



WECAN Food Basket Society of Alberta

Board Due Diligence Report and Recommendation Regarding Dissolution

Prepared for the Membership

Special Resolution Meeting

October 24, 2026

Prepared by:

Board of Directors

WECAN Food Basket Society

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1. Executive Summary

This report has been prepared to provide members with the information necessary to consider the Board's recommendation regarding the future of WECAN Food Basket Society of Alberta (WECAN).

The Board recognizes the significance of this recommendation and has not reached it lightly.

Over the past 23 months, the Board has undertaken extensive financial analysis, operational reviews, fundraising initiatives, governance improvements, and community engagement to identify every reasonable opportunity to continue operations.

Despite these efforts, the Board has concluded that WECAN is no longer financially sustainable in its present form and recommends dissolution in accordance with the Alberta Societies Act and the Society's Bylaws.

Prior to reaching this recommendation, the Executive Committee agreed that additional alternatives should be explored to determine whether WECAN's programs and services could be preserved through another organizational structure. This was subsequently brought forward to the full Board, which voted to explore potential mergers, acquisitions, partnerships, or other collaborative arrangements involving shared financial and operational responsibility as possible alternatives to dissolution. All Board members supported exploring these options, with one member objecting.

WECAN has therefore been actively exploring these opportunities as part of the Board's due diligence and its efforts to identify every reasonable avenue available to preserve the organization, its programs, and the services provided to members. At the time of this report, however, WECAN has not identified an organization that is willing or able to enter into a partnership involving shared financial responsibility, pursue a merger, or acquire the organization.

The Board remains open to considering a viable opportunity should one emerge. However, in the absence of a confirmed arrangement that would address WECAN's financial and operational sustainability, the Board's recommendation for dissolution remains based on the organization's current circumstances and the information available at the time of this report.

2. Purpose

This report has been prepared to provide the members of WECAN with a transparent and comprehensive overview of the Board of Directors' assessment of the organization's current financial position, the actions taken to preserve its operations, and the rationale supporting the Board's recommendation to dissolve the Society.

For more than 30 years, WECAN has provided an affordable, community-based approach to improving food security for thousands of Albertans. Throughout that time, the organization has relied on a combination of membership revenue, grants, charitable donations, fundraising initiatives, community partnerships, and volunteer support to fulfill its mission.

Over the past several years, the funding landscape for charitable and non-profit organizations has changed significantly. Competition for grants has increased, traditional funding sources have become less predictable, operating costs have risen substantially, and charitable organizations across Canada continue to experience increasing financial pressures. At the same time, formal audited financial statements have become a requirement for many grant and funding opportunities. Historically, WECAN had not completed a formal financial statement audit, which limited its eligibility for certain funding opportunities and created an additional barrier to accessing new sources of support. Fiscal year 2026 will be the first year in which WECAN completes a formal audit of its financial statements. Despite significant efforts by the Board, staff, volunteers, and community partners to strengthen financial oversight, pursue new funding, reduce expenses, improve operational efficiencies, and diversify revenue sources, the organization has been unable to establish a financially sustainable operating model.

Following extensive financial analysis and careful consideration of the risks associated with continuing operations, the Board has concluded that it can no longer responsibly recommend continuing the Society's operations without placing the organization, its employees, and its remaining assets at increased risk. As a result, the Board is recommending that the membership consider a Special Resolution in accordance with the Alberta Societies Act and the Society's Bylaws to voluntarily dissolve WECAN Food Basket Society.

Why Members Are Voting

Under the Alberta Societies Act, the Board of Directors does not have the authority to dissolve the Society on its own. While the Board is responsible for providing governance,

financial oversight, and recommendations regarding the future of the organization, the ultimate decision to voluntarily dissolve the Society rests with its members.

The purpose of the Special Resolution Meeting on October 24, 2026 is to provide members with the information necessary to make an informed decision. This report has been prepared to ensure members understand the circumstances leading to the Board's recommendation, the alternatives that were considered, and the extensive efforts undertaken to preserve the organization before recommending dissolution.

Authority Under the Alberta Societies Act

The Alberta Societies Act provides that a society may voluntarily wind up its affairs only after its members approve a Special Resolution in accordance with the Act and the Society's bylaws. The Act also requires the Board of Directors to continue acting honestly, in good faith, and with the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances throughout this process.

Accordingly, before bringing this recommendation to the membership, the Board has undertaken a comprehensive review of the Society's financial position, legal obligations, operational capacity, funding opportunities, and future viability to ensure that it has fulfilled its fiduciary responsibilities.

Authority Under the WECAN Bylaws

The WECAN Food Basket Society Bylaws require that any decision to voluntarily dissolve the Society be approved by the membership through a duly called Special Resolution Meeting in accordance with the Alberta Societies Act.

The Board's role is to provide leadership, governance, and due diligence by presenting members with the information, evidence, and recommendations necessary to support an informed decision. Members retain the authority to determine whether the Society should continue or proceed with voluntary dissolution.

Purpose of this Report

This report has been prepared to:

- Provide members with a clear understanding of the Society's current financial and operational position.
- Document the Board's governance, financial oversight, and due diligence throughout this process.

- Summarize the actions taken to stabilize the organization and preserve its operations.
- Demonstrate that reasonable alternatives to dissolution were thoroughly explored and evaluated.
- Explain why the Board has concluded that recommending dissolution is in the best interests of the Society.
- Provide members with the information necessary to make an informed decision when voting on the proposed Special Resolution.

The Board recognizes that recommending the closure of an organization that has served Alberta communities for more than three decades is one of the most difficult decisions it has faced. This recommendation has not been made lightly. It follows months of careful analysis, discussion, consultation, and sustained efforts to identify a viable path forward. The Board respectfully submits this report to the membership in fulfillment of its governance responsibilities and in support of a transparent, informed, and lawful decision-making process.

3. Background

WECAN Food Basket Society of Alberta is a registered charitable organization dedicated to improving food security by providing individuals and families with access to affordable, nutritious food through a community-based collective buying model. Since its incorporation in 1993, WECAN has worked alongside volunteers, community organizations, and local partners to help households stretch their grocery budgets while preserving dignity and choice.

Unlike a traditional food bank, WECAN operates as a membership organization. Members prepay for fresh produce and frozen meat each month, allowing WECAN to combine thousands of individual orders into a single bulk purchase from suppliers. This collective purchasing model provides members with high-quality food at significantly reduced prices while fostering self-sufficiency rather than emergency assistance.

WECAN was founded in 1993 by City of Edmonton social workers Cathy Vereyken and Alecia D'Elia after observing what became known as "empty fridge syndrome"—a recurring situation where families had enough income to purchase groceries at the beginning of the month but struggled to afford nutritious food during the final weeks before their next paycheque or benefit payment. Their vision was to create a sustainable alternative that would help families maintain access to healthy food while preserving dignity and encouraging community participation.

What began as a small grassroots initiative serving one community has grown into a regional food security organization serving Edmonton and surrounding communities through a network of community depots.

Mission, Vision and Values

WECAN's mission is:

"WECAN Food Basket Society builds a community of volunteers that uses the power of bulk buying to provide our members with healthy food baskets once a month so that together we can all eat."

Our vision is that every household should have access to enough nutritious food to support a healthy life. The organization's work is guided by the values of Respect, Community, Empowerment, Inclusivity, and Integrity, emphasizing dignity, accessibility, collaboration, transparency, and community engagement.

WECAN operates community-based depots throughout Edmonton and surrounding communities in partnership with churches, community leagues, family resource centres,

daycares, social service agencies, and other local organizations. These partnerships allow members to access food within their own communities while strengthening local volunteer networks.

Membership is open to anyone whose health and well-being would benefit from increased access to affordable, nutritious food. The organization serves a diverse membership that includes seniors, newcomers, individuals living with disabilities, working families, students, and households experiencing financial pressures resulting from rising living costs.

For more than three decades, WECAN has provided a sustainable, community-based approach to food security. Its success has been built on the commitment of volunteers, community partners, donors, funders, and members working together to reduce the cost of healthy food for thousands of Albertans.

The organization has continually adapted to changing community needs by expanding its depot network, strengthening partnerships, modernizing its operations, and collaborating with other organizations committed to improving food security across Alberta. Throughout its history, WECAN has remained focused on its founding belief that everyone deserves access to healthy, affordable food in a manner that preserves dignity and promotes self-sufficiency rather than dependence

Historical Reach and Membership Trends

WECAN annual reports demonstrate sustained community reach across Edmonton and surrounding communities, although the exact membership metric reported changed over time. The table below presents the comparable measures available in each annual report without estimating missing figures.

Fiscal Year	Membership / Reach	Food Orders	Depot Network	Annual Report Evidence
2019-20	Annual member total not stated	Average ~560 produce and ~560 meat orders per month	30 depots in April 2019; pandemic-related closures followed	Annual report noted increased new-member activity, operational modernization, and continued service through the onset of COVID-19.
2020-21	Over 600 members	6,895 produce + 6,832 meat orders	21 depots operating at year end; 15 Edmonton and 7 rural reported in annual overview	Over 80 volunteers contributed more than 2,300 hours. Orders increased by more than 20% despite pandemic disruptions.
2021-22	Membership described as close to 700	Average 461 produce and 470 meat orders per month	Alberta Avenue depot launched; Cross Cancer Institute liaison established	Online orders reached 25% and online membership purchases 59%.
2022-23	Annual report states memberships continued to increase	Average 491.5 produce and 468.83 meat orders per month	Mill Woods and Barrhead opened; Beverly and Calder closed	Online orders rose to 43%; online membership purchases rose to 68%.
2023-24	1,722 membership registrations	Average 591 produce and 552 meat orders per month	18 depots + 2 liaisons	Average member savings reported at approximately 29.4% compared with the lowest-store price comparison.
2024-25	1,568 memberships started and renewed	12,552 total orders	22 depots and liaisons at year end	Members ordering both baskets monthly could save up to \$329.92 over the year.
2025-26	1,617 memberships purchased and renewed	12,783 total orders	25 total depots reported during the year	Annual report recorded 6,402 produce, 4,310 regular meat and 2,071 non-pork meat orders.

Source: WECAN annual reports and AGM materials, 2019-2020 through 2025-2026. Figures are presented as reported; annual reports did not use an identical membership measure in every year. +

Volunteer Involvement

Volunteers have been central to WECAN's operating model throughout its history. The 2020-2021 annual report documented more than 80 volunteers contributing more than 2,300 hours in a year shaped by significant pandemic-related operational changes. Subsequent annual reports describe volunteers transporting food from the warehouse to depots, sorting and distributing baskets, taking in-person orders, coordinating depot locations, supporting members, serving on the Board and committees, operating casino events, supporting communications and fundraising, and representing WECAN in the community. The 2025-2026 annual report continued to identify volunteers as essential to delivery of the program and to WECAN's community-based model.

Major Accomplishments Documented in Annual Reports

2019-2020: Moved the office to the Jerry Forbes Centre; strengthened financial reporting procedures; expanded use of Microsoft Teams, SharePoint and cloud-based records; relaunched the website; secured new Edmonton Civic Employees Charitable Assistance Fund and Ed Stelmach Foundation grants and a successful Community Initiatives Program operating grant; and maintained food distribution through the initial COVID-19 disruption.

2020-2021: Implemented online ordering, online registration and payment processing, centralized membership data, digital communications and a pandemic delivery program; improved ordering, distribution and reconciliation processes; and adapted depot operations to changing public-health requirements.

2021-2022: Launched the Alberta Avenue depot and a Cross Cancer Institute liaison; expanded online ordering and membership purchasing; developed a new ordering and contact relationship management system; and continued grant, donor and event-based fundraising during a period when traditional revenue sources were delayed or unavailable.

2022-2023: Opened depots in Mill Woods and Barrhead; launched a new online volunteer application process integrated with the contact relationship management system; added debit for online ordering and a direct donation form; and increased both food orders and digital participation.

2023-2024: Maintained 18 depots and two liaisons; reported 1,722 membership registrations and rising order volumes; celebrated WECAN's 30th anniversary; hosted a casino fundraiser; strengthened Board onboarding resources; and continued significant grant and fundraising work.

2024-2025: Reported 12,552 food-basket orders and 22 depots/liaisons at year end; opened or supported new locations including St. Albert, Beverly and Stony Plain;

strengthened communications and volunteer recruitment; and established an Occupational Health and Safety Committee.

2025-2026: Reported 1,617 memberships and 12,783 food-basket orders; applied for 13 grants; conducted Blaze Pizza and Purdy's corporate fundraising events and a casino; developed a Justice, Equity, Diversity and Inclusion plan with the John Humphrey Centre for Human Rights; updated food-safety and governance policies; and began a warehouse partnership transition with the Afro-Caribbean Food Bank to increase sourcing flexibility.

Source: WECAN annual reports and AGM materials, 2019-2020 through 2025-2026.

4. Board Responsibilities

Documented Board Oversight and Due Diligence

Financial stewardship: Board minutes document recurring review of financial statements, cash flow, restricted/deferred funding, bank balances and budget assumptions through the Treasurer and Finance + Audit Committee. The Board also initiated internal audit work, reviewed external-accountant reporting before the AGM and strengthened expenditure, signing-authority and credit-card controls.

Operational stewardship: The Board reviewed warehouse, lease and supplier options, including the financial and service impacts of changing suppliers. It required Board involvement in major supplier decisions and approved negotiations intended to reduce long-term lease exposure.

Governance and compliance: The Board undertook extensive policy review and approval, updated committee and Board-role structures, reviewed bylaws, implemented food-safety and occupational-health-and-safety requirements, and used Board evaluations and a skills matrix to identify governance and recruitment gaps.

Revenue sustainability: The Board and committees pursued grant applications, casino funding, donor development, corporate sponsorship, community fundraising and other revenue opportunities, while repeatedly identifying diversification of unrestricted operating revenue as a priority.

Strategic oversight: The Board monitored the 2024-2028 Strategic Plan, completed a facilitated Justice, Equity, Diversity and Inclusion planning process, assessed staffing and organizational structure, and considered a transition toward a governance-focused Board model.

The Board has acted honestly, in good faith and in what it reasonably believed to be the best interests of the Society.

Source: WECAN Board meeting minutes and AGM records, June 2025 through July 2026.

5. Financial Position

Historical Annual Report Evidence

The annual reports show that WECAN has operated with a revenue model dependent on member food-order revenue for food purchases and on grants, casino proceeds, donations and fundraising for operating costs. The reports also show year-to-year volatility in unrestricted operating support and repeated Board attention to financial sustainability.

Fiscal Year	Total Receipts	Total Expenses	Surplus / (Deficit)
2019-20	\$244,278	\$249,662	(\$5,384)
2020-21	\$270,604	\$261,933	\$8,671
2021-22	\$269,961	\$281,480	(\$11,519)
2022-23	\$330,284	\$324,610	\$5,674

Source: Financial overviews contained in WECAN annual reports for 2020-2021, 2021-2022 and 2022-2023, which include comparative figures for 2019-2020.

Annual-report context:

2019-2020: grants were \$45,400, casino revenue was \$31,615 and donations were \$3,471.

2020-2021: the annual report warned that casino closures would remove a key source of operating support and forecast a need to fundraise more than \$43,000 for the following year.

2021-2022: the annual report described traditional revenue sources as deferred, delayed or eliminated and emphasized grants, donors, fundraising events and the next casino.

2022-2023: revenue growth included grants of \$70,799, casino revenue of \$28,974 and donations of \$17,300; fundraising and grants remained essential to operations.

More recent annual reports continue to document the same structural funding issue. The 2024-2025 report states that 68% of revenue came from program income (food-basket purchases and membership fees), while the remainder came from casino revenue, grants, donations and other sources. The 2025-2026 Fundraising Committee reported applying for 13 grants and noted that grant approvals had become increasingly competitive. It also reported corporate fundraising events, a casino, donations and sponsorship exploration as part of WECAN's efforts to diversify operating revenue.

Board meeting minutes provide additional evidence of the financial pressures and controls being monitored during 2025-2026. Minutes record recurring review of deferred and restricted funding, casino proceeds, grant-specific balances, cash usage and budget assumptions. In February 2026, the Board was advised that approximately \$33,000 had been used for costs without a specific funding source while substantial cash balances

remained externally restricted or deferred. In May 2026, the Board was also advised that the regular Community Initiatives Program (CIP) grant was no longer available, while the organization continued to pursue replacement grants and other revenue sources. These records should be read together with the most current financial statements, cash-flow forecast, restricted-fund balances, commitments and External Accountant recommendations available when the Board makes its final recommendation.

Finance + Audit Committee Evidence

Finance + Audit Committee records from October 2024 through June 2026 provide detailed evidence of the organization's efforts to improve financial reporting, correct historical recordkeeping issues, strengthen transaction-level controls, improve segregation of duties, formalize bookkeeping oversight, preparation for internal and external audit work, and improve the Board's understanding of WECAN's financial position. These records are particularly relevant because they document not only the financial results reported to the Board, but also the controls, reconciliation work, accounting-system changes, and policy development undertaken to improve the reliability of those results.

October 2024: The Committee selected a Chair, reviewed its Terms of Reference, and began a detailed review of current financial procedures. It identified the need for read-only QuickBooks access for committee review, discussed moving deferred-revenue entries from an annual year-end process toward more frequent reporting once the books were cleaned up, reviewed payroll, accounts receivable, inventory, prepaids, GST and payroll-liability processes, and directed that monthly Profit and Loss, Balance Sheet and Cash Flow reports begin coming to the Committee for review. It also identified the need to import the budget into QuickBooks for comparative reporting and to clean up the chart of accounts at year-end.

November-December 2024: The Committee documented significant control and recordkeeping work. It reviewed a historical AGLC/casino-account payroll error and approved a correcting transfer; investigated a Canada Summer Jobs repayment and subsequently recorded that \$3,173 was repaid; continued cleanup of approximately 2,000 general-ledger lines for April-September 2024; and compared accountant-provided opening trial balances and reclassification entries with QuickBooks. It also identified risks in using the Bookkeeper's personal QuickBooks Desktop payroll subscription, including WECAN not owning or centrally storing its employee payroll information. The Committee recommended moving payroll to an organization-controlled system, reviewed invoice-approval weaknesses, implemented a transaction tracker, identified the need to reconcile online-payment processing to bank receipts, and identified cash-on-hand risks and the

need for a formal cash/petty-cash process. The Bookkeeper contract was also documented as signed December 2, 2024.

January-March 2025: The Committee substantially completed the historical QuickBooks data cleanup and established a formal budgeting cycle involving Board education, draft review and final Board approval. It reviewed expenditure approval/signing authority and petty-cash policies, considered the cash-flow implications of annual versus monthly QuickBooks subscription costs, and on February 13, 2025 held a specific meeting to select a replacement payroll system. After comparing Payworks and Wagepoint and considering the need to pay employees from two bank accounts, the Committee decided to proceed with Payworks. In March, the Committee advanced a bylaw change related to audit requirements, developed Credit Card and Accounting and Internal Controls policies, reviewed QuickBooks and Westlock tracking, and addressed public availability of financial statements and charitable information.

May-June 2025: The Committee developed an internal-audit plan and completed an internal audit. The June minutes recorded deficiencies including invoices that could not be located and program revenue that was difficult to trace. In response, the Committee continued policy development, discussed reorganizing receipt folders into a monthly structure by account, reviewed GST with the Bookkeeper, expanded staff QuickBooks access for project tracking, and explicitly recognized that broader system access increased risk. The mitigating control identified was a monthly QuickBooks audit report produced by the Treasurer.

July 2025: The Committee documented a detailed monthly financial-review cycle. The Bookkeeper was to complete bookkeeping by the second Friday of each month and send draft reports to the Treasurer for Committee review. The reporting package included the Profit and Loss Statement, Balance Sheet, Statement of Cash Flows, AP Aging, AR Aging, Budget versus Actuals, General Ledger, Journal Entry Report, Trial Balance and a new Audit Log produced by the Treasurer. Committee comments were due the following week, questions were routed back through the Treasurer to the Bookkeeper, finalized statements were then uploaded to SharePoint for Committee and Board review. The Committee also established a transaction-support review process arising from the prior internal audit, including review of bank statements against supporting documentation, and established annual review items for QuickBooks data, chart of accounts, customer/project lists and bank signing authority.

October-December 2025: The Committee continued policy and control development, including policies for acceptable use of Society resources, depot e-transfer deposits and travel/expense reimbursement. It continued work on ATB signing authority, reviewed

financial statements and Accounts Receivable reporting, sought grant-specific reporting for Westlock, recommended issuing a WECAN credit card to the Program Coordinator subject to Board approval and policy controls, discussed using a summer student for procedure documentation and Board education on reading financial statements, and noted a grant application intended to cover audit costs. The Committee also recruited an accountant volunteer and changed meeting timing so financial statements could be reviewed during meetings.

January-March 2026: The Committee expanded its accounting expertise through additional accountant/CPA volunteers and focused on documenting WECAN's financial-review process. It reviewed and advanced policies including credit-card controls, an In-Kind Donations Policy and Cardholder Agreement; documented that procedure documentation could be approved at committee level; reviewed the 2026-2027 budget; monitored the deadline for use of AGLC funds; and worked on breaking the General-account reporting down by grant. March minutes also recorded modest Blaze Pizza fundraising revenue and online donations and identified a Board journal entry needed to allocate eligible expenditures to the casino fund before the AGLC deadline.

April-June 2026: The Committee prioritized year-end financial work while continuing development of an External Audit Policy and Procedure, Inventory of Assets work, Accounts Payable procedures and an Accounting Record Documentation Policy. April minutes identified two year-end journals: moving eligible bookkeeping costs to the casino fund and accruing a payroll-cost liability. The Committee also worked toward a regular vendor-payment cycle and improved grant-specific QuickBooks reporting. In June, Committee members reviewed financial statements against a set deadline; the minutes noted an expected journal entry to recognize additional deferred revenue, formalized grant-submission tracking across Finance + Audit and Fundraising, reviewed an internal-audit update, and recorded that the fiscal 2026 compilation financial statements had been approved at the AGM and were to be posted publicly.

October-December 2025: The Committee continued policy and control development, including policies for acceptable use of Society resources, depot e-transfer deposits and travel/expense reimbursement. It continued work on ATB signing authority, reviewed financial statements and Accounts Receivable reporting, sought grant-specific reporting for Westlock, recommended issuing a WECAN credit card to the Program Coordinator subject to Board approval and policy controls, discussed using a summer student for procedure documentation and Board education on reading financial statements, and noted a grant application intended to cover audit costs. The Committee also recruited an

accountant volunteer and changed meeting timing so financial statements could be reviewed during meetings.

During this period, WECAN also became aware of a significant issue relating to its participation in the 2025 Canada Summer Jobs program. WECAN had received funding through the program to employ summer students; however, it was subsequently identified that one student had overclaimed work completed under the program. WECAN's internal oversight and verification processes at the time did not identify the discrepancy while the employment was occurring. As a result, WECAN was required to reimburse funding associated with the unsupported claims, resulting in a net financial loss to the Society. The matter also affected WECAN's eligibility to participate in the Canada Summer Jobs program in 2026, eliminating a potential source of funding that the organization had intended to pursue for grant-writing and committee-support capacity. The incident further demonstrated the importance of the financial controls, documentation, supervisory oversight and transaction-verification processes being developed and strengthened through the Finance + Audit Committee's work.

Summary of Finance and Audit Committee Evidence

These records demonstrate a sustained effort to improve the reliability, transparency and oversight of WECAN's financial information. They also document that financial-control weaknesses identified through review and internal audit were not ignored: the Committee developed corrective processes, created or revised policies, changed systems, expanded professional accounting participation, strengthened monthly review, improved supporting-document requirements and prepared for external audit work.

Source: WECAN Finance + Audit Committee meeting minutes, October 2024 through June 2026. Full meeting minutes are reproduced in the appendices in their original form.

Fundraising Committee and Grant Development Evidence

Fundraising Committee records from September 2023 through July 2026 provide direct evidence that WECAN repeatedly pursued grants, donations, sponsorships, casino revenue, corporate fundraising events and new fundraising structures in response to concerns about long-term operating sustainability. The records show that the organization recognized the vulnerability of relying on a limited number of operating-funding sources well before a dissolution recommendation was contemplated and repeatedly attempted to broaden its revenue base.

September-October 2023: The Committee planned and delivered a Toonie Carnival fundraiser at Blue Quills. The September planning record documents volunteer

requirements, permits, insurance limitations, donated games and equipment, cash-box requirements, table fees and ticket-sale assumptions. The October discussion notes recorded that the carnival broke even overall but lost money on the raffle. Rather than simply repeating the event, the Committee documented lessons learned and proposed stronger event-planning controls, including an ad hoc planning structure with Communications representation, broader staff and Board communication, designated event leadership, advance reporting to the Board and a rule against using WE CAN funds to purchase raffle prizes.

October 2023 funding context: The Committee recorded donor revenue of \$2,240, receipt of a \$60,000 Community Initiatives Program (CIP) grant, a \$5,000 MAZON application for an appreciation event and driver support, and the need for additional operating funding. The minutes explicitly noted that grants for charities were becoming less available or accessible and that WE CAN needed to broaden its reach to companies, foundations, strategic partners and corporate sponsors. The strategic-plan discussion specifically questioned what WE CAN would do if casino and CIP funding were reduced or discontinued.

October 2024: The Committee documented donations coming through CanadaHelps, WE CAN's website, registered raffles/50-50s, Giving Tuesday and a significant individual donor. It identified the need for better donation tracking and stronger donor communications, including reworking the donor letter and considering connections through the business community, Chamber of Commerce and Rotary. Grant work included the West End Business Association opportunity, the City of Edmonton Community Investment Operating Grant (CIOG), an IA grant opportunity and a Maclean grant proposal. The Committee discussed operational versus project grant funding and expressed an intention to apply broadly where WE CAN was eligible.

2024 grant-planning evidence also records the challenge of funding operations between major grant cycles. The October 2024 meeting record noted the need for updated information about the amount of money required to cover the lag between CIP applications and discussed the absence of a formal policy establishing which grant opportunities WE CAN should pursue when applications required substantial financial detail.

July 2025: The Committee reviewed the previous year's fundraising work and recorded successful Edmonton Community Foundation (ECF) and Community Investment Operating Grant (CIOG) funding. It discussed the practical difficulty of obtaining grants for operating expenses such as bookkeeping, audit costs and rent compared with project-based proposals. It also recorded that adding a donation option to the food-order page had generated approximately \$100 per month in small donations. The Committee reviewed

unfunded items in the 2025-2026 budget, planned additional grant research, donor-letter revisions and increased coordination with Communications, and deliberately selected lower-risk corporate fundraising tests: a Blaze Pizza fundraiser and a Purdy's Chocolate campaign.

September-November 2025: The Committee pursued a multi-year BMO opportunity, an audit/fiscal-responsibility grant, a Stollery-related opportunity and future United Way funding, while also planning casino licensing and volunteer recruitment. It promoted Blaze Pizza and Purdy's through Communications, depots, newsletters and external outreach. October records show early Purdy's sales and profit tracking and continued exploration of a Freson Bros. barbecue collaboration. November records document final Purdy's profit of \$417.88 and Blaze Pizza proceeds of \$308 with \$77 reported as profit. The Committee concluded that Purdy's was worth repeating while explicitly rejecting door-to-door nut sales as too much work for too little return.

November 2025 grant activity: The Committee recorded submission of a Peter Gilgan-related grant request intended to support bookkeeping, audit and insurance costs, continued work on communications grant funding, CIOG and CIP reporting, casino planning and possible summer-student fundraising tasks. These tasks included matching programs to funding opportunities, preparing grant applications, developing fundraising events and extending community outreach.

January 2026: The Committee continued preparations for the February 12-13 casino and used social media and the newsletter to recruit volunteers. It recorded submission of a CIOG application, a Suncor sponsorship request for volunteer appreciation, AGM and strategic-planning activities, ongoing CIP reporting, an Edmonton Oilers grant application intended to support staffing hours, donor thank-you materials, a draft sponsorship proposal for freezers or warehouse space, and plans for additional Purdy's and Freson Bros. fundraising.

March 2026 Grant Committee: The grant-focused meeting recorded continued efforts across multiple potential funders. The Committee was awaiting a CIP response, preparing an Edmonton Oilers application for staffing hours, revisiting a previous oil-company funding relationship, following up on a \$10,000 Sobeys opportunity, pursuing a Stollery proposal, reviewing a new Sherwood Park endowment fund, and following up on Peter-related grant funding and Canada Summer Jobs. The minutes also record that the BMO grant application had been declined. The Committee created a dedicated Fundraising grant folder to improve organization and tracking.

July 2026: The Fundraising & Grants Committee formally reviewed its Board-approved mandate and identified diversification of funding and creation of sustainable fundraising programs as core responsibilities. The Chair clarified that the regular Community Initiatives Program (CIP) funding source had been permanently discontinued by the Government of Alberta and that this was a program-level elimination rather than an unsuccessful WECAN application. The Committee therefore identified replacement of that revenue through diversified fundraising as a key organizational priority.

July 2026 donor strategy: The Committee discussed developing a full donor lifecycle and consistent donor experience, including acknowledgement, impact reporting, donor engagement, corporate volunteer opportunities, sponsorship tiers and long-term stewardship. It recognized that fundraising needed to extend beyond one-time donations and tax receipts toward repeatable donor relationships. The minutes also recorded that historical donation data had not been routinely analyzed and that anonymous donors or donors declining tax receipts limited the completeness of historical donor analysis.

July 2026 fundraising platforms and structure: WECAN had been approved for the Benevity charitable-giving platform and SkipTheDepot, with actions assigned to preserve evidence of those approvals and to promote the new donation channels through WECAN's website, social media and newsletter. The Committee unanimously established a Grants Subcommittee to focus on grant research, preparation, tracking and reporting, with monthly reporting back to the Fundraising & Grants Committee and Board Chair review of grant applications before submission.

July 2026 grant portfolio: The meeting minutes record a broad portfolio of active, completed or unsuccessful funding activity. The ECF application was being updated with revised support letters and quotations; the Edmonton Oilers Community Foundation application was unsuccessful; Westlock Community Foundation funding had been received for the Westlock depot; a CIP Operating Development Component application had been submitted June 15 and was described in the source minutes as one of the remaining provincial funding opportunities following discontinuation of the regular CIP program; WECAN was ineligible for Lululemon funding because it lacked audited financial statements; Safeway Community Action Fund, Service Canada, Servus Credit Union, Sobeys Community Action Fund and Walmart applications had been submitted; a Stollery eligibility meeting was pending; and Union 52 funding had been received.

July 2026 event strategy: The Committee discussed establishing an annual fundraising calendar, ideally with quarterly initiatives, while balancing volunteer workload. It considered bowling, family activities, a community walk and a staff-developed family movie event. The Committee explicitly recommended that future event proposals identify

preparation timelines, staff and volunteer requirements, anticipated expenses, expected revenue, resources and implementation plans. This reflected an effort to evaluate fundraising opportunities based on feasibility and expected return rather than simply adding events.

Summary of Fundraising Committee Evidence

These records show repeated attempts to diversify WECAN's revenue through grants, unrestricted donations, casino funding, sponsorship, online-giving platforms, community partnerships and fundraising events. They also show that the Committee evaluated what worked and what did not, abandoned low-return ideas, strengthened event controls, sought operating as well as project funding, and moved toward more systematic donor stewardship and grant management. This evidence is relevant to the Board's due-diligence assessment because it demonstrates that revenue diversification was pursued over multiple years and intensified as traditional funding became less predictable.

Source: WECAN Fundraising Committee, Fundraising & Grants Committee and Grant Committee meeting records, September 2023 through July 2026. The source files supplied for this review are reproduced in the appendices in their original form, including duplicate or alternate source versions where they were provided.

6. Timeline

The following chronology summarizes material actions documented in Board and AGM minutes that demonstrate ongoing efforts to strengthen WECAN's finances, governance, operations and long-term sustainability. It should be supplemented with any later Board decisions, grant outcomes, forecasts and professional advice directly preceding a dissolution recommendation.

June-July 2025: The Board began the new governance year with committee assignments, policy updates and strategic-plan implementation. Financial reporting was expanded to include food-budget-to-actual information. WECAN received funding for a facilitated Justice, Equity, Diversity and Inclusion planning process, planned Blaze Pizza and Purdy's fundraisers, prepared for casino funding, and continued audit and policy work.

August 2025: WECAN prepared to open new depots in Entwistle and Greenfield, engaged University of Alberta students on fundraising work, revised donor-recruitment materials, continued casino planning, and identified Board recruitment needs.

September 2025: The Board reviewed financial statements showing material deferred funding, including casino and other grant balances. A former Board member who still had ATB account access was identified and removed. Fundraising work included BMO and Stollery grant opportunities, donor outreach, Purdy's and other revenue activities. The Treasurer also presented internal audit work modelled on an external-audit review.

October-November 2025: The Board continued to monitor food-basket costs, including meat baskets running over budget, and examined the operational constraints preventing a supplier change, particularly the lack of warehouse space. It approved a Food Safety Policy, continued Giving Tuesday, Purdy's, Blaze and donor-letter fundraising, pursued Canada Summer Jobs funding, and maintained active review of restricted and deferred funds.

January-February 2026: WECAN continued searching for warehouse space and alternative suppliers as the existing supplier struggled to maintain basket pricing. The Board reviewed casino spending deadlines, cash usage and deferred-funding balances, developed an ambitious growth budget dependent in part on new grants, and continued work on grants, donor development, sponsorship, fundraising events, cross-training and a staff procedures manual.

March 2026: The Board approved proceeding toward a warehouse memorandum of understanding with the Afro-Caribbean Food Bank and continued supplier-price analysis. It approved the annual operating budget, along with updated financial-control policies including in-kind donations, credit-card controls and a cardholder agreement. Board

evaluation and skills-matrix work identified revenue diversification, governance/operational role clarity and Board capacity as priorities.

April 2026: The Board reviewed a detailed supplier analysis comparing The Grocery People, Pratts, Odd Bunch and other options. The analysis identified potential monthly savings of approximately \$2,300-\$2,800 from alternative sourcing, even after warehouse costs. The Board also approved an updated Expenditure Approval and Signing Authority Policy and continued governance and audit-readiness improvements.

May 2026: Minutes document member and depot concerns about basket quantity and value, pauses or potential closures at some depots, and ongoing grant work. The Board initiated an internal audit before the AGM, noted that the regular CIP grant was no longer available, negotiated to limit lease exposure at the Jerry Forbes Centre, and formally approved moving from The Grocery People to Pratts as the primary supplier. The Board also continued extensive policy and bylaw review.

June 2026 AGM: Members received a report that WECAN had more than 1,600 members and more than 24 depots, and that revenue continued to rely primarily on food purchases and membership fees with remaining support from casino proceeds, grants and donations. The AGM also highlighted supplier diversification, food-safety work, new staff and depot development.

July 2026: The newly constituted Board continued operational stabilization work. July minutes record a pause at the GEF Seniors depot due to declining orders, efforts to secure a new Alberta Avenue depot location, support for Barrhead through Westlock delivery arrangements, and continued work to finalize the Pratts supplier agreement.

Communications Committee evidence, 2024-2026: In parallel with the Board actions summarized above, WECAN maintained an active Communications Committee focused on increasing awareness of the program, attracting members, volunteers, donors and new depots, supporting fundraising, strengthening WECAN branding, and improving the consistency of member and community communications. Committee records document this work from July 2024 through July 2026, including development of social-media calendars, brochures and event materials; website review and updates; newsletter and blog development; volunteer recruitment; donor and sponsor messaging; depot-specific outreach; promotion of fundraising campaigns; and development of a more formal communications plan and request process.

Source: WECAN Board meeting minutes and AGM records, June 2025 through July 2026.

7. What the Board Did to Save WECAN

The annual reports document a sustained pattern of efforts to strengthen WECAN's governance, finances, operations, technology, fundraising and community reach. These historical actions provide important context for the Board's due diligence and demonstrate that concerns about financial sustainability and operating capacity were addressed over multiple years rather than arising from a single event.

Documented Preservation and Sustainability Efforts

Financial controls and reporting: Beginning in 2019-2020, annual reports document improved financial reporting processes, a Finance + Audit Committee, outsourced bookkeeping, a revised chart of accounts, audit/review procedures, annual budgets and ongoing financial oversight.

Revenue diversification: Annual reports document repeated grant applications, casino funding, private donations, community and foundation funding, 50/50s and raffles, corporate fundraising events, CanadaHelps and website donations, sponsorship exploration and donor-development work. In 2025-2026 alone, the Fundraising Committee reported 13 grant applications.

Operational modernization: WECAN implemented Microsoft 365, SharePoint/cloud storage, online ordering and payments, a centralized membership/contact system, online volunteer applications, debit payment options and improved ordering/distribution/reconciliation processes.

Depot and service optimization: Annual reports document new depots and liaisons alongside closures where funding, volunteer capacity or local operating conditions made continuation impractical. WECAN repeatedly adjusted distribution methods, supported depot coordinators and pursued new community partnerships.

Supplier and food-value management: Annual reports repeatedly discuss rising food costs, supply-chain challenges, food-selection adjustments and efforts to preserve basket value. In 2025-2026, WECAN planned a warehouse partnership with the Afro-Caribbean Food Bank to increase flexibility in sourcing meat and produce from multiple suppliers.

Governance and risk management: Annual reports document strategic planning, risk-management work, Board and committee development, policy review, Board orientation resources, an Occupational Health and Safety Committee, food-safety updates and Justice, Equity, Diversity and Inclusion planning.

Volunteer and community capacity: WECAN maintained a volunteer-led depot model, recruited and trained volunteers, held volunteer appreciation activities, attended volunteer fairs and relied on volunteers for distribution, governance, fundraising, communications and community outreach.

Source: WECAN annual reports and AGM materials, 2019-2020 through 2025-2026, supplemented by Board meeting minutes through July 2026.

Meeting-Minute Evidence of Preservation Efforts

Supplier and basket-value review: The Board did not simply accept rising food costs. It compared alternative suppliers, evaluated warehouse implications and quantified potential savings. April 2026 analysis estimated approximately \$2,300-\$2,800 in monthly savings from alternative sourcing scenarios, and in May the Board approved a move to Pratts. This change was effective September 2026.

Lease and liability management: The Board carefully considered WECAN's office and warehouse requirements while balancing operational needs with the organization's longer-term financial obligations. In May 2026, the Board authorized efforts to negotiate a month-to-month or limited-term arrangement with the Jerry Forbes Centre; however, a month-to-month lease was not an option the landlord was prepared to offer. The shortest available term resulted in WECAN entering into its current lease through September 30, 2027. In making this decision, the Board also recognized the continued importance of maintaining a physical, in-person location. WECAN continues to experience significant foot traffic from members who visit the office to place orders, seek assistance, and interact directly with staff. Maintaining an accessible office provides continuity and stability for members while also ensuring staff have an appropriate location from which to support the organization's ongoing operations.

Financial controls and audit readiness: When the current Board and leadership began reviewing WECAN's financial governance practices, it identified significant gaps in the financial controls that had been in place, particularly dating back to 2023. Addressing these deficiencies has required a substantial overhaul of the Society's financial governance framework rather than minor procedural adjustments. This work has included establishing regular monthly Finance + Audit oversight, reviewing and strengthening bank access and signing authorities, monitoring deferred and restricted balances, implementing clearer expenditure approval processes, strengthening credit-card controls, and improving the financial information provided to the Board for oversight and decision-making.

A particularly important distinction is that, while WECAN had previously engaged an external accounting firm to prepare compiled financial statements, the Society's financial

records had not been subject to an external audit. Financial statement preparation by an outside accountant should not be characterized as an audit, as it does not provide the same independent examination, testing, or level of assurance. WECAN is undertaking its first external audit this year for the year ended March 31, 2026, representing a significant step in strengthening accountability, transparency, and independent financial oversight.

The Board's work since identifying these gaps has therefore focused not only on preparing the organization for its first audit, but on building the underlying governance and control environment necessary to support reliable financial reporting going forward. The changes represent a major financial-governance overhaul intended to address historical weaknesses, establish appropriate checks and balances, improve Board visibility into the Society's finances, and create a more accountable and sustainable framework for the stewardship of member and organizational funds.

Revenue diversification: Grants have historically been a major source of funding for WECAN, and the organization acknowledges that this created a significant level of dependency on grant revenue. This reliance was influenced in part by limited organizational capacity. WECAN has operated with a small staff complement and has historically relied heavily on volunteer hours contributed by members of its operational Board and by community volunteers to deliver programs, support members, assist with food distribution and ordering activities, and carry out other day-to-day organizational functions. With much of the available staff and volunteer capacity necessarily directed toward maintaining core operations, there was limited capacity to consistently develop and deliver fundraising events, sponsorship programs, donor campaigns and other revenue-generating initiatives.

The organization recognizes that this reliance on volunteer labour, particularly at the operational Board level, is itself an important sustainability consideration. Board members have frequently contributed time beyond traditional governance responsibilities to help meet operational needs. Community volunteers have similarly provided essential capacity. While this commitment has allowed WECAN to continue serving its members with limited resources, a sustainable organizational model cannot depend indefinitely on extraordinary levels of volunteer labour to compensate for insufficient staffing or revenue.

As grant funding changed, WECAN recognized the need to address both sides of this challenge: diversifying revenue while also building the organizational capacity required to generate that revenue. Over approximately the last 18 months, the Board and Fundraising Committee have expanded fundraising efforts to include casino proceeds, donor-development initiatives, direct donor letters, Giving Tuesday, Blaze Pizza and Purdy's campaigns, corporate sponsorship opportunities, fundraising events and other community-based initiatives, while continuing to pursue appropriate grant opportunities.

This represents a deliberate transition away from a model in which grant funding and significant volunteer labour were relied upon to sustain operations. The longer-term objective is a more balanced model in which grants remain an important source of funding but are complemented by unrestricted fundraising revenue, corporate sponsorship, individual giving, community fundraising and other sustainable revenue sources, allowing WECAN to appropriately resource its operations and reduce its vulnerability to changes in any single funding stream.

The Board recognizes and takes ownership of the organization's historical dependency on grant funding. At the same time, the experience of the past 18 months has demonstrated that diversification cannot be considered solely a fundraising issue. Revenue diversification, staffing capacity, volunteer sustainability and governance capacity are interconnected. Building a sustainable organization requires sufficient resources to deliver WECAN's core services while ensuring that Board members can increasingly focus on governance and strategic oversight rather than being required to fill ongoing operational gaps.

Governance strengthening and organizational oversight: Over the past three years, the Board has undertaken a significant review and modernization of WECAN's governance framework. This work identified areas where the organization's policies, financial controls, Board education, risk-management practices, legislative awareness, recruitment processes, and distinction between governance and operations required strengthening.

As a grassroots organization, WECAN has always valued community representation on its Board. Individuals with direct knowledge of the communities WECAN serves have brought important perspectives, lived experience, and a strong connection to the organization's mission. That community voice remains an important part of WECAN's identity and governance.

At the same time, the governance review demonstrated that community representation must be supported by appropriate organizational systems, formal orientation, ongoing director education, clearly defined responsibilities, and access to the professional competencies required to govern an organization with significant financial, employment, privacy, food-safety, occupational health and safety, regulatory, and operational responsibilities. The issue was not the value of community participation, but rather that the organization had not historically established sufficiently formal structures to ensure that the Board collectively had the knowledge, tools, and controls required to effectively exercise its oversight responsibilities.

One area of particular focus has been financial governance and risk management. The review identified opportunities to strengthen segregation of financial responsibilities, independent review, bank access, signing authorities, expenditure approvals, credit-card controls, financial reporting, and Board-level oversight. Historically, some financial responsibilities were concentrated within too few roles, with limited independent verification. The Board has since worked to introduce greater separation of duties and clearer checks and balances.

The review also demonstrated the need to improve how financial information was presented to and understood by directors. Financial information was not always sufficiently clear or accessible to support effective Board-level analysis and decision-making, and WECAN had not historically established a formal financial-literacy or governance-education requirement for directors. As a result, the organization has placed greater emphasis on ensuring that directors understand the financial information they are responsible for reviewing and the fiduciary obligations associated with Board service.

WECAN had historically engaged an external accounting firm to prepare its financial statements; however, those engagements did not constitute an independent financial audit. The organization has not previously completed an external audit and is undertaking its first external audit this year. This represents an important step in WECAN's broader effort to strengthen financial accountability, transparency, independent oversight, and confidence in its financial reporting.

The Board has also had to address the distinction between governance and operations. WECAN has historically operated with limited staffing and has relied significantly on volunteer hours contributed by members of its operational Board and by community volunteers. This support has been essential to the organization's ability to maintain programs, serve members, support food distribution and ordering activities, and respond to day-to-day operational needs.

However, this level of operational involvement also contributed, over time, to blurred boundaries between responsibilities that appropriately belong to the Board and those that should ordinarily sit with staff. Directors were often required to assist with operational work because there were insufficient organizational resources to separate those functions cleanly. The governance review has therefore focused on establishing clearer roles, decision-making authorities, responsibilities, and accountability for the Board, committees, leadership, staff, and volunteers.

This work has also included a broader review of WECAN's legislative and regulatory responsibilities. Historical practices relating to document retention, employment

requirements, privacy, food safety, occupational health and safety, and organizational recordkeeping were reviewed. Where gaps were identified, practices have been corrected, policies and procedures have been strengthened, and additional requirements have been incorporated into the organization's ongoing governance and operational framework.

In particular, the organization identified gaps in historical document-retention practices and has undertaken work to bring those practices into compliance with applicable requirements. WECAN has also reviewed its obligations under Alberta's privacy legislation, including the Personal Information Protection Act (PIPA), as part of strengthening the organization's approach to the collection, storage, access, protection, and retention of personal information.

These reviews reinforced an important governance lesson: directors require more than commitment to the organization's mission. They must also be appropriately supported in understanding the fiduciary, legislative, financial, employment, privacy, and risk-management obligations associated with governing a registered society and employer. The organization has therefore moved toward a more deliberate approach to Board orientation, education, and ongoing governance development.

Board recruitment and succession planning have similarly evolved. Historically, WECAN appropriately placed significant value on community participation and willingness to contribute. However, the governance review demonstrated that Board recruitment must also consider the collective range of skills, knowledge, experience, and professional competencies required to oversee an increasingly complex organization.

The Board has introduced tools and processes intended to strengthen this area, including Board evaluations, a skills matrix, clearer committee mandates, more deliberate recruitment planning, and greater consideration of the competencies required across areas such as finance, governance, human resources, risk management, legal and regulatory obligations, strategic planning, and community engagement.

This does not represent a move away from grassroots or community-based governance. Rather, WECAN is working toward a model in which community voice and lived experience are complemented by the governance knowledge, professional expertise, education, and oversight structures required to effectively steward the organization. Where individual directors do not arrive with experience in every area, the organization must ensure appropriate orientation, education, external advice, and collective Board expertise are available.

Over the past three years, this governance work has included extensive policy and bylaw review; clarification of Board, committee, and staff responsibilities; strengthened financial

controls and independent oversight; regular Finance + Audit review; improved signing-authority and expenditure controls; review of employment and privacy obligations; implementation and strengthening of food-safety and occupational health and safety requirements; Board evaluations; development of a skills matrix; and more structured recruitment and governance practices.

The significance of this work extends beyond individual policy changes. WECAN has had to examine long-standing practices that had developed within a grassroots, volunteer-supported organization and assess whether those practices remained appropriate for the organization's current responsibilities, regulatory environment, financial complexity, staffing needs, and risk profile.

The central lesson from this work is not that WECAN's grassroots governance model was a failure. Community participation, volunteer leadership, and direct connection to the people WECAN serves have been important strengths of the organization. Rather, the experience of the past several years has demonstrated that grassroots organization must be supported by governance systems that evolve alongside the organization.

As WECAN's responsibilities became more complex, stronger controls, clearer accountability, enhanced director education, better risk management, appropriate legislative awareness, improved recruitment practices, and greater separation between governance and operations became increasingly necessary.

The Board takes organizational responsibility for the areas where WECAN's historical systems did not provide sufficient oversight or structure. At the same time, the work undertaken over the past three years demonstrates a sustained effort to identify those gaps, address them, and establish a stronger governance foundation. The objective has been to preserve WECAN's community-centred identity while ensuring that the organization is governed with the level of accountability, transparency, competence, and oversight expected of a registered society, employer, and steward of community resources.

Program and depot adaptation: The Board continued to evaluate and adapt WECAN's depot network in response to changing community needs, participation levels, volunteer capacity, and operational requirements. During this period, WECAN supported the opening and development of new depot locations while also working with existing sites experiencing challenges related to order volume, local capacity, or longer-term sustainability, including Entwistle, Barrhead, GEF Seniors and Alberta Avenue.

Where challenges arose, the Board's approach was not to treat depot closure as the automatic first response. Instead, WECAN explored opportunities to maintain community access through shared delivery arrangements, alternative or replacement locations,

adjustments to distribution models, and collaboration with local partners. These efforts reflected the importance of recognizing that individual depots serve as more than distribution points; they provide local access to affordable food and connect WECAN directly with the communities and members it serves.

At the same time, the Board recognized that maintaining a depot requires sufficient participation, volunteer or partner capacity, and an operational model that can be supported with WECAN's available resources. Decisions regarding individual locations therefore required balancing the organization's commitment to community access with its responsibility to use limited staff, volunteer, transportation, and financial resources effectively.

The experience of these sites has reinforced the need for WECAN's depot network to remain adaptable. Rather than measuring success solely by the number of depots operating at any given time, the organization has increasingly considered whether each location is accessible, responsive to local needs, operationally sustainable, and supported by an appropriate community or organizational partnership. Where a particular model or location was no longer workable, the focus was on identifying alternatives wherever reasonably possible before discontinuing service.

This approach has allowed WECAN to continue responding to changing circumstances while remaining focused on the underlying purpose of the depot model: providing communities with reliable and accessible opportunities to participate in WECAN's food programs.

Finance, Audit, Accounting and Internal-Control Development

Finance + Audit Committee records provide substantial evidence of WECAN's attempts to strengthen its financial management and governance systems. The records show that the Committee did not limit its work to reviewing monthly totals; it examined how transactions were initiated, approved, documented, reconciled, reported, retained and reviewed, and it repeatedly modified processes when weaknesses were identified.

Financial-record cleanup and reliability: In late 2024, the Committee identified a backlog in historical QuickBooks data and undertook a detailed cleanup effort. The general ledger for April-September 2024 alone contained approximately 2,000 lines. The work included data entry, comparison to the opening Trial Balance and reclassification entries provided by accountants, and follow-up with the Bookkeeper. By January-February 2025, the Committee recorded that this work was substantively or largely completed and that January 2025 books reflected the corrections.

Monthly financial reporting and Board transparency: Beginning in October 2024, the Committee directed that monthly Profit and Loss, Balance Sheet and Cash Flow reports be provided for review. By July 2025, the monthly package had expanded to include AP and AR Aging, Budget versus Actuals, General Ledger, Journal Entry Report, Trial Balance and a Treasurer-produced Audit Log. The Committee documented specific monthly timelines for Bookkeeper preparation, Committee review, Treasurer follow-up, Bookkeeper finalization and SharePoint distribution to the Committee and Board.

Restricted and deferred funding: The Committee repeatedly reviewed accounting and compliance issues connected to deferred revenue and restricted funding. In October 2024, it discussed moving deferred-revenue entries from a year-end-only process toward monthly entries once the books were sufficiently cleaned up. It corrected a historical AGLC/casino account issue, monitored AGLC spending deadlines in 2026, identified journal entries to allocate eligible expenditures to the casino fund, and in June 2026 noted an expected journal entry to recognize additional deferred revenue. This evidence is relevant to understanding why total cash balances could not necessarily be treated as unrestricted operating cash.

Payroll-system control and data ownership: In November 2024, the Committee identified that payroll was being prepared through the Bookkeeper's QuickBooks Desktop subscription and specifically recorded the risk that WECAN did not own or centrally store the payroll information. It researched alternatives and initially considered QuickBooks Online payroll. When that system could not support payroll from two bank accounts without additional journal-entry work, the Committee held a dedicated February 13, 2025 meeting, compared Payworks and Wagepoint and decided to implement Payworks. The minutes document considerations including cost, bank-account flexibility, dedicated support, training, user-level permissions and the ability to import payroll journal entries into QuickBooks.

Invoice approval and payment controls: November 2024 minutes identified that invoice approvals lacked a formal audit trail and that this created risks including payment for goods or services not received, confusion over authorization and fraud. The Committee developed an expenditure approval/signing-authority approach, implemented a transaction tracker, and continued developing payment procedures. By April-June 2026, the Committee was also developing a vendor-payment process and Accounts Payable procedure, including movement toward a regular payment cycle.

Cash controls: The Committee documented that WECAN maintained two cash boxes that were used infrequently and counted only periodically. It identified fraud risk in cash that was not counted regularly, discussed removing day-to-day cash handling, considered

electronic/card alternatives, and developed a petty-cash policy/procedure for situations such as the AGM. These records show that the Committee identified cash-handling vulnerabilities and sought to reduce or formalize them.

Online transactions and reconciliation: November 2024 minutes recorded concern that online-payment transfers needed to be reconciled to the amounts received in WECAN's bank account. The Committee identified the need to obtain underlying data from the contractor processing online transactions and to develop an appropriate policy/process. This work formed part of a broader effort to improve traceability from source transactions to deposits and financial records.

Internal audit and supporting documentation: The Committee developed an internal-audit plan in May 2025 and reported completion in June. The audit identified that not all invoices could be located and that program revenue was difficult to trace. The Committee responded by continuing policy development, reorganizing receipt storage, reviewing transaction support against bank statements and requiring ongoing review. July minutes explicitly describe the new transaction-support review as a response to the prior internal audit.

System access and segregation of duties: The Committee repeatedly reviewed QuickBooks and banking access. It sought read-only QuickBooks access for Committee members, revised staff access for project tracking, recognized the increased risk caused by additional QuickBooks users and introduced a monthly Audit Log review by the Treasurer as a mitigating control. It also worked over an extended period to update ATB signing authority and reviewed bank signing authority as an annual control item.

Budgeting and financial literacy: The Committee established a structured annual budgeting process, including a Board "Budgeting 101" presentation, draft Board discussion and final approval. It continued budget review in 2026 and discussed using summer-student capacity to support Board education on reading financial statements. This reflects an effort to improve not only the production of financial information but also directors' ability to understand and oversee it.

Policy and procedure development: Finance + Audit developed or advanced policies and procedures relating to expenditure approval and signing authority, petty cash, payroll, credit cards, accounting and internal controls, acceptable use of technology/resources, e-transfer deposits, travel and expense reimbursement, in-kind donations, cardholder responsibilities, external audit, inventory/assets, accounting-record documentation and accounts payable. The Committee also documented that procedures could be approved at

committee level while policies moved through Governance and Board approval, creating a clearer distinction between governance requirements and operational implementation.

Professional and volunteer capacity: The Committee actively recruited people with accounting experience. By late 2025 and early 2026, the minutes document accountant and CPA volunteers joining the Committee, reviewing financial processes and contributing to policy work, QuickBooks reporting, audit planning and asset/accounting controls. This increased the level of financial expertise available to WECAN's governance structure.

Audit readiness and external reporting: The Committee advanced changes to WECAN's audit framework, prepared an External Audit Policy and Procedure, reviewed internal audit work, tracked a grant application intended to fund audit costs, and in June 2026 documented that the fiscal 2026 compilation financial statements had been approved at the AGM and should be posted to the website. The Committee's work demonstrates a sustained attempt to improve audit readiness and public financial transparency.

Taken together, the Finance + Audit records show that WECAN identified weaknesses, investigated them, developed corrective controls and continued to refine those controls over time. The records also provide evidence that the Board and its Finance + Audit Committee were actively monitoring financial risk, restricted funding, cash-handling and transaction-support issues rather than relying solely on year-end financial statements.

Source: WECAN Finance + Audit Committee meeting minutes, October 2024 through June 2026. Full meeting minutes are reproduced in the appendices in their original form.

Communications, Member Outreach and Public Awareness

Communications Committee records provide additional evidence that WECAN actively worked to strengthen community awareness, member engagement, volunteer recruitment, donor development and fundraising support rather than relying solely on existing channels.

July 2024: The Communications Committee identified its purpose as supporting WECAN fundraising and membership-awareness campaigns. It reviewed barriers to using video, including member privacy concerns and challenges obtaining usable images; explored a monthly blog and newsletter redesign; and identified development of a practical communications and marketing plan as a priority. The minutes explicitly recorded a goal of helping WECAN raise approximately \$20,000 in operational funding because the main operating grant did not fund every year.

September-October 2024: The Committee reviewed social-media promotion for the YEG Empowering You event and Giving Tuesday, developed a proposed content calendar, expanded posting access and collaborative content-writing processes, and pursued a

formal communications plan. It also documented member difficulty finding the online ordering function, commissioned a user review of the website, proposed changes to make ordering easier to find, reviewed event-table materials, and proposed redesigning the brochure so depot-location information could be kept current on a separate handout.

February-April 2025: The Committee formalized brand and accessibility practices, including consistent use of the WECAN logo and colour palette, accessible reading levels, inclusive imagery and typography. It documented increased social-media activity and engagement, centralized completed creative work in WECAN Canva for organizational continuity, developed strategies to obtain authentic volunteer/depot photographs, prepared volunteer-fair materials, and supported communications elements of the strategic plan.

June 2025: The Committee had expanded to include Board members and volunteers and formally described five communications goals: explain the program to members and the community; attract donors; attract volunteers; attract new depots; and attract members. It reviewed WECAN's existing social media, website, newsletter, information sheets, brochure, strategic plan and branding guidelines, and identified gaps including testimonials, digital media, reels, depot highlights, community-agency outreach, local media coverage, and stronger coordination with Fundraising and staff. The Committee also recorded a perceived culture shift toward greater communication and collaboration and elected co-chairs to distribute workload.

July-November 2025: Committee records show work toward a communications plan tied directly to the Strategic Plan and operational goals, including depot accessibility, membership growth, order reminders, supplier/value messaging, outreach to prospective members, donors and volunteers, and depot-development communications. The Committee worked on a revised brochure, content calendars, blog posts, social-media fundraising support, volunteer recruitment, Giving Tuesday, Blaze Pizza and chocolate fundraising promotion, and a community cookbook concept. Records also show explicit attention to committee capacity and workload so planned communications remained achievable.

January-March 2026: The Committee continued a structured content calendar supporting casino volunteer recruitment, cookbook recipe recruitment, sponsor recognition, the Purdy's fundraiser, volunteer appreciation, depot promotion, blog content and member education. It identified a need for more coordinated physical communications at depots and community locations, began work on a standardized WECAN boilerplate, considered website improvements, and developed an outreach/needs-assessment approach intended

to better understand how members and prospective members learn about WECAN and what may prevent participation.

April-May 2026: Communications planning became increasingly evidence-based. The Committee discussed membership and order trends, rising food costs, increased food-bank use, the need to understand whether WECAN service utilization was keeping pace with community hardship, and how to target communications without stigmatizing members. It developed public/depot presentations, reviewed website analytics and accessibility, prepared volunteer-fair materials, promoted new depots and funders, supported the AGM, attended or planned multiple community events, improved website administration access, and continued work on the cookbook and communications plan. May minutes also identified continuing gaps in donor engagement, outreach to people not active on social media, depot-specific communications, videos and broader media coverage.

July 2026: The Committee continued development of the communications plan and identified specific outreach channels for newcomers, families, seniors, Indigenous communities, social-service users, schools, recreation centres, faith communities, health settings, housing providers, government spaces, transit locations and other high-traffic community settings. The Committee also documented the need to update how WECAN explains its ordering model, the ability to order multiple baskets, and reliable monthly food access. It considered both digital and physical distribution of materials and formalized a communications-request process using the subject line “Action Required: Content Request,” requested posting dates, content details and media type so communications work could be tracked and confirmed.

Collectively, these records demonstrate sustained attempts to address awareness, membership, volunteer capacity, fundraising visibility, donor engagement, depot viability and public understanding of WECAN through coordinated communications. The Committee repeatedly evaluated what was working, where gaps remained, and what additional channels or resources were required. These activities form part of the evidence that WECAN pursued community-engagement and revenue-support strategies before a dissolution recommendation was considered.

Source: WECAN Communications Committee meeting records, July 2024 through July 2026. Full meeting records are reproduced in the appendices in their original form.

Fundraising, Grants, Donor Development and Revenue Diversification

The Fundraising Committee records provide a detailed history of WECAN’s attempts to generate revenue outside of monthly food orders and membership fees. This work included

grants, casino proceeds, individual donations, online donation channels, corporate sponsorship, fundraising events, donor communications, donor stewardship and partnerships. The records are especially important to the dissolution due-diligence analysis because they demonstrate that the Board and its committees did not rely on a single rescue strategy.

Early recognition of structural funding risk: In October 2023, Committee discussion explicitly questioned WECAN's reliance on casino and CIP funding and asked what would happen if those sources were cut. Members were assigned to research foundations, corporate funding, strategic partnerships and funding models used by other organizations. The same meeting documented that grant funding was becoming less available or accessible and that WECAN needed operating funding rather than only project funding.

Event learning and risk control: The 2023 Toonie Carnival is a documented example of the Committee evaluating fundraising performance rather than assuming activity equalled success. The event broke even and the raffle lost money. The Committee responded by proposing clearer event governance, cross-committee involvement, advance Board reporting, defined event leadership and restrictions on WECAN-funded raffle prizes. This demonstrates that the organization attempted to improve the economics and governance of future fundraising events based on actual experience.

Grant diversification: Across the supplied records, WECAN investigated or applied to municipal, provincial, foundation, corporate and community funding sources. Named opportunities include CIP, MAZON, West End Business Association, COIG, IA, Maclean, ECF, BMO, Stollery, United Way, Peter Gilgan Foundation, Suncor, Edmonton Oilers, Sobeys, Sherwood Park Endowment Fund, Service Canada, Servus Credit Union, Safeway, Walmart, Union 52 and others. Some were successful, some were unsuccessful, some were ineligible and some remained pending. The record therefore demonstrates both the breadth of the search and the uncertainty inherent in grant-based operating support.

Operating-funding challenge: Multiple meeting records distinguish between project funding and the unrestricted or operating support needed to pay for core costs. July 2025 minutes explicitly state that operating expenses such as bookkeeping, audit and rent were more difficult to fund than projects with strong human-interest stories. November 2025 records show an application intended to cover bookkeeping, audit and insurance. By July 2026, loss of the regular CIP funding source had made replacement operating revenue a stated priority.

Donor development: WECAN used CanadaHelps, its website, Giving Tuesday and direct donations, and added a donation option to the food-order page. July 2025 minutes

estimated that the food-order donation option was bringing in approximately \$100 per month. The Committee repeatedly reviewed donor letters and thank-you materials and recognized that stronger storytelling was needed. By July 2026, the Committee had shifted toward a more formal donor-lifecycle model involving cultivation, acknowledgement, impact reporting, stewardship, renewal and deeper engagement with individual and corporate supporters.

Corporate and sponsorship development: Committee records show efforts to expand beyond conventional grants through corporate relationships, including Rotary/business-community outreach, Suncor sponsorship, proposals for freezer or warehouse sponsorship, corporate volunteer engagement, sponsorship tiers and direct outreach to potential partners. These activities were intended to create both financial and in-kind support and to diversify WECAN's relationship base.

Fundraising-event testing: WECAN deliberately tested corporate/community fundraising formats. Blaze Pizza and Purdy's were selected in 2025 as relatively manageable experiments. The Committee recorded campaign dates, promotion channels, sales, pickup logistics and final profit information. It considered repeating Purdy's because results justified the effort, explored Freson Bros. as a potential higher-traffic partnership and rejected door-to-door nut sales because the workload was not justified by likely revenue. Later discussions considered a bowling fundraiser, family activities, a community walk, hot-yoga partnership and family movie event.

Casino revenue and volunteer capacity: Casino revenue remained an important component of WECAN's funding mix. Committee records document licensing work, casino-advisor arrangements, recruitment of major volunteer roles, concern about filling enough shifts and repeated social-media/newsletter volunteer recruitment. This illustrates that even established revenue sources required substantial volunteer and governance capacity to access.

New giving infrastructure: By July 2026, WECAN had secured participation in Benevity and SkipTheDepot and directed Communications to add them to WECAN's website, social media and newsletter. These initiatives expanded the channels through which individuals and workplace-giving participants could support WECAN, but the minutes also recognized that WECAN itself needed to generate awareness because Benevity did not automatically create donor visibility.

Grant-management infrastructure: The Fundraising Committee developed grant trackers and granter lists, created dedicated filing structures, coordinated grant-specific financial reporting with Finance + Audit Committee, and in July 2026 unanimously established a

Grants Subcommittee responsible for research, preparation, tracking and reporting. This represented a shift from opportunistic grant applications toward a more organized and repeatable process.

Financial-reporting barriers to funding: July 2026 minutes specifically record that WECAN was ineligible for a Lululemon opportunity because it did not have audited financial statements. This illustrates how WECAN's financial-reporting maturity affected access to at least one potential funding source and connects directly with the Finance + Audit Committee's parallel work to improve audit readiness.

Fundraising governance and workload: The records repeatedly acknowledge that fundraising consumes staff, Board and volunteer capacity. The Committee considered volunteer requirements, communications support, event timelines, budget and expected returns. In July 2026, it recommended that future fundraising proposals include a preparation timeline, staffing/volunteer requirements, anticipated expenses, expected revenue, required resources and implementation plan. It also discussed a quarterly fundraising rhythm specifically to balance sustainable revenue generation against volunteer workload.

The cumulative Fundraising Committee record therefore supports the conclusion that WECAN made sustained efforts to diversify income and improve fundraising effectiveness. The record also demonstrates the limitations encountered: grant programs changed or disappeared, some applications were declined or inaccessible, operating expenses were difficult to fund, event returns could be modest, and successful fundraising required significant staff and volunteer capacity. These facts are relevant to evaluating whether further continuation under the existing model offered a realistic path to long-term financial sustainability.

Source: WECAN Fundraising Committee, Fundraising & Grants Committee and Grant Committee meeting records, September 2023 through July 2026. Full source records supplied for this review are reproduced in the appendices without rewriting or normalization.

Taken together, the minutes demonstrate a sustained pattern of active Board intervention: reducing operating risk, seeking lower-cost supply arrangements, strengthening controls, diversifying revenue, improving governance and adapting service delivery before considering more fundamental organizational options.

Strategic Planning and Long-Term Sustainability Efforts (2023-2028)

WECAN's strategic planning records demonstrate that the Board and staff were actively identifying organizational vulnerabilities, setting sustainability priorities, assigning implementation responsibilities, and monitoring operational and financial indicators well before the recommendation regarding dissolution. The strategic planning record is therefore relevant to the Board's due diligence because it documents both the organization's intended path toward sustainability and the specific actions undertaken to address known risks.

2023 Strategic Priorities for 2024

The 2023 Strategic Priorities document established five organization-wide priorities for 2024: (1) building a more resilient Board of Directors through recruitment, training, and mentorship; (2) diversifying and sustaining funding sources while strengthening supplier relationships; (3) growing membership and the community-depot network through outreach and community awareness; (4) exploring expanded use of CiviCRM technology for operational improvements; and (5) establishing WECAN as a community educator on food security as a systemic issue.

The funding priority was explicit and operational. Planned actions included surveying comparable organizations regarding funding structures, exploring a financial relationship with the Social Enterprise Fund of the Edmonton Community Foundation, researching the viability and risks of a recurring fundraising event, developing and approaching a list of potential private-sector sponsors and cross-marketing opportunities, researching the cost of a professional grant writer, exploring supplementary produce suppliers, and strengthening the relationship with WECAN's existing grocery supplier.

The 2023 priorities also recognized that organizational sustainability depended on more than revenue. The Board planned structured recruitment of Directors before term expires, a Board skills-based recruitment approach, a new-Director onboarding checklist and mentorship model, outreach-volunteer recruitment and training, review of WECAN marketing materials, targeted outreach to under-represented communities, greater use of CiviCRM, and stronger education and consistent messaging concerning food insecurity.

2024 Strategic Planning Process and 2024-2028 Strategic Plan

In October 2024, WECAN's Board and staff met for a dedicated strategic planning day to consider the organization's purpose, the need WECAN continued to fill in Edmonton and surrounding communities, and how the organization could continue responding to that need through 2028. The resulting Strategic Plan 2024-2028 adopted a revised mission,

vision, and values and organized the organization's future work around three outcomes: Community, Food Security, and Sustainability.

The plan defined Community as a network of thriving community depots where members and volunteers could meet, distribute food, and participate in their communities.

Strategies included developing accessible depot locations, connecting depots to their neighbourhoods through targeted outreach, and creating opportunities for volunteers to connect and collaborate.

The Food Security outcome focused on increasing members' purchasing power through WECAN's prepaid group-purchasing model. The plan called for increasing membership and consistent monthly ordering, negotiating mutually beneficial supplier relationships, and developing communications materials that could clearly demonstrate WECAN's value and impact.

The Sustainability outcome directly addressed the financial and governance concerns that later became central to the Board's viability assessment. The stated outcome was that WECAN would have diverse funding streams for financial sustainability and would operate with transparency, accountability, and integrity. The plan identified maintaining current funder relationships, developing a donor and sponsorship program, pursuing grant opportunities, hosting community fundraising events, and creating a culture of excellence in governance, human resources, and financial procedures as the principal strategies for achieving that outcome.

Strategic Planning SWOT and Identified Risks

The 2024 strategic planning working notes are particularly relevant because they show that the organization identified important weaknesses and threats before the current dissolution process. Documented weaknesses included gaps in Finance + Audit and Governance compliance and missing policies, organizational dependence on individual people that created vulnerability to burnout and staff or volunteer turnover, Board orientation and knowledge gaps, and challenges with institutional knowledge and information-transfer systems.

The planning notes also identified external and operational threats, including the possibility that political changes could reduce government grant and funding opportunities, changes in casino gaming that could affect nonprofit casino revenues, cybersecurity risks, and the possibility that growing food insecurity could produce demand that WECAN's limited staffing resources would struggle to meet.

Depot viability and volunteer capacity were also explicitly identified. The Strategic offsite expressed concern about low order numbers at some depots and maintaining enough

volunteers for those depots to remain viable. Proposed responses included intensive neighbourhood outreach, stronger support and training for Depot Coordinators, depot-specific communications materials, a digital forum for coordinators, and possible transition of persistently low-volume depots to satellite depots.

The same planning process identified a need to fill the funding gap in years when Community Initiatives Program funding was unavailable and proposed corporate sponsorship, new foundation and grant opportunities, a formal donor program, and fundraising events such as cooking classes and corporate fundraisers. It also identified knowledge transfer as an organizational risk and proposed documenting procedures, reviewing manuals, cross-training staff and Board members, and improving information systems.

2024-2028 Operational Plan and Measurable Indicators

The WECAN Operational Plan 2024-2028 translated the Strategic Plan into assigned tasks, timelines, status indicators, and key performance measures. The plan stated that it was an internal document for staff and the Board and was to be reviewed annually so activities would remain aligned with the Strategic Plan and responsive to changing organizational and community needs.

The Operational Plan recorded the following baseline and trend information:

- Membership: 1,293 members in 2023; 1,087 in 2024; and 1,523 in 2025.
- Community depots: 21 in 2023; 19 in 2024; and 22 in 2025.
- Estimated annual member savings, based on one produce basket and one meat basket per month: \$122.76-\$312.96 in 2023; \$123.81-\$306.13 in 2024; and \$161.49-\$379.02 in 2025.
- Grant revenue: \$64,801 in 2023; \$13,205 in 2024; and \$52,218 in 2025.
- Non-grant revenue recorded in the plan: \$25,939.55 in 2023 and \$4,163.95 in 2024. The 2025 field was not populated in the source Operational Plan.
- Volunteers: 115 in 2023; 111 in 2024; and 119 in 2025.

Documented Implementation Progress

The Operational Plan also records a number of strategic tasks as complete, providing evidence that the strategic planning exercise resulted in implementation rather than remaining aspirational. Items marked complete in the plan included updating brochures, developing/reviewing the information package for prospective Depot Coordinators,

updating the depot manual, canvassing Depot Coordinators regarding a digital forum and establishing that forum, implementing multi-channel order reminders, implementing regular meetings with the grocery supplier to improve communication, completing annual membership surveys on order preferences, adding year-to-date member savings information to the newsletter, obtaining AGM approval of the updated mission/vision/values, cross-training knowledge between staff, establishing a knowledgeable Finance + Audit Committee, and building a Board skills matrix.

Other work was assigned with future or ongoing timelines, including developing communications and outreach plans for communities without depots, creating a volunteer force for community events, investigating inconsistent member ordering, gathering supplier price-comparison data, updating communications materials to emphasize the value of bulk buying, maintaining a grant application and reporting schedule, applying for and tracking grants on an ongoing basis, developing formal donor and corporate sponsorship programs, developing two major annual fundraising events, exploring funding for increased staff hours, documenting procedures, reviewing Human Resources policies, reviewing knowledge-management systems, simplifying systems and processes, completing annual policy reviews, and developing an Occupational Health and Safety program.

Strategic Planning Evidence and the Board's Due Diligence

Taken together, the 2023 Strategic Priorities, the 2024 strategic planning records, the 2024-2028 Strategic Plan, and the 2024-2028 Operational Plan show that WECAN's leadership had identified financial sustainability, revenue diversification, supplier resilience, Board capacity, policy compliance, knowledge transfer, depot viability, membership growth, communications, technology, and volunteer capacity as interconnected organizational priorities. These records also document assigned responsibilities, implementation timelines, measurable indicators, and completed actions.

This evidence is significant to the dissolution recommendation because it demonstrates that the organization did not move directly from financial difficulty to dissolution without a strategic response. WECAN developed successive plans intended to strengthen sustainability and implemented numerous components of those plans. The Board's eventual assessment of viability must therefore be understood in the context of these earlier documented attempts to address the same structural risks through diversification, operational improvement, governance strengthening, and community growth.

Source documents: WECAN Food Basket Society of Alberta, Strategic Priorities 2024; WECAN Food Basket Society, Strategic Plan 2024-2028; WECAN Operational Plan 2024-

2028; and Strategic Planning 2024 themed notes. Copies of the principal source documents are reproduced in the appendices to this report.

8. Risk Assessment

As part of its fiduciary responsibilities, the Board of Directors undertook a comprehensive assessment of the risks associated with continuing the operations of WECAN Food Basket Society. This assessment considered the Society's financial sustainability, legal obligations, operational capacity, governance responsibilities, and the potential impacts on members, employees, volunteers, funders, and community partners.

The Board recognizes that every charitable organization carries risk. Its responsibility is not to eliminate all risk, but to identify, monitor, and manage those risks in a manner that supports the long-term sustainability of the organization and protects the interests of its stakeholders.

Following extensive review, the Board identified the following key risks.

Timeline of Key Risk Developments

The Board's risk assessment developed over time as financial, operational, funding, and governance pressures became increasingly interconnected. The following timeline highlights key developments that informed the Board's assessment of WECAN's long-term sustainability.



The Board's assessment was not based on a single financial result, grant decision, operational issue, or governance concern. It reflected the cumulative development of risks over time and the results of sustained efforts to address them.

Financial Risks

The Board determined that the most significant risk facing WECAN is its long-term financial sustainability.

While the Society continues to fulfill its mission, it has experienced increasing financial pressure due to rising operating costs, inflation, reduced grant availability, increased competition for charitable funding, and limited unrestricted revenue sources.

Although significant efforts have been undertaken to diversify revenue through grant applications, fundraising initiatives, sponsorship development, operational efficiencies, supplier negotiations, and donor engagement, these initiatives have not generated sufficient unrestricted funding to establish a sustainable operating model.

The Board concluded that continuing to operate without a realistic and sustainable funding strategy would expose the organization to increasing financial risk and could compromise its ability to meet future obligations.

Operational Risks

WECAN operates with a small staff supported by a large network of volunteers, depot coordinators, and community partners.

The Board recognized that ongoing financial uncertainty increases operational risk by limiting the organization's ability to:

- maintain consistent staffing levels;
- provide reliable support to volunteers and depot coordinators;
- invest in technology and operational improvements;
- respond to unexpected operational challenges; and
- maintain continuity of service across all depot locations.

The organization has already implemented numerous operational efficiencies; however, the Board concluded that further reductions would begin to impact service delivery and organizational effectiveness.

Employment Risks

As an employer, WECAN has legal and ethical obligations to its employees.

The Board reviewed its obligations under employment legislation, employment contracts, and common law regarding notice, severance, leaves of absence, payroll obligations, and employee benefits.

The Board determined that continuing operations without a sustainable financial plan could increase the risk that employment obligations may not be met in the future.

In making its recommendation, the Board has sought to ensure that employees are treated fairly, respectfully, and in compliance with all applicable legislation should dissolution proceed.

Governance Risks

Directors of charitable organizations have a fiduciary duty to act honestly, in good faith, and in the best interests of the organization.

The Board considered the governance risks associated with continuing operations despite ongoing financial uncertainty, including:

- increasing organizational liabilities;
- inability to meet financial obligations as they become due;
- diminished capacity to fulfill the Society's charitable mission;
- increased exposure to regulatory non-compliance; and
- potential breaches of directors' fiduciary duties.

The Board concluded that recommending dissolution, after exhausting reasonable alternatives, represents responsible governance and prudent stewardship of the Society's remaining resources.

Member Risks

The Board carefully considered the impact that dissolution would have on WECAN members.

Closure of the Society would result in members losing access to WECAN's collective buying program and the financial savings it provides through bulk purchasing.

The Board also recognized that continued operation without sufficient financial resources could create uncertainty for members, reduce service quality, and increase the likelihood of unexpected disruptions to food ordering and distribution.

The Board believes that providing members with transparent information and allowing them to make an informed decision through a Special Resolution is consistent with the Society's values of accountability and respect.

Legal and Regulatory Risks

The Board reviewed the Society's obligations under the Alberta Societies Act, the Income Tax Act (Canada), employment legislation, charitable reporting requirements, contractual obligations, and applicable grant agreements.

Should the membership approve dissolution, the Society must complete an orderly wind-up that includes:

- satisfying outstanding liabilities;
- fulfilling obligations to employees;
- complying with the Alberta Societies Act;
- complying with Canada Revenue Agency requirements for registered charities;
- addressing restricted grant funding in accordance with funding agreements;
- maintaining required organizational records; and
- distributing any remaining charitable assets in accordance with applicable legislation.

The Board has committed to seeking appropriate professional advice throughout the wind-up process to ensure all legal obligations are met.

Reputational Risks

WE CAN has served Alberta communities for more than 30 years and has earned the trust of members, volunteers, funders, donors, and community partners.

The Board recognizes that any decision regarding dissolution carries reputational risk for the organization and its stakeholders.

The Board also recognizes that continuing operations without the financial capacity to deliver programs responsibly could result in greater reputational harm than undertaking an orderly, transparent, and well-governed wind-up.

Throughout this process, the Board has remained committed to:

- transparent communication;
- responsible stewardship of charitable resources;
- respectful treatment of employees and volunteers;
- maintaining the confidence of funders and community partners; and
- preserving WECAN's legacy as an organization that served Alberta communities with integrity for more than three decades.

Overall Risk Assessment

After considering the financial, operational, employment, governance, member, legal, and reputational risks, the Board concluded that the risks associated with continuing operations without a sustainable financial model now outweigh the potential benefits of maintaining the organization in its current form.

This conclusion was not reached based on a single event or financial result. Rather, it reflects the cumulative impact of changing funding conditions, increasing operating costs, limited unrestricted revenue, and the Board's assessment that, despite extensive efforts to secure the organization's future, a viable path to long-term financial sustainability has not been identified.

Accordingly, the Board believes that recommending voluntary dissolution to the membership is consistent with its fiduciary obligations and represents the most responsible course of action under the circumstances.

9. Alternatives Considered

The Board of Directors recognizes that recommending the voluntary dissolution of WECAN Food Basket Society is a significant decision with lasting impacts on members, employees, volunteers, community partners, and the broader community.

Before arriving at this recommendation, the Board undertook an extensive review of potential alternatives that could preserve the organization while continuing to fulfill its charitable mission. Each option was evaluated based on financial feasibility, operational impact, legal obligations, organizational capacity, and the likelihood of long-term sustainability.

The Board's objective throughout this process was to identify a viable path that would allow WECAN to continue serving its members. The following options were considered.

Option 1 – Continue Operating Without Significant Changes

Status: Rejected

The Board considered maintaining current operations while continuing existing fundraising and grant application efforts.

This option was determined to be unsustainable. Financial projections demonstrated that continuing operations under the current funding model would not generate sufficient unrestricted revenue to support ongoing operating expenses. Continuing without a realistic plan to address the structural funding gap would expose the Society to increasing financial risk and reduce its ability to meet future obligations.

Option 2 – Merge with Another Organization

Status: Explored – No viable opportunity identified

The Board discussed whether WECAN's programs could be merged with another charitable organization whose mission aligned with WECAN's collective buying model.

Although the concept was explored, no organization was identified that possessed both the operational capacity and strategic interest to assume WECAN's programs, staff, volunteers, contractual obligations, and membership network while preserving the Society's core mission.

The Board remains open to future discussions should an appropriate opportunity arise prior to dissolution.

Option 3 – Reduce Services

Status: Rejected

The Board evaluated reducing programming, limiting services, or closing selected depot locations to reduce operating costs.

While this approach could produce modest savings, it would also reduce access to affordable food for members, diminish the value of membership, and potentially reduce overall participation and revenue. The anticipated savings were not sufficient to address the organization's long-term financial challenges.

Option 4 – Reduce Staffing

Status: Partially Implemented

The Board reviewed staffing levels and considered additional reductions.

WECAN already operates with a small team responsible for coordinating province-wide operations, supporting volunteers, administering membership, managing food ordering, maintaining financial records, and ensuring regulatory compliance.

Further reductions were determined to create unacceptable operational risks and would significantly impair the Society's ability to deliver its core services.

Option 5 – Increase Membership Fees

Status: Rejected

The Board considered increasing annual membership fees and basket pricing.

While additional revenue could be generated, the Board determined that significant fee increases would conflict with WECAN's mission of providing affordable food access. Higher costs could discourage participation among the very households the organization exists to support while generating only limited unrestricted revenue.

Option 6 – Reduce Basket Frequency

Status: Rejected

The Board explored reducing the frequency of food basket distributions.

Although this option would reduce some operational costs, it would also reduce the value of membership, decrease food purchasing volumes, weaken supplier relationships, and diminish the impact of the collective buying model.

The projected savings were insufficient to restore long-term financial sustainability.

Option 7 – Pause Operations

Status: Rejected

The Board considered temporarily suspending operations while pursuing additional funding opportunities.

A temporary pause would disrupt service to members, create uncertainty for volunteers and community partners, and risk the permanent loss of membership, depot locations, and supplier relationships. Restarting operations after an extended pause would require significant financial and operational resources that were not available.

Option 8 – Organizational Restructuring

Status: Implemented

The Board undertook significant organizational restructuring over the past two years, including strengthening governance practices, implementing financial oversight improvements, establishing Board committees, improving operational processes, reviewing supplier relationships, enhancing policies, and increasing accountability.

These initiatives improved governance and operational efficiency but were not sufficient to overcome the organization's underlying funding challenges.

Option 9 – Seek Emergency Funding

Status: Implemented

The Board actively pursued additional funding opportunities through grant applications, corporate sponsorships, private donations, foundation funding, fundraising campaigns, community partnerships, and government funding opportunities.

The Board also approved several new fundraising initiatives, including community campaigns, corporate engagement strategies, grant writing efforts, and donor development activities.

Despite these efforts, the organization was unable to secure sufficient unrestricted funding to establish a sustainable long-term operating model.

Option 10 – Temporary Closure

Status: Rejected

The Board considered temporarily closing operations with the intention of reopening once additional funding became available.

Given the uncertainty surrounding future funding opportunities and the potential loss of members, volunteers, depot locations, and organizational capacity, the Board determined that a temporary closure would likely result in many of the same consequences as dissolution while creating additional uncertainty for all stakeholders.

Option 11 – Voluntary Wind-Up and Dissolution

Status: Recommended

After considering all reasonable alternatives, the Board concluded that recommending voluntary dissolution represents the most responsible course of action.

This recommendation is based on the Board's assessment that:

- The organization has been unable to establish a financially sustainable operating model despite extensive efforts.
- Continuing operations without sustainable funding would increase financial and governance risks.
- The Board has a responsibility to protect the Society's remaining assets and ensure its legal and financial obligations can be met.
- An orderly, transparent, and planned wind-up provides the greatest opportunity to fulfill obligations to employees, members, funders, creditors, and regulatory bodies.

The Board acknowledges the significance of this recommendation and recognizes the profound impact it will have on the community. This recommendation has not been made lightly. It reflects months of financial analysis, governance review, operational planning, fundraising efforts, consultation, and careful consideration of every reasonable alternative available to the Society.

Board Conclusion

The Board is satisfied that it has exercised appropriate due diligence by thoroughly evaluating the reasonable alternatives available to WECAN Food Basket Society. While many options offered short-term benefits or modest cost savings, none provided a realistic or sustainable path forward that would allow the Society to continue fulfilling its mission while meeting its financial, legal, and governance obligations.

For these reasons, the Board has resolved to recommend that the membership approve a Special Resolution to voluntarily dissolve WECAN Food Basket Society in accordance with the Alberta Societies Act and the Society's Bylaws.

10. Why Dissolution is Recommended

The recommendation to dissolve WECAN has not been made lightly. It follows an extended period of Board review, governance strengthening, financial analysis, operational adaptation, fundraising efforts, and careful consideration of whether a financially and organizationally sustainable path forward remains available to the Society.

Over the past several years, the Board has worked to strengthen WECAN's governance and financial controls, diversify revenue, adapt the depot network, strengthen policies and regulatory compliance, clarify Board and staff responsibilities, and improve financial oversight. These efforts have strengthened the organization and provided the Board with a much clearer understanding of WECAN's financial position, operating requirements, liabilities, organizational capacity, and the resources required to continue operating responsibly.

A central concern has been WECAN's ability to achieve long-term financial stability. The Board has explored opportunities to generate more revenue internally through WECAN's own operations and activities, while also pursuing grants, fundraising opportunities, partnerships, sponsorships, and private donations. Despite considerable effort, WECAN has experienced significant challenges in establishing a reliable internally generated revenue stream and has had limited success in securing private donations at a level capable of materially supporting ongoing operations.

This creates a fundamental sustainability concern. A non-profit organization may appropriately rely on grants and external funding as part of its revenue model, but long-term viability requires sufficient predictable revenue, appropriate reserves, and the organizational capacity to meet operating costs and financial obligations as they arise. The Board has not identified a sufficiently reliable combination of earned revenue, donations, grants, or other funding that would provide reasonable confidence in WECAN's ability to maintain that stability over the longer term.

The Board has also considered the human capacity required to sustain the organization. WECAN's Board positions were originally contemplated as volunteer commitments of approximately four to six hours per month. In practice, Board members are currently contributing an average of more than 20 hours per month, with several members regularly contributing significantly more. This represents at least three to five times the level of volunteer commitment originally anticipated and reflects the extent to which operational, governance, financial, fundraising, and administrative responsibilities have come to depend on extraordinary contributions of volunteer time.

The Board does not believe that this level of reliance on volunteer directors represents a sustainable operating model. While the commitment of Board members has allowed important work to continue and significant organizational improvements to be made, WECAN's future cannot responsibly depend on current or future volunteer directors consistently contributing substantially more time than the roles were designed to require. A sustainable organization requires sufficient financial and operational capacity for its governance body to govern, provide oversight, and set strategic direction without routinely having to absorb a significant share of the organization's operational workload.

Taken together, these factors have led the Board to consider not only whether WECAN can continue operating in the immediate term, but whether it can do so responsibly and sustainably over the longer term. Continuing operations without a sufficiently reliable revenue base, adequate organizational capacity, and a realistic means of reducing dependence on extraordinary volunteer contributions would expose WECAN to increasing financial, governance, and operational risk.

The Board recognizes the significance of recommending dissolution and the impact that decision may have on the community WECAN has served. However, responsible governance requires the Board to consider whether continuing the organization is financially and operationally defensible, rather than relying on optimism that future funding, donations, revenue opportunities, or volunteer capacity will emerge.

Based on the information currently available, the Board does not have sufficient confidence that WECAN can generate the sustainable revenue, financial stability, and organizational capacity required to meet its obligations and continue operating responsibly over the longer term. For that reason, after considering the alternatives and the efforts already undertaken to improve WECAN's position, the Board has concluded that dissolution is the most responsible course of action to recommend to the membership.

The Board believes continuing to operate would:

Increasing Liabilities

WECAN has ongoing contractual, staffing, facility, program, and operating obligations that continue regardless of fluctuations in revenue or program participation. Maintaining operations therefore requires the organization to have sufficient predictable revenue and working capital to meet those commitments as they become due.

The Board has considered whether continuing to assume these obligations is responsible given the organization's current circumstances. Where revenue is uncertain, continuing

operations can result in liabilities accumulating faster than the organization can reasonably offset them.

Dissolution while WECAN remains able to responsibly manage its obligations provides significantly greater control than waiting until financial circumstances dictate the timing and available options.

Risk of Continued Financial Losses

WECAN's historical funding model has relied significantly on grant funding, supplemented by program revenue, casino proceeds, fundraising, donations, sponsorships, and substantial volunteer contributions.

Over approximately the last 18 months, the organization has worked to diversify revenue in response to changes in grant funding. These efforts have included donor development, corporate sponsorship, fundraising campaigns and events, Giving Tuesday, Blaze Pizza and Purdy's initiatives, and other opportunities.

While this diversification work has been important, developing sustainable unrestricted revenue requires time, organizational capacity, and continued investment. The Board must consider not only whether additional revenue *could* be generated, but whether there is sufficient certainty that it can be generated consistently and at the level required to support the organization's ongoing obligations.

Continuing to operate in the expectation that future fundraising or funding opportunities will close an ongoing financial gap would transfer additional risk to the organization.

Reduced Ability to Maintain Services

Financial pressure does not affect administration alone. As resources become more constrained, the organization must make increasingly difficult decisions about staffing, depot support, transportation, programming, member service, and other operational requirements.

The Board does not believe that simply maintaining the organization in existence should be considered success if doing so requires progressively reducing the quality, accessibility, or reliability of the services WECAN exists to provide.

WECAN's members and communities deserve services that can be delivered consistently and responsibly. Continuing operations without sufficient resources risks creating a gradual reduction in service while consuming the remaining financial and organizational capacity of the Society.

Increasing Governance, Regulatory and Legal Exposure

The governance work undertaken over the past three years has also provided the Board with a much clearer understanding of the responsibilities associated with operating WECAN.

As a registered society, employer, food-program operator, holder of personal information, party to contracts and leases, and steward of community and funder resources, WECAN carries significant governance, financial, employment, privacy, food-safety, occupational health and safety, contractual, and regulatory responsibilities.

Strengthening WECAN's governance framework has helped address historical gaps, but maintaining those standards requires ongoing Board expertise, staff capacity, financial resources, appropriate controls, professional support, and continuous oversight.

The question before the Board is therefore not simply whether WECAN *can continue operating*, but whether it can continue operating while consistently meeting the standards and obligations that responsible operation requires.

Reduced Ability to Meet Future Obligations

One of the Board's most important responsibilities is to consider WECAN's ability to meet its obligations not only today, but in the months and years ahead.

The organization has existing commitments, including its current facility lease through September 30, 2027, as well as staffing and other operating requirements. The Board has therefore considered the financial implications of continuing operations against the predictability of future revenue.

Waiting until WECAN is unable to meet an obligation would significantly reduce the options available to the organization and could adversely affect employees, members, suppliers, landlords, funders, community partners, and other stakeholders.

The Board believes responsible governance requires acting before the organization reaches that position.

Risk of Insolvency

The most significant concern is the risk that continued financial losses and accumulating obligations could eventually place WECAN in a position where it is unable to meet its liabilities as they become due.

The Board does not believe it would be responsible to knowingly continue operating until WECAN reaches or approaches insolvency simply because funds remain available in the short term.

An orderly dissolution undertaken while the organization retains the capacity to meet its obligations allows the Board to manage the process deliberately, honour commitments wherever possible, appropriately address employees and contractual obligations, maintain necessary services during the transition, preserve records, meet regulatory requirements, and deal responsibly with the Society's remaining assets.

This is fundamentally different from being forced to cease operations because resources have been exhausted.

A Responsible Decision Rather Than an Immediate Crisis

The recommendation for dissolution should therefore not be interpreted as a conclusion that WECAN's mission has lost its importance, that its community model has failed, or that the work of the individuals who have built and supported the organization has not had value.

Nor is dissolution being recommended solely because of one grant, one financial year, one governance issue, one depot, or one decision.

Rather, the recommendation reflects the combined effect of WECAN's financial position, changing funding environment, operating costs and liabilities, organizational capacity, governance requirements, staffing needs, sustainability of the current service model, and the Board's responsibility to protect the organization from assuming obligations it may ultimately be unable to meet.

The Board has also considered the substantial reliance WECAN has historically placed on the extraordinary contributions of Board members, staff, depot coordinators, and community volunteers. That commitment has sustained the organization through difficult periods, but a responsible long-term operating model cannot be based on the assumption that extraordinary levels of volunteer labour will always be available to compensate for insufficient organizational capacity or financial resources.

The Board believes there is an important distinction between an organization being able to continue for a period of time and an organization having a reasonable and sustainable path forward.

After considering the information available to it and the work undertaken to strengthen and stabilize the organization, the Board does not believe it would be responsible to continue

assuming additional liabilities and financial risk in the absence of a sufficiently sustainable path forward.

For that reason, the Board believes an orderly, planned and transparent dissolution, undertaken while WECAN still has the ability to manage its responsibilities and make deliberate decisions, is preferable to continuing operations until financial circumstances significantly limit the choices available to the organization.

The recommendation is therefore ultimately one of responsible stewardship. The Board's responsibility is not only to preserve the organization for as long as possible, but to recognize when continuing operations may place the Society, its remaining resources, and its ability to honour its commitments at greater risk.

The Board believes that point has been reached and is therefore recommending dissolution to the membership for consideration.

11. Impact

The Board recognizes that recommending the voluntary dissolution of WECAN Food Basket Society will have significant impacts on many individuals and organizations that have contributed to the Society's success over the past 30 years.

These impacts were carefully considered throughout the Board's deliberations and formed an important part of the Board's due diligence. While the recommendation to dissolve is difficult, the Board believes that an orderly and transparent wind-up will allow the Society to meet its remaining obligations responsibly while treating all stakeholders with fairness, dignity, and respect.

Impact on Members

The Board recognizes that the greatest impact will be experienced by WECAN's members.

For many households, WECAN has provided consistent access to affordable, nutritious food through its collective buying program. Members have relied on the organization to help stretch household budgets while maintaining dignity and choice in accessing healthy food.

Should the Society dissolve, members will no longer have access to WECAN's monthly food basket program. The Board understands that this will require many households to seek alternative sources of affordable food and grocery assistance.

To support members through this transition, the Board is committed to:

- providing timely and transparent communication throughout the process;
- ensuring all prepaid food orders are fulfilled or appropriately addressed;
- sharing information about other community food security resources where possible; and
- completing an orderly transition that minimizes disruption to members.

The Board sincerely thanks every member who has supported WECAN throughout its history.

Impact on Employees

The Board recognizes the significant impact that dissolution would have on WECAN's employees.

Our staff have demonstrated extraordinary commitment, professionalism, and compassion while serving members and supporting the organization's mission. Their

dedication has been instrumental in sustaining WECAN through periods of both growth and financial challenge.

Should dissolution proceed, the Board is committed to ensuring that all employment obligations are addressed in accordance with applicable legislation, employment agreements, and legal advice. This includes providing appropriate notice or pay in lieu of notice, addressing contractual obligations, and treating employees with dignity and respect throughout the transition.

The Board acknowledges the contributions of both current and former employees and expresses its sincere appreciation for their years of service.

Impact on Volunteers

Volunteers have always been the foundation of WECAN Food Basket Society.

Board members, Depot Coordinators, committee members, drivers, and community volunteers have collectively contributed thousands of hours to support food distribution, governance, fundraising, administration, and community engagement.

Without this extraordinary volunteer commitment, WECAN would not have been able to serve Alberta communities for more than three decades.

The Board recognizes that dissolution would bring an end to these volunteer opportunities and wishes to formally acknowledge the invaluable contributions of every volunteer who has helped advance WECAN's mission.

Impact on Funders and Donors

The Board is deeply grateful for the financial support provided by government agencies, charitable foundations, corporate sponsors, service organizations, community groups, and individual donors.

These investments have enabled WECAN to expand its programs, strengthen operations, and improve access to affordable food for thousands of households.

Should dissolution proceed, the Board is committed to:

- fulfilling all reporting obligations associated with grant agreements;
- administering restricted funds in accordance with funding agreements and applicable legislation;
- communicating openly with funders regarding the wind-up process; and

- ensuring all remaining charitable assets are managed responsibly and in compliance with legal requirements.

The Board recognizes the trust that funders and donors have placed in WECAN and remains committed to honouring that trust throughout the wind-up process.

Impact on Community Partners

Over the past 30 years, WECAN has developed meaningful partnerships with community organizations, faith-based organizations, municipalities, educational institutions, food security organizations, businesses, and countless local agencies.

These partnerships have strengthened the Society's ability to deliver its programs and respond to community needs.

The Board recognizes that dissolution will affect these collaborative relationships and may reduce access to affordable food options within some communities.

The Board is committed to communicating openly with partners throughout the process and will work collaboratively to support an orderly transition wherever possible.

Impact on Suppliers

WECAN has worked closely with suppliers to provide members with affordable, high-quality food through its collective buying model.

These partnerships have evolved over many years and have been essential to the Society's ability to achieve cost savings for members.

Should dissolution proceed, the Board is committed to ensuring that supplier obligations are fulfilled to the greatest extent possible. This includes honouring contractual commitments where applicable, communicating promptly regarding the transition, and ensuring outstanding accounts are addressed in accordance with the Society's legal obligations and available resources.

The Board extends its appreciation to all suppliers who have supported WECAN's mission over the years.

The Board understands that the recommendation to dissolve WECAN Food Basket Society will affect many people who have invested their time, resources, and passion into the organization.

This recommendation has not been made lightly. It reflects months of careful financial analysis, governance review, consultation, and strategic planning. Throughout this process, the Board has remained committed to acting in the best interests of the Society while

balancing its obligations to members, employees, volunteers, funders, partners, suppliers, and the broader community.

Regardless of the outcome of the membership vote, the Board wishes to acknowledge and celebrate the lasting impact WECAN has had on Alberta communities. For more than 30 years, the organization has helped thousands of households access affordable, nutritious food with dignity, and that legacy will remain an important part of its history

Governance Committee Evidence and Governance Strengthening

Governance Committee Evidence and Governance Strengthening

WECAN's governance history reflects the evolution of a grassroots, community-based organization whose governance framework did not always evolve at the same pace as its operational, financial, employment, regulatory, and organizational responsibilities.

WECAN has historically operated, and continues to operate, with an operational Board model. Directors are expected to contribute not only to governance, fiduciary oversight, and strategic decision-making, but also to actively support aspects of the organization's work.

However, this operational Board model was not historically well defined within WECAN's governance framework. As recently as approximately three years ago, Board job descriptions and related governance documents did not clearly articulate what an operational Board meant, the level of participation expected from directors, where Board responsibilities ended and staff responsibilities began, or the competencies and accountability required of directors carrying both governance and operational responsibilities.

At the same time, WECAN appropriately placed significant value on its grassroots identity. Board participation emphasized community representation, lived experience, commitment to WECAN's mission, and willingness to contribute. These qualities helped maintain a strong connection between the organization and the communities it served and remain important components of WECAN's identity.

As the organization evolved, however, the governance structures supporting that model did not consistently evolve alongside it.

WECAN became responsible for an increasingly complex organization involving employees, significant financial transactions, grants and restricted funding, contracts, privacy obligations, food safety, occupational health and safety, charitable reporting,

regulatory compliance, risk management, technology, and a geographically distributed food basket program.

The combination of an operational Board model, limited staffing resources, increasing organizational complexity, and an underdeveloped governance framework created ongoing challenges that became more visible as the Board began undertaking a more comprehensive review of the organization.

Governance Gaps Identified

Over the past several years, WECAN has undertaken substantial governance, financial, operational, and policy review. This work identified that several foundational governance systems required strengthening or, in some cases, clearer formal definition.

Areas identified included:

- defining WECAN's operational Board model and the expectations associated with Board service;
- establishing clearer Board and Director job descriptions;
- clarifying the respective responsibilities and decision-making authority of the Board, committees, Executive, and staff;
- strengthening Board orientation and ongoing director education;
- improving understanding of fiduciary and financial responsibilities;
- establishing more formal risk-management practices;
- strengthening financial controls and independent oversight;
- modernizing and consistently applying policies and bylaws;
- improving legislative and regulatory awareness;
- strengthening committee accountability and Terms of Reference;
- improving recruitment and succession planning;
- identifying the skills and professional competencies required collectively across the Board; and
- strengthening organizational recordkeeping, compliance, institutional knowledge, and continuity.

The Board recognizes that these were organizational governance gaps and takes responsibility for addressing them.

Importantly, identifying these gaps did not mean that WECAN's operational or grassroots Board model was inherently inappropriate. Rather, the review demonstrated that an operational Board requires more clearly defined structures, not fewer. Directors who participate in both governance and operational work require clear authority, accountability, role definitions, conflict-management processes, financial controls, education, and an understanding of when they are acting in a governance capacity versus supporting operational activities.

Governance Strengthening Uncovered Broader Issues

As WECAN strengthened its governance framework, the process also brought greater visibility to issues that had developed or continued over time.

Improved financial oversight provided the Board with greater visibility into financial controls, restricted and deferred funding, expenditure approval, signing authorities, transaction documentation, cash management, and the organization's overall financial position.

Policy and legislative reviews identified areas where existing policies or practices required modernization or formalization.

Board evaluations, recruitment reviews, and development of a skills matrix highlighted the need to consider not only willingness to serve and community connection, but also whether the Board collectively possessed or could access the financial, governance, human resources, risk-management, legal, regulatory, strategic, and operational competencies necessary to fulfill its responsibilities.

Clarifying Board and staff responsibilities also demonstrated where limited organizational resources had resulted in responsibilities being distributed based on immediate need rather than through a sufficiently defined organizational framework.

These findings were not the result of one review or one Board. They emerged progressively as WECAN introduced stronger systems of oversight and began examining long-standing practices against the responsibilities of the organization as it exists today.

Balancing Grassroots Identity with Organizational Reality

One of the most important lessons from this work has been the need to balance WECAN's grassroots identity with the governance requirements of the organization it has become.

For many years, WECAN's community-centred approach appropriately prioritized participation, commitment, lived experience, and direct connection to the communities it served. That identity remains a significant organizational strength.

However, commitment to a grassroots model cannot replace the governance infrastructure required to oversee an increasingly complex registered society, charity, employer, and food-security organization.

WECAN's governance framework did not consistently evolve quickly enough alongside that changing reality.

This does not mean WECAN needed to abandon its operational Board model. Rather, the organization needed to professionalize the framework supporting that model: clearer roles and expectations, stronger controls, appropriate policies and procedures, greater director education, improved legislative awareness, deliberate recruitment, professional expertise where required, stronger accountability, and more consistent risk management.

Over the past several years, substantial work has been undertaken to build that framework.

Governance Strengthening Undertaken

This work has included extensive policy and bylaw review; clarification and development of Board, committee, Executive, and staff responsibilities; strengthening of financial controls and independent oversight; regular Finance + Audit Committee review; improved signing-authority and expenditure controls; review of employment and privacy obligations; strengthening of food-safety and occupational health and safety requirements; Board evaluations; development of a Board skills matrix; clearer committee mandates; more structured recruitment and succession planning; and increased emphasis on Board education and fiduciary responsibilities.

The financial-governance work is particularly significant. Reviews identified opportunities to strengthen segregation of financial responsibilities, independent review, bank access, signing authorities, expenditure approvals, credit-card controls, financial reporting, and Board-level oversight.

The Finance + Audit Committee's records similarly demonstrate that identified weaknesses were followed by corrective work, including stronger monthly review, improved supporting-document requirements, policy development, system changes, increased professional accounting participation, and preparation for external audit.

WECAN is also undertaking its first external audit for the year ended March 31, 2026, representing another significant step toward stronger independent financial oversight, transparency, and accountability.

Relevance to the Board's Current Assessment

The significance of this governance work is not simply that WECAN identified historical deficiencies.

By strengthening governance, the Board gained greater visibility into the organization itself.

Stronger financial reporting provided a clearer understanding of WECAN's financial position. Stronger policies identified compliance and accountability requirements. More clearly defined roles demonstrated the true level of human resources required to operate the organization. Risk-management work identified liabilities and obligations that required ongoing oversight. Board evaluations and recruitment work identified the competencies necessary to govern and operate WECAN responsibly.

In other words, strengthening the governance framework also uncovered and clarified ongoing organizational issues that were more difficult to see when those systems were less formalized.

The Board does not consider these governance gaps, individually or collectively, to be the sole reason for recommending dissolution. Nor does the Board consider WECAN's grassroots or operational Board model to have failed.

Rather, this work demonstrated that WECAN's governance framework had not evolved at the same pace as the organization's responsibilities, and correcting that gap provided the Board with a much clearer understanding of WECAN's current financial, operational, regulatory, staffing, and governance reality.

The Board takes responsibility for the areas where WECAN's historical systems did not provide sufficient structure or oversight. It also recognizes the substantial work undertaken over the past several years to identify those issues and build a stronger framework.

Ultimately, this governance strengthening forms an important part of the Board's due diligence. It demonstrates both the efforts made to strengthen WECAN and the increased understanding those efforts provided regarding the resources, capacity, expertise, controls, and financial sustainability required for WECAN to continue operating responsibly in its present form.

12. Wind-Up Plan

The proposed December 31, 2026 date represents the target cessation of regular operations and employment and should not be interpreted as the date on which all legal and regulatory dissolution requirements will necessarily be completed. WECAN will

continue to exist for the purposes necessary to complete its wind-up, satisfy outstanding liabilities, distribute remaining assets appropriately, complete CRA and Alberta Corporate Registry requirements, and fulfill final reporting and records-retention obligations. The final sequencing and timing will be confirmed with WECAN's legal counsel and accountant.

Timeline

Following approval by the Board to proceed with the proposed dissolution process, the matter will be brought forward to the membership for consideration through a Special Resolution.

The anticipated timeline is:

- **September 23, 2026 – Board Vote:** The Board of Directors will formally consider and vote on whether to recommend proceeding with the proposed dissolution of WECAN and bringing the Special Resolution forward to the membership.
- **Following Board Approval – Member Notice:** Formal notice of the Special Resolution Meeting, including the proposed Special Resolution and voting/proxy information, will be provided to members in accordance with applicable notice requirements.
- **October 24, 2026 – Special Resolution Meeting:** Members will consider and vote on the proposed Special Resolution to dissolve the Society.
- **October–December 2026 – Wind-Up Activities:** Subject to member approval, WECAN will begin the operational wind-up process, including employee transitions, program closure, review and termination of contracts, collection of receivables, payment or provision for liabilities, reconciliation of restricted funds, inventory and disposition planning for assets, and preparation of required financial and regulatory reporting.
- **December 31, 2026 – Target Cessation of Regular Operations:** Proposed end of regular WECAN operations and anticipated final date of employment for employees, subject to confirmation of individual employment obligations by legal counsel.
- **2027 – Completion of Formal Wind-Up and Dissolution:** Complete remaining financial reporting, CRA requirements, charitable registration revocation, disposition of remaining assets, Alberta Corporate Registry requirements, records transfer and retention, and any other outstanding legal or regulatory obligations.

Employees

WECAN is proposing December 31, 2026 as the anticipated final date of employment associated with the cessation of regular operations.

Before notices or commitments are issued:

- Employment agreements and individual employee entitlements will be reviewed.
- Required notice, pay in lieu of notice, vacation pay, benefits, severance and any other applicable amounts will be calculated.
- The proposed termination packages and timing will be reviewed and verified by an employment lawyer.
- Final payroll obligations and statutory deductions will be completed.
- Records of Employment will be issued as required.
- Access to WECAN systems, email, financial platforms and other organizational accounts will be removed at the appropriate time.

Alberta Employment Standards requires applicable termination notice or termination pay and establishes requirements for the timing of final earnings. Common-law or contractual entitlements may exceed minimum Employment Standards requirements, which is why legal review is important.

Assets

A complete inventory of WECAN's assets should be prepared as part of the wind-up, including:

- Cash and investments.
- Equipment, technology and other physical property.
- Furniture and supplies.
- Accounts receivable.
- Deposits and prepaid expenses.
- Intellectual property and digital assets.
- Any other property owned by the Society.

Before remaining assets are distributed, WECAN will need to identify and satisfy or make appropriate provision for its outstanding debts and liabilities.

Any remaining assets must then be distributed in accordance with WECAN's governing documents, applicable Alberta requirements and CRA requirements applicable to a registered charity.

Importantly, CRA advises that before voluntary revocation, a registered charity can transfer assets only to a qualified donee. Once CRA issues the T2051A Notice of Intention to Revoke, remaining assets can only be transferred to an eligible donee for purposes of reducing the revocation tax.

The intended recipient organization(s) should therefore be identified and eligibility confirmed before any transfer occurs.

Restricted Funds

All restricted funds should be separately identified and reconciled before dissolution.

For each restricted grant, donation or fund, WECAN should:

- Confirm the original terms and purpose of the funding.
- Determine the remaining balance.
- Review the applicable grant agreement, donor restriction or funding agreement.
- Determine whether remaining funds can appropriately be spent on the intended charitable purpose before operations cease.
- Contact the funder or donor where approval is required to return, redirect or transfer unused funds.
- Obtain written authorization for any change in the permitted use of restricted funds.
- Maintain documentation showing how each restricted balance was ultimately handled.

Restricted funds should not simply be treated as unrestricted cash available for general wind-up expenses unless the governing agreement and applicable law permit that treatment.

Canada Revenue Agency / Charitable Status

Because WECAN is a registered charity, ending operations does not automatically terminate its CRA charitable registration.

The CRA process should include:

1. Ensure all outstanding T3010 Registered Charity Information Returns and required financial statements have been filed.
2. Continue meeting charitable registration obligations while WECAN remains registered, even if regular operations have ceased. CRA specifically states that a charity that is no longer operating must still file a T3010 until its registration is revoked.
3. Determine the appropriate timing for distributing remaining charitable assets.
4. Request voluntary revocation of WECAN's charitable registration through CRA's online services or by a properly authorized written request.
5. Receive CRA's T2051A – Notice of Intention to Revoke Registration, which identifies the proposed revocation date. CRA advises this is generally sent approximately two weeks before the proposed revocation date.
6. Complete any required final T3010 reporting for periods between the last filed return and the commencement of the winding-up/revocation period.
7. Complete Form T2046 – Tax Return Where Registration of a Charity is Revoked.
8. Transfer remaining eligible assets appropriately during the winding-up period or account for any applicable revocation tax.

The T2046 is due no later than one year after the date of the T2051A, and the revocation tax can equal 100% of remaining assets after allowable deductions if assets are not appropriately used or transferred.

If WECAN's fiscal year ends December 31 and it remains registered for that fiscal period, its regular T3010 would ordinarily be due June 30, 2027.

Alberta Corporate Registry / Societies Act

The provincial corporate dissolution is a separate process from CRA's revocation of charitable status.

The Alberta process should include:

1. Provide members with proper notice of the proposed Special Resolution.
2. Hold the Special Resolution Meeting.
3. Record the resolution and voting results in the official meeting minutes.

4. Complete the Society's wind-up, including outstanding liabilities and disposition of assets in accordance with its governing documents and applicable law.
5. Prepare the documentation required by Alberta Corporate Registry for voluntary dissolution.
6. Submit the required dissolution documents to Corporate Registry.
7. Retain confirmation/certificate of dissolution with WECAN's permanent corporate records.

Alberta's guidance describes a special resolution as requiring at least 21 days' notice specifying the intention to propose the resolution and approval by at least 75% of members voting in person or by proxy, subject to the statutory alternatives for unanimous consent/shorter notice.

The final Corporate Registry filing package and sequencing should be reviewed by WECAN's lawyer before submission.

Members

Members should be kept informed throughout the dissolution process.

This should include:

- Formal notice of the October 24, 2026 Special Resolution Meeting.
- Full wording of the proposed Special Resolution.
- Information regarding attendance, voting and proxy voting.
- An explanation of why dissolution is being proposed.
- Information regarding the proposed December 31 cessation of operations.
- An overview of how programs, assets, restricted funds and outstanding obligations will be handled.
- Communication of the result following the Special Resolution vote.
- A final communication to members once the wind-up and dissolution process has been substantially completed.

The minutes of the Special Resolution Meeting should clearly document the resolution presented and the result of the vote.

Records Retention

Before staff and systems are discontinued, WECAN should establish who will have custody of the Society's records, where they will be stored, and who will remain authorized to respond to CRA or other regulatory inquiries after operations cease.

Records to preserve include:

- Board and member meeting minutes.
- Incorporation documents and bylaws.
- Historical bylaw filings and amendments.
- CRA correspondence and charitable registration records.
- T3010 returns.
- Financial statements and general ledgers.
- Banking and investment records.
- Donation and tax receipt records.
- Grant agreements and restricted-fund documentation.
- Contracts.
- Payroll and employment records.
- Insurance records.
- Final dissolution documentation.

CRA has specific retention periods. For example, many financial and source records are generally retained for six years while the charity remains registered, while governing documents and meeting minutes are retained indefinitely during registration. Following revocation, CRA generally requires specified charity records to be retained for two years after revocation, subject to the particular record category and corporate dissolution rules.

A secure Canadian location and responsible custodian for these records should be formally identified before WECAN closes its office or digital systems.

Final Reporting

Following cessation of operations, final reporting should include, as applicable:

- Final financial statements.

- Reconciliation of all bank and investment accounts.
- Final accounts receivable and payable.
- Final payroll and employment remittances.
- Final grant and funder reports.
- Documentation of the disposition of restricted funds.
- Documentation of asset transfers or disposals.
- Required T3010 return(s).
- T2046 following CRA revocation.
- Any required GST/HST and payroll account filings/closures.
- Final reporting to the Board and membership.
- Alberta Corporate Registry dissolution documentation.
- Confirmation of CRA charitable registration revocation.
- Confirmation of provincial dissolution.
- Secure transfer of all retained corporate, financial and charitable records to the designated custodian.

13. Board Resolution

Purpose

To seek Board approval to recommend the voluntary dissolution of WECAN and to authorize the proposed dissolution to be brought forward to the membership for consideration and vote by Special Resolution on October 24, 2026.

The proposed target date for the cessation of regular operations is December 31, 2026, subject to membership approval and completion of the required legal, financial, employment and regulatory wind-up processes.

Motion

THAT the Board of Directors approve the recommendation to voluntarily dissolve WECAN, subject to approval by the membership through a Special Resolution, and authorize the proposed dissolution to be brought forward to the membership for consideration and vote at the Special Resolution Meeting on October 24, 2026;

AND THAT, subject to membership approval, December 31, 2026 be established as the target date for the cessation of WECAN's regular operations, with the formal wind-up and dissolution of the Society to be completed in accordance with the Alberta *Societies Act*, WECAN's bylaws, Canada Revenue Agency requirements, and all other applicable legal and regulatory obligations.

Date motion was made: September 23, 2026

Vote count:

Board Member	Vote Yes	Vote No	Abstain Vote
Courtney Gouthro	Yes to Dissolve		
Dana Davies	Yes to Dissolve		
Keith Kasha		No to Dissolve	
Rawaan Ibrahim	Yes to Dissolve		
Carol Reid	Yes to Dissolve		
Eliza Odyjewski		No to Dissolve	
Jessica Odyjewski		No to Dissolve	
Raina Steele			
Rebecca Elsie Osei	Yes to Dissolve		
Mila Ozturk	Yes to Dissolve		

Conflicts if any: Not applicable

14. Membership Resolution

Special Resolution

Should WECAN Food Basket Society close and dissolve the Society?

Please vote **YES** or **NO**.

YES — I agree that WECAN Food Basket Society should close and begin the legal process to dissolve the Society.

NO — I do not agree that WECAN Food Basket Society should close and dissolve the Society.

☐ **YES**

☐ **NO**

Name

Signature

October 24, 2026

Date

15. Appendices

This section protects the Board.

Include copies of:

- ✓ Financial statements
- ✓ Cash flow forecasts
- ✓ Budget
- ✓ Board minutes
- ✓ Committee reports
- ✓ Communications Committee minutes and meeting records (July 2024-July 2026)
- ✓ Finance + Audit Committee minutes and meeting records (October 2024-June 2026)
- ✓ Fundraising Committee, Fundraising & Grants Committee and Grant Committee meeting records (September 2023-July 2026)
- ✓ Governance Committee minutes and meeting records (September 2024-July 2026)
- ✓ Grant applications
- ✓ Grant outcomes
- ✓ Fundraising summary
- ✓ Risk register
- ✓ Supplier analysis
- ✓ Strategic plan
- ✓ Audit reports
- ✓ Legal opinions (if obtained)
- ✓ Employment analysis
- ✓ Timeline
- ✓ Community consultation

- ✓ Membership statistics
- ✓ Letters of support
- ✓ Government correspondence

Additional Appendix: Board Due Diligence Checklist

I would also include a one-page checklist that the Board can sign before recommending dissolution, confirming that it has:

- Reviewed current financial statements.
- Reviewed cash flow projections.
- Considered all reasonable alternatives to dissolution.
- Assessed legal, financial, and operational risks.
- Explored funding opportunities.
- Considered the impact on members, employees, volunteers, funders, and creditors.
- Confirmed that continuing operations would not be in the best interests of the Society.
- Acted honestly, in good faith, and with the care, diligence, and skill expected of directors under the Alberta Societies Act.

Appendix - Communications Committee Minutes and Meeting Records

The following Communications Committee records are reproduced from the source files provided to the Board. They are included as supporting evidence of WECAN's communications, outreach, member-engagement, volunteer-recruitment, fundraising-promotion, branding, website, event and donor-development activities. The source records are appended without substantive rewriting or abbreviation.

Records are presented chronologically. Original spelling, wording, formatting and meeting-record conventions are preserved to the extent supported by the source DOCX files.

July 17, 2024 Communications Committee Meeting

Present: Moush (committee chair), Alan (summer communications staff), Jessica (board member), Eliza (volunteer), Steve (volunteer), Jen (board chair)

Regrets: Josh (Program Manager)

1. Introductions:

- Moush- Has visual communications, tech, photography background
- Alan- Has marketing, web development, web design background
- Jessica- Is a registered dietitian, prior social media volunteer experience
- Steve- Retired from extensive communications career in private and public sector
- Jen- Has social work background

2. Purpose of committee is to support WeCan and its fundraising and membership awareness campaigns

3. Challenge: Videos- Communications committee has wanted to do videos as part of social media campaign for some time. Challenge is that WeCan members do not want to be identified (in photo or video) and staff do not want to show photos of produce in the baskets due to expectations management.

Discussion:

- Purpose of choosing video as medium, pros and cons of video
- Accessibility- Ensuring content is accessible to people of all literacy ability, having fewer words, more color
- Could content focus more on WeCan volunteers?
- Want to maintain genuineness and authenticity of anyone featured in WeCan communications

4. Challenge: Blog- Once website is launched, would like to have a blog with articles about 400-500 words. Would be good to have a monthly post and a stock of posts ready to go.

-Action: Jessica to take lead on the blog.

5. Challenge: Newsletter- Newsletter is provided monthly with food basket. Typically includes chair's message, recipe, depot spotlight, updates/highlights, and supporter acknowledgement.

- Action: Alan and Eliza to come up with sample newsletter templates for the board to review.

6. Challenge: Communications Plan- Spring 2023 a group of business students provided WeCan with a Marketing and Communications plan. At that time, committee felt it was too theory based.

Discussion:

- Want marketing to be accessible to multiple target markets (ongoing members and people who haven't heard of WeCan, older people and younger people, members of minority groups...)
- Different campaign and fundraising ideas appeal to different target markets
- Essential to have a Marketing Plan- What are the goals? What are the gaps? Think long term. What is achievable? Think strategically.
- Goal for WeCan is to raise \$20,000 needed for operational funding as main operating grant only funds two years out of three.

- Action: - Jen to forward the student led marketing plan to Steve. Committee to prioritize developing communications and marketing plan.

7. Housekeeping:

- Moush to ask program manager to set up emails for Eliza and Steve.
- Discussion on availability for next meeting.
- Moush to meet with Alan to review materials developed.

July 17, 2024 Communications Committee Meeting

Present: Moush (committee chair), Jessica (board member), Eliza (volunteer, proposed board member), Steve (volunteer), Jen (board chair)

Regrets: Josh (Program Manager)

1. Introductions
2. Upcoming Events
 - a. YEG Empowering You- Jen and Keith (board member) will be hosting a table at this event on September 21. Reviewed posts that Eliza has prepared for Instagram and Facebook. Agreed posts were well done. Moush will post the content tomorrow.
 - b. Giving Tuesday- Is on December 3rd this year. Reviewed posts that Eliza has drafted. Discussed difference between sponsorship (advertising in exchange for funds) vs donation (funds given with no expectation of benefit). Discussed that we are still accessing Style Guide, Jen will send it out once it is received so that style and fonts can be consistent.
3. Reviewed Proposed Content Calander that Eliza has created on Canva. Has different types of posts- pickup day, food order reminders, events, food info, donations, holidays. Goal would be at least 2 posts per month.
4. Posting Procedures- Will get social media access to all Communications Committee members (Jen to follow up on this). Can text Moush to review post. Anyone can follow relevant other accounts/organizations to increase following.
5. Teamwork- Eliza is able to design posts, but would like assistance on the writing. Other committee members able to help with writing the content for the posts.
6. Communications Plan- Steve is well versed in designing communications plans. Would need to look at strategic documents. This will help add structure, streamline process, provide objective guidelines. Will look at doing this within the next month.
7. Website- Jen has received feedback from depot coordinators that members are having a hard time finding how to order on the website. Jen ordered online this month and agrees with this feedback. Is proposing to change “Events” button to “Order” button. This will have to wait until we get the education on how to update the website ourselves. Communication with the designers has been challenging. No scope spec or wireframe was provided by Digital Link (website vendor). Steve offered to complete the User Review of the website and send out his notes.

Communications Committee Meeting

October 8, 2024

Attending: Moush (chair), Jessica, Eliza, Jen, Steve

Regrets: None

1. Reviewed who has access to Facebook and Instagram and how to get people access. Action: Send Moush profile details to be added.
2. Social Media Posts: Several Facebook posts have been made over the last few weeks- this is great progress. Reviewed several upcoming posts. Action: Eliza and Jessica to collaborate on posts over the upcoming month. Moush will meet with Eliza to discuss posting strategy.
3. Events: Jen provided update on YEG Empowering You event. Discussed that table décor needs updating. Eliza is developing proposal, reviewed same. Agreed to ask board for budget for a runner, bifold update, new bags (which is also a request from the office).
Action: Jen to add this to board meeting agenda for October.
4. Brochure: Current brochure has most of the space taken over by depot locations, which becomes outdated very quickly and is not always relevant for people. Discussed brochure redesign, accompanied by a one sheet handout with the depot locations which can be more easily updated. Action: Will include in board meeting agenda for October.
5. Website: Steve has completed User Review for website and provided same to Moush. She will review and discuss in the coming weeks.
6. Strategic Planning: Jen provided update that part of strategic planning will be to identify gaps in resources that needs filling for WECAN to meet goals. Understandable that there are gaps with the amount of time and energy that the website update took. Expect to come away from strategic planning with a to-do list.

Addendum:

1. Steve submitted resignation from Communications Committee on October 9, 2024, explaining that WECAN is well underway in meeting goals and does not require his particular skill set.

Communications Committee Meeting

February 11, 2025

Attendees: Moush, Eliza, Jessica, Jen

Regrets: None

1. Committee guidelines/expectations list is being developed and will be ready for review at next meeting
2. Reviewed Style Guide:
 - a. Style (Esthetics)- Logo included on post so viewers know it is WECAN, use images of food (using stock photos or cropped photos for high quality food images), have images of people to emphasize values of diversity and inclusivity (either graphic or real, can include just a hands or feet, focus on showcasing diverse peoples in images) (see below for discussion on photography), posts have lots of curves or wavy shapes in the graphics to be friendly and approachable, keep reading level accessible at most 8th grade level
 - b. Color Palettes- Using logo colors and accent colors, event posts have a red outline, using logo colors highlights that it is a WECAN post, when there is a reason to have off brand colors for a post to check in with group first. Try to add additional shades of burgundy to choose from, add color value numbers to style guide
 - c. Fonts/Typography- Using fonts Now, Glacial, Indifference, League of Spartan, Poppins; Canva has limited and unique font choices, avoiding using glacial for all caps, think about having one focus font and one distractor font, avoid using cursive lettering for inclusivity
3. Social Media Calendar Review- Loved collaborative post for Black History month!, Jessica finding food eating statistics for Family Day post, decided to reduce number of holiday posts (especially religious holidays) for sake of keeping workload manageable, if posts aren't done as per calendar timeline they can be delayed- we need to keep the workload manageable. Will try to keep posts on occasions that match WECAN values- community, food, food security
4. Photography- Would prefer to avoid stock images for images of people (but please use stock images for images of food). However, it is challenging to get people to agree to have their photo taken. Will attempt to use volunteer appreciation day to get more images and to organize times to drop in at depots for photos
5. Canva- Agreed to upload completed WECAN posts to the WECAN Canva page. One of the benefits of Canva is that it is easier for people to access, share files, and is centralized. Want to keep WECAN access to the work Eliza is doing for future use.

6. Overall- The WECAN social media has been active this year (thank you Eliza) and has a consistent branding identity, increased engagement, and the WECAN brand is being build up

WECAN Communications Committee April 8, 2025

In attendance: Moush, Jessica, Eliza

Regrets: Jen

Finalizing posts for volunteer fair

- Soften the table colour to cream
 - o No changes to the colour ; used on previous post and includes logo – draws eyes
- Under QR code
 - o – should it be “S” or “s” – keep as is – softer
 - o Remove spaces in between insta handle
 - o Include Facebook handle

How do I get started at WECAN

- Add period to 4th bullet
- Step 2 make lower case “for” and add period to first bullet
- Basket after \$20
- Remove bullet from pre-pay
- Eliza to make changes for the April 18th

April Content Calendar

- Volunteer post

May

- Post about volunteer fair the day before
- Mothers day post

Strategic Document

- In the May meeting, make agenda item
- Document needs to be done by AGM (June 14)
- Place holder images – 1st page, food pictures
 - o Wait until the volunteer fair to take a better picture of table
- Images on mission, vision, values – screenshot, can we have the original
 - o Eliza to clean it up
- Center the icons on values
- Outcome – weird word, but people who are reading the document are looking for the word outcome
 - o Check with Jen if another word can be used

- Food security page – maybe make more transparent – increase contrast or change font
- Add Facebook to contact us, change photo

Recap

1. By 18th eliza to email finalized 3 documents, Moush will then forward to Alyssa
2. By May 6 or when possible send strategic document with photos
3. Next meeting annual report, brainstorming content until August ,strategic planning document
 - a. Next meeting May 6

June 18, 2025 at 7PM

Attendees: Jennifer Scherer, Eliza Odyjewski, Jessica Odyjewski, Alyssa Schroth, Jasmine Kaur, Marion Desplenter, Carol Reid, Patricia Divina

Regrets: Laetitia Satam

1. Welcome and Introductions- Committee has grown, now includes board members Jen, Eliza, Jessica, Carol, Laetitia; and volunteers Jasmine, Marion, Patricia
2. Reviewed purpose of the Communications Committee:
 - Explain our program to members and community
 - Attract Donors
 - Attract Volunteers
 - Attract new depots
 - Attract members
3. Current Communications Resources/Materials:
 - Social media (Facebook and Instagram)- Has been more active in the last year, but mostly focused on static images, no reels
 - Website- Has space for blog, which so far has included membership newsletter uploads
 - Newsletter- Includes message from the chair, recipe, and price comparison
 - Various info sheets developed over the last year for in person events which explain our program
 - Brochure- Old one focuses on depot locations; new one explains program- new one hasn't had funds to print it yet
 - Strategic Plan- Sets out goals for community including attracting donors and depot specific outreach
 - Branding Guidelines- Recently developed and will be reviewed at July meeting.
4. Brainstorming- Opened the floor for ideas from the group:
 - Need for client testimonials and understanding the impact of the program to draw donors
 - Increase digital media resources, such as photos of people and food to use in social media and branding- last year had relied on graphic images to compensate for lack of materials- Program manager willing to be more directive with depots to facilitate gathering digital resources
 - Use of reels to engage people on social media- telling stories, explaining impact of the program, walking through how to get your order
 - Highlight depots in posts, blogs, and reels
 - Need to develop a Communications Plan which includes a more cohesive approach with the rest of the organization, especially staff outreach and

Fundraising and Administration (what questions are being asked from the community?)

- Program manager willing to train a couple of people with website maintenance so website and branding can be updated by the Committee
- Develop outreach materials to send to community agencies and possible referral sources
- Look for opportunities to have articles in local magazines and newspapers
- Look for more in person events to engage with community- over the last year event materials greatly improved but still need support from staff about how to collect donations at the table

5. Discussed culture change at WECAN- agreed there is more communication and collaboration than there was a couple of years ago, and wanting to continue creating a collaborative, supportive, creative culture where everyone's ideas are heard and progress is made on our goals. Expectation for committee chair would be to facilitate collaboration, build relationships, and be focused on achieving goals. Contact information for committee members was provided.

6. Nominations for Committee Chair- Jessica and Eliza proposed that they share the role, and each be co-chairs, so it is not too overwhelming for just one chair. This idea was enthusiastically agreed upon by the committee and was voted on (Jen made motion, Carol seconded), with all committee members agreeing to have Jessica and Eliza co-chair the Communications Committee.

7. Next Meeting- July 16 at 7PM on Teams

July 16, 2025 at 7PM

Attendees: , Eliza Odyjewski, Jessica Odyjewski, Marion Desplenter, Carol Reid

Regrets: Jennifer Scherer, Alyssa Schroth, Jasmine Kaur, Laetitia Satam, Patricia Divina,

1. Inclusion Question: Do you prefer Comic sans or Papyrus?
2. Terms of reference **(2. & 3. 20 mins)**
 - a. Found in SharePoint--> policies& bylaws
 - i. Access to SharePoint for communications team
 - b. Jessica and Eliza will edit same and send to committee to review/propose edits
3. Communications Committee Plan -Canva mind map
 - a. Goals Identified at last meeting:
 - i. Explain our program to members and community
 - ii. Attract Donors
 - iii. Attract Volunteers
 - iv. Attract new depots
 - v. Attract members
 - b. Operational Plan
 - i. **Strategy: Developing depot locations throughout Edmonton to be locally accessible to the members.**
 1. Develop communications plan addressing needs of members and prospective members – June 2025
 2. Develop communications and outreach plans for depot development in areas without depots – June 2026
 - ii. **Strategy: Increasing the demand for bulk buying through increased membership and increased member participation in monthly orders.**
 1. Implement order reminders through multiple channels, including email and social media – June 2025
 - iii. **Strategy: Negotiating mutually beneficial relationships with suppliers.**
 1. Develop boilerplate explaining WECAN's value supporting food security in the Edmonton area. - June 2025
 2. Update WECAN communications materials to emphasize the value of bulk buying. - June 2026

- c. Communication plan - meant to provide a roadmap to achieve operational plan
 - d. Mind map on Canva
 - i. Added potential locations to provide brochures
 - ii. Send invitation to canva/get wecan canva access
 - 1. Alyssa to try to get wecan access to canva so each member can access the same info without the additional work of having to share files so that everyone can view/access work
4. Brand Standards (**20 mins**)
- a. Tabled to next meeting
 - i. Canva Sides
5. Brochure
- a. Eliza and Alyssa looking to finalize same
 - b. Change icon of wecan social medias to reflect facebook/insta
 - c. Change wording for description of what is in wecan food basket ?
 - i. Current wording is a bit unclear - not super clear that you would need to be the one to order/choose meat, produce and/or both baskets
 - d. weight? Number of produce and meat items ?
 - i. May not need to include weight - hard to give because varies
 - ii. 3 veg and 3 fruit is more accurate than current 2-4 groups?
 - e. Change wording of depot closest to you;
 - i. Members may not want to choose depots that are closest to them (e.g. close to work)
 - f. Pop-up depot wording?
 - i. Same language as on website --> boiler plate?
6. Capacity (**5mins**)
- a. Marion: Blog post – monthly is reasonable
 - i. Marion to go to depot in August
7. Communications Meeting Invitations
- a. Alyssa did not get invitation for meeting
 - i. Jessica to check invitation list to ensure included in future meetings
 - b. Carol and Marion report having trouble finding invitations due to outlook removing the email once rsvped yes

- i. Jessica to send out separate email with meeting link and any relevant documents

8. Content Calendar (5mins)

- a. Canva White Board Calendar
- b. Tabled to next meeting

9. Communications Channel (5mins)

-Teams

10. Next Meeting

- a. Third Wednesday of the month – Aug 20 – 7 pm

Wednesday August 20, 2025 at 7PM

Attendees: Eliza Odyjewski, Jessica Odyjewski, Carol Reid, Jennifer Scherer, Patricia Divina

Regrets: Marion Desplenter, Alyssa Schroth, Jasmine Kaur, Laetitia Satam

1. Inclusion Question: How is your summer so far? (5mins)
2. Terms of reference (5mins)
 - a. via email
 - b. Edits/changes by Sept. 3, 2025Communications Committee Plan (20 mins)
 - c. Discuss ideas
 - i. add to Canva mind map
 - d. Working Document
 - i. Discuss adding social media platforms ?bluesky, twitter, tiktoks
 - ii. Meeting with Alyssa to finalize brochures
 - iii. Cookbook
 1. Carol would like more nutrition
 2. all kinds of cultures
3. Content Calendar (5-10mins)
 - a. Canva White Board Calendar
 - b. Content for the next 3-4 months
4. Brand Standards (10-30 mins) postpone to next meeting
 - a. Canva Sides
 - b. Open discussion and questions
5. Capacity (5mins)
 - a. Checking in
 - i. Jen – spending time on casino , fundraising , JEI
 - ii. Patricia- newsletter
 - iii. Eliza – still okay making monthly post
 - iv. Jessica – still okay to make post captions
 1. Discussed co-chairs to approve posts and limiting posting privileges to prevent unapproved content getting posted
 - b. Adjust

Jen to provide keith with package of wecan info for event on sept 21

Once brochure printed, maybe alyssa can provide pamphlets to depots

6. Communications Channel (5mins)

- a. Teams

7. Next Meeting

- a. Third Wednesday of the month – Sept. 17 – 7 pm

8. Questions and other

9. Action Items:

- a. Review and send feedback/edits for terms of reference

Wednesday September 17, 2025 at 7PM

Attendees: Eliza Odyjewski, Jessica Odyjewski, Carol Reid, Jennifer Scherer,

Regrets: Marion Desplenter, Laetitia Satam, Jasmine Kaur, Patricia Divina, Alyssa Schroth,

1. Inclusion Question: What are you most looking forward to in Fall? (5mins)
2. Terms of reference (5mins)
 - a. Received no edits/change requests
3. Communication (5-10mins)
 - a. Teams
 - b. WhatsApp (this one)
 - c. Text messages
 - d. Facebook Messenger?

-Change of monthly meeting time and date? Send a poll via email 2week of the month?
4. Jobs
 - a. NEW Cookbook –march-ish deadline & Apply grant?
 - i. Call out in the newsletter – recipes emailed to carol
 - ii. Call out on socials
 - b. Recipe potluck Wecan event/ volunteer appreciation & take photos
 - c. Social media
 - i. Creating posts
 - a. Currently Eliza
 - ii. Captions
 - a. Currently Jessica
 - iii. Posting on socials
 - a. Currently Jessica
 - iv. Finding people/organizations to follow
 - a. Jen would like to volunteer
 - a. Verify organizations
 - v. Reels
 - d. Blog posts
 - i. Marion cannot attend depots and reached out asking to make the blog posting a 2 person job- or to have information to add to a blog forwarded to her
 - a. See if Alyssa could get Marion connected to coordinators via phone
 - a. Could be sent photos

- b. Start with 1 depot – could start with Dickinsfield
 - i. Let Alyssa and Marion decide which to start with
 - e. Visiting depots- who, when, where...
 - i. Refer to Alyssa
 - f. Newsletters
 - i. Patricia
 - g.
 - 5. Brand Standards (10-30 mins)
 - a. Canva Sides
 - b. Open discussion and questions
 - 6. Content
 - a. Eliza to post a general post on depots
 - b. Blaze pizza
 - i. On sept 29
 - c. Chocolate fundraiser
 - i. Orders due Nov 2nd – 1st \$500 2nd goal \$750
 - 7. Next Meeting
 - a.
 - 8. Questions
 - 9. Action Items:

Tuesday October 21, 8PM

Attendees: Eliza Odyjewski, Jessica Odyjewski, Carol Reid, Jennifer Scherer, Marion Desplenter, Laetitia Satam, Jasmine Kaur,

Regrets: Alyssa Schroth, Patricia Divina

1. Inclusion Question: What is your favourite Halloween candy/chocolate?
2. Meeting Times
2nd Thursday? Nov 13 @7 ~~7.30pm~~
3. Capacity Check in
-odd bunch
4. Volunteer recruitment
-posts, u of a add, website add, add
-on boarding outside of meetings
5. Social Media
 - a. Fundraising
-once a week is good
 - b. Content and posting
 - c. Branding standards (pospone to next meeting)
 - d. Finding organizations to follow
 - e. Use of AI
-images
-disclosoure
-use as a tool
 - f. videos/reels
- repices videos!
- Send making video tips
6. Blog Posts
-3 contacts
(spurecewood, old sath., U of a partner campus food bank(hala meats),
northquest no interview
themes
- Wecan board/volunteers/members unquie stories
7. Cookbook
- request in newletter rep. realted to Wecan baskets
Nov 11
-social media post

8. Next Meeting

a.

9. Questions

10. Action Items:

Thursday, November 13, 7PM

Attendees: Eliza Odyjewski, Jessica Odyjewski, Carol Reid, Jennifer Scherer, Marion Desplenter, Laetitia Satam

Regrets: Alyssa Schroth, Rawaan Ibrahim

1. Inclusion Question: How early do you start putting up Christmas/Holiday decorations?
2. Upcoming Social Media Content
 - a. Giving Tuesday Strategy
 - i. Nov 16, 25, Dec 1, Dec 2
 - ii. Goal amount?
 - iii. Tabling event?
 - b. Make the Season Kind Campaign (Nov 20 @1 pm)
 - i. Giving Tuesday shout out
 - ii. Air and Post??
 - iii. Blog?
 - c. December
 - i. Call out for cook book recipes
 - d. Holiday Post
 - i. December 22
3. Checking in on Tasks
 - a. Finding organizations to follow
 - i. Jen working on same
 - b. Videos/reels
 - i. Eliza found resources to share with Rawaan
 - c. Cookbook
 - i. Carol sent outline to Jen and sent out newsletter note
 - ii. Call out post on socials on December – link to newsletter
 - d. Blog Posts
 - i. Sent Alyssa the copy of blog post
 - ii. Future blogs: Alyssa reached out to coordinators, wait a month to see feedback on post see if others want to talk to Marion , Make the Season Kind Campaign – Jen could volunteer
4. Brainstorming tasks for summer student
 - a. Content creating- make social media posts/ reels/ Researcher adding followers etc/ editing /creative plans

- b. Develop creative plans, using the plan made by U of A students to coordinate success in fundraiser
 - c. Depot specific communication plan – sample article and get in local community newspaper
 - i. Going to each depot to see if they need any posters/signs so that each are uniform
 - d. Taking pictures at depots
 - e. Formatting/copyediting cookbook (if we have recipes by then)
 - f. Outreach (table at festival/fair)
 - g. Blog post of their experience with the charity - reflection
 - h. Build up the canva account for optimal efficiency and for success
 - i. Putting up physical media/posters/brochures in areas
5. Next Meeting
- a. December? Skip dec
6. Questions
7. Action Items:

Thursday, January 15, 7PM

Attendees:

Regrets:

1. Introductions and Inclusion Question: What are you looking forward to in 2026?

2. Tasks:

a. Social Media Posts

i. Content for January:

a. January 1: Pick up schedule, New Years

b. January 13: Volunteers needed for casino

i. need 7 more volunteers

ii. Post again in a week

c. January 19: call out for cookbook recipies

d. January 23: depot day post

ii. Content for February:

a. February 1: Pick up schedule, Black History Month Post

b. February 16: Family Day

c. February 17: Lunar New Year

d. February 19 or 20: Depot Day Post (recipe/food tip)

i. Potentially: last minute volunteers needed posts for
casino, purdys chocolate (if doing spring fundraiser)

iii. Thank you members and volunteers in march

iv. Thank sponsors in feb 14

v. Currently Eliza designs content, Jessica makes captions and posts

vi. Interest: Laetitia – bounce off ideas

vii. Reposting other communities stuff

b. Blog Posts:

i. Make the Season Kind, depot info on 2 depots, introducing chair
(edited)

ii. Next post:

a. Interests in other depots

b. Reach out to more

c. Introduction of program manager in april

iii. Currently Marion writes, Jessica makes edits and uploads to
SharePoint for Joshua to add to website

c. Cookbook:

- i. Aiming to create new cookbook with more recipes from community members
 - ii. Upcoming shoutout in newsletter and social media
 - iii. Currently Carol is spearheading
 - d. Videos/Reels:
 - i. None yet posted
 - ii. Currently Rawaan
 - e. Physical communication/promotion:
 - i. Will know more about upcoming events
 - ii. Requests from members for signage at depots - we can depot here with spot for directions
 - a. Eliza has made templates will send to Gemma and Joseph
 - iii. Volunteer recruitment event – at wem
 - iv. Currently Eliza has been designing any physical media (e.g. brochures)
 - a.
 - f. Other: Jessica to connect with volunteers
 - g. Laetitia to apply for grant for communication budget
 - h. Website: need to list sponsors on homepage
 - i. Graphics for wholesale market, city of edmonton, edmonton foundation , AGLC
 - ii. New tab for calendar -
- 3. Next Meeting
 - a. February 19 7 PM
- 4. Questions:
- 5. Action Items:

Thursday, February 19, 7PM

Attendees: Jessica, Eliza, Jen, Phil, Marion,

Regrets: Laetitia, Rawaan

1. Introductions and Inclusion Question: What is your favourite sport to watch during the Winter Olympics?
2. New Volunteer – Welcome Phil
 - a. Question: Are there church based partners, community partners? Varied non profit organizations, church , word of mouth
3. Communication Strategies/Tasks:
 - a. Physical communication/promotion/ Depot Communication Needs :
 - i. PM did - Depot visits on distribution day and did coordinator connect meeting
 - a. Themes: across the board want to increase depot numbers and struggle with how to do that - need for more varied promotional material e.g. change of size, connecting into services ; Beverly depot half page or smaller material to put into cubbies at daycare
 - ii. Delicacy of language with this kind of programming – people might think that the program is not for them (e.g. more for just impoverished people)
 - a. Out of the university – newsletter they are using is called Food Insecurity
 - b. Think about what might be best way to get message across
 - c. Look into organization called Second Harvest
 - iii. Need to have more coordinated communication package
 - a. Gemma happy to support with specific wording, what to use and what not to use - selective on wording to do
 - b. Phil to work on creating Boiler plate
 - i. Boiler plate is part of the strategic plan and timeline is Spring 2026
 - ii. Boiler plate may be vision day
 - iv. Signage for depots
 - b. Social Media Posts
 - i. Content for February:
 - a. February 1: Pick up schedule, Black History Month Post
 - b. February 3: Purdys Chocolate Fundraiser

- c. February 13: blog post
 - d. February 14: Thank you sponsors
 - e. February 15: Purdys Chocolate Fundraiser
 - f. February 16: Family Day
 - g. February 19 or 20: Depot Day Post (recipe/food tip)
 - h. February 25: Purdys Chocolate Fundraiser
- ii. Content for March:
 - a. March 1: Pick up schedule, Nutrition Month
 - b. March 2: Purdys Chocolate Fundraiser
 - c. March 6: International Women's Day
 - d. March 13: Thank you members and volunteers
 - e. March 27: Volunteer Appreciation –likely held in April , May or June
- c. Blog Posts:
 - i. Make the Season Kind, depot info on 2 depots, introducing chair
 - ii. Next post:
 - a. Introduction of Program Manager in April
 - b. Talking with Norquest next Tuesday
 - c. Gemma seeing new depot tomorrow – to discuss
 - d. Alternatively Gemma has some photos that can be included on social media
 - e. Impact story tracker
- d. Cookbook:
 - i. Can option to add submission on website for cookbook recipe ?
Gemma to look into
- e. Videos/Reels:
- f. Website: Gemma to look into things
- 4. Next Meeting
 - a. March 12, 7 PM
- 5. Questions: Website – can we edit different aspects? Some of the website is not as user friendly, other parts completely customizable
- 6. Action Items:
 - a. Send information from vision day to Phil

Thursday, March 12, 7PM

Attendees: Jessica, Eliza, Jen, Phil, Marion,

Regrets: Laetitia, Rawaan, Patricia

1. Introductions and Inclusion Question: Would you prefer to stay on daylight savings time, standard time or continue to alternate?
2. Communication Strategies/Tasks:
 - a. Physical communication/promotion/ Depot Communication Needs:
 - i. Created half page promo items
 - ii. Impact story tracker
 - b. Social Media Posts
 - i. Content for March:
 - a. March 1: Pick up schedule, Nutrition Month
 - b. March 2: Purdys Chocolate Fundraiser
 - c. March 8: International Women's Day
 - d. March 13: News article ;
 - i. Wait to until changed
 - e. March 19/20: depot post
 - f. March 24: Nutrition Fact
 - g. 2 blog posts- post when up on website
 - h. March 27: Volunteer Appreciation –likely held in April , May or June
 - i. promotional material
 - ii. Content for April:
 - a. April 25 Volunteer Fair
 - b. blog post about Joseph- post when up on website
 - c. Volunteer Appreciation –likely held in April , May or June ?
 - d. Thank you to all volunteers
 - e. Thank you to the members
 - c. Blog Posts:
 - i. Marion wrote 2 blog posts – edited
 - ii. Next post:
 - a. Introduction of Program Manager in April
 - i. Jessica to send email to have Joseph connect with Marion
 - d. Cookbook:

- i. Last time spoke to gemma looking about tabs for cookbook on wecan website
 - ii. Hasn't gotten any recipes yet
 - iii. If nothing by AGM, may need to change how we do it
- e. Videos/Reels: postponed
- f. Website: postponed
 - Gemma updated the logos
- g. Boiler Plate/Communications Plan:
 - i. Fairly mature organization
 - ii. Engagement – pulling recipes
 - iii. Fairly well-developed websites
 - iv. Facebook page – instagram
 - v. Investigating organization
 - vi. Organization has act together with communicate with people
 - vii. A point of what are the hits of the outreach – how much target
 - viii. First steps – discuss needs assessment
 - a. How to get it out to people that are not members
 - b. Members, donors, sponsors, non-members
 - c. Booths, public events
 - d. Create a survey with QR code to fill out at events
 - e. Posts about WECAN get more engagement compared ot event days, fundraisers, calendar pick up
 - f. Recipes for depot days
 - g. Share the survey on socials – have other organization share it on their socials
 - h. Phil – put together an initial thought on process
 - i. What are our needs – more contribution, more members,
 - j. Just how popular do you want the service to be
 - ix. Sensitivity of wording – survey users – what is preventing or attracting people
 - x. A lot of people might not speak English
 - xi. Add more questions to registration form -
 - xii. Annual member survey – end of each calendar year – no communication type of questions
 - xiii. ¼ social media, ½ word of month, ¼ referral from agency/rsw
 - xiv. From soliciting/donation request – 2-3 new through communication strategies

- xv. Depot in Entwistle
 - xvi. Throw all these across the wall
 - xvii. Logistics are down
 - h. Canva access: Eliza to share via email
- 3. Next Meeting
 - a. April 16, 7 PM
- 4. Questions: st albert depot –send email Joseph - Phil would like to visit depot
- 5. Action Items:
 - a. Send information from vision day to Phil



UPDATED: MARCH 2026



communications@wecanfood.com

Pardon Axis9 Refurbish



Board Chair

Jennifer Scherer

BoardChair@wecanfood.com



Communications Co-Chair

Jessica Odyjewski

jessica@wecanfood.com



Communications Co-Chair

Eliza (Eleeza) Odyjewski

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Letters to WE CAN

Indoor Fresh Herb Garden

Written by Marion Desplenter

Dear WE CAN Members,

I've done some research into growing herbs indoors and I've determined that growing your own herbs to use in recipes and drying them for use later, can save you money. A jar of spice bought in a grocery store will cost...

Rat Creek Press

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Everyone deserves healthy food

WE CAN Food Basket Society expands its base

MARCH 2025

A guest post by Constance Blissenbach
Committed to community news

After 10 years, WE CAN Food Basket Society is looking to grow. There are no restrictions to becoming a member," says Program Coordinator Joseph Heath. "Anyone can join without filling in forms or showing financial status."

Back in 2013, City of Edmonton social workers Cathy Winkler and Alicia D'Elia observed the problem firsthand. They founded WE CAN Food Basket Society to ensure that people could obtain fresh nutritious food without the end-of-the-month "pinch" when grocery bills came due. To boost food security, the founders encouraged the community of Edmonton to pool money and buy meat and produce in bulk. Today, the program has grown from just a few members, with delivery at neighbourhood depots, to a national one as far away as Winnipeg.

Depots are hosted by churches, parent link centres, senior buildings, community leagues, churches and other organizations. Alberta Avenue Community League and Bethel Gospel Chapel act as depots in the Red Cross Plaza area.

Now halfway through a four-year plan, WE CAN is looking to grow. There are no restrictions to becoming a member," says Program Coordinator Joseph Heath. "Anyone can join without filling in forms or showing financial status."

At WE CAN, we want to grow. Health means your members. "The most members we have, the better buying deals we can make on the foods we purchase. Everyone deserves healthy food. There is no limit on the number of orders a household can make."

Pre-paid orders must be placed the week before the end of every month. Pickup is in the third week, as a pre-arranged depot, in a one-hour window.

WE CAN chair and volunteer, Jennifer Schone, stresses that the society is not a charity. "We are a food bank, not a charity. We rely heavily on our volunteers. Without volunteers, we wouldn't be a food bank."

Volunteers go above and beyond. "Once a month, we volunteer about 100 hours, 100 km away, across the city up to 40 orders to deliver in the form of 'bulk' depots benefit communities," says Joseph Heath. "We have a lot of volunteers who are in the area."

Longtime WE CAN member and volunteer, Jennifer Schone, stresses that the society is not a charity. "We are a food bank, not a charity. We rely heavily on our volunteers. Without volunteers, we wouldn't be a food bank."

WE CAN Food Basket Society is not immune to rising prices. The board continues to search out alternatives and make substitutions if required due to prices. It works hard to continue to be an alternative in the face of inflation and food security.

An informative monthly newsletter includes upcoming WE CAN events, tasty recipes, and price comparisons. For more information contact: order: WE CAN Food Basket Society, info@wecanfood.com, 780.437.4125.

[READ](#)
[New Blog Post](#)

www.wecanfood.com

Letters to WE CAN

5 myths and Misconceptions

Written by Marion Desplenter

Dear WE CAN Members,

You might be interested in debunking some common misconceptions about who uses Food Banks or programs like WE CAN where funds are pooled to buy in bulk and gain a discount on food items...

YOUR FAVORITE
RECIPE COULD BE IN

WECAN'S NEW COOKBOOK



Thursday, April 16, 7PM

Attendees: Jessica, Eliza, Jen, Phil, Marion, Laetitia, Rawaan, Patricia

Regrets:

1. Introductions and Inclusion Question: What are you looking forward to most this spring
2. Communication Strategies/Tasks:
 - a. Depot presentation Created by Gemma
 - i. Eliza edited the graphics
 - ii. Change "being informed by" to "helpful to those"
 - iii. Will have 2 versions – a public presentation and one with the add-on with the grant
 - iv. Doesn't fit the branding that Eliza developed – can switch to the swirls
 - v. Where are the photos from? Jen will ask the staff about that
 - vi. Will need to verify pictures vs locations on slides for different depots
 - vii. Eliza would like someone to look over wording and facts
 - viii. Eliza would like the source website for some of the data
 - b. Boiler Plate/Communications Plan:
 - i. Proposal document Phil created
 - a. Step 1 : Evaluate our current situation
 - i. Phil doesn't have all the information to see what the current trends are
 - ii. Large increase in food over past years
 - i. Cost of living of food – steadily increasing
 - ii. Foodbank has doubled in use since COVID
 - iii. What are our expectations of the use of our services – should it be matching the increased hardship people are facing?
 - i. Whether we have numbers of orders or people using our program
 - ii. Total dollar value – and whether we are following trends of expenses
 - iv. Went to distribution event – turnout was low the month that Phil attended – people from all different demographics. Phil spoke to a woman who said she had to go to the Foodbank because she predicted she'd

have a bad month and so didn't order meat, which is in conflict to what the purpose of prepaying at the beginning of the month is for

- b. Step 2: identify what needs attention – communication channels, objectives and goals , target audience key messages, partnerships
 - i. Do we need to more accurately target a specific audience ?
 - ii. Website doesn't stigmatize anyone
 - iii. Any partnerships that we can leverage?
- c. Step 3: recommend and implement ; what the trends told us --> what needed to change --> revised communications
- d. Committee input
 - i. What other trends and data should be collected and assessed? What other elements of a communication plan should be considered for attention? What data is considered to be easily at hand, and what is not? How long will it take to pull this together?
 - i. Better to go it right than fast
 - ii. Jen has a lot of the requested data and will send an email out with same to the group and/or to Phil
 - iii. Approaches for feedback – Phil suggested putting up Google Doc so that people can comment and add in missing information – Phil will wait on this until Jen has sent the requested data
 - iv. Don't have a handle of website tracking - Jen to ask Joseph if there are any analytics with wordpress and ask about admin capabilities – Eliza is willing to see if she can find analytics
- c. Physical communication/promotion/ Depot Communication Needs:
 - i. Volunteer fair items



ii.

- a. No donations box allowed!!!
- b. Don't have banner – Tofield has an event right after the depot day and want to use it
 - i. Ask Tofield to bring the items to the volunteer appreciation post
- c. Good idea to print some brochure at the event, post card info for volunteering
- d. 2 & 5: Eliza to print
- e. 9: since the cookbook is having a hard time, might be a good idea to have a QR code to send recipes
- f. Anything else at the event? Carol suggested bringing a white tub of pretend fruit so that people see what they might get, but was pointed out that the tables are small and that there would be insufficient space and we do not have enough time to get all the items
- g. Westlock?- banner, table cloth, brochure holder

d. Cookbook:

- i. Website – would like to still try having a submission for recipes available on website
- ii. New plan? - Jen's email about food tips and tricks, preparation, how to
 - a. Committee thinks good idea to have a mix to include some recipes as well as food prep tips because food tips may be accessible via internet and there might not be the draw to purchase a cookbook like this
 - b. Could be a good idea to focus on the ways to prepare common WE CAN items

- iii. Approach food bloggers and social media influencer? Might take longer
 - iv. Cook book- fall launch vs. Next year
- e. Social Media Posts
 - i. Content for April:
 - a. April 25 Volunteer Fair
 - b. blog post about Joseph- post when up on website
 - c. blog post about Myths- post when up on website
 - d. blog post about herb- post when up on website
 - e. Volunteer Appreciation info post
 - f. Thank you to all volunteers - current numbers joseph
 - g. Thank you to the members- current number joseph
 - h. Depot post
 - i. Volunteer fair story/post
 - j. Rat creek news post
 - k. Devon depot, post when open
 - l. Social media post thanking Wholesale Market (donated \$500 to volunteer event)
 - ii. Content for May:
 - a. calendar
 - b. Volunteer appreciation get together
 - c. Mother's day
 - d. Depot post
 - Content for June
 - e. Red shirt day (disabilities) June3rd
- f. Blog Posts:
 - i. Some waiting to be posted on the website
- g. Canva and brand guidelines tutorial?
 - i. After the AGM
 - ii. Karlie would like to know
 - iii. New board member for communications coming??
- h. Newsletter
 - i. Jen did some myth busting in the newsletter that members are not taking from someone else by using WECAN
- i. Website logo additional sponsor logo updates
- j. Events/The Big Bands Bash

- i. Would need to bring own take
 - ii. Karlie found some events that we could attend for pride
 - iii.
- 3. Next Meeting: May 21 at 7 PM
 - a. WECAN boiler plate , food share presentation
- 4. Questions:
- 5. Action Items:

<https://www.ftsaskcommunityband.com/upcoming-events/bigbandbash>



Thursday, May 21 7PM

Attendees: Phil, Jennifer, Eliza, Carol, Jessica, Marion

Regrets: Laetitia, Patricia, Rawaan

1. Introductions and Inclusion Question: What is your favorite summer activity?
2. Communication Strategies/Tasks:
 - a. Boiler Plate/Communications Plan:
 - i. Document Phil created; data and feedback
 - a. Would like to take back and represent with the data
 - b. Like the strategic plan – research has been done to identify vulnerable populations
 - c. Key performance indicators question:
 - i. Valley of members from 2023-2024 and then goes up in 2025
 - i. Board more active
 - ii. New staff were able to bring in connections for new members
 - iii. New depots that opened up – some closed (most were small depots), in roads with communities
 - ii. Price comparisons has gotten better which helps with member retention
 - iii. Direct community contact – lot of word of mouth , staff reach out to new organization to find spots for depots, community events generally been board members volunteers but can transition to volunteers
 - iv. X/thread/next door
 - i. Blogs/newspapers
 - ii. Coffee newspaper
 - iii. Social account access
 - d. What are we missing? Videos , posting what is in basket , reoccurring post on what Wecan , depots that are small and struggling to gain traction with limited members, depot specific communication, poster campaigns, community newsletters, system to funnel in support for struggling

depots, don't have a good way to engage donors , more ways to engage donors

- i. Don't have a lot of newspaper content and way to engage with people not on social media – lot of seniors don't have internet access
- ii. Second harvest
- iii. Disposition event
- iv. United church – wanted to put something in monthly newsletter about wecan - Had a wecan circular on their wall ; would be nice to reinforce what they are doing in their newsletter
- v. Likes the idea of videos – purpose made videos with more information to talk abcs of wecan
- vi. YouTube: website, like -food share how to video
- vii. Volunteer connect

b. Gemma side show

- i. design elements fixed

c. Food Share Presentation-

- i. Ongoing

d. Physical communication/promotion/ Depot Communication Needs:

- i. inventory list has been created

e. AGM

- i. Free locations? **June 13 Saturday**
- ii. AGM report booklet- Jen, Joseph, Karlee, Jessica, Eliza, Dana
 - a. possible volunteer needed for stapling the books together
- iii. Presentation-Jen, Joseph, Karlee, Jessica, Eliza, Dana
- iv. event material
 - a. –good news balloons are still good
 - b. Posters directions
 - c. Paper holders
 - d. Table cloths
 - e. miscellaneous
- v. social media- AGM announcements & bring Recipe- meta, website etc.
- vi. Cookbook

f. EVENTS

- i. Successful Volunteer Appreciation

- ii. ~~Fort Saskatchewan Big Band Bash~~
 - ~~- May 30+31~~
- iii. 2026 One Thousand Faces Festival- Alberta Avenue Community Centre (9210 118th Ave NW)
 \$50 table for weekend-Keith and other depot volunteers
 - Friday, June 19: 5:00 PM – 9:00 PM
 - Saturday, June 20: 1:00 PM – 9:00 PM
 - Sunday, June 21: 1:00 PM – 5:00 PM
- iv. ~~Pride in the Park~~
 - ~~- July 25- Spruce Grove- 9AM to 9PM~~
- v. Resource Connect (REACH Edmonton)
 - October 22 at Edmonton Convention Centre (on Jasper Ave)
 Registration opening shortly – larger event, would be good to have staff support for same under \$100 for table
- g. Website:
 - i. I have access and changed multiple things
 - ii. Joseph and Karlee are helping with editing header and footer
 - iii. Cookbook tab to be created
 - iv. possible quicker time for uploading blog posts
- h. Social Media Posts
 - i. Content for May:
 - a. Calendar- ✓May 1
 - b. Thank you post- ✓May 2
 - c. Mother's day- ✓May 10
 - d. Volunteers needed- ✓May 10
 - e. ~~New depot location- missed~~
 - f. ~~Rat creek press- missed~~
 - g. Depot post- today or tomorrow
 - h. AGM announcement 2 week before and a few days before event
 - i. volunteer -Join board- fundraising experience
 - j. City of Edmonton COIG grant thank you golden apple
 - k. McCauley depot catering social enterprise from Bissell Centre- ask to tag us

Content for June

- l. Calendar

- m. Pride month
 - n. National indigenous heritage month
 - o. Red shirt day (disabilities) June 3rd
 - ~~p. Food Justice YEG Summit on June 10~~
 - q. AGM reminder
 - r. Father's day
 - s. International children's Day
 - t. Canada Multiculturalism Day
 - u. One Thousand Faces Festival announcement
 - i. Content for July
 - a. Calendar
 - b. Canada day
 - c. ~~Pride in the Park announcement~~
 - j. Content for August
 - a. Calendar
 - b. civic holiday
 - k. Blog Posts:
 - i. AGM recap, and new team, thank you to funders and volunteers.
 - l. Newsletter
 - i. Updated the sponsors (not sure who oversees creating and distributing)
 - Patrica
3. Next Meeting: July 23, 2026 7 PM
 4. Questions: pilot project reach out to newsletter in St. Albert- Phil
 5. Action Items:

Thursday, July 23 7PM

Attendees: Eliza, Carol, Jessica, Marion

Regrets: Laetitia, Patricia, Rawaan, Phil

1. Introductions and Inclusion Question: Why did you join WECAN?
2. Committee Chair Selection
3. Communication Strategies/Tasks:
 - a. Boiler Plate/Communications Plan:
 - i. Document Phil created; data and feedback
 - a. Challenges: oddbunch, food bank
 - b. Objective and goals: agree that strive to increase numbers, more posts
 - c. Key messages:
 - i. does everyone get message? No
 - ii. Organizations: newcomer offices, child/family services, food bank, social services offices (unsure which have information) Alberta Hospital, resource centre, womens shelters, indigenous services, library
 - i. Brochure costs – need to think about
 - ii. **Idea Mind Map Coms Plan on canva**
 1. sponsor space/connections
 2. donor locations
 3. Jerry Forbes
 4. event booth giveouts
 5. event spaces without wecan booth present
 6. high traffic event, eg, kdays?
 7. depots
 8. new membership give outs?
 9. per request DIGITAL/physical
 10. schools in edmonton (309)
 11. schools outside of Edmonton
 12. YEG Rec Centres
 13. YEG community halls
 14. YEG Religious spaces

15. YEG Therapy Spaces
16. YEG Medical Spaces
17. YEG Senior spaces
18. YEG grocery stores (if -y)
19. women's shelter?
20. social ser spaces/ offices. AISH
21. new comer spaces
22. hospitals(medical spaces clinics)yeg and area/
23. government spaces Canada place city hall
24. Civida housing
25. daycare/out of shool care
26. at sport events for sport teams child/ adult
27. public transport area lrt bus satiation?
28. Chruches
29. **Is the other places, employees and businesses or are they charities with volunteers?**

iii.

- iii. Key words: carol mentioned "eat for less" , updating information on how wecan works - 3rd week of every month for reliable source of food for people on limited income , more than welcome to order several baskets
- iv. Approaches; Monitoring next door app: carol – can promote 1/week , tiktok (more likely to here about fundriasing efforts from same – but more work because video format), more likely to get interaction when face is shown vs a graphic

b. Cookbook:

- i. Date: Carol to look into what is reasonable
- ii. Carol got 1 recipe in December and nothing since then
- iii. Ideas: Nextdoor app, blogpost about same

c. Blog Posts:

- i. Pending blog
- ii. Fundraising efforts

- iii. Expiry and best before date
 - iv. Freezer burn, shelf life
- d. Social Media Posts
 - i. Canva training/ brand guidelines – will be done in future
- e. Content for July
 - a. Calendar
 - b. Canada day
 - c. Donate
 - d. depot
 - e. Blog announcement
 - f. Skip the [bottle]depot
 - g. Benevity
- f. Content for August
 - a. Calendar
 - b. civic holiday
 - c. depot

Audit of information given out by organizations on wecan

Excal of where wecan is at offices/spaces

Brochure cost

Courtney-website info and language

Idea- picture/icon of food on ordering page

You can order more than one basket

External/Internal Request Example

Email Subject line: Action: content request *or* comms request

Date of Request: July 23

Requested posting date: Aug 1

Details of content : a post about the new supplier

Media type: meta socials

Internal Request:

Communications channel on teams under WECAN

-Paper trail and recorder confirmation sent

4. Next Meeting:
5. Questions:
6. Action Items:

Appendix - Finance + Audit Committee Minutes and Meeting Records

The following Finance + Audit Committee meeting minutes are reproduced from the source files provided to the Board. They are included as supporting evidence of WECAN's financial oversight, bookkeeping and accounting review, audit preparation, budgeting, restricted-funding monitoring, financial-control development, banking and system-access review, policy development and corrective actions.

The meeting minutes are presented chronologically and are reproduced as facsimile pages of the original source DOCX records so that the original wording, spelling, formatting, tables and meeting-record conventions are preserved. Agendas, draft policy documents and other working papers contained in the source folder are not presented as meeting minutes unless the source document itself records a meeting.

WeCan Food Basket Society

October 2024 Finance and Audit Committee Meeting Minutes

Attendees: Jennifer Scherer, Dana Davies, Jyening Rose, Raheela Ghaznavi

1. Call to Order
2. Approval of Agenda
3. Selection of Chair
 - a. Dana Davies was nominated and approved to take on this role
4. Review the Terms of Reference for the Committee.
 - a. **ACTION:** Dana to pull and share TOR with committee for comment.
 - b. Due by end of October – Dana has discussed with governance committee that we'll be done in November
5. Discuss any emerging issues and develop a plan to address them.
 - a. Review of current procedures
 - i. F&A committee email – to be set up as read only access to QuickBooks for the committee to review items in QuickBooks.
 1. **ACTION:** Dana to contact staff to have this set up
 - ii. Deferred revenue – historically, accountants prepare the entry annually and provide it to Liane to input into QuickBooks.
 1. Discussed moving this to monthly journals based on increased transparency to the board in reporting
 2. On hold until books are cleaned up.
 - iii. Payroll
 1. Liane prepares paystubs in her own software
 - a. Includes vacation, sick time, CPP/EI
 2. Raheela completes etransfers in the bank
 3. **ACTION:** Dana to discuss with Liane what the software is and to move to using QuickBooks for April 2025
 - iv. Accounts Receivable – managed by Mariam
 1. **ACTION:** Dana to discuss with Mariam
 - v. Inventory – managed by Liane
 1. **ACTION:** Dana to discuss with Liane

2. If there is no record of what the inventory is, we should write it off.
- vi. Prepaids – managed by Liane
 1. **ACTION:** Dana to discuss with Liane
- vii. GST – managed by Liane
 1. **ACTION:** Dana to discuss with Liane
- viii. Payroll Liabilities – managed by Liane
 1. **ACTION:** Dana to discuss with Liane
- ix. Monthly Financial Reports
 1. **ACTION:** Starting in November, Liane to provide Profit and Loss, Balance Sheet, and Cash Flow Statement to the committee for review
 2. **ACTION:** Raheela to provide the journal report to Dana for review and work with Liane
 3. **ACTION:** Dana to get budget imported into QuickBooks for comparative reports
 4. Board reports – treasurer vs chair of F&A
 - a. Treasurer - current financial situation (profit and loss statement, balance sheet, and cash flow statement presented to the Board monthly), grant funding, etc.
 - b. F&A chair - items the committee is working on, policies and procedures, reflective analysis
- x. Code of Account
 1. **ACTION:** at year end, update chart of accounts to inactivate unused account and rename as necessary.
6. Discuss upcoming workload for the committee, prioritize, and develop a plan to address.
 - a. Action items to be taken away and actioned in the next week

WECAN Food Basket Society

November 2024 Finance and Audit Committee Meeting Agenda

1. Call to Order
 - a. Called to order 6:01 pm by Dana Davies
 - b. Attendees: Dana Davies, Jyening Rose, Mildred Ncube, Jennifer Scherer
2. Approval of Agenda
 - a. Dana added AGLC and Jen added CSJ.
 - b. Approved by the committee
3. Canada Summer Jobs
 - a. Jen received an email indicating that we owed CSJ funding back.
 - b. Previous documentation is in the folder within the fundraising committee
 - c. Dana to review the bank to find when we received the funds.
4. AGLC Payment Transfer decision:
 - a. In August of 2023 we completed a transfer from the general account into casino. Chealsea's recollection is that this was for payroll. Patrica was paid out of casino, which is incorrect. The balance of the transactions is \$101.63

07/01/2023	Patricia Lou Divina	1,056.37	Paid from incorrect account, transferred
08/01/2023	Patricia Lou Divina	954.74	Paid from incorrect account, transferred
		2,011.11	
08/24/2023	WECAN	- 1,909.48	Transfer for amounts paid from incorrect amount.

- b. Committee decision to transfer \$101.63 from general account to casino account to cover the shortage in the cheque written August 24, 2023.
5. [Terms of Reference Review](#)

- a. Committee to review by EOD Friday, Dana to send to Governance Committee
- 6. April – October 2024 data entry
 - a. April – September GL has ~2,000 lines of data
 - b. Discussed if committee members had time, discussed outside sources that could complete this work. Courtney Gouthro volunteered to help with this.
 - c. Committee decided to have Courtney complete the data entry
- 7. Payroll process
 - a. Current process - drafted by Jen
 - i. Discuss if we need timesheets for office positions (recommendation would need to go to the board)
 - ii. Dana to revise the procedure to reflect not having timesheets for the Administrator and Program Manager role.
 - iii. Jen to discuss with staff – no timesheets moving forward for the month of November.
 - b. Identified that we are using Liane's QuickBooks Desktop to produce payroll monthly. This has been the process since Liane began our bookkeeping in 2020.
 - i. Risks:
 - 1. We do not own the information as we are using her QBD subscription – if we were to part ways with Liane, it could be challenging to get the data related to our employees that we'd need.
 - 2. Data management – currently all other WECAN data is stored on the SharePoint, we don't want data being stored on people's personal drives
 - ii. Recommendation: purchase a subscription for a payroll software.
 - iii. Pricing: We are currently paying \$80 per month for QuickBooks Online.
 - 1. It looks like QuickBooks Online Payroll would be \$25 plus \$4/employee per month.

- a. Total QBO would be \$125/month assuming 5 employees
 - 2. To purchase our own subscription of QuickBooks Desktop would be \$47/month.
 - a. Total QBO plus QBD for payroll \$127/month
 - 3. We could also switch to another software (sage) which would be \$30.50/month (one employee included) for the payroll module (additional \$10.50/month per extra employee) plus \$43/month for standard access.
 - a. Total \$115.50/month ($30.5 + (10.5 * 4) + 43$) assuming 5 employees.
- iv. Move forward with QBO for January 2024 – Dana to present this to the board at November meeting for approval
- c. FYI only - Jen is checking with Servus on direct deposit vs. e-transfer – this will come to the committee at a later date
- 8. Approval of invoices for payment process
 - a. Background: Per discussion with Mariam, current process: Lately I have been forwarding Raheela the invoices. Joshua was the one sending her invoices to make payment. I was only responsible for sending her TGP invoices and paystubs when they were completed by Liane.
 - b. Risks:
 - i. Payment of invoices that we didn't receive all goods / services
 - ii. No audit trail of approvals – no formal approvals means that there could be confusion about paying items
 - iii. Increases risk of fraud – less controls around what is paid increases opportunity for a fraudulent payment to go unnoticed.
 - c. Recommendation:
 - i. We should develop a policy around approvals of invoices – I think it would be good to get a formal approval process in place
 - 1. i.e. the person who completed the order for items should confirm that the amount we are billed for is correct, the

types of information we need to pay something (invoice number, amount, date, detailed items ordered, etc.)

- ii. We should also include descriptions of what types of support we need for deposits – i.e. “deposit” as a description is not adequate. “wecan transfer” is not an adequate memo line on cheques
- iii. Jen had discussed with office staff working on a transaction tracker. [This one](#) is developed and staff will begin using it this month. Please feel free to add or suggestion items.
- iv. Discussed using the transaction tracker for Staff starting for the month of November.
- v. Jen raised that it would be a significant undertaking to record all of the transfers that happen due to online payments. The committee discussed the need to do a reconciliation for these items
 - 1. WECAN currently contracts to someone to process online transactions – we need to figure out how to get data from the process so that we can reconcile it with what we receive in the bank.
 - 2. Jen to discuss with staff who the contractor is and start looking at getting access to the data.
- vi. Committee to write a policy on this – Jyening to review sources she has and get something started.
- vii. Dana to draft bullet points to provide to the staff for the period that policy is being developed.

9. Cash on hand procedure

- a. Current procedure per Mariam: We do have 2 cashboxes in the office for the rare times (maybe 3 times a year) that someone comes into the office, pays cash, and needs change. We also use it for the AGM for new members needing change. I usually count the money maybe once a year. I have not completed the count for this year yet. Let me know where the process needs to change there.

DD question – do we accept debit/credit?

Nope, we only take cash in the office. I think the old Admin did order a Square, but it is still in the packaging.

b. Risks:

- i. Cash is not counted regularly – opportunity for fraud

c. Recommendation:

- i. Remove cash on hand for day-to-day use – email members informing them of this change
- ii. Get the Square set up so that if we receive funds from a member in the office, we can accept that.
 - 1. Anyone who is receiving public support would need a bank account to receive it, so I don't think this would be excluding anyone
 - 2. We can cover the fees with membership / cookbook revenue if needed – someone will need to figure out what the square fees are.
- iii. Obtain cash from the bank in preparation for the AGM, count and deposit the cash in the bank after the AGM is completed.
- iv. Committee to write a policy on this – Jyening to review sources she has and get something started.
- v. Dana to draft bullet points to provide to the staff for the period that policy is being developed.

10. Jen – update on ATB – Christine and Jen to go into ATB tomorrow to get online access and pay TGP

11. Closing of meeting: 7:05pm

WECAN Food Basket Society

December 2024 Finance and Audit Committee Meeting Minutes

Agenda provided in black, meeting additions in blue.

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer
 - b. Regrets: Jyening Rose
2. Approval of Agenda
 - a. Approved
3. Approval of November Meeting Minutes
 - a. Approved
4. Updates from prior meeting
 - a. Canada Summer Jobs
 - i. Paid back the funding received over eligible funding - \$3,173.00
 - b. AGLC Report – submitted – confirming with Mariam if any updates
 - i. Nothing received from AGLC since submission
 - c. Terms of Reference – sent to Governance Committee December 2, 2024
 - d. April – October 2024 Data Entry
 - i. Courtney has started and got April done – we've sent this over to Liane to review and confirm a few things, so paused for now. Once Liane has finished review, Dana will share the updated financial statements with the group
 - ii. Dana received the opening trial balance and reclassifying entries from the accountants, comparison to review.
 - e. Payroll process
 - i. Dana began pulling a payroll policy together to go with the procedure – to be sent out in the next couple weeks for review.
 - ii. Discussion of timesheets

1. @WECAN Board Chair provided: Mariam's contract says she is to work 20 hours per week, working between 9AM to 2PM Tuesday to Friday. There is no limit on hours per month- the responsibility pay we had in place was for 80 hours for the month, but that contract is done now. Alyssa's contract says up to 95 hours per month, fitting in between 9AM to 5PM Monday to Friday. What Alyssa has been practicing, which is what we had verbally discussed, is that she is typically working 20 hours per week. She generally works 10AM to 3PM Tuesday to Friday to closely match Mariam's schedule while having a bit of extra afternoon coverage. Of course depot days and board meeting days her time moves around a bit.
2. Given this, we discussed going back to having timesheets for all staff as there are variable hours required. Jen to provide an update to the staff.
3. Discussed approvals of timesheets electronically
- iii. QuickBooks Online – Dana discussed with Liane, no issues foreseen by her, Dana to activate QBO at the end of December.
- iv. Upcoming item: Jen checking with Servus on direct deposit vs. e-transfer – this will come to the committee at a later date
- f. Invoice Payment Policy
 - i. @Jyening Rose Notes from prior meeting minutes: Committee to write a policy on this – Jyening to review sources she has and get something started.
 - ii. Jyening's comments: I will draft a procedure and a policy which would include a limit to the signing authority amount before it needs to be signed by another person (chair, vice chair, treasurer, etc). For instance, when an invoice is received by the Depot manager, they will ensure that what has been received matches what's on the way bill or invoice, then submit it to the program manager for further verification against what was ordered, then send it to the chair or vice chair as a second signer, and then to the bookkeeper for payment.

- iii. Discussed differences between policy and procedure. Decided that we will need both for the majority of our documentation items. Procedure for this item to include listing of uses of each grant funding – Jen to work with Cristine to create this currently. Hopefully this will address a pain point for staff.
- iv. Discussed approval process - signatures within PDF to show approval.

g. Cash on Hand Policy / Procedure

- i. Cash from the office has been deposited.
- ii. @Jyening Rose Notes from prior meeting minutes: Committee to write a policy on this – Jyening to review sources she has and get something started. I will draft a policy & procedure on petty cash outlining how we handle cash obtained from the bank before the AGM, and what we do with it after/outside of that window.
- iii. Dana to draft bullet points to provide to the staff for the period that policy is being developed. Not yet done, Dana to complete.

h. ATB Online access

- i. Jen emailed that they had met with ATB, this is in progress.

5. New business

a. Bookkeeper contract – signed by Liane on December 2, 2024

- i. Jen to get a fully executed contract finished this week.

b. Budgeting

i. Timelines

1. For board:

- a. January 2025 board meeting – budgeting 101 presentation by Dana
- b. February 2025 board meeting – draft presentation and discussion
- c. March 2025 board meeting – final approval

2. For committee:

- a. January 2025 meeting – review previous budget and upcoming activities. Come up with a list of items that need to discuss with other board members or committee
 - i. Staff pay increases and / or time increases
 - ii. Projected budgets for committee initiatives
 - iii. Other
- b. In January, have meetings with board members and committees and staff to solidify the wants and confirm with fundraising that we can make it happen
- c. February meeting – finalize draft budget
- d. March meeting – finalize revised budget
- c. Treasurer position - want to fill this in June, need to start thinking about revising the position description, etc.
- d. Next meeting – January 22, 2025 at 6pm

WECAN Food Basket Society

January 2024 Finance and Audit Committee Meeting Minutes

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer, Jyening Rose
 - b. Regrets: Mildred
2. Updates from prior meeting
 - a. April – October 2024 Data Entry
 - i. Substantively finished – minor fixes left. Should have a fully updated YTD in February.
 - ii. Comparison of accountant TB vs QuickBooks – variances were due to reclassifying entries.
 - b. Invoice Payment Policy
 - i. Dana to work with Jyening on drafting this policy
 - c. Cash on Hand Policy / Procedure
 - i. Dana to work with Jyening on drafting this policy
3. New business
 - a. Budgeting -
 - i. Timelines
 1. For board:
 - a. January 2025 board meeting – budgeting 101 presentation by Dana
 - b. February 2025 board meeting – draft presentation and discussion
 - c. March 2025 board meeting – final approval
 2. For committee:
 - a. February 17, 2025 meeting – review previous budget and upcoming activities. Come up with a list of items that need to discuss with other board members or committee
 - i. Staff pay increases and / or time increases
 - ii. Projected budgets for committee initiatives

iii. Other

- b. In January, have meetings with board members and committees and staff to solidify the wants and confirm with fundraising that we can make it happen
- c. February meeting – finalize draft budget
- d. March meeting – finalize revised budget

WECAN Food Basket Society

February 2025 Finance and Audit Committee Meeting Minutes

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer, Jyening Rose, Mildred Ncube
 - b. Regrets:
2. Communication
3. April – October 2024 Data Entry
 - a. Largely completed – January 2025 books reflect all changes
4. QuickBooks annual vs monthly payment
 - a. Monthly payment - \$80 per month (\$960 per year)
 - b. Annual - \$860 per year
 - c. Could pose cashflow issues in the future having a larger one-time bill.
 - d. Jen spoke with Christine regarding when timing a transaction like this could work best and there's no set timeline that we receive CIOG funding, so hard to say for sure.
 - e. [Dana to make this switch and let Alyssa know as it will be on her credit card](#)
5. Invoice Payment Policy
 - a. [EXPENDITURE APPROVAL AND SIGNING AUTHORITY POLICY.docx](#)
 - b. Discussion points:
 - i. Expenditure approval matrix
 - ii. Second signature for all purchases
 - iii. Limit for board approval
 - iv. Legal review of contracts
 - v. Credit limit for credit card
6. Cash on Hand Policy / Procedure
 - a. [Petty Cash Fund.docx](#)
7. Budgeting
 - a. Working session held on February 17th – Draft budget located [here](#)
 - b. February 2025 board meeting – draft presentation and discussion

- c. March 2025 board meeting – final approval
- 8. Next meeting date
 - a. March 19th at 6pm
- 9. New business
 - a. N/A

WECAN Food Basket Society

February 13, 2025 Finance and Audit Committee Meeting Minutes

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer, Jyening Rose, Mildred Ncube
2. Meeting called by Dana to discuss the need to switch payroll providers. In November, the committee decided to move to using QuickBooks Online for the payroll processing starting in January 2025. During the process for January Payroll, Liane identified that we cannot pay employees out of two separate bank accounts in QBO, so we would have to complete a journal entry to move payroll around. Liane made a recommendation that we review other options.
3. Liane and Mariam did research on various options – summary is below
 - a. PayWorks:
 - i. Based on 6 employees, with 2 bank accounts (banking by pay group), estimated services would be \$35.04 per pay period(monthly) (total for two pay groups). Onetime implementation of \$240.00
 - ii. This includes a 10% bookkeeper discount. The set-up fee is normally \$300 I guess. They also charge a fee for T4's - \$1.64 per slip, and ROE's \$1.60 per slip.
 - iii. They provide us with a dedicated rep as well as Zoom training for all who want to learn the program. You can have as many users as you like, and each user can have their own permissions, so one or two can approve, and one can do setup, or whatever combination you prefer.
 - iv. We can create a custom payroll journal entry to import into Quickbooks each month.

b. WagePoint

- i. Prices are competitive. They do not charge a set up fee, and their pricing is all inclusive, no extras for T4's and ROEs. Their monthly fee is \$40 per month, plus \$5 per employee, less 10%. However, they are still trying to figure out a workaround for payments from two different bank accounts so not sure if we will be able to have this feature or not.

- 4. Committee discussed and decided to move forward with PayWorks.
- 5. Jyening mentioned that another organization she works with recently switched away from PayWorks, so she committed to investigating this and providing comments back.
 - a. The reason was that the other organization needed payroll and finance systems integrated to have project mapping. This isn't a concern for WECAN, so no issue noted with moving forward.
- 6. Dana to let Liane know and oversee implementation.

WECAN Food Basket Society

March 2025 Finance and Audit Committee Meeting Minutes

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer, Jyening Rose, Mildred Ncube
2. Budgeting
 - a. March 2025 board meeting – final approval
 - b. What to do with membership revenue
 - i. [Transfer to general fund](#)
 - c. Notes from Christine – Dana received March 19th, not incorporated yet
3. Information on the Website
 - a. Pam asked Dana why our Financial Statements and our charity number are not listed on our website- as a registered charity, this is part of the requirements.
 - b. Dana's suggestion – put the 2023/2024 Financial Statements up and then annually make a motion to put up the completed FS
4. By-law change
 - a. To accommodate the audit – Dana has put together the below – F&A will be putting this to the governance committee for review by the board at the next board meeting

The ~~accounting records~~~~books, accounts and records~~ of [WECAN Food Basket Society](#) ~~the Secretary and Treasurer~~ shall be audited [in accordance with the following:](#)

[Should the organization reach a total annual revenue of greater than \\$249,999, an external audit of the financial statements shall be undertaken for that year and every year going forward.](#)

[Until the organization reaches the threshold above, the board will discuss if the organization should undertake an external audit once every three years.](#)

[For years that an external audit is not initiated, an internal audit will be completed by at least once each year by](#) a duly qualified accountant or by two members of the Society elected for that purpose at the Annual Meeting ([“internal auditor”](#)). ~~Such auditor~~[The internal auditor](#) at the Annual Meeting of the society shall submit a complete and proper statement of the standing of the books for the previous year. The fiscal year end of the Society in each year shall be March 31.

5. Policy Project

a. [Credit Card Policy](#)

i. Jen draft and sent out a couple weeks ago – any comments?

b. [Accounting and Internal Controls Policy](#)

i. Draft ready for review

6. QuickBooks Overview

a. Westlock Tracking

7. Next meeting date

a. April 23rd, 6:00pm

8. New business

a. N/A

WECAN Food Basket Society

May 2025 Finance and Audit Committee Meeting Minutes

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer
 - b. Regrets: Jyening Rose, Mildred Ncube
2. Policy Project
 - a. [Credit Card Policy](#)
 - i. Sent to Governance
 - b. [Accounting and Internal Controls Policy](#)
 - i. Draft ready for review
 - c. Jen to develop Expense / Travel, Dana to develop others
3. Internal Audit
 - a. Dana to develop audit plan and share with the group by May 18th.
4. Next meeting date
 - a. June 17, 2024, 6:30pm
5. New business
 - a. N/A

WECAN Food Basket Society

June 2025 Finance and Audit Committee Meeting Minutes

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer
 - b. Regrets: Jyening Rose, Mildred Ncube
2. Policy Project
 - a. Accounting and Internal Controls Policy
 - i. Reviewed, to be sent to governance
 - b. Goals for this month: Expense / Travel (Jen), Use of Technology, E-transfer payment policy (Dana)
3. Internal Audit Review
 - a. Audit is completed – some deficiencies identified – not all invoices were found, program revenue was difficult to trace.
 - b. Discussed ongoing policy project – need to develop policies for our staff to follow.
 - c. Discussed folder organization for receipts – Dana to discuss moving to a monthly system with sub folders for different accounts with Alyssa and Liane.
 - d. Dana to discuss GST with Liane.
4. Staff access to QuickBooks
 - a. Committee decided to revise Alyssa's access to QuickBooks to include projects
 - b. Dana to set up meeting with Liane and Alyssa in early July to go over how to use QB
 - c. Increased risk due to more people with access to QB – to be mitigated by monthly audit report being run by Treasurer.
5. Next meeting date
 - a. TBD after new board members are onboarded
6. New business
 - a. N/A

WECAN Food Basket Society

July 2025 Finance and Audit Committee Meeting

1. Call to Order
 - a. Attendees: Dana Davies, Jennifer Scherer, Mildred Ncube, Carol Reid, Elina Ajamian, Keith Kasha
 - b. Regrets: Jyening Rose
2. Overview of the committee
 - a. Dana to provide summary of previous year and ongoing projects
 - b. Monthly Financial Statements
 - i. Bookkeeper (Liane Keller-Wilson of The Profit Picture Bookkeeping Services Inc.) has access to monthly bank statements during the first week of the following month (e.g. for June 2025, the MasterCard statement was the last statement to be received on July 4th)
 - ii. Bookkeeping is completed by the second Friday of the month (e.g. July 11th for June 2025 statements). Liane will send the treasurer the draft financial reports, these are distributed to the committee.
 1. Monthly reports include:
 - a. Profit and Loss Statement (provided to the board)
 - b. Balance Sheet (provided to the board)
 - c. Statement of Cashflows (provided to the board)
 - d. AP Aging Summary
 - e. AR Aging Summary
 - f. Budget vs. Actuals
 - g. General Ledger
 - h. Journal Entry Report
 - i. Trial Balance
 - j. Audit Log *new, produced by treasurer*

- iii. Committee reviews reports and provides comments back to Treasurer by the following Wednesday (July 16th for June 2025 statements), Treasurer to respond to questions and provide any questions needed to bookkeeper by the third Friday of the month (July 18th for June 2025)
 - iv. Bookkeeper finalizes financial statements and responds to questions by the 4th Friday of the month (July 25th for June 2025)
 - v. Treasurer uploads final financial statements to SharePoint
 - 1. For committee reference: Documents > 3-Finance_and_Audit_Cmte > 1 – Monthly Financials > YYYY > MMM
 - 2. For board review: Documents > 5-Board_of_Directors > Meetings > YYYY_YY > MMM
- c. Review of transaction support
 - i. New for this year – came out of the internal audit last year
 - ii. We need someone on the committee to review the bank statements and transactions support to ensure that we have adequate support for each item on the bank statement.
 - iii. Dana to help develop procedure for this task – need a volunteer to complete this task monthly
- d. Annual Items
 - i. Budgeting – January – March every year
 - ii. Review of policies and procedures – at the start of the new year
 - 1. New committee members, please ensure you review our current policies located here: [Current Policies](#)
 - iii. Review of QuickBooks Data – annually, no timeline set up yet
 - 1. Chart of Accounts (CoA)
 - 2. Customers
 - 3. Projects
- 3. Bank signing authority
- 4. [Finance and Audit Committee Terms of Reference](#)
 - a. Committee to review and update for CY
- 5. Policy Project
 - a. Project overview

- b. Policies to be reviewed:
 - i. [Acceptable Use of Society Technology Resources.docx](#)
 - ii. [E-transfer Deposit Policy.docx](#)
- c. Goals for last month: Expense / Travel (Jen), Use of Technology, E-transfer payment policy (Dana)
- d. Goals for current month:
 - i. Expense / Travel (Jen) - first draft done
 - ii.
- 6. Access to QuickBooks
 - a. Dana held meeting with Liane and Alyssa on July 10th to go over QuickBooks access updates for Alyssa
 - b. View only access for committee members
- 7. Next meeting date
 - a. Second Monday of the month
- 8. New business
 - a.

October 2025 F&A Minutes

Attendees: Dana, Jen, Carol, Keith

Regrets: Mildred

1. Review proposed policy “Acceptable Use of Society Resources”
 - Discussion on phrasing for reporting of unethical activity on computer and purpose of outlining the duty to report
 - Carol to make suggestions on phrasing
2. Review proposed policy “Depots e-transferring deposits”
 - WECAN will begin allowing depots who are based out of organizations (not volunteer run depots) to e-transfer order funds rather than depositing at bank.
3. Review proposed policy “Travel, Hospitality, and Expense Reimbursement Policy”
 - Discussion on what expenses may require reimbursement
 - Travel reimbursement applies to staff only
4. Policy Development Planning
 - Rest of the policies on the Finance and Audit development list require some knowledge and skills around bookkeeping and accounting, so Dana will continue working on them
 - These policies will be submitted to the Governance Committee, who will make sure the language is consistent between policies.
 - Policy writing involves checking a lot of sources and research
5. ATB Signing Authority
 - Still being worked on
6. Reviewed Financial Statements
 - Discussed how Accounts Receivable report works
 - Working on adjusting the Profit and Loss Statements to have Westlock depot specific grants in its own column
7. Committee Membership- Recruiting volunteers for Finance and Audit Committee
8. Next Meeting November 10 at 7PM

November 2025 Finance and Audit Committee Minutes

1. Policy Development- Recommendation made for Program Coordinator staff (formerly known as Administrator) to be issued a WECAN credit card. Agreed, and it will be placed on November board meeting agenda.
2. ATB Signing Authority- Still needs to be completed.
3. Financial Statement Review- Not due from bookkeeper until Friday, this will be completed via email.
4. Committee Membership- Posting has been made for additional committee membership. No applications yet. Jen will check website to see if any applications are waiting there.
5. Summer Student Tasks- Discussed procedure documentation, drafting policy acknowledgements, and participating in board member education on reading financial statements.
6. Fundraising Update- Fundraising Committee has submitted a grant application that if approved would cover the costs of the audit. Potential granter is Peter Gilgan Foundation.
7. Next Meeting December 8 at 7PM via Zoom

December 2025 Finance and Audit Committee Meeting

Attendees: Dana, Jen, Keith, Carol

1. Policy Updates:
 - a. Credit Card Policy- Board approved motion to grant program coordinator access to a credit card in the November meeting. Jen to update policy in Sharepoint.
 - b. Dana will be bringing more policy drafts in January to review
2. ATB Signing Authority- Dana getting added on to ATB accounts at the same time as the staff updates are happening on the accounts.
3. Financial Statements- Will be available after the 10th of the month.
4. Committee Membership- Dana and Alyssa met with Kuljit, who is an accountant wanting to volunteer on the Finance and Audit Committee. First meeting will be in January. (This is great news!)
5. Timing of Meetings- Agreed to move meetings to the third Monday of the month at 730 so that we can review financial statements in the meeting and so that Kuljit will be able to attend meetings.
6. New Business- No new business
7. Next meeting- January 19 at 730

January 2026 Finance and Audit Committee Meeting

Attendees: Dana, Jen, Kieth, Mildred, Carol, Kuljit

1. Welcome and Introductions- Kulijit is a CPA that has started volunteering with the Finance and Audit Committee. Welcome Kuljit!
2. Signing Authority- Dana has received some correspondence from the banks, hoping signing authority will be updated soon.
3. Financial Statements- Were sent to the group today. Everyone to review and email Dana with any questions.
4. Committee membership- 5 interviews with potential committee members over the next few weeks.
5. Goals for 2026 include budget, March's financial year end, June AGM, project work in the fall (process/policy/procedure).
6. Documenting Financial Review Process- This is the process for the staff and organization to review the monthly financials and ensure receipts and documentation is properly stored. Alyssa had documented process before she left. Requesting committee members to review documents to identify any questions, gaps, or confusion in documented process. Kieth, Mildred, and Kuljit volunteered to review.

Finance and Audit Committee February 2026

February 19, 2026

Attendees: Dana, Jen, Keith, Carol, Jeleel, Kuljit

1. Committee Membership- Jeleel has joined committee this month! He is an accountant and will offer valuable skills and insights to the work of the committee!
2. Policy and Procedure development- Dana provided orientation to how work is organized. Committee members can indicate work they take on in the "List of Policies to Develop" document. This information will be sent to committee after the meeting.
3. Reviewed several policies, sent to Governance Committee:
 - a. Credit card policy- there are a couple of updates, including listing program coordinator as a cardholder, and ensuring card information is not saved online.
 - b. In-Kind Donations- This would be a new policy covering how we accept and document in kind donations.
4. Cardholder Agreement Draft- this is a document that cardholders would sign acknowledging they are aware of the WECAN credit card policy, and acknowledging their roles and responsibilities in being a cardholder.
5. Documenting Financial Review Process- Initial draft completed. Discussed that procedure documentation is completed at a committee level, and does not require approval of the board.
6. Budget Review- Initial review of Budget 2026-27. Will be presented to Board at February meeting and voted on in the March meeting.
7. Reviewed financial statements- Discussed that we will need to ensure AGLC funds are used up by deadline. Treasurer and Bookkeeper to follow up on allotting expenditures accordingly.

March 2026 Finance and Audit Committee

Attendees: Dana, Carol, Kieth, Jen, Jaleel, Kuljit, Dristi

1. Welcome and introductions- new member Dristi. May have one more committee member join. Membership update: Mildred on leave of absence.
2. Policy Development- Governance Committee reviewed some policies, had very mild changes about consistency between policies. No new policies to review this month. Dana to resend the list of policies to develop- leaning on new committee members for this. Kuljit will initiate Financial Review and Budgeting policy, Jaleel will initiate External Audit and Inventory of Assets policies, Dristi will review policy list and choose which policy to initiate.
3. Reviewed financial statements- Blaze Pizza generated \$77 and February donations in the online ordering system were \$77. Board will need to approve a journal entry to move expenditures from General Account to Casino Account before we have to return funds to AGLC. Jen to put on March board agenda.
4. Quickbooks report- Looking to break down reporting of General account by grant. Kuljit will work on this.
5. Confidentiality Agreements- Jen to send confidentiality agreements to new committee members.

June 2026 Finance and Audit Committee

Attendees: Dana, Carol, Keith, Jaleel, Kuljit

1. Policy Development
 - a. [External Audit Policy and Procedure.docx](#) - Needs to be linked to Accounting Record Documentation Policy when completed – Kuljit working on that
 - b.  [Accounts Payable Process.docx](#) - Dana working on to be finished in July
 - c. Inventory and PPE - Dana and Jeleel working on
2. Financial Statement Review
 - a. Review notes due to Dana by Wednesday night.
 - b. Only note so far is that JE expected to recognize additional deferred revenue.
3. Grant Reporting
 - a. [WECAN May 2026 Grant Submission Tracking Report](#)
 - b. Carol to take over updating this as she is on Finance and Audit and Fundraising
4. Internal Audit Update
 - a.  [WECAN internal Audit - Letter.docx](#)
5. FY2026 Compilation Update
 - a. Financials were approved at the AGM. Dana to get Joseph or Karlee to post them on the website.
6. New Business
 - a. None noted

Appendix - Fundraising Committee and Grant Meeting Records

The following Fundraising Committee, Fundraising & Grants Committee and Grant Committee records are reproduced from the source files supplied for the Board's due-diligence record. They are included as supporting evidence of WECAN's grant applications, donor development, sponsorship exploration, casino planning, fundraising events, revenue diversification, fundraising governance and efforts to replace declining or discontinued funding sources.

The source records are reproduced as facsimile pages so that their original wording, spelling, formatting, tables and meeting-record conventions are preserved. Where the source package contained duplicate or alternate versions of the same meeting record, those versions are retained rather than silently reconciled or corrected. The August 2026 Pay-it-forward Program Proposal is not reproduced in this meeting-minutes appendix because it is a proposal rather than a meeting record.

Source records included, in the order reproduced:

23.09 FR Committee mtg Sept15 carnival.docx

23.09 FR Committee mtg Sept15 carnival.pdf

23.09FR Committee mtg Sept15 carnival.docx

23.10.12 FRC Discussion Notes.docx

23.10.12 FRC Discussion Notes.pdf

202410-Meeting-Minutes.pdf

Fundraising October 2024.docx

July 2025 Fundraising Minutes.docx

Fundraising Committee Meeting Minutes Sept 16.docx

September 2025 Fundraising Minutes.docx

October 2025 Fundraising Committee Meeting Minutes.docx

Nov 2025 Fundraising Minutes.docx

January 2026 Fundraising Committee.docx

Grant Committee Meeting Minutes 03_12_2026.docx

2026.07.14 Fundraising Minutes.docx

Wecan Food Basket Society
Fundraising Committee Meeting
Sept15,2023 7:00pm Via Zoom

Committee: Christine McVea (chair) Suraya Hudson, Madi Corry, Keith Kasha, Sarah Courchesne
Regrets: Dawn Arnold, Josh Topliffe

Summary of planning for carnival event Sat Sept 23 including volunteers,expenses and support to Sarah.

1. 2 shifts 8:30 am - 1 pm. Volunteer discussion focused on description of roles and numbers required. Sarah has 5 confirmed volunteers will require another 15. 10 volunteers needed for each shift. 1 for ticket sales, another 1 for raffle ticket sales, 8 for supervision of game's activities.likely 2 for each activity. Sarah will develop plan for volunteer placement and provide orientation. Discussion of email to coordinators to approach their volunteers for help.Wecan will provide water and snacks for volunteers. ACTION ask Josh/office to email coordinators with info and poster and to note food trucks will be available if they wish more food than snacks. ACTION ask Josh to bring snacks to event and to purchase water.
2. Activities planned for event: Sarah has obtained city permit to have event at Blue Quills community park and for use of one soccer field. Still waiting on one approval to confirm food trucks parking on street.Bouncy castles removed due to insurance issues. Sarah may develop a natural obstacle course for older kids.
3. Funding and expenses: hall rental and permits for indoor market should be covered by table fees, 22 tables sold. A table for Wecan raffle and PR materials is provided. Most of games and equipment have been donated and will be brought to park by Sarah so there will be a expense for the van. Prizes and smaller game costs should be covered by ticket sales. ACTION Need 2 cash boxes Madi may have 1 and Christine will locate another.
4. Meeting ended 7:50pm

Wecan Food Basket Society
Fundraising Committee Meeting
Sept15,2023 7:00pm Via Zoom

Committee: Christine McVea (chair) Suraya Hudson, Madi Corry, Keith Kasha, Sarah Courchesne
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4. Meeting ended 7:50pm

DISCUSSION NOTES

PRESENT: Christine McVea (chair), Madi Corry (absent), Keith Kasha, Dawn Arnold

REGRETS: Sarah Courchesne, Josh Topliffe, Suraya Hudson

1. DONORS

- a. TOTAL \$2,240
- b. TOONIE CARNIVAL funds to be ready for next meeting

2. GRANT UPDATE

- a. CIP
 - i. Received \$60,000
 - ii. Need to report in 2026
 - iii. New reporting process, includes many qualitative questions
 - iv. **ACTION:** Christine to ask Mariam to attend the On-line Reporting Course on October 18.
- b. MAZON
 - i. Applied for \$5,000
 - ii. For Appreciation Event and Driver support
- c. DISCUSSION
 - i. Some grants for charities are not as much or accessible as they once were.
 - 1. Need to look at broadening our reach
 - ii. One Grant needed for operations and possibly being able to keep Patricial on past February.
 - 1. Look at Companies and Foundations
 - 2. **ACTION:** Madi will send committee Patricia's Job Description
 - iii. **ACTION:** Gore Mutual – Madi will investigate how and when to apply for this grant.

3. EVENTS

- a. TOONIE CARNIVAL
 - i. Broke Even
 - ii. Lost money on the raffle
 - iii. Take-aways from this event:
 - 1. Create a tighter policy on how events will be planned and executed in the future.
 - 2. Ideas:
 - a. Form Adhoc committee which includes representation from the Communications Committee
 - b. Include staff and board when distributing information about the event.
 - c. Have a chair and vice chair
 - d. Report on planning and process of the event, toto board at least a month prior to the event.
 - e. No spending of WECAN dollars on raffle prizes – donations only.

3. FRC to put a draft policy together to submit to Governance.
 - a. **ACTION:** Christine will send out the present event sheet for **each one on the committee** to review and make suggestions for additions to create the policy. Due for next FRC meeting on November 8.
- b. WECAN APPRECIATION CELEBRATION
 - i. Madi is contacting Paige in this regard.
 - ii. November 28
- c. ONLINE SILENT AUCTION
 - i. For Christmas season?
 - ii. Possibly use 32auctions.com
 1. **ACTION:** Madi will fill out a request for the committee to decide
 2. The free site will allow up to 20 items
 3. **ACTION:** Madi will check with Chelsea to see if she can provide guidance or suggest someone who might.
- d. 50/50 Raffle
 - i. Discuss after Christmas.

4. STRATEGIC PLAN

a. OLD PLAN

Yearly: 2021-2023

2.6	STRATEGY – FUNDRAISE for the Society's stability and longevity		
2.6.1	To fund the operational costs of WECAN	ongoing	FRC
2.6.2	Apply for the regular grants - CIP, CIOG, Union 52, ECF etc grants - as the deadline dates approach		
2.6.3	To build the WECAN Endowment Fund to a level that allows WECAN to be self-sustaining.		
2.6.4	Gather Past Applications and documents		
2.6.5	Grant Calendar/Annual Fundraiser Schedule		
2.6.6	Explore additional Funding Options		

- i. Continue monitoring WECAN's financial security
 1. Casino and CIP grant may not continue to be our main funding sources in the future.
 2. What happens if our funding is cut?
 - a. Strategic Partnerships?
 - b. Corporate Sponsors?
 - i. Logos on our social media and our bags
 3. **ACTION:** Madi will check how the campus unions were able to still donate to them
 4. **ACTION:** Suraya – where does Leftovers get their funding?
 5. **ACTION:** Keith – research foundations and corporate funding opportunities.
 6. **ACTION:** Everyone – come to November 8 meeting with ideas for corporate Sponsorships.

5. NEXT MEETING

- a. November 8, 2023, at noon via Zoom
 - i. **ACTION:** Madi to send out Zoom link for next meeting

ACTION ITEMS

MADI	1. Send committee Patricia's Job Description 2. Gore Mutual – investigate how and when to apply for this grant. 3. Fill out a request with 32auctions.com for the committee to decide 4. Check with Chelsea to see if she can provide guidance or suggest someone who might 5. Check how the campus unions were able to still donate to them 6. Send out Zoom link for next meeting
CHRISTINE	1. Ask Mariam to attend the CIP Grant On-line Reporting Course on October 18. 2. Send out the present event sheet for each one on the committee to review and make suggestions for additions to create the policy. Due for next FRC meeting on November 8.
SURAYA	1. Check where Leftovers gets their funding if possible
KEITH	1. Research foundations and corporate funding opportunities for next meeting – November 8.
EVERYONE	1. Review and make suggestions for additions to create the Events policy. Due for next FRC meeting on November 8. 2. Come to November 8 meeting with ideas for corporate Sponsorships.



DISCUSSION NOTES

PRESENT: Christine McVea (chair), Madi Corry (absent), Keith Kasha, Dawn Arnold

REGRETS: Sarah Courchesne, Josh Topliffe, Suraya Hudson

1. DONORS

- a. TOTAL \$2,240
- b. TOONIE CARNIVAL funds to be ready for next meeting

2. GRANT UPDATE

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 - iv. **ACTION:** Christine to ask Mariam to attend the On-line Reporting Course on October 18.
- b. MAZON
 - i. Applied for \$5,000
 - ii. For Appreciation Event and Driver support
- c. DISCUSSION
 - i. Some grants for charities are not as much or accessible as they once were.
 - 1. Need to look at broadening our reach
 - ii. One Grant needed for operations and possibly being able to keep Patricia on past February.
 - 1. Look at Companies and Foundations
 - 2. **ACTION:** Madi will send committee Patricia's Job Description
 - iii. **ACTION:** Gore Mutual – Madi will investigate how and when to apply for this grant.

3. EVENTS

- a. TOONIE CARNIVAL
 - i. Broke Even
 - ii. Lost money on the raffle
 - iii. Take-aways from this event:
 - 1. Create a tighter policy on how events will be planned and executed in the future.
 - 2. Ideas:
 - a. Form Adhoc committee which includes representation from the Communications Committee
 - b. Include staff and board when distributing information about the event.
 - c. Have a chair and vice chair
 - d. Report on planning and process of the event, toto board at least a month prior to the event.
 - e. No spending of WECAN dollars on raffle prizes – donations only.

3. FRC to put a draft policy together to submit to Governance.
 - a. **ACTION:** Christine will send out the present event sheet for **each one on the committee** to review and make suggestions for additions to create the policy. Due for next FRC meeting on November 8.
- b. WECAN APPRECIATION CELEBRATION
 - i. Madi is contacting Paige in this regard.
 - ii. November 28
- c. ONLINE SILENT AUCTION
 - i. For Christmas season?
 - ii. Possibly use 32auctions.com
 1. **ACTION:** Madi will fill out a request for the committee to decide
 2. The free site will allow up to 20 items
 3. **ACTION:** Madi will check with Chelsea to see if she can provide guidance or suggest someone who might.
- d. 50/50 Raffle
 - i. Discuss after Christmas.

4. STRATEGIC PLAN

a. OLD PLAN

Yearly: 2021-2023

2.6	STRATEGY – FUNDRAISE for the Society's stability and longevity		
2.6.1	To fund the operational costs of WECAN	ongoing	FRC
2.6.2	Apply for the regular grants - CIP, CIOG, Union 52, ECF etc grants - as the deadline dates approach		
2.6.3	To build the WECAN Endowment Fund to a level that allows WECAN to be self-sustaining.		
2.6.4	Gather Past Applications and documents		
2.6.5	Grant Calendar/Annual Fundraiser Schedule		
2.6.6	Explore additional Funding Options		

- i. Continue monitoring WECAN's financial security
 1. Casino and CIP grant may not continue to be our main funding sources in the future.
 2. What happens if our funding is cut?
 - a. Strategic Partnerships?
 - b. Corporate Sponsors?
 - i. Logos on our social media and our bags
 3. **ACTION:** Madi will check how the campus unions were able to still donate to them
 4. **ACTION:** Suraya – where does Leftovers get their funding?
 5. **ACTION:** Keith – research foundations and corporate funding opportunities.
 6. **ACTION:** Everyone – come to November 8 meeting with ideas for corporate Sponsorships.

5. NEXT MEETING

- a. November 8, 2023, at noon via Zoom
 - i. **ACTION:** Madi to send out Zoom link for next meeting

ACTION ITEMS

MADI	1. Send committee Patricia's Job Description
	2. Gore Mutual – investigate how and when to apply for this grant.
	3. Fill out a request with 32auctions.com for the committee to decide
	4. Check with Chelsea to see if she can provide guidance or suggest someone who might
	5. Check how the campus unions were able to still donate to them
	6. Send out Zoom link for next meeting
CHRISTINE	1. Ask Mariam to attend the CIP Grant On-line Reporting Course on October 18.
	2. Send out the present event sheet for each one on the committee to review and make suggestions for additions to create the policy. Due for next FRC meeting on November 8 .
SURAYA	1. Check where Leftovers gets their funding if possible
KEITH	1. Research foundations and corporate funding opportunities for next meeting – November 8 .
EVERYONE	1. Review and make suggestions for additions to create the Events policy. Due for next FRC meeting on November 8 .
	2. Come to November 8 meeting with ideas for corporate Sponsorships.

Wecan Fund Raising Monthly Meeting
Oct 10/24 Teams 12 noon

Agenda:

Donor: updates

Grants: New grant WEBA Charity of Choice grant suggested by a community contact. This is a local west Edmonton business initiative and the preliminary questionnaire was submitted this week.

COIG Cit of Edmonton Operating Grant will open for applications in November. This grant highlights citizen inclusion in Edmonton communities and requires 75% Edmonton participants in order to qualify. Wecan is very close to not qualifying with our external depots so accurate membership numbers are critical. This is an important grant for us as it can be used for operational expenses. Last year we received 16K however the previous year was about 1/4 of that as the city did not fund the grant. Sports groups and community service programs can apply. The Wecan office admin is compiling the membership numbers for the grant. The /24 grant application is in our FR file on SharePoint.

Events: no report

New Business: several grant possibilities have been sent to the FR committee sponsored by insurance and financial institutions that offer significant monies but require significant financial details with the initial pre application. Wecan does not have a policy regarding types of grants we apply for and guidelines to decide which grants to apply for. Is this a governance committee question?

Financial goal: need updated info re: monies required especially to cover the lag between CIP applications.

Adjournment

October 2024 Fundraising Committee Meeting

October 10, 2024

Attending: Christine (Chair), Jen, Courtney, Dana, Keith, Alyssa (program manager)

Regrets: Jessica, Lorajoy

1. Donors:
 - a. Donations in 2023 came in from Canada Helps, website, Raffle/50-50 (which were registered with AGLC), Giving Tuesday, and one large gift from a single donor.
 - b. Need someone to take lead on tracking donations. Dana offered to do this, as she will be interacting with this data in the work she is doing with Finance and Audit.
 - c. Donor Letter- The committee had previously agreed that the donor letter completed by summer student needed re-working. Jen to take lead on this. Discussed potentially making connections through business community in the future, such as Chamber of Commerce or Rotary Club. Patricia (previous Outreach Coordinator) had done a presentation with Rotary Club and secured a \$500 donation with them a few years ago.
2. Grants:
 - a. West End Business Association Grant- Due Monday- Christine taking lead.
 - b. CIOG (Community Investment Operating Grant)- Through City of Edmonton. This grant targets small non-profit organizations and requires that 75% of members be within Edmonton. This grant can be used for operational expenses. Alyssa received an evaluation for last year's funding and forwarded it to the committee. Christine taking lead.
 - c. IA Grant- This grant is being advertised on social media and is awarding a few \$10,000 and a couple \$100,000 grants. Dana taking lead. Would be for operational/growth.
 - d. Maclean- This grant is for between \$15,000 to \$50,000. Courtney is proposing we use it to hire someone to organize our information systems. Courtney taking lead.
3. Discussion on grant requests for projects versus grant requests for operational funding. Committee would like to apply for as many grants as possible.
4. Discussion on the term "advocacy". Having this term be part of our purpose would eliminate us from many funding sources. While it is not included in our documents, it is on the website. Action: Jen to ask Mariam to remove "Advocacy" from website.

5. Terms of Reference: Agreed to review terms of reference virtually.

WECAN Food Basket Society Fundraising Committee

July 2025 Minutes

Attendees: Jen, Dana, Eliza, Jessica, Keith, Rawaan,

Regrets: Christine, Laetitia, Alyssa

1. Update on what committee worked on in 2024-25
 - a. Granting: ECF, COIG grants successful
Discussed: Grant application tracker, granters list
Discussion: What kinds of grants get approved? Grantors like to approve projects that make good human interest stories- such as opening new depots. Operating expenses, such as a bookkeeper, audit, or rent are more challenging to find grantors for.
Discussion: What is the difference between grants and donations: Grants specify how to spend the money and reports are submitted showing what the funds were spent on. Donations are often unspecified funds, meaning the organization can use the funds on whatever they deem fit.
 - b. Donors: Small monthly amounts- major success in the last year was adding donation option to food order page. This brings in about \$100/month.
Discussion: Donor letter & Thank You- these need revision, as they don't have a human interest component to the letter at this time.
 - c. Events: No events last year.
 - d. Casino: Casino funds received May 2024, should be eligible for another casino first quarter 2026.
2. Goals for this year:
 - a. What is our fundraising goal?
Discussion: Reviewed 2025-26 budget, including what items are currently funded and what items are not.
 - b. Granting- Jen, Dana, and Christine most interested in working on grants. They will review granters list that was developed summer 2024 to find some grants to target.
 - c. Donors- Jessica is interested in working on donors. Jen will email Jessica and Laetitia to rewrite donor appeal materials. Much collaboration with Communications Committee will be beneficial.
 - d. Events- Brainstormed a few events, including a possible "Fast for a Day" event. Decided to start with a couple of corporate events to test how it goes and how large of a reach WECAN has. Agreed to sign up for a Blaze Pizza fundraiser in September (Eliza to contact Blaze Pizza, Rawaan to help coordinate with some schools to get word out) and a Purdy's Chocolate fundraiser in December.

- e. Casino- Committee Chair to connect with Dawn from Tofield Depot, who coordinates the casino
- 3. Committee Terms of Reference- Postponed until August
- 4. Committee Chair- After discussion, Rawaan agreed to serve as committee chair with mentorship from Jen and Dana
- 5. Next Meeting- To be decided

Tuesday, Sept. 16 Fundraising Meeting Minutes

Attendees: Keith, Jessica, Jen, Rawaan, Alyssa, Eliza

Casino

1. Jennifer will have dinner with Don in the first week of October to work on Casino license (ahead of schedule)
2. Casino advisors are booked

Grants

1. Grants: Dana, Jen and Rawaan had a meeting about grants, chose three grants:
 - a. BMO (growth, staffing hours, communications budget, multiyear grant for three years-> good for the communications committee, requesting \$5000)
 - b. Grant for non-food banks organizations -> Dana is working on the fiscal responsibility to help with the audit
 - c. Stollery grant will help with the website → pitch a project
2. After working on the other two will work on the third and will talk to the CEO
3. Will try applying to United Way but won't be available until the next year or two

Events

Blaze Pizza

1. Will have Blaze Pizza event on Sept 29th (after the distribution date for this month)
2. Communications committee will be putting up posts about the event
3. All board members and depots will have the poster to distribute
4. Will look into Food Bank on University of Alberta campus and Student Digest to promote event

Purdey's Chocolate

1. Deadline to order is Nov 2 and the pickup date is Nov 19th
2. Alyssa will advertise to the depots

3. Jen will talk about Purdey's chocolate in newsletter

Donations

1. Donations through the website this month was not much
2. Donor letters discussed during the Board meeting
3. Can now fill in the blank for the document while the rest of it is locked

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 - a. BMO (growth, staffing hours, communications budget, multiyear grant for three years-> good for the communications committee, requesting \$5000)
 - b. Grant for non-food banks organizations -> Dana is working on the fiscal responsibility to help with the audit
 - c. Stollery grant- Previously had a grant from them for help with the website → we will need to pitch a project
2. After working on the other two will work on the third and will talk to the CEO
3. Will try applying to United Way but won't be available until the next year or two

Events

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October 21, 2025 Fundraising Committee Meeting Minutes

Present: Jen, Rawaan, Keith, Christine, Jessica, Eliza

Regrets: Alyssa, Laetitia

Casino

- Jen met with a Dawn on Sunday
- Got a list of people who want to volunteer
- Next step: casino licensing (need to get major volunteer roles done)
- Everyone: bring your availability to the Board Meeting so we can fill in the major roles for licensing
- We will need volunteers on top of the depot and board committee, will need at least 25 people per day
 - o Last year struggled to have volunteers on Sunday
- We will need to advertise for volunteers, preferably to fill in core roles by board members and to fill in other roles by the public
 - o Just need major positions filled for license
- Do not need the event advertised just need volunteer recruitment
 - o Want to advertise end of November and beginning of January in case people drop out

Grants

- Christine is working on a few grant reports
 - o CIOG report- will need Alyssa to fill in some blanks
- Dana is working on granting requests for the audit
- Stollery grant had a successful application a few years ago
 - o Will be working on it in November/December

Events

Purdys chocolate

- o Made \$530 in chocolate orders, 7 people made orders thus far
- o Made \$83.48 in profits

- o If orders reach \$1250 (before taxes) we will make 25% instead of 15% profit
- o We got a surge of sales right after we posted
- o We are advertising in the newsletter and Facebook
- o We weren't able to drop off physical flyers to the depots
- o Order Deadline: November 2nd (for the delivery window so we can have it ready for the depot days)
- o We will have the invoices of each person, each person provides us their email and phone number, boxes will be organized based on chocolate type
- o 12-17th will be shipped to Jerry Forbes but will get a text about when they arrive in real time via text.
- o The guaranteed date of delivery is November 19th
- o Jen will share an invite for fundraising committee to come and organize the chocolates – chocolate sorting will be on Nov 17th

Spirit of Hope Event

- o It was quiet with most people from the Church itself, could have been a bigger event
- o Was able to give out a few WECAN flyers

Blaze Pizza

- o Did not receive an update nor funds into our account yet

Fresno Bros

- Another way to expand our outreach without needing WECAN's connections
- Can help us get foot traffic
- Would be a collab (need to confirm more details)
- Similar to Blaze Pizza event but do not need to know about the event beforehand, anyone can just drop by
- Hopefully we can collaborate with their Outside BBQ grill sometime in spring

Donors

- Jen will contact Dr. Omar Mohamed if he is interested in WECAN
- His electoral platform had similar values to WECAN but on a larger scale

Next Meeting

- Hopefully have an update regarding Blaze Pizza and Purdys Chocolate to see our outreach and profit margin
- Continue to send out donor letters

Fundraising Committee Meeting Minutes 11/18/2025

Present: Jessica, Jen, Keith, Eliza, Christine, Rawaan

Events

- Purdey's Chocolate
 - o Rawaan, Jen, and Eliza organized the chocolates
 - o Most of the people who placed an order have scheduled a time
 - o Jessica: Preferably ask customers to pick up next week because we are busy with the depots this week
 - o Eliza: Send pick up information to Alyssa and Joseph
 - o Made \$417.88 in profits
 - o Most of the orders were from board members but there was one who was not a member, one from one of the board's connections and one member
 - o May have had more sales if we posted instructions on how to order earlier
 - o Christmas Purdey's was successful, and should look into doing it again
- Blaze Pizza
 - o Got back from them and raised \$308 and \$77 in profit
- Ideas for next events
 - o Purdey's chocolate for Valentine and/or Easter → Purdey's does not do Valentine so perhaps we can do Easter
 - If we do Purdey's again, we can reuse marketing materials
 - o Friesen Bros BBQ → Company provides the product, high traffic site
 - o Going door to door selling nuts- Agreed to NOT do this
 - Lots of work with little pay out

Grants

- Peter Gilgin grant was submitted earlier this month, to cover bookkeeping, audits, insurance
 - o Have not done this grant before
 - o They are interested in organizations that tackle food insecurity

- Did not get the spring grant for communications, have applied to another one and Jen will keep Eliza and Jessica up to date
- CIOG report to be completed this week. CIP report to be initiated.

Casino

- Jen is working on Casino, just ironing out the details but so far it is good

Donation Letters

- No update

Summer Student Job Fundraising Tasks

- Have them match which programs will match donations
- Have them do grant applications
- Have them come up with fundraising events
- Have them implement what they come up with for fundraising events
- Can have them join one of the fundraising meetings to get an idea and to present them (guest speaker)
- Ask them if they can use their own connections to extend our outreach

UofA Students Working with Alyssa

- Jen: ask the students if they are interested in joining our December meeting to present their ideas

January 2026 Fundraising Committee

1. Casino- February 12 and 13. Still looking for chip runners. The social media posts have attracted three volunteers. Another request went out in the newsletter, and more social media posts planned. Will discuss at board meeting.
2. Grants:
 - a. CIOG- Submitted! Awaiting response. Amount provided varies, but the funds are not attached to any particular ask, and can be used where needed.
 - b. Suncor- Sponsorship request for three events (volunteer appreciation, AGM, and strategic planning) submitted.
 - c. CIP- Christine to work on report. Will see if WECAN has a “Front Office” account to submit report on.
 - d. Edmonton Oilers- Gemma is working on application- aiming for second application window. Looking for this to cover additional staffing hours.
3. Donations- Two larger donations received in February. Eliza has a thank you card designed for same. She will send PDFs of it to the office staff to use.
4. Sponsorships- Courtney has designed a draft proposal to use for looking for sponsors for freezers or warehouse space. Unable to review today as Jen’s computer is not working. Gemma is working with depots to identify who needs a freezer, so more details on what WECAN is looking for will be available next month.
5. Events- Fall 2025 events were successful with Blaze Pizza and Purdy’s Chocolates. Purdy’s has another spring/Easter event. To get orders distributed for Distribution Day prior to Easter, orders will need to be in by March 3. Will run campaign through February. Jessica and Eliza to take lead. For later spring/early summer, Jen to look into Friesen Bros BBQ event and will bring more details at next meeting.

Grant Committee Meeting Minutes 03/12/2026

- CIP grant was completed, have not received a response yet
 - o Dana – look into when we can reapply on the portal

Oilers Grant

- Gemma is working on the Oilers grant for more staffing hours
- Gemma –submit grant by end of next week

Oil Grant???

- Purpose of grant: operational funds (was asked for operational funds before)
- Gave us \$20,000 once or twice before
- Five years ago, Christine emailed someone on the committee and the second time we contacted them they mentioned that a lot of their efforts are now focused on the Ukraine war, but it was a while ago, so it may be worth asking again
- Christine - look through paper files to see if she can find more context on the grant
- We've sent in a request to one of our oil companies for the AGM and volunteer appreciation party
- Christine - look into one of our old oil company sponsors (Union 52) if they are interested in donating again
- Christine – look into how we can manage our donor relationships

Sobey's Grant (worth: \$10,000)

- Have not heard back from Sobey's grant since we submitted it in January
- Latitia – follow up in two weeks via email if there is still no update

Stollery Hospital Grant

- Stollery hospital grant
- Gave us money at the end of COVID
- Best if we write a proposal so we can talk to the executive director – Gemma
- Grants can range in funds from tens to hundreds of thousands of dollars

Sherwood Park Endowment Fund

- New endowment fund is being created in Sherwood Park- worth checking out and talking to Strathcona about WECAN
- info session on Monday March 23 from 6-7:30 pm, invite sent to Jen and Gemma
- Jen – might be able to go but cannot commit yet

MISC

- Dana - Make a folder in the Fundraising Committee for grants
- Have not heard from Peters grant nor Canada summer jobs
- BMO grant was declined

WECAN Food Basket Society

Fundraising & Grants Committee Meeting Minutes

Date: July 14, 2026

Time: 6:00 p.m. – 7:00 p.m.

Location: Virtual Meeting

Chair: Courtney Gouthro

Attendance

Present

- Courtney Gouthro (Chair)
- Carol Reid
- Jessica Odyjewski
- Eliza Odyjewski
- Rebecca "Elsie" Osei
- Laetitia Satam
- Joseph Flesch (Program Manager)

Regrets

- Dana Davies
- Grace Tshinyembe
- Keith Kasha
- Rawaan Ibrahim

1. Welcome

Courtney called the meeting to order at 6:04 p.m. and welcomed everyone.

As all attendees were already familiar with one another, introductions were not required.

The Chair reviewed the agenda and outlined the objectives for the evening.

A question was raised regarding whether WECAN would be establishing a separate Special Events Committee.

The Chair advised that all fundraising events and special event initiatives currently fall within the mandate of the Fundraising & Grants Committee. As such, a separate Special Events Committee will not be established at this time.

2. Committee Mandate & Role Review

The Committee reviewed the Fundraising & Grants Committee Mandate and Role as approved by the Board of Directors.

Carol requested a copy of the committee mandate. Courtney advised that the mandate forms part of the Board Committee Manual and would ensure it was shared following the meeting.

Discussion included:

- the purpose of the committee;
- committee responsibilities;
- the importance of diversifying WECAN's funding sources; and
- the need to build sustainable fundraising programs.

The Chair clarified that the Community Initiatives Program (CIP) grant has been permanently discontinued by the Government of Alberta. WECAN did not lose funding because of an unsuccessful application; rather, the provincial funding program itself is no longer available. As a result, replacing this revenue through diversified fundraising efforts is a key priority for the organization.

3. Current Financial Context

Courtney provided an overview of WECAN's current funding model and discussed opportunities to strengthen donor stewardship.

The Committee discussed the concept of a donor lifecycle and the need to develop a consistent donor experience from the first point of contact through long-term engagement.

Examples discussed included:

- acknowledging donor contributions;
- providing impact reports to major donors;
- identifying opportunities to further engage passionate individual donors;
- creating volunteer opportunities for corporate partners;
- developing sponsorship tiers with meaningful engagement opportunities; and
- ensuring every donor receives a consistent and positive experience regardless of the size of their contribution.

The Chair emphasized that fundraising extends beyond receiving donations and issuing tax receipts. Long-term relationships are essential to creating sustainable funding.

Action Item

All Committee Members

- Develop ideas for what WECAN's donor lifecycle and stewardship model should look like and bring recommendations to the next committee meeting.

The Chair reminded members that the Board is currently leading a separate fundraising initiative to fund the organization's financial audit. As this initiative is limited to Board members at this time, updates will continue to be provided through Board meetings rather than through this committee.

Discussion

A question was raised regarding whether WECAN currently tracks metrics such as average donation amounts.

The Chair advised that donation information can be extracted from QuickBooks for donors requesting charitable tax receipts. However, this information has not historically been analyzed. It was also noted that some donors have chosen to

remain anonymous or declined tax receipts, making complete historical analysis more difficult.

4. Current Fundraising Initiatives

Grant Update

The Committee received an update on current grant applications.

Stollery Children's Hospital Foundation

- Deadline: July 31, 2026.
- A meeting has been scheduled with the Executive Director on July 23 to confirm eligibility.
- Following the meeting, WECAN will either proceed with the application or be advised that the organization is ineligible.

Other Grant Updates

Grant	Status
Edmonton Community Foundation (ECF)	Updating application with revised support letters and quotations.
Edmonton Oilers Community Foundation (EOCF)	Application unsuccessful. Funding cycle has changed from quarterly to semi-annual.
Westlock Community Foundation (WCF)	Funding received on behalf of the Westlock depot.
CIP Operating Development Component (ODC)	Submitted June 15, 2026. One of the remaining provincial funding opportunities available following the discontinuation of CIP.
Lululemon	Ineligible due to lack of audited financial statements.
Safeway Community Action Fund	Submitted.
Service Canada	Submitted (deadline July 14). Funding decisions

Grant	Status
	expected February 2027.
Servus Credit Union	Submitted June 18, 2026.
Sobeys Community Action Fund	Submitted.
Stollery Children's Hospital Foundation	Pending eligibility meeting.
Union 52	Funding received.
Walmart	Submitted April 2, 2026.

Benevity & SkipTheDepot

The Committee received an update that WECAN has been approved as a charitable organization on the **Benevity** platform.

Committee members requested that documentation confirming WECAN's approval be retained for organizational records.

The Chair advised that the application and approval process was completed entirely through Benevity's online portal and no formal approval letter or agreement was provided.

Similarly, WECAN's participation in **SkipTheDepot** was confirmed through email rather than a formal agreement.

Action Items

- Courtney will save the Benevity approval confirmation as a PDF and file it within the Fundraising records.
- Karlee will save the SkipTheDepot approval email as a PDF and file it within the Fundraising records.

The Committee also discussed the importance of promoting WECAN's participation on Benevity and SkipTheDepot.

It was noted that WECAN is not able to distinguish or market itself directly through the Benevity platform. Instead, awareness must be generated through WECAN's own communications and community engagement efforts.

Action Items

- Communications Committee to update the WECAN website to include Benevity and SkipTheDepot as donation options.
- Communications Committee to prepare social media posts promoting both platforms.
- Include Benevity and SkipTheDepot in an upcoming WECAN newsletter.

Motion

Motion: To establish a Grants Subcommittee responsible for grant research, preparation, tracking and reporting.

Moved by: Carol Reid

Seconded by: Eliza Odyjewski

Motion Carried Unanimously

Grants Subcommittee

Members currently expressing interest include:

- Dana Davies
- Carol Reid
- One potential new volunteer (pending confirmation)

Courtney advised that, while she will continue reviewing and approving all grant applications in her role as Board Chair and will attend Grants Subcommittee meetings whenever possible, the Grants Subcommittee will appoint its own Chair (or Co-Chairs) to coordinate the committee's work.

During discussion regarding the potential new volunteer, a question was raised about why the Human Resources Committee is no longer conducting interviews for all committee volunteers.

The Chair clarified that:

- In September 2025, the Board of Directors passed a motion allowing Board committees to recruit volunteers with specific skills or expertise relevant to their work. Provided the committee approves the volunteer and the individual completes WECAN's standard volunteer onboarding process, an interview through the Human Resources Committee is not required.
- The Board also recognizes that some volunteers may wish to contribute to a specific project or initiative without attending regular committee meetings. Whether this arrangement is appropriate is at the discretion of the respective Committee Chair and committee members. The Committee Chair is responsible for determining how the volunteer's work will be managed and ensuring it supports the committee's objectives.

The Committee acknowledged the clarification.

Action Items

- Courtney will circulate an invitation to the full Fundraising & Grants Committee inviting additional members to participate on the Grants Subcommittee.
- Members wishing to join are asked to respond by Friday.
- Once membership is finalized, the Grants Subcommittee will appoint its Chair (or Co-Chairs) and establish a regular meeting schedule.
- The Grants Subcommittee will provide monthly updates to the Fundraising & Grants Committee.
- Courtney will continue to review and approve all grant applications prior to submission in her capacity as Board Chair.

5. Fundraising Strategy Discussion

The Committee discussed future fundraising opportunities and the importance of establishing sustainable annual fundraising activities.

Action Item

All Committee Members

- Bring fundraising ideas and proposals to the next committee meeting.

The Chair noted that an ideal fundraising calendar would include fundraising initiatives throughout the year, ideally on a quarterly basis, to create sustainable revenue while balancing volunteer workload.

Ideas Discussed

- Bowling fundraiser.
- Family activity events.
- Community walk.
- Review of previous fundraising initiatives including:
 - the 2021 community walk;
 - a previous carnival, which was not financially successful; and
 - pre-COVID fundraising luncheons, which generated limited revenue.

The Committee recommended that future fundraising proposals include:

- preparation timeline;
- staffing and volunteer requirements;
- anticipated expenses;
- expected revenue;
- required resources; and
- implementation plan.

Joseph Flesch advised that staff are currently exploring a fundraising movie event for October or November. The concept is a Saturday afternoon family matinee, with proceeds supporting WECAN.

Community Partnership Opportunity

Laetitia advised that she will investigate a potential partnership with a yoga studio in Sherwood Park that donates proceeds from Friday afternoon hot yoga classes to charitable organizations.

Action Item

Laetitia

- Contact the studio regarding a potential partnership.
- If successful, obtain the organization's logo and promotional information so Communications can assist with marketing the event.

Depot Sponsorships & Equipment Donations

Joseph advised that several depot locations require additional freezers and asked about the process for accepting donated equipment.

The Committee discussed:

- when donation request letters should be used;
- charitable donation receipts for donated equipment;
- food safety requirements; and
- insurance considerations.

Action Items

Finance & Audit Committee (Dana)

- Confirm whether charitable donation receipts may be issued for donated equipment such as freezers.

Occupational Health & Safety Committee

- Determine whether donated appliances require inspection or verification to ensure they meet food safety and operational standards before being placed into service.

The Committee also discussed insurance considerations.

It was noted that WECAN already maintains insurance coverage for organizational assets. Any donated equipment accepted by the Society would be added to WECAN's existing insurance policy. Should equipment be damaged or destroyed through an insured event, such as fire or flooding, WECAN would submit a claim through its existing insurance policy in accordance with the organization's normal claims process.

Donation Request Letters

The Committee agreed that donation request letters should generally be used:

- when a business or organization requests formal documentation before making a donation; or
- when WECAN is proactively soliciting donations from businesses or individuals.

6. Next Meeting

The Committee agreed to establish a standing meeting schedule.

Fundraising & Grants Committee meetings will be held on the second Tuesday of each month from 6:00 p.m. to 7:00 p.m.

The next meeting will be held on Tuesday, August 11, 2026, from 6:00 p.m. to 7:00 p.m.

7. Adjournment

There being no further business, the meeting was adjourned at 7:08 p.m.

Appendix - Governance Committee Minutes and Meeting Records

The following pages reproduce the Governance Committee meeting minutes in their original source form. They are included as facsimile pages to preserve the wording, formatting, spelling, tables, and contemporaneous record of each meeting. Agendas, reports, policy handbooks, bylaws, and other working documents contained in the source folder are not represented as meeting minutes in this appendix.



WECAN Food Basket Society of Alberta
12122 68 St NW
Edmonton AB T5B 1R1

GOVERNANCE COMMITTEE MEETING

September 18, 2024 @ 5:00pm
Via Teams

Minutes

1. CALL TO ORDER

The meeting was called to order at 5:10pm

2. APPROVAL of AGENDA

Motion: That the agenda be approved as presented Moved: Courtney Seconded: Keith Motion carried

3. APPROVAL OF MINUTES

- The minutes were not recorded or reviewed

4. YEARLY CHECKLIST

a) August

- At the August Board meeting, present all committees' Terms of Reference for board acceptance
- BGC invite other board members to join the Strategic Planning Committee
- Request all committees submit their Terms of Reference to the Chair of the Board Governance Committee for review [to] ensure the annual objectives are reasonable and measurable, for presentation at the August Board Meeting.
- Create member survey (quality, food, preferences/selection, etc.)

o Action:

- Obtain feedback about level of communication and access to information
- Notification that it is coming in October and then it comes out in November
- Action – Courtney will discuss this with the food selection committee

b) September

- Strategic Planning Workshop preparations
- Strategic Plan for the year updated and sent to all board and staff
- Terms of Reference for all Committees submitted to the Board Governance Committee Chair by end of 1st week of August

5. NEW BUSINESS

a) Signing Authority Updates

- Signing authority has been updated - Jen, Raheela and Christine and the new Program Manager

b) Policy manual review

- **Action** – Keith will find the word version of each policy for committee review in tracked changes format
- The committee will take each section and review it before the next committee meeting with final changes the following and presentation to the board after that.

c) Conflict-of-Interest Policy

- **Action** – Courtney will draft the policy and send to the rest of the committee for review by Friday Sept 20th.

6. OTHER BUSINESS

- Nomination from the floor – Jen or Jyening will review the existing policy, if applicable, and ensure the nominations from the floor are also vetted similarly to others
- “20” orders from each depot. Each depot must maintain this number and if it can’t, it would be converted into a satellite depot rather than a stand-alone depot. **Action** – Courtney will discuss this further with Josh and Food Selection Committee and if needed update the depot policy.

7. NEXT MEETING: October 16, 2024

8. ADJOURN

- The meeting adjourned at 6:02pm



WECAN Food Basket Society of Alberta
12122 68 St NW
Edmonton AB T5B 1R1

GOVERNANCE COMMITTEE MEETING

October 23, 2024 @ 5:00pm
Via Teams

Minutes

1. CALL TO ORDER

The meeting was called to order at 5:00pm

2. APPROVAL of AGENDA

<u>Motion:</u> That the agenda be approved as presented. Moved: Jen Seconded: Mildred Ncube Motion carried.
--

3. APPROVAL OF MINUTES

<u>Motion:</u> That the minutes be approved as presented. Moved: Carol Reid Seconded: Keith Kasha Motion carried.
--

4. YEARLY CHECKLIST

- a) **August**
 - Each committee's Terms of Reference will be reviewed once the Strategic Plan is outlined.
- b) **September**
 - The Strategic Plan will be sent to the Board once it is finalized.
- c) **October 31**
 - The survey for volunteer coordinators and drivers will come from the Communications Committee

5. NEW BUSINESS

- a) Policy manual review
 - The Committee reviewed the Board Responsibilities, Board Job Description, and the Board Role Descriptions of the policy manual
- b) Motions to be presented to the Board – this will be dealt with when we have more information

6. OTHER BUSINESS – there was nothing to add

7. NEXT MEETING: November 20, 2024

8. ADJOURN

The meeting adjourned at 6:00pm



WECAN Food Basket Society of Alberta
12122 68 St NW
Edmonton AB T5B 1R1

GOVERNANCE COMMITTEE MEETING

November 20, 2024 @ 5:00pm
Via Teams

Minutes

1. CALL TO ORDER

The meeting was called to order at 5:10pm

2. APPROVAL of AGENDA

Motion:
That the agenda be approved as presented.

Moved: Jen Scherer
Seconded: Carol Reid
Motion carried.

3. APPROVAL OF MINUTES

Motion:
That the minutes be approved as presented.

Moved: Jen Scherer
Seconded: Carol Reid
Motion carried.

4. YEARLY CHECKLIST

- a) **August**
 - Each committee's Terms of Reference will be reviewed once the Strategic Plan is outlined.
- b) **September**
 - The Strategic Plan will be sent to the Board once it is finalized.

5. NEW BUSINESS

- a) Policy manual review
 - The Committee completed their review of section 1 and agreed to increasing the meetings to twice a month in order to ensure the full policy review is completed by March 2025 for presentation at the March Board meeting and then approval at the AGM in April/May.

6. OTHER BUSINESS – there was nothing to add

7. NEXT MEETING: December 11, 2024

8. ADJOURN

The meeting adjourned at 6:00pm



WECAN Food Basket Society of Alberta
12122 68 St NW
Edmonton AB T5B 1R1

GOVERNANCE COMMITTEE MEETING

February 19, 2025 @ 5:00pm
Via Teams

MINUTES

1. Call To Order

The meeting was called to order at 5:02pm

2. Approval of Agenda

Motion:

That the agenda be adopted as presented.

Moved by: Jen

Seconded by: Jyening

Motion carried.

3. Approval of Yearly Checklist

Motion:

That the yearly checklist be approved as presented.

Moved by: Jen

Seconded by: Jyening

Motion carried.

4. Bylaw Review

The committee reviewed the bylaws, recommended changes and made suggestions on where to get feedback from the Finance & Audit Committee.

Action:

The committee will finalize the review with all recommended changes at the next Governance meeting for presentation to the membership at the AGM.

5. Other Business

There was none

6. Next Meeting: March 19, 2025

7. Adjourn

2026.07.15 Governance Committee Meeting Minutes

Original meeting record - reproduced without editorial alteration.

WECAN Food Basket Society Governance Committee Meeting Minutes

Date: July 15, 2026

Time: 5:06 p.m. – 5:47 p.m.

Location: Virtual

Attendance

In Attendance

- Courtney Gouthro
- Keith Kasha
- Carol Reid

Regrets

- None

Not in Attendance

- Raina Steele

1. Welcome

Courtney Gouthro called the meeting to order at **5:06 p.m.**

Committee members welcomed one another, and Keith Kasha was formally introduced as the Governance Committee Co-Chair.

2. Committee Mandate & Role Review

The committee reviewed both the Governance Committee Mandate and the Committee Role as outlined in the agenda.

Following discussion, committee members confirmed that they had no concerns with either document and agreed that both accurately reflected the committee's purpose and responsibilities.

3. Committee Priorities

The committee discussed priorities for the coming months and reaffirmed that its immediate priority is ensuring WECAN's governance practices are compliant with the **Alberta Societies Act** and the **Alberta Societies Regulation**.

Members confirmed that the primary deliverable is the development of a standardized process for conducting Special Resolution Meetings for Board approval.

Additional Governance Items Identified

During the discussion, several additional governance priorities were identified:

- **Membership Refund Policy**
 - The committee discussed whether WECAN currently has a formal policy regarding membership fee refunds.
 - It was confirmed that no formal policy currently exists.
 - The committee agreed this should be explored and that any policy development should be completed collaboratively with the Finance & Audit Committee.
- **Membership Fees**
 - Following the implementation of the new food supplier, the committee would like to revisit WECAN's membership fee structure.
 - This discussion will be brought back to the Board of Directors at a future date.
- **Committee Membership Eligibility**
 - The committee requested clarification on whether individuals must hold an active WECAN membership in order to serve on a committee.
 - This will be researched prior to a future meeting.

4. Alberta Societies Act Review

Rather than completing a detailed legislative review during this meeting, committee members agreed to individually review the following documents prior to the next meeting:

- Alberta Societies Act
- Alberta Societies Regulation
- Sample Special Resolution documentation

Each committee member will review the material independently to develop a common understanding of the legislative requirements before collaboratively developing WECAN's internal process.

5. Special Resolution Process Development

The committee established the following work plan:

- **Prior to the July 22 meeting**
 - Committee members will review the legislative documents and sample Special Resolution package.
- **July 22 Meeting**
 - Discuss each member's understanding of the legislative requirements.
 - Begin drafting WECAN's standardized Special Resolution process.
- **July 29 Meeting**
 - Finalize the proposed process.
 - Confirm recommendations to be presented to the Board of Directors.
- **Following Board Approval**

- o Review the approved process with staff during August to ensure consistent understanding and implementation.

The committee remains on track to meet the target completion date of **September 1, 2026**.

6. Additional Governance Discussion

Board Attendance Requirements

The committee discussed the current bylaw language relating to Board attendance, which provides for the removal of a Director after missing three consecutive meetings without prior notice.

Members noted that the Board has recently scheduled several additional meetings during the summer months to address financial matters. The committee acknowledged that applying the existing provision in these circumstances could produce unintended or unfair outcomes.

Committee members agreed to reflect on potential revisions and bring recommendations to the July 22 Governance Committee meeting.

Any recommended changes will be developed in consultation with the Human Resources Committee before being brought forward for Board consideration.

Board Orientation

The committee also identified an opportunity to strengthen WECAN's Board orientation process.

Particular emphasis should be placed on providing new Directors with additional information regarding:

- the history of WECAN Food Basket Society;
- governance expectations; and
- organizational context.

This work will also be completed in collaboration with the Human Resources Committee.

Action Items

Action	Responsibility	Timeline
Review Alberta Societies Act, Regulation, and sample Special Resolution documents	All Committee Members	Prior to July 22
Research whether committee members must be active WECAN members	Governance Committee	July 22
Begin development of WECAN Special Resolution Process	Governance Committee	July 22
Finalize proposed Special Resolution Process	Governance Committee	July 29
Develop recommendations regarding Board attendance provisions	Governance Committee	July 22
Explore development of a Membership Refund Policy with Finance & Audit Committee	Governance & Finance & Audit Committees	Future Meeting
Review Board orientation process with emphasis on organizational history	Governance & HR Committees	2026 Work Plan

Next Meeting: July 22, 2026

Meeting Adjourned: 5:47 p.m.

Appendix - Strategic Planning Records

Purpose of this appendix: To preserve the strategic planning evidence relied upon in this report. The following documents are reproduced as page images so their original wording and visual presentation are retained.

Source: WECAN Food Basket Society of Alberta - Strategic Priorities 2024 (final document).



WECAN Food Basket Society of Alberta Strategic Priorities 2024

VISION
Together, we can ALL eat!
MISSION
The WECAN Food Basket Society provides families and individuals food security by giving them the opportunity to purchase nutritious food at an affordable price.
VALUES
1. Provide families and individuals with quality food at reduced prices 2. Create a network of community-based depots to provide easy access for our members. 3. Operate on the principles of co-operation, participation, and self-management. 4. Reach out to families and individuals, to help them to access our program. 5. Ensure that the administrative cost be kept to a minimum by operating through a model of simplicity and efficiency. 6. Promote and support healthy eating by working with communities to increase their capacity to access nutritious, affordable foods. 7. Build social networks and provide opportunities to enhance knowledge of healthy eating habits. 8. Every family and individual has the right to enough food to meet the nutritional needs to live a good and healthy life.

STRATEGIC PRIORITIES FOR 2024
Build a more resilient Board of Directors by strengthening board recruitment, training, and mentorship.
Diversify & sustain our funding sources and strengthen our relationship with our suppliers.
Grow our membership and our network of community-based depots by continuing to focus on outreach activities and community awareness.
Explore opportunities for extending CiviCRM technology for operational improvements with payment and food distribution and other related board activities.
Establish WECAN as a community educator on the importance of food security as a systemic issue.

OBJECTIVES AND ACTION STEPS

1. Build a more resilient Board of Directors by strengthening board recruitment, training, and mentorship.

Objective	Action Steps	Responsible Committee	Completion Date
Recruitment	Develop a spreadsheet with board positions and term expirations.		
	Begin the recruitment of new members one year before the term ends for serving board members.		
	Seek new board members with skills identified as being needed on the board.		
	Include board volunteer opportunities on the WECAN website.		
Training and mentorship	Write an onboarding checklist for new board members.		
	Provide onboarding checklist to new board members to complete with their assigned board mentor.		
	Assign an experienced board member to mentor new board member, to include one-on-one meetings and completing the onboarding checklist.		
	Develop an orientation session for all board members following their appointment at the AGM.		

2. Diversify & sustain our funding sources and strengthen our relationship with our suppliers.

Objective	Action Steps	Responsible Committee	Completion Date
Sustainable Funding	Survey five similar organizations for examples of funding structures that may be of benefit to WECAN.		
	Explore opportunities to establish a financial relationship with the Social		

	Enterprise Fund of the Edmonton Community Foundation.		
Fund Development	Research the viability, and the inherent risks, of a regular fund-raising event for WECAN, including an event with a fund-raising partner.		
	Develop a list of potential private sector sponsors, including cross-marketing opportunities, and approach possible sponsors.		
	Research the costs of hiring a professional grant-writer.		
Supplemental Suppliers	Liaise with local community gardens and farmers as potential supplementary suppliers of fresh produce.		
	Strengthen the positive relationship with current grocery supplier.		

3. Grow our membership and our network of community-based depots by continuing to focus on outreach activities and community awareness.

Objective	Action Steps	Responsible Committee	Completion Date
Outreach	Secure funding for a paid outreach coordinator position.		
	Prepare training materials to support outreach volunteers.		
Volunteer Development	Recruit outreach volunteers through website and social media.		
	Train and mentor selected volunteers.		
	Outreach coordinator to identify target audiences and relevant events.		
	Assess the effectiveness of all WECAN marketing materials & develop a plan for introducing any improvements.		
	Develop presentation guides for under-represented communities & potential members.		

4. Explore opportunities for extending CiviCRM technology for operational improvements with payments and food distribution and other related board activities.

Objective	Action Steps	Responsible Committee	Completion Date
Extend Technology			
	Price and source halal meat, pulses, tofu and locally produced produce.		
	Formalize engagement and onboarding process for all committees.		

5. Establish WECAN as a community educator on the importance of food security as a systemic issue.

Objective	Action Steps	Responsible Committee	Completion Date
Community Educator	Educate board members on the systemic issue of food security by inviting knowledgeable guest speakers to speak at board meetings.		
	Board members and staff should be encouraged to attend relevant webinars or presentations on food security and then share resources and knowledge gained with others.		
Consistent messaging	Develop a consistent message on food security for all educational presentations or advocacy work on behalf of WECAN.		
	Review vision and mission statements and revise them if required to reflect WECAN's role as a community educator.		

Source: WECAN Food Basket Society - Strategic Plan 2024-2028.



WECAN Food Basket Society Strategic Plan 2024-2028

Who We Are

The WECAN Food Basket Society Believes in Healthy Food for All.

We believe every person has the right to enough nutritious food to live a good and healthy life. WECAN is focused on accommodating people with fixed incomes who are struggling at the end of each month to provide enough healthy food for themselves and their families.

The Bulk Buying program is designed to replenish the refrigerator during the month's third week when food and funds are in short supply. Orders are prepaid so members need only go to their neighbourhood depot to pick up their order.

How We Started

After speaking with members of the communities where they worked and lived, City of Edmonton Social Workers, Cathy Vereyken and Alecia D'Elia, realized that families and individuals needed a way to ensure that fresh and nutritious food could be available near the end of the month when finances were running low.

From this small grassroots initiative started in 1993, the program has grown to include over 20 depots in Edmonton and the surrounding area, serving over 500 families today.

Who We Serve

Our members are often on a variety of pensions, disability benefit, or monthly pay periods or those with limited incomes. Food is often the necessity in household budget with the most flexibility, so a prepaid model ensures that it is one of the first monthly expenses, not the last.

20 depots are currently hosted by churches, parent link centers, tenant buildings, community leagues, and daycares throughout Edmonton and the surrounding area.

Our Strategic Plan

In October 2024, the board and staff of WECAN Food Basket met to spend a day talking about the future and purpose of WECAN. They discussed the need that WECAN fills in the Edmonton area, how WECAN can continue to meet the need of the communities in Edmonton and surrounding area and made plans for WECAN's future. This strategic plan was developed from those conversations and looks toward WECAN's future, through to 2028.

Mission, Vision, Values

Mission Statement:

WECAN Food Basket Society builds a community of volunteers that uses the power of bulk buying to provide our members with healthy food baskets once a month so that together we can all eat.

Vision Statement:

WECAN Food Basket Society believes every household should have access to enough food to meet their nutritional needs for a good and healthy life.

Values Statement:

WECAN Food Basket Society decisions are guided by the values of Respect, Community, Empowerment, Inclusivity, and Integrity.

Respect- WECAN believes every person has a worthwhile contribution to make. Membership is available to anyone, and members are valued and treated with respect and appreciation.

Community- WECAN connects with local communities to be accessible to our members. We create connections within communities to build relationships and work towards our common goal of food security.

Empowerment- WECAN supports the ability of people to take steps toward greater food security for themselves and their families.

Inclusivity- WECAN strives to make it easy for people to access healthy and nutritious food. We value the diversity of WECAN members and invite people of all cultures, abilities, and identities to participate.

Integrity- WECAN commits to doing what is right, practicing transparency and honesty, and following through on our commitment to providing healthy and nutritious food to our members.

Community

WECAN Food Basket Society has been rooted in community since its inception in 1993, when the program was developed to meet the needs of community members. Community depots allow members and volunteers to meet, connect, and form a community to make a difference in their local neighbourhood.

Outcome:

WECAN will have a network of thriving community depots where members and volunteers can meet, distribute food, and participate in their communities.

This will be done by:

- Developing depot locations throughout Edmonton to be locally accessible to the members.
- Connecting depots to their local neighbourhoods and communities through targeted, depot specific outreach.
- Increasing connections amongst volunteers by creating spaces for volunteers to connect and collaborate.

Food Security

Two key strategies form the foundation of WECAN's model to increase food security for our members- bulk buying and pre-paying. Bulk buying allows WECAN members to pool their resources and leverage their larger buying power to purchase food at warehouse prices and lower their individual grocery bills. Pre-paying allows our members to spend the funds on groceries close to the beginning of the month when resources are more abundant and receive the food near the end of the month when resources are less. This model has been operating since WECAN began in 1993 and has made a difference in the lives of WECAN members to access frozen meat and fresh produce locally in their communities for affordable prices.

Outcome:

WECAN will empower our members to increase their food security and purchasing power through leveraging the advantages of the pre-paid, group purchasing model.

This will be done by:

- Increasing the demand for bulk buying through increased membership and consistent member participation in monthly orders.
- Negotiating mutually beneficial relationships with suppliers.
- Creating communications materials that tell WECAN's story and demonstrate the value WECAN brings to the community and the impact it has for our members.

Sustainability

WECAN has been in operation for over 30 years and has been resilient through many challenges over the years, such as inflation, recession, changes in funding opportunities, and a global pandemic. Much of that resilience comes from WECAN values and a commitment to sustainability.

Outcome:

WECAN will have diverse funding streams for financial sustainability and operate the program with transparency, accountability, and integrity.

This will be done by:

- Ensuring WECAN's actions are aligned to our mission, vision, and values.
- Maintaining relationships with current funders while exploring new revenue opportunities, such as developing a donor and sponsorship program, pursuing grant opportunities, and hosting community fundraising events.
- Creating a culture of excellence for governance, human resources, and financial procedures.



WECAN Operational Plan 2024-2028

Developed with WECAN Strategic Plan 2024-2028

Note: The Operational Plan is an internal document, to be used by staff and the board to align activities with the strategic plan. It will be reviewed annually to keep the document current and responsive to the changing needs of the membership, organization, and community.

WECAN Mission:

WECAN Food Basket Society builds a community of volunteers that uses the power of bulk buying to provide our members with healthy food baskets once a month so that together we can all eat.

WECAN Vision:

The WECAN Food Basket Society believes every household should have access to enough food to meet their nutritional needs for a good and healthy life.

WECAN Values:

WECAN Food Basket Society decisions are guided by the values of Respect, Community, Empowerment, Inclusivity, and Integrity.

Respect- WECAN believes every person has a worthwhile contribution to make. Membership is available to anyone, and members are valued and treated with respect and appreciation.

Community- WECAN connects with local communities to be accessible to our members. We create connections within communities to build relationships and work towards our common goal of food security.

Empowerment- WECAN supports the ability of people to take steps toward greater food security for themselves and their families.

Inclusivity- WECAN strives to make it easy for people to access healthy and nutritious food. We value the diversity of WECAN members and invite people of all cultures, abilities, and identities to participate.

Integrity- WECAN commits to doing what is right, practicing transparency and honesty, and following through on our commitment to providing healthy and nutritious food to our members.

Key Performance Indicators

Year	Number of Members
2023	1,293
2024	1,087
2025	1,523
2026	
2027	
2028	

Year	Number of Depots
2023	21
2024	19
2025	22
2026	
2027	
2028	

Year	Yearly Savings Low and High (Based on one produce basket and one meat basket per month)
2023	Low – \$122.76 High – \$312.96
2024	Low - \$123.81 High - \$306.13
2025	Low - \$161.49 High - \$379.02
2026	
2027	
2028	

Year	Revenue from Grants
2023	\$64,801
2024	\$13,205
2025	\$52,218
2026	
2027	
2028	

Year	Revenue from Non-Grant Sources
2023	\$25,939.55
2024	\$4,163.95
2025	
2026	
2027	
2028	

Year	Number of Volunteers
2023	115
2024	111
2025	119
2026	
2027	
2028	

Outcome 1: Community

WECAN will have a network of thriving community depots where members and volunteers can meet, distribute food, and participate in their communities.

Strategy: Developing depot locations throughout Edmonton to be locally accessible to the members.			
Task	Responsibility	Timeline	Status
Develop communications plan addressing needs of members and prospective members	Communications Committee	June 2025	
Update communications material: brochures	Communications Committee	June 2025	Complete
Develop/review information package for prospective depot coordinators	Program Manager	June 2025	Complete
Develop communications and outreach plans for depot development in areas without depots	Program Manager; Communications Committee	June 2026	
Develop relationships with community agencies in south and northeast Edmonton	Program Manager	June 2027	

Open new depots in communities without a WECAN depot	Program Manager	June 2027	
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Strategy: Connecting depots to their local neighbourhoods and communities through targeted, depot specific outreach.

Task	Responsibility	Timeline	Status
Develop volunteer force to promote WECAN in community at booths and community events	HR Committee	June 2026	
Collaborate with depot coordinators to develop ideas for local neighborhood outreach (schools, nonprofits, community leagues) and develop depot specific communications plans	Program Manager and Administrator	June 2026	
Update depot manual to ensure accuracy and accessibility	Program Manager	June 2025	Complete
Review and update orientation program for new depots	Program Manager and Administrator	June 2025	

Strategy: Increasing connections amongst volunteers by creating spaces for volunteers to connect and collaborate.

Task	Responsibility	Timeline	Status
Canvas depot coordinators to confirm need for digital forum and establish preference for which application to use	Program Manager	June 2025	Complete
Establish digital forum for depot coordinators	Program Manager	June 2025	Complete
Facilitate engagement with digital forum through moderation and program updates	Program Manager	Ongoing post launch	

Outcome 2: Food Security

WECAN will empower our members to increase their food security and purchasing power through leveraging the advantages of the pre-paid, group purchasing model.

Strategy: Increasing the demand for bulk buying through increased membership and increased member participation in monthly orders.			
Task	Responsibility	Timeline	Status
Maintain website and increase accessibility of website	Administrator	June 2025	
Identify causes for inconsistent member orders through member engagement, surveys, and consulting with depot coordinators	Board and Program Manager	June 2026	
Implement order reminders through multiple channels, including email and social media	Administrator and Communications Committee	June 2025	Complete
Represent WECAN at community events on a monthly basis to engage with possible members, volunteers, or donors	Board	June 2026	
Explore options to transition small depots to satellite depots	Program Manager, Board	June 2027	

Strategy: Negotiating mutually beneficial relationships with suppliers.			
Task	Responsibility	Timeline	Status
Implement regular meetings with TGP to increase communication	Program Manager	June 2025	Complete
Gather comparison data on prices WECAN could have from other	Program Manager and	June 2026	

suppliers	Administrator		
Complete annual membership surveys on order preferences	Program Manager	June 2025	Complete

Strategy: -Creating communications materials that tell WECAN's story and demonstrate the value WECAN brings to the community and the impact it has for our members.

Task	Responsibility	Timeline	Status
Develop boilerplate explaining WECAN's value supporting food security in the Edmonton area.	Communications Committee	June 2025	
Update WECAN communications materials to emphasize the value of bulk buying.	Communications Committee	June 2026	
Implement newsletter update to include year to date savings on orders	Administrator	June 2025	Complete

Outcome 3: Sustainability

WECAN will have diverse funding streams for financial sustainability and operate the program with transparency, accountability, and integrity.

Strategy: Ensuring WECAN's actions are aligned to mission, vision, and values.			
Task	Responsibility	Timeline	Status
Approve updated mission, vision, and values at AGM	Board	June 2025	Complete
Review policies and procedures to ensure they are aligned with mission, vision, and values	Governance Committee	June 2026	
Develop Justice Equity Diversity Inclusion statement and plan	Board	June 2026	

Strategy: Maintaining relationships with current funders while exploring new revenue opportunities, such as developing a donor and sponsorship program, pursuing grant opportunities, and hosting community fundraising events.			
Task	Responsibility	Timeline	Status
Develop schedule for applications and reporting of grants WECAN currently utilizes	Fundraising Committee and Administrator	June 2025	
Research and apply for grants regularly and track grant applications and results.	Fundraising Committee	Ongoing	
Develop a strong donor program, with the goal of increasing donations to WECAN year over year.	Fundraising Committee	June 2026	
Develop a corporate sponsorship program, with the goal of increasing sponsorships year over year	Fundraising Committee	June 2026	

Develop two major annual fundraising events per year, with the goal of increasing event profits year over year	Fundraising Committee	June 2028	
Explore options for funding increased (up to full time) hours for program manager and administrator	Fundraising Committee	June 2028	

Strategy: Creating a culture of excellence for governance, human resources, and financial procedures.

Task	Responsibility	Timeline	Status
Cross train knowledge of procedures between program manager and administrator	Program Manager and Administrator	June 2025	Complete
Document knowledge by developing procedures manual	Program Manager, Administrator, Governance Committee	June 2026	
Establish a knowledgeable Finance and Audit Committee, which will review current Finance and Audit policies and procedures, and make recommendations to the Board and Membership	Board	June 2025	Complete
Build a board skills matrix and develop or recruit board members with relevant expertise to contribute knowledge and skills to the betterment of WECAN	Governance and HR Committees	June 2025	Complete
Review Human Resources policies and procedures to ensure best practices	Human Resources Committee	June 2026	
Review and document WECAN's knowledge management systems	Board	June 2026	



Simplify systems and processes	Program Manager, Board	Ongoing	
Complete annual review of policies	Governance Committee	Ongoing	
Develop Occupational Health and Safety Program	Administrator and Board	June 2026	

Strategic Planning 2024 - Themed Notes

Source: WECAN Strategic Planning 2024 themed working notes. Included because these notes document identified strengths, weaknesses, opportunities, threats, and proposed responses that informed the final Strategic Plan.

Strategic Planning 2024

Mission/Vision/Values

Mission Statement

Current: WECAN Food Basket Society provides the opportunity to purchase nutritious food at an affordable price.

Prior Mission Statement:

The Wecan Food Basket Society provides families and individuals food security by giving them the opportunity to purchase nutritious food at an affordable price.

Our aim is to promote and support healthy eating by working with communities to increase their capacity to access nutritious, affordable foods, build social and resource networks and provide opportunities to enhance knowledge of healthy eating skills.

Feedback on current mission statement:

- Leaves out HOW we provide the opportunity (which we do through bulk buying, not self-selected food)
- Leaves out types of food (meat and produce), we don't do non-perishable food
- Leaves out idea of community, grassroots, and depots- food brings us together
- Leaves out target audience (anybody? Low income?)

Vision Statement

Current: Together, we can ALL eat!

Prior Vision Statement:

The Wecan Food Basket Society believes every family and individual has the right to enough food to meet the nutritional needs to have a good and healthy life.

Feedback on current vision statement:

- Current one is short & sweet
- Like that together indicates community focus
- Level of food insecurity aligns with monetary challenges
- Should indicate access to healthy food
- Maybe "Together we can all eat nutritious food"
- Maybe "Together we can all support to provide access to nutritional food"

Values Statement

Reason for having organizational values:

- Common understanding how everyone at WECAN treats each other- staff, board, volunteers, members

Ad-Hoc Group for working on organizational values: Kieth, Jessica, Eliza, Christine, Carol, Jen

Values Brainstorming:

- Inclusivity- 7; Community- 3; Cooperation- 2; Teamwork- 1
- Flexibility- 5
- Empowerment- 5; Dignity- 2; Participation- 2; Democratic; Self-involvement
- Transparency- 4; Integrity- 6; Honesty- 1; Responsible
- Frugal
- Simplicity

SWOT Analysis

Strengths

- Longevity and reliability- been in community for 30+ years with consistent orders provided every month
- Answers community need for basic and affordable food which can be used by people without expensive ingredients or extensive preparation needs
- Commitment of members and volunteers, resulting in self-sustained membership run depots where members are treated with dignity
- Ongoing commitment to food safety standards
- Many different methods of communication with members and the community available- website, newsletters, social media, networking

Weaknesses

- Finance and Audit and Governance compliance and missing policies
- Brand Awareness- many people unaware of WECAN
- Portions of organization rely heavily on a single person, making us vulnerable to burnout and staff/volunteer turnover
- Board orientation and understanding, gaps in knowledge on the board
- Lack of institutional knowledge and information translation systems and challenging to find information that we do have
- Retention of members and inconsistent order numbers
- Depot Support

Opportunities

- Awareness of food insecurity is growing, making more grants and possible partnerships available
- Edmonton is multicultural city with strong sense of community (example, community leagues, schools, seniors organizations, parent support groups, churches, post secondary institutions, dietitians, grocery stores, nonprofit organizations)

Threats

- Inflation increases the food prices for both ourselves and our members, leading to limited buying power for both us and our members.
- Cybersecurity can impact the reliability of our website and our suppliers ordering system
- Climate change has a negative impact on food production, leading to higher food prices.

- Changing politics and increase of far right beliefs could limit government granting and funding opportunities.
- Casinos going from in person to online impacts casino grant funds as more gambling revenue is diverted away from nonprofit organization
- The growing impact of food security could lead to massive increase in demand for orders which WECAN would have trouble meeting with our limited staffing resources

Strategic Priorities

Depot Support- Concerned with low order numbers from some of the depots and maintaining enough volunteers at the depots for them to be viable

Ideas:

- Support depots with targeted community outreach in local neighborhoods such as schools, nonprofits, community leagues and newsletters
- Establish a digital forum where depot coordinators can network and offer support to each other
- Communications materials updated such as brochures, volunteer call outs, and depot specific advertising materials
- Support depot coordinators through in person training and updated and easy to use depot manuals and policies
- Implement transitions to satellite depots for depots that remain under 20 orders per month after a period of intensive outreach support

Fundraising- Concerned to fill funds for year that CIP grant does not fill and to support organizational growth

Ideas:

- Corporate sponsorships
- Connect with foundations and grants we have not explored yet
- Develop a donor program
- Event Ideas: Cooking classes, corporate fundraisers (such as Blaze, Purdy's, World's Finest Chocolate)

Knowledge Transfer- Concerned to support orienting new staff and volunteers as well as organizing information we have access to and documenting knowledge of existing staff and volunteers.

Ideas:

- Simplify and streamline systems and processes (example: stop using Notion, simplify Sharepoint)
- Document knowledge by reviewing depot and policy manuals and developing operational manual for staff.
- Have process in place to regularly update manuals (example, review schedule, system navigator)
- Develop cross training practices between staff members and between board members.
- Find ways to further automate the work.
- Document flow of knowledge (who receives access to what information)
- Review organizational chart

Membership Growth

- Increase brand recognition by developing boilerplate and communications plan which explains WECAN's value proposition in food security in the Edmonton area
- Develop list of volunteers willing to attend community events and operate booths
- Survey members who are not ordering baskets to identify gaps
- Ensure website is easy to navigate
- Increase communication on savings over time (such as newsletter showing year to date savings)
- Grow in communities without local depots (such as southside)