

2026 Subsidiary Grant

Wood Buffalo Economic Development Corporation

Recommended

CIP Grant Summary:

Fiscal Year End	Total Expenses	Unrestricted Net Assets	2023 Approved	2024 Approved	2025 Approved
12/31/2024	5,218,183	(684,939)	4,399,000	4,390,000	3,800,000
2026 Request	2026 Recommended	Variance Recommended vs. Requested	Secured Revenue	In Progress Revenue	2026 Request All Grants
4,400,447	4,400,447	-	248,158	280,000	4,400,447
Percentage Increase over 2025					16%

Notes:

2026 Grant Request:

Corporate Services (Staff salaries & benefits, Operation costs and Board expenses); Strategic Initiatives (Marketing & Communications); Business Retention & Expansion Programs (Innovation Support Programs, Workforce Development Programs & Startup); and Business & Investment Attraction (Commercial & Industrial, Tourism Product Development & Sport Tourism).

Community Impacts/Outcomes: Increased capacity in business skills among participants; Increased community engagement through workshops and events attendance; Expanded tourism networks; Expanded communication e.g. newsletters and social media engagement; Increased employment opportunities for residents; and Strengthened partnerships with Indigenous communities.

Prior Year Outcomes:

100% increased membership growth and retention and 100% increased knowledge of business skills among the workshop participants.

Budget Table:

	2026 Total Budget	2026 Grant Request	2026 Recommended
Revenues			
RMWB Subsidiary Grant	4,400,447	4,400,447	4,400,447
Alberta Innovates WBRIN	96,908	-	-
Provincial Grants - NRED	151,250	-	-
Total Revenues	4,648,605	4,400,447	4,400,447
Expenses			
Corporate Services	1,009,200	959,200	959,200
Business & Investment Attraction	259,675	129,675	129,675
Entrepreneurship & Innovation	550,158	302,000	302,000
Tourism	291,000	191,000	191,000
Strategic Initiatives	365,500	365,500	365,500
Wages/Salaries/Benefits/MERCS	2,453,072	2,453,072	2,453,072
Total Expenses	4,928,605	4,400,447	4,400,447
Total Surplus (Deficit)	\$ (280,000)	\$ -	\$ -



REGIONAL MUNICIPALITY
OF WOOD BUFFALO

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

Application ID

2026 - 3276 - Sustaining Grant - Strategic Partners Grant

Applicant Information

Organization Information

Wood Buffalo Economic Development Corporation
9909 Franklin Avenue
Fort McMurray, AB, T9H 2K4

Primary Contact

Lisa Sweet
9909 Franklin Avenue
Fort McMurray, AB, T9H 2K4

Phone: s.20(1)
Email: Lisa.Sweet@fmwb.ca

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

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

Yes

If yes; please select the change.

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

What is your organization's Mission Statement?

To co-create and activate transformative economic opportunities for Fort McMurray Wood Buffalo.

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

Strategic Initiatives

Tourism Development Services

Business Retention & Expansion Services (BRE & Startup, Innovation & Workforce)

Business & Investment Attraction (Commercial & Industrial, Tourism Product Development & Sport Tourism)

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

Organizations that participate must reside/operate in the Fort McMurray Wood Buffalo. Prospects that participate in investment attraction programs must consider our region as a place to invest.

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

10

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

Please list your current Board of Directors in the table:

Board of Directors

Name	Board Position	Years on Board
Terry Cooper	Chair	8 months
Melaine Antonie	Vice Chair	8 months
Jody Butz	Treasurer	8 months
Miranda Beaton	Director	8 months
Kevin Coutoreille	Director	8 months
Keith McGrath	Director	8 months
Kunle Oladebo	Director	8 months
Chris Wilson	Director	8 months
Doug Golosky	Director	8 months
Kendrick Cardinal	Director	8 months

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.

All board members reside in the region and are long time residents.

5 of our board members own successful businesses in the region.

Our board members represent both rural and urban areas. Two board members live in Fort Chipewyan, One in Fort McKay and others in Fort McMurray.

Two members of Council are represented on our board along the with CAO.

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

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

Vision: The world is awakened to the dynamic economic region of Fort McMurray Wood Buffalo

Goal 1 - Grow Local Business & Entrepreneurship

Goal 2 - Support Innovation

Goal 3 - Attract New Business & Private Investment

Goal 4 - Market Our Region

Goal 5 - Pursue Organizational Excellence

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	16	9
Part Time Positions	1	

Program/Projects Details

Are you applying for more than one program or project?

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

Yes

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

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

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

Program/Project: Business Retention and Expansion Programs **Status:** Completed

Program/Project: Innovation Support Programs **Status:** Completed

Program/Project: BIA - Tourism Product Development Program **Status:** Completed

Program/Project: Strategic Initiatives (Marketing & Communications) **Status:** Completed

Program/Project: BIA Commercial & Retail **Status:** Completed

Program/Project: Workforce Development Programs **Status:** Completed

Program/Project: BIA Industrial & Diversification **Status:** Completed

Program/Project: BIA - Sport Tourism Program **Status:** Completed

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

-\$684,939.00

Total Operating Expenses

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

\$5,218,183.00

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

We have applied for Provincial and Federal grants and will be sub-leasing our Franklin Avenue location. We anticipate receiving \$528,158 in grant funding and potential revenue.

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

Future hires will be contracted employees rather than permanent full-time. This will save our organization pension and benefit costs associated with hiring full-time, permanent employees.

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

Please complete the following budget table:

Secured Revenue

Revenue Sources	Description	Revenue (Jan-Dec)
Government of Alberta Grant	Alberta Innovates WBRIN	\$96,908.00
Government of Alberta Grant	Provincial Grants - NRED	\$151,250.00
		\$248,158.00

Revenue in Progress

Revenue Sources	Description	Revenue (Jan-Dec)
Other	CanExport	\$130,000.00
Other	Travel Alberta	\$100,000.00
Other	Sub-Lease	\$50,000.00
		\$280,000.00

Expenses

Type of Expense	Description	Total Expenses	Requested RMWB Grant
Other (Provide Detail)	Corporate Service	\$1,009,200.00	\$959,200.00
Other (Provide Detail)	Business & Investment Attraction	\$259,675.00	\$129,675.00
Other (Provide Detail)	Business Retention & Expansion	\$550,158.00	\$302,000.00
Other (Provide Detail)	Tourism	\$291,000.00	\$191,000.00
Other (Provide Detail)	Strategic Initiatives	\$365,500.00	\$365,500.00
Wages/Salaries/Benefits/MER CS	10 FTE, 6 Contract, 1 PTE	\$2,453,072.00	\$2,453,072.00
		\$4,928,605.00	\$4,400,447.00

Shortfall

Total	
(Total Secured Revenue - Total Expenses)	\$4,680,447.00



Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

Total RMWB Grant Request

	Amount
Total	\$4,400,447.00

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

Total Cost of Program, Project, or Service

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

\$4,928,605.00

Total Grant Amount Request

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

\$4,400,447.00

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

Click on the Save Draft button to calculate the percentage.

89%

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

Leveraging our provincial relationships with organizations such as Travel Alberta, Invest Alberta, and Alberta Innovates goes beyond grant dollars. Staff support, such as the Technology Development Advisor dedicated to this region, have an immeasurable value for the organization. PrairiesCan is co-located at our Biggs Ave headquarters. This provides immediate access to federal support. Travel Alberta will be providing in-kind support with providing consulting services to support product development and the development of a destination marketing fee.

Preferred Cash-Flow

	Amount
January/February	\$2,000,000.00
April	\$1,000,000.00
August	\$1,000,000.00
October	\$400,447.00
Total	\$4,400,447.00

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

Attachments

Upload Strategic Plan

[5_year_Strat_Plan_Final_as_of_August_5__2022.pdf](#)
1.8 MB - 09/15/2025 9:44 AM

Total Files: 1

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

[2026_Budget_Presentation_Oct_2025.pdf](#)
188.8 KB - 10/13/2025 8:36 PM

[FMWBEDT_Org_Chart_Approved_Sept_16__2025.pdf](#)
39.3 KB - 09/17/2025 10:42 AM

[Proposed_Budget_2026.pdf](#)
211.4 KB - 09/17/2025 10:31 AM

[Proposed_Budget_2026.xlsx](#)
56.6 KB - 09/17/2025 10:19 AM

Total Files: 4



Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

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

Applicants may use the [Partnership Letter of Support Template](#) or submit a customized letter.

Each letter should include the following five key elements:

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

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

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

[Letter_of_support_-_Sport_Attractoin_FMWBEDT.pdf](#)

159.1 KB - 09/17/2025 11:22 PM

Total Files: 1

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

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

[WBEDC_Financial_Statements_2024_-_Final.pdf](#)

816.1 KB - 09/17/2025 12:56 PM

Total Files: 1

Application Summary: 2026 - 3276 - Sustaining Grant - Strategic Partners Grant

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 2025-09-17 4:30 p.m. MT;
- that I understand that the information in this application form and all attachments shall be part of the public Council agenda and accessible through all methods that the Council 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

Lisa Sweet

Position/Title

Interim CEO

Date: 09/17/2025

Program, Project or Service Name

Business Retention and Expansion Programs

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Start up YMM Business Incubator Activities	Yes	Yes	Yes
BRE Strategy and Business Visitation Program	Yes	Yes	Yes
Business Coaching Program	Yes	Yes	Yes
B2C Connections	Yes	Yes	No
Start up Pop Ups	Yes	No	Yes



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

We recognize that equitable access to services in rural areas means meeting communities where they are, both physically and digitally.

- Business Resource Stands across rural areas ensure physical access to program materials, marketing, and updates.
- Our Indigenous and Rural Relations Coordinator ensures culturally informed outreach, communications, and engagement.
- Hybrid delivery via Microsoft Teams and in-person sessions ensures participants can choose the method that suits their needs.
- In 2026, the Business Visitation Program (BVP) will collect feedback from communities on preferred delivery methods to inform future programming.
- Our Business Coaching model includes in person coaching across the region

This adaptive approach strengthens inclusion, maximizes engagement, and ensures rural and Indigenous communities shape how services are delivered.

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

To address transportation barriers, we bring the programming to the people:

- Startup Pop-Ups and mobile service delivery in remote communities
- Engagements and events are held across the region, not only in central locations
- Collaborative use of partner sites in rural and Indigenous communities

This approach significantly reduces the transportation burden for participants and encourages regional economic participation.



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.

BRE Programs, delivered by FMWBEDT, are regionally inclusive, non-partisan initiatives designed to strengthen the entrepreneurial ecosystem across Fort McMurray Wood Buffalo—with a strong emphasis on rural development, Indigenous engagement, and community-driven innovation.

Key alignment includes:

- Rural and Indigenous Relationships: Direct engagement through Business Visitations and Startup Pop-Ups strengthens local capacity.
- Inclusion & Belonging: Programs support equity-deserving groups to launch and grow businesses.
- New Business & Visitors: Our services help attract and retain entrepreneurs, contributing to net in-migration and economic growth.
- Partnerships: Strong collaborative models with NAABA, RMWB, and others ensure a coordinated and non-duplicative service delivery system.



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	80000
Total	80000

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

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



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

The BRE programs will be delivered both in-person throughout the Wood Buffalo region and virtually where digital access allows. This hybrid approach ensures inclusion across geographies and abilities.

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

Our BRE strategy prioritizes Indigenous inclusion not just as a goal—but as a core operating principle. We take a relational approach, not transactional, to ensure we are:

- Co-developing programming with the community
- Supporting the economic and cultural sovereignty of Indigenous Peoples.
- Delivering services through Indigenous-informed models via our Indigenous and Rural Relations Coordinator and in partnership with Indigenous serving organizations.
- Participating in and supporting Indigenous-hosted events to deepen relationships, build trust, and increase mutual understanding.

In 2026, the Startup Pop-Up Program will continue to provide entrepreneurial resources directly in Indigenous communities, and the Business Visitation Program will intentionally include Indigenous-owned businesses to inform culturally responsive programming going forward.

This work contributes directly to economic reconciliation, cultural revitalization, and long-term community prosperity.

Logic Model

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

A strong local economy depends on the success and sustainability of small businesses and entrepreneurs. However, many face barriers such as limited access to affordable resources, expert mentorship, and business development opportunities. Through our business incubator program, we aim to close these gaps by offering expert guidance, networking opportunities, and training that directly support entrepreneurs in their early stages.

We know this gap exists because we regularly receive calls, emails, and walk-in visits from aspiring and existing business owners seeking help with starting or growing their ventures. In addition, we use surveys, consultations, and feedback forms to assess community needs and ensure our services are aligned with what local entrepreneurs are truly facing. Our incubator program is a direct response to these expressed challenges, helping create a more resilient and inclusive local economy.

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

Our dual-stream approach includes:

1. Business Incubator & Accelerator (Startup YMM)

- One on one consultations and path finding
- Mentorship and coaching from seasoned professionals
- Networking events to create collaborative connections
- Workshops and skills development
- A supportive community that increases business resilience

2. BRE Programming

- Business Visitation Program (BVP): Direct engagement with businesses to identify needs, challenges, and opportunities
- Coaching & mentorship for growth-stage businesses
- Mobile Startup Pop-Ups for rural and Indigenous outreach
- Programs tailored to underrepresented groups

We build capacity not just in individuals, but in communities by growing sustainable businesses that create jobs and strengthen the local economy.



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."

Proven Model: BRE is a globally recognized strategy in economic development, and our organization follows the model consistently and effectively.

If we:

- Deliver targeted business support through BRE and incubator programs
- Engage directly with underrepresented, rural, and Indigenous business owners
- Facilitate access to resources, mentorship, and programming

Then we will:

- Increase business retention and growth
- Drive net in-migration by making the region attractive to entrepreneurs
- Increase local job creation
- Strengthen the region's economic resilience
- Deliver measurable ROI to the community and funders

This model is validated through economic development research, regional success stories, and our own experience delivering community-centered business programming.

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

One EDO, we will be working out of Biggs except where venues need to be rented for events.

The program will also receive support from other team members such as the Strategic Initiatives team and the Community, Rural & Indigenous Coordinator when required.

Staff members require a dedicated workstation with computers, phones and other related office requirements.

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

Business Incubator (Startup YMM):

- Open-door public access (M–F business hours)
- One-on-one consultations
- Ongoing business workshops
- Mentorship program
- Regular networking events
- Resource distribution (digital and print)

2026 Program Priorities:

- BRE Strategy and Business Visitation Program (BVP)
- Business Coaching Program (service over 40 business)
- B2C Connections Program (expand partnership with IRR and NAABA increasing ROI and servicing up to 90 businesses.
- Startup Pop-Ups – 7+ rural and Indigenous communities
- Expanded engagement strategy to connect with 200+ businesses

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.

Startup Members: 500+

Program induced job creation: 30+

Walkins to the Incubator: 100+

1on1 consultations: 150+

Workshops 40 - 200 participants +

Mentorship program – 10 Mentees & 20 Mentors and 20 meetings

Startup Pop up program – 7 locations +

Business Coaching program – 40 participants

B2C Connections program – 80 participants with expanded partnership with NAABA and IRR

Business Engagement strategy - Connect with 200 + businesses

BRE Programs - over 100 participants

Newsletters – 900 subscribers



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.

By the end of 2026, we anticipate measurable impact across several key areas:

- Growth of entrepreneurs in diverse and emerging sectors
- Increased business acumen and capacity among participants
- Retention and scaling of existing local businesses
- Increased participation of underrepresented groups
- Higher program application and completion rates
- Increased use of facilities and services
- Achievement of participant business goals

What tools will you use to measure the outcomes of the program, project, service or event?

Note: If your organization is approved for funding, copies of the measurement tools selected will be requested.

Surveys, Focus Groups, Interviews, Observation

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

FMWBEDT provides:

- A non-partisan business incubator
- Services that are not limited by industry, demographics, or membership
- A regional innovation hub, labour market committee, and entrepreneur network under one umbrella
- Startup Pop-Ups that take services to communities

We try to not duplicate existing services, we fill gaps and create value through intentional collaboration, partnerships, and strategic delivery.



Project Summary Business Retention and Expansion Programs

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
NABBA	Partner
Fort McMurray Chamber of Commerce	Partner
RMWB	Partner
RRC	Partner
Community Futures Wood Buffalo	Partner
Careers Next Generation	Partner
Government of Alberta	Partner

Program, Project or Service Name

Innovation Support Programs

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Gap Identification	yes	yes	no
Workshop delivery	yes	yes	no
business coaching	yes	yes	no
Makerspace programming	yes	yes	yes



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

To address barriers to virtual service delivery in rural areas, WBRIN takes a proactive, community-based approach. Our collaborative model engages local organizations as partners in identifying and addressing technological barriers. This ensures that program delivery is responsive, inclusive, and culturally appropriate.

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

We partner with local organizations that have strong community presence and logistical capacity. These partnerships allow us to deliver virtual, pop-up events, workshops, and mobile programming throughout the region where appropriate.

By decentralizing our service model and collaborating with on-the-ground partners, we minimize the transportation burden on participants and increase program accessibility across the RMWB.

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 Innovation Support Programs align with several funding priorities of Alberta Innovates by fostering economic resilience, community inclusion, and regional collaboration.

We directly support community wellness by providing entrepreneurs and innovators with resources that build economic stability and purpose.

Our network thrives on partnership and collaboration—WBRIN is not a standalone organization but a coalition of local stakeholders, including Keyano College, Alberta Innovates, and Technology Alberta.

Together, we co-create initiatives that amplify impact and prevent duplication.

By hosting workshops, mentoring sessions, and events, we encourage social participation, and through technology-focused programming, we instill pride in regional potential.

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	80000
Total	80000

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

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



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

WBRIN addresses the region's innovation gap by delivering targeted, community-based support for entrepreneurs, startups, and knowledge-based businesses. Our strategy centers around building local capacity, increasing access to resources, and fostering an inclusive culture of innovation across the entire Wood Buffalo region.

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

WBRIN is committed to supporting rural and Indigenous communities through inclusive, place-based innovation programming. We actively explore the creation of additional satellite makerspaces across rural and Indigenous communities in the RMWB to expand these opportunities. These efforts aim to reduce geographic barriers and promote locally driven innovation.

Indigenous representation is built into our collaborative model, and the Northeastern Alberta Aboriginal Business Association (NAABA) is a member of our collaborative committee. Their input guides our strategy, ensuring that programming reflects community values and priorities.

Logic Model

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

The Wood Buffalo region lacks accessible, coordinated support for early-stage innovators and technology-driven entrepreneurs—particularly outside urban centers. This gap limits our region’s ability to diversify its economy, retain talent, and foster long-term resilience.

The Innovation Support Programs, led through the Wood Buffalo Regional Innovation Network (WBRIN), were created to address this gap. Funded by Alberta Innovates, the network responds to a province-wide need for regional innovation supports, especially in rural and underserved areas. Without these programs, many local entrepreneurs would not have access to the tools, mentorship, or funding pathways needed to grow their ideas into viable businesses.

The problem is well documented: Alberta’s Action Plan for Bringing Technology to Market (2008) identified the need for localized innovation infrastructure. In response, Regional Innovation Networks (RINs) were established across the province. Wood Buffalo is one of only eight such regions in Alberta—and the only one in our area.

Our ongoing consultations, regional gap analyses, and three years of proven program delivery confirm both the urgency and demand for these services. Entrepreneurs need support not just in ideation, but in execution—and WBRIN fills that role by connecting local ideas to regional, provincial, and national innovation ecosystems.

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?)

We support a continuum of services—from early-stage ideation to business growth—by offering access to training, mentorship, makerspace tools, and one-on-one business coaching.

Through strong partnerships with local institutions (Keyano College, Community Futures, NAABA, and others), we create a collaborative ecosystem that prevents service duplication and enhances regional impact. We also leverage provincial networks, particularly Alberta Innovates, to connect local entrepreneurs with funding, expertise, and scale-up opportunities beyond our region.

Our approach is designed to inspire new generations of innovators, strengthen the local economy, and reduce reliance on traditional industries by creating pathways for technology, creativity, and entrepreneurship to thrive at the community level.

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."

Our strategy is grounded in a proven provincial model. Alberta Innovates created the Regional Innovation Network (RIN) program based on research identifying the need for localized, collaborative innovation supports to drive economic diversification and community resilience.

Evidence shows that when early-stage entrepreneurs have access to mentorship, tools, and networks, their chances of success—and the economic impact of their ventures—significantly increase. WBRIN is one of eight such networks in Alberta and the only one serving the Wood Buffalo region. Our ongoing funding from Alberta Innovates, now in its fourth year, demonstrates confidence in our approach and its impact.

The model works: when WBRIN connects local entrepreneurs to coaching, funding opportunities, makerspaces, and collaborative programming, we see increased business starts, stronger partnerships, and greater regional engagement in the innovation economy. Each year, more businesses participate in workshops, access provincial resources, and report improved capacity to scale.

Additionally, our governance and collaborative committee structure ensures that programming is co-created with input from community partners. This embedded collaboration strengthens alignment with community needs and ensures continuous improvement.

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

One EDO working from Startup YMM/Biggs Avenue, working with partners such as a Keyano College.

Staff members require a dedicated workstation with computer, phones and other related office requirements.

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

The WBRIN programs are designed to meet entrepreneurs where they are. Key activities include:

- Gap Identification: Conducting assessments to identify barriers within the regional innovation ecosystem and designing responsive programming to close those gaps.
- Program & Event Delivery: Hosting a range of initiatives such as business workshops, innovation-focused events, leadership programs, and technical training (e.g., AI tools, digital marketing, and product development).
- Business Coaching & Advisory: Connecting entrepreneurs to one-on-one support from a regional Technology Development Advisor, who helps navigate challenges, access funding, and refine business models.
- Makerspace Programming: Operating and expanding access to community-based makerspaces (e.g., Fort Chipewyan) that offer tools, mentorship, and space to prototype, build, and test ideas.
- Resource Sharing & Ecosystem Navigation: Linking local innovators to provincial and national programs through Alberta Innovates and other partners.
- Partnership Development: Facilitating collaboration among local organizations (e.g., Keyano College, NAABA, Community Futures) through regular governance and collaborative committee meetings.
- Support for StartUp YMM: Assisting with the delivery of key programs and events aimed at fostering startup culture and early-stage entrepreneurship in the region.

Each activity is designed to build a stronger, more inclusive innovation ecosystem that supports economic diversification and long-term sustainability in the RMWB.



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.

Our Innovation Support Programs consistently deliver measurable outputs that demonstrate our reach and impact across the Wood Buffalo region.

Key ongoing activities include:

- Chairing governance and collaborative committee meetings to guide strategy and ensure accountability.
- Managing and facilitating programming in FMWB and the Fort Chipewyan makerspace.
- Providing one-on-one consultations with entrepreneurs to support business growth and technology development.
- Connecting innovators to provincial supports such as funding, mentorship, and networking opportunities through Alberta Innovates.
- Collaborating with the broader Alberta Innovation Network to leverage resources and share best practices.
- Reporting progress to funders to ensure transparency and continual improvement.

For 2026, planned outputs include:

- Completion of a regional innovation ecosystem gap analysis.
- Research and development of an additional satellite makerspace in rural and Indigenous communities.
- Delivery of leadership training through our Mentorship Program, accessible region-wide.
- Hosting technology and AI-focused workshops covering tools like Canva and ChatGPT.
- Running specialized programs such as Avatar, aimed at building leadership capacity in the energy sector.

Through these activities, we anticipate reaching hundreds of entrepreneurs and innovators, increasing regional engagement in innovation, and creating sustainable pathways for economic growth.

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.

Key anticipated outcomes include:

- Increased number of clients served: Expanding access to innovation supports for a diverse range of participants, including youth, Indigenous communities, and women entrepreneurs.
- Higher attendance at workshops and events: Strengthening community engagement and skills development in technology, business growth, and leadership.
- Greater referrals to ecosystem partners: Enhancing connection to specialized supports such as funding bodies, mentorship networks, and technical advisors.
- More new companies formed: Encouraging the launch of sustainable, knowledge-based businesses that contribute to economic diversification.
- Equity, Diversity, and Inclusion (EDI) impact: Promoting inclusive programming that addresses systemic barriers and fosters belonging.
- Job creation: Supporting the growth of client businesses to generate new employment opportunities within the region.

We will track these outcomes using a variety of tools, including participant surveys, focus groups, interviews, and program attendance data. This approach ensures continuous feedback and improvement, allowing us to measure impact effectively throughout the grant period.

Our goal is to strengthen the innovation ecosystem in Wood Buffalo, empowering individuals and communities to build resilient, diversified economies through entrepreneurship and technology.

What tools will you use to measure the outcomes of the program, project, service or event?

Note: If your organization is approved for funding, copies of the measurement tools selected will be requested.

Surveys, Focus Groups, Interviews, Observation

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

The Wood Buffalo Regional Innovation Network (WBRIN) is uniquely positioned as the sole Regional Innovation Network (RIN) serving our region, supported by Alberta Innovates. This exclusive designation ensures WBRIN is the primary, coordinated provider of innovation support services within Wood Buffalo, eliminating duplication and fostering efficient resource use.

Unlike standalone organizations, WBRIN operates as a collaborative network comprising local partners such as Keyano College, Community Futures, NAABA, and others. This model promotes shared expertise, collective problem-solving, and seamless delivery of complementary programs that address gaps in the innovation ecosystem.

Our ongoing engagement with Alberta Innovates connects local entrepreneurs to provincial funding, mentorship, and technology development resources unavailable elsewhere in the region. This provincial linkage amplifies opportunities for scaling businesses and accessing cutting-edge innovation supports. In summary, WBRIN's unique role as the designated RIN, its networked governance structure, provincial integration, and dedicated focus on inclusive innovation differentiate it clearly from other community services.

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
Keyano College	partner
Community Futures	partner
Alberta Innovates	partner
Technology Alberta	partner
Pathways Alliance	partner
NAABA	partner



Program, Project or Service Name

Tourism Product Development Program

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Tourism Conference	Yes	No	Yes
Regional Travel	Yes	No	Yes



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

Our organization understands that reliable internet, access to devices, and technical support can be barriers to delivering virtual services in rural areas. To reduce these challenges, we take a flexible, community-first approach.

When possible, our team travels directly into rural communities to deliver services in person, ensuring residents have equitable access even where connectivity or devices are limited. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.

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

Transportation can be a significant barrier for rural residents to access programs and services. Our organization addresses this by bringing services directly into communities whenever possible. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.

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.

Community support & wellness: Expanding tourism creates jobs, supports entrepreneurs, and enhances quality of life.

Accessibility, inclusion & belonging: MVIC presence and local product development ensure residents and visitors see themselves reflected in tourism.

Hosting events & visitors: Promoting events and activations brings visitors into the region.

Rural & Indigenous communities: Engagement with Indigenous and rural operators ensures regional benefits.

Social participation: Tourism experiences foster connection and community pride.

Value of culture & heritage: Celebrating local stories and Indigenous culture positions the region as a unique destination.

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	80000
Total	80000

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

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

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

Tourism experiences foster accessibility, inclusion, and belonging by creating spaces where people of all ages and backgrounds can participate.

The attraction of new business and investment in our region generates economic activity by creating local jobs, and providing local companies with opportunities to contract their services. BIA programs support and benefit the entire region. Hosting new businesses and investors involves collaboration with relevant partners to ensure the entire region's opportunities are presented. Through BIA, FMWBEDT is able to connect relevant new business and investment opportunities locally.

Tourism businesses will be inclusive to all residents and visitors to the region.

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

This program recognizes the unique role of Indigenous tourism in Fort McMurray Wood Buffalo. The Tourism EDO will actively engage with Indigenous governments and business development teams, indigenous entrepreneurs to learn their priorities and interests in tourism. We will facilitate introductions to Travel Alberta, Legacy Tourism, and industry partners to support Indigenous-led experiences moving toward market-ready status. Indigenous culture, stories, and perspectives are central to the region's tourism identity, and this program supports reconciliation by ensuring opportunities reflect community voices and benefit Indigenous businesses directly.

Logic Model

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

FMWBEDT is the region's Destination Management Organization (DMO), with a mandate to support tourism initiatives and grow the sector in FMWB.

FMWB has a wealth of tourism potential, but limited market-ready tourism products and experiences. This gap reduces the region's ability to attract and retain visitors, which impacts economic diversification, job creation, and community pride. Local entrepreneurs and organizations often lack the resources, expertise, and connections to bring tourism ideas to market. Evidence of this gap is shown in the limited number of bookable, export-ready tourism products in the region compared to other destinations. This program addresses that gap by guiding entrepreneurs, building industry relationships, and developing a sustainable funding mechanism through a Destination Marketing Fee.

Travel Alberta's TDZ report has identified FMWB as one of the priority region's in Alberta capable of significantly growing its visitor economy. They expect our region's visitor spend can grow to \$400 million (6.3% growth per year) in the next 10 years and create 2,916 local jobs. The information in this report is based on extensive engagement conducted within the entire region. All First Nations and Metis communities were engaged and 11/12 participated.

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

Our strategy combines capacity building and destination promotion. With Travel Alberta and Legacy Tourism, we provide business planning and coaching to guide at least two high-potential ventures to market-ready status by 2026. We will also lead the introduction of a Destination Marketing Fee model, creating a sustainable revenue stream for tourism. In parallel, we will strengthen relationships with local tourism operators and industry partners, and expand marketing tools like brochures, website updates, and the Mobile Visitor Information Centre. Together, these activities will grow the visitor economy, generate new revenues, and increase regional pride.

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 Tourism Product Development Program is grounded in industry best practices and delivered with the support of experts, giving us confidence the strategy will succeed.

If FMWBEDT provides structured coaching and business planning support to local entrepreneurs, then high-potential ventures will reach market-ready status. This follows the widely accepted best practice in tourism development that coaching, mentoring, and capacity building are critical steps for converting ideas into bookable experiences. Travel Alberta and their preferred vendor, Legacy Tourism, will deliver this expertise, ensuring entrepreneurs have access to professional guidance that has worked in other Alberta communities.

If we establish a Destination Marketing Fee (DMF), then the region will have a sustainable, industry-led funding source to grow tourism. DMFs are a best practice used across Canada to generate stable, long-term revenue for destination marketing and product development.

If we combine these efforts with expanded relationships and marketing tools, then more businesses will be engaged in tourism, visitors will have greater access to experiences, and the visitor economy will grow. By applying these proven approaches, supported by Travel Alberta and Legacy Tourism, we expect measurable outcomes: new products in market, stronger industry capacity, and sustainable tourism growth.

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

At full capacity, FMWBEDT will require 3 economic development officers (EDO) to deliver BIA programs under the leadership of the Director of BIA. This program is led by BIA and one EDO will be dedicated to this program.

The program will also receive support from other team members such as the Strategic Initiatives team and the Community, Rural & Indigenous Coordinator when required.

Staff members require a dedicated workstation with computers, phones and other related office requirements.



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

The Tourism Product Development Program is delivered through several coordinated activities:

Destination Marketing Fee (DMF) Strategy: Research, stakeholder engagement, and analysis to recommend the best DMF model for Fort McMurray Wood Buffalo.

Tourism Product Development: Coaching and business planning for high-potential ventures, delivered in partnership with Travel Alberta and Legacy Tourism, to achieve market-ready status.

Relationship Building: Engagement with local tourism operators and community organizations, as well as provincial/national tourism industry contacts.

Destination Marketing: Updating brochures, digital content, and website landing pages to showcase tourism opportunities.

Mobile Visitor Information Centre (MVIC): Presence at local major events and additional community locations to promote experiences directly to visitors.

Conference Participation: Attendance at ITA, TIAC, and Travel Alberta meetings to connect with the broader tourism sector.



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.

DMF strategy with recommended model completed by Q4 2026.

Tourism ventures guided to market-ready status.

Local businesses and organizations engaged.

Provincial/national contacts engaged.

MVIC/event activations delivered.

Updated brochures, magazine content, and website landing pages produced.

Stakeholder engagement sessions hosted.

Tourism EDO participation in industry conferences and membership with Destinations International, TIAC, and Travel Alberta networks.

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.

The primary outcome is growth of the regional visitor economy through increased market-ready experiences, stronger industry relationships, and a sustainable funding model. Specific outcomes include:

- New tourism products ready for market.
- A recommended DMF model ready for implementation, supporting long-term revenue generation for tourism.
- Expanded tourism network, with local operators and provincial/national partners engaged.
- Increased visitor engagement through enhanced marketing collateral and MVIC presence.



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.

Other:

Other:

Contact Log: Tracks tourism businesses and industry partners engaged.

Program Tracking: Records the number of ventures coached, products reaching market-ready status, and events attended.

MVIC/Event Tracking: Captures the number of activations and visitor interactions.

DMF Development Milestones: Documents research completed, stakeholders consulted, and recommended model produced.

Stakeholder Feedback: Collects input from operators, entrepreneurs, and Travel Alberta on effectiveness and outcomes.

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

FMWBEDT is the only regional organization delivering tourism investment attraction and product development at scale. We are the region's DMO. While community groups and operators promote their own offerings, no other organization is positioned to create a DMF, coach multiple ventures to market-ready status, and build system-wide industry relationships. Through partnerships with Travel Alberta and Legacy Tourism, FMWBEDT brings expertise and provincial reach that local operators cannot access alone.

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
Travel Alberta	Partner
Indigenous Tourism Alberta	Partner
Trade Commissioner Service, Global Affairs, Governments of Canada and Alberta	Partner
Conklin Resource Development Advisory Committee	Stakeholder
Fort McKay First Nation & Group of Companies	Stakeholder
Fort McKay Metis Nation & Fort Mckay Metis Group	Stakeholder
Fort McMurray Internation Airport	Partner
RMWB	Partner
Smith's Landing First Nation	Stakeholder
Athabasca Chipewyan First Nation & Acden	Stakeholder
Fort Chipewyan Métis Association & Oosita	Stakeholder
Miskisew Cree First Nation & Group of Companies	Stakeholder
McMurray Métis Local #1935 & Infinity Metis	Stakeholder
Fort McMurray 468 First Nation & Economic Development	Stakeholder
Willow Lake Métis Nation	Stakeholder
Chard Métis Nation	Stakeholder
Chipewyan Prairie First Nation	Stakeholder



Project Summary Strategic Initiatives (Marketing & Communications)

Program, Project or Service Name

Strategic Initiatives (Marketing & Communications)

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information

Project Summary Strategic Initiatives (Marketing & Communications)

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.

The Strategic Initiatives team is responsible for supporting the organization's marketing and communications. While virtual communication and digital marketing is a key component of our work, we understand the barriers that exist in our rural & Indigenous communities. Our organization will strategically market and communicate in rural & Indigenous communities by:

- In person visits to communities to promote programs and conduct engagement
- Utilizing RMWB's rural newsletters
- Collaborating and partnering with RMWB's IRR team to communicate initiatives
- Ensuring survey's include paper option
- Utilizing Startup YMM Resource Stands
- Utilizing networks and other platforms to communicate
- Attendance and activation at events

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

Transportation can be a significant barrier for rural residents to access programs and services. Our organization addresses this by bringing services directly into communities whenever possible. We also use community hubs as local access points where virtual participation can be supported.

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

Project Summary Strategic Initiatives (Marketing & Communications)

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

The Place Brand was created with engagement throughout the entire region. Promotion of the region and utilizing the region's place creates a sense of inclusion and belonging.

We partner with organizations to share our place brand tools to brand and market our region as a place to live, work, invest and visit. Marketing this place creates pride in place, promotes culture, and heritage.

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	80000
Total	80000

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

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

Project Summary Strategic Initiatives (Marketing & Communications)

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.

Branding and marketing Fort McMurray as a place to work, live, invest and visit is accessible and inclusive to anyone who has interest. All businesses, organizations, and residents who wish to promote Fort McMurray Wood Buffalo have access to our organization's place brand tools. Photos, video, presentation slides, etc. are available for the entire community to use.

Our audiences encompass the entire Regional Municipality of Wood Buffalo and our Indigenous Communities. While our organization supports the growth and development of our economy and therefore, provides services mainly to business and entrepreneurs, our programs are accessible throughout the region, to all residents.

Our target audience in this program includes everyone within the RMWB and across the nation and internationally.

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.

Fort McMurray Wood Buffalo is a place of Indigenous Strength. This is one of our region's (and place brand's) main key messages. Promoting our region's Indigenous culture in business, culture, and economic reconciliation is a key priority of our region's brand.

Logic Model



Project Summary Strategic Initiatives (Marketing & Communications)

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?

Historically, our region's image and reputation has been perceived negatively outside of FMWB. FMWBEDT stewarded the development of our award-winning place brand, which is now a tool for FMWBEDT and the entire region to use to promote our region and tell our story.

Our Strategic Initiatives program aims to create a positive image and reputation of the region while assisting business units in delivering their targeted programs. It also helps local community and stakeholders promote the region in a positive way.

Using our established communications channels, we are also growing local pride. Regular postings, updates, and spotlights help to reach an audience in Fort McMurray Wood Buffalo and across Canada.

FMWBEDT has created valuable place brand assets such as videos, photos, brand guidelines, etc. that promote the region authentically and is used to drive investment, visitation, workforce and population growth. These assets can also be accessed publicly for all to use.

Project Summary Strategic Initiatives (Marketing & Communications)

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?)

Strategic Initiatives (SI) uses a data driven approach to support strategic marketing and communications support to promote our region as a place to live, work, invest and visit. Through our BRE and BIA programs, SI will generate leads, increase awareness our programs and initiatives.

Destination marketing is strategy for growing a sustainable economy and is an industry norm for a tourism organization/DMO.

Data from our past five years of operations, as well as shared Environics data with the RMWB, has uncovered the key demographics and communities most likely to visit or move to our region. By updating and leveraging this data, we can create dynamic campaigns, tell compelling stories, generate leads and increase awareness to visitors, residents, businesses, and investors.

Creating materials that promote the region, and distributing these materials by participating in events and festivals that attract outside visitation will contribute to creating a positive reputation of the region.

Targeted campaigns and strategic marketing used to promote FMWBEDT programs will generate leads and increase participation.

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."

Engagement of our corporate communication channels and media inquiries/requests for interviews have increased over the past two years, indicating our corporate communication strategies are working. Our economic dashboard, corporate newsletter and piloted campaigns using small, targeted approaches to fill programs, grow awareness, and achieve organizational goals.

This could lead to increased visitation in the region and has the potential to encourage visitation, living, working and investing in FMWB.

Project Summary Strategic Initiatives (Marketing & Communications)

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

At full capacity, FMWBEDT will require two economic development officers (EDO's) to deliver strategic marketing and communications for the organizations under the leadership of the Director of Strategic Initiatives.

Staff members require a dedicated workstation with computers, phones and other related office requirements.

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

- Targeted Marketing Campaigns that generate leads by directing people to digital landing pages. External marketing campaigns aim to attract visitors, investment, workforce/talent and potential new residents into the region. Examples of some marketing campaigns in 2025 include the Hello Summer Campaign in collaboration with RRC to promote their summer concert series.

- Marketing Material – Materials such as regional postcards, brochures, etc. to promote the region. These materials are used by FMWBEDT and external stakeholders.

- Unit support – each business unit requires marketing and communications support to market and promote their programs.

- Economic Dashboard – this feature on our website provides valuable economic information specifically pertaining to our region. This is a great tool to help investors, stakeholders, community partners, etc. make decisions and gain information regarding the local economy.

- Newsletters - Corporate and Startup YMM Newsletters are a key tool to communicate priorities, services and pertinent events to our network.

- Maintain corporate social media channels

- Ongoing strategic branding, destination marketing, communication and advisement.



Project Summary Strategic Initiatives (Marketing & Communications)

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.

FMWBEDT Strategic Initiatives business unit delivers the following:

- Corporate newsletter
- Corporate social media channels
- Marketing materials such as postcards and brochures which direct people to landing pages that promote the region.
- Targeted market campaigns (internal and external).
- Business unit support to generate leads and increase engagement.

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.

The Strategic Initiatives unit aims to increase the number of corporate newsletter subscribers, thereby expanding direct communication reach to key stakeholders.

We also aim to increase website traffic through improved SEO, targeted marketing campaigns and strategic social media amplification.

We also want to increase our social media following/engagement.

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.

Observation, Other:

Project Summary Strategic Initiatives (Marketing & Communications)

Other:

Click through rates

Number of Subscribers

- Impressions
- Registrations (of FMWBEDT programs)
- Website traffic

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

FMWBEDT created our region's place brand. We are the only organization focused on promoting our region as a destination to attract visitors, investment, talent and residents. Our organization promotes the region outside of the region. We are uniquely positioned to influence interest in the region to grow our local economy.

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
RMWB	Partner
Local, National and International Stakeholders	Stakeholder

Program, Project or Service Name

BIA Commercial & Retail

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
ICSC	Yes	No	Yes
Fam Tours	Yes	No	No
Franchise Events	Yes	Yes	No

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

Our organization understands that reliable internet, access to devices, and technical support can be barriers to delivering virtual services in rural areas. To reduce these challenges, we take a flexible, community-first approach.

When possible, our team travels directly into rural communities to deliver services in person, ensuring residents have equitable access even where connectivity or devices are limited. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.

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

Transportation can be a significant barrier for rural residents to access programs and services. Our organization addresses this by bringing services directly into communities whenever possible. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.

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.

This program strengthens our economy & quality of life while aligning with community priorities. Attracting new development & retail, expands community support services and wellness, ensuring residents can access goods and services locally.

Attending ICSC events play a role in hosting opportunities for new businesses and welcoming visitors, positioning the region as an attractive place to live, work, and invest.

The program is built on partnership and collaboration with developers, retailers, RMWB, and Indigenous partners, ensuring retail growth is responsive to community needs and the benefits extend across rural and Indigenous communities, supporting local economies.

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	80000
Total	80000

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

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

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

The Business & Investment Attraction (BIA) unit delivers programs that support the growth and diversification of our region's local economy through programs targeting sectors including commercial development and retail attraction, tourism product development and sport event attraction and large-scale industrial investment attraction.

Improved retail offerings foster accessibility, inclusion, and belonging by creating spaces where people of all ages and backgrounds can gather and participate in community life.

The attraction of new business and investment in our region generates economic activity by creating local jobs, and providing local companies with opportunities to contract their services. BIA programs support and benefit the entire region. Hosting new businesses and investors involves collaboration with relevant partners to ensure the entire region's opportunities are presented. Through BIA, FMWBEDT is able to connect relevant new business and investment opportunities locally.

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 Commercial and Retail Development Program supports reconciliation by improving access to services and retail in rural and Indigenous communities, where options can be limited. By attracting new retailers and developments, the program helps reduce barriers to essential goods and services while strengthening community wellness and participation.

Business & Investment Attraction (BIA) meets with the economic development and business arms of First Nations and Métis communities to learn their priorities and align with their initiatives related to investment attraction. Understanding these priorities allows us to connect relevant opportunities for investment and partnerships that reflect community needs.

This collaboration not only creates pathways for Indigenous-owned businesses to participate in retail growth, but also unlocks broader opportunities for partnerships and new developments that benefit Indigenous communities and the entire region. In doing so, the program fosters reconciliation through inclusion, equitable access, and meaningful collaboration that ensures Indigenous voices shape the region's economic future.

Logic Model

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

The Commercial and Retail Development Program addresses the gap in retail and commercial amenities in Fort McMurray Wood Buffalo. Residents currently face limited local options for shopping, dining, and entertainment, which reduces quality of life and contributes to significant economic leakage. Our 2023 Commercial & Retail Recruitment Strategy highlights this challenge, identifying a spending leakage of \$850 million annually and a commercial square footage deficit of nearly 1 million. These figures clearly demonstrate unmet demand and the urgent need for expanded retail and service offerings.

Attracting new commercial businesses and developments helps close this gap by providing residents with greater access to goods and services locally. Access to retail and amenities benefits communities beyond convenience: it fosters vibrancy, creates social gathering spaces, supports workforce attraction and retention, and builds community pride. Strong retail options are also essential for ensuring that families, young professionals, and newcomers view the region as a desirable place to live.

By reducing leakage and strengthening amenities, the program directly supports community well-being and economic sustainability while positioning Fort McMurray Wood Buffalo for continued growth.

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 Commercial and Retail Development Program addresses the gap in retail and amenities by taking a proactive, data-driven approach. We regularly update and maintain market research on spending potential and leakage, ensuring we have accurate, current information to guide our strategy. This evidence strengthens our value proposition when approaching retailers and developers, giving them confidence in the demand and opportunity that exists in Fort McMurray Wood Buffalo.

Using this data, we actively engage with national retail brands, developers, and real estate brokers at key industry events such as ICSC. These direct conversations allow us to showcase the business case for investment, respond to questions in real time, and build relationships that move opportunities from early interest to final site selection. By combining up-to-date data with targeted outreach and relationship-building, the program reduces barriers to entry, attracts new businesses, and directly addresses the gap of limited retail options, ensuring residents have greater access to services and amenities.

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."

We have strong evidence that the Commercial and Retail Development Program works. The strategy was launched in 2021, supported by robust market research, and has already produced tangible results. If we provide up-to-date data, actively market the opportunity, and engage directly with developers and retailers, then new commercial investment will occur.

This has been demonstrated, where shovels are now in the ground for new developments at both Quarry Ridge and Parson's Creek. These projects will bring other national retail brands to the region, create jobs, expand the municipal tax base, and improve quality of life for residents by reducing economic leakage and expanding choice for residents.

We also see a ripple effect: anchor tenants such as Home Depot at Quarry Ridge are spurring additional commercial interest and complementary development at the site. Developers and brands have also validated the strength of our approach, consistently providing positive feedback on the quality and reliability of our data.

By continuing to combine data-driven research with proactive relationship building, we can confidently demonstrate that this strategy leads to meaningful outcomes for residents and the region.

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

At full capacity, FMWBEDT will require 3 economic development officers to deliver BIA programs under the leadership of the Director of BIA.

The unit will also receive support from other team members such as the Strategic Initiatives team and our Community, Rural & Indigenous Coordinator when required.

The BIA team will require a dedicated workstation with computers, phones and other related office requirements.



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

The Commercial and Retail Development Program is built around three main activities: exhibiting at ICSC events, hosting familiarization (FAM) tours, and, when appropriate, organizing franchise-specific events. Exhibiting at ICSC: ICSC is the premier dealmaking event for the retail and commercial development industry, bringing together national brands, developers, and brokers. Exhibiting at these events allows us to meet directly with decision-makers. Face-to-face conversations are critical for building trust, answering questions, and moving opportunities from early interest to confirmed development. These interactions also highlight our up-to-date market data, which demonstrates \$850M in annual spending leakage and a commercial square footage deficit of nearly 1 million in the region.

FAM Tours: For serious prospects, we organize tailored FAM tours. These visits allow retailers and developers to view sites, meet community and understand the scale and potential of the region firsthand. Seeing the opportunities directly often accelerates decision-making and builds investor confidence.

Franchise Events: We have also hosted franchise-specific events connecting entrepreneurs with business opportunities. While not core annual programming, this has been effective and will be considered again in future years.

Together, these activities create a pipeline from awareness to investment, driving new retail and commercial growth.



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.

FMWBEDT delivers measurable outputs across its BIA programs, with each activity tracked to demonstrate impact.

ICSC Exhibitions: Since 2022, FMWBEDT has exhibited at ICSC events, the premier venue for retail and commercial investment. These efforts have directly contributed to securing major national retailers, including Home Depot (nearly \$50 million investment, broke ground June 2025, with 150 jobs expected upon opening), as well as Best Buy and Walmart Supercentre developments in 2025. Outputs include: number of ICSC meetings, number of virtual and in-person meetings outside of ICSC, and confirmed investments.

FAM Tours: Customized familiarization tours highlight available sites, infrastructure, partnerships, and community assets. Delivered to investors, these tours build confidence and create ambassadors for the region. Outputs include: number of FAM tours delivered, investors hosted, and investment presentations.

Retail Data: FMWBEDT maintains and updates comprehensive retail market research to track spending leakage and commercial space deficits. An updated dataset will be delivered in 2026, providing critical insights to guide investment attraction. This data is used not only by our team but also by developers, landowners, and entrepreneurs. Outputs include: updated retail dataset and number of stakeholders engaged through data distribution.

FMWBEDT systematically tracks all activities to measure progress and outcomes.

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

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

1. Lead Generation & Investor Engagement

Goal: Secure 25 qualified retail and commercial leads through ICSC participation, direct outreach, and follow-up meetings by December 2026.

2. Market Research & Strategy Refresh

Goal: Complete the 2026 Commercial & Retail Strategy Update and publish revised marketing materials (website and print) by Q4 2026, ensuring distribution to targeted brokers, developers, and retail brands.



What tools will you use to measure the outcomes of the program, project, service or event?

Note: If your organization is approved for funding, copies of the measurement tools selected will be requested.

Surveys, Interviews, Observation

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

The Commercial and Retail Development Program is distinct from other services in the community because FMWBEDT is the only organization dedicated to investment attraction for the benefit of the entire region. Unlike local Chambers, business associations, or individual developers, our mandate is regional in scope and focused on creating long-term community impact through the attraction of new businesses, retailers, and developers.

FMWBEDT is also uniquely positioned to leverage relationships with provincial and federal investment attraction agencies such as Invest Alberta and Invest in Canada. This ensures the region is represented on a larger stage, unlocking opportunities and partnerships not available through local channels alone. By filling this specialized role, the program directly addresses gaps in the community and creates broad benefits across Fort McMurray Wood Buffalo.

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
RMWB	Partner
Fort McMurray International Airport	Partner

Program, Project or Service Name

Workforce Development Programs

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Regional Labour Market Committee	Yes	Yes	Yes
Workforce Strategy Implementation	Yes	Yes	Yes
WISP Program	Yes	Yes	Yes
Apprenticeship Campaigns	Yes	Yes	No
In Migration Promotions	Yes	Yes	Yes



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

We recognize that limited internet access and device availability can hinder virtual participation in rural communities. To overcome these barriers, our Regional Labour Market Committee convenes both in person at our central office and virtually via Teams to ensure consistent, inclusive participation. Through partnerships with Indigenous and rural community coordinators, and local Business Resource Stands, we deliver tailored support and awareness campaigns directly within communities. Our strategic focus on in-person engagement in Indigenous and rural areas is designed to foster trust, build relationships, and amplify workforce opportunities for equity-deserving populations.

One goal of our Workforce Strategy involves focusing on the Indigenous workforce and engaging in the rural and Indigenous communities in person through meetings and events will be a heavy focus.

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

Transportation remains a key challenge in rural settings. To promote equitable access, we strategically distribute programs and services region-wide, leveraging partnerships to bring resources closer to participants.

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

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

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



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

Our Workforce Development program directly supports businesses, job seekers, and new residents acting as a critical economic driver by attracting and retaining skilled talent essential to regional growth. As chair of the Regional Labour Market Committee, FMWBEDT leads a collaborative network of local stakeholders, working collectively to identify workforce needs and implement responsive, innovative solutions. Our comprehensive strategy integrates rural and Indigenous community engagement and is rooted in inclusivity, ensuring economic prosperity is shared equitably across the region.

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

Target Population

Age	Target Population
Children (0-12 years)	0
Youth (13-18 years)	0
Adults	0
Seniors (65+)	0
Families	0
Community	80000
Total	80000

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

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



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

The Regional Workforce Strategy is inclusive in nature, identifying support for underrepresented groups in the workforce is the premise of the work we do in this portfolio.

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.

Economic reconciliation is central to our work. The Regional Labour Market Committee is deliberately inclusive, with representation from Indigenous and rural communities to co-create workforce initiatives. Our efforts align with the Truth and Reconciliation Commission Calls to Action #7 and #92, addressing employment gaps and promoting Indigenous rights within corporate policies. This approach fosters healing, cultural restoration, and sustainable economic opportunities for Indigenous peoples

Logic Model

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

The Wood Buffalo region faces significant workforce challenges, mirroring provincial and national trends of labour shortages and retention difficulties. Our comprehensive labour market studies and the 2025 Workforce Strategy reveal systemic barriers preventing local employers from attracting and retaining the skilled talent they need. There is a critical need for targeted programs that bridge these gaps, support business growth, and strengthen our regional economy. Our 2026 Business Visitation Program will further illuminate these challenges, directly informing solutions to improve workforce participation and support net in-migration.

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?)

FMWBEDT will spearhead research-driven program development and implementation, informed by the Workforce Strategy. Key initiatives include the Workforce Immigration Support Program (WISP), net immigration promotion, skilled trades recruitment, apprenticeship retention, and youth-focused retention strategies. By convening the Regional Labour Market Committee and partnering with local employers and organizations, we ensure an adaptive, region-wide approach that meets evolving workforce needs.

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."

Our programs are built on proven models successfully implemented in other rural regions across Alberta. The Workforce Strategy and labour market studies provide robust data guiding program design, which has historically resulted in increased workforce attraction and retention. These evidence-based initiatives empower employers to address labour shortages strategically, driving measurable improvements in employment outcomes and population growth.

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

One EDO, we will be working out of Biggs except where venues need to be rented for events, we have laptops provided by the organization.

The program will also receive support from other team members such as the Strategic Initiatives team and the Community, Rural & Indigenous Coordinator when required.

Staff members require a dedicated workstation with computers, phones and other related office requirements.

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

- Bi-monthly Regional Labour Market Committee meetings with 10+ partners
- Continued Workforce Strategy implementation, including workshops and stakeholder engagement
- Delivery of the WISP program, focusing on Rural Renewal and Entrepreneur streams
- Business Visitation Program to capture real-time labour market insights
- Skilled trades and apprenticeship recruitment/retention campaigns
- Localization and net in-migration promotion through regional and external presentations
- Collaboration with Careers Next Generation on youth retention

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.

- 12 Regional Labour Market Committee meetings
- Engagement with 200+ employees, employers, and community stakeholders through strategy workshops and presentations
- 100+ WISP endorsement letters issued; 8 employer sessions with 20 participants each
- At least 50 participants in Business Visitation Program activities
- Multiple partnerships and presentations supporting labour attraction efforts

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.

- Improved retention of skilled labour in the region
- Positive population growth fueled by increased net in-migration
- More jobs created and filled, strengthening economic vitality
- Enhanced community awareness of regional labour needs
- Strategic, actionable plans developed to address workforce challenges for local businesses

What tools will you use to measure the outcomes of the program, project, service or event?

Note: If your organization is approved for funding, copies of the measurement tools selected will be requested.

Surveys, Focus Groups, Interviews, Observation

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

FMWBEDT is the sole organization in the region with a dedicated workforce development portfolio, uniquely mandated by the province to deliver the WISP program. Chairing the Regional Labour Market Committee enables us to coordinate efforts, reduce duplication, and align multiple stakeholders around a shared vision. The 2025 Workforce Strategy, the first of its kind in Wood Buffalo, anchors all programming in comprehensive, locally relevant research—setting us apart as a strategic leader in regional economic development.

This grant is intended to promote an allied social profit sector within the Municipality. List the community groups or organizations that will be actively involved in the program, project, service or event delivery.

Community Organization or Group	Role
Newcomer Interagency Network	Partner
Wood Buffalo Regional Innovation Network	Partner
Fort McMurray Chamber of Commerce	Partner
NAABA	Partner
RMWB	Partner
GOA	Partner
ATC	Partner
Prairies Canada	Partner
Keyano College	Partner
Fuse Social	Partner
YMCA Wood Buffalo	Partner

Program, Project or Service Name

BIA Industrial & Diversification

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information

Program/Project/ or Event Location	In Person (Yes/No)	Virtually (Yes/No)	Travel Budget Required (Yes/No)
Two International Trade Shows	Yes	No	Yes
Two Alberta Based Events	Yes	No	Yes



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

Our organization understands that reliable internet, access to devices, and technical support can be barriers to delivering virtual services in rural areas. To reduce these challenges, we take a flexible, community-first approach.

When possible, our team travels directly into rural communities to deliver services in person, ensuring residents have equitable access even where connectivity or devices are limited. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.

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

Transportation can be a significant barrier for rural residents to access programs and services. Our organization addresses this by bringing services directly into communities whenever possible. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.



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.

Targeted attendance at tradeshow events such as the Sitelink Forum, which welcomed 7 international site selectors in 2025. These opportunities showcase the region to global investors and create new connections.

We partner & collaborate with developers, municipalities, and provincial and federal partners, while also engaging with Indigenous business arms to ensure opportunities reflect their priorities and support reconciliation.

By attracting diverse industries, the program enhances social participation and regional pride, demonstrating that Fort McMurray Wood Buffalo is more than an energy hub—it is a competitive, forward-looking region with the assets and ambition to grow sustainably.



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	80000
Total	80000

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

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

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

Our audiences encompass the entire Regional Municipality of Wood Buffalo and our Indigenous Communities. While our organization supports the growth and development of our economy and therefore, provides services mainly to business and entrepreneurs, our programs are accessible throughout the region, to all residents.

The target audience in this program includes local investors and business and external businesses, developers, and investors.

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 Industrial Development & Economic Diversification Program supports reconciliation by ensuring Indigenous communities are directly engaged in shaping economic opportunities. A key part of our approach is meeting with the economic development and business arms of local First Nations and Métis communities to listen and learn about their priorities, interests, and ongoing initiatives. This dialogue ensures that our strategy reflects Indigenous perspectives and that opportunities align with community goals.

Once we understand these priorities, we can actively facilitate introductions between Indigenous partners and potential investors, developers, or government agencies. By serving as a connector, we help create pathways for Indigenous businesses and communities to participate in new industrial and commercial projects.

This process builds trust, fosters long-term relationships, and ensures that reconciliation is not just a value we uphold but a practice we embed in how we attract investment. By amplifying Indigenous voices in the investment process, the program promotes equitable participation, strengthens local economies, and contributes to broader reconciliation goals in Fort McMurray Wood Buffalo.

Logic Model



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

The Industrial Development & Economic Diversification Program addresses the region's overreliance on a single industry which leaves Fort McMurray Wood Buffalo vulnerable to global price fluctuations and market instability. This dependence creates economic uncertainty, impacts employment, and limits opportunities for residents and businesses.

The gap is clear: while oil will remain a primary driver, the region must diversify to foster resilience, broaden the tax base, and create sustainable employment in other sectors. Studies commissioned by FMWBEDT have identified the region's strengths and weaknesses, and confirmed a need to expand into industries less impacted by geography or volatility.

Our 2023 assessment of regional assets narrowed opportunities to high-growth, commercialized sectors such as data centers, distribution and warehousing, 3D metal printing, critical minerals, and sulphur processing. These sectors align with our assets—land, energy, infrastructure, and workforce—and present opportunities to attract investment.

Evidence of this gap is reinforced by consistent feedback from stakeholders and site selectors: without diversification, the region remains at risk. This program directly responds by preparing the region for investment and targeting industries that can deliver long-term stability and prosperity for residents.



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 Industrial Development & Economic Diversification Program takes a targeted, data-driven approach to attract new industries and create a more resilient economy. Our strategy begins with investment readiness—ensuring that land, utilities, infrastructure, and workforce capacity are clearly defined and aligned to investor needs. This foundational work gives Fort McMurray Wood Buffalo a competitive advantage when engaging with prospective industries.

We then use evidence-based targeting, focusing on sectors already commercialized and high-growth, such as data centers, distribution and warehousing, 3D metal printing, critical minerals, and sulphur processing. These sectors are less impacted by our remote location and align with the region's strengths. With this groundwork in place, we advance to direct outreach and promotion through targeted lead generation, participation in tradeshow, and hosting investment-focused events such as the Sitelink Forum. We also leverage strong partnerships with Invest Alberta and Invest in Canada to amplify our reach and connect with global networks.

By combining readiness, targeted outreach, and collaborative partnerships, the program will attract diverse industries, broaden the tax base, and generate stable employment—reducing vulnerability to oil market fluctuations.



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 Industrial Development & Economic Diversification Program is grounded in proven economic development best practices, giving us confidence the strategy will deliver results.

If FMWBEDT conducts evidence-based research to identify the region's strengths and gaps, then we can target industries that are both high-growth and compatible with our assets. This aligns with investment attraction best practices, which emphasize focusing on sectors where communities can compete effectively. Our 2023 studies confirmed opportunities in data centers, distribution and warehousing, 3D metal printing, critical minerals, and sulphur processing.

If we ensure investment readiness—preparing data on land, infrastructure, utilities, and workforce then investors will have confidence in the region's ability to support projects. Site selectors consistently highlight readiness as a deciding factor in location selection, and feedback on our preparations has been positive.

If we combine readiness with targeted outreach—including lead generation, tradeshow, and hosting site selectors then we create direct opportunities for investment. This model is also rooted in best practices, and our retail program has already proven its success: exhibiting at ICSC led directly to national retailers breaking ground in 2025.

By applying these principles, we expect to replicate and scale that success in industrial diversification.

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

At full capacity, FMWBEDT will require 3 economic development officers to deliver BIA programs under the leadership of the Director of BIA.

The unit will also receive support from other team members such as the Strategic Initiatives team and the Community, Rural & Indigenous Coordinator when required.

The BIA team will require a dedicated workstation with computers, phones and other related office requirements.

Positions require a workstation and FMWBEDT equipment such as a computer and phone. Positions will be located at FMWBEDT office.

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

Investment Readiness: We assess and prepare the region's assets—land, utilities, infrastructure, and workforce—to ensure Fort McMurray Wood Buffalo can compete effectively for industrial projects. This includes engaging with the municipality to encourage a pro-business environment and exploring potential incentives.

Targeted Research & Strategy Development: We commission and update sector studies to identify high-potential industries. Using this research, we developed a focused action plan targeting sectors such as data centers, distribution and warehousing, 3D metal printing, critical minerals, and sulphur processing.

Lead Generation & Outreach: We conduct lead generation to define priority markets and create company target lists. We follow this with direct outreach, relationship building, and promotion.

Tradeshows & Events: We attend targeted industry tradeshows to meet investors face-to-face. In June 2025, we hosted the Sitelink Forum, which brought seven international site selectors to the region to showcase opportunities firsthand.

Partnership Engagement: We work closely with Invest Alberta, Invest in Canada, and Indigenous partners to expand reach and align opportunities with community priorities.



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.

Investment Readiness: Preparation of land, utilities, infrastructure, and workforce profiles. Outputs include: number of sites profiled, readiness assessments completed, and municipal engagement meetings held to review incentives and planning policies such as zoning.

Targeted Research & Strategy Development: Sector studies and action plans guide our investment attraction focus. Output include: updated industry studies, and number of stakeholders engaged through consultation.

Lead Generation & Outreach: Company identification and outreach. Outputs include: number of target companies identified, and investor meetings secured (virtual and in-person).

Tradeshows & Events: Attendance at targeted tradeshows and conferences, plus hosting opportunities in the region. Outputs include: number of tradeshows attended, number of investor meetings at events, and outcomes tracked.

Partnership Engagement: Collaboration with Invest Alberta, Invest in Canada, and Indigenous partners to broaden reach. Outputs include: number of partnership meetings, joint initiatives pursued, and investment opportunities advanced through these collaborations.

All outputs are systematically tracked, providing clear evidence of progress toward industrial diversification and long-term community resilience.



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.

The primary outcome we want to see is industrial investment in new and diversified sectors, leading to long-term economic resilience. This outcome will be measured through the number of new investment opportunities advanced, , companies engaged, and projects moving into the development pipeline.

Additional outcomes include:

Expanded employment opportunities for residents as new industries establish operations.

Strengthened partnerships with Indigenous communities, government agencies, and industry to ensure opportunities reflect regional priorities and reconciliation goals.

Improved investor confidence demonstrated through repeat engagements, positive feedback from site selectors, and increased awareness of the region's assets.

Broader municipal tax base.

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.

Other:

Other:

Tracking Systems: All leads, investor meetings, and follow-ups are recorded, allowing us to measure companies engaged, investors hosted, and prospects advanced through the pipeline.

Event & Outreach Tracking: We capture the number of tradeshows attended, meetings held, and presentations delivered, including outcomes from hosted events like Sitelink Forum.

Stakeholder Feedback: Input from investors, site selectors, Indigenous partners, and agencies like Invest Alberta provides insights into readiness, confidence, and alignment with priorities.

Together, these tools give a clear picture of progress, impact, and accountability throughout the grant period.

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

The Industrial Development & Economic Diversification Program is unique in Fort McMurray Wood Buffalo because no other organization is focused on attracting new industrial sectors to strengthen the region's economy. While individual companies and industry associations promote their own interests, FMWBEDT is the only organization working at a regional scale to identify opportunities, prepare investment-ready sites, and directly engage investors.

What sets this program apart is its data-driven approach and alignment with economic development best practices. We use commissioned studies to identify high-potential sectors—such as data centers, critical minerals, 3D metal printing, warehousing, and sulphur processing—that are commercially viable and suited to the region's assets. This ensures our efforts are targeted and competitive.

In addition, FMWBEDT can leverage provincial and federal partnerships with Invest Alberta and Invest in Canada, expanding the region's reach to global networks far beyond what local organizations can achieve.

By combining research, readiness, direct outreach, and partnerships, this program fills a critical gap, ensuring Fort McMurray Wood Buffalo is positioned to compete successfully for diversified investment and long-term economic stability.

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
Invest in Canada	Partner
Trade Commissioner Service, Global Affairs, Governments of Canada and Alberta	Partner
RMWB	Partner
Conklin Resource Development Advisory Committee	Stakeholder
Fort McKay First Nation & Group of Companies	Stakeholder
Fort McKay Metis Nation & Fort Mckay Metis Group	Stakeholder
Fort McMurray Internation Airport	Partner
Smith Landing First Nation	Stakeholder
Various Oil & Gas Companies & Utility Providers (Mines, SAGD, Pipelines, ATCO, etc)	Partner
Athabasca Chipewyan First Nation & Acden	Stakeholder
Fort Chipewyan Métis Association & Oosita	Stakeholder
Miskisew Cree First Nation & Group of Companies	Stakeholder
McMurray Métis Local #1935 & Infinity Metis	Stakeholder
Fort McMurray 468 First Nation & Economic Development	Stakeholder
Willow Lake Métis Nation	Stakeholder
Chard Métis Nation	Stakeholder
Chipewyan Prairie First Nation	Stakeholder
Pathways Alliance	Partner
Western Canada Data Center Alliance	Partner



Program, Project or Service Name

BIA - Sport Tourism Program

Beginning Date

01/01/2026

Completion Date

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

12/31/2026

Location program, project or service will be provided:

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

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

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

Program, Project, or Event Delivery Information



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

Our organization understands that reliable internet, access to devices, and technical support can be barriers to delivering virtual services in rural areas. To reduce these challenges, we take a flexible, community-first approach.

When possible, our team travels directly into rural communities to deliver services in person, ensuring residents have equitable access even where connectivity or devices are limited. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.

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

Transportation can be a significant barrier for rural residents to access programs and services. Our organization addresses this by bringing services directly into communities whenever possible. We also use community hubs as local access points where virtual participation can be supported.

This hybrid approach—offering in-person delivery when needed and virtual access when possible—ensures that geography and infrastructure do not prevent rural residents from engaging with our programs.

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 Sport Tourism Program aligns strongly with community priorities. Hosting sport events attracts new visitors and generates economic impact, supporting community wellness and vibrancy. The program is built on partnerships with the Wood Buffalo Sport Connection (WBSC), the Sport Tourism Advisory Committee (STAC), and local facilities, ensuring collaboration. Rural and Indigenous communities are represented on the STAC, guaranteeing inclusive planning and benefits. Events enhance social participation and strengthen pride in the region by showcasing Fort McMurray Wood Buffalo as a competitive sport destination.

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	80000
Total	80000



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

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



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

The Business & Investment Attraction (BIA) unit delivers programs that support the growth and diversification of our region's local economy through programs targeting sectors including commercial development and retail attraction, tourism product development and sport event attraction and large-scale industrial investment attraction.

Sport attraction support is accessible for all sport organizations in the region.

The attraction of sport events generates economic activity by attracting visitors to our region and generating economic impact. It creates local jobs, and providing local companies with opportunities to provide services to visitors. BIA programs support and benefit the entire region. Hosting sport events involves collaboration with relevant partners to ensure the entire region's opportunities are presented. Through BIA, FMWBEDT is able to connect relevant new business and investment opportunities locally.

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 Sport Tourism Advisory Committee includes Indigenous representation, ensuring priorities and perspectives are embedded in sport hosting. Events create opportunities to celebrate Indigenous culture through ceremonies, performances, and involvement of Indigenous athletes and volunteers. By facilitating Indigenous participation in decision-making and event delivery, the program supports reconciliation, cultural pride, and inclusion.

Logic Model

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

Fort McMurray Wood Buffalo has strong facilities but limited capacity to attract and host large sport events. Without coordinated support, the region loses opportunities for visitor spending, economic impact, and community participation. Research from Sport Tourism Canada shows that sport events generate millions in visitor spending nationally. Locally, the 2022 Arctic Winter Games demonstrated the significant social and economic benefits that large-scale events can deliver. This program fills the gap by creating a structured sport tourism approach, led by WBSC with FMWBEDT support, to secure more events and drive impact.

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 strategy focuses on three areas:

Event Attraction: Provide bid support for multi-day events, targeting at least 5 bids and 1 successful event by 2026.

Strategic Planning: Update and approve the Sport Strategic Plan to guide long-term development.

Partnerships: Leverage WBSC, STAC, and community partners to deliver events and ensure local voices shape decisions

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

If FMWBEDT and WBSC provide professional bid support and strategic coordination, then Fort McMurray Wood Buffalo will secure more sport events. Sport Tourism Canada research demonstrates that coordinated destination management significantly increases success rates in winning bids. Local evidence from past hosted events (Arctic Winter Games, Western Canada Summer Games) confirms the community has capacity and facilities, but requires a structured approach to consistently attract events. This program follows best practices in sport tourism by combining bid support, planning, and partnerships.

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

At full capacity, FMWBEDT will require 3 economic development officers to deliver BIA programs under the leadership of the Director of BIA.

The program will also receive support from other team members such as the Strategic Initiatives team. Staff members require a dedicated workstation with computers, phones and other related office requirements.

This program will be delivered in partnership with Wood Buffalo Sport Connection.

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

Provide bid support for single and multi-sport events.

Host and support the Sport Tourism Advisory Committee.

Partner with WBSC to deliver sport tourism initiatives.

Develop and finalize the updated Sport Strategic Plan.

Activate the MVIC and welcome booths at sport events.

Deliver digital marketing campaigns to promote events.

Build relationships with Sport Tourism Canada and industry networks.

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.

- Multi-day sport event bids submitted.
- Sport Strategic Plan updated and approved.
- STAC meetings hosted.
- Sport tourism stakeholder engagement sessions.
- Participants engaged through hosted events.
- Digital campaigns delivered.
- MVIC presence at sport events.

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

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

The Sport Tourism Program is designed to create meaningful change by strengthening the region's ability to attract, host, and benefit from sport events. Through coordinated bid support and strategic planning, the program will lead to the successful hosting of new sport events that generate positive economic impact and enhance the visitor economy. An updated Sport Strategic Plan will provide a clear and actionable roadmap for the next several years, ensuring that sport tourism efforts are aligned with community needs and long-term goals. The program will also build stronger partnerships through the Sport Tourism Advisory Committee, fostering accountability, collaboration, and shared ownership of outcomes. Beyond the economic benefits, the program will contribute to increased community pride and participation, as residents, athletes, and visitors come together to celebrate sport and showcase Fort McMurray Wood Buffalo as a competitive and welcoming host community.

What tools will you use to measure the outcomes of the program, project, service or event?

Note: If your organization is approved for funding, copies of the measurement tools selected will be requested.

Surveys, Observation, Other:



Other:

- Contact Logs: Track bids, stakeholder engagement, and meetings.
- Sport Tourism Canada Calculator: Used to estimate economic impact of events.
- Meeting & Participation Records: STAC minutes, engagement session logs, MVIC activations.
- Feedback Surveys: Collect input from athletes, visitors, and partners.
- Sport Tourism Canada Calculator: Used to estimate economic impact of events.
- Meeting & Participation Records: STAC minutes, engagement session logs, MVIC activations.
- Feedback Surveys: Collect input from athletes, visitors, and partners.

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

FMWBEDT is the only organization focused on destination management and visitor economy development. While local clubs and facilities deliver sport, they are not positioned to attract or bid on major events. Through partnership with WBSC and oversight from STAC, this program creates a structured, coordinated approach to sport tourism not offered elsewhere in the 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
Wood Buffalo Sport Connection (WBSC)	Partner
Sport Tourism Advisory Committee (STAC)	Partner
Regional Municipality of Wood Buffalo	Partner
Travel Alberta	Partner
Regional Recreation Corporation	Partner
Wood Buffalo Sport Connection clubs/organizations	Partner
Fort McKay First Nation & Group of Companies	Stakeholder
Fort McKay Metis Nation & Fort Mckay Metis Group	Stakeholder
Fort McMurray International Airport	Stakeholder
Chard Métis Nation	Stakeholder
Willow Lake Métis Nation	Stakeholder
Smith Landing First Nation	Stakeholder
Chipewyan Prairie First Nation	Stakeholder
Fort McMurray 468 First Nation & Economic Development	Stakeholder
McMurray Métis Local #1935 & Infinity Metis	Stakeholder
Miskisew Cree First Nation & Group of Companies	Stakeholder
Fort Chipewyan Métis Association & Oosita	Stakeholder
Athabasca Chipewyan First Nation & Acden	Stakeholder

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Driving the **Economic Competitiveness** of
**FORT MCMURRAY
WOOD BUFFALO**

Inaugural Five-Year Strategic Plan for
Regional Economic Development



MESSAGE FROM BOARD CHAIR



On behalf of Fort McMurray Wood Buffalo Economic Development and Tourism (FMWBEDT), we are pleased to introduce

Driving the Economic Competitiveness of Fort McMurray Wood Buffalo, the region's Inaugural 5-Year Economic Development & Tourism Strategy. This 2022-2026 strategy illustrates Fort McMurray Wood Buffalo's ambitions over the next five years to increase its competitiveness on the national and international stage.

The strategy will be implemented under the leadership of FMWBEDT, with collaboration from our shareholder, the Regional Municipality of Wood Buffalo (RMWB), local stakeholders, Rights holders, and intermediary organizations within Alberta and the rest of Canada. We will work together to increase our competitiveness for business expansion, private investment, entrepreneurship, and talent. We will do this by focusing on five key priorities.

- Goal 1 – Grow Local Business & Entrepreneurship**
- Goal 2 – Support Innovation**
- Goal 3 – Attract New Business & Capital Investment**
- Goal 4 – Brand & Market Our Region**
- Goal 5 – Pursue Organizational Excellence**

These priorities aim to make the region a destination of choice for economic development and quality of life for existing and prospective residents. The strategy amplifies our strengths and geographic advantages as an energy leader,

while creating a roadmap to increase our contributions towards the Alberta Competitive Advantage in areas such as the net-zero economy, artificial intelligence, and automation.

This strategic plan also encompasses an integrated approach to economic development and tourism. Tourism is often referred to as the “visitor economy.” Increased visitation generates broad economic impacts and enhances the region's reputation as a place for economic activity, creating ideal conditions for new business start-ups, local business expansions, and new commercial developments.

As we look ahead to the next five years, you can expect to see our acclaimed community place brand become an even greater asset for growing the local economy and attracting new residents. You can also expect to see our organization place more emphasis on communication and engagement with our shareholder, and stakeholders and Rights holders as we implement this strategy.

In closing, we have a clear and robust roadmap for economic development and tourism in the region. We could not have achieved this milestone without the input and contributions of many community and business leaders. We would like to extend our sincerest gratitude to everyone who took part in creating this made-in-Fort McMurray Wood Buffalo solution to economic development and tourism – an approach that celebrates our strengths and unique characteristics that cannot be found anywhere else in Canada.

 Gregg Saretsky
Board Chair

MESSAGE FROM PRESIDENT & CEO



In 2021, FMWBEDT stepped into the strategic planning process with thoughtful intention. We engaged in meaningful conversation with more than 70 stakeholder organizations and Rights holder communities, who were instrumental in helping shape the region's refreshed economic and tourism development priorities.

Drawing from these conversations and insights, we have developed a firm understanding of the direction we are going, and the essential partnerships we need for the journey ahead. The strategy aligns with the RMWB Council Strategic Plan (2022-2025) using the lens of economic development and tourism to advance our shared priorities. Our alignment with the RMWB's strategy is an indication that no one single organization or business can grow the local economy alone. Although we have different mandates, we each play a role in creating a pro-business and pro-investment environment. One of the greatest competitive advantages we have as a community is our ability to come together to tackle complex and challenging situations. We are eager to strengthen our collaboration with the RMWB, and turning our shared economic development and tourism aspirations into reality.

The Inaugural 5-Year Economic Development & Tourism Strategy is a living and breathing roadmap designed to respond to changing economic conditions and new opportunities. It includes a mix of long-game and short-game initiatives. Some initiatives are complex and large in scale. They will require formalized partnerships and time to mature before they can yield tangible results. On the other hand, some initiatives are less complex, and they will generate tangible outcomes for the region much sooner.

When we look back five years from now, we aspire to see the ease and cost of doing business improve. We envision stakeholders and Rights holders creating strategic partnerships with us to increase our combined bench strength as we compete for new transformative opportunities together. We see our regional reputation begin to reflect what life is really like for us in this special place we have chosen to live and to thrive in. And, most importantly, we see greater economic and social wellbeing for all residents and communities in our region based on our aligned actions.

A handwritten signature in black ink, appearing to read 'K Weidlich'.

Kevin Weidlich
President & CEO
FMWBEDT

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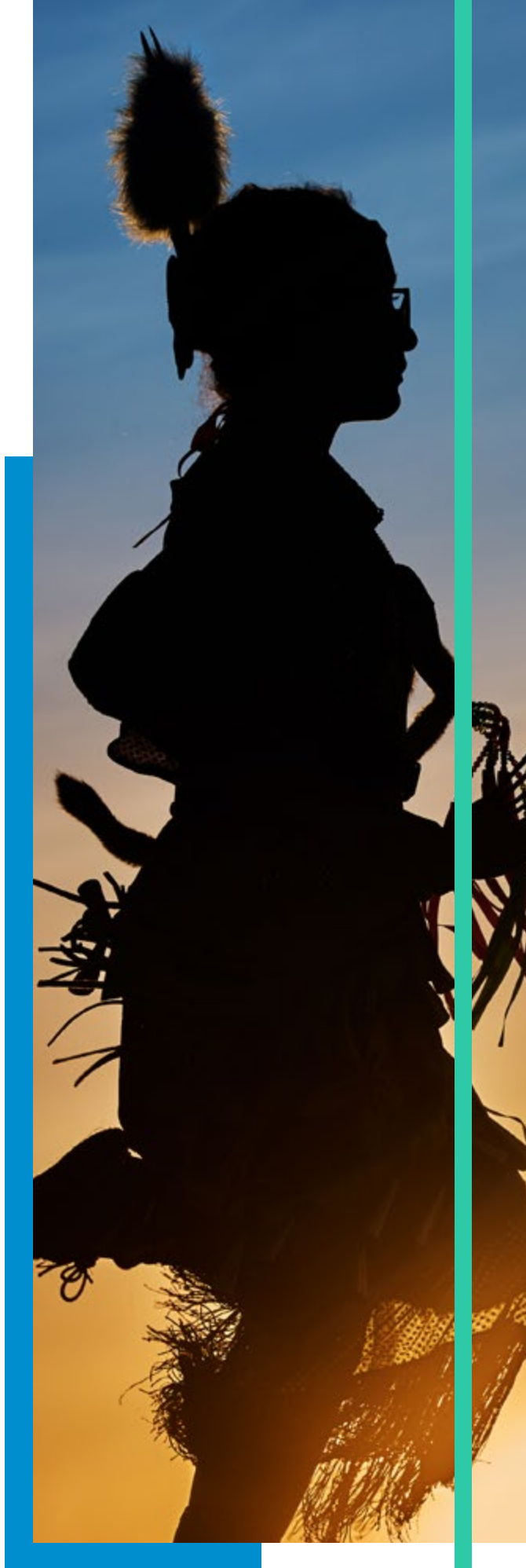


TREATY 8 LAND ACKNOWLEDGEMENT

With gratitude, we acknowledge this land is Treaty 8 Territory, the traditional lands of the Cree, Dene, and the unceded territory of the Métis people.

OUR RESPONSE TRC'S CALLS TO ACTION

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Indigenous reconciliation and economic reconciliation are front and centre for our region. At this time, FMWBEDT is continuing to listen, learn, and come to terms with Canada's history and treatment of Indigenous Peoples. In 2015, the Truth and Reconciliation Commission (TRC) released its reports with 94 Calls to Action to rectify the legacy of the residential school system and to advance reconciliation. We acknowledge that reconciliation involves a process of healing relationships requiring public truth sharing, apology, and commemoration to acknowledge and redress past harms.

The final reports from the TRC presented truth, and the Calls to Action are clear. The Calls say that "Canadians must do more than talk about reconciliation and we must learn how to practice reconciliation in our everyday lives, within ourselves, our families, communities, governments, places of worship, schools, and workplaces". This is ongoing work, and we must continue to support and act in meaningful ways.

Call to Action #92 is to corporate Canada. It is a call to all business leaders to act, including a call to our organization. We need to create a better future for Indigenous Peoples through economic reconciliation. For our region to prosper in this century and beyond, we must establish a new and respectful relationship between Indigenous and non-Indigenous Peoples. We must all participate in reconciliation to create a more equitable society and to close the social, political, and economic gaps Indigenous Peoples face.

We acknowledge that Indigenous Peoples are the fastest-growing population in Canada, and that Indigenous entrepreneurs are developing new business ventures at nine times the rate of the national average. The reconciliation process to restore trust and rebuild our relationships with local Indigenous communities is presented throughout the strategy. **In the spirit of inclusivity and equity, we've captured key steps we are taking towards reconciliation under each of the strategic priorities outlined in this plan.** The strategy outlines key economic reconciliation initiatives that we plan to undertake ourselves as an organization, and initiatives that we will undertake in partnership with local Rights holders. Each strategic goal encompasses initiatives that will help us advance reconciliation. From growing Indigenous business start-ups and innovation plays, to tourism product development and inclusion of Indigenous peoples and employees in talent attraction and retention, Indigenous participation and co-creation opportunities are integrated throughout this plan. More details about the mentioned initiatives, and more will be shared through FMWBEDT's reporting and communication channels. We are acting, and we are asking others to join us. Our response to the call to reconciliation builds on our commitment to amplify the incredible Indigenous entrepreneurial strength, business expertise, and cultures within our region.

INTRODUCTION TO THE STRATEGIC PLAN



In 2021, FMWBEDT prepared its Inaugural Five-Year Strategic Plan to define its specific role in economic development and tourism for Fort McMurray Wood Buffalo.

This strategic plan was developed during an unprecedented time of uncertainty in the global economy. The COVID-19 pandemic was a prolonged disruptive event, bringing with it unique challenges and economic uncertainty for the region.

COVID-19 also directly impacted FMWBEDT's organizational evolution over the past two years - as a new entity building a specialized team, while seeking to articulate and execute its unique economic development and tourism mandate. While the COVID-19 pandemic has continued, the development of effective vaccines and improvements in treatment and protocols have allowed economies to begin to open and move towards a more meaningful and sustained recovery.

From this perspective, there has never been a better time to assess market conditions, examine the competitiveness of the region we serve, identify opportunities and risks, and plan for the future. This strategic plan reflects the outcome of all these activities. The Plan will provide guidance for FMWBEDT over the next five years as the organization plays its part in regional economic recovery and growth, and takes advantage of new market opportunities to realize its vision on behalf of the region.

REGIONAL ENGAGEMENT

From the onset of our inaugural strategic planning process, we sought to create a collaborative environment that would re-energize shareholder, stakeholder, and Rights holder's interests in the shared future of economic development and the visitor economy in the region.

We conducted 5 multi-participant focus groups, 31 stakeholder interviews, and 5 Rights holder Indigenous organization interviews. We had extensive conversations with 79 individuals in total, representing 41 organizations, businesses, Indigenous communities, or other partner groups. (See Partners & Contributors section for list of groups engaged).



The following seven key themes emerged from our engagements. These themes, and supporting content received were used to inform the development of the strategic plan.

1. Focus

Create greater clarity and transparency about the organization's lead role in economic development, its vision, mission, values, and priorities.

2. Strategic Collaboration

Develop strategic partnerships locally, provincially, and nationally to grow and diversify the economy.

3. Data

Lead the development of economic indicators and business intelligence on behalf of the region for investment attraction, and where possible share with stakeholders and Rights holders for their own use.

4. Economic Diversification

Work with existing local businesses to expand and diversify, explore large-scale diversification programs that will have the greatest impact, and play a support role in growing the net-zero economy underway in Alberta.

5. Economic Stability and Sustainability

Work towards achieving a diverse economic platform that creates greater economic stability in the region. Develop a compelling industrial, commercial, retail, and the visitor economy to support population retention and attraction, enhanced quality of life, and increased pride in place.

6. Economic Reconciliation

Strategically map FMWBEDT's role in economic reconciliation, purposefully make space for progressive actions in economic inclusion.

7. Reputation

Improve the region's reputation so that it is known for being a pro-business environment. Strengthen our provincial and national image and increase Fort McMurray Wood Buffalo's contributions as part of the Alberta Advantage.

VISION, MISSION & VALUES

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VISION

THE WORLD IS AWAKENED TO THE DYNAMIC ECONOMIC REGION OF FORT MCMURRAY WOOD BUFFALO.

Our organization's long-term aspirations are to make Fort McMurray Wood Buffalo the most competitive region in Canada for business expansion, private investment, entrepreneurship, and top talent. Fort McMurray Wood Buffalo's critical role in Canada's economy and beyond has staying power, yet we have only just started to uncover what is possible. We will achieve our vision by building awareness and broadening perspectives in Canada and worldwide on our region's re-energized economy.

MISSION

TO CO-CREATE AND ACTIVATE TRANSFORMATIVE ECONOMIC OPPORTUNITIES FOR FORT MCMURRAY WOOD BUFFALO.

We are joint stewards of economic development and tourism in Fort McMurray Wood Buffalo. We build meaningful partnerships with stakeholders, Rights holders, and private investors to ensure we play our part in transforming our region's economic future. We drive and enable innovation and diversification within and throughout our economic ecosystem. We are here to serve our communities by enhancing their livability and sustainability, so they can continue to generate economic and social prosperity for our region and our country.

VALUES

VALUE

DESCRIPTION

ACTING TOGETHER
COLLABORATION

We invest in equal partnerships and the success of others, because when we work together, we can go further.

MODEL THE EXAMPLE
LEADERSHIP

We lead by setting a positive example, inspiring us to learn and grow from success and mistakes, and advance our shared vision and priorities.

OWN THE OUTCOME
ACCOUNTABILITY

We partner to produce meaningful outcomes with accountability and integrity, acting openly in all our business activities and delivering on our commitments.

REACH OUT TO
INCLUDE
INCLUSIVITY

We actively seek diverse perspectives as a way of enhancing ideas and fostering an environment that is open and accepting of people from all backgrounds.

STRATEGIC GOALS & KEY INITIATIVES

17
32



GOAL #1

Grow Local Business & Entrepreneurship

GOAL #2

Support Innovation

GOAL #3

Attract New Business & Capital Investment

GOAL #4

Brand & Market Our Region

GOAL #5

Pursue Organizational Excellence

VISION

The world is awakened to the dynamic economic region of Fort McMurray Wood Buffalo.

MISSION

To co-create and activate transformative economic opportunities for Fort McMurray Wood Buffalo.

GOAL #1 GROW LOCAL BUSINESS & ENTREPRENEURSHIP

We Strengthen Local Business

01

INITIATIVE 1.1
Grow Entrepreneurship

INITIATIVE 1.2
Foster Talent &
Expand Workforce

INITIATIVE 1.3
Increase Awareness
& Access to Capital

INITIATIVE 1.4
Create Partnerships
to Activate
Commercial Space



GOAL #2 SUPPORT INNOVATION

We Foster Ideas & Expand
into New Sectors



INITIATIVE 2.1
Develop New & Emerging
Innovation Sectors

INITIATIVE 2.2
Develop Partnerships to
Advance Regional
Innovation Goals

GOAL #3 ATTRACT NEW BUSINESS & CAPITAL INVESTMENT

We Pursue Targeted Investment

03

INITIATIVE 3.1

Drive the Visitor Economy
& Tourism

INITIATIVE 3.2

Attract Targeted Commercial,
Retail & Tourism Investment

INITIATIVE 3.3

Attract Targeted Industrial
Enterprise Investment

INITIATIVE 3.4

Facilitate the
Development of
Signature Tourism
Experiences



GOAL #4 BRAND & MARKET OUR REGION

We Own and Tell Our Story

25
32

04



INITIATIVE 4.1
Expand Talent, Visitor,
& Investment Marketing

INITIATIVE 4.2
Build Pride in Place

INITIATIVE 4.3
Build National Brand
Recognition

GOAL #5 PURSUE ORGANIZATIONAL EXCELLENCE

We Strive for Excellence

05

INITIATIVE 5.1
Demonstrate & Report Impact

INITIATIVE 5.2
Enhance Relationships
& Communications

INITIATIVE 5.3
Develop Regional Economic
Data and Market Intelligence

INITIATIVE 5.4
Respond to Truth &
Reconciliation
(Call to Action #92)

INITIATIVE 5.5
Lead as a Values-Based
Organization



STEWARDSHIP OF THE PLAN



The Way Forward

The table below summarizes our approach to measurement, reporting and engagement activities related to communicating progress against our strategic plan. This approach will provide valuable information to our shareholder, stakeholders and to Rights holders, ensuring our plan goals remain relevant and focused,

delivering high value and impact throughout the region. In addition to the structured reporting framework below, the team at FMWBEDT is committed to frequent and ongoing engagement activities to create opportunities for co-creation and alignment on joint initiatives and projects.

Measurement, Reporting and Engagement	
Partner	Engagement & Reporting
Board of Directors	<ul style="list-style-type: none"> Quarterly dashboard summary reports Semi-annual strategic plan sessions
Shareholder	<ul style="list-style-type: none"> Quarterly information presentations to Council Semi-annual meeting with Council Annual General Meeting
Stakeholders & Rights Holders	<ul style="list-style-type: none"> Annual General Meeting Annual Community Business Partners Session FMWBEDT Advisory Working Groups
Community At Large	<ul style="list-style-type: none"> Highlights and reporting on website Highlights and reporting on social media channels Special community-wide presentations

PLAN PARTNERS & CONTRIBUTORS

This Inaugural Strategic Plan for FMWBEDT could not have been successfully developed without the contributions of the individuals and organizations listed below who dedicated significant and valuable time to inform this strategy. We sincerely thank you for your time and insights, and we look forward to our continued partnership to drive the economic competitiveness of Fort McMurray Wood Buffalo.

FMWB

Board Chair
Board Vice Chair
Board Directors
Senior Leadership Team
Economic Development Officers

Shareholder

RMWB - Mayor & Council
RMWB – Administration

Stakeholders & Rights Holders

Athabasca Chipewyan First Nation	Mikisew Cree First Nation
Athabasca Tribal Council	Northeastern Alberta Aboriginal Business Association
Business Council of Alberta	Pathways Alliance (formerly OSCA)
Business Link	Prairies Economic Development Canada
Calgary Economic Development	Property Solutions Real Estate Group
Canadian Natural Resources Limited	Regional Municipality of Wood Buffalo (Administration)
Chard Métis Nation	Regional Municipality of Wood Buffalo (Members of Council)
Chipewyan Prairie First Nation	Smith's Landing First Nation
CNOOC International	Suncor Energy
Conklin Métis Local 193	Syncrude Canada
Coldwell Banker Fort McMurray	Travel Alberta
Community Futures Wood Buffalo	Westwood High School
Economic Developers Alberta	Willow Lake Métis Nation
Edmonton Global	Wood Buffalo Arctic Winter Games 2023
Fort Chipewyan Métis Association	Wood Buffalo Business Recovery Taskforce
Fort McKay First Nation	Wood Buffalo Development Advisory Committee
Fort McKay Métis Nation	Wood Buffalo Downtown Revitalization Committee
Fort McMurray Chamber of Commerce	Wood Buffalo Waterfront Advisory Committee
Fort McMurray 468 First Nation	
Government of Alberta	
Indigenous Tourism Alberta	
Invest Alberta	
Keyano College	
Local Business Owners & Operators	
Makerspace Committee Members	
McMurray Métis Local 1935	
MEG Energy	
Members of Alberta's Legislative Assembly	
Member of Federal Parliament: Fort McMurray—Cold Lake	

Financial Statements of

**WOOD BUFFALO ECONOMIC
DEVELOPMENT CORPORATION**

Year ended December 31, 2024

Financial Statements of
WOOD BUFFALO ECONOMIC DEVELOPMENT
CORPORATION

Year ended December 31, 2024

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MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of the Wood Buffalo Economic Development Corporation (WBEDC) are the responsibility of the WBEDC's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards. A summary of the significant accounting policies followed by WBEDC are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The WBEDC's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Board of Directors met with management and the external auditors to discuss the financial statements and any significant financial reporting or internal control matters prior to the Board of Directors approval of the financial statements.

The financial statements have been audited by Deloitte LLP, independent auditors appointed by WBEDC. The Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on WBEDC's financial statements.

For: Wood Buffalo Economic Development Corporation



Lisa Sweet
Acting Chief Executive Officer, Wood Buffalo Economic Development Corporation
September 4, 2025

Independent Auditor's Report

To the Board of Directors of the
Wood Buffalo Economic Development Corporation

Opinion

We have audited the financial statements of the Wood Buffalo Economic Development Corporation (the "Corporation"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

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

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). 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 Corporation 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.

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 PSAS, 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 Corporation'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 Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation'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 GAAS 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 GAAS, 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 Corporation'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 Corporation'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 Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

The logo for Deloitte LLP, featuring the company name in a stylized, cursive script font.

Chartered Professional Accountants
September 4, 2025



WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Statement of Financial Position

December 31, 2024

	2024	2023
Assets		
Current		
Cash and cash equivalents	\$ 3,207,363	\$ 452,883
Accounts receivable (Note 3)	557,524	280,131
Prepaid expenses	26,433	-
Portfolio investments (Note 4)	2,021,291	4,817,571
	<u>5,812,611</u>	<u>5,550,585</u>
Tangible capital assets (Note 5)	1,875,312	2,059,045
Total Assets	<u>7,687,923</u>	<u>7,609,630</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	166,532	987,541
Deferred revenue (Note 6)	412,642	88,306
Due to related party (Note 7)	2,925,728	2,262,326
	<u>3,504,902</u>	<u>3,338,173</u>
Unamortized deferred capital contributions (Note 10)	508,256	283,165
Total Liabilities	<u>4,013,158</u>	<u>3,621,338</u>
Net Assets		
Unrestricted deficit	(684,939)	(826,215)
Invested in tangible capital assets	1,875,312	2,059,045
Economic Development Initiatives Fund (EDIF) (Note 8)	2,484,392	2,755,462
	<u>3,674,765</u>	<u>3,988,292</u>
Total Liabilities and Net Assets	<u>\$ 7,687,923</u>	<u>\$ 7,609,630</u>

See accompanying notes to financial statements.

Approved on behalf of the Board

 Director  Director

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Statement of Operations

For the Year Ended December 31, 2024

	Budget	2024	2023
Revenue:			
Government contributions (Note 9)	\$ 6,600,992	\$ 4,718,492	\$ 5,474,226
Sales and user charges	5,000	-	-
Returns on investments	198,333	235,778	296,000
Amortization of deferred capital contributions	-	(49,095)	41,245
Non-government contributions	-	-	4,000
Other (loss) revenue	20,000	(519)	87,703
	<u>6,824,325</u>	<u>4,904,656</u>	<u>5,903,174</u>
Expenses:			
Salaries, wages and benefits	2,900,000	2,761,579	2,865,023
General services and program expenses	3,648,325	1,745,580	2,839,835
Economic Development Initiatives (Note 8)	145,000	451,129	1,512,777
Materials, goods, and supplies	96,000	40,045	79,044
Amortization (Note 5)	-	172,701	64,437
Bank charges and interest	20,000	47,149	6,432
	<u>6,809,325</u>	<u>5,218,183</u>	<u>7,367,548</u>
Annual Deficit	\$ 15,000	\$ (313,527)	\$ (1,464,374)

See accompanying notes to financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Statement of Changes in Net Assets

For the Year Ended December 31, 2024

	Unrestricted Deficit	Internally Restricted - EDIF	Invested in Tangible Capital Assets	2024	2023
Balance, beginning of year	\$ (826,215)	\$ 2,755,462	\$ 2,059,045	\$ 3,988,292	\$ 5,452,666
Annual deficit	(313,527)	-	-	(313,527)	(1,464,374)
Current year funds used for tangible capital assets	183,733	-	(183,733)	-	-
Internally imposed restrictions - EDIF additions (Note 8)	(180,059)	180,059	-	-	-
Internally imposed restrictions - EDIF drawdowns (Note 8)	451,129	(451,129)	-	-	-
Balance, end of year	\$ (684,939)	\$ 2,484,392	\$ 1,875,312	\$ 3,674,765	\$ 3,988,292

See accompanying notes to financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Statement of Cash Flows

For the Year Ended December 31, 2024

	2024	2023
Cash provided by (used in):		
Operating:		
Annual deficit	\$ (313,527)	\$ (1,464,374)
Non-cash items included in annual surplus		
Amortization of deferred capital contributions	49,095	(41,245)
Amortization of tangible capital assets	441,485	167,609
Changes in non-cash operating working capital items		
Accounts receivable	(277,393)	78,128
Prepaid expenses	(26,433)	-
Accounts payable and accrued liabilities	(821,009)	(887,727)
Deferred revenue	324,336	(503,899)
Cash provided by (used in) operating transactions	(623,446)	(2,651,508)
Capital:		
Acquisition of tangible capital assets	(257,752)	(2,064,521)
Cash applied to capital transactions	(257,752)	(2,064,521)
Investing:		
Decrease in investments	2,796,280	688,606
Cash provided by investing transactions	2,796,280	688,606
Financing:		
Advances from related party	663,402	1,649,480
Contributions received for the purchase of tangible capital assets	175,996	324,410
Cash provided by financing transactions	839,398	1,973,890
Change in cash and cash equivalents during the year	2,754,480	(2,053,533)
Cash and cash equivalents, beginning of year	452,883	2,506,416
Cash and cash equivalents, end of year	\$ 3,207,363	\$ 452,883

See accompanying notes to financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION

Notes to Financial Statements

For the Year Ended December 31, 2024

1. Nature of operations:

The Wood Buffalo Economic Development Corporation (the "Corporation") is a not-for-profit corporation that was incorporated on July 5, 2018, it is registered in the Province of Alberta as a Part 9 (not for profit company) under the Companies Act and is not subject to any federal or provincial taxes. Wood Buffalo Economic Development Corporation operates under the registered tradename Fort McMurray Wood Buffalo Economic Development & Tourism. The Corporation was established by the Regional Municipality of Wood Buffalo to provide economic development services within the Municipality. The Regional Municipality of Wood Buffalo provides contributions to the Corporation on an annual basis to support the Corporation's activities.

The Corporation has two members:

The Regional Municipality of Wood Buffalo (the "Municipality") and
Chief Administrative Officer of the Regional Municipality of Wood Buffalo

2. Significant accounting policies:

The Corporation's accounting policies set out below have been applied in these financial statements (the "financial statements").

(a) Basis of Presentation

The financial statements have been prepared in accordance with Canadian public sector accounting standards ("PSAS"). The precise determination of many assets and liabilities is dependent upon future events. Accordingly, the preparation of financial statements for a reporting period necessarily involves the use of estimates and approximations which have been made using careful judgment. Actual results could differ from those estimates. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the significant accounting policies summarized below.

(b) Revenue Recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted capital contributions are recorded as deferred contributions until the amount is invested to acquire capital assets. Amounts invested representing externally funded capital assets are then transferred to unamortized deferred capital contributions. Unamortized deferred capital contributions are recognized as revenue in the year in which the related amortization expense of the funded capital asset is recorded.

Contributions of materials and services that would otherwise have been purchased are recorded at their fair value.

The fair value of services provided by the Municipality has been reflected in the financial statements of the Corporation, unless otherwise noted. Volunteers may assist the Corporation in carrying out its service delivery activities. Because of the difficulty in determining their fair value, these contributed services are not recognized in the financial statements.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Notes to Financial Statements

For the Year Ended December 31, 2024

2. Significant accounting policies (continued):

(c) Cash and cash equivalents

Cash and cash equivalent includes cash balances with banks, net of overdrafts and highly liquid temporary money market instruments cashable without penalty. Cash and cash equivalents exclude cash held in investments.

(d) Portfolio Investments

Portfolio investments are recorded at amortized cost.

(e) Financial Instruments

The Corporation's financial instruments consist of cash and cash equivalents, accounts receivables, portfolio investments, amounts due to Regional Municipality of Wood Buffalo, accounts payable and accrued liabilities, are initially recorded at fair value and subsequently measured at cost or amortized cost.

Financial assets consist of cash and cash equivalents, accounts receivable and portfolio investments. The Corporation recognizes in the statement of operations an impairment loss, if any, when there are indicators of impairment and it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to net earnings in the period the reversal occurs.

(f) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible assets excluding land are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful Life - Years
Equipment and Furniture	5
Leasehold Improvements	Term of the lease

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down to its residual value when conditions indicate that they no longer contribute to the ability to provide goods and services, or when the value of the future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs over any residual value are accounted for as expenses in the statement of operations.

(g) Adoption of new accounting standards

The Corporation has adopted PS 3400 - Revenue effective January 1, 2024 and has made the accounting policy choice to apply the standard using prospective application in accordance with paragraph PS 3400.93. The standard provides guidance over the accounting and report of the revenue, and specifically differentiates between revenue arising from transactions with performance obligations and transactions that do not have performance obligations. Based on management's assessment, the adoption of the standard did not have an impact on the Corporation's financial statements.

Notes to Financial Statements

For the Year Ended December 31, 2024

3. Accounts receivable:

	2024	2023
GST recoverables	\$ 380,829	\$ 252,135
Government contributions receivable (note 9h)	-	25,000
Trade receivables	176,695	2,996
	<u>\$ 557,524</u>	<u>\$ 280,131</u>

4. Portfolio investments:

	2024	2023
Guaranteed investment certificates	\$ 1,783,000	\$ 4,592,000
Accrued interest	238,291	225,571
	<u>\$ 2,021,291</u>	<u>\$ 4,817,571</u>

During the year, the Corporation invested excess funds in GIC's and other investments with interest rates of between 2.56% and 4.41% (2023 - between 1.75% and 4.78%), maturing at various dates, the latest of which is in December 2025.

5. Tangible capital assets

	Leasehold Improvements	Equipment and Furniture	Assets Under Construction	2024	2023
Cost:					
Balance, beginning of year	\$ 1,604,427	\$ 644,373	\$ 139,988	\$ 2,388,788	\$ 324,267
Acquisition of tangible capital assets	-	257,752	-	257,752	2,064,521
Transfers	-	139,988	(139,988)	-	-
Balance, end of year	<u>\$ 1,604,427</u>	<u>\$ 1,042,113</u>	<u>\$ -</u>	<u>\$ 2,646,540</u>	<u>\$ 2,388,788</u>
Accumulated Amortization:					
Balance, beginning of year	\$ 265,306	\$ 64,437	\$ -	\$ 329,743	\$ 162,134
Annual Amortization	241,086	200,399	-	441,485	167,609
Balance, end of year	<u>\$ 506,392</u>	<u>\$ 264,836</u>	<u>\$ -</u>	<u>\$ 771,228</u>	<u>\$ 329,743</u>
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	<u>\$ 1,098,035</u>	<u>\$ 777,277</u>	<u>\$ -</u>	<u>\$ 1,875,312</u>	<u>\$ 2,059,045</u>

6. Deferred revenue:

Deferred revenue is comprised of the funds noted below, the use of which is externally restricted. These funds are recognized as revenue in the period they are used for the purpose specified.

	2024	2023
Alberta Innovates - Regional Innovation Networks (Note 9c)	\$ 112,998	\$ 88,306
Travel Alberta - Constellation/Corridor Funding Initiative (Note 9b)	33,763	-
Province of Alberta- Labour Market Partnership - LMP (Note 9j)	23,720	-
Province of Alberta- Business Connection Program- NRED (Note 9k)	45,225	-
RMWB Community Investment Program (Note 9a)	196,936	-
	<u>\$ 412,642</u>	<u>\$ 88,306</u>

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Notes to Financial Statements

For the Year Ended December 31, 2024

7. Related party transactions:

	Budget	Total Commitment
--	---------------	-----------------------------

The Regional Municipality of Wood Buffalo paid expenses on behalf of the Corporation. Transactions between the Municipality and the Corporation are recorded at the exchange amounts established and agreed upon between the parties.

8. Internally Restricted Economic Development Initiative Fund (EDIF):

	2024	2023
Restricted funds, opening balance	\$ 2,755,462	\$ 5,385,790
Interest income	180,059	199,426
Amortization Expense	268,785	103,172
Fort McMurray Airport Authority (b)	169,844	585,250
Fort McMurray Chamber of Commerce (a)	12,500	45,000
Startup YMM Interior Fit-Out €	-	41,807
Northeastern Alberta Aboriginal Business Association (a)	-	105,846
Keyano College (c)	-	120,971
Place Brand Costs (d)	-	131,710
New Office Construction (f)	-	379,021
Capital expenditures	-	1,316,977
	451,129	2,829,754
Closing Balance	\$ 2,484,392	\$ 2,755,462

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Notes to Financial Statements

For the Year Ended December 31, 2024

8. Internally Restricted Economic Development Initiative Fund (EDIF) (continued):

In 2020, the Corporation established the Economic Development Initiatives Fund (EDIF) to internally restrict \$7,790,000 of funds subject to Board approval for the use of these funds.

The Board has approved the following amounts to be used from the fund:

(a) Business and Economic Recovery (approved \$2,500,000, incurred to date \$2,173,690)

Funds have been used to support business and economic recovery following the impacts of the flood and pandemic, including support for Fort McMurray Chamber of Commerce, Fort McMurray Construction Association, Community Futures Wood Buffalo and Northeastern Alberta Aboriginal Business Association.

(b) Partnership with Fort McMurray Airport Authority (approved \$1,800,000, incurred to date \$1,040,947)

Funds have been used in support for Fort McMurray Airport Authority to support their customs and border services and attraction of new air services to the region.

(c) Keyano College (approved \$231,000, incurred to date \$138,741)

Funds have been used to support Keyano College initiatives.

(d) Place Brand Costs (approved \$750,000, incurred to date \$149,671, initiative completed)

Funds have been used for creating the Place Branding.

(e) YMM Interior Fit-Out (approved \$228,267, incurred to date \$228,267, initiative completed)

Funds have been used for the tenant fit-out of Startup YMM.

(f) New Office Construction (approved \$1,609,000, incurred to date \$1,229,979, initiative completed)

Funds have been used for interior renovation and retrofit of newly leased offices and tourism space.

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Notes to Financial Statements

For the Year Ended December 31, 2024

9. Government contributions:

Operating government contributions

	2024	2023
Regional Mun. of Wood Buffalo Community Investment Program (a)	\$ 4,193,064	\$ 4,399,000
Travel Alberta - Constellation/Corridor Funding Initiative (b)	141,237	350,317
Alberta Innovates - Regional Innovation Networks (c)	220,312	302,357
Travel Alberta - Tourism Operations (d)	-	200,000
CanExport - Community Investments Program (e)	47,024	70,000
Province of Alberta Next Generation Retention Project (f)	-	65,000
Travel Alberta - COVID Relief Grant (g)	-	24,640
CanExport - Community Investments Sub-Program (h)	-	25,000
Travel Alberta - Product and Experience Grant (i)	-	37,912
Province of Alberta - LabourMarket Partnerships (LMP) (j)	71,080	-
Province of Alberta - Business Connection Program (NRED) (k)	45,775	-
	\$ 4,718,492	\$ 5,474,226

(a) Regional Municipality of Wood Buffalo Community Investment Program (CIP)

The Regional Municipality of Wood Buffalo CIP supports a wide range of programs and services by providing grant funding and agreements to community groups and non-profit organizations. The grant term is from January 1, 2024, to December 31, 2024. During 2024, the Corporation received \$4,390,000 and recognized \$4,193,064 (2023- \$4,399,000).

(b) Travel Alberta - Constellation/Corridor Funding Initiative - 24-CCC-01470

Travel Alberta has created the Constellation/Corridor funding initiative for the purpose of supporting the development of tourism throughout Alberta and is authorized to make funding grants in accordance with its mandate. During 2024, the corporation received \$175,000 and recognized \$141,237 (2023 - \$350,317)

(c) Alberta Innovates - Regional Innovation Networks - 5023

The Province of Alberta through Alberta Innovates provides funding to support Regional Innovation Networks (RINs) accelerate technology and knowledge-based small and medium-sized enterprises by increasing connectivity and coordination in Alberta's innovation ecosystem. The grant term is from April 1, 2022 to March 31, 2025 for a total amount of \$735,000. During 2024, the Corporation received \$245,000 and recognized \$220,312 (2023 - \$302,357).

(d) Travel Alberta - Tourism Operations - 5026

Travel Alberta has provided support for the development of tourism in Alberta by facilitating attraction and planning activities that contribute to destination promotion, event attraction, and support for events and festivals. These efforts aim to drive the return of occupancy across Fort McMurray Wood Buffalo, generate economic impact through events and festivals, and position the Wood Buffalo region as a preferred destination for outfitting/hunting-related activities. The grant term is from April 2022 to March 31, 2023. During 2024, the Corporation received and recognized \$nil (2023 - \$200,000).

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Notes to Financial Statements

For the Year Ended December 31, 2024

9. Government contributions (continued):

(e) CanExport Community Investments Program - 5028

Global Affairs Canada provides funding to support and enhance the capability and effectiveness of Canadian communities to attract, retain and expand foreign direct investment (FDI). During 2024, the Corporation received and recognized \$47,024 (2023 - \$70,000).

(f) Province of Alberta Next Generation Retention Project - 5024

The Province of Alberta provides funding to support the Next Generation Employment Survey. During 2024, the Corporation received and recognized \$nil (2023 - \$65,000).

(g) Travel Alberta - COVID Relief Grant - 5025

Travel Alberta provided support to the Corporation for COVID-19 relief. During 2024, the Corporation received and recognized \$nil (2023 - \$24,640).

(h) CanExport Community Investments Sub-Program - 5028

Global Affairs Canada provides funding to support and enhance the capability and effectiveness of Canadian communities to attract, retain and expand foreign direct investment (FDI). During 2024, the Corporation received and recognized \$nil (2023- \$25,000).

(i) Travel Alberta - Product and Experience Grant - 5018

Travel Alberta provided support to the Corporation through the Explore Wood Buffalo COVID-19 Operational Relief Program. During 2024, the Corporation received and recognized \$nil (2023 - \$37,912).

(j) Province of Alberta – Labour Market Partnerships (LMP) - 5033

Alberta Government provided a support for a Labour Market Partnership (LMP) Project as part of their regional workforce needs and gap assessment in the Fort McMurray and Wood Buffalo Region. During 2024, the Corporation received \$94,800 and recognized \$71,080 (2023 - \$nil).

(k) Province of Alberta- Business Connection Program (NRED) - 5034

Alberta Government provided support for a Fort McMurray Wood Buffalo Business Connections Program which will provide targeted support to over 100 SMEs across the 7 communities in the region over the span of the project, which will encompass having workshops, coaching and skill-building sessions in areas of innovative marketing, financial management, workforce recruitment and retention, customer service and operational efficiency. The grant term is from February 1, 2024 to December 20, 2024, for a total amount of \$96,000. During 2024, the Corporation received \$91,000 and recognized \$45,775 (2023 - \$nil).

WOOD BUFFALO ECONOMIC DEVELOPMENT CORPORATION
Notes to Financial Statements

For the Year Ended December 31, 2024

10. Unamortized deferred capital contributions:

	2024	2023
	Unamortized	Unamortized
PrairiesCan- Tourism Growth Program (TGP) (a)	\$ 158,395	\$ -
PrairiesCan- Tourism Relief Fund (TRF) (b)	349,861	283,165
	\$ 508,256	\$ 283,165

(a) *PrairiesCan- Tourism Growth Program (TGP)*

The Government of Alberta provided support for the creation of a mobile visitor information center that will use virtual reality to showcase the tourism experiences in the region. This project aligns to the TGP priorities of seasonal dispersion and regional dispersion.

(b) *PrairiesCan- Tourism Relief Fund (TRF)*

The Government of Alberta provided support for the creation of a virtual reality project that will use virtual reality to highlight both Indigenous & non-Indigenous perspectives on the northern Alberta experience.

11. Financial Instruments:

Credit Risk

The Corporation has credit risk on its cash and cash equivalents, accounts receivable, due from the Regional Municipality of Wood Buffalo and portfolio investments.

The cash and cash equivalents represent deposits with Canadian chartered banks. The accounts receivable represents amount due from the Corporation customers in the normal course of its operations. The Corporation carries out a review of the accounts receivable on a continuing basis and maintains an allowance for the doubtful accounts, if necessary. The Corporation's investment is in GIC's with Canadian chartered banks.

Liquidity Risk

The Corporation has liquidity risk on its accounts payable and accrued liabilities and due to related parties. The corporation monitors its cash balances and cash flows generated from operations to meet its requirements.

Based on management's opinion the Corporation is not exposed to significant currency, interest or market risk arising from its financial instruments.

12. Approval of Financial Statements:

These financial statements were approved by Management and presented for approval to the WBEDC Board of Directors on July 7, 2025.



September 17, 2025

Subject: Letter of Support and Partnership for Sport Tourism

To Whom It May Concern,

On behalf of Wood Buffalo Sport Connection (WBSC), I am pleased to express our support for partnering with Fort McMurray Wood Buffalo Economic Development & Tourism (FMWBEDT) on sport tourism initiatives that will attract new sporting opportunities to our region.

Sport attraction directly aligns with WBSC's strategic goals, as it not only fosters the growth and development of sport at all levels, but also contributes significantly to strengthening our local visitor economy. By bringing new tournaments, championships, and training opportunities to Fort McMurray Wood Buffalo, we can showcase our community as a vibrant sport destination while also providing meaningful opportunities for residents to participate, volunteer, and celebrate sport.

We recognize the vital role that sport attraction plays in shaping the future of our region and are proud to support this important initiative. Together, we can ensure that Fort McMurray Wood Buffalo is recognized not only as a hub for sport, but also as a welcoming and dynamic community for athletes, families, and visitors alike.

For any further information or clarification, please do not hesitate to contact us.

Karly Anderson
Executive Director
Wood Buffalo Sport Connection
Phone: 780-742-9847
Email: manager@wbsportconnection.com

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

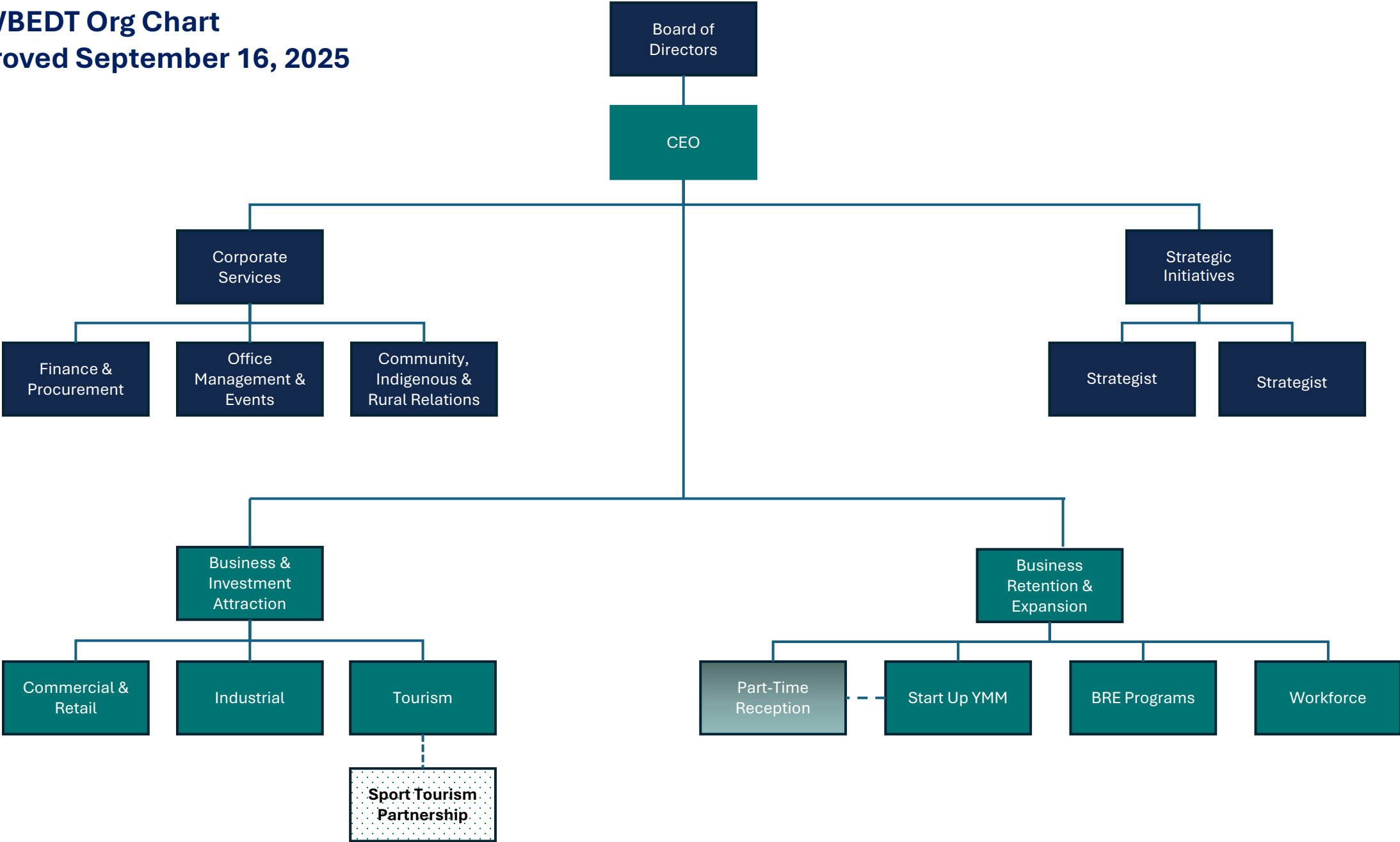
Sincerely,

Karly Anderson

Karly Anderson
Executive Director
Wood Buffalo Sport Connection

780-742-9847
manager@wbsportconnection.com

FMWBEDT Org Chart
Approved September 16, 2025



FORT M^cMURRAY
WOOD BUFFALO

**ECONOMIC
DEVELOPMENT
& TOURISM**

2026 Budget

FMWBEDT BUDGET 2026

Business Unit	Description	Expenses
Corporate Services	The Corporate Services business unit is responsible to support the centralized services for the organization to operate. Salaries & Benefits (\$2,453,072)	\$3,462,272
Strategic Initiatives	The Strategic Initiatives unit is responsible for growing awareness and generating leads for the organization through corporate communications, marketing campaigns and business unit support. The unit is also responsible for destination marketing.	\$365,500
Business Retention & Expansion	The Business Retention and Expansion (BRE) unit business unit delivers three key programs to deliver support to the local business community. 1. Workforce Development (\$97,000) 2. Startup YMM (\$356,250) 3. Wood Buffalo Regional Innovation Network (\$96,908)	\$550,158
Business & Investment Attraction	The Business & Investment Attraction (BIA) unit delivers four key programs to attract investment to our region, supporting the growth of our local economy: 1. Commercial & Retail Development (\$113,474) 2. Economic Diversification & Industrial Development (\$146,200) 3. Product Development (\$134,500) 4. Sport Tourism (\$156,500)	\$550,675
Total	TOTAL	\$4,928,605

REVENUE

Source	
Sub-Lease	\$50,000
Federal Government & Agencies	\$130,000
Provincial Government Grants	\$348,158
RMWB CIP Grant	\$4,400,447
Total	\$4,928,605

CORPORATE SERVICES

Program	Action/Project/Deliverable	Cost
Corporate Services	Staff salaries & benefits, operations & maintenance of two buildings, operations of organization	\$3,152,272
Rights & Stakeholder Relations	Organizational representation not specific to specific programming.	\$135,000
Board Governance	Board related expenses, Strategic Plan, board initiatives.	\$175,000
Total		\$3,462,272

STRATEGIC INITIATIVES

Program	Action/Project/Deliverable	Cost
Corporate Marketing Business Unit Support Destination Marketing In-Region Marketing	Destination marketing - postcards, attraction magazine, brochures, campaigns, content creation (photos, video), etc. Corporate Marketing & Maintenance - annual report, social media, website, social media, newsletter, market intelligence (Environics). Business unit support – marketing campaigns, newsletter, marketing tools (ie. Canva), program promotion, contracted services (ie. graphic design)	\$365,500
Total		\$365,500

Non-Cash Grant: In-kind marketing support through Google adds \$120,000.

BUSINESS RETENTION & EXPANSION

Program	Action/Project/Deliverable	Cost
Startup YMM	BRE Strategy (\$50,000)	\$356,250
	Programming: (\$242,250)	
	BRE Strategy Pilot Programming (includes all other units)	
	Business Coaching Program	
	B2C Connections Program	
Workforce	Rural and Indigenous Partnership	\$97,000
	Business Travel (\$20,000)	
	Net in-migration efforts	
	Website (\$10,000)	
	Suncor Apprenticeship Partnership	
WBRIN	WISP or Transition Program (\$60,000)	\$96,908
	Programming s.20(1)	
	Coaching. Workshops etc.	
	Makerspace Strategy s.20(1)	
	Salary Expenses s.20(1)	
TOTAL		\$550,158

Grants:

NRED 2025-2027: \$151,250

Alberta Innovates: \$96,908

Total Grant funding for 2026: \$248,158

Business & Investment Attraction (BIA)

Program	Action/Project/Deliverable	Cost
Retail and Commercial Development Program	Commercial & Retail Strategy Update and corresponding website/marketing content updates and prints Exhibiting at ICSC Whistler (3 employees) FAM Tours & Stakeholder Relations (groundbreaking ceremonies)	\$113,475
Industrial Development and Diversification Program	Industrial Conference Attendance & Business Travel Energy Strategy Website & Marketing content updates FAM Tours & Stakeholder Relations	\$146,200
Tourism Product Development	Destination Marketing Fee development Business & conference travel and registration Activation of MVIC Marketing, website, membership fees and tools	\$134,500
Sport Tourism	Partnership with Wood Buffalo Sport Connection MVIC activation or welcome table at sport event Marketing support	\$156,500
Total		\$550,675

*CanExport: \$130,000

Travel Alberta: \$100,000 to support Sport Tourism plus in-kind support estimated at \$150,000

FORT McMURRAY
WOOD BUFFALO

**ECONOMIC
DEVELOPMENT
& TOURISM**

Thank you.