



FuseSocial Wood Buffalo Society

Chantal Beaver – Executive Director
John Evans – Board Chair

November 27, 2019

Organization Mandate

- FuseSocial was formed in 2013 as an amalgamation of Leadership Wood Buffalo, Volunteer Wood Buffalo and Non-Profit Sector Link.
- We help strengthen social profits through education, development, innovation and collaboration opportunities that are accessible and relevant.
- Our vision is a thriving Wood Buffalo with remarkable social profits.

This Funding will Support:

- FuseSocial is seeking support to facilitate its mission: Social profits strengthen communities. We help strengthen social profits.
- Specifically, this funding will partially offset the costs associated with:
 - The Academic Calendar
 - Board of Directors Support
 - Leadership Wood Buffalo
 - Volunteerism, including National Volunteer Week
 - Organizational Case Management
 - Shared Services for Social Profits
 - Collaboration and Collective Impact

Community Impact

- Our programming is dedicated to social sustainability and likewise dedicated to achieving Strategy #1 of the Municipal Strategic Plan.
- At the third quarter of 2019 we had directly served 360 unique individuals from 104 unique organizations.
- Additionally, 265 volunteers were connected to volunteer opportunities via WBvolunteers.ca and 2,623 hours of volunteer time was raised through community outreach.

2020 Grant Request

| 2020 Grant Request | |
|---|-------------|
| Revenue from other sources | \$1,099,732 |
| Expense | \$1,479,731 |
| Subsidy Requested | \$294,527 |
| Subsidy represents 20% of total expenses | |

| Previous Year's Financial Information | |
|---------------------------------------|---------------|
| Last Fiscal Year End Date | December 2018 |
| Total expenses from previous year | \$1,340,724 |
| Unrestricted Net Assets | \$115,217 |

Expense Summary

| Cost Category | Total Expense | Funded by RMWB |
|--|---------------|----------------|
| Salary/Wages (9 full time, 3 part time) | \$930,830 | \$243,741 |
| Program Costs | \$341,896 | \$26,385 |
| Overhead (utilities, insurance, etc.) | \$207,004 | \$24,400 |
| TOTAL | \$1,479,731 | \$294,527 |

Community Investment History

| 2020 Request | 2019 | 2018 |
|--------------|-----------|----------|
| \$294,527 | \$110,400 | \$25,000 |

Increase in 2020 of \$184,127 is due to the introduction of Shared Services.

Please note that FuseSocial had been granted an average of \$373,500 in each of the 4 years prior to our reduction in 2018.

FuseSocial Wood Buffalo Society

2020 Sustaining Grant Analysis

CIP Grant Summary:

| | | | | 2020 Recommended by CIP | Variance Recommended vs. Requested |
|---------|--------|---------|---------------------|--|---|
| 2017 | 2018 | 2019 | 2020 Request | | |
| 372,000 | 25,000 | 110,400 | 294,527 | 294,527 | - |

| Fiscal Year End | Total Expenses | Unrestricted Net Assets |
|------------------------|-----------------------|--------------------------------|
| December 31, 2018 | 1,340,724 | 115,217 |

Notes:

FuseSocial is a new applicant to the Sustaining Grant Program; they meet eligibility criteria as a strategic partner acting as a collective voice for the progression of interest of the social profit sector.

Administrative recommendation is to financially support the pilot Shared Service Program and ongoing Capacity Building Program.

| Budget Line Description | 2020 Budget | 2020 Grant Request | 2020 Recommended |
|--------------------------------|--------------------|---------------------------|-------------------------|
| Revenues | | | |
| RMWB Sustaining Grant | 294,527 | 294,527 | 294,527 |
| Total Revenues | \$ 294,527 | \$ 294,527 | \$ 294,527 |
| Expenses | | | |
| National Volunteer Event | 5,333 | 5,333 | 5,333 |
| Shared Services Program (New) | 198,584 | 198,584 | 198,584 |
| Capacity Building Program | 90,610 | 90,610 | 90,610 |
| Total Expenses | \$ 294,527 | \$ 294,527 | \$ 294,527 |
| Total Surplus (Deficit) | \$ - | \$ - | \$ - |

2020 Sustaining Grant Application for Grant Funding

The grant program under which your organization is applying has specific eligibility requirements. The Application Form should clearly show how the proposed event meets these requirements. The Application Form, including all required attachments, must be received by the closing date. **Late or incomplete applications will not be processed (Community Investment Program Policy FIN-220, Section 3.1.5).**

In order to complete this application for funding, please read the following thoroughly:

- 2020 Sustaining Grant Guidelines








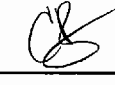

If you have reviewed the 2020 Sustaining Grant Guidelines and have any questions regarding this application form or eligibility, please contact CIP@rmwb.ca.

Organization Name: FuseSoical Wood Buffalo Society

Declaration: In making this application, we, the undersigned, confirm:

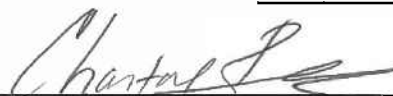
- that we have read the Sustaining Grant Guidelines;
- that we understand that this application form and all attachments shall be part of the **public** Council agenda and accessible through all methods that the Council agenda is available;
- that we understand that this application form and all required attachments must be completed in full and received before 4:30 p.m. MT on Monday, September 23, 2019;
- that we understand the term of the Sustaining Grant is January 1 to December 31, 2020 and that all expenditures must happen during this term; and
- that we are 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.

Board Member(s) and/or
Executive Director Initials:

| | |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |
| |  |



Signature of Board Member
(must have signing authority)



Signature of Board Member or Executive Director
(must have signing authority)

John Evans

Print Name

Chantal Beaver

Print Name

2019-09-09

Date: (YYYY-MM-DD)

2019-09-09

Date: (YYYY-MM-DD)

Sustaining Grant Part A - Organization Summary

1. Organization Details

| | |
|------------------------------|-----------------------------------|
| Organization Name: | FuseSoical Wood Buffalo Society |
| Street Address: | 1 C.A. Knight Way |
| City/Hamlet: | Fort McMurray |
| Province: | AB |
| Postal Code: | T9H5C5 |
| Phone Number: | 7807919333 |
| Email Address: | chantal.beaver@fusesocial.ca |
| Act Registered Under: | Canada Not-For-Profit Corporation |
| Registration Number: | 867121394RR001 |

Note: Organization must be in good standing to receive funding.

2. Main Contact

| | |
|-----------------------|------------------------------|
| Title: | Executive Director |
| Name: | Chantal Beaver |
| Daytime Phone: | 780-791-9333 x3070 |
| Email Address: | chantal.beaver@fusesocial.ca |

3. Executive Director

| | |
|-----------------------|------------------------------|
| Name: | Chantal Beaver |
| Daytime Phone: | 780-791-9333 x3070 |
| Email Address: | chantal.beaver@fusesocial.ca |

4. Board Chair / President

| | |
|-----------------------|------------|
| Name: | John Evans |
| Daytime Phone: | s.17 (1) |
| Email Address: | s.17 (1) |

Note: Should any of the contact details in Questions 2 to 4 change before December 31, 2020, please advise the Community Investment Program at CIP@rmwb.ca

Part B - Board Questionnaire

9. Are any board members being paid, or receiving an honorarium, for being on the Board or for other positions in the organization outside of their role on the Board? Yes ☐ No ☒

If yes, complete the following table:

| Board member name | Paid role on the board / organization | Amount received |
|-------------------|---------------------------------------|-----------------|
| | | |
| | | |
| | | |

10. What are the restrictions (if any) on becoming a member of your organization or participating in programs or services?

According to the bylaws, members must be 18 years of age and agree to honor, uphold and support the objects of the Society.
FuseSocial programs or services serve all community benefit organizations registered under the societies act of Alberta (social profit, arts & culture, & recreation).

11. How often does the Board review the financial position of the agency? What efforts have been made in the past fiscal year to increase the number and types of financial support for your organization?

The Board of Directors meets minimum 9 times a year and the Treasurer reviews the financial position of FuseSocial prior to each of those Board meetings, providing commentary to the Board where necessary. The Board of Directors as a whole reviews the financial statements/reports quarterly.

FuseSocial receives a large majority of its funding from industry and Governments. We are aware that these sources of funding are volatile and as such we are constantly seeking to leverage these resources and diversify our funding. We have spent the past year focusing on establishing positive financial relationships, cost savings and processes. We are committed in 2020 to working towards a formalized sustainability plan. However, FuseSocial believes that sustainability is more than just dollars and cents and as a means of sustainability we are also focused on the creation of program champions and advocates, evaluation and performance measurement, transparency and stewardship.

Further, FuseSocial has been a leader in the region when it comes to delving into the world of social enterprise: currently we charge nominal fees to access training and learning opportunities locally and we in turn invest that revenue back into our programming. We are hoping to expand this model into 'Shared Services' this year (details within and attached).

The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Manager, Community Investment Program, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 743-7918.

Part C - Strategic Plan

The Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

The Sustaining Grant subsidizes organizations to operate and maintain Municipally-owned assets and/or contribute toward the key strategic priorities identified above. Please indicate which category that is applicable to the organization.

- ☐ Operator of a Municipally-owned asset (Please continue to Part E on page 8)
- ☐ Provide programs and services related to the collection, preservation and display of regional heritage and culture in a museum setting (Strategy & Initiatives #1a and #1c)
- ☒ a) the development of the arts community (Strategy & Initiative #1f);
b) progression of interests of the social profit sector (Strategy & Initiative #1i);
c) advancement of cultural diversity (Strategy & Initiative #3f); or
d) promotion of the economic diversification of the Municipality (Strategy & Initiative #3b)
- ☐ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

12. What year did the organization complete its last business plan or strategic plan?

2018

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

1. Strengthen Our Community Relationships and Engagements: (a) Actively deepen our working relationships with social profits, funders and other community stakeholders. (b) Strengthen our collaborative activities through improved listening, understanding and peer-based relationships. (c) Actively facilitate and / or participate in sector networks, tables and related community focused initiatives/ events. 2. Focusing Our Role and Services: (a) Clearly define the roles and scope of FuseSocial's services. (b) Continually improve our programs. (c) Reconvene our partners to explore the viability of the Strategic Road Map. (d) Collaborate with our community partners on the need and value of future research initiatives. 3. Advancing Our Strategic Communications: (a) Communicate the input and results of our strategic planning process, and clarify our role and priorities. (b) Consistently celebrate, our successes and the successes for social profit partners. (c) Significantly improve our programs and services communications, outreach and interactions with our social profit partners and the community. (d) Improve consultation with our social profit partners in developing our programs and supports, and in developing our organizational roles and outcomes. 4. Strengthening Our Capacities To Serve: (a) Undertake the development of a comprehensive set of organizational policies and procedures. (b) Explore organizational design and development opportunities, ensuring internal accountabilities and capabilities. (c) Improve our organizational outcome measures and reporting. (d) Implement best practices in diversifying our Board and staff to better reflect the community. (e) Continue to build a culture of transparency, innovation, , follow-through and being an effective learning organization.

Part D - Organization Questionnaire

14. Describe the elements, activities, or events that the organization is seeking this funding for:

FuseSocial is seeking support to facilitate its mission: Social profits strengthen communities. We help strengthen social profits. This funding will support our overall operations as well as our leadership, education, and volunteerism outcomes as they are detailed in the attached logic models; likewise, this funding will help strengthen Wood Buffalo's community organizations, groups, professionals, and volunteers through education, development, innovation and collaboration opportunities that are accessible and relevant.

In brief, the activities that will be partially supported by this funding include:

1. Academic Calendar: The Academic Calendar is an annual offer of training and professional development courses that raises the skills and capacity of teams and organizations. Examples of the 18-20 courses to be offered next year include grant writing, budgeting, & conflict resolution.
2. Board Support: FuseSocial promotes good governance with public training, accessible resources, and personalized workshops for local social profit board and officers. We are further committed to establishing a Wood Buffalo Board Support and Learning Network to promote collaboration, best practices, and shared learning.
3. Leadership Wood Buffalo (LWB): LWB is a community focused program designed to identify and develop current and future leaders from the public, private, and social profit sectors in the Wood Buffalo region. Participants acquire both a broader understanding of the critical issues affecting our community and the leadership skills necessary to influence them.
4. Volunteerism: FuseSocial works with organizations to support best practices in volunteerism and assists them in developing and implementing effective strategies to recruit, retain, and reward volunteers. Additionally, we celebrate National Volunteer Week (NVW) as a time to recognize and appreciate our community volunteers. 2020 NVW will include Timeraiser, the Heart of Wood Buffalo Awards, and volunteer & volunteer Manager appreciation events.
5. Organizational Case Management: FuseSocial is committed to supporting individual agencies looking to improve the way they do their work. Through personalized and ongoing case management we support agencies in finding and implementing good and "best practice" in program development, administration, leadership, operations planning, and collaboration.
6. Shared Services: new this year, we are applying to the RMWB to support us in introducing and administering a shared services model which will allow agencies to share human resource, marketing, communication, evaluation, and research resources to reduce their overall operational costs and increase their impact. Shared Services is both research and needs based (per the RMWB Social Sustainability Plan [pg.15] and independent research procured through FuseSocial [attache]), and was developed in response to and in consultation with the local social profit sector.
7. Collaboration and Collective Impact: We commit to working collaboratively to steward the Social Sustainability Plan (SSP), including holding the co-chair position. We will work collaboratively with the United Way and Community Foundation to facilitate a long-term blueprint for social profit success. We will host world renowned Partnership Brokering training in Wood Buffalo. We will convene Convergence YMM. We will convene and prepare agencies to build meaningful and sustainable programs. We will explore the possibility of introducing a social profit group retirement savings program. We will seek to understand the current capacity and priorities of networks such as Y-Connect to determine their role and how if we can support them in being strong. We will continue to build understanding of the current priorities of the Wood Buffalo Economic Development Corporation with a goal of working collaboratively on aligned priorities, as we do with the Regional Recreation Corporation and the Oil Sands Community Alliance.

15. Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 5:

The definition of Social Sustainability in Wood Buffalo tells us that we must focus on ways to sustain priority social profit programs and services that work towards an improved quality of life for current and future residents. FuseSocial exist to help strengthen social profits through education, development, innovation and collaboration opportunities that are accessible and relevant. FuseSocial's vision is a thriving Wood Buffalo with remarkable social profits and our mission emphasizes the importance and role of social profits in serving the needs of the residents and the communities in which they live. With that said, we believe that our mission and our programming are dedicated to social sustainability and likewise dedicated to achieving strategy 11 of the Municipal Strategic Plan.

Specifically:

- We are a key actor in ensuring that collaborative planning between social profit organizations, - RMWB and other stakeholders occurs on a regular and consistent basis.
- We promote, practice, and educate the sector and sector partners on results-based outcome program planning.
- We have taken direct action towards shared support services for social profit agencies and organizations.
- We create consistent and regular opportunities for the social profit sector, Municipality and other stakeholders to participate together in collaborative planning and strategy development.
- We create opportunities to support social profit administration and board member education and development.
- We promote and enable collaboration with and between community and recreational associations, cultural associations and community agencies and organizations.
- We are committed to the development and promotion of volunteerism as a means to livability as well as effective emergency preparedness.

Lastly we believe we are stewards of the RMWB's strategic priority to bolster regional economic development. Community organizations and economic growth have not been traditionally linked; however, social profits are essential to quality of life and livability in the RMWB not only because of the programs and services that we provide residents, but also because of our positive economic impact and ability to advance community capacity. In our region 333 social profits have an estimated \$1.33-billion-dollars in economic impact and employ almost 5,000 residents, equating to \$309.1-million-dollars in full and part-time wages (Killick, 2018). Further, Killick (2018) found that a conservative value of volunteer work in the region is \$20-million-dollars, or the equivalent of 320 full-time positions.

Part D - Organization Questionnaire

16. Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Sustaining Grant funding:

FuseSocial receives a large majority of its funding from industry and Governments. We are aware that these sources of funding are volatile and as such we are constantly seeking to leverage these resources and diversify our funding. We have spent the past year focusing on establishing positive financial relationships, cost savings and processes. We are committed in 2020 to working towards a formalized sustainability plan.

Currently for 2020 we have secured \$470,000 from the Suncor Energy Foundation, \$180,000 from the Canadian Red Cross, and \$20,000 from the United Way.

We will re-apply to the provincial government to hopefully secure \$250,000 from The Enhanced Capacity Advancement Program, which we have received for each of the past three years, and we have applied to the Wood Buffalo Community Foundation for \$41,295.

We will continue to charge nominal fees to access training and learning opportunities and invest the revenue back into our programming. And, we are hoping to expand this affordable fee for service model into 'Shared Services' this coming year by charging affordable rates to social profits to access human resources, communications, marketing, and evaluation/social research support. We anticipate that in 2020 we will generate \$120,000+/- of our own program revenue to offset expenditures.

17. Current Volunteer Information:

| | Per Organizational Needs: | Currently Filled: |
|---|----------------------------------|--------------------------|
| Program & Services Volunteers | 11 | 11 |
| Fundraising Volunteers | | |
| Committee Volunteers | 6 | 6 |
| Administrative Volunteers | 1 | 1 |
| Total Organization Volunteers (Count each only once) | 12 | 12 |

21. Provide any additional information that may assist in developing a better understanding of your organization or its services/programs during the grant review.

FuseSocial was formed in 2013 as an amalgamation of Leadership Wood Buffalo, Volunteer Wood Buffalo and Non-Profit Sector Link. The rationale for this important amalgamation was "by forming one agency, the Vision was to familiarize collective impact, collaboration and social innovation while continuing to deliver our great programs." This was an amalgamation of three, philosophically and practically, like-minded organizations. In the spring of 2018, FuseSocial had been operating for five years and identified that it was an opportune time to undertake the next generation of strategic planning. In support of this initiative we undertook an environmental scan involving seven interviews with key informants as well as a survey distributed to social profit agencies in the region. The survey and interviews focused on identifying the key strengths and challenges of the organization, and recommendations on its future priorities and directions. This information was consolidated and became the single most important resource in forming the 2019-2021 strategic plan. From there, staff leadership organized the strategies into manageable pieces and formed the agencies operations plan. Once the operations plan had been finalized, staff took planning one step further and formalized annual program logic models. The process described ensured that our stakeholders voices were incorporated from strategy to implementation. As we know that the sector and our communities change and so to do their needs, we remain committed to ongoing engagement and have designed our programs and services to meet the needs of our sector and region in 2020. The shared services model presented in this application is the result of such ongoing engagement and a true example of meeting the needs of our sector at a systems level, whilst impacting a priority of both FuseSocial and the RMWB: to support resource allocation in such a way that the social sector is more sustainable and better able to focus on the livability of our region. The shared services model represents 100% of our increased ask to the RMWB this year. The shared services model aligns with the culture of efficiency promoted by this Government and represents a shift in the way organizations operate in our region.

Part F - Required Attachments for Application

22. The following attachment MUST accompany your application. Failure to submit the following will result in your application being deemed incomplete.

- ☒ A detailed budget showing projected 2020 revenue and expenses
- ☒ 2020 Business Plan or Strategic Plan
- ☒ Logic Model (if available)
- ☒ Financial Statements of the most recent fiscal year

In Person or By Mail:

Community Investment Program
Community Services
Regional Municipality of Wood Buffalo
9909 Franklin Avenue
Fort McMurray, AB T9K 2K4

OR

By Email: CIP@rmwb.ca

**LATE or INCOMPLETE applications will not be processed
(Community Investment Program Policy FIN-220, Section 3.1.5)**



Executive Summary
Strategic Plan 2019 to 2021
October 2018



F.J. GALLOWAY ASSOCIATES INC.
Management and Planning Consultants

1 Introduction

FuseSocial is a social profit agency located in the Regional Municipality of Wood Buffalo, including Fort McMurray. The organization was formed in 2013 as an amalgamation of Leadership Wood Buffalo, Volunteer Wood Buffalo and Non-Profit Sector Link Wood Buffalo. The rationale for this important amalgamation was “by forming one agency, the Vision was to familiarize collective impact, collaboration and social innovation while continuing to deliver our great programs.” This was an amalgamation of three philosophically and practically, like-minded organizations.

FuseSocial has now been operating for five years and has continued to deliver volunteerism, leadership development and other programs, as well as to pursue initiatives involving research and social innovation. However, as often occurs with new and growing organizations, FuseSocial has also faced its share of challenges.

FuseSocial has used strategic planning as an important governance and management tool in undertaking the key decisions and directions the organization has pursued. In 2015, the organization completed a Strategic Plan, which was refreshed in 2016 and 2017.

In the spring of 2018, FuseSocial, with new Board members and Executive Director, identified that it was an opportune time to undertake the next generation of strategic planning. In support of this initiative, the facilitator undertook a series of environmental scan tasks involving seven interviews with key informants, as well as a survey distributed to approximately forty social profit agencies within the Wood Buffalo area. The survey and interviews focused on identifying the key strengths and challenges of the organization, and recommendations on its future priorities and directions. This information was consolidated and became an important resource in the Strategic Planning Workshop held on September 28 and 29, 2018 involving the Board of Directors and senior staff.

This document represents the Executive Summary of the Strategic Plan. It was approved by the Board of Directors at their October 2018 meeting.

2 Vision

A Vision is like a horizon. It represents a point in the future that is visible to stakeholders and causes them to work collectively to reach the common objective together.

The following Vision was developed for FuseSocial.

A thriving Wood Buffalo with remarkable social profits.

3 Mission

A Mission defines to a reader the essence and fundamentals of an organization as to what it does, its purpose and focus. Every strategic and tactical decision an organization undertakes needs to align and be supportive to its Mission. If an organization is faced with a decision that does not support its Mission, it needs to ask why it would make such a decision or to assess the need for a new Mission.

The following Mission Statement was developed for FuseSocial.



4 Values

Values have three roles within a Strategic Plan. First, they provide the opportunity to further describe themes within the Mission Statement. Second, they identify how FuseSocial will engage with people. Third, they provide a possible platform upon which to develop organizational accountabilities.

The following Values have been developed for FuseSocial.

| | |
|---|---|
| <i>Relationships</i> | We believe... in growing relationships with all social profits built on trust, respect and the achievement of mutual benefits on behalf of Wood Buffalo residents and the broader community. |
| <i>Innovation and Excellence</i> | We believe... in constantly pursuing and promoting a culture of excellence in all that we do. |
| <i>Collaboration</i> | We believe... in the need for active collaboration and partnership initiatives that leverage resources and deliver enhanced benefits for all the people and the communities served. |
| <i>Capacity Building</i> | We believe... In the importance of continually building the capacity of the social profit sector to meet the evolving needs of residents and the community. |
| <i>Commitments with Results</i> | We believe... in making commitments that lead to the achievement of positive results. |
| <i>Diversity and Inclusion</i> | We believe... in building on the strengths and diversity of our community, and ensuring all are included and treated equally. |
| <i>Communications and Transparency</i> | We believe... in open and transparent communications with our partners, stakeholders and the community. |
| <i>Accountability and Stewardship</i> | We believe... in being accountable for the decisions we make, being effective stewards of the resources provided to us, and acting with integrity in all that we do. |

5 Value Proposition

A Value Proposition delineates the first level of how FuseSocial undertakes achieving its Mission, and the value it will bring to the people it engages with, principally the social profits in Wood Buffalo.

The following Value Proposition has been developed for FuseSocial.

We help strengthen social profits through education, development, innovation and collaboration opportunities that are accessible and relevant.

6 Strategic Directions and Priorities

Strategic Directions and Priorities represent the Board's directions to management in moving the organization forward in realizing its Vision and Mission. For FuseSocial, four Strategic Directions and a series of aligned strategies / objectives have been developed.

The following Strategic Directions and Priorities have been developed for FuseSocial for the 2018 to 2021 planning period. Some of these initiatives need to move forward more quickly to overcome the immediate challenges and concerns being experienced, while others can be pursued over a longer time frame.

1. Strengthen Our Community Relationships and Engagements

- 1.1. To actively deepen our working relationships and contacts with social profits, funders and other community stakeholders.
- 1.2. To strengthen our collaborative activities through improved listening, understanding and more peer-based relationships.
- 1.3. To actively facilitate and / or participate in sector networks, planning tables and related community focused initiatives and events.

2. Focusing Our Role and Services

- 2.1. To clearly define the roles and scope of FuseSocial's services.
- 2.2. To continually improve our programs, particularly related to:
 - a. Leadership development
 - b. Volunteerism
 - c. Support services
- 2.3. To reconvene our community partners to explore the viability of the Strategic Road Map.
- 2.4. To collaborate with our community partners on the need and value of future research initiatives

3. Advancing Our Strategic Communications

- 3.1. To communicate the input and results of our strategic planning process, and clarify the role and priorities for FuseSocial.
- 3.2. To consistently celebrate, our successes and the successes for social profit partners.
- 3.3. To significantly improve our programs and services communications, outreach and interactions with our social profit partners and the community.
- 3.4. To improve consultation with our social profit partners in developing our programs and supports, and in developing our organizational roles and outcomes.

4. Strengthening Our Capacities To Serve

- 4.1. To undertake the development of a comprehensive set of organizational policies and procedures.
- 4.2. To explore organizational design and development opportunities, ensuring internal accountabilities and capabilities.
- 4.3. To improve our organizational outcome measures and reporting.
- 4.4. To implement best practices in diversifying our Board and staff to better reflect the community.
- 4.5. To continue to build a culture of transparency, innovation, follow-through and being an effective learning organization.



Wood Buffalo Social Profit Shared Services Project

Stakeholder Consultation Results, Shared Service Model, and Implementation Plan

Final Report

Submitted to: FuseSocial

Submitted by: Objective Research and Evaluation Inc.

August 30, 2019
Calgary, Alberta

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Project Overview

The Wood Buffalo social profit community has called upon FuseSocial to develop and deliver and facilitate “shared services”. The purpose of this project was to consult with the social profit community to gather insights that can be used to construct a sustainable and viable shared service approach for Wood Buffalo. It is important to note that the following services are out of scope and were not included in the future shared service offering.

- Advocacy and Government Relations
- Policy Development and Accreditation
- Board and Governance Development
- Program Planning
- Courier Services and Supplies
- Procurement, Contract Management, and Purchasing
- Vehicles and Fleet Management
- Catering
- Volunteer Management

Methodology

A mixed-method approach consisting of semi-structured interviews and surveys was used to gather insights from Wood Buffalo social profit leaders during this project.

Twelve Wood Buffalo social profit leaders were invited to participate in a semi-structured interview in June 2019. Ten of these leaders accepted the invitation and completed an interview. The purpose of these interviews was to develop a detailed understanding of each leader’s view on shared services, what shared service needs believe exist for the agency that they are responsible for, and how they believe FuseSocial should offer shared services within the Wood Buffalo community. It was anticipated that each interview would last between 45 and 60 minutes. This proved to be true with each interview lasting an average of 47 minutes.

Fourteen Wood Buffalo social profit leaders were invited to complete a survey in June 2019. All fourteen of these leaders completed a survey. Through snowball sampling, an additional four leaders shared their input through a survey as well. The same questions posed to leaders during interviews were included in the survey to ensure that the information collected could be aggregated with the information collected through interviews.

In addition to collecting information from Wood Buffalo social profit leaders, an environmental scan was conducted to identify other promising shared service practices. The environmental scan validated the Wood Buffalo social profit community’s desire for shared services. The results of this scan showed that shared services lead to five common benefits for social profit agencies.

1. Improved efficiency. Through shared services, social profit agencies decrease the expense of redundant services and increase investment in program-related activities to fulfill their missions. Shared services can also standardize processes across social profit agencies for faster service.
2. Improved access to quality resources. Shared services allow social profit agencies to access specialized expertise, improved services, and new technologies that could otherwise be unaffordable or unavailable.

3. Improved purchasing power. By purchasing services collectively, social profit agencies can take advantage economies of scale. Social profit agencies build their purchasing power by lowering per unit prices and generating savings typically available only to large institutions.
4. Improved stability and investment. When mission-based social profit agencies create shared services programs, they are creating long-term systems to keep the associated resources, expertise, and financial exchange in the social profit sector. Shared services can also provide built-in back up, reducing the risk of losing institutional knowledge and practice when an individual staff person leaves, and creating overlapping service teams.
5. Improved employee retention. Shared services can offer the opportunity for both skilled technical staff and program staff to focus on their core competencies, creating higher job satisfaction. With staff resources focused on their specialties, organizations can realize better quality control and reduce their overall risk.

Interview and Survey Questions

The five questions that were explored through interviews and surveys were prioritized by FuseSocial leadership at the outset of this project. Each of these questions are listed below.

1. What are the opportunities that you see for your organization through a shared services approach?
2. What are the factors that are motivating your organization to consider a shared service approach?
3. What is your “showstopper”; what limits would your organization place on a shared services approach?
4. What are the shared services that you would like to see available in an ideal world? Please select all that apply and provide specific examples for each shared service that you would like to see offered.
 - Human Resources (HR)
 - Occupational Health and Safety (OH&S)
 - Finance, Audit, and Risk
 - Information Technologies (IT)
 - Fundraising and Resource Development
 - Marketing
 - Communications
 - Property Management and Facility Co-Location
 - Strategic Planning
 - Program Evaluation and Social Research
 - Other (please specify)
5. Would you be willing to pay for access to shared services? If yes, how much would you be willing to pay and what form would you like this payment to take? If no, why not?

Results

The information collected from the 28 Wood Buffalo social profit leaders that completed an interview or survey (participants) was themed and is presented below in relation to the questions that were posed to participants during interviews and surveys.

1. What are the opportunities that you see for your organization through a shared services approach?

Participants believed that a shared service approach would offer multiple important benefits to Wood Buffalo social profit agencies. Several participants believed that a shared services approach would help agencies reduce their administrative costs which would ultimately allow them to invest more of their resources into programs and services for the community. Other participants indicated that a shared service approach would allow agencies in the community to collaborate more consistently and leverage their collective knowledge, skills, and experiences to create greater social improvements.

2. What are the factors that are motivating your organization to consider a shared service approach?

The majority of participants indicated that they were motivated to consider a shared services approach because they have a desire to ensure that their lean resources are utilized most effectively. At present, these participants believe that housing all of the services that could be shared amongst the community is inefficient and exposes their agencies to unnecessary financial risk. With ongoing concerns about financial stability and sustainability, participants would like to see if a shared services approach leads to improved financial conditions. One participant said, “dividing service costs amongst all agencies is a good idea and long overdue”. The majority of participants also wish to improve the effectiveness of their organizations and view shared services as a way to enhance the knowledge and skills available to them and their existing teams. Another common motivation is the desire to establish new relationships and a strong network between agencies. Participants that contributed to this theme believed that this networking will stimulate new ideas and lead to innovations that benefit the collective and the community as a whole.

3. What is your “showstopper”; what limits would your organization place on a shared services approach?

All participants indicated that overly burdensome costs and having to pay for services that their agency does not need would be their main “showstoppers”. Some participants also said that if the shared service approach constructed does not recognize and respect the individuality of their agency, they would not be willing to participate. One participant stated, “each agency has its own governing body, policies and procedures, and set objectives that need to be taken into account when services are shared broadly.” A large number of participants also said that if the services offered through a shared services approach duplicated what they already have access to internally they would not be interested in participating. Participants also stressed the importance of simplicity when it comes to the shared service approach. One participant said, “avoid making the process overly bureaucratic and cumbersome and limit the number of complicated agreements and contracts that agencies would need to sign.” Finally, a small number of participants said that their Board of Directors’ could limit or prevent their participation in a shared services approach and that they would need to demonstrate that the approach meets unmet needs.

4. *What are the shared services that you would like to see available in an ideal world? Please select all that apply and provide specific examples for each shared service that you would like to see offered.*

The chart below illustrates the types of shared services that participants would like to see available. The percentage for each shared service indicates the proportion of participants that would like to see that service offered.

Shared Services Desired

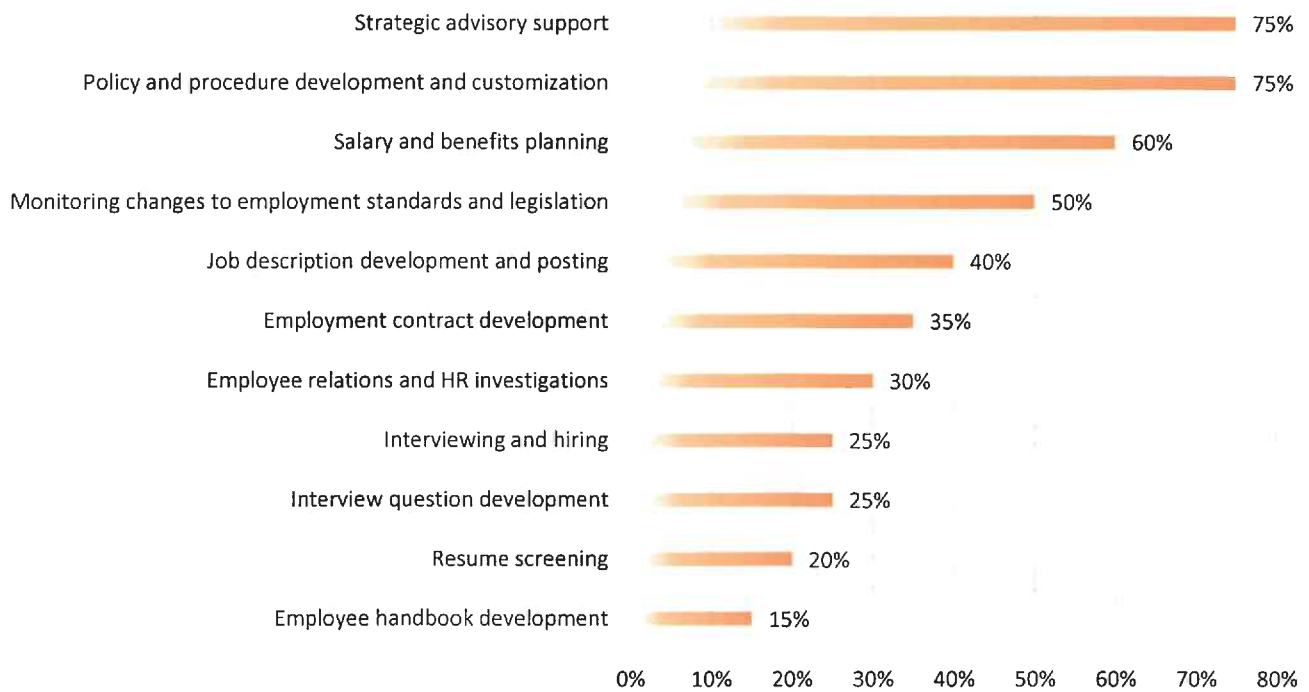


The charts below illustrate specific examples for each shared service that participants would like to see offered. The percentage for each specific example indicates the proportion of participants that would like to see that service offered.

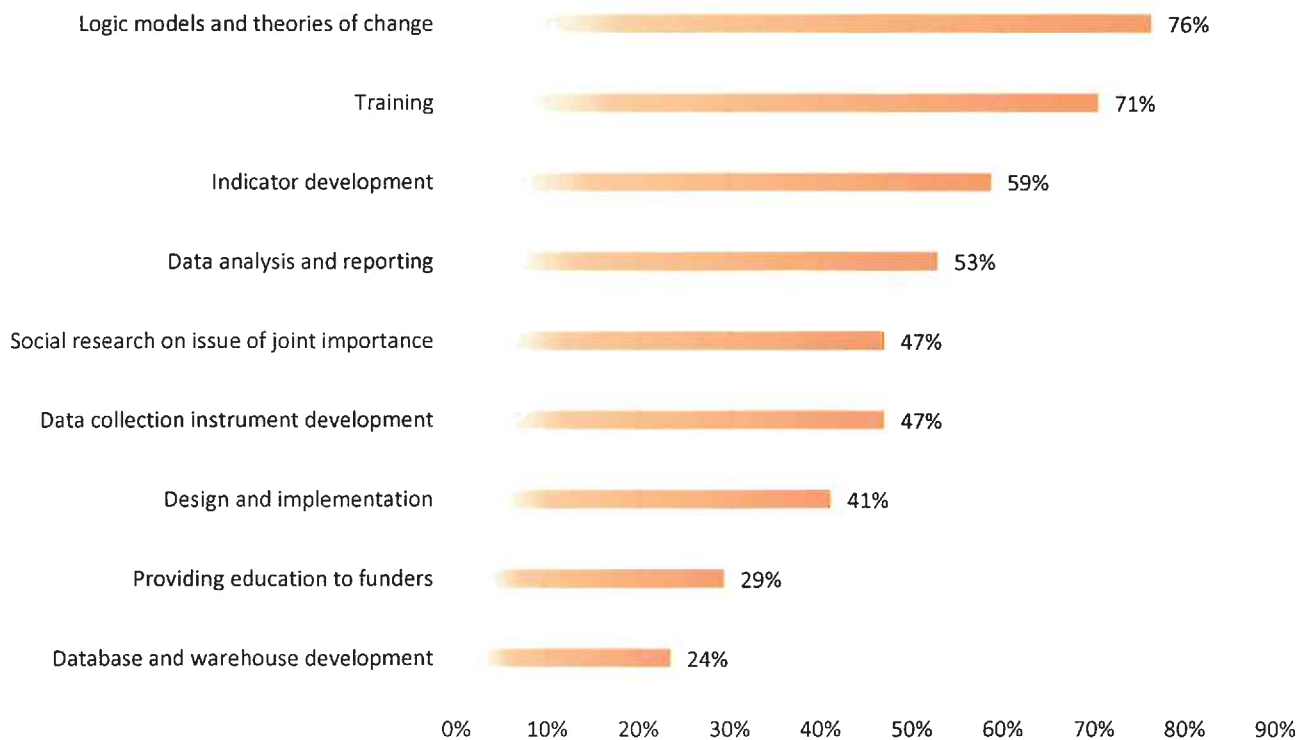
Finance, Audit, and Risk



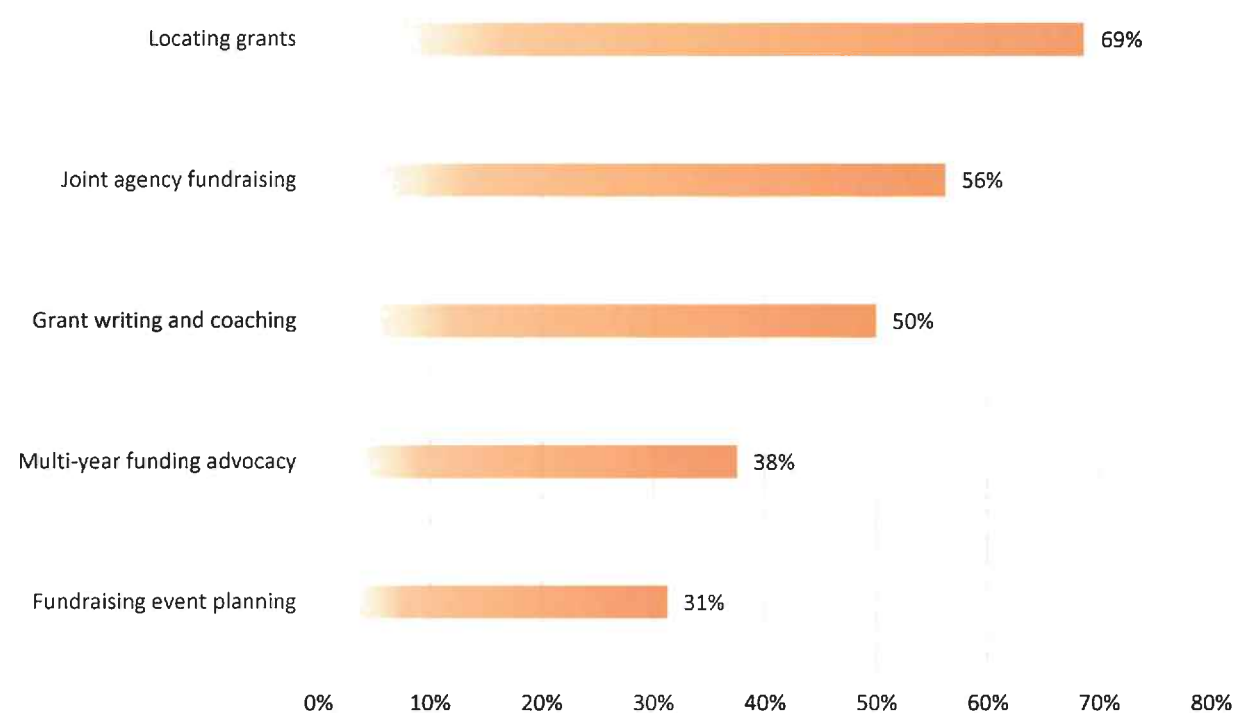
Human Resources (HR)



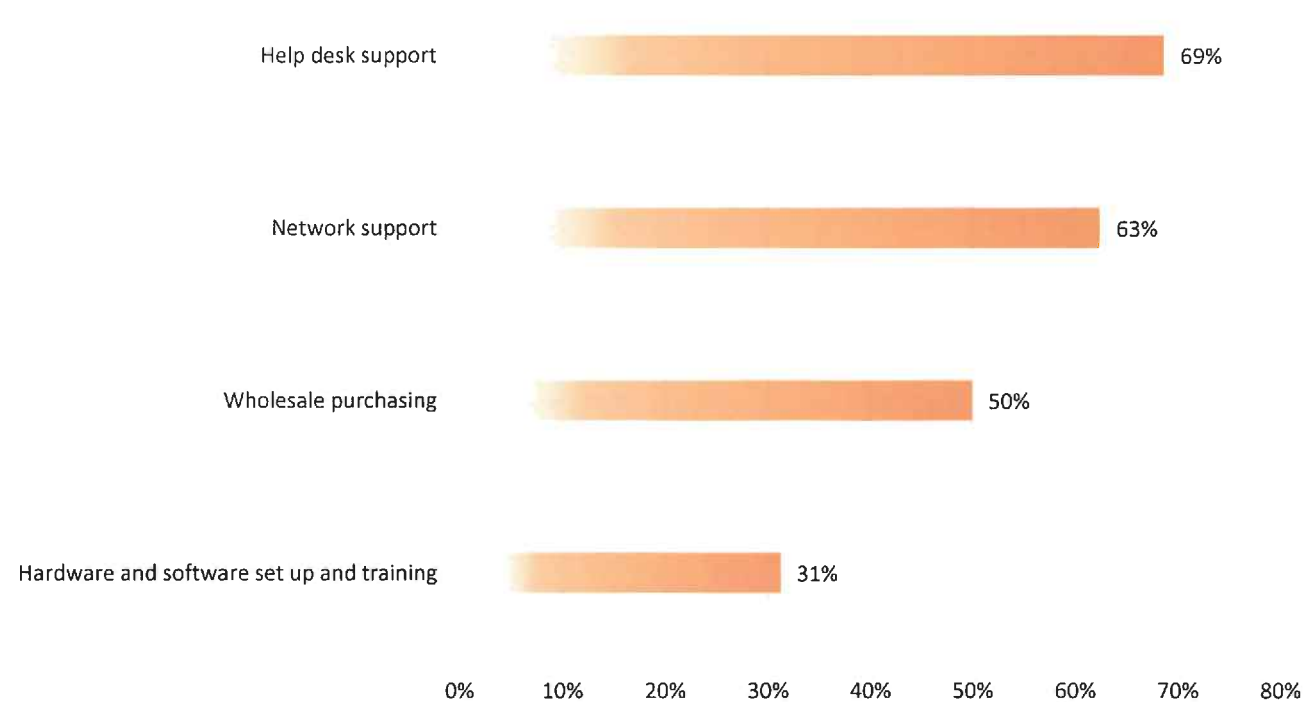
Program Evaluation and Social Research



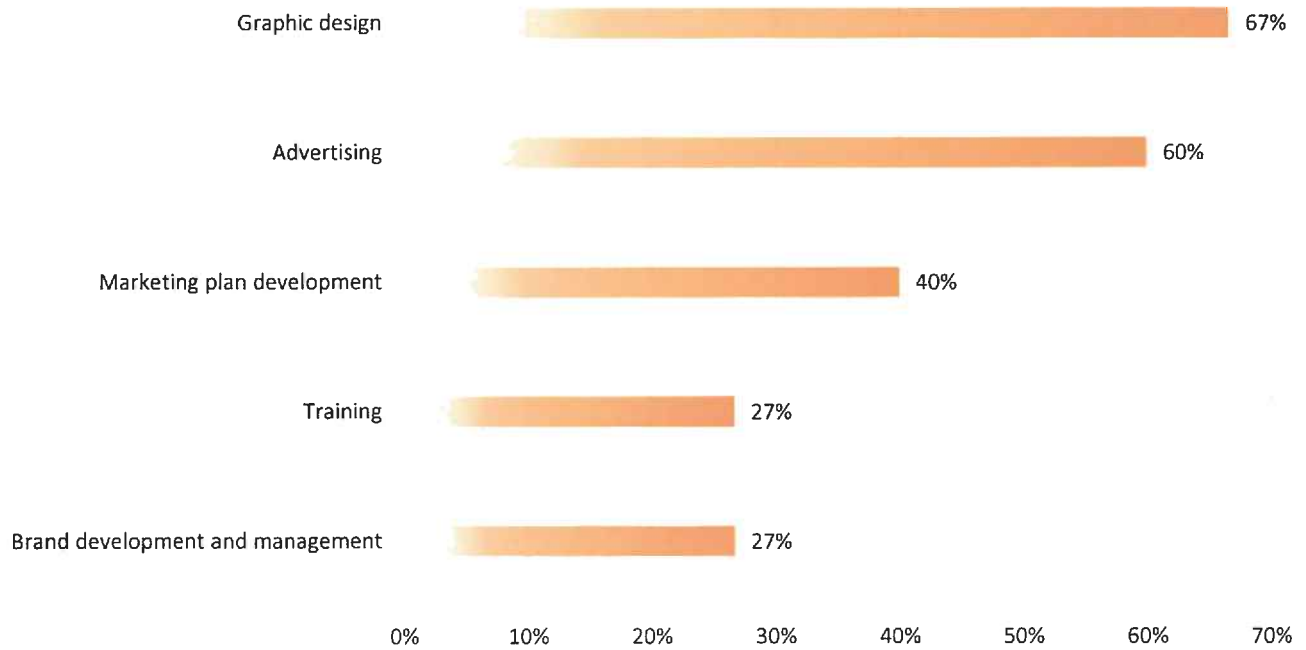
Fundraising and Resource Development



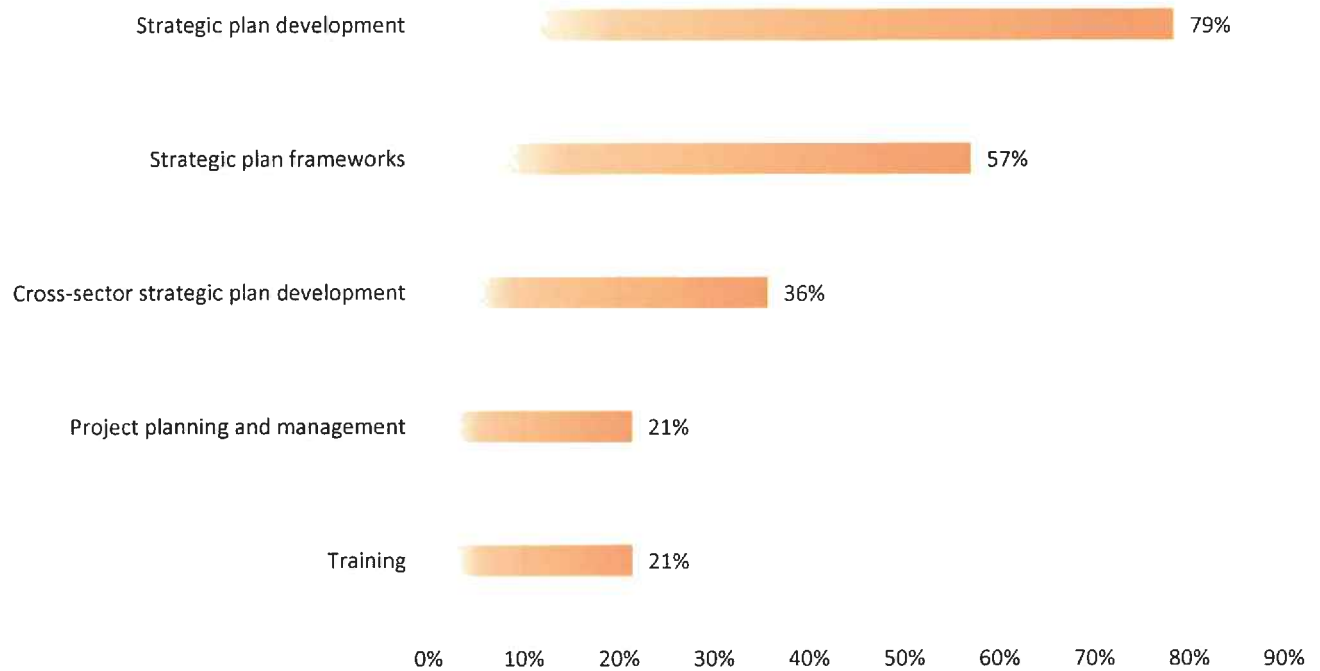
Information Technology (IT)



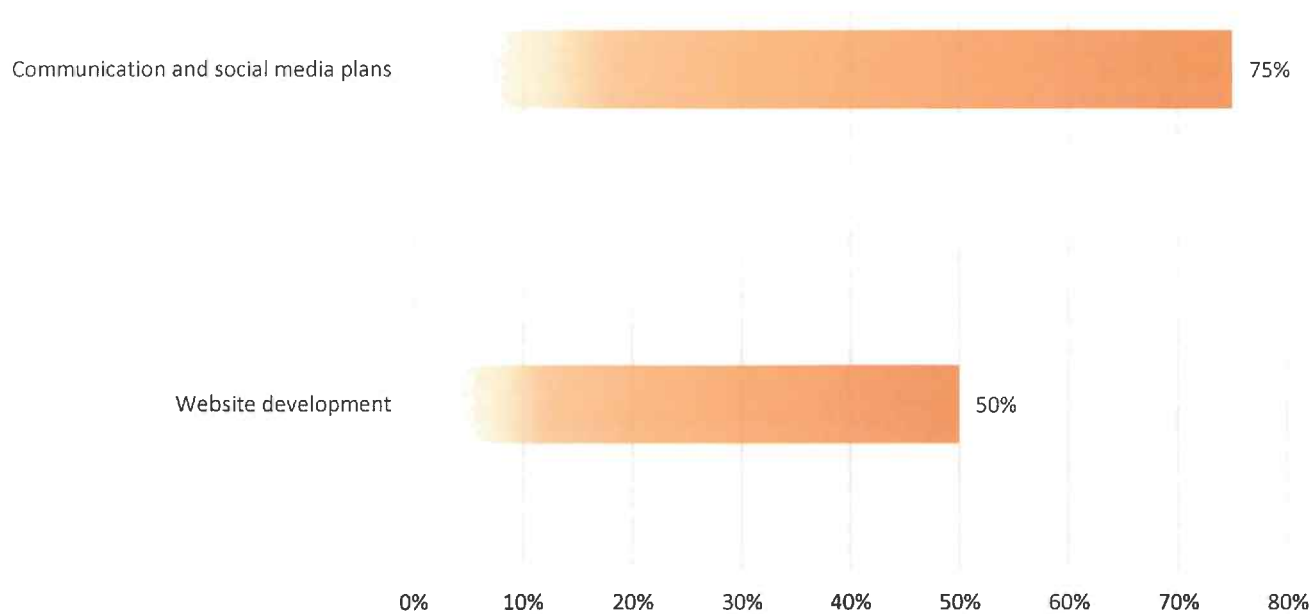
Marketing



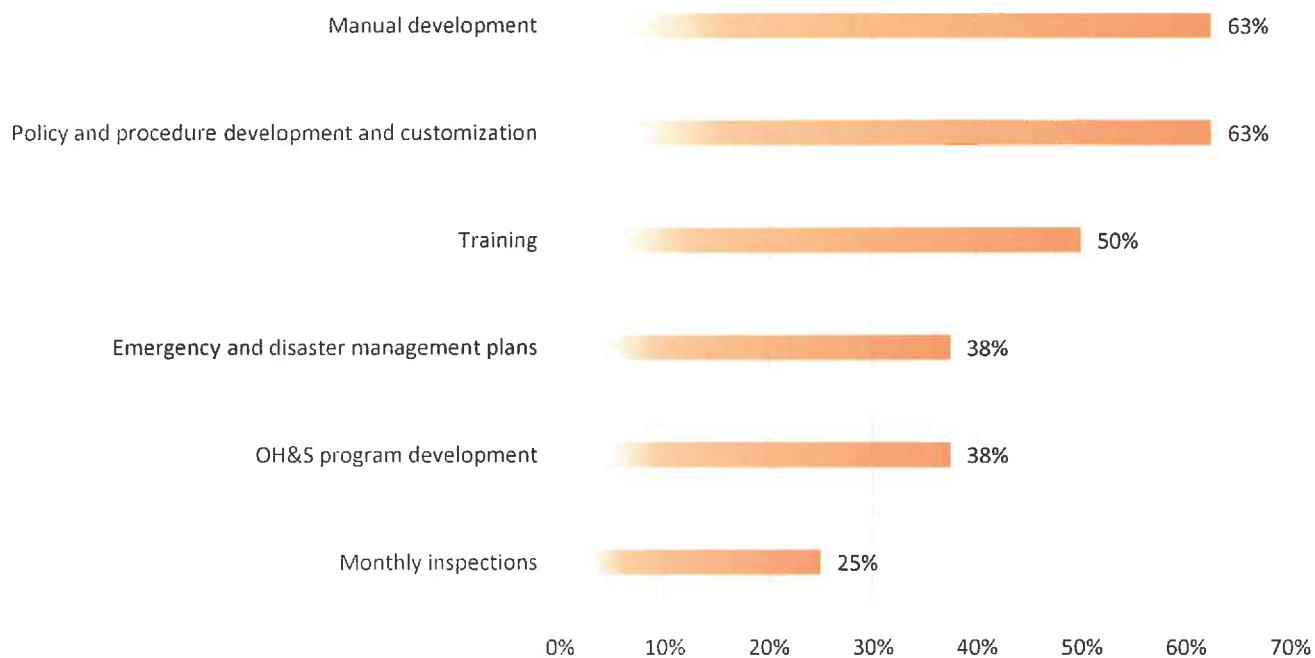
Strategic Planning



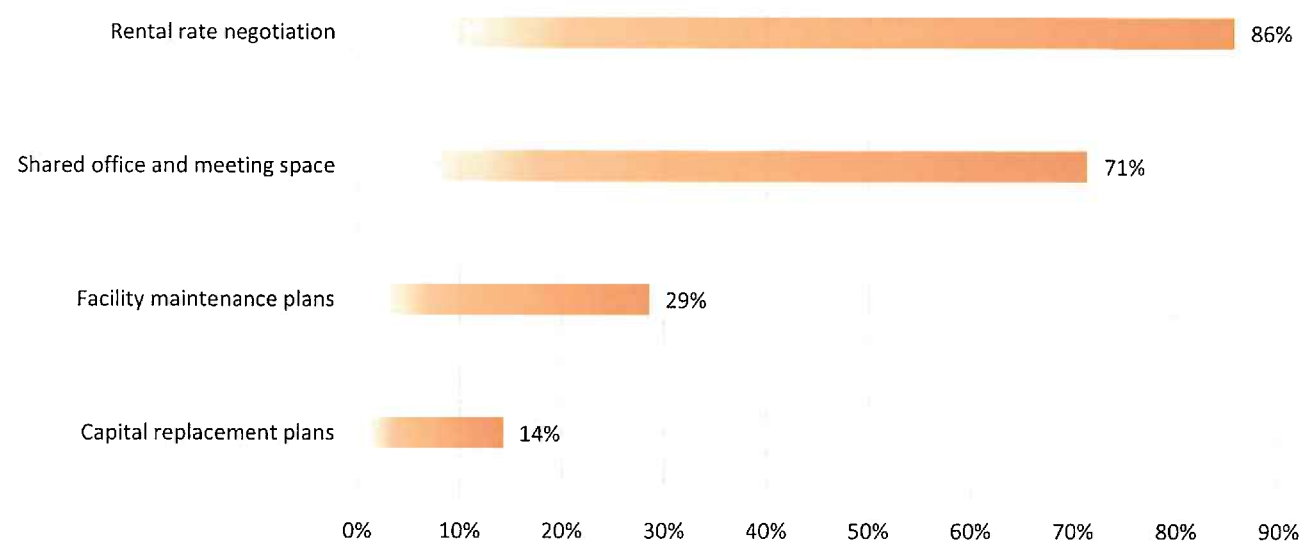
Communications



Occupational Health and Safety (OH&S)



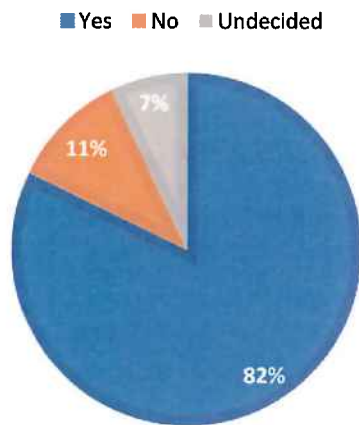
Property Management and Facility Co-Location



Other (please specify)

Other shared services that participants would like to see available include governance training and support for their Board of Directors’, legal services, and Indigenous consultants to help increase the cultural awareness and competence of their staff.

5. *Would you be willing to pay for access to shared services? If yes, how much would you be willing to pay and what form would you like this payment to take? If no, why not?*



Proposed Shared Service Model

Based on the results outlined above it is proposed that FuseSocial offer a shared service model that incorporates a mixture of staff supported services and consultant support services. The table below provides a breakdown of which services should be supported by staff and which services should be supported by consultants.

| Service Categories | Staff Supported Services | Consultant Support Services |
|--|--|--|
| Finance, Audit, and Risk | <ul style="list-style-type: none"> ▪ Policy and procedure development and customization ▪ Financial report and dashboard development ▪ Budgeting and forecasting ▪ Temporary staffing for vacation coverage ▪ Contract management and procurement | <ul style="list-style-type: none"> ▪ Audit preparation and auditing ▪ Support with bookkeeping ▪ Identification of insurance needs and cost negotiation ▪ Payroll services ▪ Risk management and business continuity plan development |
| Human Resources (HR) | <ul style="list-style-type: none"> ▪ Policy and procedure development and customization ▪ Monitoring changes to employment standards and legislation ▪ Job description development and posting ▪ Employment contract development ▪ Interviewing and hiring ▪ Interview question development ▪ Resume screening ▪ Employee handbook development ▪ Strategic advisory support ▪ Salary and benefits planning ▪ Employee relations and HR investigations | |
| Program Evaluation and Social Research | | <ul style="list-style-type: none"> ▪ Logic models and theories of change ▪ Design and implementation ▪ Database and warehouse development ▪ Indicator development ▪ Data analysis and reporting ▪ Data collection instrument development ▪ Training ▪ Providing education to funders ▪ Social research on issue of joint importance |
| Fundraising and Resource Development | <ul style="list-style-type: none"> ▪ Locating grants ▪ Grant writing and coaching ▪ Multi-year funding advocacy | <ul style="list-style-type: none"> ▪ Joint agency fundraising ▪ Fundraising event planning |

| | | |
|--|---|---|
| Information Technology (IT) | | <ul style="list-style-type: none"> ▪ Help desk support ▪ Network support ▪ Wholesale purchasing ▪ Hardware and software set up and training |
| Marketing | <ul style="list-style-type: none"> ▪ Graphic design | <ul style="list-style-type: none"> ▪ Marketing plan development ▪ Brand development and management ▪ Advertising ▪ Training |
| Strategic Planning | | <ul style="list-style-type: none"> ▪ Strategic plan development ▪ Strategic plan frameworks ▪ Cross-sector strategic plan development ▪ Project planning and management ▪ Training |
| Communications | <ul style="list-style-type: none"> ▪ Website development | <ul style="list-style-type: none"> ▪ Communication and social media plans |
| Occupational Health and Safety (OH&S) | <ul style="list-style-type: none"> ▪ Policy and procedure development and customization ▪ Manual development ▪ OH&S program development ▪ Monthly inspections ▪ Training | <ul style="list-style-type: none"> ▪ Emergency and disaster management plans |
| Property Management and Facility Co-Location | | <ul style="list-style-type: none"> ▪ Rental rate negotiation ▪ Shared office and meeting space ▪ Facility maintenance plans ▪ Capital replacement plans |

It is recommended that staff be hired to provide the following shared services.

- Finance, Audit, and Risk
- Human Resources (HR) and Occupational Health and Safety (OH&S)
- Fundraising and Resource Development
- Marketing and Communications

The full-time equivalents (FTEs) for each type of shared service would be determined by agency need. FuseSocial would hire and manage access to these staff. The compensation and benefits of these staff would align with FuseSocial's human resource policies. The cost for all required FTEs would be paid for by both funder contributions and agency membership dues.

It is also recommended that consultants be identified and pre-qualified to provide the following shared services.

- Finance, Audit, and Risk
- Program Evaluation and Social Research
- Fundraising and Resource Development
- Information Technology (IT)
- Marketing and Communications
- Strategic Planning
- Property Management and Facility Co-Location

The identification and pre-qualification of consultants would be managed by FuseSocial. Further, FuseSocial would negotiate consistent, preferred rates with all consultants. All agencies would be able to access these consultants.

Payment Principles and Proposed Costing Model

The majority of participants indicated that they would be willing to pay for access to shared services. It is important to note that willingness to pay was contingent on several key factors. These factors were as follows.

- That FuseSocial develop and maintain the shared services.
- That the shared services available meet agency needs.
- That the shared services available minimize agencies' needs to procure their own staff or consultants.
- That all agencies have equitable access to the shared services available.
- That the cost to access shared services is reasonable.
- That the cost to access shared services is differential based on agency size and anticipated use.
- That the cost to access shared services is based on the frequency or volume of shared service use.
- That payment be issued in the form of monthly or quarterly membership dues, if necessary.

Based on these factors a membership dues costing model is proposed. The three proposed types of membership and their associated annual membership dues are as follows.

| Membership Type | Annual Membership Dues |
|-------------------|------------------------|
| Gold membership | \$10,000 |
| Silver membership | \$6,250 |
| Bronze membership | \$3,250 |

Purchasing any membership will grant Wood Buffalo social profit agencies access to differential amounts of staff and consultant supported services. Further, each agency will have the opportunity to purchase additional shared service hours at a rate of \$50 per hour. Only a portion of the resources necessary to offer shared services will be paid for by membership dues. The balance will be offset by contributions from various Wood Buffalo funders (i.e., Regional Municipality of Wood Buffalo, United Way, Red Cross, etc.)

Recommended Implementation Plan

It is recommended that FuseSocial implement the shared service model using a multi-year, phased approach. Using this approach FuseSocial will be able to evaluate and improve upon the model in an iterative way and

gradually increase the depth and breadth of shared services that are available to Wood Buffalo social profit agencies. The implementation pathway and budget for the first year of this phased approach and the budget required, are presented below.

Year One Implementation Pathway

During the first year of implementation it is recommended that FuseSocial limit the number of shared services available to Wood Buffalo social profit agencies. Specifically, it is recommended that FuseSocial offer the following shared services.

1. Human Resources, inclusive of strategic advisory support, employee investigation support, salary and benefit planning, human resource policy and procedure development and/or support, job description review and/or development, employee relations, interviewing, hiring, and offers, and employee handbook development.
2. Evaluation and Social Research, inclusive of logic model development, theory of change development, indicator development, instrument creation, data analysis and reporting support, and evaluation implementation.
3. Marketing and Communication, inclusive of design, advertising, brand development, website development, marketing plan development, communications plan development, media relations support, and social media support.

These three shared services are recommended because they were amongst the most highly sought-after types of service by stakeholders who participated in the consultation process.

The human resources, marketing, and communication will be staff supported services and evaluation and social research will be consultant supported services in year one. The total number of staff supported service hours (i.e., human resources, marketing, and communications combined) and consultant support service hours (i.e., evaluation and social research) for each membership type in year one is presented in the table below.

| Membership Type | Staff Supported Service Hours | Consultant Supported Service Hours |
|------------------------|--------------------------------------|---|
| Gold membership | 150 | 50 |
| Silver membership | 100 | 25 |
| Bronze membership | 50 | 15 |

It is recommended that FuseSocial place a cap on the number of agencies that are able to participate in year one of shared services implementation. Specifically, it is recommended that FuseSocial invite no more than 25 agencies to participate in year of shared services implementation. This cap is a necessity as the volume of resource required to service the entire Wood Buffalo social profit community would make moving forward with the shared service model untenable.

Further, it is recommended that FuseSocial target April 1, 2020 as the official start date for shared services implementation. This will provide FuseSocial with the first quarter of fiscal 2020 to build a Service Level Agreement (SLA), develop service request processes and tracking systems, an evaluation framework, and to socialize and recruit upwards of 25 agencies to participate.

Year One Implementation Budget

To offer the three shared services note above to 25 agencies between April 1, 2020 and December 31, 2020, FuseSocial will require a total budget of **\$297,934.45**. This budget includes the costs associated with staff supported services, consultant supported services, and other administrative costs. A detail budget is presented below.

SALARIED STAFF

| | Hours Required | Salary (P33) | EI | CPP, Workers Comp | Benefits | Total Cost |
|--------------------------------------|----------------|----------------------|--------------------|--------------------|-------------------|---------------------|
| Human Resource Advisor | 2,080 | \$ 90,000.00 | \$ 2,368.80 | \$ 810.00 | \$2,400.00 | \$ 95,578.80 |
| Communications and Marketing Advisor | 2,080 | \$ 75,000.00 | \$ 1,974.00 | \$ 675.00 | \$2,400.00 | \$ 80,049.00 |
| Shared Services Coordinator | 1,040 | \$ 36,400.00 | \$ 958.05 | \$ 327.60 | \$2,400.00 | \$ 40,085.65 |
| Director of Shared Services | 150 | \$ 7,200.00 | \$ 189.50 | \$ 64.80 | \$ - | \$ 7,454.30 |
| | | \$ 208,600.00 | \$ 4,342.80 | \$ 1,485.00 | \$7,200.00 | \$223,167.75 |

CONSULTANTS

| | Hours Required | Salary (P33) | | | | |
|-------------------------------|----------------|--------------|-----|-----|-----|----------|
| Program Evaluation Consultant | 700 | N/A | N/A | N/A | N/A | \$52,500 |

OTHER COSTS

| | |
|--|---------------------|
| Legal fees | \$ 5,000.00 |
| Materials, supplies, technology, advertising, local travel | \$ 5,000.00 |
| Consultant travel | \$ 5,000.00 |
| Administrative overhead (2.5% of total cost) | \$ 7,266.69 |
| | \$ 22,266.69 |

| | |
|-------------------|----------------------|
| TOTAL COST | \$ 297,934.45 |
|-------------------|----------------------|

Year One Revenue Projection

After the stakeholder consultation process FuseSocial socialized the proposed membership types and prices with the Wood Buffalo social profit community. Based on the feedback offered by several agencies it is anticipated that 60% of the 25 agencies that will participate in year one of shared services implementation will purchase a silver membership, 20% will purchase a gold membership, and 20% will purchase a bronze membership. Based on these percentages the projected membership revenue during year one of shared services implementation is as follows.

| Membership Type | Annual Membership Dues During Year One ¹ | Number of Agencies During Year One | Projected Revenue |
|-------------------|---|------------------------------------|---------------------|
| Gold membership | \$7,500 | 5 | \$37,500.00 |
| Silver membership | \$4,687.50 | 15 | \$70,312.50 |
| Bronze membership | \$2,437.50 | 5 | \$12,187.50 |
| All memberships | | 25 | \$120,000.00 |

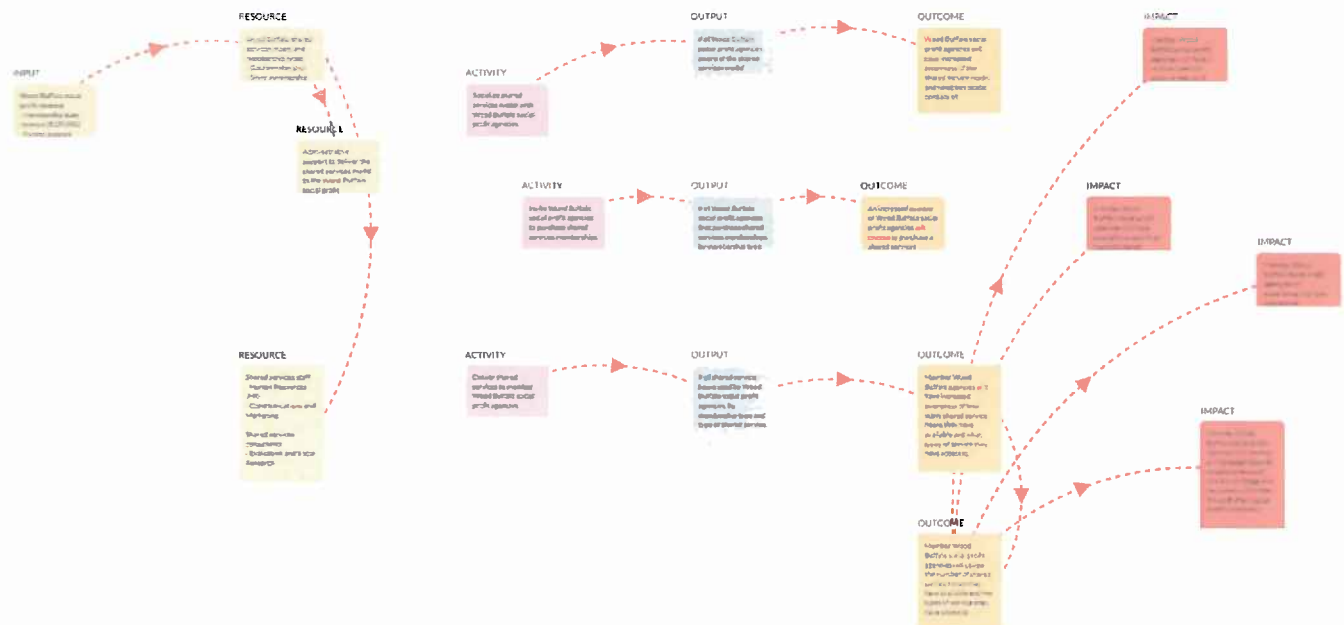
Thus, FuseSocial will require **\$177,934.45** from various other Wood Buffalo funders (i.e., Regional Municipality of Wood Buffalo, United Way, Red Cross, etc.) to balance the year one shared services implementation budget.

¹ Since agencies will only receive nine months of service, they will only be required to pay 75% of the annual membership dues in year one.

Evaluation of Year One

Prior to December 31, 2020 it is recommended that FuseSocial conduct a formal evaluation of year one of the shared services implementation. The logic model below outlines the inputs, resources, activities, outputs, and outcomes anticipated during this implementation.

Wood Buffalo Social Profit Shared Services Logic Model



This evaluation should seek to answer the following key questions.

1. How did participating social profit agencies make use of their allotted shared service hours?
2. Was there a sufficient number of staff supported and consultant supported shared service hours?
3. Which types of shared services were utilized the most and the least?
4. Were there enough administrative resources to adequately support implementation?
5. What benefits did social profit agencies receive from participation in shared services?
6. What were the limitations of the shared service model?
7. How could the shared service model be improved upon for year two of implementation?

The findings from this evaluation should be utilized to adjust the shared service model prior to year two implementation.

National Volunteer Week Event

| | |
|---|-------------|
| Total Expenses | \$47,845.02 |
| Total Projected Revenue from other Sources | \$42,512.00 |
| Shortfall/Total Requested from RMWB | \$5,333.02 |

| | Total Project Expenses | Requested RMWB Grant |
|---|------------------------|----------------------|
| Staffing/Personnel | | |
| <i>Salaries & Wages</i> | | |
| <i>Staff Professional Development</i> | | |
| <i>Subcontractors/Consultants</i> | | |
| <u>Total</u> | | |
| Program & Event Expenses | | |
| Materials & Supplies | \$32,000.00 | \$ 2,000.00 |
| Convergence | \$0.00 | |
| Food & Catering | \$6,000.00 | \$ 1,000.00 |
| Room Rental | \$2,000.00 | |
| Volunteer Recognition | \$2,333.02 | \$ 2,333.02 |
| <i>Education, Conferences, & Workshops</i> | \$0.00 | |
| Contractor and facilitatorTravel & Subsistence | \$0.00 | |
| Facilitators | \$0.00 | |
| <u>Total</u> | \$42,333.02 | \$ 5,333.02 |
| | \$0.00 | |
| | \$0.00 | |
| Administrative Costs | \$0.00 | |
| Advertising and Promotion | \$5,512.00 | |
| <i>Office Supplies</i> | \$0.00 | |
| <i>Information Technology</i> | \$0.00 | |
| <i>Banking Fees & Credit Cards</i> | \$0.00 | |
| <i>Telephone</i> | \$0.00 | |
| <u>Total</u> | \$5,512.00 | \$ - |
| | \$0.00 | |
| Operational Costs | \$0.00 | |
| <i>Office Rental</i> | \$0.00 | |
| <i>Insurance</i> | \$0.00 | |
| <i>Professional Fees & Memberships</i> | \$0.00 | |
| <i>Board Costs</i> | \$0.00 | \$ - |
| <i>Staff Meetings and gatherings</i> | \$0.00 | |
| <i>Contingency /other</i> | \$0.00 | |
| Staff Travel & Subsistence including local meetings | \$0.00 | |
| <i>Percentage of Admin Cost of Grant</i> | \$0.00 | |
| Total | \$0.00 | \$ - |
| | \$0.00 | |
| Total Expenses | \$47,845.02 | \$ 5,333.02 |

Shared Services Programming

| | |
|---|--------------|
| Total Expenses | \$357,181.98 |
| Total Projected Revenue from other Sources | \$73,125.00 |
| Total Requested from RMWB | \$198,584.00 |
| Shortfall/Funding still Required | \$85,472.98 |

| | Total Project Expenses | Requested RMWB Grant |
|---|------------------------|----------------------|
| Staffing/Personnel | | |
| <u>Salaries & Wages</u> | \$252,931.98 | \$ 184,806.98 |
| Staff Professional Development | \$0.00 | |
| Subcontractors/Consultants | \$0.00 | |
| Total | \$252,931.98 | \$ 184,806.98 |
| | \$0.00 | |
| Program & Event Expenses | \$0.00 | |
| Materials & Supplies | \$5,000.00 | \$ 2,000.00 |
| Convergence | \$0.00 | |
| Food & Catering | \$0.00 | |
| Room Rental | \$0.00 | |
| Volunteer Recognition | \$0.00 | |
| Education, Conferences, & Workshops | \$0.00 | |
| Contractor and facilitatorTravel & Subsistence | \$8,000.00 | |
| Facilitators | \$56,250.00 | |
| Total | \$69,250.00 | \$ 2,000.00 |
| | \$0.00 | |
| | \$0.00 | |
| Administrative Costs | \$0.00 | |
| Advertising and Promotion | \$2,000.00 | \$ 1,000.00 |
| Office Supplies | \$0.00 | |
| Information Technology | \$2,000.00 | \$ 777.02 |
| Banking Fees & Credit Cards | \$0.00 | |
| Telephone | \$0.00 | |
| Total | \$4,000.00 | \$ 1,777.02 |
| | \$0.00 | |
| Operational Costs | \$0.00 | |
| Office Rental | \$10,000.00 | \$ 5,000.00 |
| Insurance | \$0.00 | |
| Professional Fees & Memberships | \$10,000.00 | \$ 5,000.00 |
| Board Costs | \$0.00 | |
| Staff Meetings and gatherings | \$0.00 | |
| Contingency /other | \$0.00 | |
| Staff Travel & Subsistence including local meetings | \$1,000.00 | |
| Percentage of Admin Cost of Grant | \$10,000.00 | |
| Total | \$31,000.00 | \$ 10,000.00 |
| | | |
| Total Expenses | \$357,181.98 | \$ 198,584.00 |

Capacity Building Programming

Total Expenses **\$1,074,705.00**

Total Projected Revenue from other Sources **\$984,095.00**

Shortfall/Total Requested from RMWB **\$90,610.00**

| | Total Project Expenses | Requested RMWB Grant |
|---|------------------------|----------------------|
| Staffing/Personnel | | |
| <u>Salaries & Wages</u> | \$661,298.62 | \$ 58,935.00 |
| Staff Professional Development | \$6,600.00 | |
| Subcontractors/Consultants | \$10,000.00 | |
| Total | \$677,898.62 | \$ 58,935.00 |
| | \$0.00 | |
| Program & Event Expenses | \$0.00 | |
| Materials & Supplies | \$25,686.00 | \$ 2,000.00 |
| Convergence | \$10,000.00 | |
| Food & Catering | \$28,650.00 | \$ 4,500.00 |
| Room Rental | \$13,659.67 | \$ 1,000.00 |
| Volunteer Recognition | \$3,530.00 | \$ 2,075.00 |
| Education, Conferences, & Workshops | \$12,667.80 | |
| Contractor and facilitatorTravel & Subsistence | \$7,440.80 | |
| Facilitators | \$66,986.00 | \$ 2,000.00 |
| Total | \$168,620.27 | \$ 11,575.00 |
| | \$0.00 | |
| | \$0.00 | |
| | \$0.00 | |
| Administrative Costs | | |
| Advertising and Promotion | \$18,494.00 | \$ 3,900.00 |
| Office Supplies | \$2,639.78 | |
| Information Technology | \$29,123.35 | \$ 1,000.00 |
| Banking Fees & Credit Cards | \$500.00 | |
| Telephone | \$1,424.00 | \$ 800.00 |
| Total | \$52,181.13 | \$ 5,700.00 |
| | \$0.00 | |
| Operational Costs | \$0.00 | |
| Office Rental | \$52,920.00 | \$ 14,400.00 |
| Insurance | \$3,275.00 | |
| Professional Fees & Memberships | \$45,003.00 | |
| Board Costs | \$8,000.00 | \$ - |
| Staff Meetings and gatherings | \$4,175.60 | |
| Contingency /other | \$30,642.38 | |
| Staff Travel & Subsistence including local meetings | \$25,789.00 | |
| Percentage of Admin Cost of Grant | \$6,200.00 | |
| Total | \$176,004.98 | \$ 14,400.00 |
| | \$0.00 | |
| Total Expenses | \$1,074,705.00 | \$ 90,610.00 |

FUSESOCIAL WOOD BUFFALO SOCIETY
Financial Statements
For the Year Ended December 31, 2018

FUSESOCIAL WOOD BUFFALO SOCIETY
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Year Ended December 31, 2018

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COLBY•STECKLY

CHARTERED PROFESSIONAL ACCOUNTANTS

INDEPENDENT AUDITOR'S REPORT

To the Members of FuseSocial Wood Buffalo Society

Qualified Opinion

We have audited the financial statements of FuseSocial Wood Buffalo Society (the Society), which comprise the statement of financial position as at December 31, 2018, and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at December 31, 2018, and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many charitable organizations, the Society derives some of their revenue from fundraising activities the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Society and we were not able to determine whether any adjustments might be necessary to contributions, excess of revenues over expenses, current assets and net assets. Our audit opinion on the financial statements for the year ended December 31, 2017 was modified accordingly because of the possible effects of this limitation of scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society 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 those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit 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 Canadian accounting standards for not-for-profit organizations, 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 Society's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

(continues)

Independent Auditor's Report to the Members of FuseSocial Wood Buffalo Society *(continued)*

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society'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 Society'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 Society 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.

Edmonton, Alberta
May 14, 2019

CHARTERED PROFESSIONAL ACCOUNTANTS

FUSESOCIAL WOOD BUFFALO SOCIETY

Statement of Financial Position

As at December 31, 2018

| | 2018 | 2017 |
|--|-------------------|---------------------|
| ASSETS | | |
| CURRENT | | |
| Cash | \$ 131,029 | \$ 46,125 |
| Restricted cash (Note 8) | 211,012 | 921,995 |
| Contributions receivable | 16,486 | 80,100 |
| Goods and services tax recoverable | 12,528 | 34,124 |
| Prepaid expenses | 8,884 | 2,179 |
| Lease deposit | 3,039 | 16,373 |
| | <u>382,978</u> | <u>1,100,896</u> |
| PROPERTY AND EQUIPMENT (Note 3) | 1,621 | 71,462 |
| RESTRICTED CASH (Note 5) | 111,486 | 110,000 |
| RESTRICTED TERM DEPOSIT (Notes 4, 5) | 15,115 | 15,000 |
| | <u>\$ 511,200</u> | <u>\$ 1,297,358</u> |
| LIABILITIES | | |
| CURRENT | | |
| Accounts payable and accrued liabilities | \$ 31,701 | \$ 49,184 |
| Wages payable | 15,249 | 31,246 |
| Employee deductions payable | 9,799 | 25,726 |
| Deferred contributions (Note 8) | 211,012 | 921,995 |
| | <u>267,761</u> | <u>1,028,151</u> |
| NET ASSETS | | |
| General (unrestricted) | 115,217 | 198,045 |
| Invested in property and equipment (internally restricted) | 1,621 | 71,162 |
| Operational deficiency fund (internally restricted) (Note 5) | 126,601 | - |
| | <u>243,439</u> | <u>269,207</u> |
| | <u>\$ 511,200</u> | <u>\$ 1,297,358</u> |

ON BEHALF OF THE BOARD

 Director

 Director

See notes to financial statements

FUSESOCIAL WOOD BUFFALO SOCIETY
Statement of Revenues and Expenditures
For the Year Ended December 31, 2018

| | 2018 | 2017 |
|---|--------------------|--------------------|
| REVENUE | | |
| Donations and grants | \$ 1,263,794 | \$ 1,810,385 |
| Events and program fees | 31,254 | 44,940 |
| Partnerships (<i>Schedule 1</i>) | 42,580 | 39,420 |
| Sponsorships | 32,000 | 65,940 |
| | <u>1,369,628</u> | <u>1,960,685</u> |
| EXPENSES | | |
| Advertising and promotion | 38,639 | 126,376 |
| Amortization | 1,981 | 39,909 |
| Facility rental and catering | 45,900 | 69,980 |
| Insurance | 4,417 | 3,270 |
| Interest and bank charges | 1,392 | 1,624 |
| Licenses and fees | 1,174 | 1,625 |
| Office | 24,413 | 30,178 |
| Partnerships (<i>Schedule 1</i>) | 42,244 | 39,420 |
| Professional development | 4,918 | 2,458 |
| Professional fees | 29,248 | 37,042 |
| Program and event expenses | 86,571 | 140,027 |
| Program facilitator & board travel and subsistence | 42,221 | 50,318 |
| Rental | 132,837 | 119,626 |
| Salaries and wages | 607,994 | 933,609 |
| Staff Recognition | 657 | - |
| Subcontractors and consultants | 262,410 | 383,901 |
| Telephone | 10,839 | 11,664 |
| Volunteer recognition | 2,869 | 10,694 |
| | <u>1,340,724</u> | <u>2,001,721</u> |
| EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS | <u>28,904</u> | <u>(41,036)</u> |
| OTHER INCOME (EXPENSES) | | |
| Interest income | 818 | 1,126 |
| Loss on disposal of property and equipment | (55,490) | - |
| | <u>(54,672)</u> | <u>1,126</u> |
| DEFICIENCY OF REVENUE OVER EXPENSES | <u>\$ (25,768)</u> | <u>\$ (39,910)</u> |

See notes to financial statements

FUSESOCIAL WOOD BUFFALO SOCIETY

Statement of Changes in Net Assets

For the Year Ended December 31, 2018

| | General | Invested In Property and Equipment | Operational Deficiency Fund | | |
|----------------------------|----------------|--|-----------------------------------|------------|------------|
| | (unrestricted) | (internally restricted) | (internally restricted) | 2018 | 2017 |
| NET ASSETS - | | | | | |
| BEGINNING OF | | | | | |
| YEAR | \$ 198,045 | \$ 71,162 | \$ - | \$ 269,207 | \$ 309,117 |
| Excess (Deficiency) | | | | | |
| of revenue over | | | | | |
| expenses | (23,787) | (1,981) | - | (25,768) | (39,910) |
| Interfund transfer | (59,041) | (67,560) | 126,601 | - | - |
| NET ASSETS - END OF | | | | | |
| YEAR | \$ 115,217 | \$ 1,621 | \$ 126,601 | \$ 243,439 | \$ 269,207 |

Interfund transfers represent the dispositions that occurred in the current reporting period and the repurpose of the Leadership Wood Buffalo reserve to the Operational Deficiency Fund.

See notes to financial statements

FUSE SOCIAL WOOD BUFFALO SOCIETY

Statement of Cash Flow

For the Year Ended December 31, 2018

| | 2018 | 2017 |
|--|-------------------|---------------------|
| OPERATING ACTIVITIES | | |
| Cash receipts from members and funders | \$ 722,260 | \$ 2,369,262 |
| Cash paid to suppliers and employees | (1,380,255) | (1,959,367) |
| Interest received | 819 | 1,127 |
| Interest paid | (1,384) | (1,624) |
| Goods and services tax | 21,597 | (6,031) |
| Cash flow from (used by) operating activities | (636,963) | 403,367 |
| INVESTING ACTIVITIES | | |
| Purchase of property and equipment | - | (2,704) |
| Proceeds on disposal of property and equipment | 12,370 | - |
| Cash flow from (used by) investing activities | 12,370 | (2,704) |
| INCREASE (DECREASE) IN CASH FLOW | (624,593) | 400,663 |
| Cash - beginning of year | 1,078,120 | 677,457 |
| CASH - END OF YEAR | \$ 453,527 | \$ 1,078,120 |
| CASH CONSISTS OF: | | |
| Cash | \$ 131,029 | \$ 46,125 |
| Restricted cash - current | 211,012 | 921,995 |
| Restricted cash - long term | 111,486 | 110,000 |
| | \$ 453,527 | \$ 1,078,120 |

See notes to financial statements

1. PURPOSE OF THE ORGANIZATION

FuseSocial Wood Buffalo Society ("the Society") was founded in 1999. The Society is incorporated under the Societies Act, a statute of the province of Alberta, and is a registered charitable organization exempt from taxes under the Income Tax Act. The Society strengthens the capacity of Wood Buffalo's social profit sector by providing backbone support that will enable individuals and organizations to meet the needs of a rapidly changing community. The focus of the Society includes increasing public awareness and support for social profit in the community of Wood Buffalo.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIESBasis of presentation

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

Revenue recognition

FuseSocial Wood Buffalo Society follows the deferral method of accounting for contributions.

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

Investment income is recognized as revenue when earned.

Seminar fees are recognized as revenue when the seminars are held.

Cash and restricted cash

Cash includes cash only. Restricted cash include amounts that are restricted for a specific use.

Investments

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

Restricted investments include GIC's held for other than current purposes and are valued at cost plus accrued interest. The carrying amounts approximate fair value.

(continues)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)Property and equipment

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

| | | |
|------------------------|---------|--------------------------|
| Computer equipment | 55% | declining balance method |
| Furniture and fixtures | 20% | declining balance method |
| Leasehold improvements | 5 years | straight-line method |

The Society regularly reviews its property and equipment to eliminate obsolete items. Government grants are treated as a reduction of property and equipment cost.

Property and equipment acquired during the year but not placed into use are not amortized until they are placed into use.

Contributed goods and services

The operations of the organization depend on both the contribution of time by volunteers and donated materials from various sources. When a fair value of donated goods and services cannot be reasonably determined they are not reflected in these financial statements.

When a fair value can be reasonably estimated and when the contributed materials or services are used in the normal course of business, they are expensed and the associated contribution revenue is recognized.

Measurement uncertainty

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

Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

FUSESOCIAL WOOD BUFFALO SOCIETY

Notes to Financial Statements

For the Year Ended December 31, 2018

3. PROPERTY AND EQUIPMENT

| | Cost | Accumulated amortization | 2018 Net book value | 2017 Net book value |
|------------------------|------------------|-----------------------------|---------------------------|---------------------------|
| Computer equipment | \$ 21,404 | \$ 19,783 | \$ 1,621 | \$ 8,076 |
| Furniture and fixtures | - | - | - | 24,386 |
| Leasehold improvements | - | - | - | 39,000 |
| | <u>\$ 21,404</u> | <u>\$ 19,783</u> | <u>\$ 1,621</u> | <u>\$ 71,462</u> |

4. RESTRICTED TERM DEPOSIT

| | 2018 | 2017 |
|--|------------------|------------------|
| Restricted Term Deposit (1 year Servus GIC @ 0.55%, matures July 7, 2019) | <u>\$ 15,115</u> | <u>\$ 15,000</u> |

5. OPERATIONAL DEFICIENCY FUND

The Society possesses a savings account and term deposit that are held for other than current purposes. Upon amalgamation in 2014, these funds were internally restricted in order to ensure the continuation of the Leadership Wood Buffalo program. Therefore, this accumulated surplus represented revenue and net assets in 2014 despite their presentation as deferred contributions. The current period financial statements display the change in presentation of this accumulated surplus subject to internal restrictions. In the current period, the board approved a repurpose of these funds from preserving the Leadership Wood Buffalo program to now acting as the Society's long-term general reserve fund.

6. LEASE COMMITMENTS

The Society has an annual premises lease with the Redpoll Center that expires in July of 2019. Monthly costs are \$3,048 until May 2019; After that point the monthly commitment increases to \$3,599.

The Society entered into a three year equipment operating lease with LBEL Inc. This agreement provides them with the use of a printer/copier for 36 months ending July 2020. The terms of this lease call for 3 equal and annual payments of \$3,907

Contractual obligation repayment schedule:

| | |
|------|------------------|
| 2019 | \$ 26,343 |
| 2020 | 3,907 |
| | <u>\$ 30,250</u> |

FUSESOCIAL WOOD BUFFALO SOCIETY
Notes to Financial Statements
For the Year Ended December 31, 2018

7. IN-KIND CONTRIBUTIONS

In the current year the Society received in-kind contributions with a fair market value of \$5,600 (\$15,075 - 2017).

In the current year the Society made a gift in kind contribution of property no longer in use with a fair market value of \$4,065 (\$0 - 2017)

8. DEFERRED CONTRIBUTIONS

Deferred contributions represents contributions received for specific purposes which have not been expended at year end.

| | Opening balance | Contributions received | Contributions recognized as revenue | 2018 | 2017 |
|--|--------------------|---------------------------|---|-----------|---------|
| United Way of Ft McMurray | \$ - | \$ 72,015 | \$ 9,764 | \$ 62,251 | \$ - |
| Alberta Culture and Tourism - Enhanced Capacity | 56,250 | 225,000 | 219,393 | 61,857 | 56,250 |
| The Canadian Red Cross Society | - | 44,954 | - | 44,954 | - |
| Suncor Energy Foundation | 613,348 | 202,000 | 815,348 | - | 613,348 |
| Canadian Association of Petroleum | - | 20,000 | - | 20,000 | - |
| Northern Lights Health Foundation | - | 20,000 | - | 20,000 | - |
| United Way of Calgary | 20,000 | - | 18,050 | 1,950 | 20,000 |
| Edmonton Community Foundation | 87,612 | - | 87,612 | - | 87,612 |
| Telus | 48,000 | - | 48,000 | - | 48,000 |
| Regional Municipality of Wood Buffalo | 20,000 | 55,028 | 75,028 | - | 20,000 |
| McConnell Foundation | 36,137 | - | 36,137 | - | 36,137 |
| Royal Bank of Canada Foundation | 26,000 | - | 26,000 | - | 26,000 |
| Alberta Real Estate Foundation | 10,000 | - | 10,000 | - | 10,000 |
| ConocoPhillips Canada | 4,615 | - | 4,615 | - | 4,615 |
| Hedco Group Inc. | 33 | - | 33 | - | 33 |
| | 921,995 | 638,997 | 1,349,980 | 211,012 | 921,995 |

9. ECONOMIC DEPENDENCE

The Society's operations are supported primarily through funding obtained from the Suncor Energy Foundation. Revenue realized from the Suncor Energy Foundation represents 55% of the Society's total revenue. The current funding agreement will provide the Society with annual instalments until the end of 2021. Should this organization substantially change their dealings with the Society, management is of the opinion that sustaining viable operations would be doubtful.

10. FINANCIAL INSTRUMENTS

The Society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Society's risk exposure and concentration as of December 31, 2018.

(a) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to this risk mainly in respect of its receipt of funds from its funders and other related sources, obligations under operating leases, accounts payable and accrued liabilities.

(a) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The Society is mainly exposed to interest rate risk.

(b) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Society manages exposure through its normal operating and financing activities. The Society is exposed to interest rate risk primarily through its restricted term deposit.

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

11. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

FUSESOCIAL WOOD BUFFALO SOCIETY

Partnerships (Schedule 1)

Year Ended December 31, 2018

| | 2018 | 2017 |
|------------------------|-----------|-----------|
| REVENUE | \$ 42,580 | \$ 39,420 |
| EXPENSES | | |
| Anzac FCSS | 23,479 | 9,420 |
| Arts Recovery | 18,765 | - |
| Volunteer Village | - | 30,000 |
| | 42,244 | 39,420 |
| INCOME FROM OPERATIONS | \$ 336 | \$ - |

See notes to financial statements