

**1.0 CALL TO ORDER****2.0 APPROVAL OF AGENDA****3.0 MINUTES****3.1 REGULAR MEETING HELD APRIL 4, 2023**[Schedule A](#)**4.0 ACTION ITEMS:****4.1 SUBDIVISION APPLICATION – MUNICIPAL PLANNING FILE 22-R-558  
LOT 1 BLOCK 1 PLAN 1022082 WITHIN NW 18-57-2-W5 (RTD PROPERTY  
DEVELOPMENTS)**

Administration recommends that Council approve subdivision application 22-R-558 proposing to create 11 Residential Recreation parcels out of Lot 1 Block 1 Plan 1022082 within NW 18-57-2-5 with the conditions as presented.

[Schedule B](#)**4.2 ENCROACHMENT AGREEMENT – SCHULTZ – PLAN 4589NY LOT 1**

Administration recommends that Council directs the Reeve and County Manager to sign an encroachment agreement with Stanley & Faye Schultz for the site identified within the Government road allowance west of and adjacent to Plan 4589NY Lot 1.

[Schedule C](#)**4.3 COMMUNITY GRANT – STREET FESTIVAL**

Administration recommends that Council approves the application from Barrhead Street Festival committee for \$2,500 under the Community Grants Policy to assist with the Barrhead Street Festival event.

[Schedule D](#)**4.4 COMMUNITY GRANT – BARRHEAD GOLF COURSE**

Administration recommends that Council denies the application from Barrhead Golf & Recreation Area Society for a donation of \$2,500 under the Community Grants Policy to assist with painting of lines in the parking lot as the parking lot is not a structure and therefore not an eligible project.

[Schedule E](#)**4.5 DECLARATION – NATIONAL NURSING WEEK 2023**

Administration recommends that Council declares May 8-14, 2023 as National Nursing Week in the County of Barrhead.

[Schedule F](#)**4.6 UNIT 312 & UNIT 313 CATERPILLAR 627G MOTOR SCRAPER DISPERSALS**

Administration recommends that Council directs Administration to disperse Unit 312 and Unit 313 to Michener Allen Auctioneering Ltd. for the total price of \$750,000 and make the units available for immediate possession upon receipt of payment with any monies over \$820,000 received at the auction to be split 90/10 in favour of the County of Barrhead.

[Schedule G](#)

**5.0 REPORTS****5.1 COUNTY MANAGER REPORT**

Administration recommends that Council accept the County Manager's report for information.

[Schedule H](#)

- Unpaid Oil and Gas Property Taxes

[Schedule I](#)

- Upcoming new Alberta codes editions

[Schedule J](#)**5.2 DIRECTOR OF CORPORATE SERVICES**

Administration recommends that Council accept the Director of Corporate Service's report for information.

- Amended Cash, Investments, & Taxes Receivable as of February 28, 2023

[Schedule K](#)**5.3 PUBLIC WORKS REPORT****(10:00 a.m.)**

Administration recommends that Council accept the Director of Infrastructure's report for information.

[Schedule L](#)**5.4 COUNCILLOR REPORTS****6.0 INFORMATION ITEMS:****6.1 RMA Committee on Quasi-Judicial Agencies**[Schedule M](#)**6.2 Letter from Town of Tofield to Minister of Environment Re: Exemption of Newspaper from EPR Program Revisions – dated April 12, 2023**[Schedule N](#)**6.3 AD-004 Compassionate Gift Policy – approved April 4, 2023**[Schedule O](#)**6.4 Letter from Alberta Recreation and Parks Assn Re: Leadership and Excellence Awards – dated April 12, 2023**[Schedule P](#)**6.5 Minutes****6.5.1 CFYE Minutes – February 16, 2023**[Schedule Q](#)**6.5.2 CFYE Minutes – March 23, 2023**[Schedule R](#)**6.5.3 Misty Ridge Ski Hill Minutes – March 15, 2023**[Schedule S](#)

**7.0 DELEGATIONS**

**7.1 11:00 a.m. AWC Presentation - Pembina River Watershed**

**7.2 11:30 a.m. Michelle Jones, CFYE – Annual Report**

[Schedule T](#)

**8.0 ADJOURNMENT**

**REGULAR MEETING OF COUNCIL - HELD APRIL 4, 2023**

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Regular Meeting of the Council of the County of Barrhead No. 11 held April 4, 2023 was called to order by Reeve Drozd at 9:01 a.m.

**PRESENT**

Reeve Doug Drozd  
Deputy Reeve Marvin Schatz  
Councillor Ron Kleinfeldt  
Councillor Paul Properzi  
Councillor Walter Preugschas

**THESE MINUTES ARE  
UNOFFICIAL AS THEY  
HAVE NOT BEEN  
APPROVED BY THE  
COUNCIL.**

**ABSENT**

Councillor Jared Stoik  
Councillor Bill Lane

**STAFF**

Debbie Oyarzun, County Manager  
Lindsay Ellwein, Municipal Clerk  
Jenny Bruns, Development Officer  
Tara Troock, Development Clerk  
Ken Hove, Director of Infrastructure  
Tamara Molzahn,  
Director of Corporate Services

**ATTENDEES**

Barry Kerton - Town and Country Newspaper  
Glen Van Dijken - MLA  
Karen Gariepy – Barrhead FCSS (Delegation)  
Trisha Enman – Barrhead FCSS (Delegation)  
Sgt Bob Dodds – Barrhead RCMP Detachment (Delegation)  
Brad Lussier, CPA – Greilach Lussier LLP (Delegation)

**APPROVAL OF AGENDA**

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2023-093 Moved by Deputy Reeve Schatz that the agenda be approved as presented.  
Carried Unanimously.

**MINUTES OF REGULAR MEETING HELD MARCH 7, 2023**

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2023-094 Moved by Councillor Preugschas that the minutes of the Regular Meeting of Council held March 7, 2023 be approved as circulated.  
Carried Unanimously.

**SUBDIVISION APPLICATION – MUNICIPAL PLANNING FILE 23-R-645  
LOT 1 PLAN 9622932 WITHIN NE 22-57-1-W5 (IONITA)**

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2023-095 Moved by Deputy Reeve Schatz that Council approve subdivision application 23-R-645 proposing to create a 1.62 ha (4.0 acre) parcel out of Lot 1 Plan 9622932 within NE 22-57-1-W5 with the conditions as presented.  
Carried Unanimously.

**REQUEST TO UPGRADE UNDEVELOPED ROAD ALLOWANCE – SE 26-59-6-W5**

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2023-096 Moved by Councillor Properzi that Council deny the request to upgrade a currently undeveloped road allowance to SE 26-59-6-W5 for recreational use only.  
Carried Unanimously.

Jenny Bruns and Tara Troock departed the meeting at 9:26 a.m.

**REGULAR MEETING OF COUNCIL - HELD APRIL 4, 2023**

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**2023 CAPITAL PURCHASE - QUOTATION FOR WASHBAY STEAMER PRESSURE WASHER**

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- 2023-097 Moved by Deputy Reeve Schatz that Council approve the purchase of a steamer pressure washer (as per specifications) from Water Blast Manufacturing LP at a purchase price of \$18,245.81 plus GST and to reflect the changes in the 2023 Capital budget.

Carried Unanimously.

**2023 LANDFILL TRACK LOADER REPLACEMENT**

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- 2023-098 Moved by Councillor Preugschas that Council directs Administration to cost share (50:50) with Town of Barrhead the purchase of a 2023 John Deere 755K Landfill Track Loader, with Landfill package and 5-year/5,000-hour warranty coverage at a total cost of \$608,000 plus GST from Brandt Tractor Ltd. as per the quotation provided, and as per the 2023 Waste Management Capital Plan, and to take delivery in 2023.

Carried Unanimously.

**UNIT 306 CATERPILLAR D6T DOZER DISPERSAL**

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- 2023-099 Moved by Deputy Reeve Schatz that Council directs Administration to disperse Unit 306 to Ritchie Bros Auctioneers (Canada) Ltd. for the price of \$375,000 plus GST and make the unit available for immediate possession upon receipt of payment.

Carried Unanimously.

**PUBLIC WORKS REPORT**

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Ken Hove, Director of Infrastructure, reviewed the written report for Public Works and Utilities and answered questions from Council.

- 2023-100 Moved by Deputy Reeve Schatz that the report from the Public Works Manager be received for information.

Carried Unanimously.

MLA Van Dijken entered the meeting at 9:52 a.m.

Ken Hove left the meeting at 10:05 a.m.

**RECESS**

Reeve Drozd recessed the meeting at 10:05 a.m.

Reeve Drozd reconvened the meeting at 10:16 a.m.

**DELEGATION – MLA GLEN VAN DIJKEN**

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MLA van Dijken provided an overview of the recent activities of the Provincial Government including Budget 2023 updates and discussed a variety of rural topics with Council.

Council thanked MLA van Dijken for joining them to discuss rural issues.

- 2023-101 Moved by Councillor Preugschas to accept the presentation by MLA van Dijken as information.

Carried Unanimously.

**DELEGATION – FCSS**

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Karen Gariepy, Executive Director & Trisha Enman, Community Development & Volunteer Coordinator of Barrhead FCSS met with Council and provided updates on programs and facilities for FCSS.

- 2023-102 Moved by Councillor Properzi to accept the report from FCSS representatives as information.

Carried Unanimously.

**REGULAR MEETING OF COUNCIL - HELD APRIL 4, 2023**

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Sgt Bob Dodds entered the meeting at 11:40 a.m.

Karen Gariepy & Trisha Enman left the meeting at 11:47 a.m.

**DELEGATION – BARRHEAD RCMP DETACHMENT**

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Sergeant Bob Dodds of the Barrhead RCMP Detachment, met with Council at this time being 11:47 a.m. to finalize the Acknowledgement of Consultation for the RCMP Priorities Document.

2023-103 Moved by Councillor Preugschas to authorize Reeve Drozd to sign the Acknowledgement of Consultation for the RCMP Annual Performance Plan.

Carried Unanimously.

2023-104 Moved by Deputy Reeve Schatz to move the meeting in-camera with Sergeant Dodds at 11:49 a.m. for discussion on Regional Activities under *FOIPP s. 24 - Advice from Officials*.

Carried Unanimously.

2023-105 Moved by Councillor Preugschas to move out of in-camera at 12:20 p.m.

Carried Unanimously.

**LUNCH RECESS**

Meeting recessed for lunch at 12:20 p.m.

Meeting reconvened at 1:01 p.m.

**DELEGATION – GREILACH LUSSIER LLP (AUDITOR)**

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Brad Lussier for Greilach Lussier LLP met with Council and provided them an overview of the audit of the 2022 financial records for the County of Barrhead.

2023-106 Moved by Councillor Preugschas that Council approve the 2022 audited Financial Statements as presented.

Carried Unanimously.

2023-107 Moved by Deputy Reeve Schatz that Council approve the 2022 audited Financial Information Return (FIR) as presented.

Carried Unanimously.

2023-108 Moved by Councillor Kleinfeldt that Administration publish the 2022 audited financial statements to the County website.

Carried Unanimously.

2023-109 Moved by Councillor Properzi to move in-camera with Brad Lussier from Greilach Lussier LLP at 1:38 p.m.

Carried Unanimously.

Debbie Oyarzun, Tamara Molzahn, Lindsay Ellwein and Barry Kerton exited the meeting for the in-camera session at 1:38 p.m.

2023-110 Moved by Councillor Properzi to move out of in-camera at 1:43 p.m.

Carried Unanimously.

Debbie Oyarzun, Tamara Molzahn, Lindsay Ellwein and Barry Kerton re-entered the meeting at 1:43 p.m.

Council thanked Brad Lussier from Greilach Lussier LLP for his report and he exited the meeting at 1:43 p.m.

**REGULAR MEETING OF COUNCIL - HELD APRIL 4, 2023**

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**DIRECTOR OF CORPORATE SERVICES REPORT**

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2023-111 Moved by Councillor Properzi to accept the following Director of Corporate Services reports for information:

- Cash, Investments & Taxes Receivable as of February 28, 2023
- Payments Issued for the month of February 2023
- YTD Budget Report for 2 months ending February 28, 2023
- Elected Official Remuneration Report as of February 28, 2023

Carried Unanimously.

Tamara Molzahn departed the meeting at the time of 1:54 p.m.

**FIRE INVOICE**

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2023-112 Moved by Deputy Reeve Schatz that Council denies the request to cancel or reduce Fire Invoice IVC00002618.

Carried Unanimously.

**COMPASSIONATE GIFT POLICY**

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2023-113 Moved by Councillor Preugschas to approve Policy AD-004 Compassionate Gifts to replace Policy 12.24 with amendments as shown in red italics:

Eligibility:

a) This policy applies to:

- i) current permanent part-time and full-time employees
- ii) current elected officials.
- iii) seasonal and temporary employees, when employed by the County of Barrhead*

b) This policy does not apply to:

- i) seasonal and temporary employees*
- ii) former employees
- iii) former elected officials.

Carried Unanimously.

**AGENDA INFORMATION ITEMS**

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2023-114 Moved by Deputy Reeve Schatz that the following agenda items be received as information:

- Email from Minister Horner Re: Announcing the Sustainable Canadian Agricultural Partnership – dated March 29, 2023
- Letter from Town of Barrhead to Minister Savage Re: EPR Program – dated March 21, 2023
- Letter from Sturgeon County Re: Alberta Focus at FCM – dated March 21, 2023
- FCSS Minutes –February 15, 2023
- Misty Ridge Ski Hill Minutes – February 15, 2023

Carried Unanimously.

**REGULAR MEETING OF COUNCIL - HELD APRIL 4, 2023**

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**COUNTY MANAGER REPORT**

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Debbie Oyarzun, County Manager, reviewed the 2023 Council Resolution Tracking List and provided further updates to Council on the following:

- AAIP Rural Renewal Stream Monthly Status Report
- Budget Workshop scheduled for April 19, 2023
- Driver Abstract Consent forms
- Alberta Crime Prevention Grant (\$26,685)
- Alberta Community Partnership Program, Intermunicipal Collaboration - Feasibility Study Grant (\$146,570)

- 2023-115 Moved by Councillor Properzi to accept County Manager report as information.  
Carried Unanimously.
- 2023-116 Moved by Councillor Kleinfeldt to authorize Administration to sign the Alberta Crime Prevention Grant Agreement for submission to the Minister of Public Safety & Emergency Services to be eligible to receive the funds to continue with the workplan.  
Carried Unanimously.
- 2023-117 Moved by Councillor Preugschas to authorize Administration to sign the Conditional Grant under the Intermunicipal Collaboration Component of the 2022-23 Alberta Community Partnership Program in support of the Feasibility Study to repurpose Alberta Distance Learning Centre in Barrhead as a joint civic center.  
Carried Unanimously.

**COUNCILLOR REPORTS**

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Councillor Properzi reported on his attendance at RMA Spring 2023 Convention.

Councillor Preugschas reported on his attendance at RMA Spring 2023 Convention, Provincial ASB Committee meeting, ASB Meeting, WILD operator networking meetings, Community Halls Strategy meeting and spoke at the Chamber of Commerce Meeting to showcase WILD.

Councillor Kleinfeldt attended a BARCC meeting, Community Hall Strategy meeting, Yellowhead Regional Library meeting to discuss auditor's report and RMA Spring 2023 Convention.

Deputy Reeve Schatz volunteered at the St. Albert Casino in support of Misty Ridge Ski Hill, and attended the Seed Cleaning Plant meeting, CFYE meeting, Community Hall Strategy meeting, RMA Spring 2023 Convention and Mayors & Reeves meeting.

Reeve Drozd attended Committee of the Whole to discuss CPO program, ICF prep meeting, ICF meeting with Town of Barrhead re: Safety Codes, Town Hall meeting with Municipal Affairs, National Rural Electric Coop Association (EQUUS) meeting in Nashville, BARCC Meeting, Community Hall Strategy meeting, RMA Spring 2023 Convention, Mayors & Reeves meeting, Rural Health Update with Minister Copping, and Take Back Alberta meeting.

**ADJOURNMENT**

- 2023-118 Moved by Councilor Kleinfeldt that the meeting adjourn at 3:21 p.m.  
Carried Unanimously.





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**TO: COUNCIL**

**RE: SUBDIVISION APPLICATION – LOT 1 BLOCK 1 PLAN 1022082 WITHIN NW 18-57-2-W5  
RTD PROPERTY DEVELOPMENTS, MUNICIPAL PLANNING FILE NO 22-R-558**

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**ISSUE:**

An application has been received to create 11 Residential Recreation parcels out of Lot 1 Block 1 Plan 1022082 within NW 18-57-2-W5.

**BACKGROUND:**

- Land is in the Residential Recreation District under Land Use Bylaw 5-2010 and the Lac La Nonne Intermunicipal Plan Bylaw 7-2001 between County of Barrhead, Lac Ste Anne County and Summer Village of Birch Cove.
- Land is also under the Lakeview Estates Area Structure Plan, approved under Bylaw 1-2022.
- Land is previously subdivided.
- Proposed parcels are currently vacant.

**ANALYSIS:**

- Size of the proposed parcels meet the requirements of the LUB, MDP and Area Structure Plan.
- Municipal Reserves are required and are provided for with dedication of 2 Environmental Reserve parcels and 4 Municipal Reserve Parcels.
  - Lot 15MR contains an archaeological site which requires avoidance, as identified by Alberta Culture.
  - Ownership of Lot 15 MR will be held by the County of Barrhead and will be the County's responsibility to ensure long term avoidance of the archaeological site.
  - Alberta Culture provided *Historical Resources Act* Approval for the proposed subdivision on March 20, 2023 (HRA 4835-08-0149-004).
  - A deferred reserve caveat is to be registered against the remainder parcel for the provision of the remaining Municipal Reserves approved in the future ASP stages.
- Access to proposed parcels will be from an extension to Duncan Road, via Range Road 25, and a newly dedicated internal road.
  - Road will be required to meet County local road standard.
  - A development agreement is required to ensure all development occurs in accordance with County policies.
- Public access to the lake will be provided via Lot 17MR to the Environmental Reserve adjacent to Lac La Nonne.
- Wetlands impact the proposed and remainder, however suitable building sites appear to exist. Much of the wetland areas will be included within the Environmental Reserves.

- Restrictive Covenant will be registered against the proposed lots to ensure orderly development, including the following:
  - Geotechnical reports indicate the soil is not suitable for soil-based sewage treatment system, therefore lots will have to be serviced by holding tanks or other alternative wastewater treatment system.
  - Preliminary groundwater study dated 2008 indicated the aquifer could only support an additional 6 lots, which were created in 2014. All new lots will require a cistern for hauled water.
  - A condition to limit the removal of natural vegetation on each lot, with a maximum of 75% of each lot allowed to be cleared as the building pocket.

**RECOMMENDATION FROM SUBDIVISION AUTHORITY OFFICER (Planner):**

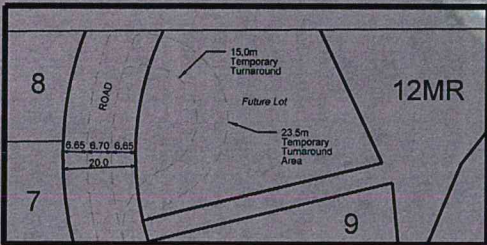
That the subdivision application be approved at this time, subject to the following conditions:

1. That prior to the registration of an instrument effecting this plan, the registered owner and/or developer enter into and comply with a Development Agreement with the County of Barrhead No. 11, pursuant to Section 655 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and Section 4.5.3(2) of the County's *Municipal Development Plan Bylaw 4-2010*, as amended, which Development Agreement shall be registered by way of caveat against the title of the proposed parcels. This Development Agreement shall, amongst other matters address, to the satisfaction of the County of Barrhead No. 11, the matter of construction of all municipal services (including construction of roads required to give access to the development, upgrades to the stormwater management facilities, and lot grading and drainage plans for each proposed lot) relating to the site to appropriate standards. This Development Agreement will include requirements to provide detailed engineering plans and security based on appropriate cost estimates for the completion of deficiencies, all to the satisfaction of the County of Barrhead No. 11. Additionally, the Development Agreement will contain the provision that no occupancy of any building on the subject site shall occur until the matters described within the Development Agreement have been constructed to the satisfaction of the County of Barrhead No. 11 or appropriate guarantees for the completion of deficiencies have been received by the County of Barrhead No. 11.
2. That prior to endorsement of an instrument affecting this plan, approaches, including culverts and crossings to the proposed parcels and to the residual of the land, be provided at the owner's and/or developer's expense and to the specifications and satisfaction of the County of Barrhead No. 11.
3. That prior to endorsement of an instrument effecting this plan, the registered owner and/or developer provide the County of Barrhead No. 11 and the Subdivision Authority Officer the detailed engineering drawings for the required upgrades to the existing stormwater management facility and copies of the approvals issued under the *Water Act*, R.S.A. 2000, c. W-3, as amended, which indicate that the upgraded stormwater management facility satisfies current *Water Act*, R.S.A. 2000, c. W-3, as amended, requirements.
4. Further, to Conditions #1 and #3, prior to endorsement of an instrument effecting this plan, the registered owner and/or developer provide the County of Barrhead No. 11 and the Subdivision Authority Officer lot grading and drainage plans for the proposed lots, which shall be consistent with the Topographic and Drainage Plan shown on Figure 7 in the *Lakeview Estates at Lac La Nonne Area Structure Plan Bylaw 1-2022*, to the satisfaction of the County of Barrhead No. 11.

5. That prior to endorsement of an instrument effecting this plan, the registered owner and/or developer prepare a restrictive covenant, which shall be registered by way of caveat against the titles of the proposed Lots 1-11, inclusive. This restrictive covenant shall contain, amongst other things:
  - a. *Geotechnical Site Investigation* (dated 20 October 2008) undertaken in respect to the subject site by Hagstrom Geotechnical Services Ltd. be registered against the resulting Certificates of Title;
  - b. the requirement that each of Lots 1-11 must be serviced by a water cistern and below ground septic holding tank which conforms to the current *Private Sewage Systems Standard of Practice*; and
  - c. the requirement that a minimum of 25% of the natural vegetation on each of Lots 1-11 be retained and further, that all improvements shall be constructed within the identified building pocket on each lot, as shown on **Schedule A**.
6. That prior to endorsement of an instrument effecting this plan, the registered owner and/or developer prepare a restrictive covenant, which shall be registered by way of caveat against the titles of the proposed Lot 15MR. This restrictive covenant shall contain, amongst other things, provision wherein the County of Barrhead No. 11 supports the recommendations in the Lakeview Estates at Lac La Nonne Subdivision – Long Term Avoidance of Archaeological Site FIPn-4 prepared by Western Heritage (dated January 2023).
7. That prior to endorsement of an instrument effecting this plan, the Subdivision Authority Officer be provided with either:
  - a. drawing showing the location of required public Utility Rights of Way, or
  - b. a letter from the County of Barrhead No. 11 indicating that public Utility Rights of Way are not required within the subject site.
8. That if Condition 7(a) is undertaken, or if the County of Barrhead No. 11 indicates that public Utility Rights of Way are required, then concurrent with the instrument effecting this subdivision, appropriate Public Utility rights-of-way will be registered vs. the affected Lots on this Plan or the remainder of the titled area.
9. That, in accordance with the *Lakeview Estates Area Structure Plan Bylaw 1-2022*, the required Municipal Reserve for Stages 3 & 4 in the amount of 1.27 ha be deferred with a Deferred Reserve Caveat, against the remainder of Certificate of Title 142 036 486 +9. The caveat is to be registered concurrently with the registration of the Plan of Survey and/or registerable instrument. The required Deferred Reserve Caveat will be prepared by the Subdivision Authority upon submission of the Plan of Survey to the Subdivision Authority for final approval and endorsement.
10. That taxes are fully paid when final approval (endorsement) of the instrument effecting the subdivision is requested.

**ADMINISTRATION RECOMMENDS THAT:**

Council approve subdivision application proposing to create 11 Residential Recreation parcels out of Lot 1 Block 1 Plan 1022082 within NW 18-57-2-5 with the conditions as presented.



**TEMPORARY TURNAROUND**

N.T.S.

**PROPOSED SUBDIVISION PLAN  
LAKEVIEW ESTATES  
AT LAC LA NONNE**

Part of Lot 1 Block 1 Plan 102 2082  
County of Barrhead

BOUNDARY CONTAINING  
APPROX. 7.75ha and 4 MR, 2 ER, 1 PUL & 11 RR LOTS

Scale 1:3000  
June 29, 2022  
80503000b7.dgn







## Subdivision Report FILE INFORMATION

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<b>File Number:</b> 22-R-558	<b>Date Acknowledged:</b> July 19, 2022
<b>Municipality:</b> County of Barrhead No. 11	<b>Referral Date:</b> July 19, 2022
<b>Legal:</b> Pt. Lot 1, Block 1, Plan 102-2082	<b>Decision Due Date:</b> September 17, 2023
<b>Applicants:</b> Scheffer Andrew, %Aime Stewart	<b>Revised Decision Date:</b> May 20, 2023
<b>Owners:</b> RTD Property Developments Ltd.	<b>Date of Report:</b> February 27, 2023

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<b>Existing Use:</b> Residential Recreation (RR)	<b>Gross Area of Parcel:</b> 16.07 ha (39.71 ac.)
<b>Proposed Use:</b> Residential Recreation (RR)	<b>Net Area of New Lot 2:</b> 7.75 ha (19.15 ac.)
<b>District:</b> Residential Recreation (RR)	<b>Reserve:</b> Lots 12MR, 14MR, 15MR, & 17MR
<b>Soil Rating:</b> 9%	\$3,000/acre for money in lieu (if necessary)

### 1. SITE DESCRIPTION AND ANALYSIS

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This proposal is to subdivide eleven (11) residential recreation parcels, which are between 0.20 ha (0.5 ac.) and 0.26 ha (0.64 ac.) in area. In addition to the new road being dedicated to extend Duncan Road, one (1) Public Utility Lot, four (4) Municipal Reserve parcels, and two (2) Environmental Reserve parcels will be dedicated. The remainder of Pt. Lot 1, Block 1, Plan 102-2082 will be in two parts. The subject site is affected by the *Lakeview Estates Area Structure Plan Bylaw 1-2022*. The subdivision is Stage 2 on Figure 8, Development Sequence. The decision date for the subdivision application was extended four (4) times in order for the applicant to provide the additional information requested by Alberta Culture.

The site is in the southern portion of the County of Barrhead No. 11, adjacent to Lac La Nonne.

Lots 1-11 will be accessed from the newly dedicated road. Access requirements can be met from the local road. The portion of the remainder of Pt. Lot 1, Block 1, Plan 102-2082 adjacent to the northern boundary of the subject site will be used as a temporary turnaround. The planner notes that the only access to Duncan Road is from Range Road 25. If an additional access /egress road is required it would be located to the east of the subject site, throughout that portion of an undeveloped road plan extending between Silver Summit Drive and Lake View Street (Plan 172-3327). If improved, this road could provide additional access to the subject site if the intersection of Duncan Road and Range Road 25 had to be bypassed for emergency purposes. The location of wetlands and the historic resources within the remainder limit the development of an internal loop back to Duncan Road.

From a review of the provincial data, the subject site is not affected by:

- abandoned wells;
- flood hazards lands;
- active oil/gas facilities;
- pipeline right of way;

The site is affected by:

- an identified historic resource;
- several approvals, licenses or registrations have been issued under an Act for which the Minister of Environment & Protected Areas is responsible. The authorizations relate to the removal of aquatic vegetation and the approval of the Lac La Nonne Subdivision Stormwater Management Plan (00267436-00-00);
- wetlands identified on the Merged Wetland Inventory;

A Biophysical Impact Assessment (BIA) was completed in May 2021 for the lands within Plan Area. The BIA identified significant and sensitive environmental features in the Plan Area. The BIA recommends avoidance of significant wetlands and the Tentative Plan of Subdivision proposes to dedicate wetlands as Environmental Reserve (Lot 13ER). In addition, in order to protect the riparian areas, lake shore and wetlands, and in turn the wildlife and natural features, the Tentative Plan of Subdivision dedicates an Environmental Reserve (Lot 18ER) parcel adjacent to the Lake, which varies in width, but is not less than 30.0 m from the shoreline, plus a minimum 6.0 m setback from the Top of Bank to the property line of Lots 1-11.

Public access to the lake will be provided via the Municipal Reserve parcel (Lot 17MR) to the Environmental Reserve parcel adjacent to Lac La Nonne. Lot 14MR and Lot 15MR provide a buffer between Duncan Road and future stages of the Plan Area. In addition, Lot 15MR contains an archaeological site which requires avoidance, as identified by Alberta Culture. Ownership of Lot 15 MR will be held by the County of Barrhead No. 11, in order to ensure long term avoidance of the archaeological site. Alberta Culture provided *Historical Resources Act* Approval for the proposed subdivision on 20 March 2023 (HRA 4835-08-0149-004).

Figure 7 of the ASP, the Proposed Stormwater Management Concept Plan, shows Lot 16PUL as an existing sedimentation bay, which may require upgrades in Stage 2. Necessary upgrades should be addressed in the required Development Agreement.

From the application, the proposed use is “RR – Rural Residential.” A table of the proposed lots and their areas has been provided. The Rural Residential District requires that each lot be a minimum of 0.2 ha (0.5 ac.) in area and have a frontage of 30.5 m (100 ft.). Each of the proposed rural residential lots satisfies this requirement, as shown in the table.

Lot	Area	Width
Lot 1	0.22 ha (0.54 ac.)	31.4 m (100 ft.)
Lot 2	0.21 ha (0.52 ac.)	39.0 m (128 ft.)
Lot 3	0.20 ha (0.50 ac.)	33.8 m (111 ft.)
Lot 4	0.22 ha (0.54 ac.)	41.5 m (136 ft.)
Lot 5	0.23 ha (0.57 ac.)	34.9 m (115 ft.)
Lot 6	0.26 ha (0.64 ac.)	35.4 m (116 ft.)
Lot 7	0.22 ha (0.54 ac.)	37.5 m (123 ft.)
Lot 8	0.20 ha (0.50 ac.)	30.6 m (100 ft.)
Lot 9	0.20 ha (0.50 ac.)	34.8 m (114 ft.)
Lot 10	0.25 ha (0.62 ac.)	75.5 m (248 ft.)
Lot 11	0.22 ha (0.54 ac.)	50.6 m (166 ft.)
Lot 12MR	0.26 ha (0.64 ac.)	n/a
Lot 13ER	2.11 ha (5.21 ac.)	n/a
Lot 14MR	0.29 ha (0.72 ac.)	n/a
Lot 15MR	0.68 ha (1.68 ac.)	n/a
Lot 16PUL	0.06 ha (0.14 ac.)	n/a
Lot 17MR	0.07 ha (0.17 ac.)	n/a
Lot 18ER	1.32 ha (3.26 ac.)	n/a

The proposed rural residential lots, Lots 1-11, are vacant and are irregularly shaped as a result of the proposed road network and the shoreline of Lac La Nonne. Proposed Lots 1-8 are adjacent to Lot 18ER, which contains the bed and shore and top of bank of Lac La Nonne and Lots 9-11 are “back lots” which are not adjacent to Lac La Nonne. Access to the proposed lots will be from the extension of Duncan Road north to the boundary of SW 19-57-2-W5. Detailed engineering for construction of the required road will be addressed in the Development Agreement.

The Geotechnical Report provided in support of the ASP included an assessment of groundwater conditions. The Geotechnical Report identified areas of high water table at the time of the drilling. The Geotechnical Report does not preclude construction of homes in areas of high ground water table and recommends additional testing by the homeowner to support home construction. Specifically, it is recommended that at least two test holes be drilled by a qualified geotechnical professional at each home location to confirm the soil and groundwater conditions. The report may include home site specific recommendations. The County of Barrhead No. 11 may require a new Geotechnical Site Investigation Report to support future subdivision applications within the ASP area. In order to ensure future landowners are aware of the recommendations in the Geotechnical Report, the planner recommends that the Geotechnical Report be registered by Restrictive Covenant against Lots 1- 11.

In addition, the Geotechnical Investigation indicated that the subject soils are not suitable for on-site soil based treatment system. Therefore, a caveat will be registered on all new residential lot titles which indicates that soil-based treatment systems shall be prohibited. Each residential development will then require either a holding tank or other alternative wastewater treatment system that is non-soil based for treatment. The ASP notes that the *Preliminary Groundwater Potential Study* prepared by Hagstrom Geotechnical Services Ltd., dated December 19, 2008 reviewed the availability of groundwater for residential development within the subject site. The report concluded that the bedrock aquifer could support six (6) additional lots. Stage 1 of the subdivision (Plan 142-0619) was for six (6) lots and all further lots require cisterns for hauled water.

To identify these requirements, the planner recommends that information about the requirements for servicing (cisterns and holding tanks) be included in the Restrictive Covenant registered against Lots 1- 11.

The ASP includes a policy to limit the removal of natural vegetation on each lot. A maximum of 75% of each lot may be cleared of vegetative cover (including trees) as the building pocket. The building pocket will be identified within the Restrictive Covenant that will be prepared by the developer for approval by the County at time of subdivision and registered on the title of the new lots as a condition of subdivision authority approval. The clearing of vegetation within the subject site requires a development permit and will generally only be allowed within the building pockets identified in the restrictive covenant. A figure showing the building pockets, areas of required vegetation which must remain on Lots 1-11, and driveway location for each of the proposed Lots 1-11 has been prepared by Scheffer Andrew and has been attached to this Report as **Schedule A**.

The remainder is undeveloped and contains treed areas and wetlands which may hold water seasonally. The County Assessment records identify the subject site as “bush pasture.” Portions of the remainder appear suitable for future residential recreation use.

In the opinion of the planner, the proposed subdivision of the eleven (11) rural residential lots, four (4) Municipal Reserve parcels, two (2) Environmental Reserve parcels, and one (1) Public Utility Lot appears reasonable. There appears to be reasonable building sites on the proposed recreational residential parcels and on the remainder of the titled area.

## 2. AGENCY & ADJACENT LANDOWNER COMMENTS

Agency	Comments
1. County of Barrhead	<ul style="list-style-type: none"> <li>• Development Agreement <b>is</b> required for installation of construction of municipal road and upgrades to the stormwater management facility.</li> <li>• Reserves <b>are</b> required. <i>The planner notes that the Tentative Plan of Subdivision dedicates both Municipal Reserves (MR) and Environmental Reserves (ER). Should the total amount of required Reserves not be required, the County will collect the balance of the required Reserves as money in lieu of land, and identified that Reserves due will be calculated based on a value of \$3,000/acre.</i></li> <li>• Property taxes are not outstanding.</li> <li>• The proposal conforms to the County’s MDP, the Lakeview Estates ASP, and the LUB.</li> <li>• Site is <b>not</b> within 1.5 km of sour gas facility.</li> <li>• Site is <b>not</b> within 2 miles of a CFO.</li> <li>• Private sewage inspection required.</li> </ul>
2. Alberta Energy Regulator	<ul style="list-style-type: none"> <li>• No response.</li> </ul>



	<ul style="list-style-type: none"> <li>The applicant has indicated that the site is not affected by sour gas facilities or abandoned wells.</li> <li>No facilities with AER licences are located within the site.</li> </ul>
3. Forestry, Parks, & Tourism (Craig/Bruce)	<ul style="list-style-type: none"> <li>No objections.</li> <li>FPT notes that there is an ER adjacent to the Lake and access to the ER and the Lake through the MR for non-waterfront owners.</li> </ul>
4. Water Act Approvals – Capital Region	<ul style="list-style-type: none"> <li>No response.</li> </ul>
5. Alberta Culture	<ul style="list-style-type: none"> <li>No objections.</li> <li>The site is affected by an archaeological site.</li> <li>A <i>Historic Resources Act</i> Approval has been issued by Alberta Culture (4835-08-0149-004), which, amongst other things, requires that the archaeological site be located in a Municipal Reserve parcel in order to ensure long term avoidance. <i>The Planner notes that the archaeological site is located within Lot 15MR and ownership of Lot 15MR will be by the County of Barrhead No. 11, who have committed to long term avoidance, including no grading, tree removal, or other work will occur on the archaeological site, in accordance with the Lakeview Estates at Lac La Nonne Subdivision – Long Term Avoidance of Archaeological Site FIPn-4, prepared by Western Heritage, dated March 2023 (Project 22-033-01).</i></li> </ul>
6. Canada Post	<ul style="list-style-type: none"> <li>No response.</li> </ul>
7. Lac Ste Anne County	<ul style="list-style-type: none"> <li>No response.</li> </ul>
8. Summer Village of Birch Cove	<ul style="list-style-type: none"> <li>No response.</li> </ul>
9. Lac La Nonne Enhancement & Protection Society	<ul style="list-style-type: none"> <li>No response.</li> </ul>
10. FortisAlberta	<ul style="list-style-type: none"> <li>No objections.</li> <li>No easement is required.</li> <li>FortisAlberta is the Distribution Wire Service Provider for this area. The developer can arrange installation of electrical services for this subdivision through FortisAlberta. Please contact 310-WIRE to make application for electrical services.</li> </ul>
11. Telus Communications	<ul style="list-style-type: none"> <li>No objections.</li> </ul>
12. Ste. Anne Gas Co-op	<ul style="list-style-type: none"> <li>No response.</li> </ul>
13. Pembina Hills School Division	<ul style="list-style-type: none"> <li>No objections.</li> <li>No Reserves requested.</li> </ul>
14. Alberta Health Services	<ul style="list-style-type: none"> <li>No objections.</li> <li>Development on the subject site must be carried out in a manner that does not create a nuisance, as defined in the <i>Public Health Act</i>, R.S.A. 2000, c. P-37, as amended and the <i>Nuisance and General Sanitation Regulation</i>, AR 243/2003. Further, setback distances outlined in ss. 15(1) and 15(2) of the <i>Nuisance and General Sanitation Regulation</i> must be met.</li> </ul>

The subject site is within lands affected by an Area Structure Plan. No adjacent landowner notification is required, in accordance with section 7(8)(a) of the *Matters Related to Subdivision and Development Regulation*, AR 84/2022.

### 3. STATUTORY ANALYSIS

#### IDP, MDP, ASP, AND LUB REQUIREMENTS

The subject site is within the Plan Area of the *Lac La Nonne Intermunicipal Development Plan Bylaw 7-2001* (IDP), as amended by Bylaw 1-2005. The IDP is a joint IDP between the County of

Barrhead No. 11, Lac Ste. Anne County, and the Summer Village of Birch Cove. In relation to the IDP Goals, which include:

- maintain and where possible improve the quality of the natural environment;
- ensure that Lac La Nonna remains a public resource that is accessible to the public;
- recognize and promote the important interrelationships between lake users, local residents, the County of Barrhead, Lac Ste. Anne County, the Summer Village of Birch Cove, and other government bodies;
- monitor the cumulative effects of the development and use upon the environmental fabric of the Lac La Nonne Area.

The subject site is adjacent to Lac La Nonne and has a high recreational and scenic value. To maintain the quality of the natural environment, the bed and shore of the lake will be protected by an Environmental Reserve. A combination of Environmental Reserve (ER) and Municipal Reserve (MR) will be dedicated within the Plan Area to protect areas of environmental (central and east wetland), historical (archaeological) concern, provide buffering to existing development to the east and south and to provide public open space and green space in close proximity to as many lots as possible. The majority the ER and MR will be dedicated in Stage 2 (current stage) of the development.

The subject site is within the “Residential Recreation” area on Map 4: Land Use Districting in the IDP. The policies in this which apply to this area are:

- a residential subdivision proposed on agricultural land should be directed to locate where it will have the least impact on the agricultural use of the parcel subject to logical and efficient provision of services;
- for existing developed areas proposing redevelopment or intensification, an Area Structure Plan or an Area Redevelopment Plan must be provided to the Approving Authority for consideration;
- country residential proposals which cannot be accommodated through the existing agricultural land use district shall require an appropriate re-districting as part of the review and approval process.

The subject site is heavily treed and identified as “pasture bush” in the County’s assessment records, and does not convert agricultural lands to recreational residential uses. In addition, an ASP was prepared by the subdivision proponent and was adopted by Council. Finally, the lands are within the Residential Recreation (RR) District in the County’s Land Use Bylaw, as discussed below. **Therefore, in the opinion of the planner, the proposed subdivision conforms to the requirements of the *Lac La Nonne Intermunicipal Development Plan Bylaw 7-2001*, as amended.**

The County of Barrhead No. 11 and Lac Ste. County have also adopted the *Intermunicipal Development Plan Between the County of Barrhead and Lac Ste. Anne County Bylaw 1-2021*. Section 5.4 of that IDP states that “Lac La Nonne is encapsulated in the Lac La Nonne IDP with Lac Ste Anne County, the County of Barrhead and the Summer Village of Birch Cove and as a result is not subject to the terms and conditions of this document.” Therefore, in the opinion of the planner, the proposed subdivision is not subject to the policies within *Bylaw 1-2021*.

The subject site is designated “Natural Area” in the County of Barrhead No. 11 *Municipal Development Plan Bylaw 4-2010* (MDP). The MDP identifies Lac La Nonne as one of lakes within the County of Barrhead that is utilized for residential and recreational purposes and policies within section 3.4 Lakeshore Country Residential Development apply. **Policy 3.4.1(2)** states that “environmentally sensitive areas should be left undisturbed wherever possible, that wildlife corridors or connections between habitat areas should be maintained wherever possible,” that development will be direct to lands that are deemed to be of lesser environmental significance and that natural landscape and topography be incorporated into the overall design. The ASP has identified areas for designation as environmental and municipal reserves to protect and maintain the ecology of the site. **Policy 3.4.1(3)** states that “development which will have an adverse impact on lake water quality shall be discouraged.” The ASP has outlined a stormwater management plan that utilizes sedimentation bays to remove sediment thereby reducing the impact of stormwater

discharge on lake water quality. **Policy 3.4.1** states that “on-site sewage disposal systems other than holding tanks are not recommended on building sites where other forms of sewage disposal may impact lake water quality.” The ASP proposes provision that all sewage disposal system shall meet the requirements of the current Alberta *Private Sewage System Standard of Practice* and identify that a caveat on all new lot titles prohibiting soil-based treatment will registered be on title. **Policy 3.4.1(5)** states that “development that may result in an impact on lake water levels through excessive use of surface and lake fed groundwater aquifers shall be prohibited.” The ASP proposes that only cisterns for hauled water should be utilized and that a caveat will be required for development of Stages 2 – 5 for each residential title to notify landowners that there is insufficient water in the aquifer to support additional water wells for residential use and as such no additional wells will be allowed. The proposed subdivision encourages lakeshore residential development within the County, in accordance with **Policy 3.4.1(6)** and is located on a site which is appropriate for the development. In order to protect the natural areas identified by the Biophysical Impact Assessment (BIA), environmentally significant areas will be dedicated at Environmental Reserve. **Therefore, in the opinion of the planner, the proposed subdivision is consistent with the County’s MDP.**

The subject site is within the *Lakeview Estates Area Structure Plan Bylaw 1-2022* (the ASP). The ASP was prepared to facilitate the subdivision of a multi-lot recreational development. The proposed subdivision is identified as “Stage 2” on Figure 8: Development Sequence. The proposed subdivision is consistent with the information related to Stage 2 and the location and density of the proposed residential lots, municipal and environmental reserve lots, and public utility lots is consistent with Figure 5: Development Concept of the *Lakeview Estates ASP*. **Therefore, in the opinion of the planner, the proposed subdivision is consistent with the *Lakeview Estates ASP*.**

The subject site is within RR – Residential Recreational District in the County of Barrhead *Land Use Bylaw 5-2010*. The general purpose of the RR District is to provide opportunities for multi-lot recreational residential development in the Lac La Nonne and Thunder Lake areas in locations without severe development or environmental limitations. Land within this area exhibits a high recreational value or scenic value and are generally suitable for future residential or recreational development. The RR District requires a minimum area of 0.2 ha (0.5 acres). Each of the proposed residential recreation lots meets or exceeds the minimum lot area. The LUB defines “Lakeshore Front Yard” to mean “the yard extending across the full width of the lake-front lot and situated between the lot line closest to the lake and the front wall of the principal building.” The LUB also defines “Adjacent Land” to mean “land or a portion of land that is contiguous to the parcel of land that is subject to a development application and/or subdivision application and includes land or a portion of land that would be contiguous if not for a public roadway, primary highway, river or stream, or reserve lot [emphasis added].” Therefore, Lots 1-9 are lakefront lots, and the front yards are the portion of the lot adjacent to Lot 18ER. Lots 1-9 meet or exceed the minimum lot width of 30.5 m (100 ft.). Lots 8-11 are “backlots” and the front yard is the portion of the lot adjacent to Duncan Road. Lots 8-11 meet or exceed the required minimum lot area. **Therefore, this subdivision conforms to the County’s Land Use Bylaw.**

Lot	Area	Width
Lot 1	0.22 ha (0.54 ac.)	31.4 m (100 ft.)
Lot 2	0.21 ha (0.52 ac.)	39.0 m (128 ft.)
Lot 3	0.20 ha (0.50 ac.)	33.8 m (111 ft.)
Lot 4	0.22 ha (0.54 ac.)	41.5 m (136 ft.)
Lot 5	0.23 ha (0.57 ac.)	34.9 m (115 ft.)
Lot 6	0.26 ha (0.64 ac.)	35.4 m (116 ft.)
Lot 7	0.22 ha (0.54 ac.)	37.5 m (123 ft.)
Lot 8	0.20 ha (0.50 ac.)	30.6 m (100 ft.)
Lot 9	0.20 ha (0.50 ac.)	34.8 m (114 ft.)
Lot 10	0.25 ha (0.62 ac.)	75.5 m (248 ft.)
Lot 11	0.22 ha (0.54 ac.)	50.6 m (166 ft.)
Lot 12MR	0.26 ha (0.64 ac.)	n/a
Lot 13ER	2.11 ha (5.21 ac.)	n/a
Lot 14MR	0.29 ha (0.72 ac.)	n/a
Lot 15MR	0.68 ha (1.68 ac.)	n/a
Lot 16PUL	0.06 ha (0.14 ac.)	n/a
Lot 17MR	0.07 ha (0.17 ac.)	n/a
Lot 18ER	1.32 ha (3.26 ac.)	n/a

## MGA AND MRS DR REQUIREMENTS

Section 10 of the *Matters Related to Subdivision and Development Regulation*, AR 84/2022, requires that the written decision of a Subdivision Authority include reasons for the decision, including an indication of how the Subdivision Authority has considered any submissions made to it by the adjacent landowners and the matters listed in Section 9 of the *Regulation*. Section 9 indicates that, in making a decision, a Subdivision Authority must consider its topography; its soil characteristics; storm water collection and disposal; any potential for flooding, subsidence or erosion; accessibility to a road; the availability and adequacy of water supply, sewage disposal system, and solid waste disposal; whether the proposal complies with the requirements of the *Private Sewage Disposal Systems Regulation*; the use of land in the vicinity; and any other matters that it considers necessary to determine whether the land is suitable for the purposes for which the subdivision is intended.

In the opinion of the planner, with respect to these matters:

- topography
- soil characteristics
- storm water
- water supply
- sewage disposal
- solid waste
- flooding
- subsidence/erosion
- accessibility
- *Private Sewage Disposal Systems Regulation*
- use of land in vicinity
- other matters

the proposed subdivision appears satisfactory.

A note following the decision can indicate the Subdivision Authority's indication and satisfy the Regulation in this regard.

Sections 11 through 20 of the *Matters Related to Subdivision and Development Regulation* are satisfied.

The proposed subdivision will create the eleven (11) new recreational residential use parcels. In the opinion of the planner, no part of section 663 of the *Municipal Government Act* applies to Lots 1-11 and Reserves are due. The area of the subject site being subdivided in this stage of the subdivision is 7.75 ha (19.15 ac.), with the residential parcels being is 3.02 ha (7.47 ac.), plus the area of the road. Approximately 0.302 ha (0.747 ac.) of Reserves are required in this stage.

Approximately 1.3 ha (3.21 ac.) are being dedicated as Municipal Reserve. An additional 3.43 ha (8.5 ac.) of Environmental Reserve are being dedicated in this stage. Therefore, more than 10% of the lands affected by this stage of the subdivision are being dedicated as Reserves. The ASP identifies that there are approximately 18.05 ha (44.6 ac.) of land within the Plan Area, which would require 1.805 ha (4.46 ac.) of Reserves. The Reserves being provided in this stage of the subdivision exceed 10% of the subject site and the ASP identifies that the majority of the required Reserves are to be dedicated in this stage of the subdivision. The Reserves being dedicated are consistent with the amounts identified in Section 4.2 of the ASP, which notes that 3.43 ha (8.5 ac.) of Environmental Reserves will be provided in Stage 2 and 1.31 ha (3.21 ac.) of Municipal Reserves are required for Stage 2. Reserve requirements have been satisfied. However, the ASP indicates that Municipal and Environmental Reserves shall be provided for Stages 3 & 4. The planner recommends that a deferred reserve caveat be registered against the remainder of the certificate of title for the provision of MR in future stages.

The subject site is affected by wetlands, is adjacent to Lac La Noone, contains an Historic Resource, is subject to an documents issued under the *Water Act*, appeal of the decision is to the Land and Property Rights Tribunal.

Reserves

The ability to take Reserves is noted above.

#### **4. SUMMARY**

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The proposed subdivision is for recreational residential use, and conforms to provisions in the County's Land Use Bylaw, the Lakeview Estates Area Structure Plan, Municipal Development Plan, and the Lac La Nonne Intermunicipal Development Plan as well as the requirements set forth in the MGA and applicable Regulations therefore the subdivision can be approved subject to the following conditions:

1. Development Agreement
2. Accesses and approaches
3. Stormwater Management Plan
4. Lot Grading & Drainage Plans
5. Restrictive Covenant re: Geotechnical Report and servicing via Holding Tanks & Cisterns
6. Restrictive Covenant re: Historic Resource on Lot 15MR
7. Public Utility Right of Way
8. Deferred Reserve Caveat
9. Taxes up to date

## **5. RECOMMENDATION**

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That the subdivision application be approved at this time, subject to the following conditions:

1. That prior to the registration of an instrument effecting this plan, the registered owner and/or developer enter into and comply with a development agreement with the County of Barrhead No. 11, pursuant to Section 655 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and Section 4.5.3(2) of the County's *Municipal Development Plan Bylaw 4-2010*, as amended, which development agreement shall be registered by way of caveat against the title of the proposed parcels. This development agreement shall, amongst other matters address, to the satisfaction of the County of Barrhead No. 11, the matter of construction of all municipal services (including construction of roads required to give access to the development, upgrades to the stormwater management facilities, and lot grading and drainage plans for each proposed lot) relating to the site to appropriate standards. This development agreement will include requirements to provide detailed engineering plans and security based on appropriate cost estimates for the completion of deficiencies, all to the satisfaction of the County of Barrhead No. 11. Additionally, the development agreement will contain the provision that no occupancy of any building on the subject site shall occur until the matters described within the Development Agreement have been constructed to the satisfaction of the County of Barrhead No. 11 or appropriate guarantees for the completion of deficiencies have been received by the County of Barrhead No. 11.
2. That prior to endorsement of an instrument affecting this plan, approaches, including culverts and crossings to the proposed parcels and to the residual of the land, be provided at the owner's and/or developer's expense and to the specifications and satisfaction of the County of Barrhead No. 11.
3. That prior to endorsement of an instrument effecting this plan, the registered owner and/or developer provide the County of Barrhead No. 11 and the Subdivision Authority Officer the detailed engineering drawings for the required upgrades to the existing stormwater management facility and copies of the approvals issued under the *Water Act*, R.S.A. 2000, c. W-3, as amended, which indicate that the upgraded stormwater management facility satisfies current *Water Act*, R.S.A. 2000, c. W-3, as amended, requirements.
4. Further, to Conditions #1 and #3, prior to endorsement of an instrument effecting this plan, the registered owner and/or developer provide the County of Barrhead No. 11 and

the Subdivision Authority Officer lot grading and drainage plans for the proposed lots, which shall be consistent with the Topographic and Drainage Plan shown on Figure 7 in the *Lakeview Estates at Lac La Nonne Area Structure Plan Bylaw 1-2022*, to the satisfaction of the County of Barrhead No. 11.

5. That prior to endorsement of an instrument effecting this plan, the registered owner and/or developer prepare a restrictive covenant, which shall be registered by way of caveat against the titles of the proposed Lots 1-11, inclusive. This restrictive covenant shall contain, amongst other things:
  - a. the *Geotechnical Site Investigation* (dated 20 October 2008) undertaken in respect to the subject site by Hagstrom Geotechnical Services Ltd. be registered against the resulting Certificates of Title;
  - b. the requirement that each of Lots 1-11 must be serviced by a water cistern and below ground septic holding tank which conforms to the current *Private Sewage Systems Standard of Practice*; and
  - c. a requirement that a minimum of 25% of the natural vegetation on each of Lots 1-11 will be retained and further, that all improvements shall be constructed within the identified building pocket on each lot, as shown on **Schedule A**.
6. That prior to endorsement of an instrument effecting this plan, the registered owner and/or developer prepare a restrictive covenant, which shall be registered by way of caveat against the titles of the proposed Lot 15MR. This restrictive covenant shall contain, amongst other things, provision wherein the County of Barrhead No. 11 supports the recommendations in the *Lakeview Estates at Lac La Nonne Subdivision – Long Term Avoidance of Archaeological Site FIPn-4* prepared by Western Heritage (dated January 2023).
7. That prior to endorsement of an instrument effecting this plan, the Subdivision Authority Officer be provided with either:
  - a. drawing showing the location of required public Utility Rights of Way, or
  - b. a letter from the County of Barrhead No. 11 indicating that public Utility Rights of Way are not required within the subject site.
8. That if Condition 7(a) is undertaken, or if the County of Barrhead No. 11 indicates that public Utility Rights of Way are required, then concurrent with the instrument effecting this subdivision, appropriate Public Utility rights-of-way will be registered vs. the affected Lots on this Plan or the remainder of the titled area.
9. That, in accordance with the *Lakeview Estates Area Structure Plan Bylaw 1-2022*, the required Municipal Reserve for Stages 3 & 4 in the amount of 1.27 ha be deferred with a Deferred Reserve Caveat, against the remainder of Certificate of Title 142 036 486 +9. The caveat is to be registered concurrently with the registration of the Plan of Survey and/or registerable instrument. The required Deferred Reserve Caveat will be prepared by the Subdivision Authority upon submission of the Plan of Survey to the Subdivision Authority for final approval and endorsement.
10. That taxes are fully paid when final approval (endorsement) of the instrument effecting the subdivision is requested.

Attachments:

1. Application
2. Location map
3. Site plan
4. Proposed Tentative Plan of Subdivision
5. Historic Resource Clearance



**TO: COUNCIL**

**RE: ENCROACHMENT AGREEMENT – SCHULTZ – PLAN 4589NY LOT 1**

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**ISSUE:**

Landowner has 3 outbuildings that were constructed between 1960 and 1989 that are encroaching on County road allowance and requires an encroachment agreement for these structures to remain.

**BACKGROUND:**

- Landowner owns a 2.3 acre lot (Plan 4589NY Lot 1) in the Murray’s Beach subdivision at Lac La Nonne.
- Landowner has had a lease for a portion of the road allowance since 1975 which was transferred from previous owners
- Lease agreement expired December 31, 2021 and it took some time to contact them regarding the new agreement
- Landowner would be required to pay a one-time fee of \$200.00 which is a standard condition for encroachment agreements (Rates & Fees Bylaw 1-2023)

**ANALYSIS:**

- If approved, landowner will enter into an encroachment agreement with the County of Barrhead as attached.
- Encroachment agreement ensures that the:
  - County of Barrhead (Grantor) is able to terminate the agreement with 90 days written notice to the Grantee.
  - Landowner is not permitted to replace or make improvements to the existing structures; if replacement or improvements are considered, the structures would have to be removed from the County road allowance and placed on private land
  - Landowner (Grantee) indemnifies and holds harmless the County and should the County decide to cancel the agreement, the Grantee is responsible for any costs associated with removing their improvements.
- In accordance with *MGA Sec. 651.2*, the encroachment agreement will be registered as an instrument on title, of Plan 4589NY Lot 1, under the *Land Titles Act*.

**ADMINISTRATION RECOMMENDS THAT:**

Council directs the Reeve and County Manager to sign an encroachment agreement with Stanley & Faye Schultz for the site identified within the Government road allowance west of and adjacent to Plan 4589NY Lot 1.

THIS AGREEMENT MADE EFFECTIVE THIS 5 DAY OF April, 2023.

BETWEEN:

**The County of Barrhead No. 11,**  
a municipal corporation in the Province of Alberta  
(hereinafter called "the Grantor")

*OF THE FIRST PART*

**-and-**

**Stanley and Faye Schultz**  
of 3031 Twp Rd 574, County of Barrhead, in the  
Province of Alberta,  
(hereinafter called "the Grantee")

*OF THE SECOND PART*

**ENCROACHMENT AGREEMENT**

**WHEREAS** the Grantor is the owner of certain lands and premises located within the municipal boundaries of the County of Barrhead No. 11 and legally described as:

Government Road Allowance West of Plan 4589NY  
Lot 1  
(hereinafter referred to as "the County's Land")

**AND WHEREAS** the Grantee owns certain structures (hereinafter referred to as the 'Improvements') which encroaches upon a portion of the County's Government Closed Road Allowance west of Plan 4589NY Lot 1;

**AND WHEREAS** the Grantor is prepared to permit the Grantee to encroach upon a portion of the County's Land subject to the terms and conditions contained herein.

***NOW THEREFORE THE PARTIES HERETO AGREE AS FOLLOWS:***

1. This Agreement shall be binding upon the parties hereto, their heirs, executors, administrators and assigns. In consideration of the payment of Two Hundred (\$200.00) Dollars paid by the Grantee to the Grantor, the Grantor permits the Grantees' Improvement to encroach upon the County's Land only to the extent as is shown as attached and forms Schedule 'A' to this Agreement, subject to the terms, covenants and conditions hereinafter set forth.

Improvements shown in schedule A are as follows:

- A. 40' X 28' outbuilding built approximately 1989



- B. 33' X 24' outbuilding built approximately 1960
- C. 16' X 12' outbuilding built approximately 1978

2. The recitals contained herein shall form a part of this Agreement and the encroachment permission given in paragraph 1 is expressly subject to the terms, covenants and conditions hereinafter set forth.
3. The Grantees covenant with the Granter to indemnify and hold harmless the Grantor, its employees and agents from all claims, damages, costs, losses, expenses, actions, suits, by, or arising directly or indirectly out of, the encroachment permitted under this Agreement, or by reason of any matter of anything done, permitted or omitted to be done, by the Grantee or their heirs, administrators and assigns, and whether occasioned by negligence or otherwise.
4. Any notices required or permitted to be given to the Grantee may be affected if given by a letter to the Grantee at:

Stanley & Faye Schultz  
Site 16, Compartment 2, RR 1  
Gunn Alberta T0E 1A0

and any notices required or permitted to be given to the Grantor may be effectively given by a letter addressed to the:

County Manager  
5306 - 49 Street  
Barrhead, AB T7N 1N5

Any notice mailed as aforesaid shall be deemed to have been given on the third (3rd) business day following that on which the letter containing such notice is posted, or upon the actual date of delivery if personally delivered. Each of the parties may change its address for service by notice of writing served upon the other party as herein provided.

5. The terms of this Agreement shall be for the lifetime of the Grantees' Improvements, subject to the earlier termination of this Agreement as provided herein, however in the event that the Grantees' Improvements are at any time hereinafter destroyed, then the same shall not be rebuilt on the County's Land, and the encroachment rights herein granted shall thereupon lapse with respect to the Grantees' Improvements. In the event of any partial destruction of the Grantees' Improvements, the encroachment rights herein shall lapse with respect to the partially destroyed Improvements in the event that it is unreasonable for the Grantee thereof to rebuild the same, having regard to the extent and nature of the damage, and relevant portions of the County of Barrhead Land Use Bylaw and the Municipal Government Act.

- 6. The Grantee agrees that a Caveat may be filed with the Registrar of the Land Titles Office by the Grantor to protect their interest as per this agreement.
- 7. The terms of this Agreement may be cancelled on ninety (90) days written notice by the Grantor to the Grantee or their heirs, successors, assigns or administrators in the event that the Grantor wishes to use, close, redevelop, or otherwise gain control of the subject lands. The Grantee is responsible for any costs associated with removing the improvements upon cancellation of this agreement.

**IN WITNESSETH WHEREOF** the parties hereto have executed this Agreement the year and date first above written.

**THE COUNTY OF BARRHEAD NO. 11**

\_\_\_\_\_  
Reeve

Seal

\_\_\_\_\_  
County Manager

SIGNED, SEALED AND DELIVERED in  
the presence of:

) + Stanley Schultz (Stan)  
)  
)

) + Faye Schultz (Faye)  
)

[Signature]  
Witness

Witness  
Calvin D. Schultz 780-305-1808  
[Signature] P.O. Box 4501 Barrhead 41417W-1A1.  
Witness

# SCHEDULE A

Plan 4589NY Lot 1





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**TO: COUNCIL**

**RE: BARRHEAD STREET FESTIVAL - COMMUNITY GRANT REQUEST**

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**ISSUE:**

Barrhead Street Festival Committee is applying for a Community Grant to assist with the costs of providing the annual Street Festival to the community (application attached).

**BACKGROUND:**

- February 2, 2021 – Council approved the Community Grant Policy setting a maximum of \$2,500 per applicant pending availability of funds.
- Barrhead Street Festival committee is planning to host the event on June 17, 2023.
  - 2022 – Barrhead Street Festival Committee applied for and received \$1,500 under the Community Grant Policy (resolution 2022-214)
- Committee is requesting a \$2,500 donation to assist with a total project cost of \$8,000.

**ANALYSIS:**

- Application was considered under Policy AD-002 Community Grants (attached).
- Applicant is eligible as they meet the criteria under section 4.1 as follows:
  - ✓ A volunteer group, service club or community group that provides services within the County or provides services readily available to the general public of the County
  - ✓ Demonstrates value or benefit to the community
- Application was considered under section 5.1 as an event (vs project)
- Application was assessed based on the criteria outlines in section 5.2 as follows:
  - Benefit to community – provides general access to an event enjoyed by the community
  - Other sources of funding, financial viability and community involvement – applicant is providing 68% of the total project cost and is financially viable.
  - Community involvement – Barrhead Street Festival provides a variety of opportunities to the community to participate and volunteer.
- Project is eligible under section 5.3 and 5.4 as follows:
  - Matching requirement has been exceeded with the applicant committing \$500 of their own funds as well as fundraising (\$5,000) and volunteer hours (value \$1,500) to use towards this event
  - Event is to take place on June 17, 2023
  - Supports an event that promotes and celebrates the community

- This is the 3<sup>rd</sup> application for the 2023 budget year
- Financial implications:

2023 Community Grant Budget	<b>\$15,000</b>
Dispersed in 2023	(\$3,750)
Current Balance	\$11,250
Application (April 18, 2023)	(\$2,500)
Balance Remaining for 2023	<b>\$8,750</b>

**STRATEGIC ALIGNMENT:**

Processing of Community Grant requests in accordance with the Community Grants Policy AD-002 aligns with the 2022-2026 Strategic Plan in the following areas:

PILLAR 4: GOVERNANCE & LEADERSHIP

GOAL 2 County demonstrates open & accountable government

**ADMINISTRATION RECOMMENDS THAT:**

Council approves the application from Barrhead Street Festival committee for \$2,500 under the Community Grants Policy to assist with the Barrhead Street Festival event.



# Community Grant Application Form

## Application Information

Please submit completed applications to: County of Barrhead No. 11  
 5306-49 Street  
 Barrhead, AB T7N 1N5  
 or email: info@countybarrhead.ab.ca

For assistance completing your application, contact 780-674-3331 or info@countybarrhead.ab.ca  
 Incomplete applications will not be accepted.

## Applicant Information

Name of Organization: Barrhead Street Festival

Mailing Address: PO Box 4440  
Street Address  
Barrhead, Alberta T7N1A3  
City Province Postal Code

Phone Number: 7806748407 Email: michelle.rau@scotiabank.com

Contact Name: Michelle Rau

Position or Title: Organizer

Phone Number: 7803051059 Email: michelle.rau@scotiabank.com

Is your organization a registered charity or non-profit?  Yes  No

If yes: Alberta Registry Number: \_\_\_\_\_

Date of Incorporation: \_\_\_\_\_

## Project Information

Name of Project or Event: Barrhead Street Festival

Start Date: June 17, 2023 Completion Date: June 17, 2023

Location of Project or Event: Barrhead's Main Street



# Community Grant Application Form

## Describe Your Project or Event:

**Goals:** To provide an entire day filled with FREE family events on Main Street. From Games, face painting, spray tattoos, petting zoo, obstacle courses etc.

Anticipated number of County participants, or number directly affected by event, program, or services offered:  
Last year we saw probably 1500-2000 people from all areas attend the Festival.

Target population (Children, youth, adults, seniors, families): Families

Describe how this project will benefit the community:  
This brings the entire community together to enjoy what Barrhead has to offer. It also brings local businesses from within the County limits as well to help with the event.

## Financial Information

### Project Funding:

#### Funds Requested from the County of Barrhead:

Cash:	\$2500.00
In-Kind:	\$
<b>Total Requested:</b> <small>(Maximum \$2,500)</small>	<b>\$2500.00</b>

#### Funds from Other Sources:

(List other funds including any of the organizations own funds to be used in the project)

Own Funds:	\$500.00
Fundraising:	\$5000.00
Volunteer Hours \$ 20/ Hr x <u>75</u> Hours =	\$1500.00
Other:	\$
Other: <small>Please Specify</small>	\$
<b>Total From Other Sources:</b>	<b>\$5500.00</b>

Note: Funding from other sources must be at least equal to funding requested from the County of Barrhead

<b>Total Project Funding:</b> <small>(Total Requested Funding + Total from Other Sources)</small>	<b>\$8000.00</b>
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# Community Grant Application Form

### Project Costs:

List a summary of the project costs here. If available, attach price quotes or other supporting documents.

Games	\$4500.00
Porta Potties	\$300.00
Insurance	\$450.00
Movie Characters	\$1000.00
Fencing	\$375.00
Stages	\$225.00
Balloon Fairies	\$500.00
Sparkle Tattoos	\$650.00
	\$
	\$
	\$
	\$
	\$
	\$


Refer to Policy for full listing of ineligible costs (e.g. day-to-day operating costs, staff wages or honorariums, flow through funding to re-distribute to others, or donations to charitable causes).

**Total Project Costs: \$8000.00**

The personal and business information provided will be used to process the Community Grant Application and is collected under the authority of Section 33 (c) of the *Freedom of Information and Protection of Privacy Act (FOIPP)*. If you have questions about the collection and use of this information, please contact the County of Barrhead at 5306-49 Street, Barrhead, Alberta T7N 1N5 or 780-674-3331.


### Signature of Applicant or Authorized Representative

I (We) the undersigned certify that this application is complete and accurate and that I (we) have the authority to sign on behalf of the organization.

  
 \_\_\_\_\_  
 Signature

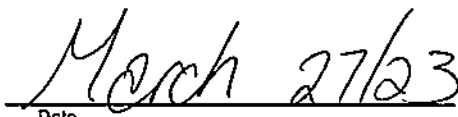
Michelle Rau

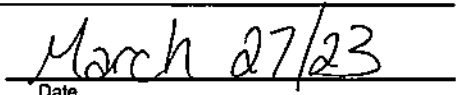
Print Name and Title

  
 \_\_\_\_\_  
 Signature

Shannon Breslin

Print Name and Title

  
 \_\_\_\_\_  
 Date

  
 \_\_\_\_\_  
 Date





# Community Grant Application Form

## For Office Use Only

Application Reviewed and Approved

Grant Number: 2023-03

Application Reviewed and Denied

Council Resolution No. : \_\_\_\_\_

Funding Requested: \$ \_\_\_\_\_

Funding Approved: \$ \_\_\_\_\_

Letter Sent: \_\_\_\_\_

Criteria and Evaluation (Comments must be completed if application is denied or modified):

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Signature of Authorized County Representative \_\_\_\_\_

Date \_\_\_\_\_

Print Name and Title of Authorized County Representative \_\_\_\_\_



Grant Application #: 2023-03

Resolution #: \_\_\_\_\_

# Community Grant Declaration

Name of Organization: Street Festival ("the Organization")

**The Organization declares that:**

The information contained in its application is complete and accurate.

The Organization understands and agrees that any funding awarded is subject to the Organization complying with the terms and conditions of this agreement and as outlined in the Community Grant Policy ("the Policy").

**The Organization agrees to the following terms and conditions:**

1. The Organization agrees to be bound by the requirements set out in the Policy and Application form.
2. The Organization will use all grant funding awarded for the purposes stated within its Application. If the Organization wished to vary the purpose, it agrees to be bound by the requirements set out in the Policy.
3. Following receipt of the Grant, the Organization agrees to be bound by the reporting requirements set out in the Policy.
4. Any part of the Grant not spent as set out in the Policy or upon termination of this Agreement must be repaid to the County of Barrhead as stipulated in the Policy. The Grant may be terminated upon:
  - a. mutual consent;
  - b. 90 days written notice by either party;
  - c. demand by the County for immediate repayment in the event of a breach of any term or condition; or
  - d. if the Organization becomes insolvent
5. The Organization acknowledges that it will be liable for the full amount of the Grant and will be bound to the terms of this Agreement, even if the Organization has paid all or part of the Grant to a third party who has spent the money.
6. If requested, the Organization agrees to give the County of Barrhead access to examine the Organization's operation and/or premises to verify the Grant has been used for the purpose laid out in the Application. The Organization will provide access to all financial statements and records having any connection with the Grant or its purpose during the term of this Agreement or until all requirements have been met.
7. The Organization acknowledges that the *Freedom of Information and Protection of Privacy Act (FOIPP)* applies to records submitted by the Organization to the County in relation to the grant application, including the Application and this Agreement. These records may be disclosed in response to an access to information request under the *FOIPP Act*, subject to any applicable exceptions to disclosure under the Act.
8. The Organization agrees to indemnify and hold harmless the County of Barrhead, including all councillors, employees, and agents from any and all claims demands, actions and costs (including legal costs) for which the Organization is legally responsible, including those arising out of negligence or willful acts by the Organization or its employees or agents. Such indemnification shall survive the termination of this agreement.

**The Organization represents and warrants that the person signing is duly authorized to make the Application and is legally sufficient to bind the Organization to the Agreement.**

[Signature]  
Signature

Michelle Row  
Print Name

April 1/23  
Date

[Signature]  
Signature

Shannon Breslin  
Print Name

April 1, 2023  
Date



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**TO: COUNCIL**

**RE: BARRHEAD GOLF & RECREATION AREA SOCIETY  
COMMUNITY GRANT REQUEST**

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**ISSUE:**

Barrhead Golf & Recreation Area Society is applying for a Community Grant to assist with painting of parking lines in parking lot (see attached application).

**BACKGROUND:**

- February 2, 2021 – Council approved the Community Grants Policy setting a maximum of \$2,500 per applicant pending availability of funds.
- Barrhead Golf & Recreation Area Society have had a recreation lease agreement with the County and Town of Barrhead on S ½ 18-59-03-W5 since 1981.
- Current lease is for the term October 1, 2021 until September 30, 2041.
- Society is requesting a \$2,500 donation to assist with a total project cost of \$5,000.
- All property taxes are current.

**ANALYSIS:**

- Application was considered under Policy AD-002 Community Grants (attached).
- Applicant is eligible as they meet the criteria under section 4.1 as follows:
  - ✓ A registered non-profit society or charitable organization that provides services within the County or provides services readily available to the general public of the County
  - ✓ Is in good standing with the County
  - ✓ Needs financial support to complete the project
  - ✓ Demonstrates value or benefit to the community as a community structure available for use by the public and promotes tourism within the County.
- Section 5.1 outlines 2 main categories of funding – 1) Events & Sponsorship and 2) Projects (programs, services, structures).
  - Application was initially considered as a Project; however, a project is further described as a program, service, or structure (Policy AD-002 s. 5.1(2))
  - A surface parking lot is considered a land improvement not a structure and therefore this grant application does not clearly fit under either category of funding

- Should Council want to consider the parking lot as a structure, the application was further assessed based on the criteria outlined in section 5.2 as follows:
  - Benefit to community – provides general access and usage to a local facility with tourism value
  - Other sources of funding, financial viability and community involvement – applicant is providing 50% of the total project cost and is financially viable.
- Project is eligible under section 5.3 and 5.4 as follows:
  - Matching requirement has been exceeded with the applicant committing \$2,500 of their own funds to use towards this project
  - Project is to be completed in spring/summer of 2023
  - It is a public venue with no restricted membership
  - Although the parking lot is not a structure, painting parking lot lines will increase the safety of parking and public, provide nearby handicap parking, and improve the public appeal of the clubhouse grounds and continued use of the facility.
- This is the 4<sup>th</sup> application for the 2023 budget year
- Financial implications:

2023 Community Grant Budget	<b>\$15,000</b>
Dispersed in 2023	(\$6,250)
Current Balance	\$8,750
Application (April 18, 2023)	(\$0)
Balance Remaining for 2023	<b>\$8,750</b>

**STRATEGIC ALIGNMENT:**

Processing of Community Grant requests align with the 2022-2026 Strategic Plan in the following areas:

**PILLAR 4: GOVERNANCE & LEADERSHIP**

GOAL 2 County demonstrates open & accountable government

**ADMINISTRATION RECOMMENDS THAT:**

Council denies the application from Barrhead Golf & Recreation Area Society for a donation of \$2,500 under the Community Grants Policy to assist with painting of lines in the parking lot as the parking lot is not a structure and therefore not an eligible project.



# Community Grant Application Form

## Application Information

Please submit completed applications to: County of Barrhead No. 11  
 5306-49 Street  
 Barrhead, AB T7N 1N5  
 or email: info@countybarrhead.ab.ca

For assistance completing your application, contact 780-674-3331 or info@countybarrhead.ab.ca  
 Incomplete applications will not be accepted.

## Applicant Information

Name of Organization: Barrhead Golf and Recreation Area Society

Mailing Address: Box 4090  
Street Address  
Barrhead Alberta T7N 1A1  
City Province Postal Code

Phone Number: 780-674-3053 Email: bargolfadmin@xplornet.com

Contact Name: Sandy White / Kevin Lynes

Position or Title: Office Manager / Golf Pro

Phone Number: 780-674-3053 Email: bargolfadmin@xplornet.com

Is your organization a registered charity or non-profit?  Yes  No

If yes: Alberta Registry Number: 500048665

Date of Incorporation: September 1, 1966

## Project Information

Name of Project or Event: Repaint parking/Handicap lines in parking lot

Start Date: As soon as possible Completion Date: As soon as possible

Location of Project or Event: Barrhead Golf Course Parking Lot



# Community Grant Application Form

### Describe Your Project or Event:

Goals: To repaint parking lot lines for proper parking stalls, and repaint handicap parking stalls

Anticipated number of County participants, or number directly affected by event, program, or services offered: Anyone who comes to the Golf Course will have proper parking stalls, and handicap parking stalls will be easier to identify

Target population (Children, youth, adults, seniors, families): anyone who drives

Describe how this project will benefit the community:  
The community that will use the parking lot, will have better visual of a parking stalls with painted lines. Handicap stall will be easier to identify with blue paint. For the customers that come to use the facility.

### Financial Information

#### Project Funding:

##### Funds Requested from the County of Barrhead:

Cash: .....	\$2,500.00
In-Kind: .....	\$
<b>Total Requested:</b> .....	<b>\$</b>

(Maximum \$2,500)

##### Funds from Other Sources:

(List other funds including any of the organizations own funds to be used in the project)

Own Funds: .....	\$2,500.00 plus
Fundraising: .....	\$
Volunteer Hours \$ 20/ Hr x _____ Hours =	\$ unknown at this time
Other: _____	\$
Other: _____ Please Specify	\$
<b>Total From Other Sources:</b> _____	<b>\$</b>

Note: Funding from other sources must be at least equal to funding requested from the County of Barrhead

#### Total Project Funding:

(Total Requested Funding + Total from Other Sources)

**\$5000.00**





# Community Grant Application Form

## For Office Use Only

Application Reviewed and Approved      Grant Number: 2023-04

Application Reviewed and Denied      Council Resolution No. : \_\_\_\_\_

Funding Requested: \$ \_\_\_\_\_

Funding Approved: \$ \_\_\_\_\_       Letter Sent: \_\_\_\_\_

Criteria and Evaluation (Comments must be completed if application is denied or modified):

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\_\_\_\_\_  
Signature of Authorized County Representative      Date

\_\_\_\_\_  
Print Name and Title of Authorized County Representative





Grant Application #: 2023-04

Resolution #: \_\_\_\_\_

# Community Grant Declaration

Name of Organization: Barrhead Golf and Recreation Area Society ("the Organization")

**The Organization declares that:**

The information contained in its application is complete and accurate.

The Organization understands and agrees that any funding awarded is subject to the Organization complying with the terms and conditions of this agreement and as outlined in the Community Grant Policy ("the Policy").

**The Organization agrees to the following terms and conditions:**

1. The Organization agrees to be bound by the requirements set out in the Policy and Application form.
2. The Organization will use all grant funding awarded for the purposes stated within its Application. If the Organization wished to vary the purpose, it agrees to be bound by the requirements set out in the Policy.
3. Following receipt of the Grant, the Organization agrees to be bound by the reporting requirements set out in the Policy.
4. Any part of the Grant not spent as set out in the Policy or upon termination of this Agreement must be repaid to the County of Barrhead as stipulated in the Policy. The Grant may be terminated upon:
  - a. mutual consent;
  - b. 90 days written notice by either party;
  - c. demand by the County for immediate repayment in the event of a breach of any term or condition; or
  - d. if the Organization becomes insolvent
5. The Organization acknowledges that it will be liable for the full amount of the Grant and will be bound to the terms of this Agreement, even if the Organization has paid all or part of the Grant to a third party who has spent the money.
6. If requested, the Organization agrees to give the County of Barrhead access to examine the Organization's operation and/or premises to verify the Grant has been used for the purpose laid out in the Application. The Organization will provide access to all financial statements and records having any connection with the Grant or its purpose during the term of this Agreement or until all requirements have been met.
7. The Organization acknowledges that the *Freedom of Information and Protection of Privacy Act (FOIPP)* applies to records submitted by the Organization to the County in relation to the grant application, including the Application and this Agreement. These records may be disclosed in response to an access to information request under the *FOIPP Act*, subject to any applicable exceptions to disclosure under the Act.
8. The Organization agrees to indemnify and hold harmless the County of Barrhead, including all councillors, employees, and agents from any and all claims demands, actions and costs (including legal costs) for which the Organization is legally responsible, including those arising out of negligence or willful acts by the Organization or its employees or agents. Such indemnification shall survive the termination of this agreement.

**The Organization represents and warrants that the person signing is duly authorized to make the Application and is legally sufficient to bind the Organization to the Agreement.**

Sandy White  
Signature

[Handwritten Signature]  
Signature

Sandy White  
Print Name

Kevin Lynes  
Print Name

April 6 2023  
Date

April 6 2023  
Date



REQUEST FOR DECISION  
APRIL 18, 2023

F

**TO: COUNCIL**

**RE: DECLARATION – NATIONAL NURSING WEEK 2023**

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**ISSUE:**

Council is requested to declare May 8-14, 2023 as National Nursing Week 2023 in the County of Barrhead.

**BACKGROUND:**

- April 4, 2023 – County received a request from Alberta Association of Nurses (AAN) to celebrate and honour nurses this year.
- AAN has requested that municipalities print, post, and share the poster attached to inspire their community to celebrate national nursing week.
- Information can be found on their website ( <https://albertanursing.ca/> ).

**ANALYSIS:**

- Albertans are encouraged to show appreciation for nurses and recognize the important contributions nurses make to our communities and our province.
- If declared, the declaration (see attached) and poster will be displayed in the County office and on the County website to celebrate nursing professionals and to ensure they feel valued and appreciated.

**STRATEGIC ALIGNMENT:**

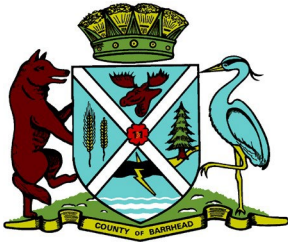
Declaring National Nursing Week in the County of Barrhead aligns with the 2022-2026 Strategic Plan in the following areas:

PILLAR 3: RURAL LIFESTYLE

GOAL 2 County promotes & celebrates success/achievements

**ADMINISTRATION RECOMMENDS THAT:**

Council declares May 8-14, 2023 as National Nursing Week in the County of Barrhead.



COUNTY OF BARRHEAD NO. 11  
PROVINCE OF ALBERTA

PROCLAMATION  
NATIONAL NURSING WEEK  
MAY 8-14, 2023

**WHEREAS**, the National Nursing Week annual celebrations take place from the Monday to the Sunday of the same week as Florence Nightingale's birthday, May 12; and

**WHEREAS**, the pandemic brought to light the courage and commitment that nurses work under every day and showed the important role that nurses play in the community; and

**WHEREAS**, their tireless efforts to ensure their fellow Canadians are treated with compassion, respect, dignity and professionalism, is a testament to their steadfast commitment to their profession and to the health and well-being of their fellow citizens; and

**WHEREAS**, the County of Barrhead appreciates the contributions made by nursing professionals to our community;

**THEREFORE, BE IT RESOLVED THAT**, the Council of the County of Barrhead No. 11, do hereby proclaim May 8-14, 2023 as **NATIONAL NURSING WEEK** in the County of Barrhead.

Dated this 18<sup>th</sup> day of April, 2023

---

Douglas Drozd, Reeve

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**From:** Terri Shaul <Terri.Shaul@albertanursing.ca>  
**Sent:** Tuesday, April 4, 2023 11:48 AM  
**Subject:** [EXTERNAL] - Nursing Week, May 8 - 14, 2023

Some people who received this message don't often get email from [terri.shaul@albertanursing.ca](mailto:terri.shaul@albertanursing.ca). [Learn why this is important](#)

Good afternoon,

Nursing Week 2023 is May 8-14, 2023. The nurses in your community have given your citizens so much this past year, and Nursing Week is an excellent time for Municipalities to recognize nurses' contribution to your community. The attached document provides ideas to celebrate nurses. We encourage you to use one of the ideas or identify an original way to celebrate and honor nurses this year!

Sincerely

***Terri Shaul*** (she/hers)

Operations Director

Alberta Association of Nurses

(p) 403-998-7229

[www.albertanursing.ca](http://www.albertanursing.ca)



**Our communities are founded on the expertise,  
compassion and strength of nurses.**

**Let's CELEBRATE that.**

If anything, the last few years have shone a light on what industry-insiders have always known. Nurses are the backbone of Alberta's healthcare system. Vibrant, critical, indispensable - filled with character, grace and compassion, nurses are the heart and soul of the whole operation.

**May 8-14 is National Nursing Week: Our Nurses. Our Future.**

A time to come together, stand proud, share our stories, laugh, listen, grow, support and celebrate. We encourage towns and cities across Alberta to reflect on the impact nurses have in your communities. Take the opportunity to build awareness, celebrate and highlight the diversity of nurses and the roles they play in Alberta. **Print, post, and share the poster attached** to inspire your community to celebrate nursing week. Use hashtags to contribute and to help grow the collective. #OurNursesOurFuture #IKnowANurse #NationalNursingWeek, or find your community's own unique way to celebrate nurses!

**If you'd like more information on the Alberta Association of Nurses or Nursing Week, please visit [albertanursing.ca](http://albertanursing.ca) or connect with us on social media at [@alberta\\_nursing](https://www.instagram.com/alberta_nursing).**



*The Alberta Association of Nurses (AAN) was created to support, promote and advocate for ALL nurses. LPNs, NPs, RPNs, RNs, nursing students and retired nurses...belong here.*

*We've seen generous growth since our May 2022 inception, with over 10,000 nurses adding their voices to the collective. We strive to be the go-to resource for all things professional development, but equally important, we encourage our members to connect with each other, building a supportive, vibrant engaged nursing community.*

# Nursing Week

May 8-14, 2023

albertanursing.ca | @alberta\_nursing



**Alberta  
Association  
of Nurses**

International Nursing Week is an annual celebration that the Alberta Association of Nurses (AAN) is excited to be a part of. With 10,000 members and counting, we have a lot to celebrate!

This year, the theme for Nurses Week is **Our Nurses, Our Future**. The Canadian Nurses Association shares, *“This theme showcases the many roles that nurses play in a patient’s health-care journey. The pandemic brought to light the courage and commitment that nurses work under every day and showed the important role that nurses play in the community.”*

This Nursing Week, we encourage you to reflect on the progress that has been made in nursing and healthcare, celebrate the nurses around you, and get inspired for the future of nursing in Canada.

## How to celebrate Nursing Week if you are a...

### NURSE

- Share photos and stories that highlight the diversity of your role, your team and your work in healthcare
- **Nominate a “Notable Nurse”** that AAN should recognize
- **Share your “Words of Wisdom”** with AAN for us to highlight and share with the nursing community
- **Register for Spark 2023** taking place May 4 & 5 and join other Alberta nurses to explore nursing’s most pressing issues
- Take advantage of local deals offered during Nurses Week
- Celebrate by decorating your nursing station



### MANAGER OR TEAM LEADER

- Organize a breakfast, party, or ceremony for your nursing team
- Make note cards available for the nurses on your unit to send to their colleagues, highlighting what they appreciate most about the nurses on their team
- Put together a care basket for your team to enjoy, or small personal gifts for each nurse
- Set up a photo booth for nurses and post the pictures on your unit and hospital bulletin boards
- Provide tools and resources for stress management (host a yoga or meditation moment, on-site massage chair, access to health apps, helpful articles)

### COMMUNITY MEMBER

- Send a “thank you” card to a nurse
- Drop a package of snacks and personal care items off at your local healthcare office or hospital
- Raise public awareness of Nursing Week by posting about it on social media
- Get in touch with your political representatives to voice support for nurses (**Take Action with CNA**)



**Find information  
and download  
assets here.**



REQUEST FOR DECISION  
APRIL 18, 2023



**TO: COUNCIL**

**RE: UNIT 312 & UNIT 313 CATERPILLAR 627G MOTOR SCRAPER DISPERSALS**

**ISSUE:**

Public Works has issued a public notice of dispersal for Unit 312 and Unit 313, both units being 2011 Caterpillar 627G motor scrapers.

**BACKGROUND:**

- Policy 12.36 Disposal of Surplus Items allows for items to be sold by tendered sale, sale through an auction mart or company or sale by consignment.
  - Items sold by tendered sale must be approved by Council if a reserve bid has not been established.
- Replacement units, both 2023 Caterpillar 627K, will be delivered before the end of April 2023.
- Resale of old units was budgeted at \$285,000 each.
- Due to favourable market conditions, it was determined that a public tendered sale should be conducted.
- Tenders closed on April 13, 2023 at 9:00 a.m.
- County received 4 offers for Unit 312 and Unit 313. The table below summarizes the submissions:

Company	Offer Received Unit 312	Offer Received Unit 313	Conditions
Headwater Equipment Sales	\$287,500	\$287,500	
Finning Canada	\$315,000	\$315,000	
Michener Allen Auctioneering Ltd.	\$375,000	\$375,000	Guaranteed price of \$750,000. Michener Allen will take the next \$70,000. Any monies over \$820,000 will be split 90/10 in favour of the County of Barrhead.
Ritchie Bros. Auctioneers Canada	\$375,000	\$380,000	Note: tender was received April 13, 2023 at 9:03 am

**ANALYSIS:**

- Ritchie Bros. Auctioneers Canada’s submission of \$375,000 for Unit 312 and \$380,000 for Unit 313 are the highest bids received but cannot be accepted as the tender was received after the 9:00 am deadline.
- Prices received from Mitchener Allen Auctioneering Ltd. are the next highest bid.

**STRATEGIC ALIGNMENT:**

PILLAR 2: MUNICIPAL INFRASTRUCTURE & SERVICES

GOAL 1 - Infrastructure & services balance County capacity with ratepayers needs

PILLAR 4: GOVERNANCE & LEADERSHIP

GOAL 2 - County demonstrates open & accountable government

**ADMINISTRATION RECOMMENDS THAT:**

Council directs Administration to disperse Unit 312 and Unit 313 to Michener Allen Auctioneering Ltd. for the total price of \$750,000 and make the units available for immediate possession upon receipt of payment with any monies over \$820,000 received at the auction to be split 90/10 in favour of the County of Barrhead.





### 2023 COUNCIL RESOLUTION TRACKING LIST

(Items beyond the normal course of business)

Resol. #	Resolution Topic	Responsible	Comments	Status
2023-117	CAO to sign Conditional Grant (\$146,570) under the Intermunicipal Collaboration Component of the 2022-23 ACP Program in support of the Feasibility Study to repurpose ADLC as a joint civic center	CAO	Waiting for agreement	Not Started
2023-116	CAO to sign Alberta Crime Prevention Grant Agreement (Minister of Public Safety & Emergency Services) to receive \$26,685 to continue with the BARCC workplan.	CAO	Agreement signed & sent Apr 5/23, awaiting return	Underway
2023-113	Approved Compassionate Gift Policy AD-004 as amended	CAO/EA	Amended, included for information in Apr 18/23 agenda pkg	Complete Apr 14/23
2023-112	Denied the request to cancel or reduce Fire Invoice IVC00002618.	CAO/EA		Underway
2023-106-108	Approved 2022 audited Financial Statements, and FIR, and to publish to website	CAO/FIN	Published to website	Complete Apr 5/23
2023-103	Authorize Reeve Drozd to sign the Acknowledgement of Consultation for the RCMP Annual Performance Plan.	CAO/EA	Reeve has signed and returned	Complete Apr 13/23
2023-099	Disperse Unit 306 D6T Dozer to Ritchie Bros Auctioneers (Canada) Ltd. for the price of \$375,000 plus GST	FIN/PW	Unit has been picked up.	Complete Apr 13/23
2023-098	Cost share (50:50) with TOB purchase of 2023 John Deere 755K Landfill Track Loader (\$608,000 plus GST) from Brandt Tractor Ltd. as per 2023 Waste Management Capital	FIN/PW	Ordered	Underway
2023-097	Approve purchase of steamer pressure washer from Water Blast Manufacturing LP (\$18,245.81 plus GST), reflect changes in 2023 Capital budget.	FIN/PW	Ordered	Underway

2023-096	Deny the request to upgrade a currently undeveloped road allowance to SE 26-59-6-W5 for recreational use only.	DEV/CAO		Underway
2023-091	Request business documents from GROWTH/WILD for past 2 years; bring back a report for Council to assess County membership in GROWTH/WILD.	CAO	Documents received March 23, 24, April 10-13/23; Request has been made to Chair, copied to other 3 members	Underway
2023-087	Bring results of 2023 TL Lagoon groundwater monitoring back to Council for review to develop management and/or upgrade plan for the facility.	PW/CAO		Not Started
2023-086	Add \$16,000 to 2023 budget for installation of 4 groundwater monitoring wells at TL Lagoon	FIN/CAO	Budget updated; final budget to be brought to Council for approval	Complete Mar 8/23
2023-085	Replace Lightning Bay's gate opener with access card; Lightning Bay residents informed that access to TL Lagoon cut off if volumes reach 5,821 m <sup>3</sup> in order to ensure compliance.	PW	Lightning Bay residents have been notified and switched to card access	Complete Mar 13/23
2023-084	Set max yearly incoming volume of TL Lagoon to 4,366 m <sup>3</sup> to all customers other than Lightning Bay	PW/CAO	Maximum is in place and will be monitored	Complete Mar 13/23
2023-081	Adopted Records Management Bylaw No. 2-2023	CAO/EA	Signed & filed	Complete Mar 15/23
2023-077	Renew 10 year lease with Misty Ridge for ski hill operations on 10 acre parcel in SW 16-62-4-W5	CAO/EA	Lease finalized	Complete Mar 15/23
2023-076	Appointed Fire Guardians for 2023-24	CAO/EA	Guardians and Fire Chief notified; New list available April 1 and to be posted to website	Complete Mar 13/23
2023-073	Approved application from Community Gardens for \$2,500 in-kind support under Community Grant policy	CAO/EA	Approval Letter sent to applicant	Complete Mar 8/23
2023-064	Approved Admin to enter into an agreement with Western Star North to purchase 3 Western Star 47X SB trucks for delivery in 2024 & 2025 as per 10-yr Capital Plan; bring back final pricing to Council for final order approval	PW/CAO	Western notified of intent to purchase	Underway
2023-061	Approved 2022 reserve transactions as presented in 2022 Reserve Report.	FIN/CAO	Reserve Report updated	Complete Feb 21/23
2023-060	Accept 2022 year-end financial reports; subject to audit adjustments & year end finalizations.	FIN/CAO	2022 Year-end closed	Complete Feb 21/23

2023-059	Approve ALUS PAC TOR as presented	AG/EA	TOR finalized	Complete Feb 28/23
2023-058	Rescind outdated policies	CAO/EA	Policies updated	Complete Mar 1/23
2023-055-57	Appointed ARB officials for CRASC	CAO/EA	ARB clerk notified of appointments	Complete Feb 22/23
2023-053	Approved application from Volunteer Appreciation committee for \$1,250 under Community Grants Policy	CAO/EA	Approval Letter sent to applicant.	Complete Feb 27/23
2023-039	Directed Admin to draft letter for Reeve's signature in support of Camrose Casinos' request to AGLC to relocate to Edmonton.	CAO	Attended webinar on topic; deadline to submit Mar 1/23	Complete Mar 2/23
2023-038	Provide updated letter of support to MCSnet for ISED 2021 funding allocation	CAO	Letter sent	Complete Feb 10/23
2023-037	Authorized CAO to sign temporary CPO Service Agreement with Town of Morinville.	CAO/EA	Agreement finalized.	Complete Feb 9/23
2023-036	Approved additional funding sources for 2022 capital projects (2021-140 & 2022-340)	FIN	Complete	Complete Feb 7/23
2023-033	Directed Reeve & CAO to sign Water Well Agreement with Kevin & Sherry Vangrootheest for well at Baird Lake reservoir.	PW/CAO	Agreement given to landowner for signature	Complete Feb 13/23
2023-032	Approved purchase of 1/2-ton crew cab 4x4 Truck - Stephani Motors Ltd. \$57,755 plus GST & applicable fees; reflect changes in 2023 Capital budget.	PW/FIN	Ordered	Complete Feb 10/23
2023-031	Approved purchase of tri axle equipment trailer - Hayworth Equipment Sales \$55,990 plus GST & applicable fees; reflect changes in 2023 Capital budget.	PW/FIN	Ordered	Complete Feb 10/23
2023-030	Approved purchase of post pounder - Neerlandia Co-op \$21,300 plus GST: reflect the changes in 2023 Capital budget.	PW/FIN	Ordered	Complete Feb 10/23
2023-029	WSP Engineering reduced scope for engineering services - 2023 paving project of RR 22, RR 40, & TL based on updated cost of \$260,538.	PW/CAO	Revised contract received and signed	Complete Feb 13/23
2023-023	Accepted for info Div 4 adjusted training costs for 2023 and legal fees of \$36,959.67 to be recorded to General Government (11-Council & Leg) for 2022	FIN/CAO	Costs recorded as presented.	Complete Jan 16/23

2023-018	Authorized write-off of 2 outstanding AR as uncollectable in the amount of \$2,569.15	FIN	Written off as authorized.	Complete Jan 18/23
2023-017	Adopted bylaw 1-2023 Rate & Fees	CAO/EA	Bylaw updated, posted on website, staff advised	Complete Feb 1/23
2023-013	Approved policy FN-004 Collection of Accounts Receivable	CAO/FIN	Policy in place, staff advised	Complete Jan 16/23
2023-012	Postponed review of elected officials remuneration policy to align with next staff compensation review	CAO	Updated Compensation Review file with Council's direction.	Complete Jan 16/23
2023-009	Update 2023 budget with new mileage rate \$0.68	FIN/CAO	Interim 2023 budget updated, final budget to be approved in April 2023	Complete Jan 16/23
2023-008	Approve changes to HR-001 Elected Officials remuneration policy	CAO/EA	Policy updated	Complete Jan 16/23
2023-007	Approve public engagement plan for 2nd engagement session of Community Halls Strategy	CAO/COMM	Date set for Mar 16/23 from 1-4:30 pm Glenreagh Hall; Waiting for call back from 3 halls; Halls contacted to establish date	Complete Feb 28/23
2022-552	Apply for PERC/DIRC for outstanding uncollectible education and DIP for 2022 tax year	FIN/CAO	Grant application submitted	Complete Jan 9/23
2022-549	Extend term of membership for current ALUS PAC members to December 31, 2023.	AG	PAC members notified	Complete Jan 13/23
2022-544	Waive registration fees; reserve Klondyke Ferry campground for July 10, 2023 for Voyageur Canoe Brigade; provide up to 4 porta-potties	CAO/EA/PW	Applicants notified and they will contact us closer to event for final arrangements	Complete Jan 4/23
2022-538	Submit a CCBF application for RR 22 for \$614,980	FIN/CAO	Submitted application February 9, 2023	Complete Feb 9/23
2022-537	Amend MSI application for RR 22 to increase funding by \$709,404	FIN/CAO	Submitted application February 9, 2023	Complete Feb 9/23
2022-536	Cancel Landfill Access Road Project under MSI	CAO	Submitted request February 13, 2023	Complete Feb 13/23
2022-535	Award 2023 paving contract to Central City Paving	PW	Contract fully executed; Sent to contractor for signature.	Complete Feb 1/23
2022-474,475	Lifted restrictions on C. Lane and cost of training to be paid from Div 4 2023 training budget	FIN/CAO	Cost reconciliation to Council Jan 16/23; 2023 Div 4 training budget to be set Dec 20/22 and reconciled with 2022 costs	Complete Jan 16/23
2022-448	Draft congratulatory letter for Reeve's signature to new Min of MA and provide info on County of Barrhead strategic initiatives.	CAO/EA		Underway

2022-428	Invite MP Viersen and MLA van Dijken to future Council meeting	CAO	MLA scheduled to attend April 4/23; Admin has been in contact with both offices to check availability	Underway
2022-411	Tabled appointments to Regional Admin Bldg committee pending update	CAO	Discussion with Superintendant	Underway
2023-021; 2022-368	Draft resolution on cellular coverage in the County with timeline to support advocacy efforts at RMA 2023 Spring Convention	CAO	Council approved Jan 16/23, submitted to Pembina Zone, approved at Zone mtg, to be forwarded to RMA Prov Conference; Research being conducted	Complete Jan 16/23
2022-364	Admin to provide further info on Alberta Carbon Grid - Agreement with GOA	CAO		Not Started
2022-321	Authorized signing Emerg Mgmt Mutual Aid Agreement with LSAC	CAO	Awaiting Signatures from LSAC	Underway
2022-254	Bring back recommendations for disposing of Unit #306 2018 Caterpillar D6T XL	PW/CAO	Disposal approved Apr 4/23; Put out to tender - closes Mar 31; Not suitable for Landfill, report to Council as per policy	Complete Apr 4/23
2022-235, 484	Community Hall Strategy identified in the 2022-2026 Strategic Plan be <b>escalated to begin in 2022.</b>	CAO/PD	"What we heard" report to Council Dec 6/22; Oct 5/22 selected; PEP to Council Sept 20/22; Stakeholder input on selecting date almost complete; Project management sheets drafted	Complete Jan 16/23
2022-166	Preliminary consolidated report on status of wastewater infrastructure	CAO/PW/DF	Consolidating all lagoon reports (T.L. received Dec/22); incorporating asset management principles and discussions with LSAC	Underway
2021-174	VSU - letter to MLA re support and current service delivery model	CAO/EA	Met with VSU representative to better understand situation/impact; Rough draft prepared	Underway
2020-165	Letter - AB Transportation re prov. Hwy concerns for consideration for GOA 2020 Capital Maintenance Projects	EA/CAO	Hwy 33; Obtained input from Council, PW.	Underway
2019-352	Follow-up letter to Minister Municipal Affairs	EA/CAO	Notes distributed	Underway
2019-009	RMA Charitable Gaming Committee - support and inform	EA/CAO	Included in Mar 2/23 response to AGLC; Research on current status & received update from RMA; GOA postponed this initiative indefinitely, tone of letter will change; Letter drafted to MLA etc.; Shared with Town & orgs; Report posted to website, compiling email distribution list	Complete Mar 2/23
2018-029	Service Contract Review	EA/CAO	Initial list has been compiled.	Underway

2017-325	Develop a bylaw to provide necessary tools to deal with enforcement issues as an interim step	CAO/Dev	Work with LSA Bylaw enforcement to draft bylaw to use in the interim while developing a more substantive bylaw through public consultation	Underway
2017-245	Policy for Special Events	CAO/Dev	Reviewing policies from neighbouring municipalities	Underway

## Unpaid Oil and Gas Property Taxes

### Tax Arrears Monitoring Process

#### New Directive

A ministerial order recently issued by Alberta Energy to the Alberta Energy Regulator (AER) builds on other actions already taken to support municipalities address unpaid oil and gas property taxes. When applying for new well licences and well licence transfers, companies that have been previously identified by municipalities as having unpaid property taxes must confirm that their outstanding municipal taxes across the province do not exceed the maximum threshold, or have a repayment agreement in force. Companies seeking to sell their assets will have to pay their tax arrears first, or have them paid as part of the sale.

As of April 30, 2023, payment of municipal taxes is a mandatory condition for approving new well licence transfers between companies or granting new well licences to companies. Under this process, applications will be closed if a company has a cumulative provincial total of unpaid municipal taxes above the threshold. The threshold will be set by the AER in consultation with the ministries of Energy and Municipal Affairs. The purpose of the threshold is to avoid imposing additional red tape on municipalities or companies for very small amounts that may be owing due to administrative issues.

The ability to monitor municipal tax obligations and performance of licencees requires a process to collect information from municipalities. To support this new directive, Municipal Affairs and the AER are implementing the following process for sharing data.

#### Information Sharing Process

Municipal Affairs will collect tax arrears information from municipalities on a periodic basis. This includes information on which companies have unpaid tax arrears and have not entered a repayment agreement, or that have not held to the terms of their repayment agreement. The assistance of municipalities is required to submit information to build this comprehensive list.

Using the Oil and Gas Company Tax Arrears Notification form, municipalities will provide Municipal Affairs information for each company with arrears, including the company name, amount of arrears, and whether repayment arrangements, if any, are in good standing. An accurate list is important, as there are impacts for companies that are identified as having unpaid taxes without a proper repayment agreement in force. The data will be provided to the AER to reference when determining whether to accept new well licence and well licence transfer applications. Once the AER has accepted an application, a review will be conducted following normal procedures.

Companies identified on the list will be required by the AER to provide proof of tax payment, while those not on the list will proceed as normal without additional regulatory requirements relating to the ministerial order. This means companies attempting to acquire new well licences or participate in a well transfer that are identified as having unpaid taxes will have to provide evidence to the AER that their cumulative

municipal tax arrears across the province have been paid, or repayment arrangements with the municipalities to which the arrears are owed have been made and remain in good standing. A company requiring this evidence may contact the municipalities to request official municipal documentation for the AER, such as a tax certificate or letter on municipal letterhead. During an audit, the AER may contact municipalities directly to validate this information.

This process is intended to support the ongoing efforts of municipalities to recoup unpaid taxes. It is expected that municipalities will continue to pursue tax recovery outside this process where possible.

### Examples of a New Licence Application Process

Company	On Municipal Affairs' List?	Municipal Documentation Required?	Taxes Paid or Repayment Agreement?	AER
A	✓	✓	✗	Application closed
B	✓	✓	✓	Application accepted
C	✗	✗	✓	Application accepted

**Note:** This table is intended to illustrate only the effect of considering unpaid taxes. AER considers a broad range of factors when assessing applications.

### Tax Arrears Reporting

Municipalities are asked to submit information for tax accounts that meet the following criteria:

- properties where the company (assessed person) holds a licence or approval issued by the AER, and
- tax arrears that are not adequately covered by a repayment agreement in good standing.

Tax arrears means all cumulative property taxes levied under Part 10 of the *Municipal Government Act* that remain unpaid after December 31 of the year in which they are imposed. This includes requisitions and penalties, but does not include taxes that have been cancelled or written off.

Best practices for a repayment agreement suggest that it:

- be in writing;
- account in some manner for the full amount of municipal taxes, requisitions, and penalties to date, with councils being able to choose to cancel a portion of the arrears (e.g., penalties) if council believes it is equitable to do so; and
- specify whether imposition of additional penalties is suspended during the repayment agreement.

Forms should be submitted to [MA.UnpaidTaxes@gov.ab.ca](mailto:MA.UnpaidTaxes@gov.ab.ca).

### Key Dates

Municipalities may provide this information annually by March 15 (April 21 in 2023 only), in addition to updates on a quarterly basis (June 15, September 15, and December 15), as the status of tax accounts change.

Municipal Affairs will revise the list on a quarterly basis and submit updates to the AER each quarter (March 31, June 30, September 30, and December 31.)



## **Key Contacts**

Questions regarding the tax arrears monitoring process may be directed to [MA.UnpaidTaxes@gov.ab.ca](mailto:MA.UnpaidTaxes@gov.ab.ca) or by phone, toll-free by first dialing 310-0000, then 780-422-1377.

Questions regarding which companies are on the list, or how the list will be used, should be directed to the Alberta Energy Regulator at [municipal.taxes@aer.ca](mailto:municipal.taxes@aer.ca).

## Notice

### Upcoming new Alberta codes editions

National Building Code – 2022 Alberta Edition (NBC(AE))

National Fire Code – 2022 Alberta Edition (NFC(AE))

National Energy Code for Buildings (NECB) 2020

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The province is updating its construction codes based on the 2020 National Building Code, National Fire Code and National Energy Code for Buildings, which were published by the National Research Council in March 2022.

Alberta has jurisdiction over safety codes, as do all Canadian provinces and territories. The Alberta government worked closely with industry, municipal associations and technical experts across the province to determine if Alberta needed to modify anything from the 2020 national code publications. The government also works with Alberta's Safety Codes Council to review safety codes and standards proposed for adoption and receives input and advice from the Council to help ensure the codes are appropriate for Alberta.

While Alberta is a signatory to the Construction Codes Reconciliation Agreement to reduce barriers to trade and support harmonized codes across Canada, the provincially focused review ensured that the upcoming changes to Alberta code editions best support the needs of Albertans.

#### Key changes to the Alberta editions of the building, fire and energy codes

- Farm buildings will continue to be exempt from Alberta's editions of the building, energy efficiency and fire codes.
- Alberta is adopting tier 1 as the minimum province-wide standard for building energy efficiency for housing and small buildings under Part 9 of the Alberta edition of the National Building Code and tier 1 for energy efficiency for other buildings in the National Energy Code for Buildings. These codes allow provinces and territories to choose from 5 tiers or levels for energy efficiency performance at a pace best suited for their jurisdiction and in recognition of their specific sources of energy.

#### Alberta's process for adopting safety codes

Alberta regulations enable 'timely code adoption' which brings national or international code changes into force for one year after their publication. This provides predictability so that industry, municipalities and other sectors (such as educational institutions) can confidently plan and prepare for new code changes. The Minister by order may also bring codes into force earlier or later than the 12-month period. The coming into force date will be advanced for the codes because of the two-year delay in the publication of the 2020 national code editions.

**The upcoming Alberta editions of the National Building Code and National Fire Code and the National Energy Code for Buildings will come into force on the same date in the spring 2024.** Municipal Affairs will provide additional notifications and information on the exact date along with other information related to the updated codes over the coming months to ensure municipalities, industry, safety codes officers and code users are prepared in advance of the coming into force date.

<https://www.alberta.ca/building-codes-and-standards.aspx>

<https://www.alberta.ca/fire-codes-and-standards.aspx>

As with the 2019 publications, the Alberta editions of the National Building Code, National Fire Code and the National Energy Code for Buildings will be available online and in downloadable form for free from the National Research Council. Paper copies are also available for order at a reduced price.

### Transition Period

Municipal Affairs recognizes that municipalities require flexibility to appropriately manage the transition period for the administration of new code requirements. Industry also benefits from additional time to become familiar with the new code changes. There is a transition period to allow municipalities and other authorities having jurisdiction the time to prepare for the new code changes and allow construction in progress with a valid permit to continue under the previous code edition. More detail on the transition period will be made available in upcoming notices from Municipal Affairs.

For further information contact Municipal Affairs.

Email: [safety.services@gov.ab.ca](mailto:safety.services@gov.ab.ca)

Call: toll-free at 1-866-421-6929

<https://www.alberta.ca/building-codes-and-standards.aspx>

<https://www.alberta.ca/fire-codes-and-standards.aspx>



COUNTY OF BARRHEAD NO. 11  
 CASH, INVESTMENTS, & TAXES RECEIVABLE  
 February 28, 2023



	February YTD 2023	February YTD 2022
<b>CASH:</b>		
On Hand	\$300	\$300
Deposits	239,755	378,782
Payroll and Disbursements	63,306	119,042
Savings	3,989,078	3,796,024
Tax Trust	22,308	21,661
Municipal Reserve	490,728	446,134
<b>SHORT TERM DEPOSITS:</b>		
31 day Notice	1,631,587	66,186
60 day Notice	2,769,793	1,009,153
90 day Notice	11,051,082	12,645,234
<b>Total Cash and Temporary Investments</b>	<b>20,257,938</b>	<b>18,482,516</b>
 <b>INVESTMENTS</b>		
Term Deposits	2,074,484	2,000,000
Funds Held In Trust	1,510,430	-
Other Investments	10,034	31,459
<b>Total Investments</b>	<b>3,594,949</b>	<b>2,031,459</b>
 <b>TAXES AND GRANTS IN LIEU RECEIVABLE:</b>		
Current	(324,794)	(174,980)
Arrears	663,429	1,213,414
Forfeited Land	4,719	6,856
	343,355	1,045,291
Allowance for Uncollectible Taxes	(100,000)	(464,531)
<b>Total Taxes &amp; Grants in Lieu Receivable</b>	<b>243,355</b>	<b>580,760</b>
 # of Tax Rolls on TIPP	252	179



## Public Works Director of Infrastructure Report April 18, 2023

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### ***Graders***

- Snow equipment has been removed.
- Blading gravel roads.

### ***Gravel Haul***

- Working on 2023 projects out of Fort Assiniboine pit with County forces.

### ***Mulching***

- Work continues on Township Road 570 between Range Road 12 and Range Road 20.

### ***Transfer Stations***

- Maintenance and clean up, push burn pits and scrap iron.

### ***Equipment Update***

- Public tender to sell the 2 - 627G motor scrapers closed April 13, 2023. Tender results will be reviewed with Council.

### ***Seasonal Staff***

- Start date of May 1, 2023

### ***Construction Projects & Bridge File Culvert Replacement***

- Land acquisition, backslope and borrow agreements are being obtained for the 2023 projects.

### ***Paving Projects***

- On April 19, 2023, a preconstruction meeting is scheduled with County of Barrhead, WSP, E&I Canada Limited Engineering and Central City Asphalt. First stage of the paving projects is to crush the gravel required at the Fort Assiniboine gravel pit.

### ***Labour***

- Park and campground clean up, sign repairs and hand brushing.

### ***Shop***

- Warranty work is being completed on 2 John Deere graders, equipment service, gravel and tank truck repairs

### ***Utilities***

- SEGO, a pump maintenance company, was out to inspect and plan repairs for the Neerlandia fire pump.
- All other testing and monitoring are being carried out as per normal operations.

## RMA COMMITTEE ON QUASI-JUDICIAL AGENCIES

To better understand the impacts that provincially-regulated development approvals have on rural municipalities and the experience that rural municipalities have had in participating in development review processes led by such agencies, the RMA is forming a member committee.

Although a core responsibility of municipalities is to manage local land use planning and development decisions, provincial quasi-judicial agencies approve certain types of development (such as renewable energy developments, oil and gas wells and pipelines, and confined feeding operations) that can have major local impacts. Examples of quasi-judicial agencies include the Alberta Utilities Commission, Alberta Energy Regulator, and Natural Resources Conservation Board.

The committee will be comprised of five elected officials from RMA member municipalities, and chaired by a member of the RMA Board of Directors. **As the RMA is expecting a large number of applicants for participation on the committee, only one applicant per municipality will be considered.** We will do our best to ensure the committee includes a broad range of experience and regional representation. Those not selected to the committee may be contacted to provide input and share local examples associated with the issue.

The committee will begin its work in May, and run until September, meeting once a month or as needed.

Applications for the committee are now being accepted. To apply, please complete the online application form below. To be considered for the committee, forms must be completed no later than **April 14, 2023**.

To learn more about the committee's scope, composition, deliverables, and remuneration policy, review [the committee terms of reference](#).

## **RMA COMMITTEE ON QUASI-JUDICIAL AGENCIES TERMS OF REFERENCE**

### **MANDATE**

While the *Municipal Government Act* assigns municipalities with responsibility for land use planning and development decisions within their boundaries, there are some specific development types that are approved at the provincial level, often by quasi-judicial agencies, such as the Alberta Utilities Commission, Alberta Energy Regulator, and Natural Resources Conservation Board. These agencies are not required to abide by, or in some cases even consider, municipal perspectives and plans when approving development applications. This has resulted in situations where provincially-approved developments have had local impacts related to land use, infrastructure, environmental risks, noise or odour nuisances, and others.

The purpose of this committee is to provide a rural municipal perspective on the current processes of quasi-judicial boards in approving certain provincially-regulated developments, the impacts of such developments on rural municipalities and other landowners, and the role (or lack thereof) of municipalities in such approval processes.

The committee will seek local examples of how developments approved by quasi-judicial agencies have impacted municipalities and provide input into the project engagement and approval process from the perspective of municipalities. The committee will primarily focus on local, municipal examples that demonstrate the lack of involvement of rural municipalities in existing processes.

The committee may also engage with government, quasi-judicial agencies, industry, and any other stakeholders they identify as relevant to better understand the processes. The Committee may also address other items as identified by the RMA Board of Directors.

### **COMMITTEE ROLES AND DELIVERABLES**

The Committee will:

- Serve as an advisory group to provide the rural municipal perspective on quasi-judicial approval processes.
- Maintain confidentiality, as required, of materials provided or discussions within the committee.
- Provide a “What We Heard” report to the RMA Board of Directors to support the development of key positions based on discussions and information obtained through committee work.
- Represent the entirety of the RMA membership when making recommendations to the RMA Board of Directors.

### **COMPOSITION**

The Committee will be comprised of:

- A member of the RMA Board of Directors to act as chair;
- Five (5) elected officials from RMA full member municipalities, nominated independently with support from their municipality, and selected by the RMA Board;
- External subject experts as identified by the committee will be invited to present to the Committee as needed.

## **TERM**

This committee will be in place until September 30, 2023, or as directed by the RMA Board of Directors.

## **REPORTING RELATIONSHIP**

- The Committee shall report to the RMA Board through its Chair.
- The Committee shall have no resolution making powers.
- At the RMA Board's discretion, the Committee or some designates may meet with the RMA Board to discuss the Committee's progress or deliverables.

## **FREQUENCY OF MEETINGS**

Meetings will occur once every month or as needed. The Committee may be assembled at the request of the RMA Board of Directors when a specific task or issue arises.

## **COMMITTEE SECRETARIAT, ADMINISTRATIVE AND FINANCIAL SUPPORT**

- The RMA will provide all necessary administrative resources to the Committee.
- The RMA office shall provide or arrange meeting space for the Committee as required.
- Per diem costs associated with participation in an RMA Advisory Committee will be borne by the member municipality. A letter of support from each committee member municipality is requested indicating recognition that per diem costs will not be borne by the RMA.
- The RMA shall reimburse committee members for travel, accommodation, and meal expenses related to attendance of committee meetings.





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W [www.tofieldalberta.ca](http://www.tofieldalberta.ca)

April 12, 2023

Office of the Minister  
Environment & Protected Areas  
224 Legislature Building  
10800 – 97 Avenue  
Edmonton, AB T5K 2B6

RE: Exemption of Newspaper from EPR Program Revisions

Dear Minister Savage,

Print media (newspapers) are essential to the lifeblood of Alberta. Newspapers provide a traditional sense, and source of information to our residents. In what has become ever consistent in social media and internet-based forms of news, newspapers rely on facts, sourcing their stories and identifying truths.

The past number of years have been challenging for both business and small business. The continued rise in costs, accompanied by the downturn in the economy has forced job loss and ultimately business closure. Looking to enforce further constraints on what is one of our oldest and most relied upon industries truly seems unfair.

The newspaper industry has already looked at ways to reduce costs and become both more efficient and compliant, such as reducing paper thickness, which has come at a cost. This cost is not only monetary, but also content based. The reduction in paper-based weight has also reduced the amount of content which can be provided to our residents, once again, affecting them.

By expecting newspapers to have the same level of compliance with the EPR Program as plastics, seem short-sighted and unrealistic. The Provincial Government needs to recognize the importance of newspapers to Albertans and stand to make the same move as the Ontario Government. Please exempt newspapers from the revised EPR Program.

Sincerely,

*Debora L. Dueck*

Debora Dueck  
Mayor

C.C  
Jackie Lovely, MLA Camrose  
All Alberta Municipalities  
Kerry Anderson, Tofield Mercury



**Policy Title:** Compassionate Gifts

**Policy Number:** AD-004

**Functional Area:** Administration

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## **PURPOSE**

To define principles which provides consistency in acknowledging when an employee has experienced a serious illness or the death of an immediate family member.

## **POLICY STATEMENTS**

County of Barrhead recognizes the importance of compassion and supporting a County of Barrhead employee during a time of grief or mourning.

## **SCOPE**

This policy applies to all current permanent employees and current Elected Officials of the County of Barrhead.

## **DEFINITIONS**

- a) *“Elected Officials”* means all members of Council including the Reeve and Councillors duly elected and holding officer in the County of Barrhead No. 11.
- b) *“Full-time”* means any employee who works 30 hours or more per work week
- c) *“Immediate Family”* means children, parents, spouse/partner, siblings, of an employee and also includes son/daughter in-law, father/mother in-law, and brother/sister in-law, or a relative who is a member of the employee’s household.
- d) *“Part-time”* means any employee who works less than 30 hours per work week
- e) *“Permanent Employee”* means employees who occupy a permanently established position on the County’s organizational chart.
- f) *“Seasonal Employee”* means any employee who is filling a seasonal position for a specific period of time (less than nine months) with a definite lay off period.
- g) *“Temporary Employee”* means any non-permanent employee employed in either a full-time or part-time position.

## **GUIDELINES**

1. There may be occasions or circumstances when it is deemed appropriate for the County of Barrhead to provide compassionate gifts.
  - a) Compassionate gifts may include but not limited to floral arrangements, plants, fruit baskets/food trays, or donations to non-profit organizations on behalf of an individual in lieu of a gift
2. Arrangements may be made for the employee to be recognized under the following guidelines:
  - a) When an employee or elected official has experienced the death of an immediate family member.
  - b) When an employee or elected official has experienced a serious medical situation, such as an extended hospital stay of more than 2 days.

**3. Eligibility:**

- a) This policy applies to:
  - i) current permanent part-time and full-time employees
  - ii) current elected officials.
  - iii) Seasonal and temporary employees, when employed by the County of Barrhead
- b) This policy does not apply to:
  - i) former employees
  - ii) former elected officials.

**4. Coordination:**

- a) Employee or co-worker to report situation to immediate supervisor/manager and information to be forwarded to Office of CAO
- b) Elected official to report situation to Office of CAO.
- c) Office of CAO will coordinate with supervisor for appropriate gift for employees

**5. Cost:**

- a) Cost for the gift/donation is up to a maximum of \$100 including delivery unless authorized by the CAO.
- b) Funds for the purchase will be allocated from the appropriate department Public Relations Expense.
- c) Staff may wish to organize and pay at their own cost for additional items for employees or elected officials beyond the scope and guidelines of this policy

## **REVIEW CYCLE**

This policy shall be reviewed every 4 years or when Administration becomes aware of changes that would affect this policy.

## **CROSS-REFERENCE**

CRA Non-Taxable Benefits

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**Effective:** April 4, 2023

**Approved by:** Council

**Resolution No:** 2023-113

**Replaces:** Policy 12.24 Flowers or Donation – Re: Deceased Employees or their Immediate Family (1986)

**Last Review:** N/A

**Next Review:** 2027

April 12, 2023

P

Reeve Drozd and Councillors  
County of Barrhead No. 11  
5306 - 49 Street, Barrhead, AB T7N1N5

**Subject: Awards from the Alberta Recreation and Parks Association and the Government of Alberta honour outstanding work in your community**

Dear Reeve Drozd and all Members of Council,

We are delighted to announce that the Alberta Recreation and Parks Association (ARPA) will be presenting several awards to recognize leadership and excellence in the recreation and parks sector. We invite you to nominate deserving members of your community for these prestigious awards.

The award ceremony will take place during the President's Awards Banquet on Saturday, October 28, 2023, at the Fairmont Chateau Lake Louise, where 400 delegates will be in attendance as part of our annual Conference and Energize Workshop. We believe that recognizing outstanding work inspires Albertans to continue their efforts in making their communities better.

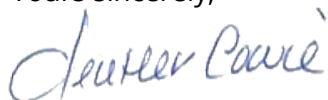
The awards include the Lieutenant Governor's Leadership for Active Communities Awards, which recognize the achievements of individuals and groups who are leading their communities to increase citizen participation in active living, recreation, and sport, resulting in healthier people and communities. This year, we have three categories: Elected Community Official Award, Group Spirit of Community Leadership Award, and Professional Leadership Award. We are planning to have the Lieutenant Governor with us at the President's Awards Banquet to present all three awards.

In addition to the Lieutenant Governor's Awards, ARPA will also be presenting multiple awards including the A.V. Pettigrew Award, which recognizes a community or organization that has made a significant impact on improving the quality of life of their citizens through recreation and parks. We will also be launching a new award focused on Inclusion as well as additional awards covering different aspects of the recreation and parks sector.

To view more details on each award and to complete our online nomination form, please visit the ARPA website at <https://arpaonline.ca/awards-scholarships/>.

We look forward to recognizing and celebrating the hard work and dedication of individuals and groups who are making a difference in their communities and improving the lives of Albertans.

Yours sincerely,



Heather Cowie  
President

**Community FUTURES YELLOWHEAD EAST**  
**CFYE Regular Board Meeting Minutes**  
**Location: Community Futures Yellowhead East Office**  
**Thursday February 16, 2023 – 1:00pm – 3:00 pm**



<b>In Attendance</b>	Nick Gelych, Daryl Weber, Liz, Krawiec, Jim Haile's, Marvin Schatz, Robin Murray , Anna Greenwood, Bruce Prestidge, Ty Assaf
<b>REGRETS:</b>	Serena Lapointe
<b>1) CALL TO ORDER:</b>	Meeting Called to Order at 1:00 pm
<b>2) ADOPTION OF AGENDA:</b>	<b><u>Motion# 70 Moved by Daryl Weber</u></b> <i>That the Agenda be accepted as presented</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>3) MINUTES OF PREVIOUS MEETING:</b>	<b><u>Motion # 71 Moved by Marvin Schatz</u></b> <i>That the minutes of the December 15, 2022, regular board meeting be accepted presented, No January 2023 meeting.</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>4) CHAIR REPORT</b>	Verbal Update provided as information.
<b>5) SPECIAL GUEST</b>	<b>Jon Close: Principal Up Close – CFLIP Portfolio Fund –</b> Jon provided the history of the CFLIP fund, as well as shared how the fund is used by CF offices and the different streams of investment available. <ul style="list-style-type: none"> <li>• Board discussed striking a committee after next months financial presentation completed with Sunlife, in order to review investment options.</li> </ul> <b><u>Motion # 72 Moved by Robin Murray</u></b> <i>To accept the presentation as information.</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>6) TREASURER'S REPORT</b>	• <b><u>Motion 73 Moved by Ty Assaf</u></b> <i>Motion to accept financial report as attached.</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>7) STAFF REPORTS:</b>	<b>ED Update, DSS Update: as attached and reported.</b> <b><u>Motion # 74 Moved by Jim Hailes</u></b> <i>To accept the staff updates presented as information.</i> <p style="text-align: right;"><b>CARRIED</b></p> <b>IRC Update: Client Loan concerns discussed.</b>  <b><u>Motion # 75 Moved by Jim Hailes</u></b> <i>Recommending that staff attempt to work with Loan Client #5, in an effort to increase reduced loan payment to \$1,000/ month moving forward. Staff to report back on outcome of this recommendation.</i> <p style="text-align: right;"><b>CARRIED</b></p>

**8) OLD BUSINESS:**

**8.1 CFYE Operating Plan** – Tabled until March Meeting

**8.2 ED Performance Review Approval:** Information shared with board regarding the salary increased approved, based on previous board motions.

**8.3 BOARD Virtual Training Update:** Board provided feedback on the online training session, going well, but some agreeance that some sessions would be better done in person.

**8.4 2023/2024 Budget** – Tabled for approval at March/April Meeting.

**Motion # 76 Moved by: Liz Krawiec**

*To accept the Old Business Items as information.*

**CARRIED**

**9) NEW BUSINESS:**

**9.1 \$50,000 Building Capacity Project Fund** – Information shared with board regarding the \$50,000 one-time fund. Board provided some recommendations for use of the fund, i.e., renovation of space. ED to share the staff recommended proposal.

**9.2 CFNA Advocacy** – Information attached and shared with board regarding the Advocacy efforts and recommendations coming from CFNA.

**Motion # 77 Moved by: Daryl Weber**

*To provide approval to the ED, to move forward with submitting the template letter to members of parliament, as recommended by CFNA in an effort to show our support of the advocacy efforts for increased funding to CF.*

**CARRIED**

**9.3 CF Managers Position Paper** – Letter provided to board for review and request for approval.

**Motion # 78 Moved by: Anna Greenwood**

*To approve the request for support by the CF managers, authorizing the signing of the position paper as presented, to be forwarded to CFNA Board for consideration.*

**CARRIED**

**9.4 Provincial RRRF Survey Results:** Results shared and discussed with Board Members. Board requesting copy to be included with their meeting notes being shared at their council meetings.

**9.5 March Board Meeting** – Request to move regular board meeting date, due to conflict with ED schedule. New Meeting Date approved to be moved to March 23, 2023. Sunlife Investment Rep, being invited to present at new date.

**Motion # 79 Moved by Liz Krawiec**

*To approved recommendation to move regular board meeting date from March 16, to March 23, 2023.*

**CARRIED**

**9.6 Audit/AGM Update:** Board advised that Audit team will be onsite for May. The BA will be in office to work with Auditor.

**9.7 Small Business Stakeholder Engagement Invitation:** ED, shared the information obtained from the meeting.

9.8 April Board Meeting Guest Speaker Recommendation. ED provided recommendation to have the Minister of Small Business attend our April Meeting to discuss concerns stemming from the RRRF survey, as well as to discuss funding advocacy efforts to have operating funds increased for CF organizations. Board agreed with ED's recommendations to have the Minister of Small Business as a guest at the April Board Meeting.

**9.9 CFNA Sustainability Plan – Hub Link – <https://www.albertacfhub.com/>**

ED shared process for board members to get access to the CFNA hub, to be able to access the new CFNA Sustainability Plan as well as other information available to board members. Members advised they would need to register the first time they visit the hub.

**Motion # 80 Moved by Marvin Schatz**

To accept New Business Items Presented as information.

**CARRIED**

**10) ROUND TABLE**

**Daryl Weber:** Alberta Beach going ahead with Snow Mo Days, Not Sled race but other activities still proceeding.

**Liz Krawiec:** Swan Hills is still going ahead with their Sled Rally

**Anna Greenwood:** Shared that Mayerthorpe and Lac Ste Anne County are working on a Joint Economic Development Committee.

**Motion # 81 Moved by Liz Krawiec**

Moved to adjourn at 4:06 pm  
March 23, 2023 – CFYE Office

**ADJOURNMENT:**

**NEXT MEETING:**



CFYE Board Chair, Nick Gelych

CFYE Secretary, Serena Lapointe



DATE

**Community FUTURES YELLOWHEAD EAST**  
**CFYE Regular Board Meeting Minutes**  
**Location: Community Futures Yellowhead East Office**  
**Thursday March 23, 2023 – 1:00pm – 4:00 pm**



<b>In Attendance</b>	Nick, Daryl, Liz, Serena, Anna, Bruce, Ty, Robyn, Jim, Marvin
<b>REGRETS:</b>	
<b>1) CALL TO ORDER:</b>	Meeting Called to Order at 1:04
<b>2) ADOPTION OF AGENDA:</b>	<b><u>Motion# 83 Moved by Ty Assaf</u></b> <i>That the Agenda be accepted as amended to include 10.4: Committee Meetings/Time Management.</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>3) MINUTES OF PREVIOUS MEETING:</b>	<b><u>Motion # 84 Moved by Marvin Schatz</u></b> <i>That the minutes of the February 16, 2023, regular board meeting be accepted as presented,</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>4) CHAIR REPORT</b>	Nothing to Report
<b>5) SPECIAL GUEST</b>	<b>Spencer Johnston – Sunlife Investment Account – In Person</b> <b><u>Motion # 85 Moved by Bruce Prestidge</u></b> <i>To accept the presentation as information.</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>6) TREASURER’S REPORT</b>	<b><u>Motion 86 Moved by Liz Krawiec</u></b> <i>Motion to accept financial report as attached.</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>7) 2023/2024 BUDGET PRESENTATION</b>	<b>2023/2024 Budget for Approval-</b> Power Point Presentation <b><u>Motion# 87 Moved by: Serena Lapointe</u></b> Motion to accept 2023/2024 budget as <p style="text-align: right;"><b>CARRIED</b></p>
<b>8) STAFF REPORTS:</b>	<b>Executive Director Report</b> – As Discussed <b>B/A Report</b> – As attached <b>DSS</b> – As Attached  <b><u>Motion # 88 Moved by Ty Assaf</u></b> <i>To accept the staff updates for information.</i> <p style="text-align: right;"><b>CARRIED</b></p>
<b>9) OLD BUSINESS:</b>	<b>8.1 CFYE Operating Plan</b> – Plan presented and discussed <b>8.3 BOARD Virtual Training Update:</b> update provided <b>8.4 DSS Extension- Tentative</b> Approval Received- plan/budget attached. <b>8.5 ROF - \$50,000 Project-</b> Approval received, budget attached for information <b>8.6 CFNA Advocacy request for letter of support MP</b> – Arnold Viersen letter of support attached for information.



Staff recommended to share the letter and request to each mayor and council, seeking support letter from each municipality.

**8.7 MLA – Martin Long Guest Attendance – confirmed April 20<sup>th</sup> Board Meeting.** ED will send a notice to Mayors and Councils asking them to reach out to their local MLA, as well as to inquire about providing a letter of support requesting an increase to the operating budget of our CFs

**8.8 Auditor Note to Board Members –** attached for information.

**Motion # 89 Moved by: Daryl Weber**

*To accept the Old Business Items as information.*

**CARRIED**

**10) NEW BUSINESS:**

**10.1 ROF 2.0 – Contract Agreement and Approval Shared** regarding the \$50K proposal and spending Plan . Discussed next ROF Grant opportunity to address some of the strategic priorities established around a) Succession Planning b) Youth Entrepreneur Partnership,

**10.2 – All Managers Meeting – CGI Update –** possible additional funds to be provided to the program.

**10.3 Policy Review: Committee Struck:** Anna, Serena, Daryl & Nick will review policy recommendations being reviewed by staff and provide back to board for final approval. ED will share the draft policies that have been reviewed by staff to date for additional recommendations and amendments before bringing back to board for final approval.

**10.4: Meeting Time Management.**

Discussed the need to review the use of time spent /allotted at meetings to ensure that time is spent efficiently and effectively, in a manner that allow board members to be able to make informed and educated decisions as required by policy and contract agreement. Board Chair and ED will review and come back to next meeting with a proposed strategy to improve efficiency.

**Motion # 90 Moved by: Marvin Schatz**

To accept the information presented as information.

**CARRIED**

**11) ROUND TABLE**

**Anna Greenwood – Mayerthorpe:** 2<sup>nd</sup> Cannabis store opened in Mayerthorpe  
**Daryl Weber – Alberta Beach :** Snow Mo days went well considering, other activities were offered.

**Liz Krawiec – Swan Hills –** The sled rally hosted 235 people registered for the event.

**ADJOURNMENT:**

**Motion # Moved by Jim Hailes**


Moved to adjourn at 4:20 pm.

**NEXT MEETING:**

**April 20, 2023 – CFYE Office**

CFYE Board Chair, Nick Gelych

DATE: \_\_\_\_\_

	<h2>Misty Ridge Ski Hill</h2>	Date
		Mar 15, 2023
<b>Meeting Minutes</b>		



**Attendance:** Matthew, Gary, Daniella, Jim, Brad, Louise, Erna, Greg, Shelley

**Call to Order:** Matthew called the meeting to order at 7:37 pm

**Approval of Agenda:** Gary approved the agenda. All in favor.

**Approval of Minutes:** Brad approved the minutes. All in Favor.

**Secretary Report:** nothing new to report.

**Treasurer Report:** reg account: \$81, 175.53. Casino: \$5339.80. Some small bills need to come out of reg account yet. 3 more Stalhwart cheques to be deposited. Casino advisors fee will come out of casino fund yet as well. Should have this years casino earnings in May.

**Operator's report:** Bow wheel on t-bar lift broken. Seems as if the seal wasn't working and allowed water into the oil. Need to figure out how to get the t-bars off before pulling cable down. Maybe next week or during spring break when it warms up a little. Gary contacted C5 about fixing it. They will send out a couple guys to come take it down and to their shop for repair. Gary will follow up. This means end of season for the hill. Daniella will post on social media and website. Erna will let staff know.

#### Old Business:

**-Funds/grants:** Louise applied for Co-op grant. Find out in June if we got it. Shelley will find out if the grant for the ski instructor course was deposited.

**-sign project:** Jeff Parsons said he was going to get a sign made. Rocky Mountain Equipment interested in a sign for next year.

**-casino:** March 12-13. Went well. Should get money in May. Casino advisor encouraged everyone to send a letter to AGLC board of directors asking for a provincial pot instead of regional. City groups are getting more money and more frequent casino times.

**-family day:** went well. Lots of good feedback. Worked well doing box races in heats. Next year we will have to do preregistration and be more organized for races and such. Scavenger hunt was a hit.

**-Night ski-** not an option anymore. Next year we will have to pick a day earlier in the season.

#### New Business:

**-snow cat repairs-** April 3, a guy is coming out to assess repairs.

**-racing poles -** tables to next year

**-school groups:** Shelley needs to send invoices to Barrhead, Dunstable (x2) and Neerlandia.

**-fryer with hood:** needs to be followed up yet.


**-meeting with CWSSA-** a date hasn't worked yet to get together.

**-greg first aid:** completed.

**-lease agreement:** county approved the lease agreement for 10 more years.

**-wild alberta podcast:** should be out there somewhere. Daniella and Erna couldn't find it. Will keep looking.

**-tubing:** Gary suggested we look into tubing for next year. We could use the area just east of the bunny hill lift. Greg said it is already cleared of trees. We would have to make sloped sides and some sort of stop at the bottom. Tubers would have to walk up the hill like they do at Tawatinaw. Greg thinks

	<h2>Misty Ridge Ski Hill</h2>	
		Date Mar 15, 2023
<b>Meeting Minutes</b>		

each tube is \$100-150. We would need approx. 10-15. Some things to ask the county about 1) would this be ok? 2) would our insurance cover it?

**Next Meeting Date:** April 19, 2023 at 7:30pm

**Adjournment:** Jim adjourned the meeting at 8:30 pm. All in favor.

# SMALL BUSINESS NEEDS ASSESSMENT



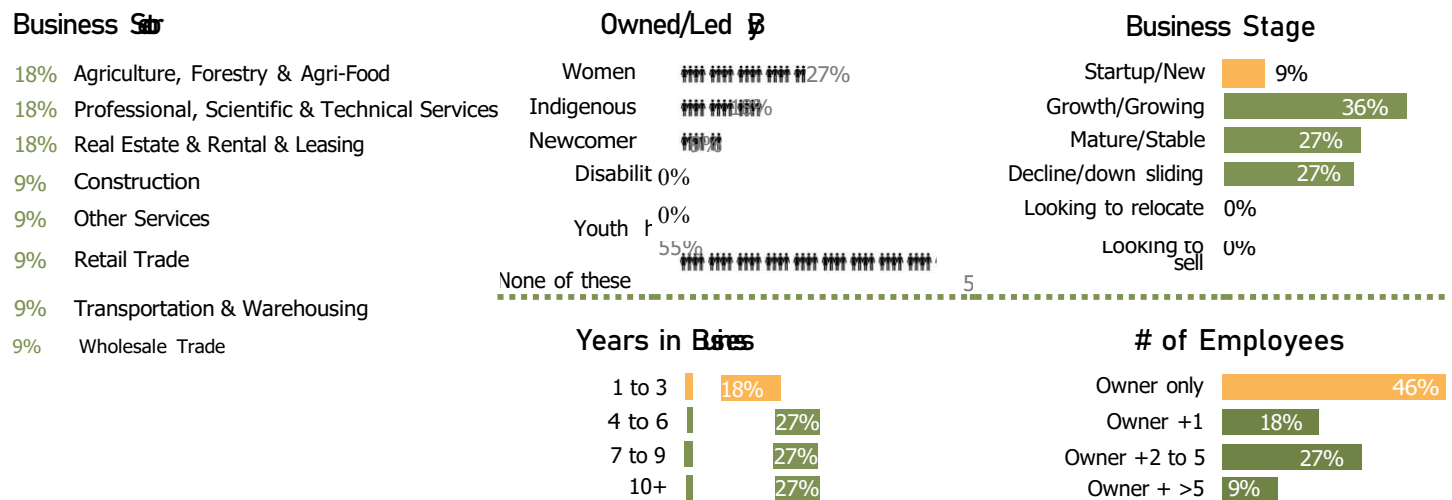
## YELLOWHEAD EAST REGIONAL REPORT: RRRF LOAN CLIENTS



This Regional Relief and Recovery Fund (RRRF) Needs Assessment Project was conducted from August to December 2022. This report summarizes the findings from 11 surveys completed by RRRF clients within the Yellowhead East region of Alberta, and draws from 41 interviews completed across the 25 participating regions.

### RRRF Loan Client Profile

Yellowhead East survey respondents spanned 8 business sectors and 45% were from one or more target group of businesses owned/led by women, people with a self-identified disability, Indigenous, youth, or newcomers to Canada. Only 9% of survey respondents were in a new/start-up stage, 18% had started their business within the past 1 to 3 years and had no pre-pandemic "normal" levels/operations to compare to, and 46% of owners were the only employees.



### Awareness of Community Futures Services

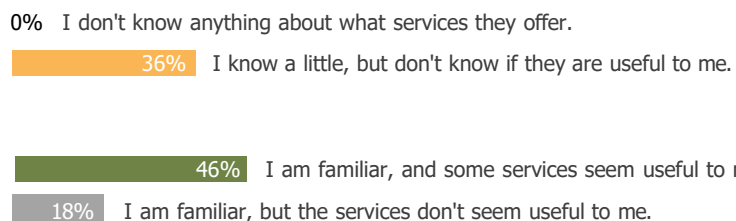
54% of RRRF loan recipients in Yellowhead East knew little about the current services available through Community Futures, or did not think the services would be useful to them. Some had not thought to look into services other than the RRRF loan, whereas others had explored some options but were unsure of how to match their needs or challenges to the services and supports available. Of the 46% who were familiar with the services, many thought of Community Futures as an organization that provided loans and support to start-up businesses. They did not know or did not see which services were available to support more mature businesses.

More detailed information about service needs can be found in the [Internal Overall Report](#) as well as the [Excel spreadsheet](#) containing all survey responses.

Draft recommendations for each service area are also included in the [Internal Overall Report](#).

70% of RRRF clients were not familiar with Community Futures services or

how they could support their businesses



## Top 5 Service Requests in Yellowhead East

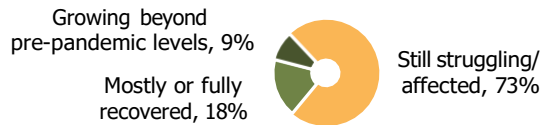
- 4 Growing/expanding a business, strategic/feasibility planning
- 3 Client retention, business resilience
- 3 Financial planning/management
- 3 Intro to marketing, brand awareness, digital/social media
- 2 Mental wellness, work-life balance

### Growing a Business, Expanding to New Markets & Strategic/ Feasibility Planning

73% of businesses that had not recovered to pre-pandemic operations were still looking for ways to grow their business. These businesses were more likely to be no longer in business, looking to relocate, in decline/down-sliding, looking to sell, or a start-up business. More solopreneurs and owners with an ongoing disability had not recovered compared to other groups. Mature businesses had more of a sense of where they needed assistance, whereas others needed more guidance to understand their needs and how to move forward.

“ Strategic planning with equipment rentals. Business advice. The oilfield is slow to recover in the areas we operate in. It is limiting income and sales potential. Office buildings have fewer people working in buildings and more people working from home, but my business revolves around office personnel.

73% of businesses were still struggling or affected by the economic impacts of covid-19.



### Client Retention & Business Resilience

73% of survey respondents did not agree that their business could survive another short-term crisis or economic downturn in the next 2 to 5 years. The most at-risk included solopreneurs, Indigenous owners, and owners with a disability. The major risk factors were the rising costs of inputs and supply chain issues. One business owner who was struggling with flood damage recommended offering training in flood recovery and emergency preparedness and recovery.

73% would not be able to survive another short-term crisis or economic downturn in the next 2 to 5 years.



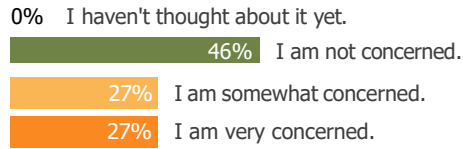
“ The cost of having a business has increased and customers are just right now or being more conscious of their spending, which is affecting my sales. I have had to start reducing the amount of product offerings I have in store and not order anything new or expand my business and mainly focus on selling what we have and trying to coast it out as long as we can.

“ Getting customers through the door and getting them to buy from me. Assist in finding buyers for properties.

## Debt/Loan Repayment

54% of business owners were concerned about repaying the RRRF loan by the deadline. Many had lost clients or customers during the pandemic and were looking for ways to attract and retain customers.

54% were somewhat to very concerned about repaying their loan by the deadline.



“

Community Futures has done a fine job helping us with loan repayment.

Get the government to extend it for another year so a guy can get ahead first before paying it all back and having nothing left to keep the business moving forward.

Since the pandemic, I closed my retail sector of my business. I now offer bookkeeping services to try to survive and continue to pay my overhead and expenses.

## Financial Planning & Management

Businesses were feeling a “squeeze” on cashflow due to the rising costs of inputs and reduced income. They would like training, advising, or tools in areas such as software, bookkeeping, budgeting, managing cashflow, setting financial goals, forecasting, identifying cost efficiencies, and government paperwork (e.g., tax preparation). One owner who faced significant challenges after her business was flooded suggested that service providers needed more trauma-informed education when providing services.

“

Incredibly rapid increase of prices on commodities and consumer goods.

The biggest challenge is the large increase in price of all products. In our business, we travel to all parts of Alberta. We stay in hotels. Food and vehicle fuel prices are a great concern.

## Intro to Marketing, Digital & Social Media Marketing

Before the pandemic, some businesses were successful relying on word-of-mouth to attract customers, but this was insufficient when customers did not return post-pandemic. Many owners had not done market discovery or created a marketing plan and instead focused on producing their marketing tools (e.g., flyers, ads, Facebook or Instagram page, website); they experienced a learning curve and/or did not see a return on their efforts. Other owners had experience with marketing but needed to refresh their strategy to expand to new markets or advertise a new service or product, or help to better understand the impacts and target their marketing activities.

## Work-life Balance & Mental Wellness

Owners struggled with stress, anxiety, fatigue, and burnout because of the impact of the pandemic on their business. Post-pandemic, the uncertainty continues due to rising costs of inputs and labour shortages. Entrepreneurs were working longer hours yet making less money, and having difficulty separating work and personal time.

Some focused on business operations as the solution, such as finding efficiencies and better time management. Some would like a mentor to help them set work-life boundaries, particularly from mentors in a similar life situation of balancing work and family life. Some had seen other businesses recover, leading them to think of their challenges as a personal failure. 27% indicated they would like support for mental wellness, such as connecting in-person with other businesses to reduce feelings of isolation, generate new ideas, and build a sense of community. Lack of benefits such as counselling was a limitation for some.

“

The constant struggles and no support from my bank has put a huge financial strain on my business and personal life. When you reach out to food banks and other sources to try and survive, it's a nightmare.

Business burn out, worrying about the viability of business, stress related to a based business.



27% would benefit from mental wellness support

# SMALL BUSINESS NEEDS ASSESSMENT

OVERALL REPORT: RRRF LOAN CLIENTS **2022**



# EXECUTIVE SUMMARY

## RRRF LOAN CLIENTS & NEEDS ASSESSMENT

From May 2020 to June 2021, Community Futures in Alberta dispersed **over \$79 million** in interest-free loans through the Regional Relief and Recovery Fund (RRRF). **2400+ applications** were approved, directly supporting **1756 businesses**, and helping to maintain **over 5800 jobs**. Businesses have until December 31, 2023 to repay their loan to qualify for loan forgiveness.

In August of 2022, Community Futures offices across Alberta initiated this needs assessment project to connect with RRRF Loan recipients about their current challenges and what supports might help them to succeed. From across **25 regions** in Alberta, RRRF clients completed **504 surveys** and **41 interviews**. The findings in this report will be used to prioritize current service offerings and potentially modify or develop new services aimed at helping businesses recover from the economic disruption of COVID-19.

## FINDINGS

Based on survey respondents, 55% of RRRF clients were from a target group of businesses who were owned or led by women, people with a self-identified disability, Indigenous, youth, or newcomers to Canada. Only 6% were a new or start-up business and the remaining were more mature businesses in various stages of maturity, growth, or decline. 19% had started their business within the past 1 to 3 years and did not have pre-pandemic “normal” levels/operations to compare to. 36% of owners were the sole operators of their business.





## AWARENESS OF COMMUNITY FUTURES SERVICES



**Little to none:** Almost half (49%) knew little to nothing about the current services available. Some had not thought to investigate services other than the RRRF loan, whereas others had looked at some options but were unsure of how to match their needs/challenges to the services/supports.

**Some:** Of the 50% who were familiar with the services, many thought of Community Futures as an organization that provided loans and support to start-up businesses. They did not know or did not see which services were available to support more mature businesses.

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## BUSINESS PLANNING & EFFICIENCY

**Business Planning/Changing, Pivoting, & Growing a Business:** Businesses that had not recovered to pre-pandemic operations were still looking for ways to attract customers and grow their business. Mature businesses had more of a sense of where they needed assistance, whereas others needed more guidance to understand what their needs were and how to move forward.

**Operations & Business Efficiency:** Owners were working longer hours to regain their pre-covid revenues or were covering more tasks because they could not afford help. They would like help to identify and implement business efficiencies and streamline operations, such as making their operations more digitally efficient.



**Risk Assessment/Management & Business Resilience:** 59% of survey respondents did not think their business could survive another short-term crisis or economic downturn in the next 2 to 5 years. The most at-risk included solopreneurs, Indigenous owners, and owners with a disability. The major risk factors were the rising costs of inputs and supply chain issues.

**Selling a Business & Succession Planning:** 4% of respondents were planning on selling their business. Of these, 62% did not know about the support services offered by Community Futures. Common factors leading to the decision to sell included age, poor health, loss of energy and enthusiasm to pivot their business, or having found other work during the pandemic. A few businesses were looking to pass on their business, such as mentoring others to take over.

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## FINANCE

**Loans/Grants:** Many loan recipients were interested in other financing options as a precaution if they could not repay the RRRF loan by the deadline. Some were unaware that Community Futures offered other loans. Some had looked into financing but experienced barriers. Those concerned about debt load were only interested in grants.

**Financial Planning/Management:** Businesses were feeling a “squeeze” on cashflow due to the rising costs of inputs and reduced income. They would like training, advising, or tools in areas such as bookkeeping, budgeting, managing cashflow, setting financial goals, forecasting, identifying cost efficiencies, and tax preparation. Some would like to hire a bookkeeper.



**Loan/Debt Repayment:** 60% of respondents had not recovered to pre-pandemic levels or operations. These businesses were more likely to be no longer in business, looking to relocate, in decline/down-sliding, looking to sell, or a start-up business. More solopreneurs and owners with an ongoing disability had not recovered compared to other groups. Of all owners, 65% were concerned about repaying the RRRF loan by the deadline. Those who were ‘somewhat’ concerned reported ups and downs, but also had other assets to fall back on. Those who were ‘very’ concerned were often in more debt than when they got the loan and did not have other assets to rely on. Solopreneurs as well as youth and Indigenous-owned businesses were the most concerned about repaying their loan. Most owners wanted an extension of the deadline or increased loan forgiveness. Some wanted help with planning payment schedules, sending reminders, planning ahead for cashflow issues, and finding ways to put aside funds.

**Access to Capital:** Many owners who saw opportunities to recover and grow their business were not able to save enough to invest due to the squeeze on cashflow. Responses were mixed in terms of awareness of Community Futures' services. Two mid-sized companies had difficulties finding financing or investors at their level of need.

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## BUSINESS TRAINING & GUIDANCE

**Mentorship & Coaching:** Some owners were struggling with “the business side of things” and “not knowing what they don’t know”. They could use guidance to match their challenges to the available services. More mature businesses were in the unusual position of needing to revise their formerly successful business. They were looking for an industry-specific mentor to help them grow, with the priority on finding the right fit and level of experience.



**Networking & Cohort Programs:** Industry-specific regional networks were of interest to RRRF clients as a way to broaden their exposure to a wider audience, make connections in a non-competitive setting, and find like-minded businesses for potential collaborations.

**Specialized Training:** Owners were interested in specialized training such as food safety, software programs, and certifications to broaden the scope of their or their employees' skills. For those struggling to regain revenue, their main interest was subsidies to offset the training costs.

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## MARKETING

**Marketing Plans/Intro to Marketing:** Some businesses who had been successful pre-pandemic by only relying on word-of-mouth found they needed to increase their marketing to attract new customers. Many had not done market discovery or created a marketing plan and instead focused on producing marketing tools (e.g., flyers, ads, Facebook or Instagram page, website); they experienced a learning curve and/or did not see a return on their efforts. Other owners had previous experience with marketing but needed to refresh their strategy to expand to new markets or advertise a new service or product. Some were implementing their own marketing activities and would like help with specific technical challenges.

---



## PEOPLE MANAGEMENT

**Recruiting, Retaining, Managing Employees:** Labour shortages were a key limitation to some businesses' growth. Some staff had been let go or had left for other work during the pandemic. Skilled workers were difficult to find locally. Businesses who could not afford a competitive wage had high turnover and struggled with employee motivation. Owners would like help finding qualified employees, hiring foreign workers, navigating job websites, and the hiring process.

**Employee Training:** Owners were interested in any grants available to subsidize the cost of training their employees (onboarding, upskilling).

**Mental Wellness:** Owners struggled with stress, anxiety, fatigue, and burnout as a result of the uncertainty and impact of the pandemic on their business. Post-pandemic, the uncertainty has continued due to rising costs of inputs and labour shortages. Some had seen other businesses start to recover, leading them to think of their challenges as a personal failure. 30% indicated they would like support for mental wellness. Some focused on marketing or financial planning to address their business challenges, thereby reducing their stress. Others suggested connecting in-person with other businesses to reduce feelings of isolation, expose them to new ideas, and build a sense of community. Lack of benefits such as counselling was a limitation for some.

**Work-life Balance:** Entrepreneurs were working longer hours yet making less money. They had difficulties separating work and personal time. Some focused on business operations as the solution, such as finding efficiencies and better time management. Others thought having a mentor to set boundaries for work-life balance would help, particularly if the mentor had a similar life situation for balancing work and family life.



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## TECHNOLOGY & PHYSICAL INFRASTRUCTURE

**IT Infrastructure:** Some businesses did not transition to online services or sales during covid and were now ready to start this process. Others who already had an online business needed ongoing support such as assistance with technical issues, adding a digital feature, or finding ways to attract more people to their site. They were interested in suggestions for digitizing business operations, commonly used business apps, as well as industry-specific technologies.

**Rentals, Leases, & Co-Working Spaces:** Affordability, size, and location were issues for some owners who were looking for alternative spaces for their business. Some needed to change to reduce their costs. Others had transitioned to working from home and were ready to find a new space. Those in professional/technical/other services and agri-food expressed the most interest in co-working spaces to reduce their costs and find synergies with like-minded businesses.



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# INTRODUCTION

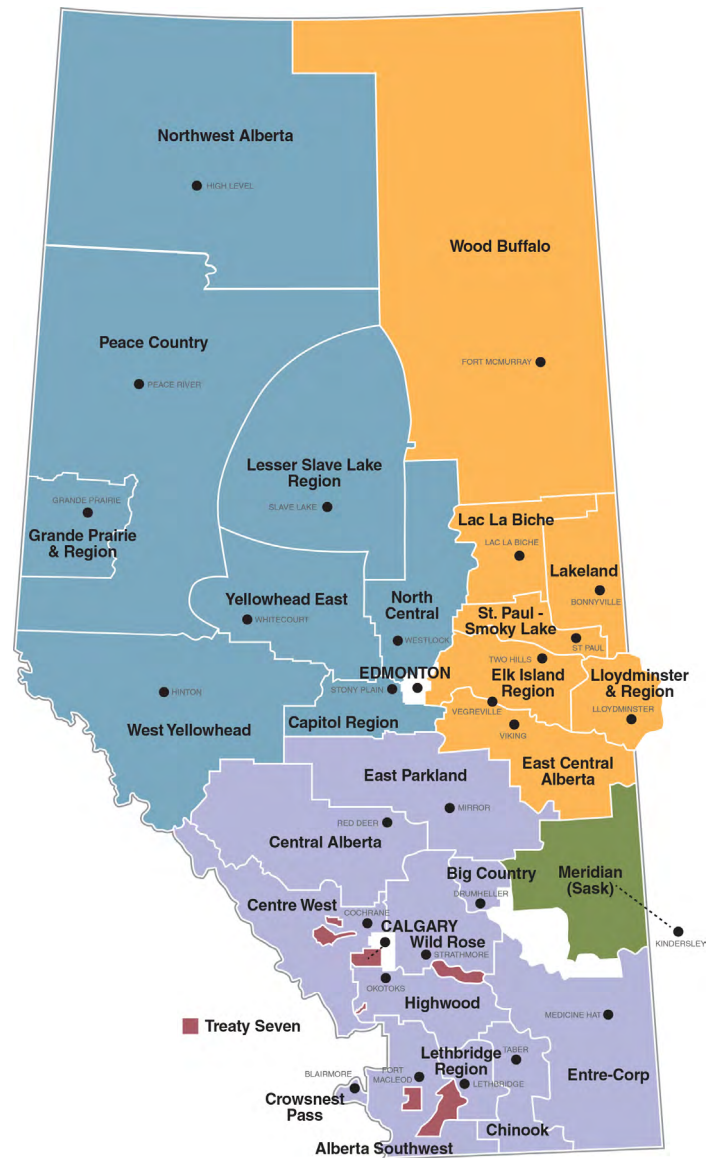
## COMMUNITY FUTURES IN ALBERTA

Established by the federal government in 1985, Community Futures is a community-driven, economic renewal initiative that assists communities in rural Canada in developing and implementing innovative strategies for dealing with a changing economic environment. In Alberta, programs are funded by Prairies Economic Development Canada.

Community Futures is a rural grassroots program that provides business loans, training, and coaching, and supports community economic development projects. They are a developmental lender that supports businesses that banks cannot serve. Their mandate is to help rural communities develop sustainably and implement local solutions for economic stability, growth, and job creation.

In Alberta, Community Futures consists of **27 regional offices**, plus an additional office serving Treaty 7 territories.

The offices develop and implement local solutions to challenges and opportunities in the areas of economic stability, growth, diversification and job creation. The Community Futures Network of Alberta provides advocacy, leadership, stewardship, and operational support to the local offices.



## COMMUNITY FUTURES ALBERTA 27 REGIONAL OFFICES

# REGIONAL RELIEF & RECOVERY FUND

The Government of Canada and Community Futures organizations understand the difficulties the COVID-19 pandemic has caused for small business. In response, the Government made funds available to Community Futures to provide support and assistance to small and medium-sized enterprises through the rural stream of the Regional Relief and Recovery Fund (RRRF).

From May 2020 to June 2021, Community Futures in Alberta dispersed **\$72 million** in loans through the RRRF. They approved **2400+ applications** that directly supported **1756 businesses** and helped maintain **over 5800 jobs**. Businesses could apply for an initial interest-free loan of up to **\$40,000**, then an additional expansion loan of another **\$20,000**. Recipients have until December 31, 2023 to repay the total loan amount to receive partial loan forgiveness (25% on the initial loan, 50% on the expansion loan). After this deadline, the loan becomes a 24-month term loan at 4% interest.

## PURPOSE & SCOPE OF NEEDS ASSESSMENT

With just over one year remaining before the repayment deadline, Community Futures offices across Alberta initiated this needs assessment project to connect with RRRF Loan recipients on how the non-profit organization could support their needs. Community Futures will use the information provided in this report to prioritize current service offerings and potentially develop new services aimed at helping businesses recover from the economic disruption of COVID-19 and beyond. The project took place between August to December 2022 to inform future service development.



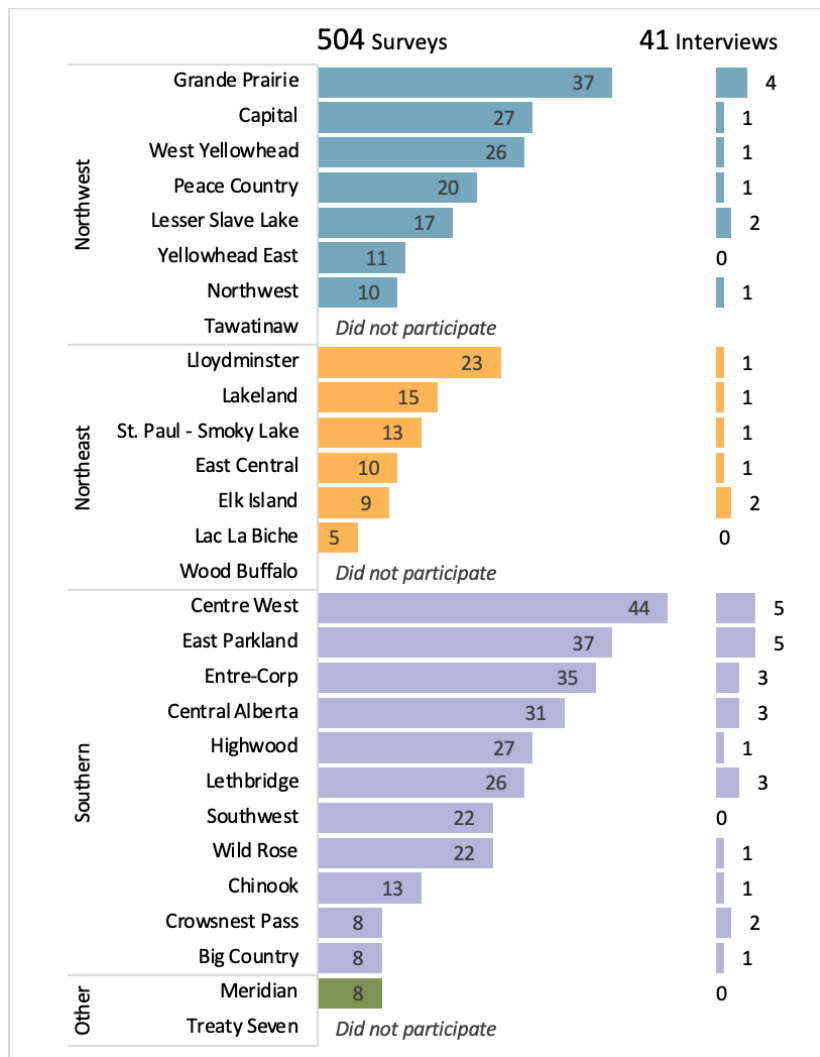
# METHODS:

## DESIGN, DATA COLLECTION & ANALYSIS

### SURVEY & INTERVIEW PARTICIPANTS

#### PARTICIPANTS BY COMMUNITY FUTURES REGION

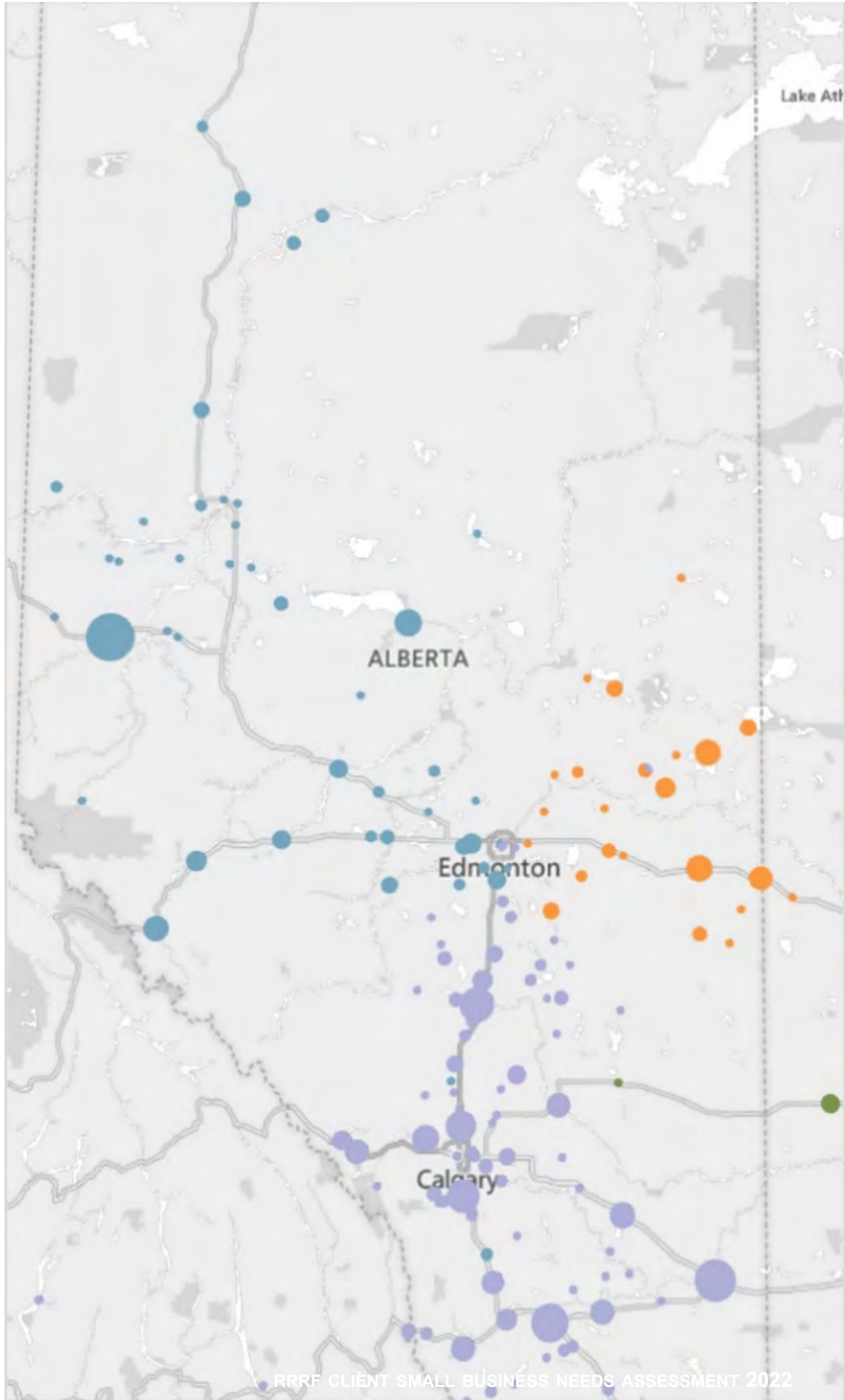
Across Alberta, **25 regional offices** participated in this needs assessment project. Of their RRRF clients, **1484** received a survey asking about their state of recovery from the economic impacts of covid-19, current challenges, and services that might help them to succeed. Of these, **504** chose to participate (34% response rate). Survey respondents were invited for a 30-minute in-depth interview to explore what types of services would be helpful, and formats for how they might be delivered. Interviews targeted a geographical spread of participants with **41 interviews** completed across 21 out of the 25 participating regions.



#### BUSINESS PROFILE OF SURVEY PARTICIPANTS

Most survey respondents owned businesses in the following sectors : Agriculture/Agri-food, Other Services such as beauty services and services to oil and gas extraction, Arts/Entertainment/Recreation/Tourism, Professional/Scientific/Technical Services, Retail Trade, and Construction. Interviews included businesses in 11 out of the 14 sectors. Out of all survey respondents, 55% were from a target group of businesses who were owned or led by women, people with a self-identified disability, Indigenous, youth, or newcomers to Canada.

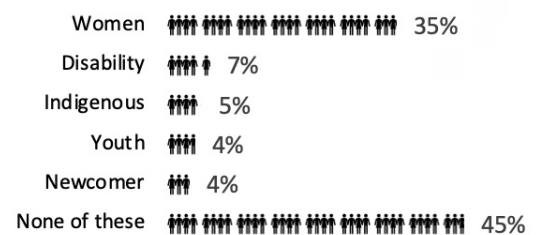




### Survey Respondents by Sector

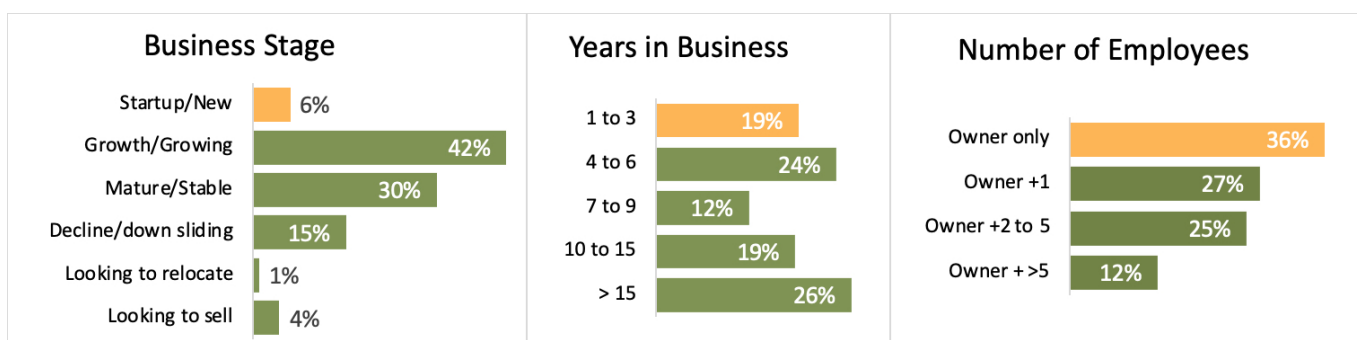


### Business Owned/Led By...



*Sectors are based on the North American Industry Classification System Canada 2017 Version 3.0.*

Only 6% of survey respondents were in a new/start-up stage, while 94% were more mature businesses in various stages of maturity, growth, or decline. 19% had started their business within the past 1 to 3 years and did not have pre-pandemic “normal” levels/operations to compare to. 36% of owners were the sole operators of their business and had no staff/employees (“solopreneurs”).



**SURVEY RATINGS WERE COMPARED BY GEOGRAPHICAL REGION, SECTOR, TARGET GROUP, BUSINESS STAGE, YEARS IN BUSINESS, AND NUMBER OF EMPLOYEES. GROUPS WITH RATINGS THAT DIFFERED BY MORE THAN 10% FROM THE TOTAL AVERAGE HAVE BEEN HIGHLIGHTED THROUGHOUT THE REPORT.**



# FINDINGS: CHALLENGES, SERVICE NEEDS & RECOMMENDATIONS

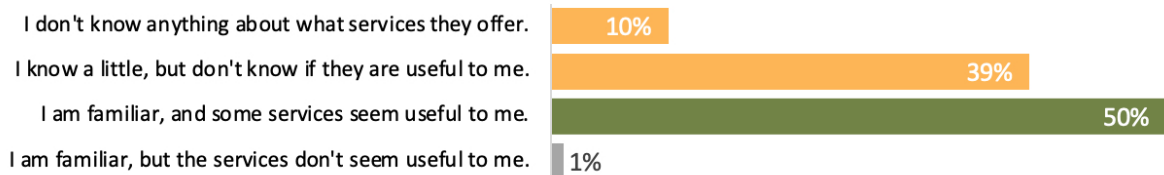
## AWARENESS OF COMMUNITY FUTURES SERVICES

Based on survey responses, almost half (49%) of RRRF loan recipients knew little to nothing about the current services and supports offered by Community Futures. Businesses who were not familiar with Community Futures' services were introduced to them through the RRRF loan. Many thought they were an organization that provided loans but were not familiar with what they offered in terms of business support. Sometimes this was because they had not thought to investigate other services. A few had looked at the website but were unsure of how to match their need to the services. Some business owners had received emails from their local Community Futures office with news about upcoming events and training, and these were helpful to give them a 'shortcut' to finding out about services that might be useful. A few had signed up for activities and others had called to book an appointment to meet with their local office to meet one-on-one about a specific issue. One business owner had been connected to a staff member at their local office, but had not reached out since the staff had changed. Regions with slightly less awareness of Community Futures services included Central Alberta, East Parkland, Entre-Corp, Grande Prairie, and East Central.

Of the interviewees who were familiar with Community Futures services, the most mentioned service was accessing loans when starting their business, particularly if they had not been able to get financing through a bank. Other commonly accessed services included support with marketing, digital services, and help creating a business plan. Many had accessed Community Futures at their start-up stage and had a very positive impression of their support and services. However, they were less familiar with what was available for established businesses with experienced owners. One of the key barriers to accessing services was time – for those who were still struggling/affected by the pandemic, many were working long hours to keep their business going and felt they did not have time to look into services, or to spend time on activities not directly targeted to their issues. Awareness was stronger among some target groups, as 74% of Indigenous owned/led businesses and 61% of businesses owned/led by a newcomer to Canada were familiar with their services and supports.



**49% of clients were not familiar with Community Futures services, or how they could support their business.**



“  
When I started my business, the advice, feedback on my plan, and information about available programs was really helpful. Maybe they could offer the StartSmart program in a format that people can do on their own with checklists and touch-base points to connect with an advisor? Just don't duplicate what is already out there.

- Real Estate, Rental & Leasing

“  
I was overwhelmed by what was on the website. They offer a great deal. I'm not sure what I need at this stage of my business. Maybe I just need to set up a meeting? Maybe that's the most efficient way to understand what they offer for a mature business?

- Information & Cultural Industry

“  
I haven't contacted the office since the people changed. I'm not sure who to talk to. I looked at the offerings, but they seemed too large for a solopreneur. A 12-week course is too much when raising kids and running a business.

- Technical Services: IT

# BUSINESS PLANNING & EFFICIENCY



## BUSINESS PLANNING/CHANGING, PIVOTING, & GROWING A BUSINESS

While it is not unusual that businesses change and grow over time, the pandemic prompted an unusually large number of businesses to be proactive in changing their services or products. Many RRRF clients still had fewer customers than before covid and were looking for new ways to retain and gain new customers. Sales were down due to fewer tourists, lingering covid fears (e.g., returning to the gym), or smaller project scope due to customers having less money available to spend. Entrepreneurs had difficulty attracting customers for 'luxury' goods or services (e.g., gift shops, restaurants, accommodation), as customers were struggling with reduced income and a rising cost of living. Some were looking to transform their business for the local market where as others wanted support in exporting and marketing their product internationally.

Business owners who previously gained enough clientele through word-of-mouth found they needed to go back and start the process of creating a business plan, either to rethink their business or to qualify for financing. Mature businesses who had gone through the planning process were finding they needed to revisit it and identify new markets, new clients, and their new value proposition. An entrepreneur in recreation and fitness had done her planning and projections in 2018, but realized her pricing was no longer relevant because the market had changed with the growth in online options. Some entrepreneurs had identified their need for change during the pandemic and spent time preparing, marketing, and positioning themselves within their industry. Others did not know or realize they needed to take this step and had remained stuck, not knowing how to move forward.

Even three years into the pandemic, survey results suggest there is still a large number of RRRF clients who need support in business planning, pivoting, and growing their business. Some know they need this support and are ready to take advantage of services offered. Others may need more guidance to understand what their needs are. Interviewees requested either one-on-one coaching to revise specific aspects of their business plan, or a course or workshop in small groups (e.g., 4 people, or a mentorship think tank held online or in-person) with people at the same level. Both formats would allow for asking questions as well as getting advice for their specific situation.



Support in promoting and distributing Canadian products to new international markets. How do I work with Export Development Canada?

- Wholesale Trade: Beverages



If there are new concepts and opportunities available to grow my business, I am certainly interested in knowing about them and participating in workshops, webinars, or zoom tutorials.

- Information & Cultural Industry



Writing a business plan - real help though. Last time we asked for help, we were told "write one, and we can read it for you after".... that wasn't helpful at all.

- Arts

## OPERATIONS/BUILDING BUSINESS EFFICIENCY & CAPACITY

Time management and making processes more efficient was a high priority for many business owners. They were working longer hours to try to increase revenue, were covering more tasks because they had let staff go or could not afford to hire outside help or had taken on another job to pay their bills. One business in the recreation and tourism industry had started multiple projects to pivot during covid and was now feeling overwhelmed by the additive effects of not having developed efficient business processes in any of them. Improving operations was one way business owners felt they could take action to achieve a better work-life balance and to improve their profit margin.

Many owners were interested in making their business more digitally efficient, which also related to their IT infrastructure. Types of operations they were looking to improve included establishing operational procedures, documenting systems manuals, creating contracts, purchasing, managing inventory and price checking, efficiently vetting service providers, and finding ways to do common tasks more effectively.



People still seem to be cautious with their money. We are looking at some possible changes in how we operate and are unsure about what steps to take next.

- Retail Trade



How to effectively manage time and juggle the massive variety of tasks that occur in a day while running a business.

- Agri-food

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## **RISK ASSESSMENT/ MANAGEMENT & BUSINESS RESILIENCE**

When asked if their business would survive another short-term crisis or economic downturn in the next 2 to 5 years, 59% of survey respondents disagreed or strongly disagreed. There was a strong relationship between this group and those who had not returned to pre-pandemic operations and were very concerned about repaying the RRRF loan by the deadline.

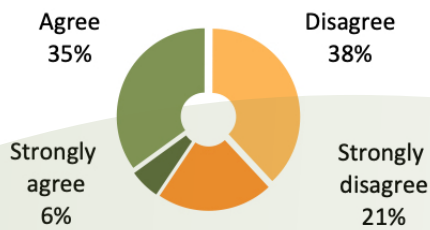
RRRF clients were more likely to be concerned about surviving another short-term crisis if they were a “solopreneur” (69% disagreement) compared to other businesses who had multiple employees. In the interviews, owners explained challenges of having to work long hours or having to shut down the business if they were sick because they did not have support to “keep the doors open”.

More Indigenous business owners and owners with a self-identified disability reported not being able to operate and survive another short-term crisis (70% disagreement). Conversely, fewer businesses owned by newcomers to Canada (33% disagreement) and youth-led businesses (36% disagreement) had this concern.

Sectors that expressed the most concern were wholesale trade (80% disagreement), accommodation and food services (73%), and arts, entertainment, and recreation including tourism (68%). Sectors that were the least concerned were administrative and support, waste management, and recreation (0% disagreement) and information and cultural industries (25%).

Geographic regions that reported the least resilience (i.e., the most disagreement) included Lac La Biche (100%), Lesser Slave Lake (81%), Meridian (75%), East Parkland (73%), and East Yellowhead (73%). The most resilient were Northwest (30%), Crowsnest Pass (38%), Big Country (43%), Elk Island (44%), Southwest (46%), and Centre West (48%).





**59% of business owners would not be able to operate and survive another short-term crisis or economic downturn in the next 2 to 5 years.**

Major risks included high levels of uncertainty due to the lingering impacts of the pandemic (e.g., supply chain issues, rising input costs due to inflation, cost of operating a business), possible government regulations that may restrict their business opportunities (e.g., taxes, Bill C-21, return to covid lockdowns), international events (e.g., war in Ukraine, oil prices, renegotiated NAFTA), and businesses in some regions were still in recovery from previous natural disasters (e.g., flooding, fires).

A number of RRRF clients were focused on lowering costs as the approach to reduce risk and improve their resilience to short-term crises. This included resilience-oriented grants (e.g., food, water, energy, shelter, community security) and reducing taxes. One business owner emphasized the need for a trauma-informed approach when aiding businesses who had been through a disaster. Respondents felt that they needed support with risk assessment and/or management, but they did not really know what it would look like. Some suggested that any support should stress positive thinking and personal resilience, such as understanding one's own strength.

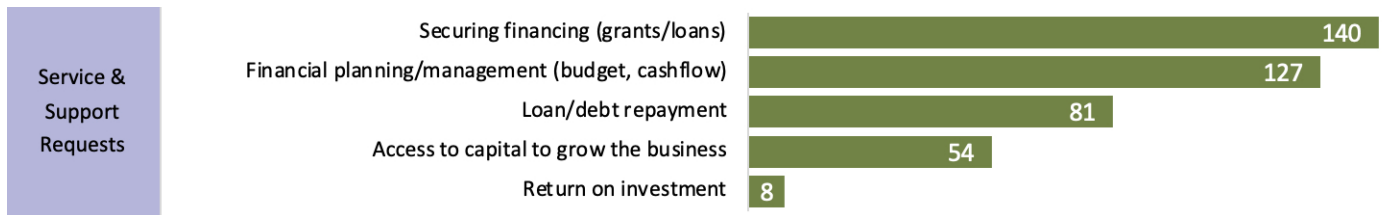
## **SELLING A BUSINESS & SUCCESSION PLANNING**

Of all survey respondents, 4% were planning on selling their business. Notably, two interviewees had changed their mind since filling out the survey and had decided to sell. Despite their business being successful before the pandemic, waiting almost three years for revenues to recover had left them burnt out and ready to give up. Common factors leading to this decision were age (near retirement), poor health, loss of energy and enthusiasm to pivot and change too far out of their area of experience (e.g., operations becoming more digitized), or having moved on to another job that had become their full-time work. A few owners wanted to pass their business on to their children, or to mentor someone to take it over.

Of businesses looking to sell, 13 out of 21 (62%) did not know about the services available through Community Futures, such as succession planning or support in selling their business. Some wanted help finding buyers, while others had potential buyers in mind and wanted help considering their options and planning next steps. One owner said she had investigated support from Community Futures for help to sell her business, but even the small fee for the service was enough of a barrier due to her debt burden that she decided not to pursue it.

“ For our young workers, I want them to learn to become leaders to take over the company. Apprenticeship doesn't teach you how to lead people. How do they go from doing their trade to leading others and managing finances? - Construction

# FINANCE



## SECURING FINANCING: LOANS OR GRANTS

Information about and help securing financing, such as other loans or grants, was the most frequently requested service. More than a quarter (27%) of survey respondents requested this area of support. Many were looking for financing to address cashflow issues to keep their business operating or growing, such as paying staff, training workers, subsidizing rent, purchasing equipment/supplies/inventory, or covering rising utility costs. Many were also interested in loans as a backup plan to pay off the RRRF loan in time to qualify for the benefits (loan forgiveness, no interest). Some wanted loans or a line of credit as a backup during slow seasons, or as a precaution if there were a return to covid restrictions.

Some entrepreneurs had investigated financing options but had encountered barriers. One food services business was turned down for a line of credit because they were not yet operational after a flood. A tourism and recreation business had received a grant for one of their programs but was not eligible to apply for another until the first one had concluded. One business owner in clothing retail had talked to Community Futures about their loan options but was ineligible because she wanted to use it to purchase inventory and was told it could not be used for that purpose. Some businesses, particularly those who were new to Community Futures, had not investigated their loan options and were interested in learning more.

Several interviewees expressed interest in information about grants, or support with grant-writing, over loans. These businesses were concerned about adding to their debt load and were looking for other ways to reduce their expenses. Examples included grants for hiring several types of workers such as foreign workers or summer students, tourism/wellness/recreation grants, or education and training grants (e.g., occupational safety).



I was able to access loans and subsidies during the pandemic. Those supports have stopped but our business is not back to normal. Some loans aren't fixed, and our interest rates went up. I'm interested in grants, not more loans. I haven't talked to Community Futures yet to see if they have anything to help.

- Recreation: Fitness



If there is more uncertainty, Community Futures might need to extend the loan terms as businesses are taking longer to recover than normal. You don't want people to dig themselves into a hole.

- Food Service

## FINANCIAL PLANNING/MANAGEMENT

Many businesses were feeling a “squeeze” on cashflow. They had less money coming in, and income was less consistent or predictable compared to before the pandemic. Supply chain issues created delays in materials for sectors like construction and trucking. Some businesses were holding overdue invoices because their clients could not afford to pay. Travel agencies were seeing a rebound in bookings but will not receive their commissions until travel happens in the new year. Meanwhile, the cost of inputs had increased due to inflation and rising interest rates. Some businesses had chosen to downsize (e.g., smaller construction projects) to reduce the fluctuations and have more control over their cash flow.

To manage this uncertainty, about a quarter (24%) of survey respondents requested training, advising, or templates in areas such as accounting, bookkeeping, budgeting, cashflow, managing fees, and forecasting. Some entrepreneurs would like self-directed tools/resources that they could do independently and on their own schedule. Suggestions included online videos that they could watch in their own time and also return later to review. Interactive tools would also be helpful, such as a template to populate budget numbers with pop-up prompts or a cashflow projection sheet. A few business owners were interested in advice on accounting software programs.

For more complex aspects of financial planning and management, business owners would like one-on-one support from a business or financial advisor. Examples included helping plan a budget to meet financial goals, to manage an industry-specific financial aspect of the business (e.g., inventory), calculating payrolls including part-time or occasional worker fees, forecasting, budgeting to better understand their bottom line and identifying a “sensible” profit/profit margin, identifying cost efficiencies/cost cuts, and tax preparation. A few would like guidance on how to hire a reliable accountant or bookkeeper.

“

I took over this business in five days because someone was giving it up. I've never done a budget. I need help reading financial statements and doing the books.

- Construction

“

I have an accounting background, but I need help to work on the budget. I need creative ways to think about the business and how to make it work.

- Agriculture





**LOAN/DEBT REPAYMENT** *State of Economic Recovery from COVID-19*

As of September 2022, 60% of RRRF loan recipients who responded to the survey were still struggling or affected by the economic impacts of covid-19 and had not recovered to pre-pandemic levels or operations. This percentage rose even higher among those who were no longer in business or looking to relocate (100%), were in decline/down-sliding (97%), looking to sell (86%), and those in the start-up/new business stage (74%).

More businesses with the owner being the only employee were still struggling to recover (74%) compared to businesses where owners had 5 or more employees (49% not yet recovered). Recovery was also slower among businesses who were led or owned by a person with an ongoing disability (79% not yet recovered).

Sectors most affected by not returning to pre-pandemic operations included wholesale trade (80%), real estate, rental, and leasing (79%), and manufacturing (70%). Those least affected were information and cultural industries (25%) and agriculture, forestry, fishing, hunting, and agri-food (48%).

Geographical regions with the highest proportions of businesses who had not yet recovered included Lakeland (87%), Entre-corp (80%), Capital Region (78%), St. Paul – Smokey Lake (77%), Lesser Slave Lake (77%), East Yellowhead (73%), and Southwest (73%). Regions with the fewest businesses still struggling included Chinook (23%), Northwest (30%), Elk Island (33%), Highwood (41%), Lethbridge (44%), and Peace Country (44%).

Growing beyond pre-pandemic levels/operations, 7%

Mostly or fully recovered, 33%



**60% of businesses were still struggling or affected by the economic impacts of covid-19.**

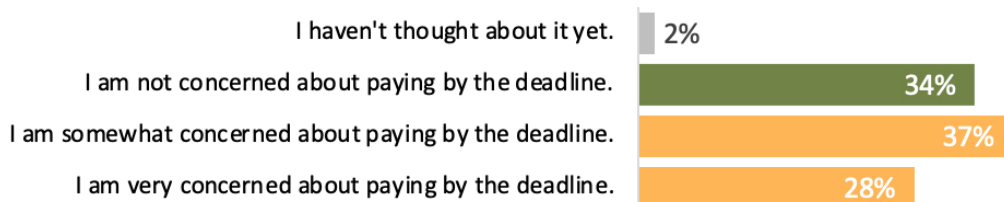
### **RRRF Loan Repayment**

RRRF recipients generally fell into three categories in terms of their loan repayment. A third who were not concerned about repayment were also mostly or fully recovered to pre-pandemic levels, or were growing beyond their pre-covid operations. Some of these businesses reported having already repaid the loan, or having set aside most or all of the money but were waiting until the deadline in 2023 to repay. A third who were somewhat concerned about repayment reported a lot of ups and downs and were confident they would be okay if business remained steady. This group also mentioned having other assets or securities to fall back on if needed, such as other businesses, investments, or employment elsewhere. The third of businesses who were very concerned about repayment reported consistently lower levels of income compared to before covid (90% of them had not returned to pre-pandemic levels), and some were in more debt than when they started the loan. This group also mentioned not having other assets to fall back on, were taking money from other places (e.g., other businesses, mortgage, RRSP) to keep the business going, and/or had other loans.

Concern about loan repayment was fairly consistent across sectors. There were slightly more businesses who were somewhat to very concerned about repayment within administrative and support, waste management, and remediation services (100%) and transportation and warehousing (77%) sectors, and less concern within the management of companies/enterprises (33%) sector. Youth (86%) and Indigenous-owned/led businesses (78%) were, on average, more concerned than other demographic groups about repaying their loan on time. There was more concern among those looking to sell their business (81%), start-up/new businesses (81%), and those in decline/down sliding (78%). There was also more concern among businesses with only the owner as an employee (72%) compared to those with more than five employees (51%).

Regions where the largest percentage of businesses were somewhat or very concerned about repaying their RRRF loan by the deadline included the Capital Region (78%), Crowsnest Pass (88%), East Central (80%), Lakeland (87%), Lesser Slave Lake (82%), and Northwest (80%). Regions with fewer concerned businesses included Chinook (23%), Peace Country (50%), Lethbridge (50%), Highwood (52%), and East Yellowhead (55%).

### **65% of clients were somewhat to very concerned about repaying their RRRF loan by the deadline of Dec 31, 2023.**



## LOAN/DEBT REPAYMENT *State of Economic Recovery from COVID-19*

A lot of survey respondents and interviewees expressed extreme gratitude for the RRRF loan and the timing of when it was distributed. In many cases, the loan was what kept the business going during the pandemic. They were also grateful that there had already been an extension of the deadline from December 2022 to 2023.

Most survey respondents who were concerned about loan repayment wanted an increase in the percentage of loan forgiveness or an extension of the repayment deadline (many suggested a 1-year extension). They referenced the slow pace of economic recovery, unusual levels of inflation, and the limitations of business growth opportunities due to uncertainty about further pandemic restrictions. Some blamed government(s) for shutting down or limiting their business and felt the loan should be changed to a grant. While it was explained that Community Futures had no control over the terms of the RRRF loan, several interviewees still felt the organization (perhaps in collaboration with Chambers of Commerce) had a role to play in advocating to governments about increasing loan forgiveness or extending the deadline.

As mentioned elsewhere, many business owners are considering taking out other loans in order to repay the RRRF by the deadline, if their business does not recover by the end of 2023. From survey responses, it seemed that a few RRRF clients were confused about the repayment deadline or what their options were for repaying the loan. Some did not know if they could start monthly payments whereas others said they had already started monthly payments or had paid the loan back entirely.

Survey and interview participants suggested some practical ways that Community Futures could provide support. Some wanted direct assistance like meeting with an advisor to map out payment schedules, sending reminders, and planning ahead to account for possible fluctuations in cashflow throughout the year. Others would be comfortable using self-directed tools such as electronic spreadsheets that they could use to plan their own repayment schedule.

“

I tried to register my loan as a payee for online banking but couldn't find an option. I called Community Futures and no one could tell me how we actually pay the loan. Are we able to pay monthly or do we need to pay all at once? Please advise.

– Retail Trade

“

Community Futures reached out a few times and were very helpful in providing monthly payment amounts. I just need to find the funds to repay

– Technical Services

## ACCESS TO CAPITAL TO GROW BUSINESS

For business owners who saw opportunities to recover and grow their business were interested in accessing capital. Many were not able to save enough to invest their own money due to small profit margins from the “squeeze” of increased costs and revenues not yet recovered due to the pandemic. A construction company wanted to purchase materials and equipment to take on larger projects. A rental and leasing company wanted to purchase more properties to manage. An agri-food business had surpassed their pre-pandemic sales levels but lacked the capital to scale up operations to meet the demand. A financial professional owned land but did not have money to invest in building office space. Businesses across several sectors needed to hire more people in order to expand their services but did not have the up-front capital to support the hire (e.g., modify or expand retail/office/service space, purchase or upgrade equipment, invest in innovation and development, increase and/or diversify inventory).

One interviewee was close to applying for the Capital Growth Initiative Loan offered through Community Futures, noting that the 25% forgivable portion was “fabulous”. Other entrepreneurs were not aware of the capital growth options available. Several had approached sources such as Alberta Innovates, Angel Investors, municipal governments, Canada-Alberta Job Grant, ATB Financial, and the Canada Digital Adoption Fund, but encountered barriers in qualifying. Two interviewees had sought funding for innovation and development to grow their business, but one needed more and one needed less than the funding available, and neither qualified for the grant. Both described difficulties getting funds to grow from a small to a medium-sized business.



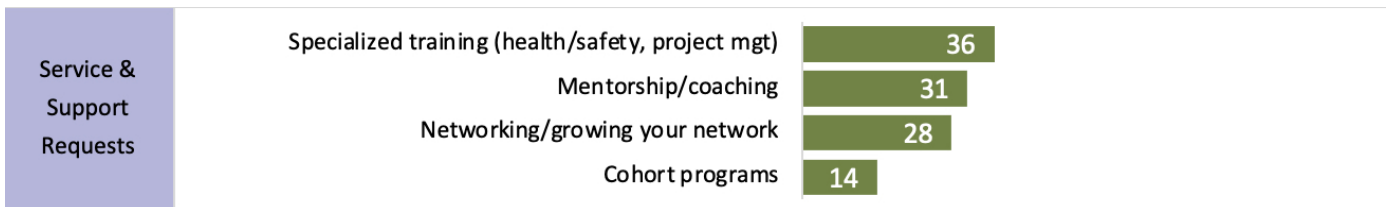
“

We are too far along to apply for a \$40,000 loan – that’s just operational costs – but we are not at a place where we can land venture capital.

What is available for a mid-level company?

– Professional Services: Education

## BUSINESS TRAINING AND GUIDANCE



### MENTORSHIP & COACHING

While entrepreneurs were subject-matter experts and passionate about their work, they reported struggling with the “business side of things”. New businesses thought they would benefit from one-on-one mentorship to successfully launch their company and to advise on business operations. Several described “not knowing what they don’t know” and may benefit from a short-term coaching or mentoring program to help them explore specific areas of the business, uncover what they don’t know, direct them to tools and resources, and help to figure out the future direction for their business.

While new business owners needing guidance is not unique, what was unusual is that the pandemic caused a lot of more mature business owners to identify coaching as an emergent need. One entrepreneur in clothing retail explained that she was not new to business, but that the drop in sales was forcing her to grow and pivot her business in new ways. She struggled to find a mentor who had more experience than she did in the fashion industry, not the same or less. She needed a more experienced mentor to learn and be challenged.

Preferably, entrepreneurs would like mentors/coaches who work in the same or similar sector, and possibly who were in a similar life situation (e.g., managing a business while also having a family). Interviewees said that finding the right fit – the right person to connect to – was the first priority. They would rather connect to someone virtually who worked in their specific industry than find someone local in another sector. A business owner who provided wellness services described having a lot of creative ideas, but was struggling with where to invest her energy. She saw a lot of opportunities arise through the pandemic experience and would like a coach to help her focus her ideas, identify her goals, and structure her year. She suggested having quarterly meetings to check-in on her progress and keep her accountable to stay on track.



Having access to someone who could coach or mentor me on the business side of things would’ve been great – early on, but possibly now too. I’m sure there are other things I currently need help with but don’t know yet. – **Technical Services**



## NETWORKING & COHORT PROGRAMS

Networking opportunities were of interest for some business owners so they could discuss common issues, build strategic partnerships, showcase their services, and build a community where businesses support one another. One entrepreneur in retail trade described having met another business owner at a trade show, which identified an opportunity to collaborate and meet a market need. She thought organizations like Community Futures and Travel Alberta could play a role in creating more opportunities to connect businesses who could benefit from collaborating on products.

Both online and in-person networking opportunities were identified as valuable, but for different reasons. Online networking broadened the reach of the business to a wider audience, increased the potential of connecting to other businesses people in the same industry in a non-competitive setting, and allowing for scheduling during non-business hours. In-person networking was useful to share local knowledge, build a sense of community, and to reduce feelings of isolation caused by the pandemic (see section on Mental Wellness). One business noted a limitation of local, in-person meetings in that they would not feel comfortable revealing their business challenges in a small community where neighbours all know one another.

## SPECIALIZED TRAINING

In addition to training needs in marketing and financial tasks mentioned elsewhere, business owners mentioned various other types of specialized training that would be helpful. Some requests were related to occupational health and safety training, or certification related to their specialized skill (e.g., HACCP food safety, organic food certification, CFIA food export certification, Photoshop or CorelDraw, fitness instruction, portrait photography, first aid, driver training, CNC machinist technician training, CECOR certification, COR health and safety, API 653 tank inspector certification).

Business owners were interested in any information about programs or subsidies that would cover the cost of training. Other training interests included aspects of business management such as WCB, insurance needs, and government regulations and paperwork. There were also a few interested in continuing their education in areas of business or economics.

Some training could be done independently online, but most interviewees preferred an option to interact with experts to ask questions. They seemed open to either in-person sessions or online synchronous sessions where they had opportunities to engage with the presenter/teacher. One interviewee suggested that Community Futures could play a role in connecting business owners with organizations who offer training, and potentially could partner with them to subsidize or offer opportunities for free training.



Cohorts help with networking and sharing information, challenges, and wins. At my stage of experience, they are more useful than webinars. They fit better for someone who doesn't have a clear question-answer situation, but needs to work through it with discussion.

It's ideally done in person, but that is a limited audience. Online has a broader reach if networking is the goal.

– Real Estate, Rental, & Leasing

# MARKETING

Service & Support Requests	Digital/social media marketing	86
	Intro to marketing (e.g., build brand awareness)	80
	Marketing plans	19

## INTRO TO MARKETING, MARKETING PLANS & SOCIAL MEDIA

Many businesses who were struggling to recover financially saw marketing as the solution to attract new clients or to entice old clients to come back. RRRF loan clients interested in marketing typically fell into two categories:

1. Some businesses had relied on word-of-mouth before the pandemic, whereas that strategy was no longer bringing in enough clients after the pandemic. These owners found themselves needing to learn about marketing with little to no previous experience. Some had pursued advertising using flyers, signs, and placing ads in industry-specific magazines or local radio. This was cost-prohibitive and many business owners were instead considering or had started to advertise through social media.

Some entrepreneurs set up an online presence such as a website or a Facebook or Instagram page, but did not know what content to create to attract clients or how to maintain their social presence. Some interviewees described having set up a social media page or website, but had not done market discovery to identify services for their customers, had not gone through the process of creating a marketing plan or identifying their target audience, and had not developed their key messaging. Instead, they were focused on investing time and/or money into the online platform and hoping it would work (“spray and pray” approach). Some were ready to give up on their social media marketing due to the steep learning curve and/or not seeing a return on their efforts. Others lacked time or were not interested in the marketing aspect of their business and would prefer to hire an external expert, but were limited from doing so because of cost. This more strongly affected the smallest businesses with only the owner as the employee.

“

Marketing is not our skillset. We need someone to help us come up with a marketing plan. Working with a consultant at Community Futures would be helpful.

How do we connect with bigger players outside our region?

– Wholesale Trade/Food Services



“

I did a two-day social media course, but I really can't do the technical part. I don't have enough time to work and learn how to do it. I hired someone to create a website, promote me on Google, and post for Instagram.

– Other Services: Beauty



2. Some businesses were focused on revisiting or refreshing their marketing strategy, and these tended to be more mature businesses who had previously developed a marketing plan. They were aware that they needed to expand their reach to new clients, or to refresh their messaging to advertise a new service or product they had developed during the pandemic.

Several owners had taken the time during covid to develop skills to implement social media marketing themselves (e.g., WordPress, Canva, Facebook, Instagram). They had advanced beyond introductory level skills and a couple of interviewees noted limitations with Community Futures' services in providing more advanced support. One owner described wanting to "pick up the phone" to connect with someone directly for technical help. However, the current services offered were entry-level courses, or referrals to consultants who provided general services rather than specific advice or technical troubleshooting.

“

My biggest challenge is managing my social media presence. I've seen the benefit that frequent, engaging posts makes to our business growth. I need to learn how to streamline making my posts for maximum impact.

- Food Services: Grocery

“

I already use social media, but I'm not good at looking at the impacts of my efforts. What gets better traction?

What is the conversion rate for the media activities I've done?

- Recreation: Dance Studio

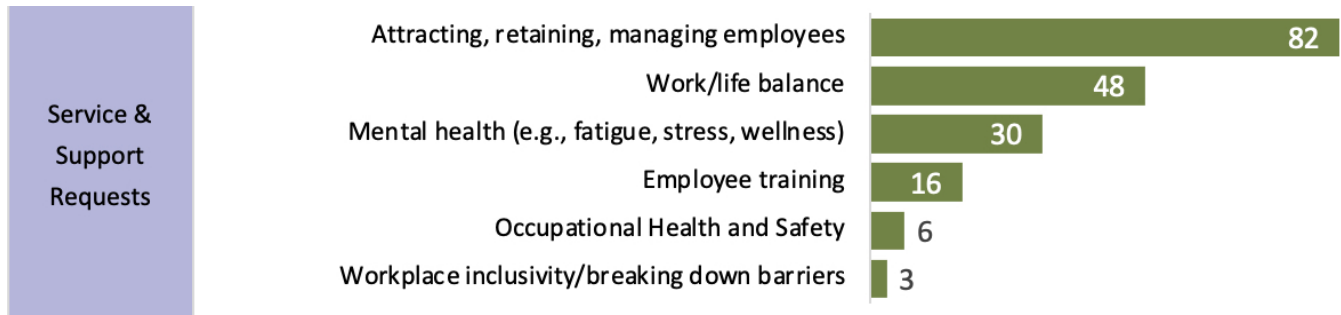
“

Maybe I need to take my marketing plan and expand it to focus on the new platform. I need help to execute the marketing steps, to get it off the ground.

- Information and Cultural Industries: Video Production



# PEOPLE MANAGEMENT



## EMPLOYEE RECRUITMENT, RETENTION & MANAGEMENT

Labour shortages were a key limitation for some businesses in returning to their pre-pandemic operation levels. Businesses expressed difficulty attracting and retaining goods, qualified staff. Some had let their employees go during the pandemic or lost them when no work was available. Jobs requiring workers with specific skills (e.g., trades, certified machine operators, bookkeepers/accountants, medical office administrators, technical support) were difficult to find locally, and there was high turnover among workers who came in temporarily from other regions. With pressures from rising costs and little money coming in, many businesses struggled to offer a competitive wage or salary and lost workers to higher paying jobs (e.g., oil and gas). It was also more difficult than before covid to find reliable and motivated employees. Some jobs had limited or part-time hours, which did not attract as many applicants (e.g., servers, retail employees, administrative support).

Entrepreneurs expressed a need for help to find qualified employees, and help with strategies to attract the right people. A few had engaged employment agencies to recruit staff. A few relied on foreign worker programs and could use more assistance with that process. One employer with a trucking business encountered a barrier posting job openings on the government job bank website, as she was not able to prove she was a “legitimate” business based on their application process.

A few business owners struggled with the hiring process and would like help developing job descriptions, creating contracts, and generally knowing what steps to take to be confident they were “doing the right thing”. Organizations who relied on volunteers could use assistance with recruitment and volunteer recognition.



I am very busy and need an office assistant, but I cannot afford someone full-time. I need help knowing how to hire someone. Who do I contact?

– Professional Services: Healthcare



Motivating staff - this is something I would like to learn more about. It’s a challenge to motivate others to care as much about your business as you do.

– Recreation: Dance Studio



## EMPLOYEE TRAINING

A few businesses would like to invest in training employees, particularly upskilling current employees to take over more of the work of the business and to grow in their role. However, they were limited by lack of money to pay for training (training and transit costs, employee time, loss of income while employee is not working), or training not being available locally. Topics included industry-specific skills (e.g., trades, software, in-person and online sales), strategies to motivate and engage employees, onboarding new employees, and training existing employees in the operations and management of the business (i.e., succession planning).

## MENTAL WELLNESS

Owners reported feelings of stress, anxiety, fatigue, and burnout as a result of the economic impacts of covid-19 on their business. During the pandemic, many felt isolated, disconnected from others, and that no one could help them. Current challenges of rising costs of inputs, inflation, supply chain issues, and labour shortages had added to their sense of uncertainty and made it difficult for some to plan for the future.

As pandemic restrictions were lifted, some business owners saw others start to succeed and grow while they still struggled to recover. This led some to view their business challenges as a personal failure, resulting in feelings of depression and a loss of self-worth. Survey responses identified a correlation between those wanting mental wellness support and businesses who had not recovered to pre-pandemic levels and/or were very concerned about repaying the RRRF loan.



**30% of clients responded yes, they would benefit from mental wellness support.**

“

Sometimes I feel like a failure, not where I should be at my age in life. I want to give more and have more but am unable to achieve this.

- Entertainment: Events



“

I struggle with confidence at times and feeling like other businesses are much more successful compared to me.

- Manufacturing: Food & Beverage

In the interviews, many owners described their wellness issues as being a direct result of the state of their business, which could only be resolved by addressing their business challenges. These entrepreneurs were interested in help with marketing, growing their business, and finding ways to reduce their costs.

Other interviewees described connecting and networking with other business owners as a way to improve their mental wellness. Having opportunities to hear that others were experiencing similar challenges helped business owners feel that they were not alone in their struggles, exposed them to ideas and solutions they could apply to their own situation and, importantly, that their business challenges were not an indication of personal failure. Most interviewees preferred local, in-person events when the purpose was for networking, feeling connected to others, building a sense of shared experience, and improving mental wellness.

Entrepreneurs who were the only employee of their business had an additional challenge of not being able to take time off for health issues, such as taking sick days or caring for ill family members. This strain on their physical health negatively affected their mental wellness. A few entrepreneurs also struggled with trauma, post-traumatic stress disorder (PTSD), grief, or bullying/harassment in the workplace.

A barrier to seeking support for mental wellness was a lack of extended health benefits, including access to professional counselling. Some reported relying on a partner's health benefits while others had no access to benefits and could not afford private counselling services. Similarly, survey respondents and interviewees in the wellness sector reported a significant drop in clients during covid, and that many had still not returned.

Sectors with the most interest in wellness support included information and cultural industries (75%) and arts, entertainment, recreation, and tourism (41%). Those with the least interest were wholesale trade (0%) and transportation and warehousing (15%). More businesses were interested in wellness support if they were owned/led by a person with disabilities (58%) or by women (40%).

Regions expressing the most interest in mental wellness support included Lesser Slave Lake (53%), Entre-Corp (43%), Capital Region (41%), and Lac La Biche (40%). Those with the least interest included Northwest (10%), East Central (10%), Meridian (13%), and Central Alberta (19%).

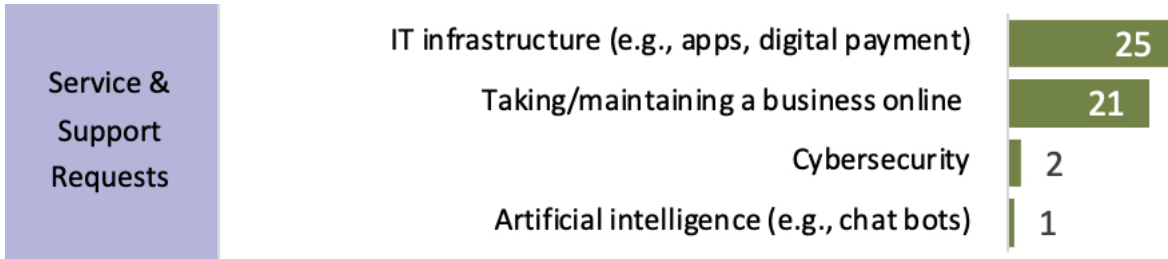
## **WORK-LIFE BALANCE**

Many entrepreneurs reported working more than ever yet were making less money. For those who had not returned to pre-pandemic levels, they felt they had to keep working as much as possible to make ends meet and some were taking on more tasks as they could not afford to hire help. This weight on their shoulders made it more difficult to maintain a healthy work-life balance. Spending more time on the business meant sacrificing time spent on other activities, which was putting a strain on relationships and families. For those working at home, it was difficult to separate work versus personal time.

In the interviews, some suggested that online resources/short courses would be helpful if they were targeted at drawing boundaries/limits around how much time should be spent on work versus personal time. Any training on business efficiencies and time management could also help with work-life balance. A few interviewees would benefit from having guidance on work-life balance from a mentor who had a similar life situation. In particular, guidance on managing stress as a female business owner, or a single parent with children.

# TECHNOLOGY

## IT INFRASTRUCTURE & TAKING A BUSINESS ONLINE



Some businesses had already their business online during covid as a strategy to pivot to online sales or services when they were not able to operate in-person. For businesses who were already online, maintenance was their primary need in terms of support. This included adding website functions (e.g., appointment scheduling) and technical advice or troubleshooting challenges (e.g., connecting the online store to digital payment apps). Some also struggled with how to attract people to their website to add value over larger companies (e.g., Amazon), including using search engine optimization (SEO) for Google and Shopify. There were also a number of businesses who had not yet transitioned to online sales or services and would like technical training to develop their online store.

In terms of IT infrastructure needs, one owner described not knowing what technology (e.g., software, apps) could be helpful for her business and would benefit from a list of common technology used for different tasks in small businesses (e.g., scheduling, digital payments, backup systems for different operating systems, contracts and filing, common online business operations). Other IT needs included improving business efficiencies and increasing sales, and were specific to each industry. For example, apps to track cattle, card readers for digital payments on vending machines, and accessing large media/video files on mobile devices.



“

It'd be helpful to have support from a tech person who can tell me how to find what I'm looking for. How do I build online business operations and what programs are the most important?

- Recreation: Fitness





# INFRASTRUCTURE

## RENTALS, LEASING, & CO-WORKING SPACES

Service & Support  
Requests

Space rental/lease/purchase

27

Information on co-working spaces

6

Businesses in several sectors expressed challenges finding spaces to rent or lease. This was most commonly an issue for businesses in the arts, entertainment, recreation, and tourism industries (e.g., fitness gyms, yoga studios), retail trade, and professional and other services (e.g., massage, health and wellness, cleaning services, pet care, beauty).

The most common issues were affordability, appropriate size, and appropriate location. For businesses that had not yet recovered their revenues and were struggling with the increasing cost of utilities, finding a more affordable location or downsizing was one solution they were considering to cut costs. A few businesses had let go of their space during covid and had moved to working from home because they could not see clients in person, or their business had been shut down completely. One business owner noted that, until she can move the business out of her home, she is not able to hire another person to expand her services. She had difficulties finding affordable and appropriately sized spaces available for rent. A few businesses would like to relocate to increase their visibility and accessibility to foot traffic to increase sales.

Businesses in a few sectors were interested in partnering with adjacent services to share commercial space, or co-working spaces. This was mostly of interest to those in professional services, other services (e.g., massage, health and wellness, beauty), and agri-food. Perceived benefits included reduced rental and utility costs, as well as network-building with like-minded businesses (e.g., sustainability services, health services). One business that specialized in co-working spaces reported growing their business beyond pre-pandemic levels, expanding from 1 to 5 locations in multiple cities over the past year.



“

It'd be helpful to have support from a tech person who can tell me how to find what I'm looking for. How do I build online business operations and what programs are the most important?

– Recreation: Fitness





# SMALL BUSINESS NEEDS ASSESSMENT

2022



[c4ner.ca](http://c4ner.ca)

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# 2022-2023 Stakeholder Report



# Who We Are

## MISSION STATEMENT

To help communities thrive economically by supporting an entrepreneurial culture through training, coaching and lending best practices.

## VISION STATEMENT

Community Futures Yellowhead East, the trusted and respected leader, fostering business development. Leading the way to economic prosperity and diversity within our region.

## VALUES

Knowledge, Education, Character, Innovation, Trust, Respect, Confidence, Collaboration, Support



# Board Composition

- Guided by a Council appointed Board of Directors, our 10 Municipally appointed board members bring extensive knowledge and experience to the area's economy.
- The role of the Board is to establish Community Future Yellowhead East's strategic priorities, monitor and evaluate the performance of the loan fund, and be accountable to key stakeholders - such as local, provincial and federal governments.
- CFYE Board Members are Nick Gelych (Lac Ste. Anne County), Daryl Weber (Alberta Beach), Marvin Schatz (County of Barrhead), Liz Krawiec (Swan Hills), Serena Lapointe (Whitecourt), Jim Hailes (Fox Creek), Bruce Prestidge (Woodlands County), Anna Greenwood (Mayerthorpe), Robin Murray (Onoway), Ty Assaf (Town of Barrhead)



# Message from Board Chair

- This past year has been a remarkable year for all of us here at Community Futures Yellowhead East. We have emerged more resilient and reinvigorated, and our confidence in our capabilities is reflected not only in our numbers but also in the trust that our clients have placed in us, and the relationships that have been further developed.
- While most of us would like to put the past few years behind us; the current cost of living, supply chain concerns and the rise in inflation, has made it even more of a priority for CFYE to assist entrepreneurs and small business owners. The devastating effect to our economy still has lingering effects on all of us.
- I am excited to see what we can do together. With the support of our Municipal partners, our Board of Directors and through conscientious work of our CFYE staff; I am confident that the next year; and the years to come; will bring continued success to our business community, future entrepreneurs, and our municipalities economic development efforts.
- I would also like to thank our Board of Directors and our CFYE staff for their helpful guidance. I look forward to working with them. And finally, thanks to you, our Municipal partners and Business community, for your continued trust in Community Futures Yellowhead East.



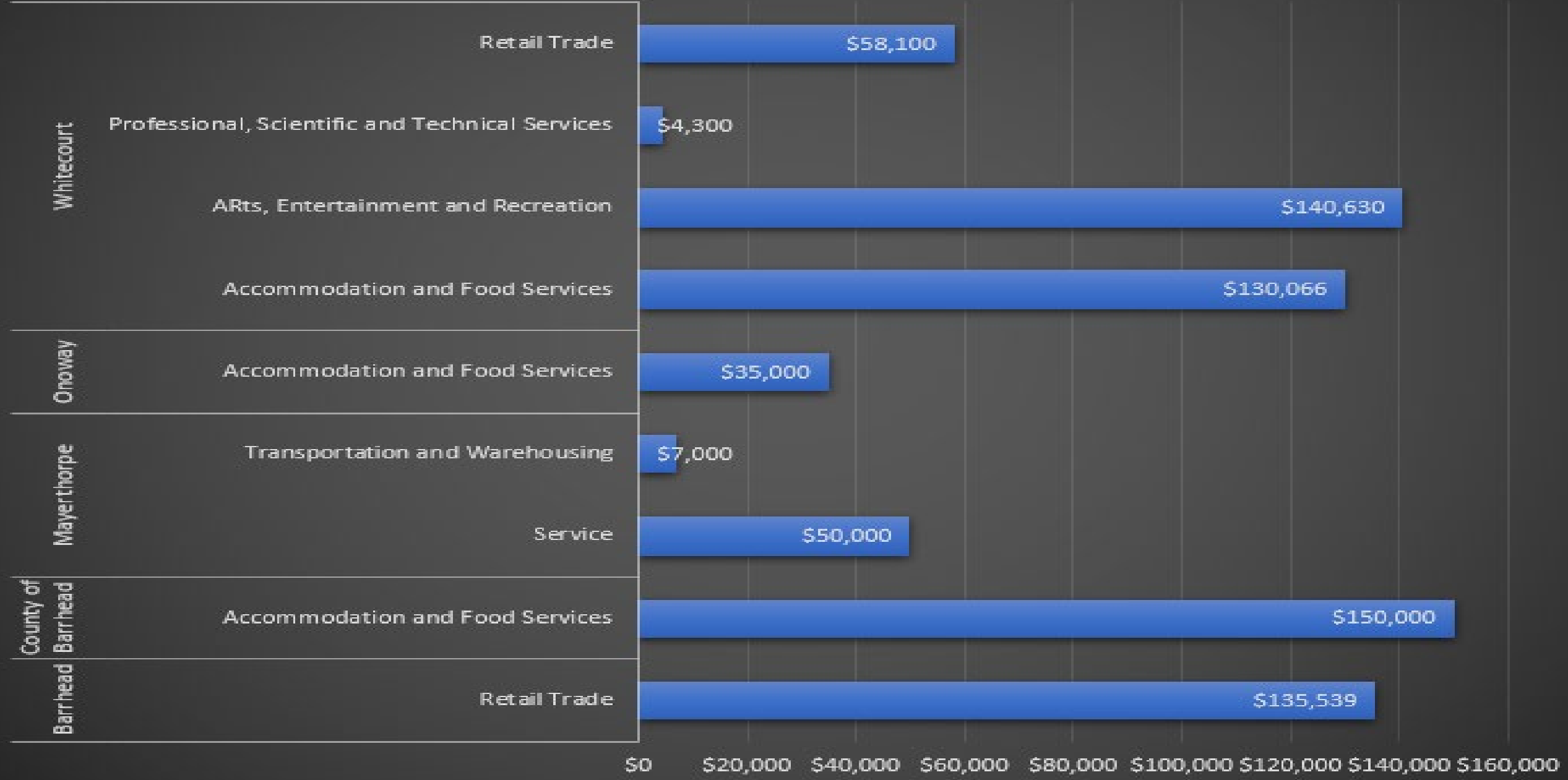


# Our Staff

## Current Capacity:

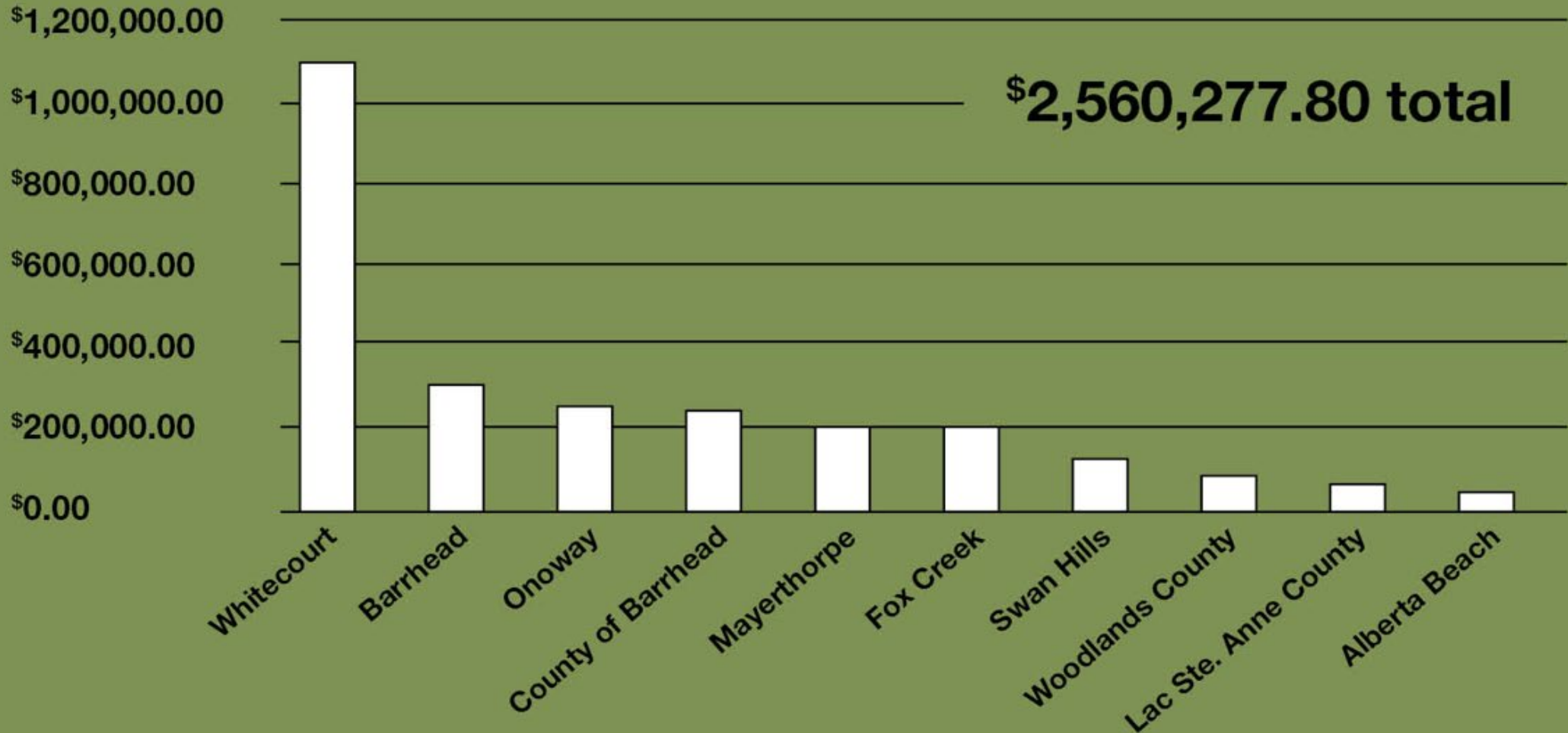
- Executive Director, Michelle Jones
- Office Project Management / CED Coordinator – Lilian Wisser
- Business & Financial Analyst, Matthew Hartney
- Digital Service Squad, Ian Butler- Contract Position Extended

# CFYE Term Loan Committed by Municipality/Primary Sector





# CFYE RRRF Loan Investment By Municipality





# CFYE Led RRRF Client Survey Results

**53 CLIENTS IN TOTAL – 31 RESPONDED TO DATE**

## Potentially Paying

“Business has been increasing and steady. Finding staff has been hard as there is many competitive wages for the same services. Hoping to take advantage of the loan in a lump sum payment option but would like to look at what a payment plan option would look like.”

“Hoping to take advantage of the forgivable portion of the loan. Covid has made running a business extremely hard as people don’t get the in-person shopping experience and just online shop.  
Business is slowly picking up and has opened a second location. Doesn’t need many staff but has been able to maintain the ones currently employed.”

## Most likely to Pay/ Already Paid

“Business was very busy all summer they could pay the loan currently but forgot about the loan.”

“Business is steady and staffing levels have remained the same. Would like payment plan options. Loved that there was an extension until December 2023 as it was less stressful to try and pay off while working at getting back to pre-COVID times.”

“Loan has been completely paid back. The loan and its terms were straight forward, and it really helped get the business and its staff through the pandemic.”

## Less Likely to Pay

“Does not think there is an option at all paying back the loan by the extension date. The cost of supplies is rising and making it more difficult to even get what they need. Summer is busier than Winter. Would like to look a payment plan option to see where they will sit.”

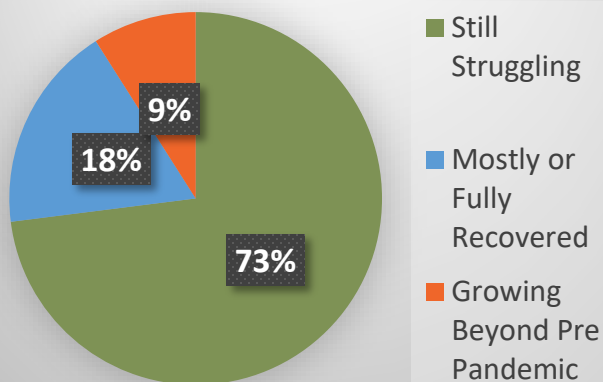


# RRRF Provincial Led Small Business Needs Assessment Aug-Dec. 2022

## CFYE Survey Results

73% of businesses were still struggling or affected by the economic impact of covid-19

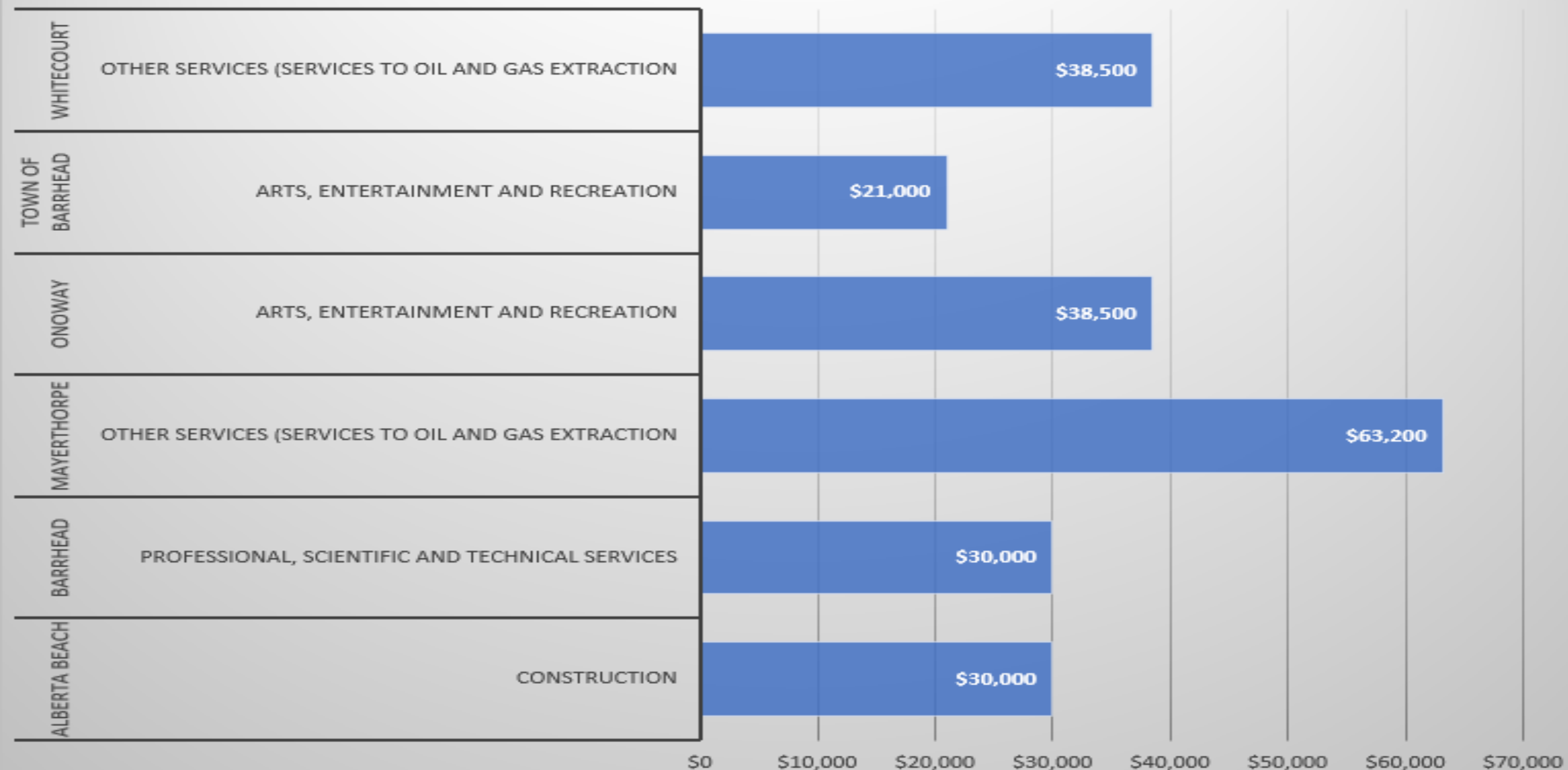
### CFYE Percentages



## Provincial RRRF Survey Result Findings

AWARENESS	BUSINESS RESILIENCE	FINANCES	LOAN REPAYMENT	REGIONS
<p>49% of clients were not familiar with CF services or how they could support businesses.</p>	<p>59% of business owners would not be able to operate and survive another short-term crisis or economic downturn in the next 2-5 years.</p> <p>4% were planning to sell their businesses.</p>	<p>27% of respondents were requesting support in the area of financing.</p> <p>Many were also interested in loans as a backup plan to pay off the RRRF loan in time to qualify for the forgivable portion.</p>	<p>65% of clients were somewhat to very concerned about repaying their RRRF loan by deadline of Dec. 31, 2023</p> <ul style="list-style-type: none"> <li>• 2% hadn't thought about it.</li> <li>• 34% not concerned</li> <li>• 37% somewhat concerned</li> <li>• 28% very concerned</li> </ul>	<p>Regions with the highest proportions of businesses who had not yet recovered included East Yellowhead at 73%.</p> <p>Regions where the largest percentage of businesses were somewhat or very concerned about repaying their RRRF loan by deadline included East Yellowhead at 55%</p>

## RRRF Loan Repayment Dollars Received by CFYE by Municipality/Sector



# CGI Loan Funds Committed by Primary Sector/Municipality





# 2022/2023 Community Based Projects

YOUTH	WOMEN	INDIGENOUS	NEW CANADIANS	CORE OTHER
<ul style="list-style-type: none"><li>• Youth Market Pilot –Gr 8</li><li>• Lemonade Day (7)</li><li>• Youth Loan Product</li></ul>	<ul style="list-style-type: none"><li>• The Collective Co-Working Space</li><li>• Project Gazelle</li><li>• Reach for the Star Metis Women Job Shadow</li><li>• Women in Leadership &amp; Business</li><li>• CGI Women's Loan Program</li></ul>	<ul style="list-style-type: none"><li>• The Collective Co-Working Space</li><li>• Reach for the Star Metis Women Job Shadow</li><li>• WIFS Strategic Planning/Board Development</li></ul>	<ul style="list-style-type: none"><li>• AAIP – Rural Renewal Stream Partnerships (2)</li></ul>	<ul style="list-style-type: none"><li>• Regional Travelling Incubator(7)</li><li>• Strategic Planning Sessions. (3)</li><li>• Digital Service Squad</li><li>• Business Support Network</li><li>• Agri Food Projects</li><li>• RRRF Loan Program</li></ul>





# 2023 CFYE Board Strategic Goals

## BOARD IDENTIFIED STRATEGIC PRIORITIES

Board Training/Development	Succession Planning	Marketing/Awareness	Core Purpose	Partnerships
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## CFYE STAFF OPERATIONAL PLAN

<ul style="list-style-type: none"> <li>• Monitoring Board member participation and engagement</li> <li>• Board Commitment to raising awareness</li> <li>• Notes provided to board members to share at council meetings</li> <li>* Elevator pitch developed</li> <li>• Business visits planned with Board Member/DSS Member</li> </ul>	<ul style="list-style-type: none"> <li>• Succession Planning Internal/External</li> <li>• Cross Training in Office</li> <li>• Create awareness regarding project capacity</li> <li>• Staffing Reorganization</li> <li>• Small Business Succession Planning Projects/Grant Proposal</li> <li>• Municipal Succession Planning Preparedness</li> <li>• Organizational Succession Planning, Non-Profit</li> </ul>	<ul style="list-style-type: none"> <li>• Market New Loan and Program</li> <li>• Ongoing Training</li> <li>• Encourage stakeholder and partners participation in sharing of resources available</li> <li>• Continue ongoing meeting efforts to ensure stakeholders are aware of resources available and how to take advantage of being Economic Development Partners</li> <li>• * Promote Mandatory Strategic Planning Services Available</li> <li>• Identify Stakeholder training</li> </ul>	<ul style="list-style-type: none"> <li>• Programs/Training and Coaching Resources</li> <li>• Identify Grant opportunities to increase project capacity</li> <li>• RRRF Client supports, expanded awareness, meet with MLA, MP's</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly/ Annual Round Table Meetings</li> <li>• Review current partnerships, and improve efforts to share workloads etc.</li> </ul>
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# Community Futures Performance Results 2021-2022



## *Strong rural community strategic planning and implementation*

1. Total number of community-based projects (new & on-going)	76
2. Total number of local and regionally-based community strategic plans developed and/or updated	3


## *Rural access to business development services*

3. Total number of business training session participants	173
4. Total number of business advisory services	479

## *Rural access to capital and leveraged capital*

5. Dollar value of loans	\$482,400.0
6. Total number of loans	20
7. Number of jobs created/maintained/expanded through lending	20

# 2023 Prairies Can MPS Operating Plan

 Performance Indicator	2023-24 Target	GROUP 1	GROUP 2	GROUP 3
<b>**Targets for your Minimum Performance Standards (MPSs) should be greater than or equal to your MPS.</b>				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	<b>Group 2</b>			
<i><b>Strong rural community strategic planning and implementation</b></i>				
# of local and regionally-based community strategic plan(s) developed and/or updated during the year	3			
# of partners engaged in community strategic planning (New & Ongoing)	5			
# of new community-based projects plus number of ongoing community-based projects (MPS**)	8	2	2	2
# of partners engaged in community-based projects (New & Ongoing)	10			
\$ amount invested in community-based projects (New & Ongoing)	\$3,000			
\$ amount leveraged from community-based projects (New & Ongoing)	\$100,000			
<i><b>Rural access to business development services</b></i>				
# of businesses created, maintained, or expanded through business services	100			
# of business training session participants (MPS**)	400	400	400	300
# of business advisory services (MPS**)	800			
<i><b>Rural access to capital and leveraged capital</b></i>				
# of loans (MPS**)	8	12	8	6
\$ value of loans (MPS**)	400,000	\$600,000	\$400,000	\$200,000
Amount leveraged through lending (EDP and non-EDP)	40,000			
# of new community-based projects/initiatives that align with GOC/PrairiesCan priorities and (PLUS) # of loans that align with GcC/PrairiesCan priorities	10	3	2	1



# 2023 Upcoming Partnership Opportunities

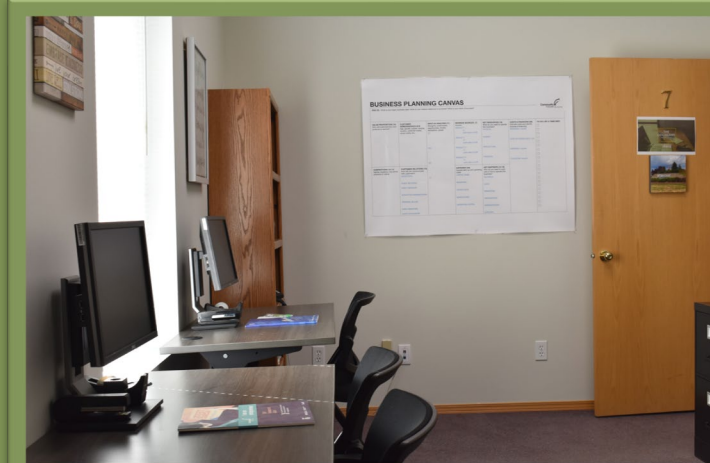
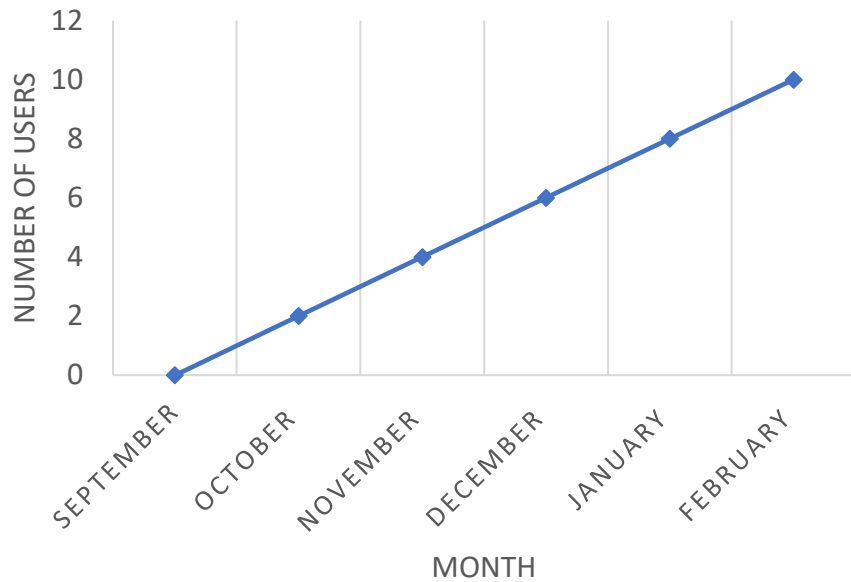
- SUCESSION PLANNING – ROF GRANT APPLICATION
  - BUSINESS COMMUNITY READINESS
  - MUNICIPAL ECONOMIC DEVELOPMENT
  - Capacity Building – Strategic Doing, Destination Creation, SMART Start in Business
- YOUTH ENTREPRENEURSHIP –
  - LOAN PROJECT AWARENESS, LEMONADE DAY, YOUTH BUSINESS LICENSING
- REGIONAL ECONOMIC DEVELOPMENT
  - FINALIZE CFYE INVESTMENT FUND PLANS
  - STRATEGIC DOING WORKSHOPS, STRATEGIC PLANNING FACILITATION
  - DSS EXTENSION
  - GROWTH PARTNERSHIP
- WOMEN IN LEADERSHIP & BUSINESS
  - EXPAND TO ADDITIONAL COMMUNITIES



# The Collective Coworking Space



- Small Businesses/Home Based Businesses
- Travelling Professionals
- Clients
- Blog/ Content Creators
- Other CF Offices





# Digital Service Squad



## Digital Service Squad

The **Digital Service Squad** provides support to **local small businesses** by offering **free assistance** to help grow an **online presence** and by teaching how to use **Digital Tools!**



### DSS Weekly Travel Schedule for **March 2023:**

- **Fox Creek: March 8th**
- **Whitecourt: March 15th**
- **Alberta Beach: March 22nd**
- **Barrhead: March 29th**

Digital  
Economy  
Program

By Business Link & Digital Main Street

DIGITAL  
MAIN ST.



Funded by:



**Reach out today to book a meeting with the  
Digital Service Squad!**

Email: [dssye@albertacf.com](mailto:dssye@albertacf.com)

Phone: 780-706-3500

Website: <https://yellowheadeast.albertacf.com/services/dep>





Thank You

Community Futures Yellowhead East is proud to be your trusted and proven economic development partner!

TOGETHER ....

WE WILL BE SUCCESSFUL IN GROWING AND THRIVING  
WITHIN AN ECONOMICALLY DIVERSE AND PROSPEROUS  
REGION