expanding cultural opportunities in the 2026 season. This emphasis on core capacity ensures the Sustaining Grant achieves what it was designed to do: support growth, strengthen resilience, and empower Indigenous communities to lead wellness and reconciliation from within.

2. Program Materials and Supplies

Program materials form the tangible foundation of every activity delivered through the Traditional Healing and Community Wellness Program. This allocation supports over 60 workshops and multiple large-scale cultural gatherings each year, ensuring that each is equipped with the tools, supplies, and cultural resources required to create meaningful and lasting impact.

Costs include art supplies for the Art as Medicine program, teaching tools for grief and loss circles, and traditional medicines such as sage, sweetgrass, and cedar for healing and ceremony. Food and refreshments are provided at every gathering, reflecting the principle of Food as Medicine and ensuring equitable participation for families who may experience food insecurity. Additional materials—such as signage, cultural displays, and program print materials—support community outreach and visibility across the Wood Buffalo region.

A key asset that continues to enhance the program's sustainability is the set of high-quality sewing machines purchased through the previous Sustaining Grant. These machines represent a significant municipal investment in cultural revitalization and skill development. They now serve as the cornerstone of our sewing, sash-weaving, and

regalia-making workshops—activities that have grown in popularity and impact. Building on this momentum, the 2026 program will expand use of this equipment, ensuring RMWB’s prior contribution continues to generate long-term community benefit, capacity, and pride.

These investments remove financial barriers to participation, create inclusive and culturally safe environments, and ensure that Métis identity is visible and celebrated. They directly support RMWB’s goals of cultural preservation, wellness, and rural inclusion, while strengthening social connection and regional pride.

3. Elders’ Gifts and Honoraria

Elders are the spiritual and cultural anchors of the program. Their guidance shapes every element—from healing circles to major events—ensuring that activities are grounded in traditional knowledge, respect, and community ethics.

This budget line supports appropriate honoraria, travel stipends, and gifts for Elders and knowledge keepers who share their wisdom and time. Many are called upon repeatedly throughout the year to lead ceremonies, mentor staff, and provide counsel to community members in crisis. Their presence not only ensures cultural authenticity but also creates a sense of safety and continuity for participants who rely on these teachings as part of their healing journey.

Providing fair remuneration to Elders is an act of reconciliation. It recognizes Indigenous knowledge as an equal form of expertise and honours the ethical responsibility to compensate cultural labour. This funding ensures that Elders’ roles are sustained and respected, allowing traditional knowledge to continue guiding Fort McKay’s path toward collective healing and cultural resurgence.

4. Administration and Financial Accountability

Strong financial stewardship is central to the Nation’s partnership with RMWB. This allocation supports essential administrative functions directly tied to program delivery and accountability. Costs include bookkeeping, insurance, audit preparation, data tracking, and financial reporting, as well as software and tools used to manage outcomes and monitor impact.

This category does not include overhead or unrelated organizational costs. It reflects the administrative infrastructure required to manage public funds responsibly and transparently.

Over the past two years, Fort McKay Métis Nation has made major strides in strengthening its reporting and compliance systems, in close collaboration with RMWB staff. This continued investment ensures the Nation can maintain those high standards—providing timely reports, accurate data, and clear evidence of community impact. It also supports internal capacity-building, allowing future grant management to be increasingly self-sustaining and efficient.

5. Training and Professional Development

Healing work requires skill, sensitivity, and cultural depth. This allocation ensures that staff and facilitators are equipped to navigate trauma, crisis, and complex community needs safely and effectively.

Funds support trauma-informed care training, mental health first aid, grief support certification, and ongoing mentorship by Elders and Indigenous wellness practitioners. It also allows staff to attend regional and provincial conferences to share learning and strengthen partnerships across Wood Buffalo.

This investment not only enhances service quality but also supports staff well-being, preventing burnout and turnover. By prioritizing professional growth and cultural learning, the Nation ensures that programming remains both clinically sound and authentically Métis. This approach directly aligns with RMWB's emphasis on wellness, diversity, and partnership, ensuring the municipality's investment supports capacity that endures beyond any single funding cycle.

6. Volunteer Engagement

Volunteers are the lifeblood of Fort McKay's cultural and wellness activities. Each year, community members contribute hundreds of hours to set up events, assist Elders, prepare meals, and support youth engagement.

This funding provides meals, recognition items, and travel support for volunteers who dedicate their time to the program. It also supports small appreciation gatherings and certificates of recognition that celebrate community service.

Volunteer engagement not only expands the reach of municipal investment but strengthens community ownership of the program. It nurtures pride, belonging, and civic participation—values that align closely with RMWB's funding priorities on wellness, inclusion, and social participation.

7. Guest Facilitators, Artists, and Performers

Bringing in guest facilitators and cultural performers enhances the diversity, quality, and reach of the program. This allocation supports the engagement of Indigenous artists, healers, knowledge keepers, and performers who lead workshops, musical performances, and land-based learning throughout the year.

These guests add new perspectives and knowledge to the community while fostering cultural exchange and regional pride. Featured guests at Métis Days, Louis Riel Day, and Fall Harvest attract participants from across Wood Buffalo, strengthening reconciliation-based tourism and intercultural understanding.

This investment also provides economic opportunities for Indigenous artists and cultural carriers—many of whom rely on such engagements as a primary income source. Their participation demonstrates how municipal support can simultaneously advance reconciliation, stimulate local economies, and celebrate cultural vitality.

Conclusion

The Traditional Healing and Community Wellness Program represents more than a series of workshops or events—it is the heart of a growing movement toward reconciliation, wellness, and cultural renewal in Fort McKay. Each investment made by the Regional Municipality of Wood Buffalo has laid a stronger foundation for this progress, from the purchase of sewing machines that continue to empower cultural learning, to the establishment of staff positions that have brought stability and professionalism to community wellness delivery.

The 2026 Sustaining Grant request reflects a matured, strengthened program built on lessons learned and guided by feedback from RMWB. By prioritizing core staffing and deepening evaluation and accountability measures, Fort McKay Métis Nation is demonstrating readiness to lead as a reliable, transparent, and high-impact partner in advancing municipal priorities.

With this support, RMWB’s investment will continue to ripple outward—supporting families in healing from trauma, creating meaningful employment in a rural Indigenous community, celebrating Métis culture across the region, and advancing reconciliation through visible, measurable action.

Together, we are not only sustaining a program—we are sustaining hope, pride, and belonging. This partnership embodies what the Sustaining Grant was designed to achieve: long-term community capacity, regional equity, and shared prosperity rooted in culture, healing, and respect.

2025

Sustaining Grant Application



Kaitlin Andrusyk

Fort McKay Metis Nation Association

10/14/2025

Executive Summary

The Fort McKay Métis Nation Association (FMMNA) is honoured to submit this proposal to the 2026 Community Sustaining Grant program. This marks our third consecutive year applying under this stream and represents an important milestone in our Nation's ongoing journey of healing, wellness, and regional leadership.

The Regional Municipality of Wood Buffalo (RMWB) has made reconciliation and inclusion central to its strategic vision. Yet, the reality remains that Métis people—particularly those living in rural communities such as Fort McKay—continue to face systemic barriers to equitable access to wellness and cultural programming (Anderson, 2019; Reading & Wien, 2009).

This proposal is more than a request for funding: it is a shared opportunity for RMWB to demonstrate how municipal investment can directly advance reconciliation, regional equity, and community resilience (Truth and Reconciliation Commission of Canada, 2015).

Through this proposal, the Fort McKay Métis Nation seeks support for two interconnected priorities:

1. Sustaining Essential Staff Positions

The Community Services Manager, Cultural Coordinator, and Community Support Worker form the backbone of program delivery. Their leadership ensures that every activity is coordinated, culturally safe, and professionally executed. Research consistently shows that Indigenous-led programs staffed by culturally competent individuals produce higher engagement, stronger outcomes, and deeper community trust than externally imposed models (Corso et al., 2022; Hartmann et al., 2013; Kirmayer et al., 2011). These roles are fundamental to ensuring continuity, accountability, and long-term impact.

2. Funding for Monthly Cultural Wellness Activities and Annual Cultural Revitalization Celebrations

Regular *Traditional Healing and Community Wellness* sessions—such as grief and loss circles, *Art as Medicine* workshops, and storytelling gatherings—nurture intergenerational connection and emotional healing (Archibald & Dewar, 2010; Motta-Ochoa et al., 2024). Annual cultural celebrations including Métis Days, the Fall Harvest, and Louis Riel Day bring together community members and regional guests in shared learning and pride. Studies show that culturally grounded, community-led programming significantly reduces isolation, improves mental health, and fosters resilience (Marsh et al., 2015; Gone, 2013; Chandler & Lalonde, 1998).

Together, these priorities strengthen RMWB's rural and Indigenous relationships, promote inclusion, and ensure that the municipally owned Fort McKay Métis Community Centre continues to evolve as a living hub of reconciliation—where healing, learning, and celebration meet to build a stronger, more inclusive Wood Buffalo region.



Alignment with RMWB's Seven Funding Priorities

The *Traditional Healing and Community Wellness Program* directly advances all seven of Council's funding priorities, positioning it as a model of sustainable municipal-Indigenous partnership.

Wellness

By addressing grief, trauma, and addiction through culturally grounded and trauma-informed approaches, the program enhances mental, emotional, and spiritual health across all ages. Evidence confirms that Indigenous-led healing grounded in culture improves resilience and mental wellness outcomes (Marsh et al., 2015; Kirmayer et al., 2011).

Rural and Indigenous Relationships

The program strengthens partnerships between RMWB and the Fort McKay Métis Nation, ensuring equitable access to municipal resources in a remote, predominantly Indigenous community. It embodies reconciliation in practice—transforming municipal infrastructure into a hub for Indigenous healing and community connection.

Social Participation

Monthly workshops and seasonal wellness activities reduce isolation and foster intergenerational engagement. Participants develop new skills, relationships, and a deeper sense of belonging within their community (Corso et al., 2022; Reading & Wien, 2009).

Culture, Heritage, and Pride

Celebrations such as Métis Days, Louis Riel Day, and the Fall Harvest honour Métis heritage while promoting regional understanding and pride. These gatherings strengthen identity and affirm cultural continuity as a determinant of community health (Chandler & Lalonde, 1998; Archibald & Dewar, 2010).

Diversity and Accessibility

The Nation eliminates barriers such as transportation costs, distance, and cultural mismatch by offering free, inclusive, in-community programming. Accessibility supports—meals, childcare, and transportation assistance—ensure all residents can participate fully.

Hosting Visitors and Building Regional Pride

Large-scale cultural celebrations welcome residents and visitors from across the Wood Buffalo region, deepening understanding between Indigenous and non-Indigenous peoples. These inclusive gatherings position Fort McKay as a regional destination for cultural learning and reconciliation tourism.

Partnership and Collaboration

The Nation's collaborative model engages RMWB departments, regional health providers (such as Wood Buffalo Therapy), local schools, and Elders. This alignment of municipal and community resources multiplies the value of every public dollar invested and ensures sustainable, shared impact.



The Municipal Case for Investment

Every dollar invested through the Community Sustaining Grant generates measurable returns for the Regional Municipality of Wood Buffalo (RMWB). This funding sustains local employment, strengthens cultural safety, reduces strain on urban and emergency services, and fulfills the RMWB's reconciliation and inclusion commitments.

When the municipally owned Fort McKay Community Centre is activated through Métis-led programming, it becomes more than infrastructure—it becomes a living embodiment of municipal priorities in motion: wellness, inclusion, collaboration, and reconciliation.



The case for investment is both moral and practical. Indigenous communities continue to face disproportionate social and health inequities (Anderson, 2019; Reading & Wien, 2009). The *Athabasca Tribal Council's 2023 Emergency Declaration on Indigenous Mental Health and Addiction* confirmed what research has long demonstrated: effective solutions must be community-driven, culturally relevant, and sustained through long-term partnership (Gone, 2013; Kirmayer et al., 2011).

The Fort McKay Métis Nation is prepared, capable, and deeply committed to this shared vision. Through RMWB's continued investment, Fort McKay can serve as a model for how municipalities and Indigenous governments work together to achieve reconciliation in action—ensuring that healing, culture, and community wellness are recognized as essential components of a resilient regional future.



Our Story – From Resilience to Leadership

The story of the Fort McKay Métis Nation is one of resilience, survival, and renewal. Our people have lived along the Athabasca River for generations, maintaining vibrant traditions of jigging, fiddle music, trapping, hunting, berry picking, and oral storytelling. These practices reflect a deep connection to land and culture that has endured despite systemic exclusion and erasure.

Historical Context

The Métis were not recognized as Indigenous Peoples under Canadian law until 1982, when Section 35 of the *Constitution Act* affirmed the existence of First Nations, Inuit, and Métis as distinct Indigenous groups. For more than a century prior, this denial left generations of Métis people without equitable access to programs and protections offered to other Indigenous populations. The *Royal Commission on Aboriginal Peoples* (1996) identified this exclusion as a major driver of social and cultural disconnection and called for governments at all levels to rectify historical inequities.

For the Fort McKay Métis Nation, these systemic barriers have had lasting effects. While services are often listed as available to Fort McKay residents, they rarely extend beyond Fort McMurray, 60 kilometres away. Members seeking supports frequently encounter long waitlists, eligibility restrictions that prioritize First Nations, or service models that fail to reflect Métis culture or experience. This results in a persistent service gap where Métis members fall through the cracks—excluded by geography, policy, and cultural mismatch (Anderson, 2019; Reading & Wien, 2009).

Resilience Despite Exclusion

Despite these barriers, our Nation has never stopped sustaining its culture. Elders continue to bead, cook traditional foods, and teach youth through storytelling. Families gather to hunt, fish, and harvest, embodying the principle of *wahkohtowin*—kinship and interconnection. Youth now play a growing leadership role, volunteering at gatherings and participating in cultural revitalization projects that reinforce pride and belonging.

Yet resilience alone is not enough. Without equitable access to stable funding and professional infrastructure, the responsibility of sustaining cultural and wellness programming falls disproportionately on Elders, volunteers, and a small number of staff. This creates burnout and risks program collapse—a cycle that perpetuates inequity and undermines long-term community health.

The Turning Point – Community Sustaining Grant

The RMWB’s Community Sustaining Grant marked a turning point. In 2024, an award of \$232,000 allowed the Nation to launch the *Traditional Healing and Community Wellness Program*—a first-of-its-kind initiative blending traditional Métis teachings with trauma-informed, culturally grounded health supports. With dedicated staff and meaningful programming, the results were immediate and profound.

Partnerships with Wood Buffalo Therapy expanded access to in-community mental health care, and participants reported feeling safe, heard, and respected. Research confirms this outcome: when programs are Indigenous-led and delivered within community settings, participation and impact rise significantly (Corso et al., 2022; Hartmann et al., 2013; Marsh et al., 2015). Culturally safe services foster trust, engagement, and healing—essential elements of reconciliation in practice (Kirmayer et al., 2011).

In 2025, however, funding was reduced to \$80,000—a fraction of what was required to sustain the program’s momentum. Despite this shortfall, the Nation continued to deliver activities, demonstrating commitment, adaptability, and strong community demand. The impact was visible, but resources were stretched to the limit.

Today, the momentum remains—but it is fragile. With sustained, multi-year funding in 2026, the Fort McKay Métis Nation can move beyond survival toward leadership: becoming a regional model of Indigenous-led wellness, cultural revitalization, and partnership. Continued municipal investment will ensure that the RMWB-owned Community Centre thrives as a living example of reconciliation in action—a place where Métis culture, healing, and community strength illuminate a path forward for the entire Wood Buffalo region.



Section 2: Expanded Evidence of Need

The *Fort McKay Métis Nation Traditional Healing and Community Wellness Program* was developed in response to interconnected, deeply rooted challenges that shape the health and well-being of our members. These challenges are not abstract—they are lived daily by families, Elders, youth, and leaders within our Nation. Each underscores why sustained, culturally grounded healing is not just beneficial but essential for long-term community strength and regional equity.

1. Historical Trauma

Colonization, forced displacement, and cultural assimilation have profoundly shaped the lives of Métis people. For generations, Métis families were denied recognition as Indigenous, excluded from federal programs, and marginalized within provincial and municipal systems.

The *Truth and Reconciliation Commission of Canada (2015)* documented how systemic policies of assimilation—including residential schools and the Sixties Scoop—fractured Indigenous families, eroded cultural identity, and created intergenerational trauma. For Métis specifically, this trauma was compounded by the “double exclusion” of being neither fully recognized as First Nations nor accorded the rights of settlers until constitutional recognition in 1982.

Research shows that intergenerational trauma manifests in elevated rates of anxiety, depression, addiction, and family violence among Indigenous peoples compared to the general population

(Kirmayer et al., 2011). For many Métis members in Fort McKay, trauma has become normalized, with unhealthy coping strategies passed silently from one generation to the next.

Healing requires not only clinical intervention but also cultural renewal. Studies confirm that Indigenous-led, culturally grounded healing programs restore identity, dignity, and resilience—particularly when Elders and knowledge keepers are engaged as guides (Gone, 2013; Marsh et al., 2015).

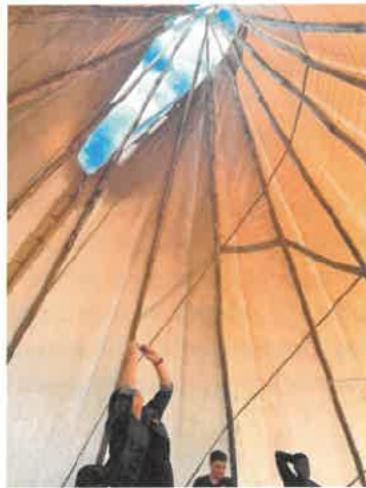
2. Socioeconomic Disparities

Socioeconomic inequities remain a key determinant of health in Indigenous communities. Indigenous households across Canada experience higher unemployment, lower average incomes, and greater reliance on social assistance compared to non-Indigenous households (Statistics Canada, 2021). For Métis specifically, research indicates that while some gains have been made, disparities persist—especially in rural and northern regions (Anderson, 2019).

In Fort McKay, these disparities are compounded by isolation. With limited employment opportunities, many members face chronic underemployment or unstable seasonal work. Barriers to education persist, and financial stress creates cascading impacts: food insecurity, housing precarity, and emotional strain.

Evidence shows that socioeconomic stress increases risk for poor health outcomes, including substance use, family violence, and suicide (Reading & Wien, 2009). Without accessible, community-based wellness supports, members often fall through gaps in mainstream service delivery.

The *Traditional Healing and Community Wellness Program* directly addresses these disparities by offering free, barrier-free participation, providing meals and childcare, and incorporating skills development workshops. By strengthening cultural identity as a protective factor against stress, the program addresses both the social and emotional determinants of health.



3. Cultural Disconnection

The denial of Métis identity for most of Canada's history created profound cultural disconnection. Until 1982, the Métis were not officially recognized as Indigenous under Canadian law. This led to generations of members who internalized the belief that their identity was "less legitimate" than that of First Nations or Inuit.

Cultural disconnection weakens self-esteem, increases vulnerability to mental health challenges, and erodes protective community bonds (Royal Commission on Aboriginal Peoples, 1996). Conversely, cultural reconnection—through language, arts, and traditional practices—strengthens resilience and fosters pride (Archibald & Dewar, 2010; Chandler & Lalonde, 1998).

For Fort McKay Métis Nation, cultural revitalization is an urgent and living priority. Youth express a desire to learn beadwork and sash weaving; Elders voice concern that knowledge will not be passed on; families seek public celebration of Métis heritage alongside neighbouring First Nations and settler cultures.

Programs such as *Art as Medicine* workshops, Métis Days, and Louis Riel Day commemorations respond directly to this need. Evidence demonstrates that Indigenous youth who engage in cultural programming experience higher self-esteem, stronger community identity, and improved mental health outcomes (Black et al., 2024; Motta-Ochoa et al., 2024).

4. Substance Use and Addiction

Substance use in Fort McKay is both a symptom and a driver of broader challenges. Members facing intergenerational trauma, socioeconomic stress, and cultural loss often turn to substances as a form of coping.

Marsh et al. (2015) found that Indigenous participants were far more likely to engage in and benefit from treatment programs that blended Indigenous healing (e.g., ceremonies, Elders' teachings) with Western approaches (e.g., counselling, harm reduction). Programs that excluded Indigenous culture frequently saw lower participation and poorer outcomes.

In Fort McKay, mainstream treatment programs located in Fort McMurray remain largely inaccessible. Distance, cost, and lack of cultural alignment all contribute to low uptake. When *Wood Buffalo Therapy* began delivering in-community mental health and addiction supports in 2024, participation increased dramatically. Members expressed—for the first time—that they felt understood and respected. This local success aligns with national research demonstrating that culturally safe, community-based care achieves better engagement and outcomes (Corso et al., 2022; Hartmann et al., 2013).

The *Traditional Healing and Community Wellness Program* builds upon this model by integrating cultural practices—sharing circles, art workshops, and feasts—with professional therapeutic supports, reducing stigma and increasing accessibility.

5. Barriers to Mental Health Access

Geography and jurisdictional exclusion remain major barriers to care. Fort McKay is located more than 60 kilometres from Fort McMurray. For members without vehicles, transportation costs are prohibitive—a round trip can exceed \$150, and no public transit connects directly to the community.

Even when members reach urban services, programs are rarely designed with Métis culture or realities in mind. Unlike First Nations, Métis citizens do not have access to *Jordan's Principle* or Indigenous Services Canada's direct supports, leaving many without equitable access to mental health care.

The *Athabasca Tribal Council's 2023 Declaration of a Regional State of Emergency on Indigenous Mental Health and Addiction* underscored this reality. Sustained municipal partnership through the Community Sustaining Grant is one of the few viable pathways to address these inequities.

Studies confirm that Indigenous clients are more likely to engage with programs that are local, accessible, and culturally relevant (Kirmayer et al., 2011). Fort McKay's success with *Wood Buffalo Therapy* is living proof of this truth.

6. Regional Mental Health and Addiction Crisis

The crisis extends beyond Fort McKay—it is regional. Indigenous people across the Wood Buffalo area experience disproportionately high rates of addiction, suicide, and family violence. National data shows suicide rates among Indigenous youth are five to seven times higher than

the national average (Public Health Agency of Canada, 2021). In some communities, the cycle of grief has become constant and overwhelming.

Without sustained, community-led programming, Métis families are left to cope alone. This not only harms individuals but increases pressure on municipal systems such as emergency services, policing, and hospitals.

Municipal investment in prevention—through cultural workshops, peer support, and community healing—represents both a moral and fiscal responsibility. The *World Health Organization* (2014) found that every dollar invested in prevention yields multiple dollars in long-term savings in health and social costs. For RMWB, this investment is a measurable expression of reconciliation and sound governance.

7. Intergenerational Trauma and the Normalization of Harm

Perhaps the most damaging legacy of systemic oppression is the normalization of harm. Many members grow up believing that unhealthy coping strategies—substance use, family violence, silence around grief—are “normal” simply because they have never consistently seen healthy alternatives modeled.

Breaking this cycle requires consistent, multi-year investment in community healing. Elder-led teachings, youth mentorship, and peer circles create spaces where members can safely explore new patterns of wellness. Research shows that when Indigenous communities reclaim culture and embed traditional teachings into everyday life, cycles of harm are disrupted across generations (Kovach, 2009; Adekson, 2017).

The *Traditional Healing and Community Wellness Program* provides the structure and continuity necessary to sustain this change. It ensures that healing becomes not a one-time intervention but a lasting community movement—rooted in Métis identity, guided by Elders, and strengthened through municipal partnership.

Section 3: Program Framework

The *Traditional Healing and Community Wellness Program* is structured around three interconnected pillars:

1. **Core Staffing – the Foundation**
2. **Cultural Wellness Workshops – Monthly Healing and Learning**
3. **Cultural Revitalization Celebrations – Regional Gatherings of Pride**

Cross-cutting themes—**Food as Medicine**, **Elders’ leadership**, and **Youth engagement**—anchor all activities.

Core Staffing – The Foundation

Behind every program are the people who make it possible. Sustaining wages for three staff positions ensures continuity, professionalism, and cultural safety.

- **Community Services Manager** provides strategic oversight, supervises staff, manages evaluation/reporting, and ensures alignment with municipal priorities.
- **Cultural Coordinator** designs and delivers workshops, works with knowledge keepers, and plans large celebrations, safeguarding cultural authenticity.
- **Community Support Worker** provides participant support, ensures accessibility (meals, childcare, case-by-case transport), and manages logistics so everyone feels welcome.

These roles are not administrative overhead; they are essential infrastructure. Evidence shows Indigenous wellness programs succeed when they are staffed by trusted people with the cultural competence to deliver services safely and effectively ^{1,2,16}. Without these roles, workshops cannot be planned, Elders cannot be supported, and participants cannot be engaged.

Direct links to RMWB priorities

- **Wellness:** Trained staff ensure healing spaces are safe, trauma-informed, and responsive.
- **Partnership & Collaboration:** Staff coordinate with RMWB, schools, Wood Buffalo Therapy, and regional providers.
- **Diversity & Accessibility:** Staff reduce barriers through meals, childcare, and targeted supports.

In short, staff are the backbone that transforms investment into impact.

Cultural Wellness Workshops – Monthly Healing and Learning

Workshops are the heartbeat of the program. Each month, members gather for culturally grounded **activities** that blend traditional practices with wellness supports. All sessions begin with a shared meal—honouring the principle of **Food as Medicine**—and end with reflection, evaluation, and connection.

Grief and Loss Circles

Led by Elders and supported by trained staff, grief circles provide culturally safe spaces to process trauma. Indigenous communities carry a disproportionate burden of grief due to systemic inequities and intergenerational trauma ^{16,17}. Research shows that sharing grief in collective, culturally grounded environments reduces isolation, increases resilience, and fosters healthier

coping strategies^{5,7}. For Fort McKay, these circles fill a critical gap: members often experience loss without access to timely, culturally safe counselling. Embedding grief supports in community reduces stigma and creates healing pathways.

***Art as Medicine* Workshops**

Beadwork, embroidery, sash weaving, and jacket-making are not only art forms—they are medicine. Creative expression reduces stress, improves self-esteem, and strengthens cultural identity^{3,13,4}. For Métis families, these practices connect youth with ancestral knowledge and affirm identity where it was historically denied. Sessions are intergenerational—Elders teaching youth, parents alongside children—with regional guests invited to learn. The dual outcomes—cultural preservation and emotional healing—make *Art as Medicine* among the program’s most impactful offerings.

Land-Based Healing Activities

When possible, sessions move outdoors: berry picking, fishing, medicine walks, and fire teachings. Land-based programming is a best practice in Indigenous health promotion—restoring spiritual connection, promoting physical wellness, and reinforcing ecological teachings^{5,14,15}. For Fort McKay, this is lived reality: the land provides medicine, sustenance, and teachings. Integrating land-based practices also advances RMWB’s priority on **Rural & Indigenous Relationships** by showcasing the leadership and resilience of rural Indigenous communities.

Cultural Revitalization Celebrations – Regional Gatherings of Pride

While monthly workshops sustain members, large-scale **celebrations** extend impact across the region. These gatherings transform the **RMWB-owned Fort McKay Community Centre** into a living hub of reconciliation and pride.

Métis Days

Our flagship celebration draws 1,000+ participants annually. With fiddle music, jigging, food vendors, and artisan displays, it celebrates culture and community—and boosts the local economy by supporting Métis artisans and attracting regional visitors. Cultural festivals improve community pride, strengthen identity, and increase intercultural understanding^{3,12}.

Nikawiy & Nohtawiy Celebrations

These gatherings honour women (*nikawiy* = mother) and men (*nohtawiy* = father), uplifting their roles in family and community wellness. Affirming positive community roles strengthens cohesion and helps counter cycles of harm^{10,15}.

Mâmawâyâwin – “Gathering Together”

A community celebration recognizing collective achievements and milestones. Public celebration of success builds resilience, improves social participation, and strengthens intergenerational pride ¹².

Cultural Fishing Camp & Fall Harvest

These connect families to traditional harvesting. Land-based cultural gatherings increase ecological knowledge, support food security, and strengthen intergenerational teaching ^{5,13}.

Education Week & Louis Riel Day

In partnership with local schools, we deliver Métis-specific education during Education Week and mark Louis Riel Day with public learning and remembrance. These occasions advance reconciliation by ensuring that all residents—Indigenous and non-Indigenous—learn about Métis contributions and struggles ^{6,11}.

National Day for Truth and Reconciliation

The Nation hosts gatherings for solemn reflection and learning. By leading this municipal recognition, Fort McKay Métis Nation positions RMWB as a visible partner in reconciliation ⁶.

Elders’ Cultural Trip, Holiday Dinner & Wi-takosin Skate

These reduce Elder isolation, strengthen family bonds, and affirm spiritual renewal. Social participation among Elders reduces loneliness and improves health outcomes ^{16,18}.

Food as Medicine

Food is more than sustenance; it connects land, body, and spirit. Each gathering—from grief circles to Métis Days—includes traditional foods such as bannock, moose meat, and berries. Research on Indigenous food sovereignty shows that sharing traditional foods reduces inequities, creates cultural safety, and fosters intergenerational teaching ^{3,14,15}. In Fort McKay, where some families experience food insecurity, providing meals also ensures equitable access.

Knowledge Keepers and Elders

Elders are central. They lead healing circles, teach arts, guide ceremony, and advise staff. Programs with meaningful Elder participation show higher cultural legitimacy, stronger

engagement, and better outcomes ^{1,2,16}. For Fort McKay, ensuring Elders are respected and compensated is both ethical practice and a driver of effectiveness.

Youth Engagement and Leadership

Youth are the future of our Nation. This program embeds youth leadership through:

- Volunteering at celebrations and workshops
- Mentorship with Elders and knowledge keepers
- Participation in cultural and land-based activities
- Youth-led cultural trips and initiatives

Cultural identity is a protective factor against substance use, depression, and suicide among Indigenous youth ^{12,4}. By engaging youth now, we plant seeds of pride, confidence, and resilience that will carry forward for generations.

Section 4: Monitoring, Evaluation, Sustainability, and Conclusion

Monitoring and Evaluation

The Fort McKay Métis Nation acknowledges that our reporting practices have historically been less developed than those of larger Sustaining Grant recipients. This was largely due to a smaller administrative base and limited staff capacity. However, with the guidance and mentorship provided by RMWB over the past two years, our Nation has made significant strides in strengthening accountability and evaluation systems.

Moving into this grant cycle, RMWB can expect substantial improvement in both reporting quality and evaluation consistency. Sustaining staff wages through this grant is critical to that progress—it stabilizes our workforce, reduces burnout, and allows our core team to dedicate time to data collection, analysis, and continuous learning. With greater stability, Fort McKay Métis Nation will not only deliver programs more effectively but also report on them with the clarity, transparency, and consistency that RMWB expects and deserves.

Evaluation Approach

Evaluation is integrated throughout the program to ensure accountability, learning, and alignment with municipal expectations. The framework combines **quantitative indicators** with

qualitative storytelling, following best practices in Indigenous evaluation methodologies that emphasize both data and lived experience (Canadian Evaluation Society, 2019; Kovach, 2009).

Quantitative Measures

- **Outputs:** Number of workshops, celebrations, and participants tracked monthly.
- **Participation:** Attendance logs disaggregated by age, gender, and role (Elder, youth, volunteer, regional guest).
- **Volunteer Contributions:** Hours tracked and valued in-kind, reinforcing sustainability.
- **Partnership Engagement:** Documented contributions from RMWB, industry, and external partners.

Qualitative Measures

- **Participant Surveys:** Pre/post measures assessing resilience, cultural pride, and wellness.
- **Elder Reflections:** Oral reflections capturing cultural outcomes not visible in numerical data.
- **Youth Voices:** Journals, art, or video storytelling demonstrating how participation impacts self-identity.
- **Stories of Change:** Annual case studies highlighting tangible community and family transformation.

This approach satisfies RMWB's criteria for **evidence of need, feasibility, and resilience** while aligning with national recommendations for **Indigenous-led evaluation practices** that honour context, story, and relational accountability (Kirmayer et al., 2011; Canadian Evaluation Society, 2019).

By stabilizing key staff positions, this grant will enable Fort McKay Métis Nation to meet—and exceed—municipal expectations for transparency and impact measurement. It will allow our team to clearly demonstrate the results of RMWB's investment: healthier families, stronger culture, and a more inclusive Wood Buffalo region.

Sustainability and Budget Strategy

Sustainability is at the heart of the *Traditional Healing and Community Wellness Program*.

Funding Model

- **RMWB Contribution:** Up to 75% of eligible program costs, as outlined in the grant guidelines.
- **Community and Partner Contributions:** At least 25% through:
 - Fort McKay Métis Nation core funding
 - Industry partnerships (companies supporting cultural and wellness initiatives)

- Government grants (e.g., CIP Project-Based, CFEP Small, Indigenous Reconciliation Fund)
- In-kind contributions (volunteer hours, donated food, staff time)
- Donations from members and allies

Financial Accountability

- Transparent reporting with financial statements reviewed by the Nation's bookkeeper and financial controller.
- Full compliance with RMWB recognition requirements, including public acknowledgment at events, social media credits, and inclusion in annual reports.

Building Long-Term Capacity

- **Staff Retention:** Stable wages reduce turnover and sustain program continuity.
- **Youth Leadership:** Volunteer youth are mentored into delivery roles, ensuring long-term community capacity.
- **Partnership Growth:** Annual strengthening of collaborations with schools, agencies, and industry partners.

Evidence confirms that Indigenous wellness programs achieve deeper and more lasting outcomes when funding is **multi-year and stable**, allowing trust, relationships, and skill to mature over time (Marsh et al., 2015; Anderson, 2019; Kirmayer et al., 2011).

Building on Momentum

Each phase of the Community Sustaining Grant has laid the foundation for the next:

- **2024 – Planting the Seed:** With \$232,000, the Nation launched the program, hired staff, and hosted transformative workshops and celebrations. Trust grew quickly, and outcomes were visible.
- **2025 – Growing the Roots:** Despite funding dropping to \$80,000, programming continued, proving community demand and resilience. Partnerships strengthened, and the Community Centre emerged as a central cultural hub.
- **2026 – Sharing the Fruit:** With full support, the Centre will flourish into a regional hub of Métis culture, reconciliation, and wellness—benefiting the entire Wood Buffalo region.

This trajectory represents **momentum, not dependency**. Each year builds the foundation for the next, ensuring RMWB's investment generates lasting regional impact.

The Case for RMWB Investment

Investing in the *Traditional Healing and Community Wellness Program* advances RMWB's priorities on multiple fronts:

- **Reconciliation in Action:** Supporting Métis-led healing fulfills the municipality's commitments to equity and inclusion.
- **Regional Pride:** Cultural gatherings position Wood Buffalo as a provincial leader in Indigenous cultural celebration.
- **Wellness and Prevention:** Culturally safe healing reduces strain on emergency services, hospitals, and justice systems.
- **Economic Impact:** Events stimulate tourism and local business, while wages sustain rural employment.
- **Partnership and Visibility:** RMWB's ongoing support is publicly recognized as a visible example of reconciliation in practice.

Every dollar invested in prevention saves multiple dollars in downstream costs (World Health Organization, 2014). More importantly, municipal investment saves lives, restores families, and strengthens the collective pride that benefits all residents of the Wood Buffalo region.

Conclusion

For generations, the Fort McKay Métis Nation has carried forward its culture, identity, and strength in the face of systemic exclusion. Through resilience and determination, our people have not only survived—but continued to thrive, teach, and lead.

The **Community Sustaining Grant** represents more than financial support; it represents partnership. It is an opportunity for the **Regional Municipality of Wood Buffalo** to stand visibly beside our Nation in advancing wellness, reconciliation, and regional pride. By sustaining staff positions, monthly workshops, and cultural celebrations, this program transforms the **RMWB-owned Fort McKay Community Centre** into a living symbol of reconciliation in action—a place where healing, learning, and community flourish together.

This collaboration ensures that Métis citizens of Fort McKay are not left behind but are fully included in the region's future. Each investment supports not only cultural continuity but also prevention, capacity-building, and long-term regional well-being.

We invite RMWB to continue walking with us on this shared journey—from survival to resilience to leadership. Together, we can build a healthier, stronger, and more inclusive Wood Buffalo, where every gathering, every circle, and every celebration reflects the spirit of partnership and the promise of reconciliation fulfilled.

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Fort McKay Métis Nation

Alberta's First Credibly Asserted Métis Community

Box 119 Riverstone PO
Fort McMurray, Alberta, T9K 2Y4
www.fortmckaymetis.com

October 2025

Regional Municipality of Wood Buffalo
Community Investment Program
Fort McMurray, Alberta

Re: Confirmation of Community Need and Support – 2026 Community Sustaining Grant

To Whom It May Concern,

On behalf of the Fort McKay Métis Nation Association, I am writing to confirm our community's strong and ongoing need for the **Traditional Healing and Community Wellness Program** and to express our full support for this initiative under the 2026 Community Sustaining Grant.

This program remains central to our Nation's vision of healing, cultural revitalization, and reconciliation. It provides essential, locally delivered wellness and cultural supports for our citizens—many of whom face ongoing challenges related to intergenerational trauma, mental health, and geographic isolation. The program has become a lifeline for families, Elders, and youth alike, creating a safe and inclusive space where Métis people can gather, heal, and celebrate their identity within their own community.

Since the launch of the Traditional Healing and Community Wellness Program in 2024, participation has increased steadily. Grief and loss circles, Art as Medicine workshops, and land-based healing activities have each demonstrated measurable success in building resilience, restoring connection, and fostering belonging. Elders have regained purpose as cultural teachers and guides, and youth are reclaiming traditional knowledge and practices once at risk of being lost. These outcomes are deeply significant in a community that has historically been excluded from equitable access to wellness resources.

The Fort McKay Métis Nation delivers this program entirely in-house through three key positions: the Community Services Manager, Community Support Worker, and Cultural Coordinator. These full-time staff provide the human foundation for all programming, ensuring that each activity is culturally grounded, trauma-informed, and professionally managed. This model allows our Nation to maintain accountability, cultural safety, and program integrity while reflecting RMWB's stated funding priorities.

The Regional Municipality of Wood Buffalo continues to be an essential partner in this work. Through both the Community Sustaining Grant and the generous provision of the municipally owned Fort McKay Community Centre, RMWB has played a vital role in helping this program thrive. The Community Centre stands today as a living example of reconciliation in action—a space where healing, culture, and inclusion meet to strengthen the entire Wood Buffalo region.



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Continued municipal investment will ensure the program's sustainability and allow our Nation to respond to growing community demand. The need for consistent, culturally relevant mental health and wellness supports remains urgent, and without this partnership, our ability to meet that need would be severely diminished.

The Fort McKay Métis Nation is deeply committed to accountability, transparency, and long-term collaboration with the Municipality. We view this partnership not simply as funding support, but as a shared commitment to the well-being, equity, and cultural vitality of all residents across the region.

On behalf of our Council, Elders, and members, I reaffirm that this program is both deeply needed and fully supported by our Nation. We sincerely thank the Regional Municipality of Wood Buffalo for its continued partnership and leadership in advancing reconciliation and community wellness.

Sincerely,

Signed by:

Loretta Waquan

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Loretta Waquan
President
Fort McKay Métis Nation Association



Box 119 Riverstone PO
Fort McMurray, Alberta, T9K 2Y4
www.fortmckaymetis.com

October 6th 2025

Regional Municipality of Wood Buffalo
Community Investment Program

Re: Partnership Support for the Traditional Healing and Community Wellness Program

To Whom It May Concern,

The Fort McKay Métis Nation Association is honoured to provide this letter of partnership and support for our ongoing collaboration with the Regional Municipality of Wood Buffalo through the Traditional Healing and Community Wellness Program. This partnership represents a shared commitment to advancing community well-being, inclusion, and reconciliation in alignment with the priorities and guiding principles of the Community Investment Program.

The Regional Municipality of Wood Buffalo's investment in the Fort McKay Métis Community Centre has created a physical and symbolic space where reconciliation lives in practice. The Centre stands as a tangible reflection of collaboration between municipal and Indigenous governments—a space that invites cultural connection, healing, and community building. It is within this facility that the Traditional Healing and Community Wellness Program comes to life, complementing the Municipality's infrastructure investment with year-round programming that strengthens community spirit, supports emotional and cultural well-being, and fosters inclusion for all residents.

The Traditional Healing and Community Wellness Program provides an ongoing opportunity for Métis citizens, neighbouring Indigenous communities, and regional residents to come together in a shared environment of learning, healing, and collaboration. Through land-based teachings, wellness workshops, Elder mentorship, and cultural gatherings, the program promotes community enrichment and the celebration of diversity. It reflects the guiding principles of the Community Investment Program by strengthening partnerships, building capacity, and supporting long-term sustainability through consistent, locally led programming.

The Fort McKay Métis Nation contributes administrative leadership, staff expertise, and cultural knowledge to ensure the effective delivery of this program. The Regional Municipality of Wood Buffalo, through the provision and ongoing stewardship of the Community Centre, enables this work to occur in a safe, inclusive, and welcoming environment. Together, we are advancing shared goals of community wellness, reconciliation, and collective resilience within the Wood Buffalo region.

The Fort McKay Métis Nation Association values the Regional Municipality of Wood Buffalo not only as a funder, but as a true partner in this ongoing work. The Municipality's commitment



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to collaboration, cultural inclusion, and Indigenous participation ensures that initiatives like the Traditional Healing and Community Wellness Program can continue to unite people, strengthen relationships, and honour the unique identities that make the region vibrant.

We look forward to continuing this meaningful partnership and to demonstrating how Indigenous-led programming, when paired with strong municipal collaboration, creates lasting impact for the entire community.

Sincerely,

Signed by:

STEVE Jani

9E93E5C5DB384EE...

Steve Jani
Executive Director
Fort McKay Métis Nation Association

Fort McKay Métis Nation Association
Financial Statements
December 31, 2024

Fort McKay Métis Nation Association

Contents

For the year ended December 31, 2024

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Management's Responsibility

To the Members of Fort McKay Métis Nation Association:

The accompanying financial statements of Fort McKay Métis Nation Association are the responsibility of management and have been approved by the The Board of Directors.

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Fort McKay Métis Nation Association Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial statements. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Nation's external auditors.

MNP LLP is appointed by the Members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

July 3, 2025

e-Signed by Steve Jani
2025-07-07 09:32:55:55 MDT

CEO

Independent Auditor's Report

To the Members of Fort McKay Métis Nation Association:

Opinion

We have audited the financial statements of Fort McKay Métis Nation Association (the "Organization"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2024, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Emphasis of Matter - Change in Accounting Policy

Without modifying our opinion, we draw attention to Note 2 to the financial statements which describes that in the current year the Organization has adopted Public Sector Accounting Standards, retrospectively with comparative periods restated. We were not engaged to report on the restated comparative information, and as such, it is unaudited.

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 Canadian public sector accounting standards, 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 Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization'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 Organization'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 Organization'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 Organization 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Organization as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

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

Edmonton, Alberta

July 7, 2025

MNP LLP
Chartered Professional Accountants

MNP

Fort McKay Métis Nation Association
Statement of Financial Position
As at December 31, 2024

	2024	2023	January 1 2023
Financial assets			
Cash and cash equivalents	2,560,190	1,573,852	901,095
Accounts receivable	1,122,270	726,992	573,299
Advances to related Nation entities and department (Note 5)	1,157,740	1,007,959	583,194
Investment in Nation business entities (Note 6)	15,897,632	10,929,550	7,040,748
Total of assets	20,737,832	14,238,353	9,098,336
Liabilities			
Bank indebtedness (Note 7)	-	-	492,178
Accounts payable and accruals	958,329	1,526,190	892,635
Deferred revenue (Note 8)	2,146,354	2,359,476	1,949,807
Long-term debt (Note 9)	133,850	188,605	18,865
Term loans due on demand (Note 10)	2,440,096	2,615,919	2,765,740
Total of financial liabilities	5,678,629	6,690,190	6,119,225
Net financial assets	15,059,203	7,548,163	2,979,111
Contingencies (Note 11)			
Non-financial assets			
Tangible capital assets (Note 4)	8,022,248	8,061,626	7,120,313
Prepaid expenses	325,992	11,650	11,650
Total non-financial assets	8,348,240	8,073,276	7,131,963
Accumulated surplus	23,407,443	15,621,439	10,112,734

Approved on behalf of the Board of Directors

e-Signed by Loretta Waquan
 2025-07-03 13:29:09:09 MDT

President

e-Signed by Brenda Paquette
 2025-07-03 12:33:20:20 MDT

Councillor

Fort McKay Métis Nation Association
Statement of Operations
For the year ended December 31, 2024

	2024	2023
Revenue		
Other revenues	7,670,185	6,389,741
Revenue trust funds	397,487	748,874
Sponsorship	276,201	166,198
	8,343,873	7,304,813
Program expenses		
General & Admin	5,355,608	5,205,612
Sustainability	1,360,672	1,569,160
Community	1,096,547	1,046,896
Governance	1,383,121	1,457,140
Total expenditures	9,195,948	9,278,808
Operating deficit before other items	(852,075)	(1,973,995)
Other income (expense)		
Earnings from investments in subsidiaries (Note 6)	9,053,094	7,766,747
Gain on disposal of capital assets	-	13,485
Trust allocations payments to members	(415,016)	(297,531)
	8,638,078	7,482,701
Operating surplus	7,786,003	5,508,706

The accompanying notes are an integral part of these financial statements

Fort McKay Métis Nation Association
Statement of Change in Net Financial Assets
For the year ended December 31, 2024

	2024	2023
Annual surplus	7,786,003	5,508,706
Purchases of tangible capital assets (Note 4)	(362,392)	(1,314,633)
Amortization of tangible capital assets	401,770	363,649
Gain on sale of tangible capital assets	-	(13,485)
Proceeds of disposal of tangible capital assets	-	24,815
Acquisition of prepaid expenses	(314,341)	-
 Increase in net financial assets	 7,511,040	 4,569,052
Net financial assets, beginning of year	7,548,163	2,979,111
 Net financial assets, end of year	 15,059,203	 7,548,163

Fort McKay Métis Nation Association
Statement of Cash Flows
For the year ended December 31, 2024

	2024	2023
Cash provided by (used for) the following activities		
Operating activities		
Operating surplus	7,786,003	5,508,706
Non-cash items		
Amortization	401,770	363,649
Gain on disposal of capital assets	-	(13,485)
Earnings from investments in subsidiaries	(9,053,366)	(7,766,747)
Trust allocation payments to members	415,016	297,531
	(450,577)	(1,610,346)
Changes in working capital accounts		
Accounts receivable	(395,278)	(153,693)
Prepaid expenses	(314,341)	-
Accounts payable and accruals	(567,861)	635,215
Deferred revenue	(213,122)	409,669
	(1,941,179)	(719,155)
Financing activities		
Advances of long-term debt	-	206,451
Repayment of long-term debt	(54,755)	(36,711)
Advances from related parties	(149,781)	(424,765)
Repayments of term loan due on demand	(175,823)	(149,821)
	(380,359)	(404,846)
Capital activities		
Purchases of tangible capital assets	(362,392)	(1,314,633)
Proceeds of disposal of tangible capital assets	-	24,815
Distributions from Tahsipy (Three Rivers) Limited Partnership	780,152	1,298,950
Dividends from McKay Métis Group Ltd.	2,461,659	1,862,894
Distributions from Athabasca Indigenous Investments Limited Partnership	428,457	416,910
	3,307,876	2,288,936
Increase in cash resources	986,338	1,164,935
Cash resources, beginning of year	1,573,852	408,917
Cash resources, end of year	2,560,190	1,573,852

Fort McKay Métis Nation Association
Notes to the Financial Statements
For the year ended December 31, 2024

1. Incorporation and nature of the organization

Fort McKay Métis Nation Association (the "Organization") was incorporated under the authority of the Province of Alberta and is registered as a not-for-profit organization and thus is exempt from income taxes under Part 1 of the Income Tax Act. The Organization's purpose is to support its members and the Métis people residing on lands in and around the Hamlet of Fort McKay.

2. Change in accounting policies

During the year, the Organization concluded it now met the characteristics of a government and retroactively applied the Public Sector Accounting Standards accounting framework. The accounting policies in Note 3 have been applied in preparing the financial statements for the year-ended December 31, 2024, and the comparative information for the year-ended December 31, 2023. There were no changes to the annual surplus (deficit), accumulated surplus (deficit), nor to the statement of cash flows for the year-ended December 31, 2023, previously reported under Part III Accounting Standards for Not-for-Profit Organizations. Public Sector Accounting Standards presents the statement of financial position organized on a net financial asset basis and presents a statement of change in net financial assets, not previously presented.

3. Significant accounting policies

These financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and including the following significant accounting policies:

Investments in subsidiaries

The Organization's investments in its controlled subsidiaries are accounted for using the equity method. Accordingly, the investments are recorded at acquisition cost and are increased for the proportionate share of post-acquisition earnings and decreased by post-acquisition losses and distributions received.

Any contingent consideration for the acquisition of a subsidiary is measured at fair value at the date of acquisition and included in the carrying amount of the investment.

Acquisition-related costs are recognized in the excess of revenue over expenses as incurred.

All transactions with the subsidiaries are disclosed as related party transactions.

Revenue recognition

Funding

Revenue is recognized as it becomes receivable under the terms of applicable funding agreements. Funding received under funding arrangements that relate to a subsequent fiscal period are reflected as deferred revenue on the statement of financial position in the year of receipt.

Government transfers

The Organization recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the Organization recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

Fort McKay Métis Nation Association
Notes to the Financial Statements
For the year ended December 31, 2024

3. Significant accounting policies (Continued from previous page)

Revenue recognition (Continued from previous page)

Externally restricted revenue

The Organization recognizes externally restricted inflows as revenue in the period the resources are used for the purposes specified in accordance with an agreement or legislation. Until this time, the Organization records externally restricted inflows in deferred revenue.

Cash and cash equivalents

Cash and cash equivalent include balances with banks and short-term investments with maturities of three months or less.

Tangible capital assets

Tangible capital assets are initially recorded at cost. Contributed tangible assets are recorded at their fair value at the date of contribution if fair value can be reasonably determined.

Amortization

Tangible capital assets are amortized annually using the declining balance method at rates intended to amortize the cost of the assets over their estimated useful lives:

	Method	Rate
Automotive	declining balance	30 %
Buildings	declining balance	4 %
Community housing	declining balance	4 %
Computer	declining balance	55 %
Computer software	declining balance	100 %
Equipment	declining balance	20 %
Fence	declining balance	10 %
Furniture and fixtures	declining balance	20 %
Office equipment	declining balance	20 %
Paved surfaces	declining balance	8 %

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of tangible capital assets.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the years in which they become known.

Fort McKay Métis Nation Association

Notes to the Financial Statements

For the year ended December 31, 2024

3. Significant accounting policies *(Continued from previous page)*

Financial instruments

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

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

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

Transaction costs and financing fees directly attributable to financial instruments subsequently measured at fair value are immediately recognized in operating operating surplus. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

All financial assets except derivatives are tested annually for impairment. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the statement of remeasurement gains and losses.

Long-lived assets and discontinued operations

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

The Organization performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying amount of an asset, or group of assets, may not be recoverable. The carrying amount of a long-lived asset is not recoverable if the carrying amount exceeds the sum of the undiscounted future cash flows from its use and disposal. Impairment is measured as the amount by which the asset's carrying amount exceeds its fair value. Fair value is measured using quoted market prices. Any impairment is included in surplus for the year.

Segments

The Organization conducts its business through 4 of reportable segments: General & Admin, Sustainability, Community, and Governance. These operating segments are established by senior management to facilitate the record keeping of the Organization's programs to aid in resource allocation decisions, and to monitor expenditures relating to restricted programs.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 3 the *Significant accounting policies*.

Fort McKay Métis Nation Association

Notes to the Financial Statements

For the year ended December 31, 2024

4. Tangible capital assets

	Cost	Additions	Disposals	Accumulated amortization	2024 Net book value
Land	2,495,496	-	-	-	2,495,496
Automobile	674,457	127,707	-	433,412	368,752
Buildings	2,218,974	7,050	-	699,223	1,526,801
Buildings under construction	90,223	-	-	-	90,223
Community housing	3,684,752	166,445	-	881,661	2,969,536
Computers	120,531	19,477	-	114,785	25,223
Computer software	57,665	-	-	57,665	-
Equipment	123,350	-	-	81,304	42,046
Fence	274,927	2,320	-	98,988	178,259
Furniture and fixtures	140,857	36,460	-	110,552	66,765
Other equipment	245,777	2,933	-	204,953	43,757
Paved surfaces	254,478	-	-	39,088	215,390
	10,381,487	362,392	-	2,721,631	8,022,248

	Cost	Additions	Disposals	Accumulated amortization	2023 Net book value
Land	2,495,496	-	-	-	2,495,496
Automobile	425,820	269,637	21,000	302,741	371,716
Buildings	2,218,974	-	-	635,753	1,583,221
Buildings under construction	90,223	-	-	-	90,223
Community housing	2,953,124	731,626	-	764,581	2,920,169
Computers	96,320	24,211	-	95,860	24,671
Computer software	57,665	-	-	57,665	-
Equipment	103,487	19,863	-	70,793	52,557
Fence	274,927	-	-	79,310	195,617
Furniture and fixtures	126,040	14,818	-	98,418	42,440
Other equipment	245,777	-	-	194,381	51,396
Paved surfaces	-	254,478	-	20,358	234,120
	9,087,853	1,314,633	21,000	2,319,860	8,061,626

Fort McKay Métis Nation Association
Notes to the Financial Statements
For the year ended December 31, 2024

5. Advances to related entities & departments

The Organization had the following transactions which were in the normal course of operations, and were measured at the exchange amount, which is the amount of consideration agreed to and established between the related parties.

Included in accounts payable for the current year is \$608 (2023 - \$608) owing to the Organization's subsidiaries.

Included in revenue for the current year is \$422,400 (2023 - \$722,808) from the Organization's subsidiary. Included in expenses is \$62,847 (2023 - \$15,300) in amounts paid to the Organization's subsidiaries. The Organization also received dividends of \$2,876,675 (2023 - \$2,160,475) from its subsidiary as a trust allocation from the Fort McKay Métis Trust.

	2024	2023
Advances due from Fort McKay Métis Trust	1,139,009	999,168
Advances due from Fort McKay Métis Holdings Ltd.	27,662	21,255
Advances due to McKay Métis Group Ltd.	(8,931)	(12,464)
	1,157,740	1,007,959

6. Investments in Nation business entities

The Organization has investments in the following entities:

	Investment cost	Loans / advances	Cumulative share of earnings (loss)	Total investment
Limited Partnerships				
McKay Métis Contracting LP - 100% owned through Fort McKay Métis Trust	(5,087,077)	-	(1,052,599)	(6,139,676)
McKay Métis Group LP - 100% owned through Fort McKay Métis Trust	2,706,118	-	2,929,449	5,635,567
Tahsipiyl (Three Rivers) LP - 11% owned through Fort McKay Métis Trust	975,396	(780,152)	1,850,756	2,046,000
Athabasca Indigenous Investments Limited Partnership - 5% owned through Fort McKay Métis Trust	776,356	(428,457)	1,049,779	1,397,678
	(629,207)	(1,208,609)	4,777,385	2,939,569
Corporations				
McKay Métis Group Ltd. - 100% ownership	11,203,478	(2,876,675)	4,299,245	12,626,048
Island Lake - 2120434 Alberta Ltd. - 100% ownership	373,244	-	(19,817)	353,427
Fort McKay Métis Holdings Ltd. - 100% ownership	(17,965)	-	(3,447)	(21,412)
	11,558,757	(2,876,675)	4,275,981	12,958,063
	10,929,550	(4,085,284)	9,053,366	15,897,632

Fort McKay Métis Nation Association
Notes to the Financial Statements
For the year ended December 31, 2024

6. Investments in Nation business entities *(Continued from previous page)*

Summary financial information for each business partnership, accounted for using the modified equity method, for their respective year-end is as follows:

Fort McKay Métis Nation Association
Notes to the Financial Statements
For the year ended December 31, 2024

7. Bank indebtedness

The Organization has available an operating facility with a maximum limit of \$1,650,000 (2023 - \$1,650,000). Advances under this facility include bank indebtedness of which \$nil (2023 - \$nil) was advanced which bears interest at prime plus 2% (2023 - prime plus 2%) and advances on corporate Mastercards of which \$nil (2023 - \$nil) were advanced which are included in accounts payable and accrued liabilities. This facility is secured by a general security agreement outlined in Note 7.

8. Deferred revenue

	2024	2023
General Program		
Government of Alberta	1,083,752	1,162,014
Government of Canada	546,091	134,519
Enbridge	460,000	579,947
Sponsorship	56,511	60,813
Regional Municipalities of Wood Buffalo	-	120,768
Indigenous Centre for Cumulative Effects	-	113,658
TransCanada	-	76,942
Other	-	46,718
Syncrude	-	40,104
Suncor	-	23,993
	2,146,354	2,359,476

9. Long-term debt

	2024	2023
Ford Credit loan payable in bi-weekly payments of \$1,032, bearing interest of 8.74% annually, maturing July 2027, secured by equipment with a net book value of \$53,811	58,450	80,011
Ford Credit loan payable in bi-weekly payments of \$803, bearing interest of 8.74% annually, maturing July 2027, secured by equipment with a net book value of \$41,881	45,492	62,272
Ford Credit loan payable in bi-weekly payments of \$521, bearing interest of 8.74% annually, maturing July 2027, secured by equipment with a net book value of \$27,147	29,908	40,364
Scotiabank loan payable in monthly payments of \$496, non-interest bearing, maturing June 2024, secured by equipment with a net book value of \$10,894	-	5,957
	133,850	188,604

Principal repayments on long-term debt in each of the next three years are estimated as follows:

2025	51,715
2026	56,430
2027	25,705
	133,850

Interest on long-term debt amounted to \$233,091 (2023 - \$250,179).

Fort McKay Métis Nation Association
Notes to the Financial Statements
For the year ended December 31, 2024

10. Term loans due on demand

	2024	2023
ATB Financial Evergreen demand loan payable in monthly payments of \$3,450, bearing interest at prime plus 2.00%, maturing March 2033, secured by assets with a net book value of \$467,677	278,582	295,163
ATB Financial demand loan payable in monthly payments of \$12,409, bearing interest at prime plus 2.00%, maturing December 2034, secured by assets with a net book value of \$2,495,496.	867,358	936,558
ATB Financial demand loan payable in monthly payments of \$9,485, bearing interest at prime plus 2.00%, maturing December 2034, secured by assets with a net book value of \$1,033,272.	662,982	715,876
ATB Financial Evergreen demand loan payable in monthly payments of \$7,780, bearing interest at prime plus 2.00%, maturing April 2033, secured by assets with a net book value of \$2,830,870	631,173	668,322
	2,440,095	2,615,919

Principal repayments on term loans due on demand in each of the next five years, assuming all term debt is subject to contractual terms of repayment and term loans due on demand are re-financed at similar rates and terms, are estimated as follows:

2025	236,341
2026	252,044
2027	268,790
2028	286,648
2029	1,396,272
	2,440,095

Term loans due on demand are secured by a general security agreement, securing interest over all present and after acquired personal property; first charge on the Lands located at Fort McKay; general security agreement over all present and after acquired personal property guaranteed by Fort McKay Group Ltd. and 2120434 Alberta Ltd. Term loans due on demand are subject to certain financial covenants with respect to required debt to equity and fixed charge coverage ratios. As at December 31, 2024, the Organization was in compliance with all covenants.

11. Contingent liabilities

Unspecified claims have been filed against the Organization. These claims remain at an early stage, and as litigation is subject to many uncertainties, it is not possible to predict the ultimate outcome of these claims or to estimate the loss, if any, which may result.

The Organization was named as defendant in a lawsuit on behalf of a former employee, seeking twelve months wages. The complaint was settled subsequent to year end for a sum of \$108,326, which was paid April 17, 2025.

On April 1, 2012, the Fort McKay Métis Local #63 transferred the shares of Fort McKay Métis Group Ltd. to the Organization. Since the transfer did not take place at fair market value, the Organization could be liable for any unpaid income taxes that Local 63 may have owed, if any.

Fort McKay Métis Nation Association
Notes to the Financial Statements
For the year ended December 31, 2024

12. Financial Instruments

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

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk.

The Organization is exposed to interest rate cash flow risk with respect to its bank indebtedness, term loans due on demand which bears interest at rates that fluctuate with prime lending rates as described in Note 7 and 10. The Company is exposed to interest rate price risk on its long-term debt which bear interest at fixed rates as described in Note 9.

Credit Concentration

As at December 31, 2024 two customers (2023 - two customers) accounted for 57% (2023- 48%) of the accounts receivable. The Organization believes that there is no unusual exposure associated with the collection of these receivables.

Risk management

The Organization performs regular credit assessments of its customers and provides allowances for potentially uncollectible accounts receivable. As at December 31, 2024, the Organization has not recorded an allowance for doubtful accounts.

Liquidity Risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization enters into transactions to purchase goods and services on credit; borrow funds from financial institutions or other creditors, for which repayment is required at various maturity dates. The Organization manages the liquidity risk resulting from bank indebtedness, accounts payable and accrued liabilities, term loans due on demand, and long term debt by diversifying its sources of funding.

13. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.

Fort McKay Métis Nation Association
Schedule 1 - Schedule of Consolidated Expenses by Object
For the year ended December 31, 2024

	2024	2023
Consolidated expenses by object		
Salaries and benefits	4,271,318	4,519,437
Consulting	1,608,014	1,606,475
Professional fees	627,184	683,656
Community events & programs	461,166	304,633
Amortization	401,770	363,649
Travel	282,802	447,866
Interest on long-term debt	233,091	250,179
Advertising	165,520	81,540
Insurance	158,182	131,740
Supplies	150,906	155,797
Utilities	139,743	115,392
Vehicle	130,489	58,693
Honourariaums	174,853	155,891
Office supplies	95,577	117,946
Training	65,387	98,477
Repairs and maintenance	58,319	77,823
Software subscriptions	47,204	29,311
Beautification	30,466	14,395
Non-deductible interest/penalty	26,230	1,758
Bank charges and interest	20,309	21,083
Rent	15,014	28,362
Bad debts	14,741	150
Office equipment lease	12,743	8,955
Meeting expenses	3,339	-
License & Fees	1,212	-
Subcontracts	369	5,600
	9,195,948	9,278,808

Fort McKay Métis Nation Association
General & Admin
Schedule 2 - Schedule of Revenue and Expenses
For the year ended December 31, 2024

	2024	2023
Revenue		
Other revenues	7,670,185	6,389,741
Revenue trust funds	397,487	748,874
Sponsorship	276,201	166,198
	8,343,873	7,304,813
Expenses		
Salaries and benefits	2,966,638	3,085,006
Professional fees	562,690	683,656
Consulting	429,849	232,085
Amortization of tangible capital assets	401,770	363,649
Travel	215,782	336,625
Advertising	130,493	51,909
Vehicle	130,489	58,693
Utilities	118,481	90,700
Office supplies	95,577	117,946
Insurance	74,472	31,688
Community events & programs	50,897	1,110
Software subscriptions	47,204	29,311
Non-deductible interest/penalty	26,230	1,758
Bank charges and interest	20,309	21,083
Training	20,068	44,145
Rent	15,014	28,362
Bad debts	14,741	150
Interest on long-term debt	14,283	9,175
Office equipment lease	12,743	8,955
Repairs and maintenance	4,053	2,403
Supplies	3,455	1,603
Subcontracts	370	5,600
	5,355,608	5,205,612
Surplus before transfers	2,988,265	2,099,201
Transfers between programs		
Transfer to programs	(2,521,713)	(4,073,196)
Earnings from investment in subsidiaries	9,053,094	7,766,747
Trust allocations payments to members	(415,016)	(297,531)
	6,116,365	3,396,020
Surplus	9,104,630	5,495,221

Fort McKay Métis Nation Association
Sustainability
Schedule 3 - Schedule of Revenue and Expenses
For the year ended December 31, 2024

	2024	2023
Expenses		
Consulting	1,169,808	1,362,285
Honourariaums	112,750	76,062
Supplies	40,680	42,626
Travel	37,434	88,187
	1,360,672	1,569,160
Transfers between programs		
Transfer from General & Admin	1,360,672	1,569,160
Surplus (deficit)	-	-

Fort McKay Métis Nation Association
Community
Schedule 4 - Schedule of Revenue and Expenses
For the year ended December 31, 2024

	2024	2023
Expenses		
Community events & programs	410,269	303,523
Interest on long-term debt	218,808	241,004
Supplies	106,771	111,568
Insurance	73,102	77,344
Honourariaums	62,103	79,829
Repairs and maintenance	54,266	75,419
Training	45,319	54,331
Advertising	35,026	29,631
Beautification	30,466	14,395
Travel	29,586	23,055
Utilities	21,262	24,692
Consulting	8,357	12,105
License & Fees	1,212	-
	1,096,547	1,046,896
Transfers between programs		
Transfer from General & Admin	1,096,547	1,046,896
Surplus (deficit)	-	-

Fort McKay Métis Nation Association
Governance
Schedule 5 - Schedule of Revenue and Expenses
For the year ended December 31, 2024

	2024	2023
Expenses		
Salaries and benefits	1,304,680	1,434,432
Professional fees	64,494	-
Insurance	10,608	22,708
Meeting expenses	3,339	-
	1,383,121	1,457,140
Transfers between programs		
Transfer from General & Admin	64,494	1,457,140
Surplus (deficit)	(1,318,627)	-