



**AGENDA
REGULAR MEETING OF THE BARRHEAD TOWN COUNCIL
TUESDAY, MAY 9, 2023 AT 5:30 P.M.
IN THE TOWN OF BARRHEAD COUNCIL CHAMBERS**

Barrhead....a quality community....giving a quality lifestyle

Present

Others Present

Regret

1. Call to Order
2. Consideration of Agenda (Additions - Deletions)
3. Confirmation of Minutes
 - (a) Regular Meeting Minutes – April 25, 2023
4. Public Hearings
 - (a) There are no Public Hearings
5. Delegations
 - (a) Delegation at 5:30 p.m. (Virtual) – Ms. Michelle Jones, Community Futures Yellowhead East
6. Old Business
 - (a) There is no Old Business
7. New Business
 - (a) Painting of a Crosswalk – as requested by the Barrhead and Community Indigenous Event Committee
 - (b) Temporary Road Closure Request – National Indigenous Peoples Day June 21st
 - (c) Financial Statement Report to March 31, 2023
 - (d) Monthly Bank Statement – for the month ended March 31, 2023
 - (e) Safety Codes Accreditation
 - (f) Renewal of a Rental Agreement with the Graduation Celebration Committee

8. Reports

- (a) Council Reports
- (b) CAO Report
- (c) Council Action List to April 25, 2023

9. Minutes

- (a) Barrhead & District Family and Community Support Services Society – March 16, 2023
- (b) Barrhead & District Social Housing Association – March 27, 2023

10. Bylaw

- (a) There are no Bylaws

11. Correspondence Items

- (a) There are no Correspondence Items

12. For the Good of Council

13. Tabled Items

14. Adjourn

MINUTES OF THE REGULAR MEETING OF THE BARRHEAD
TOWN COUNCIL HELD TUESDAY, APRIL 25, 2023,
IN THE TOWN OF BARRHEAD COUNCIL CHAMBERS

PRESENT Mayor McKenzie, Crs: T. Assaf , D. Kluin, R. Klumph, A. Oswald, D. Smith and D. Sawatzky

Officials: Ed LeBlanc, CAO and Shallon Touet, Director of Parks and Recreation

OTHERS: Barry Kerton, Barrhead Leader

ABSENT

CALL TO ORDER Mayor McKenzie called the meeting to order at 5:31 p.m.

AGENDA The agenda was reviewed.

120-23 Moved by Cr. Klumph that the agenda be accepted with the following amendment:

- Add 8(a) Barrhead & District Social Housing Authority Report

With Cr. Klumph accepted a friendly amendment from Cr. Sawatzky that the agenda be accepted with the additional two amendments:

- Add 8(a) Community Futures Yellowhead East Report
- Add 8(a) Municipal Planning Commission Report

CARRIED UNANIMOUSLY

**CONFIRMATION
OF MINUTES**

The Minutes of the Town Council Regular Meeting of April 11, 2023, were reviewed.

121-23 Moved by Cr. Klumph that the Minutes of the Town Council Regular Meeting of April 11, 2023 be accepted as presented.

CARRIED UNANIMOUSLY

**MONTHLY BANK
STATEMENT**

The Monthly Bank Statement for the month ended March 31, 2023, was received.

122-23 Moved by Cr. Oswald that Council approve the Monthly Bank Statement for the month ended March 31, 2023, as presented.

CARRIED UNANIMOUSLY

**COUNCIL
REPORTS**

The following Reports to Council as of April 25, 2023, were reviewed:

- Barrhead & District Social Housing Authority
- Community Futures Yellowhead East
- Family & Community Support Services Society
- Library Board
- Municipal Planning Commission

123-23 Moved by Cr. Sawatzky that the following Reports to Council as of April 25, 2023, be accepted as information and as presented:

- Barrhead & District Social Housing Authority
- Community Futures Yellowhead East
- Family & Community Support Services Society
- Library Board
- Municipal Planning Commission

CARRIED UNANIMOUSLY

DELEGATION

Due to technical challenges, the virtual presentation from Ms. Michelle Jones, Community Futures Yellowhead East had to be postponed.

124-23 Moved by Cr. Klumph that Council reschedule Ms. Michelle Jones' presentation to the May 9, 2023, Town Council Regular Meeting.

CARRIED UNANIMOUSLY

DELEGATION

Mayor McKenzie and Council welcomed Ms. Caitlin Clarke at 5:58 p.m.

Ms. Caitlin Clarke is requesting authorization from Town Council to paint a crosswalk across 50th avenue at the 51st street intersection in rainbow colors representing the Pride flag for the LGBT2Q+ community.

125-23 Moved by Mayor McKenzie that Council authorizes the request from Ms. Caitlin Clarke to paint a crosswalk across 50th avenue at the 51st street intersection in rainbow colours representing the Pride flag for the LGBT2Q+ community honour of Pride month.

CARRIED UNANIMOUSLY

EXITED Mayor McKenzie and Council thanked Ms. Caitlin Clarke and she exited the Chambers at 6:02 p.m.

BYLAW 05-2023, TRAFFIC AMENDMENT BYLAW

Proposed Bylaw 05-2023, amending Bylaw 03-2021, the Traffic Bylaw to incorporate a playground zone for the new All-Wheel Park, was presented.

126-23 Moved by Cr. Klumph that Council give Bylaw 05-2023, amending Bylaw 03-2021, the Traffic Bylaw, first reading.

CARRIED UNANIMOUSLY

127-23 Moved by Cr. Oswald that Council give Bylaw 05-2023, amending Bylaw 03-2021, the Traffic Bylaw, second reading.

CARRIED UNANIMOUSLY

128-23 Moved by Cr. Sawatzky that Council give Bylaw 05-2023, amending Bylaw 03-2021, the Traffic Bylaw, be presented for third reading.

CARRIED UNANIMOUSLY

129-23 Moved by Cr. Assaf that Council give Bylaw 05-2023, amending Bylaw 03-2021, the Traffic Bylaw, third reading.

CARRIED UNANIMOUSLY

ENTERED Shallon Touet, Director of Parks and Recreation, entered the Council Chambers at 6:05 p.m.

**LOCATION OF MUSICAL
PLAYGROUND EQUIPMENT**

For Council to consider the location for the installation of new musical playground equipment, was received.

130-23 Moved by Cr. Assaf that Council instructs Administration to place the musical playground equipment funded by the Alberta Blue Cross grant of \$50,000.00 in the Splash Park.

CARRIED UNANIMOUSLY

**2023 CAPITAL BUDGET –
SOLAR LIGHT REPAIRS**

For Council to consider approving an increase to the 2023 Recreation Capital Budget, was received.

131-23 Moved by Cr. Kluin that Council approves the revised 2023 capital budget for the Solar Lights Project from \$35,000.00 to \$70,200.00, with the added funds to be derived from the Town's existing General Capital Reserves.

CARRIED UNANIMOUSLY

**DISPOSE OF THE OLD SKATEBOARD
PARK FEATURES**

For Council to provide direction to Administration regarding the disposal of the old skateboard park features, was received.

132-23 Moved by Cr. Smith that Council authorizes Administration to dispose of the obsolete skateboard park features at no cost.

CARRIED UNANIMOUSLY

**CORRESPONDENCE
ITEMS**

The following correspondence items were reviewed:

A letter dated March 15, 2023 from Ms. Natalie Noble, CEO, Wellspring Cancer Support Alberta regarding support in sharing their brochures with any of our constituents who may benefit from the programs, services and supports provided by Wellspring.

Letter dated April 12, 2023, from Mayor Debora Dueck, the Town of Tofield regarding support for the exemption of newspaper from EPR Program Revisions.

133-23 Moved by Cr. Oswald that Council accepts the letter dated March 15, 2023, from Ms. Natalie Noble, CEO, Wellspring Cancer Support Alberta regarding support in sharing their brochures with any of our constituents who may benefit from the programs, services and supports provided by Wellspring, and the letter dated April 12, 2023, from Mayor Debora Dueck, the Town of Tofield regarding support for the exemption of newspaper from EPR Program Revisions, as information.

CARRIED UNANIMOUSLY

An email dated April 13, 2023, from Ms. Sue Christianson, Director for the Barrhead Farmers' Market requesting the Town consider decreasing their weekly rental fee to the half day rate.

134-23 Moved by Cr. Klumph that Council reduce the Barrhead Farmers’ Market rental fee to a half day rate and instructs Administration to monitor the amount of hours used.

CARRIED UNANIMOUSLY

EXITED Shallon Touet, Director of Parks and Recreation, exited the Council Chambers at 6:45 p.m.

A draft letter of support for the Community Futures Network of Canada’s Budget 2023 request for a modernized funding framework from the Government of Canada.

135-23 Moved by Cr. Assaf that Council accepts the document as information and directs Administration to draft letter of support for the Community Futures Network of Canada’s Budget 2023 request for a modernized funding framework from the Government of Canada.

CARRIED UNANIMOUSLY

**FOR THE GOOD
OF COUNCIL**

Cr. Sawatzky noted the usage of the new All Wheel Skate Park and hopes the level of use continues by the different age groups of the community.

Cr. Kluin acknowledged Mr. Justin Wiesinger and the Town’s Administration for hosting a successful cultural event at the Roxy Theatre.

Cr. Assaf commended FCSS for hosting another great Volunteer Appreciation event and the individuals that were recognized.

Cr. Klumph shared with Council the following individuals that were recognized during the recent FCSS Volunteer Appreciation Event:

Brenda Visser	Long Standing Service Award
Diane Stanhope	Rosemary Empey
BHSSA Board of Directors	Make A Difference Group Award
Karsten Grabler	Youth Volunteer Award
Michelle Rau	Herman’s Hero

Cr. Klumph also wanted to thank the individuals that prepared the meal for the event.

Cr. Oswald acknowledged the Barrhead Pregnancy Care Centre and its efforts which is funded by the community for the community’s social care.

ADJOURN

136-23 Moved by Cr. Sawatzky that the Council Meeting be adjourned at 6:50 p.m.

CARRIED UNANIMOUSLY

TOWN OF BARRHEAD

Mayor, David McKenzie

CAO, Edward LeBlanc

REQUEST FOR DECISION

To: Town Council

From: Edward LeBlanc, CAO

cc: File

Date: May 9, 2023

Re: 5:30 p.m. Delegation – Ms. Michelle Jones, representing Community Futures Yellowhead East

1.0 PURPOSE:

To review and discuss the 2023 Annual Stakeholders Report as presented by the Community Futures Yellowhead East.

2.0 BACKGROUND AND DISCUSSION:

On February 15th, Administration received a request from Community Futures Yellowhead East office to make a presentation to Town Council on their 2023 Annual Stakeholders Report.

Ms. Jones was scheduled to make her presentation during the April 25th Council Meeting, however Administration experienced some technical issues/challenges and were not able to make the necessary computer connection.

3.0 ALTERNATIVES:

3.1 Council accepts Ms. Michelle Jones from Community Futures Yellowhead East presentation on their 2023 Annual Stakeholder Report, as information.

3.2 Council tables Ms. Michelle Jones from Community Futures Yellowhead East presentation on their 2023 Annual Stakeholder Report, and request further information from Ms. Jones to be presented at the next Council Meeting.

4.0 FINANCIAL IMPLICATIONS:

Not Applicable

5.0 INTERDEPARTMENTAL IMPLICATIONS:

Not Applicable

6.0 SENIOR GOVERNMENT IMPLICATIONS:

Not Applicable

7.0 POLITICAL/PUBLIC IMPLICATIONS:

The on-going initiatives offered by Community Futures Yellowhead East are well received and they provide a great service to our local community.

8.0 ATTACHMENTS:

8.1 2023 Annual Stakeholder Report

8.2 2022 – Small Business Needs Assessment Part One and Two

9.0 RECOMMENDATION:

Council accepts Ms. Michelle Jones from Community Futures Yellowhead East presentation on their 2023 Annual Stakeholder Report, as information.

(original signed by the CAO)

Edward LeBlanc
CAO

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

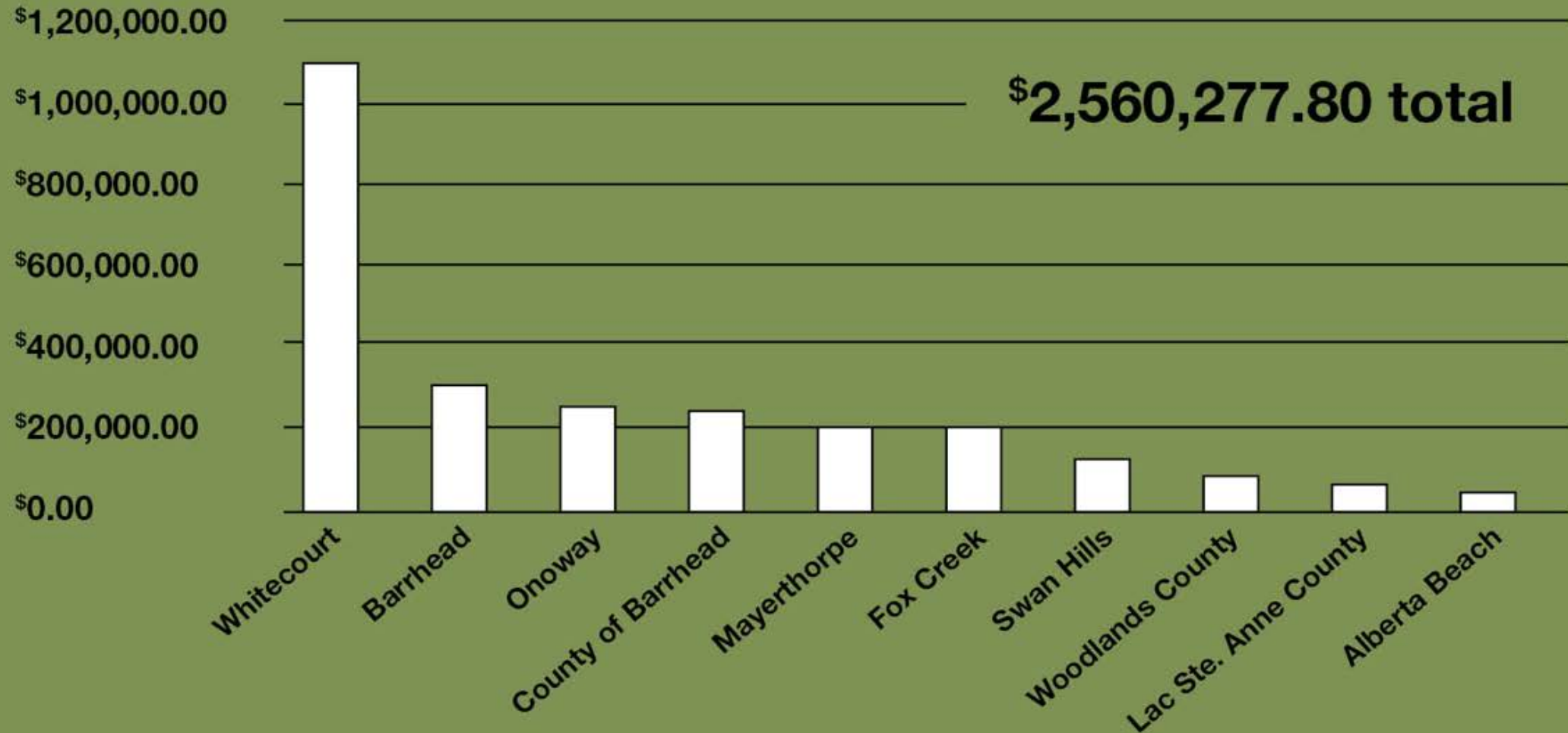


CFYE Term Loan Committed by Municipality/Primary Sector





CFYE RRRF Loan Investment By Municipality





CFYE Led RRRF Client Survey Results

53 CLIENTS IN TOTAL – 31 RESPONDED TO DATE

Potentially Paying	Most likely to Pay/ Already Paid	Less Likely to Pay
<p>“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.”</p>	<p>“Business was very busy all summer they could pay the loan currently but forgot about the loan.”</p>	<p>“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.”</p>
<p>“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.</p> <p>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.”</p>	<p>“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.”</p> <p>“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.”</p>	

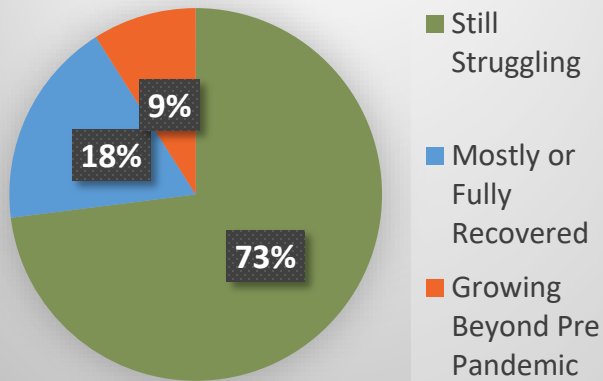


RRRF Provincial Led Small Business Needs Assessment Aug-Dec. 2022

CFYE Survey Results

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

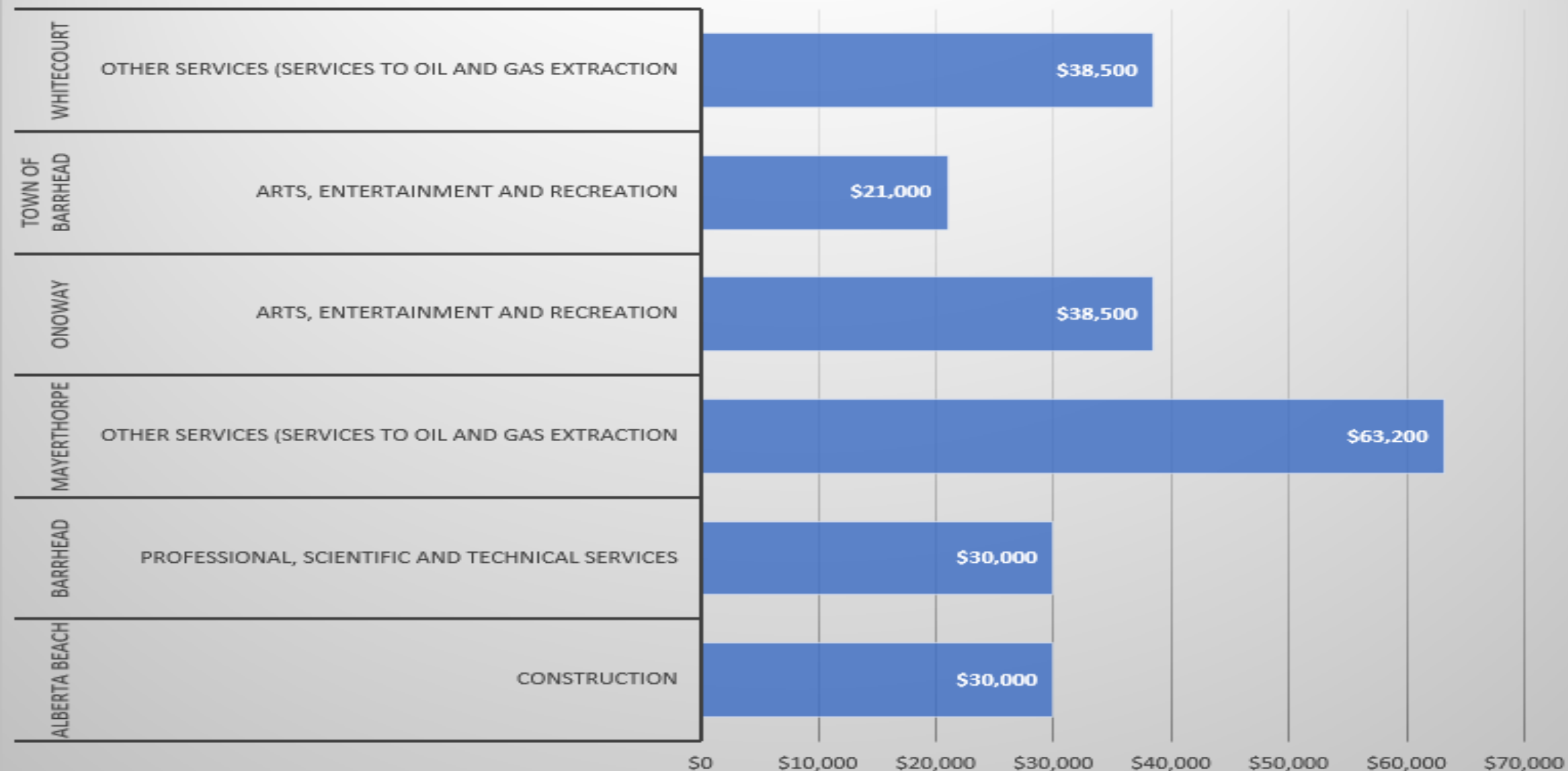
CFYE Percentages



Provincial RRRF Survey Result Findings

AWARENESS	BUSINESS RESILIENCE	FINANCES	LOAN REPAYMENT	REGIONS
49% of clients were not familiar with CF services or how they could support businesses.	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. 4% were planning to sell their businesses.	27% of respondents were requesting support in the area of financing. Many were also interested in loans as a backup plan to pay off the RRRF loan in time to qualify for the forgivable portion.	65% of clients were somewhat to very concerned about repaying their RRRF loan by deadline of Dec. 31, 2023 <ul style="list-style-type: none">2% hadn't thought about it.34% not concerned37% somewhat concerned28% very concerned	Regions with the highest proportions of businesses who had not yet recovered included East Yellowhead at 73%. Regions where the largest percentage of businesses were somewhat or very concerned about repaying their RRRF loan by deadline included East Yellowhead at 55%

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



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">• Monitoring Board member participation and engagement• Board Commitment to raising awareness• Notes provided to board members to share at council meetings* Elevator pitch developed• Business visits planned with Board Member/DSS Member	<ul style="list-style-type: none">• Succession Planning Internal/External• Cross Training in Office• Create awareness regarding project capacity• Staffing Reorganization• Small Business Succession Planning Projects/Grant Proposal• Municipal Succession Planning Preparedness• Organizational Succession Planning, Non-Profit	<ul style="list-style-type: none">• Market New Loan and Program• Ongoing Training• Encourage stakeholder and partners participation in sharing of resources available• Continue ongoing meeting efforts to ensure stakeholders are aware of resources available and how to take advantage of being Economic Development Partners• * Promote Mandatory Strategic Planning Services Available• Identify Stakeholder training	<ul style="list-style-type: none">• Programs/Training and Coaching Resources• Identify Grant opportunities to increase project capacity• RRRF Client supports, expanded awareness, meet with MLA, MP's	<ul style="list-style-type: none">• Quarterly/ Annual Round Table Meetings• Review current partnerships, and improve efforts to share workloads etc.
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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
<i>Rural access to business development services</i>	
3. Total number of business training session participants	173
4. Total number of business advisory services	479
<i>Rural access to capital and leveraged capital</i>	
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
**Targets for your Minimum Performance Standards (MPSs) should be greater than or equal to your MPS.				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	Group 2			
Strong rural community strategic planning and implementation				
# 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			
Rural access to business development services				
# 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			
Rural access to capital and leveraged capital				
# 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

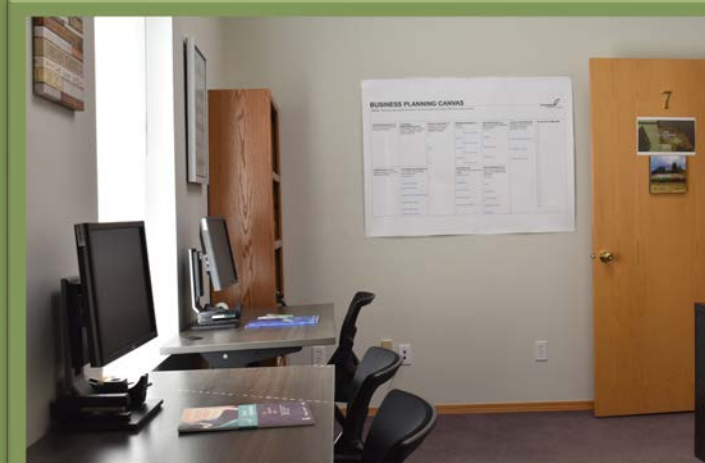
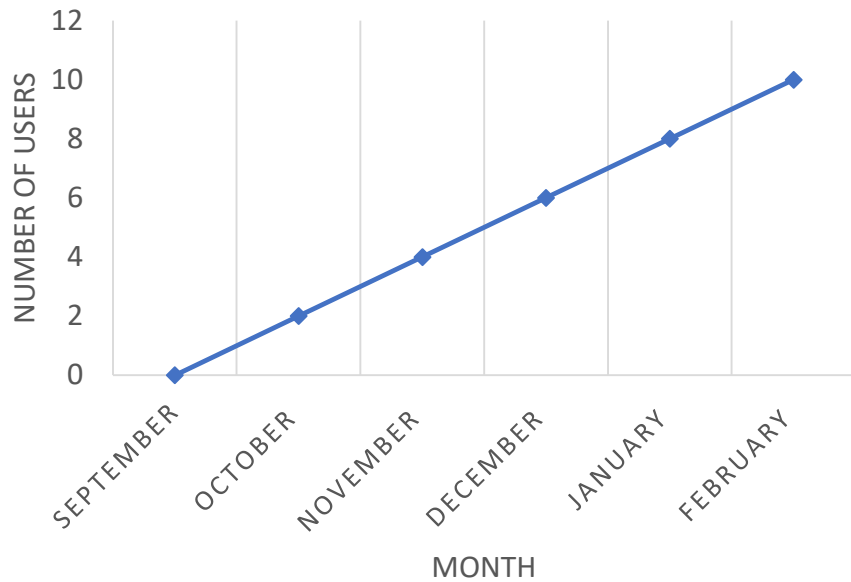
- SUCCESSION PLANNING – ROF GRANT APPLICATION
 - BUSINESS COMMUNITY READINESS
 - MUNICIPAL ECONOMIC DEVELOPMENT
 - Capacity Building – Strategic Doing, Destination Creation, SMART Start in Business
- YOUTH ENTREPRENEURSHIP –
 - LOAN PROJECT AWARENESS, LEMONADE DAY, YOUTH BUSINESS LICENSING
- REGIONAL 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



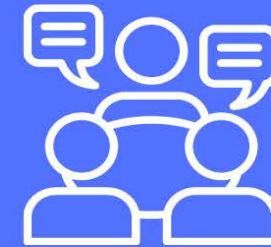


Digital Service Squad



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

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

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.

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.



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.

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.

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.



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.



CONTENTS

Executive Summary	2
Table of Contents	6
Introduction	8
<i>Community Futures in Alberta</i>	8
<i>Regional Relief & Recovery Fund</i>	9
<i>Purpose & Scope of Needs Assessment</i>	9
Methods: Design, Data Collection & Analysis	10
<i>Survey & Interview Participants</i>	10
Findings: Challenges, Service Needs & Recommendations	14
<i>Awareness of Community Futures Services</i>	14
<i>Business Planning & Efficiency</i>	16
<i>Finance</i>	20
<i>Business Training & Guidance</i>	26
<i>Marketing</i>	28
<i>People Management</i>	31
<i>Technology</i>	34
<i>Infrastructure</i>	36
Appendices	





INTRODUCTION

COMMUNITY FUTURES IN ALBERTA

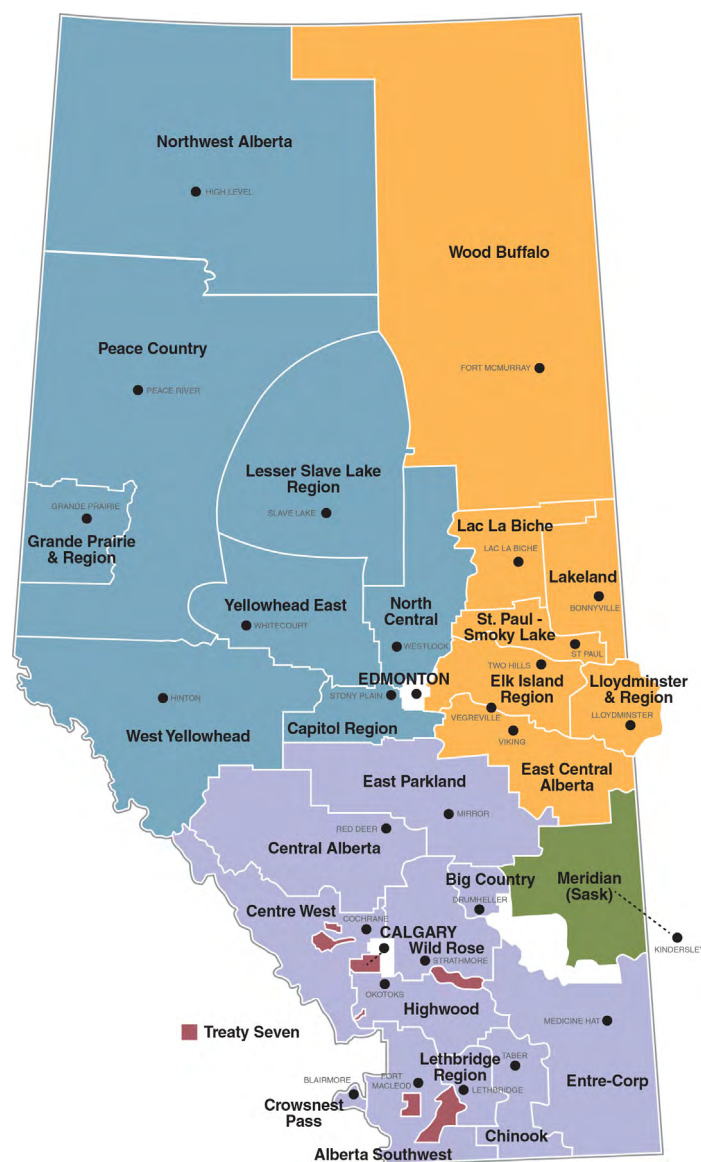
Established by the federal government in 1985, Community Futures is a community-driven, economic renewal initiative that assists communities in rural Canada in developing and implementing innovative strategies for dealing with a changing economic environment. In Alberta, programs are funded by Prairies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



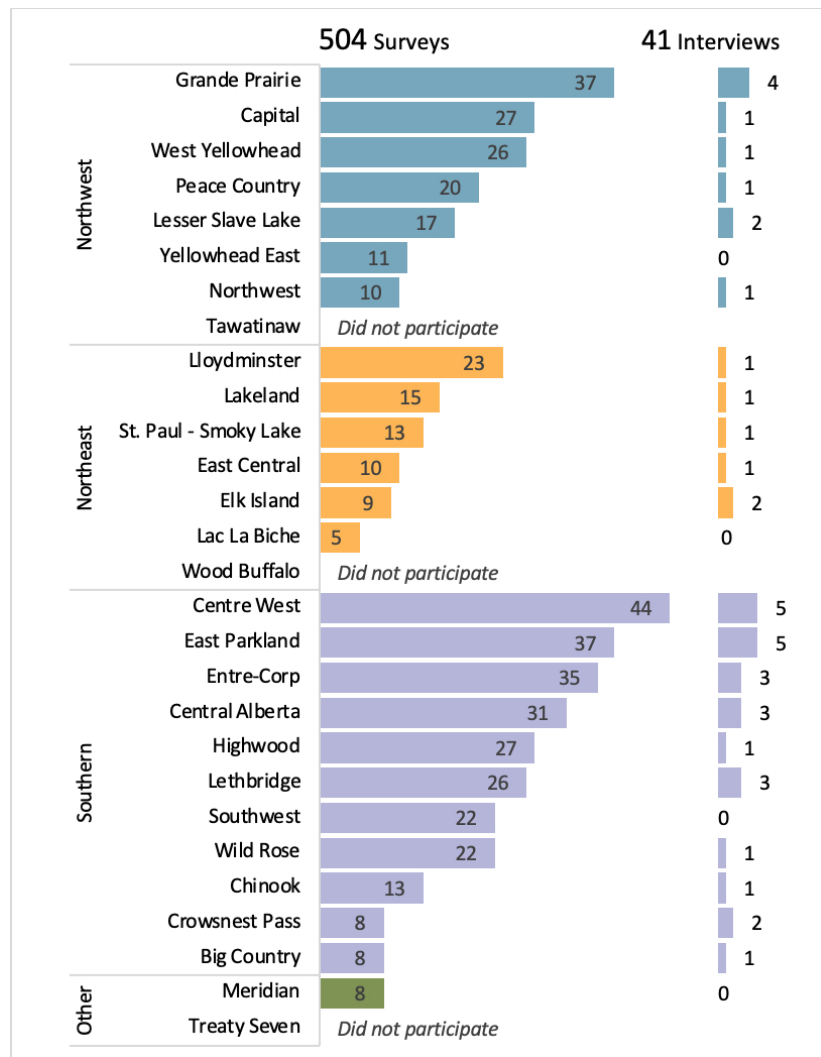
METHODS:

DESIGN, DATA COLLECTION & ANALYSIS

SURVEY & INTERVIEW PARTICIPANTS

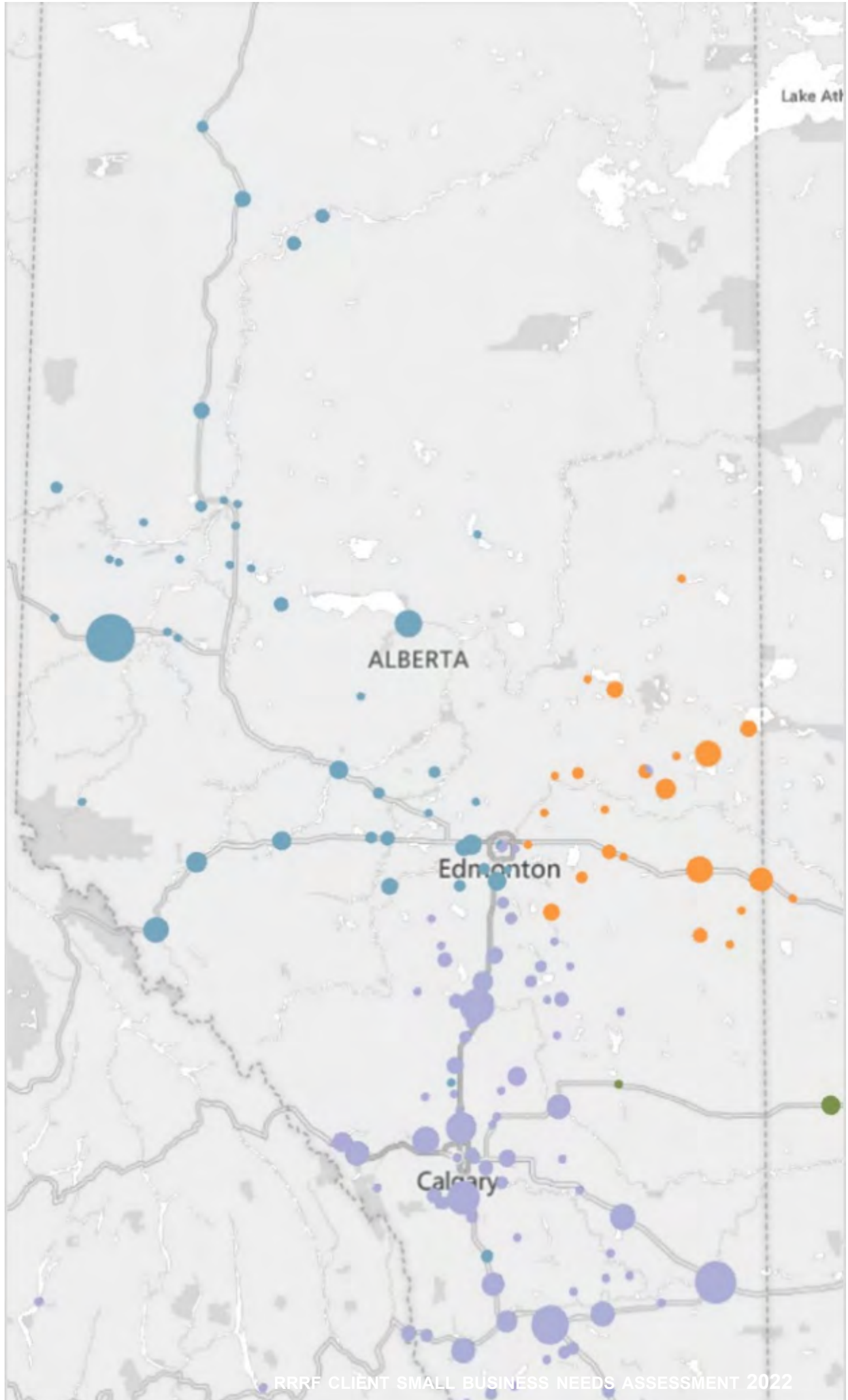
PARTICIPANTS BY COMMUNITY FUTURES REGION

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

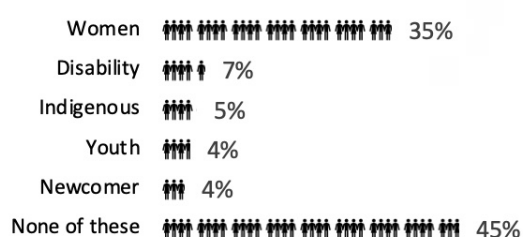
Most survey respondents owned businesses in the following sectors : Agriculture/Agri-food, Other Services such as beauty services and services to oil and gas extraction, Arts/Entertainment/Recreation/Tourism, Professional/Scientific/Technical Services, Retail Trade, and Construction. Interviews included 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



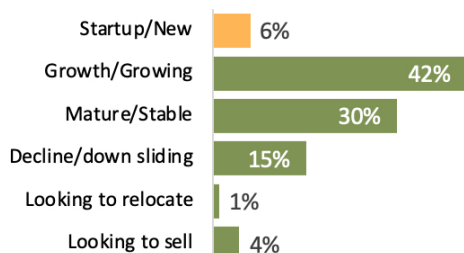
Business Owned/Led By...



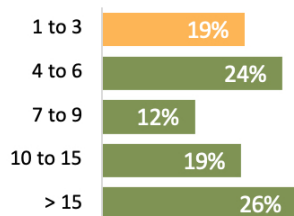
Sectors are based on the North American Industry Classification System Canada 2017 Version 3.0.

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”).

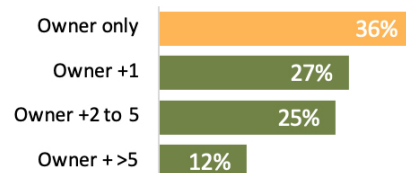
Business Stage



Years in Business



Number of Employees



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

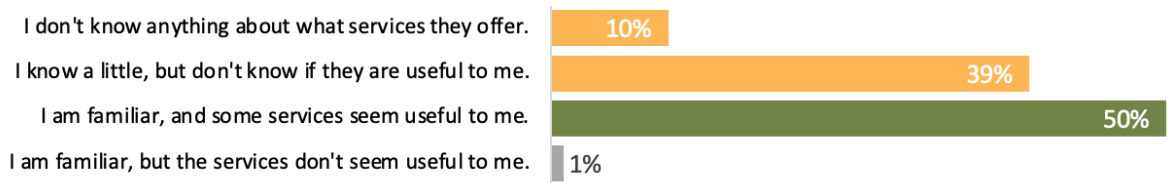
AWARENESS OF COMMUNITY FUTURES SERVICES

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

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.

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RISK ASSESSMENT/ MANAGEMENT & BUSINESS RESILIENCE

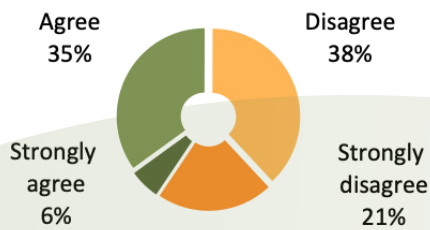
When asked if their business would survive another short-term crisis or economic downturn in the next 2 to 5 years, 59% of survey respondents disagreed or strongly disagreed. There was a strong relationship between this group and those who had not returned to pre-pandemic operations and were very concerned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

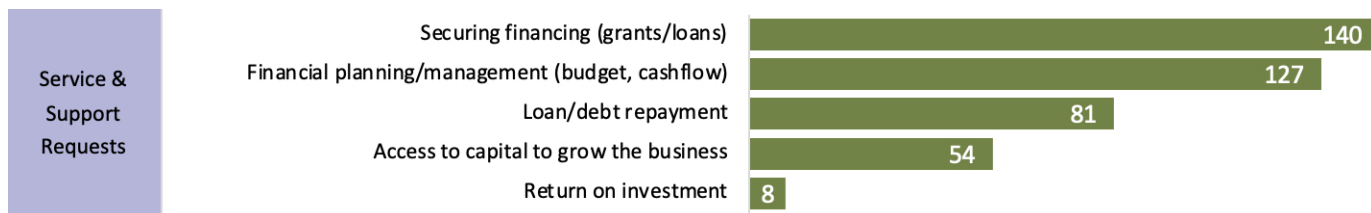
Of all survey respondents, 4% were planning on selling their business. Notably, two interviewees had changed their mind since filling out the survey and had decided to sell. Despite their business being successful before the pandemic, waiting almost three years for revenues to recover had left them burnt 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.

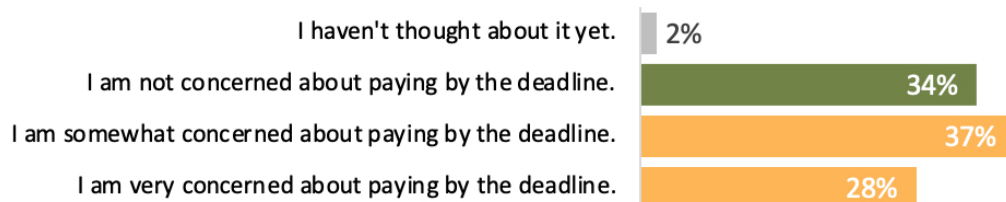
RRRF Loan Repayment

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.



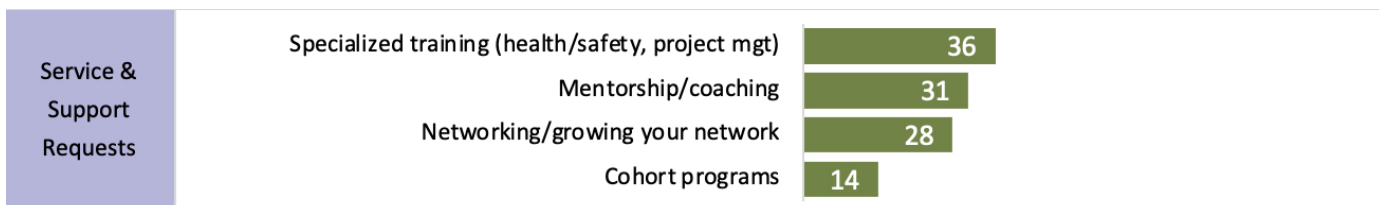
“

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 know 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 be able 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

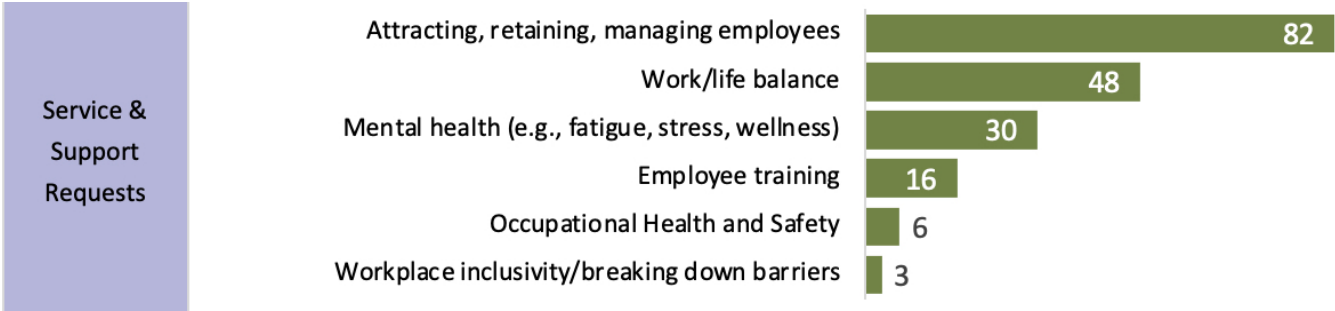
“

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

Service & Support Requests	IT infrastructure (e.g., apps, digital payment)	25
	Taking/maintaining a business online	21
	Cybersecurity	2
	Artificial intelligence (e.g., chat bots)	1

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

SMALL BUSINESS NEEDS ASSESSMENT 2022

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.

Business Sector

18%	Agriculture, Forestry & Agri-Food
18%	Professional, Scientific & Technical Services
18%	Real Estate & Rental & Leasing
9%	Construction
9%	Other Services
9%	Retail Trade
9%	Transportation & Warehousing
9%	Wholesale Trade

Owned/Led By...

Women	27%
Indigenous	18%
Newcomer	9%
Disability	0%
Youth	0%
None of these	55%

Business Stage

Startup/New	9%
Growth/Growing	36%
Mature/Stable	27%
Decline/down sliding	27%
Looking to relocate	0%
Looking to sell	0%

Years in Business

1 to 3	18%
4 to 6	27%
7 to 9	27%
10+	27%

of Employees

Owner only	46%
Owner +1	18%
Owner +2 to 5	27%
Owner + >5	9%

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 business.

0% I don't know anything about what services they offer.

36% I know a little, but don't know if they are useful to me.

46% I am familiar, and some services seem useful to me.

18% I am familiar, but the services don't seem useful to me.



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.

Growing beyond pre-pandemic levels, **9%**

Mostly or fully recovered, **18%**



Still struggling/affected, **73%**

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.

Agree, **27%**
Strongly agree, **0%**



Disagree, **64%**

Strongly disagree, **9%**

“

The cost of having a business has increased and customers are just not buying 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.

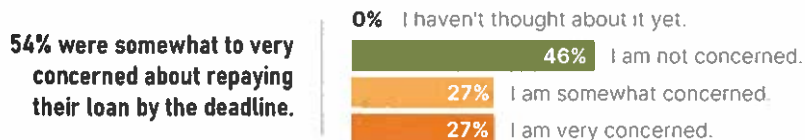
“

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.



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.

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.

“

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 store sector of my business. I now offer bookkeeping services to try to survive and continue to pay my overhead and expenses.

“

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.

“

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 sales-based business.



27% would benefit from mental wellness support.



REQUEST FOR DECISION

To: Town Council

From: Edward LeBlanc, CAO

cc: File

Date: May 9, 2023

Re: Painting of a Crosswalk – as requested by the Barrhead and Community Indigenous Event Committee

1.0 **PURPOSE:**

For Town Council to entertain a request to allow an intersection crosswalk painted in indigenous symbols.

2.0 **BACKGROUND AND DISCUSSION:**

The Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society has submitted a letter to Town Council requesting authorization to paint a crosswalk in indigenous symbols.

The proposal is to paint the crosswalk at the 50th street 50th avenue intersection – crossing main street. A sample of a painted crosswalk is attached to the report.

June 21st is Indigenous Day.

The following is information Administration recently received from the Committee:

The Committee members are as follow:

Robin Berard – Indigenous community member

Beth Kryger - Pregnancy Care Centre/Metis community member

Tim Griffin – Blue Heron Support Services

Carrie Shultz – Blue Heron Support Services

Terri Flemmer – AHS

Gennie Herbert-Williams – Ripple Connection

Trisha Enman – FCSS

Maiya Irqarqsaq – Inuit Youth member

Scott Robins – Community Member/Gov of AB

Savannah Belyk - FCSS

Indigenous members of the community had approached FCSS Community Coordinator, Trisha Enman to request assistance in organizing this years Walk for Reconciliation, on National Indigenous Day, from the Town Office to the Gazebo. A small group had taken part in something similar last year but had difficulty bringing awareness to the event. Being that Barrhead and District FCSS Society' s mission statement includes providing programs and services that strive to enhance and strengthen individuals, families, and the community, we were excited to assist with this event. FCSS goals also include youth seeing themselves as valued members of the community, community awareness of social issues, connectedness and empowerment for all members of the community.

Through conversations, referrals and professional connections, a committee of personally invested individuals was created. It was important that the committee consisted of Indigenous people, as well as people invested in supporting the reconciliation efforts were leading the decisions. This ensures that the culture integrity is maintained and that decisions are made in the best interest of the Indigenous people in our community.

As meetings began to take place, it was suggested that we expand this year's event, to incorporate some learning and interactive opportunities following the walk. The committee was able to confirm the use of 3 teepees, book food vendors, local artists and artisans, traditional dancers, drummers, singers... This required the group to request the use of Cecil Martin Park. From there Barrhead Elementary School expressed interest in fully participating in the events, as well as Fort Assiniboine Elementary. They, and BCHS are supporting the committee by creating pin designs for the upcoming fundraising efforts. Due to the increasing interest in the event, the committee has also started seeking sponsorship from various groups, grants, and businesses, to cover the travel costs, meals and required honorariums for our performers. Efforts to cover these costs are still in motion.

The committee was later approached by a community member offering support in sponsoring a crosswalk, representative of Reconciliation and Indigenous culture. A request for approval was submitted to the town. The committee will not be maintaining it on a regular basis, however, has expressed interest in redoing it in the fall for Truth and Reconciliation on September 30th.

The committee does not have concrete plans for further events at this time but are open to participating in community initiatives.

We appreciate the support from the Town of Barrhead.

3.0 ALTERNATIVES:

- 3.1 Council authorizes the request from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society to paint a crosswalk at the 50th street and 50th avenue intersection, crossing 50th street with indigenous symbols.
- 3.2 Council tables the request from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society to paint a crosswalk at the 50th street and 50th avenue intersection, crossing

50th street with indigenous symbols and request for additional information to be presented at the next Council Meeting.

- 3.3 Council accept the letter dated May 1, 2023 from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society to paint a crosswalk at the 50th street and 50th avenue intersection, crossing 50th street with indigenous symbol, as information.

4.0 FINANCIAL IMPLICATIONS:

Should Council authorize the request the Town's Public Works Department would be required to arrange for barricades and applicable temporary signs, at the Town's expense.

5.0 INTERDEPARTMENTAL IMPLICATIONS:

Not Applicable

6.0 SENIOR GOVERNMENT IMPLICATIONS:

Not Applicable

7.0 POLITICAL/PUBLIC IMPLICATIONS:

Limited

8.0 ATTACHMENTS:

- 8.1 Letter dated May 1, 2023 from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society.
8.2 A sample of the proposed crosswalk

9.0 RECOMMENDATION:

Council authorizes the request from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society to paint a crosswalk at the 50th street and 50th avenue intersection, crossing 50th street with indigenous symbols.

(original signed by the CAO)
Edward LeBlanc
CAO

Barrhead and Community Indigenous Event Committee

c/o Barrhead & District FCSS Society



May 1, 2023

To: Mayor McKenzie and Town Council

From: Barrhead and Community Indigenous Committee

RE: Approval Request for Indigenous Crosswalk Painting

The Barrhead & Community Indigenous Committee would like to request approval to utilize the crosswalk, running east and west, located at the intersection of 50th Street and 50th Avenue, to paint it with Indigenous symbols, prior to our Indigenous Day Event on June 21, 2023, in Barrhead.

Our proposed art would consist of the white eagle feather, an Inuksuk and the Metis infinity symbol, to encompass the diverse Indigenous peoples that live in our community. We have included a picture of the projected art.

We would like to request the opportunity to work with the United Church of Barrhead and any other invested community members, to create this visual symbol on Sunday, June 18, 2023.

Thank you for your support in allowing Barrhead to be a leader in communities recognizing and celebrating Indigenous culture and we look forward to receiving your response.

Yours truly,

Members of the Barrhead and Community Indigenous Committee

Box 4616 Barrhead, AB T7N 1A5
780-674-3341

REQUEST FOR DECISION

To: Town Council

From: Edward LeBlanc, CAO

cc: File

Date: May 9, 2023

Re: Temporary Road Closure Request – National Indigenous Peoples Day June 21, 2023

1.0 **PURPOSE:**

For Town Council to consider a request to temporary close a portion of 50th avenue and main street.

2.0 **BACKGROUND AND DISCUSSION:**

The Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society has submitted a written letter to Town Council requesting the temporary closure of 50th avenue and main street commencing at noon on June 21, 2023.

The Committee is hosting the Walk of Reconciliation in honour of National Indigenous Peoples Day. June 21st is National Indigenous Peoples Day.

The following is information Administration recently received from the Committee:

The Committee members are as follow:

*Robin Berard – Indigenous community member
Beth Kryger - Pregnancy Care Centre/Metis community member
Tim Griffin – Blue Heron Support Services
Carrie Shultz – Blue Heron Support Services
Terri Flemmer – AHS
Gennie Herbert-Williams – Ripple Connection
Trisha Enman – FCSS
Maiya Irqqarqsaq – Inuit Youth member
Scott Robins – Community Member/Gov of AB
Savannah Belyk - FCSS*

Indigenous members of the community had approached FCSS Community Coordinator, Trisha Enman to request assistance in organizing this years Walk for

Reconciliation, on National Indigenous Day, from the Town Office to the Gazebo. A small group had taken part in something similar last year but had difficulty bringing awareness to the event. Being that Barrhead and District FCSS Society's mission statement includes providing programs and services that strive to enhance and strengthen individuals, families, and the community, we were excited to assist with this event. FCSS goals also include youth seeing themselves as valued members of the community, community awareness of social issues, connectedness and empowerment for all members of the community.

Through conversations, referrals and professional connections, a committee of personally invested individuals was created. It was important that the committee consisted of Indigenous people, as well as people invested in supporting the reconciliation efforts were leading the decisions. This ensures that the culture integrity is maintained and that decisions are made in the best interest of the Indigenous people in our community.

As meetings began to take place, it was suggested that we expand this year's event, to incorporate some learning and interactive opportunities following the walk. The committee was able to confirm the use of 3 teepees, book food vendors, local artists and artisans, traditional dancers, drummers, singers... This required the group to request the use of Cecil Martin Park. From there Barrhead Elementary School expressed interest in fully participating in the events, as well as Fort Assiniboine Elementary. They, and BCHS are supporting the committee by creating pin designs for the upcoming fundraising efforts. Due to the increasing interest in the event, the committee has also started seeking sponsorship from various groups, grants, and businesses, to cover the travel costs, meals and required honorariums for our performers. Efforts to cover these costs are still in motion.

The committee was later approached by a community member offering support in sponsoring a crosswalk, representative of Reconciliation and Indigenous culture. A request for approval was submitted to the town. The committee will not be maintaining it on a regular basis, however, has expressed interest in redoing it in the fall for Truth and Reconciliation on September 30th.

The committee does not have concrete plans for further events at this time but are open to participating in community initiatives.

We appreciate the support from the Town of Barrhead.

Based on the submitted letter the event could exceed 800 participants, it would certainly create some logistical challenges. At the time of preparing this report, I'm attempting to arrange a meeting with a representative from the Committee to discuss the event in greater detail.

3.0 ALTERNATIVES:

- 3.1 Council tables the request from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society to temporarily close a portion of 50th avenue and main street commencing at noon on June 21, 2023 until the end of the Walk of Reconciliation in honour of National Indigenous Peoples Day and request for additional information to be presented at the next Council Meeting.
- 3.2 Council authorizes the request from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS

Society to temporary close a portion of 50th avenue and main street commencing at noon on June 21, 2023 until the end of the Walk of Reconciliation in honour of National Indigenous Peoples Day.

- 3.3 Council accept the letter dated May 3, 2023 from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society to temporary close a portion of 50th avenue and main street commencing at noon on June 21, 2023 until the end of the Walk of Reconciliation in honour of National Indigenous Peoples Day, as information.

4.0 FINANCIAL IMPLICATIONS:

Should Council authorize the request the Town's Public Works Department would be required to arrange for barricades and applicable temporary signs, at the Town's expense.

5.0 INTERDEPARTMENTAL IMPLICATIONS:

Not Applicable

6.0 SENIOR GOVERNMENT IMPLICATIONS:

Not Applicable

7.0 POLITICAL/PUBLIC IMPLICATIONS:

Limited

8.0 ATTACHMENTS:

- 8.1 Letter from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society dated May 3, 2023.
- 8.2 A promotional poster of the scheduled June 21, 2023 Walk of Reconciliation event.

9.0 RECOMMENDATION:

Council tables the request from the Barrhead and Community Indigenous Event Committee, on behalf of the Barrhead & District FCSS Society to temporary close a portion of 50th avenue and main street commencing at noon on June 21, 2023 until the end of the Walk of Reconciliation in honour of National Indigenous Peoples Day and request for additional information to be presented at the next Council Meeting.

(original signed by the CAO)

Edward LeBlanc
CAO

Barrhead and Community Indigenous Event Committee

c/o Barrhead & District FCSS Society



May 3, 2023

To: Mayor McKenzie and Town Council

From: Barrhead and Community Indigenous Committee

RE: Approval Request for Main Street Road Closure

The Barrhead & Community Indigenous Committee would like to request approval to have Main Street closed to accommodate the Walk for Reconciliation, scheduled for National Indigenous Day on June 21, 2023. The proposed walk would commence at 12:00 PM in front of the Town of Barrhead office and would end at the Gazebo at the northeast end of 50th Street.

A small opening prayer and smudging ceremony will start off the walk, led by a traditional drummer. The group will move northeast on 50th Street, ending at the Gazebo where the group will be addressed and information regarding the afternoon events at Cecil Martin Park will be provided. The group is then expected to disperse from there.

Anticipated number of participants could exceed 800 people, as the Barrhead Elementary School, and other community members have expressed interest in participating. We understand that this impacts the businesses on Main Street but feel that to ensure the safety of those taking part in this event, it would be appropriate to close the street to traffic for the duration of the walk.

We appreciate your consideration for this request and thank you for supporting this opportunity to recognize Indigenous culture in our community. We look forward to your response.

Yours truly,

Members of the Barrhead and Community Indigenous Committee

Box 4616 Barrhead, AB T7N 1A5
780-674-3341

National Indigenous
Peoples Day
JUNE 21



PIN CAMPAIGN

Main Street Walk for Reconciliation &
Gathering in Cecil Martin Park

*These pins were graciously created by the
students of Pembina Hills School Division*

All proceeds will go towards
monetarily honoring our
performers



Thank you for your support!

If you would like more info on this event, or would like
to be involved, please find our event page on Facebook, follow Barrhead &
District FCSS or contact Trisha @ (780) 674-3341 or cdvc@barrheadfcss.org

REQUEST FOR DECISION

To: Town Council

From: Edward LeBlanc, CAO

cc: File

Date: May 9, 2023

Re: Financial Statement Report to March 31, 2023

1.0 PURPOSE:

For Council to approve the Financial Statement Report to March 31, 2023, as presented.

2.0 BACKGROUND AND DISCUSSION:

It has been the practice of Administration to provide Council with interim financial information to provide some insight on the Town's financial activities for both the operational and capital budgets.

3.0 ALTERNATIVES:

3.1 Council approves the Financial Statement Report to March 31, 2023, as presented.

3.2 Council instructs Administration to provide additional information to the Financial Statement Report to March 31, 2023 and report back to the next Council Meeting.

4.0 FINANCIAL IMPLICATIONS:

None

5.0 INTERDEPARTMENTAL IMPLICATIONS:

None

6.0 SENIOR GOVERNMENT IMPLICATIONS:

None

7.0 POLITICAL/PUBLIC IMPLICATIONS:

Not Applicable

8.0 ATTACHMENTS:

8.1 Financial Statement Report to March 31, 2023

9.0 RECOMMENDATION:

Council approves the Financial Statement Report to March 31, 2023 as presented.

(original signed by the CAO)

Edward LeBlanc
CAO



TOWN OF BARRHEAD FINANCIAL STATEMENT REPORT TO MARCH 31, 2023

Council approved the 2023 Operating and Capital Budgets on January 10, 2023. During the budget process Council reviewed all budget line items, set priorities and established the municipal property tax rates for 2023. The Operating Budget was set at \$ 15.2 million and Capital Budget at \$3.8 million. In order to continue providing the same level of services and programs for the residents of the Town, Council increased the Municipal portion of the property tax rates for both residential and non-residential properties by 1.8%. This was the first municipal tax increase since 2019.

At March 31st actuals would typically be at approximately 25% levels, however total property tax revenues are accounted for when levied in May, and entries for transfers to capital for projects and reserves are done at the end of the fiscal year.

The March 31, 2023, Financial Statements indicate that all departments are doing very well with the various budget items.

A summary of the Operating and Capital Budgets at March 31, 2023 follows.

A. **OPERATING FINANCIAL STATEMENT BY DEPARTMENT** (See Attached A-1, A-2)

The Operating Financial Statement by Department provides summarized details by each particular department (Administration, Roads, Arena, etc.), with total operating revenues followed by total operating expenses.

On average most of the revenues by department are currently less than 25%, with an overall total of 11.09% of the 2023 budgeted revenues. It should be noted that only one utility billing has been processed in this report, which affects the revenues for Water, Sewer and Trade Waste. All Transfers from Operating Reserves are completed at Year End.

As this report is for the first quarter of 2023, tax revenue is not calculated yet. These revenues will display as of the levy date of May 1, 2023 and will therefore be included in the next Financial Statements for quarter two.

Expenses are on par with where we would expect them to be in the first quarter, for an overall total of 25.16% of the 2023 budgeted expenses. Some expenses are already paid in full for the entire year, such as insurance and RCMP Contracted Services.

Entries for the various departmental contributions to capital for projects and reserves are completed at the end of the year.

B. OPERATING FINANCIAL STATEMENT BY CATEGORY (See Attached B-1)

The Operating Financial Statement by Category provides the same information as in (A-1, A-2) but is summarized by the various categories (Taxes, Sales of Goods & Services, Grants, Salaries, Contracted Services, Equipment Maintenance, Insurance, Utilities, etc), with total operating revenues followed by total operating expenses.

Upon a review of this operating report at March 31, 2023, many of the revenue categories are close to 25%, keeping in mind that the taxes are recorded when levied in May. Grants are generally received later in the year, and Transfers from Operating Reserves are completed at year end.

For the expense section a large number of expenses are close to the 25% mark. Some items are paid for early in the year so they will be at a higher %, such as insurance (line 41).

As noted, the Contribution to Capital of \$ 920,490, as listed on line 48 of the report, is done at the end of the year so it will be 0% at this time.

Overall, all Departments are doing very well with their budgets.

C. NET MUNICIPAL REQUIREMENTS – OPERATING (See Attached C-1)

The Net Municipal Requirements – Operating provides similar information as in Sections A and B; however, it provides more specific details for each department. Column A (Net Municipal Financial Requirement) indicates the Net Operating Surplus/Deficit at March 31, 2023, for each Department. Column B (2023 Budget) is the Net Budget required for the full year (Revenues less Expenses), while Columns C and D are the Variance columns.

As most of the Net Municipal Financial Requirements are at close to 25% of the total 2023 budget, this report indicates that most departments are on track to stay within their allocated budgets in 2023.

As previously noted, entries for contributions to capital and reserves are completed at year end.

D. ASSETS & LIABILITIES (See Attached D-1)

The Assets report lists the Cash & Investments of \$ 5.7 million (line 7) as at March 31, 2023. A portion of these funds will be utilized during the year for operations and for capital projects that have been undertaken in 2023.

The Taxes Receivable of -\$ 436,146 (line 8) lists the actual amount of 2023 taxes that were pre-paid at the end of March. When levies are calculated in May, it will be reflected in this number.

The Receivables of \$ 1.3 million (line 9) is the amount owing for any outstanding Utility bills, invoicing for Landfill fees, bulk water, licenses and GST to be recovered from the government.

The Liabilities & Equity section shows the various operating and capital reserves as well as the deferred revenues which is for government grants that have been received but not expended yet.

The Pool debenture of \$4 million (line 31) is the total at December 31, 2022, with the 2023 payment amounts to be applied at the end of the year.

E. **CAPITAL FINANCIAL STATEMENT BY DEPARTMENT** (See Attached E-1)

The Capital Financial Statement by Department shows all the capital revenues and expenditures by Department (Fire, Water, Sewer, Arena, Pool, etc). The revenues are listed first, followed by the expenditures.

Most Capital Revenues will come from reserves, grants or contributions from the operating budget. The entries for most of these will be completed at the 2023 year-end, so it is not unusual for many of these revenues to be at 0% on this report.

The Capital Expenditures show the expenses to March 31, 2023. A number of the capital projects are in progress and will be completed in 2023 or a few could be forwarded to 2024 after tenders have been reviewed or capital grant funding for the project has been approved.


F. **CAPITAL FINANCIAL STATEMENT BY CATEGORY** (See Attached F-1)

The Capital Financial Statement by Category lists the same information as in E-1 but by category (Grants, From Capital Reserves, From the Operating Function, Engineering Structures Addition, Equipment Additions). Capital Revenues are listed, followed by Capital Expenditures.

As noted previously most Capital Revenues will be recorded later in the year and the Capital Expenditures are based on the payments that have been made to date as many projects are still in progress for this year.

	A	B	C	D	E
1	TOWN OF BARRHEAD				
2	Operating Financial Statement by DEPARTMENT				
3	For the Three Months Ending March 31, 2023				
4		Mar	2023		
5		2023	Budget	Variance	Variance %
6	REVENUES				
7	Taxes		-6,883,980	-6,883,980.00	0.00%
8	Franchise, Interest, Tax Penalties	-341,606.25	-1,175,000	-833,393.75	29.07%
9	Council	-725.64	-4,500	-3,774.36	16.13%
10	Administration	-38,149.78	-75,460	-37,310.22	50.56%
11	RCMP	-12,836.05	-65,800	-52,963.95	19.51%
12	Fire	-201,069.72	-963,950	-762,880.28	20.86%
13	ERC	-6,602.50	-26,410	-19,807.50	25.00%
14	Town Fire/Town ERC		-1,000	-1,000.00	0.00%
15	Disaster Services		-50	-50.00	0.00%
16	Enforcement Services	-10,212.84	-27,600	-17,387.16	37.00%
17	Public Health		-21,830	-21,830.00	0.00%
18	Common Services	-3,225.00	-25,500	-22,275.00	12.65%
19	Roads		-76,460	-76,460.00	0.00%
20	Water	-569,890.71	-2,856,320	-2,286,429.29	19.95%
21	Sewer	-115,610.16	-665,750	-550,139.84	17.37%
22	Trade Waste	-43,747.18	-262,920	-219,172.82	16.64%
23	Landfill	-52,262.03	-280,880	-228,617.97	18.61%
24	Recycle	-33,557.92	-229,040	-195,482.08	14.65%
25	New Landfill		-4,500	-4,500.00	0.00%
26	FCSS	-97,730.75	-390,920	-293,189.25	25.00%
27	Cemetery	-7,880.00	-15,900	-8,020.00	49.56%
28	Development	-720.00	-20,500	-19,780.00	3.51%
29	Communications		-5,000	-5,000.00	0.00%
30	Recreation Administration	-3,039.06	-63,500	-60,460.94	4.79%
31	Arena	-82,222.38	-405,850	-323,627.62	20.26%
32	Pool	-67,852.54	-476,750	-408,897.46	14.23%
33	Parks		-96,410	-96,410.00	0.00%
34	Rotary Park		-20,000	-20,000.00	0.00%
35	Bowling Alley		-3,600	-3,600.00	0.00%
36	Curling		-13,930	-13,930.00	0.00%
37	Walking Trail		-10,000	-10,000.00	0.00%
38	Tourism		-7,500	-7,500.00	0.00%
39	Twinning		-3,900	-3,900.00	0.00%
40	Contingency/General		-43,650	-43,650.00	0.00%
41	Total Revenue	-1,688,940.51	-15,224,360	-13,535,419.49	11.09%
42					
43	EXPENSES				
44	Mayor	12,186.92	55,140	42,953.08	22.10%
45	Council	54,944.04	224,380	169,435.96	24.49%
46	Administration	281,523.36	929,370	647,846.64	30.29%
47	Computer	44,481.83	94,600	50,118.17	47.02%
48	RCMP	189,290.95	226,150	36,859.05	83.70%
49	Fire	213,197.25	963,950	750,752.75	22.12%
50	ERC	16,006.08	52,820	36,813.92	30.30%
51	Town Fire/Town ERC	97,076.64	386,220	289,143.36	25.14%
52	Disaster Services	573.50	1,500	926.50	38.23%
53	Enforcement Services	50,034.10	152,390	102,355.90	32.83%
54	Safety	12,590.31	74,110	61,519.69	16.99%
55	Public Health	3,960.00	21,830	17,870.00	18.14%
56	Common Services	130,077.01	517,210	387,132.99	25.15%
57	Roads	229,577.88	1,319,720	1,090,142.12	17.40%

	A	B	C	D	E
1	TOWN OF BARRHEAD				
2	Operating Financial Statement by DEPARTMENT				
3	For the Three Months Ending March 31, 2023				
4		Mar	2023		
5		2023	Budget	Variance	Variance %
58	Airport	4,252.50	17,010	12,757.50	25.00%
59	Storm Sewer	4,185.81	27,160	22,974.19	15.41%
60	Water	329,248.56	2,077,130	1,747,881.44	15.85%
61	BRWC	281,312.30	779,190	497,877.70	36.10%
62	Sewer	96,875.01	665,750	568,874.99	14.55%
63	Trade Waste	40,643.40	262,920	222,276.60	15.46%
64	Landfill	53,323.12	280,880	227,556.88	18.98%
65	Recycle	54,833.56	229,040	174,206.44	23.94%
66	New Landfill		34,930	34,930.00	0.00%
67	FCSS	233,211.48	466,420	233,208.52	50.00%
68	Cemetery	1,430.10	33,240	31,809.90	4.30%
69	Development	42,540.73	136,230	93,689.27	31.23%
70	Communications	40,151.14	168,470	128,318.86	23.83%
71	Recreation Administration	93,267.97	362,690	269,422.03	25.72%
72	Arena	200,016.66	667,710	467,693.34	29.96%
73	Pool	440,463.78	1,600,970	1,160,506.22	27.51%
74	Parks	42,889.33	298,810	255,920.67	14.35%
75	Sportsground	15,982.79	59,850	43,867.21	26.70%
76	Rotary Park	1,026.69	7,000	5,973.31	14.67%
77	Bowling Alley	4,301.91	8,600	4,298.09	50.02%
78	Curling	13,428.76	34,460	21,031.24	38.97%
79	Walking Trail	3,142.64	53,890	50,747.36	5.83%
80	Museum		530	530.00	0.00%
81	Tourism/Culture	10,799.92	159,180	148,380.08	6.78%
82	Twinning	1,098.95	7,800	6,701.05	14.09%
83	Library	58,435.22	122,620	64,184.78	47.66%
84	Requisition	424,884.72	1,584,470	1,159,585.28	26.82%
85	Contingency/General	630.69	47,500	46,869.31	1.33%
86	Total Expenses	3,827,897.61	15,213,840	11,385,942.39	25.16%
87					
88	(Surplus)/Deficit	2,138,957.10	-10,520	-2,149,477.10	

	A	B	C	D	E
1		TOWN OF BARRHEAD			
2		Operating Financial Statement by CATEGORY			
3		For the Three Months Ending March 31, 2023			
4		Mar	2023		
5		2023	Budget	Variance	Variance %
6	REVENUES				
7	Taxes		-6,883,980	-6,883,980.00	0.00%
8	Sales of Goods & Services	-844,561.51	-4,463,790	-3,619,228.49	18.92%
9	Penalties and Costs on Taxes	-18,311.19	-35,000	-16,688.81	52.32%
10	Licenses & Fees	-47,217.84	-71,100	-23,882.16	66.41%
11	Concessions and Franchises	-251,819.30	-1,000,000	-748,180.70	25.18%
12	Return on Investments	-71,475.76	-140,000	-68,524.24	51.05%
13	Rentals	-117,829.11	-408,490	-290,660.89	28.85%
14	Donations	-116.80	-3,350	-3,233.20	3.49%
15	Tipping Fees, Reimbursements	-21,207.28	-158,050	-136,842.72	13.42%
16	Federal Grants		-2,500	-2,500.00	0.00%
17	Provincial Grants	-78,855.75	-492,470	-413,614.25	16.01%
18	Local Government Contributions	-237,545.97	-1,455,830	-1,218,284.03	16.32%
19	Transfers From Operating Reserve		-109,800	-109,800.00	0.00%
20	Total Revenue	-1,688,940.51	-15,224,360	-13,535,419.49	11.09%
22					
23	EXPENSES				
24	Salaries & Wages	1,003,726.56	4,129,130	3,125,403.44	24.31%
25	Employer Costs/Benefits	243,347.47	907,890	664,542.53	26.80%
26	Training & Development	11,910.63	84,300	72,389.37	14.13%
27	Mayor/Council Fees & Per Diems	54,381.00	222,680	168,299.00	24.42%
28	Mayor/Council Travel & Subsistence	8,783.76	42,500	33,716.24	20.67%
29	Fire Fighter & Guardian Fees	33,223.87	207,390	174,166.13	16.02%
30	Fire Guardian Mileage	1,614.75	6,500	4,885.25	24.84%
31	Travel & Subsistence	5,260.03	42,800	37,539.97	12.29%
32	Memberships	11,081.93	16,800	5,718.07	65.96%
33	Freight & Postage	13,966.59	38,060	24,093.41	36.70%
34	Telephone & Internet	17,076.97	67,260	50,183.03	25.39%
35	Appreciation/Promotional Events	3,237.50	47,050	43,812.50	6.88%
36	Contracted/Professional Services	575,153.90	1,955,980	1,380,826.10	29.40%
37	Repairs & Maintenance General	67,432.84	437,800	370,367.16	15.40%
38	Building Maintenance	37,498.82	150,500	113,001.18	24.92%
39	Equipment & Vehicle Maintenance	51,491.02	381,670	330,178.98	13.49%
40	Leases, Licenses	15,029.17	172,620	157,590.83	8.71%
41	Insurance	298,453.22	287,300	-11,153.22	103.88%
42	Materials & Supplies, Chemicals	192,350.78	1,066,600	874,249.22	18.03%
43	Gas, Power, Water	216,794.19	1,092,530	875,735.81	19.84%
44	Landfill Close/Post Close		30,430	30,430.00	0.00%
45	Requisitions/Adjustments	424,884.72	1,584,470	1,159,585.28	26.82%
46	Contribution to Other Local Government	4,252.50	17,010	12,757.50	25.00%
47	Contribution to Boards & Agencies	389,223.34	995,560	606,336.66	39.10%
48	Contribution to Capital		920,490	920,490.00	0.00%
49	Add to Operating Reserve		7,150	7,150.00	0.00%
50	Debenture, Bank Charges, Write-Offs	147,091.36	298,870	151,778.64	49.22%
51	Underlevy/(Overrequisition)	630.69	2,500	1,869.31	25.23%
52	Total Expenses	3,827,897.61	15,213,840	11,385,942.39	25.16%
53					
54	(Surplus)/Deficit	2,138,957.10	-10,520	-2,149,477.10	

	A	B	C	D	E
1	TOWN OF BARRHEAD				
2	Net Municipal Requirements - Operating				
3	For the Three Months Ending March 31, 2023				
4		Net Municipal	2023		
5		Financial Requirement	Budget	Variance	Variance %
6	DEPARTMENT				
7	Taxes		-6,883,980	-6,883,980.00	0.00%
8	Franchise, Interest, Tax Penalties	-341,606.25	-1,175,000	-833,393.75	29.07%
9	Mayor	12,186.92	55,140	42,953.08	22.10%
10	Council	54,218.40	219,880	165,661.60	24.66%
11	Administration	243,373.58	853,910	610,536.42	28.50%
12	Computer	44,481.83	94,600	50,118.17	47.02%
13	RCMP	176,454.90	160,350	-16,104.90	110.04%
14	Fire	12,127.53	0	-12,127.53	0.00%
15	ERC	9,403.58	26,410	17,006.42	35.61%
16	Town Fire/Town ERC	97,076.64	385,220	288,143.36	25.20%
17	Disaster Services	573.50	1,450	876.50	39.55%
18	Enforcement Services	39,821.26	124,790	84,968.74	31.91%
19	Safety	12,590.31	74,110	61,519.69	16.99%
20	Public Health	3,960.00	0	-3,960.00	0.00%
21	Common Services	126,852.01	491,710	364,857.99	25.80%
22	Roads	229,577.88	1,243,260	1,013,682.12	18.47%
23	Airport	4,252.50	17,010	12,757.50	25.00%
24	Storm Sewer	4,185.81	27,160	22,974.19	15.41%
25	Water	-240,642.15	-779,190	-538,547.85	30.88%
26	BRWC	281,312.30	779,190	497,877.70	36.10%
27	Sewer	-18,735.15	0	18,735.15	0.00%
28	Trade Waste	-3,103.78	0	3,103.78	0.00%
29	Landfill	1,061.09	0	-1,061.09	0.00%
30	Recycle	21,275.64	0	-21,275.64	0.00%
31	New Landfill		30,430	30,430.00	0.00%
32	FCSS	135,480.73	75,500	-59,980.73	179.44%
33	Cemetery	-6,449.90	17,340	23,789.90	(37.20%)
34	Development	41,820.73	115,730	73,909.27	36.14%
35	Communications	40,151.14	163,470	123,318.86	24.56%
36	Recreation Administration	90,228.91	299,190	208,961.09	30.16%
37	Arena	117,794.28	261,860	144,065.72	44.98%
38	Pool	372,611.24	1,124,220	751,608.76	33.14%
39	Parks	42,889.33	202,400	159,510.67	21.19%
40	Sportsground	15,982.79	59,850	43,867.21	26.70%
41	Rotary Park	1,026.69	-13,000	-14,026.69	(7.90%)
42	Bowling Alley	4,301.91	5,000	698.09	86.04%
43	Curling	13,428.76	20,530	7,101.24	65.41%
44	Walking Trail	3,142.64	43,890	40,747.36	7.16%
45	Museum		530	530.00	0.00%
46	Tourism	10,799.92	151,680	140,880.08	7.12%
47	Twinning	1,098.95	3,900	2,801.05	28.18%
48	Library	58,435.22	122,620	64,184.78	47.66%
49	Requisition	424,884.72	1,584,470	1,159,585.28	26.82%
50	Contingency/General	630.69	3,850	3,219.31	16.38%
51					
52	Total Net Financial Requirement	2,138,957.10	-10,520	-2,149,477.10	

	A	B
1	TOWN OF BARRHEAD	
2	ASSETS & LIABILITIES	
3	For the Three Months Ending March 31, 2023	
4		March
5		2023
6	ASSETS	
7	Cash & Investments	5,773,349.82
8	Taxes Receivable	-436,146.94
9	Receivables - Utilities, GST, Other	1,324,230.81
10	Inventory	48,394.57
11	Engineering Structures - Assets	78,110,676.86
12	Accum. Amort. Engineering Structures	-44,555,529.58
13	Buildings - Assets	27,868,842.43
14	Accum. Amort. Buildings	-6,515,783.87
15	Machinery & Equipment - Assets	12,091,895.12
16	Accum. Amort. Machinery & Equipment	-3,843,905.08
17	Land - Assets	1,389,708.70
18	Land Improvements - Assets	2,732,361.26
19	Accum. Amort. Land Improvements	-1,235,782.10
20	Vehicles - Assets	4,238,211.40
21	Accum. Amort. Vehicles	-1,731,681.86
22	TOTAL ASSETS	75,258,841.54
23		
24	LIABILITIES & EQUITY	
25	Employer Liabilities - Payroll	-269,438.90
26	Deposits & Trusts	-77,279.34
27	Operating Reserves	-819,005.94
28	Deferred Revenues & Liabilities	-534,292.18
29	Capital Reserves	-6,533,175.47
30	Payables & Holdbacks	-517,367.20
31	Pool - Long Term Loan Payable	-4,049,387.62
32	Equity in Fixed Assets	-64,499,625.66
33	Accumulated Surplus	-286,519.40
34	TOTAL LIABILITIES	-77,586,091.71
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	A	B	C	D	E
1	TOWN OF BARRHEAD				
2	Capital Financial Statement by DEPARTMENT				
3	For the Three Months Ending March 31, 2023				
4		Mar	2023		
5		2023	Budget	Variance	Variance %
6	CAPITAL REVENUES				
7	5-1201 Administration		-53,000	-53,000.00	0.00%
8	5-2301 Fire		-150,950	-150,950.00	0.00%
9	5-2303 ERC		-11,900	-11,900.00	0.00%
10	5-3101 Common Services		-31,593	-31,593.00	0.00%
11	5-3201 Roads		-400,000	-400,000.00	0.00%
12	5-4101 Water		-547,060	-547,060.00	0.00%
13	5-4201 Sewer		-760,537	-760,537.00	0.00%
14	5-4301 Trade Waste	-6,500.00	-52,000	-45,500.00	12.50%
15	5-4302 Landfill		-690,000	-690,000.00	0.00%
16	5-4303 Recycle		-14,800	-14,800.00	0.00%
17	5-4304 New Landfill		-4,500	-4,500.00	0.00%
18	5-5601 Cemetery		-10,000	-10,000.00	0.00%
19	5-6201 Communications		-132,500	-132,500.00	0.00%
20	5-7202 Arena		-179,000	-179,000.00	0.00%
21	5-7203 Pool		-140,000	-140,000.00	0.00%
22	5-7204 Parks	-13,900.00	-173,500	-159,600.00	8.01%
23	5-7205 Sportsground	-47,500.00	-111,500	-64,000.00	42.60%
24	5-7210 Walking Trail		-150,000	-150,000.00	0.00%
25	5-7401 Tourism		-42,500	-42,500.00	0.00%
26	5-9701 Contingency		-199,000	-199,000.00	0.00%
27	5-9702 Offsite		-10,000	-10,000.00	0.00%
28	TOTAL CAPITAL REVENUES	-67,900.00	-3,864,340	-3,796,440.00	1.76%
29					
30					
31	CAPITAL EXPENDITURES				
32	6-1201 Administration	7,938.65	53,000	45,061.35	14.98%
33	6-2301 Fire		150,950	150,950.00	0.00%
34	6-2303 ERC		11,900	11,900.00	0.00%
35	6-3101 Common Services		31,593	31,593.00	0.00%
36	6-3201 Roads		400,000	400,000.00	0.00%
37	6-4101 Water	189,007.42	547,060	358,052.58	34.55%
38	6-4201 Sewer		760,537	760,537.00	0.00%
39	6-4301 Trade Waste		52,000	52,000.00	0.00%
40	6-4302 Landfill		690,000	690,000.00	0.00%
41	6-4303 Recycle		14,800	14,800.00	0.00%
42	6-4304 New Landfill		4,500	4,500.00	0.00%
43	6-5601 Cemetery		10,000	10,000.00	0.00%
44	6-6201 Communications		132,500	132,500.00	0.00%
45	6-7202 Arena	6,103.81	179,000	172,896.19	3.41%
46	6-7203 Pool	6,622.50	140,000	133,377.50	4.73%
47	6-7204 Parks	35,996.73	173,500	137,503.27	20.75%
48	6-7205 Sportsground	6,848.96	111,500	104,651.04	6.14%
49	6-7210 Walking Trail	3,675.00	150,000	146,325.00	2.45%
50	6-7401 Tourism		42,500	42,500.00	0.00%
51	6-9701 Contingency		199,000	199,000.00	0.00%
52	6-9702 Offsite		10,000	10,000.00	0.00%
53	TOTAL CAPITAL EXPENDITURES	256,193.07	3,864,340	3,608,146.93	6.63%

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REQUEST FOR DECISION

To: Town Council

From: Edward LeBlanc, CAO

cc: File

Date: May 9, 2023

Re: Bank Statement – for month ending March 31, 2023

1.0 PURPOSE:

To approve the Monthly Bank Statement for the month ending March 31, 2023.

2.0 BACKGROUND AND DISCUSSION:

Not applicable.

3.0 ALTERNATIVES:

3.1 That Council approves the Monthly Bank Statement for the month ending March 31, 2023, as presented.

3.2 That Council tables the Monthly Bank Statement for the month ending March 31, 2023 and to instruct Administration to provide further information for the next regular Council Meeting.

4.0 FINANCIAL IMPLICATIONS:

None

5.0 INTERDEPARTMENTAL IMPLICATIONS:

None

6.0 SENIOR GOVERNMENT IMPLICATIONS:

None

7.0 POLITICAL/PUBLIC IMPLICATIONS:

Not Applicable

8.0 ATTACHMENTS:

8.1 Monthly Bank Statement for month ending March 31, 2023.

9.0 RECOMMENDATION:

That Council approves the Monthly Bank Statement for the month ending March 31, 2023, as presented.

(original signed by the CAO)
Edward LeBlanc
CAO

**TOWN OF BARRHEAD
MONTHLY BANK STATEMENT
FOR MONTH ENDED MARCH 31, 2023**

PER TOWN OF BARRHEAD:	SERVUS GENERAL ACCT	TERM DEPOSITS
Net Balance - Previous Month	6,140,423.96	0.00
Receipts	1,754,303.10	
Interest	18,726.08	
Transfers from/to Term Deposits		2,500,000.00
Cancelled Cheques	382.94	
SUBTOTAL	7,913,836.08	2,500,000.00
Disbursements	4,132,067.04	
Debentures/Interest	145,284.50	
School Requisition	364,434.72	
Transfers from/to General	0.00	0.00
NSF/Returned Cheques or Transfers	0.00	
Postdated Cheques	0.00	
NET BALANCE AT END OF MONTH	3,272,049.82	2,500,000.00

PER BANK:		
Balance at end of month	3,138,281.60	2,500,000.00
Outstanding Deposits	257,781.39	
SUBTOTAL	3,396,062.99	2,500,000.00
Outstanding Cheques	124,013.17	
NET BALANCE AT END OF MONTH	3,272,049.82	2,500,000.00

TERM DEPOSIT SUMMARY
FOR MONTH ENDED FEBRUARY 28, 2023

<u>Financial Institution</u>	<u>Term Amount</u>	<u>Interest Rate</u>	<u>Term Started</u>	<u>Investment Details</u>
Total	\$ <u>2,500,000.00</u>	5.13	10-Mar-23	Maturity Date June 8, 2023

REQUEST FOR DECISION

To: Town Council

From: Edward LeBlanc, CAO

Date: May 9, 2023

Re: Safety Codes Accreditation

1.0 **PURPOSE:**

For Council to consider exploring the safety codes accreditation, as recommended by the Intermunicipal Collaboration Framework Committee.

2.0 **BACKGROUND AND DISCUSSION:**

On February 27, 2023 the County/Town Intermunicipal Collaboration Framework Committee met to discuss and explore the merits of having both municipalities accredited under the Alberta Safety Codes.

The proposed scope of the accreditation would include:

- Building permits
- Electrical permits
- Plumbing permits
- Private sewage permits
- Natural gas permits

It was also mentioned that the Regional Fire Services is currently accredited under the Alberta Safety Codes.

After the presentation and discussion, the Committee passed the following motion:

Moved by Councillor Smith to recommend that the respective Councils deliberate and explore the merits for each municipality to obtain accreditation under the Alberta Safety Codes.

3.0 ALTERNATIVES:

- 3.1 Council instructs Administration to prepare a report exploring the merits of obtaining an accreditation under the Alberta Safety Codes and presenting it to the Municipal Planning Commission for their consideration and recommendation to Town Council.
- 3.2 Council instructs Administration to prepare a report exploring the merits of obtaining an accreditation under the Alberta Safety Codes.
- 3.3 Council accepts Administration's report on exploring the merits of obtaining accreditation under the Safety Codes, as information.

4.0 FINANCIAL IMPLICATIONS:

Not applicable, at this time.

5.0 INTERDEPARTMENTAL IMPLICATIONS:

Not applicable

6.0 SENIOR GOVERNMENT IMPLICATIONS:

Not applicable

7.0 POLITICAL/PUBLIC IMPLICATIONS:

Not applicable

8.0 ATTACHMENTS:

None

9.0 RECOMMENDATION:

Council instructs Administration to prepare a report exploring the merits of obtaining an accreditation under the Alberta Safety Codes and presenting it to the Municipal Planning Commission for their consideration and recommendation to Town Council.

(original signed by the CAO)
Edward LeBlanc
CAO

REQUEST FOR DECISION

To: Town Council

From: Edward LeBlanc, CAO

cc: File

Date: May 9, 2023

Re: Renewing of a rental agreement with The Graduation Celebration Committee

1.0 PURPOSE:

For Town Council to consider renewing the agreement with The Graduation Celebration Committee.

2.0 BACKGROUND AND DISCUSSION:

In June 26, 2017 the Town of Barrhead entered into an agreement with The Graduation Celebration Committee regarding the banquet tables; included in the agreement was the provision that the Committee would be charged for the use of the Agrena for the day of the graduation and no charge for the use of the multi-purpose room or the concession.

The letter of Agreement includes that it must be reviewed prior to the 2022 Graduation celebration by both parties – this did not materialize.

3.0 ALTERNATIVES:

- 3.1 Council authorizes Administration to renew the letter of agreement dated June 26, 2017 with the Graduation Celebration Committee for an additional five years and to have the same parameters and financial obligations, as seen on the previous agreement, effective for the 2023 graduation.
- 3.2 Council tables the matter of renewing the letter of agreement dated June 26, 2017 with the Graduation Celebration Committee and request additional information to be presented at the next Council Meeting.

4.0 FINANCIAL IMPLICATIONS:

Based on this year's graduation ceremony, the Committee would require a total of five days. Based on the current daily rental rate of \$1,020.00, the total cost for the Committee would be \$5,100.00.

5.0 INTERDEPARTMENTAL IMPLICATIONS:

Not Applicable

6.0 SENIOR GOVERNMENT IMPLICATIONS:

Not Applicable

7.0 POLITICAL/PUBLIC IMPLICATIONS:

Limited

8.0 ATTACHMENTS:

8.1 Letter of Agreement dated June 26, 2017 with the Graduation Celebration Committee

9.0 RECOMMENDATION:

Council authorizes Administration to renew the letter of agreement dated June 26, 2017 with the Graduation Celebration Committee for an additional five years and to have the same parameters and financial obligations, as seen on the previous agreement, effective for the 2023 graduation.

(original signed by the CAO)

Edward LeBlanc
CAO

Letter of Agreement Between

The Town of Barrhead

And

The Graduation Celebration Committee

Graduation Celebration 2017 Committee Members and the Town of Barrhead Recreation Department met to discuss the need to formalize an agreement regarding the usage, rental, storage, repairs and replacement of tables owned by the Graduation Celebration Committee and the Town of Barrhead.

Many different options were explored. In the end we agreed to the following;

- *Barrhead Celebration Committee will assume ownership of all current 8 foot tables in the Agrena/Rec Department*
- *The Town of Barrhead will order 15 tables in 2017 to replace lost/damaged tables from the past*
- *Barrhead Celebration will change the lock on storage room #14 and provide a key to the Rec Department for emergency use only*
- *The Town of Barrhead will no longer have access to use or rent the tables owned by the Celebration Committee (includes internal and external usage)*
- *The Town of Barrhead will be provided a contact number for a person on the Celebration committee for rental inquiries*
- *Rental/usage of the tables will be agreed upon and administered by the current Celebration Committee (Town of Barrhead will not be responsible for any of this work)*
- *The Town of Barrhead will invoice the Celebration committee annually for the rental fee of the storage room as per the 72-002 Recreation Facility Rentals & Rates Policy*
- *The Town will invoice the current Graduation Celebration at Group 1 rate, for the rental of the Agrena the day of grad. As this is a community celebration, there will be no charge for use of the Multi-Purpose room or the concession, as long as the rooms are left in the same or better condition as they were found when the group started. A damage/cleaning deposit may be required.*

This agreement may be reviewed at any time, but must be reviewed prior to the 2022 Graduation Celebration by both parties for any changes.

Graduation Celebration Representative

Town of Barrhead Recreation Representative

Printed Name:

Printed Name:

Signature:

Signature:

Date:

Date:

Jammy Caughlin
June 26/17

Shelley Town
June 26-17

**COUNCIL REPORTS
AS OF MAY 9, 2023**

		Meeting (since last council)
Agricultural Society	Cr. Oswald (Alt. Cr. Kluin)	<u> X </u>
Barrhead Accessibility Coalition	Cr. Kluin	<u> X </u>
Barrhead Cares Coalition	Cr. Assaf	<u> </u>
Barrhead & Area Regional Crime Coalition (BARCC)	Mayor McKenzie	<u> </u>
Barrhead Attraction & Retention Committee	Mayor McKenzie	<u> </u>
Barrhead & District Social Housing Association	Cr. Smith	<u> </u>
Barrhead Fire Services Committee	Cr. Assaf and Cr. Smith	<u> </u>
Barrhead Regional Airport Committee	Mayor McKenzie and Cr. Assaf	<u> </u>
Barrhead Regional Water Commission	Mayor McKenzie and Cr. Smith (Alt. Cr. Sawatzky)	<u> </u>
Capital Region Assessment Services Commission	Cr. Klumph	<u> </u>
Chamber of Commerce	Cr. Oswald	<u> </u>
Community Futures Yellowhead East	Cr. Assaf (Alt. Cr. Kluin)	<u> </u>
Economic Development Committee	Committee of the Whole	<u> </u>
Enhanced Policing School Resource Officer Committee	Cr. Sawatzky (Alt. Mayor McKenzie)	<u> </u>
Family & Community Support Services Society	Cr. Kluin and Cr. Oswald	<u> </u>
Intermunicipal Collaboration Framework Committee	Cr. Assaf, Cr. Smith and Mayor McKenzie	<u> </u>
Library Board	Cr. Klumph (Alt. Cr. Sawatzky)	<u> </u>
Municipal Emergency Advisory Commission	Cr. Assaf, Cr. Kluin and Cr. Smith	<u> </u>
Municipal Planning Commission	Cr. Assaf, Cr. Oswald and Cr. Sawatzky (Alt. Cr. Smith)	<u> X </u>
Subdivision & Development Appeal Board	Cr. Klumph	<u> </u>
Twinning Committee	Cr. Klumph	<u> </u>
Yellowhead Regional Library Board	Cr. Klumph (Alt. Cr. Sawatzky)	<u> </u>

C.A.O Report

To: Town Council

Date: May 9, 2023

Re: April, 2023 C.A.O. Report

Economic Development Services:

In respect to the Community's Alberta Advantage Immigration Program, the following is the statistics for month period April 26, 2023:

<u>Employers:</u>	April, 2023	Program To date (November 7, 2022 – April 26, 2023)
Employers that have expressed interest	1	18
Employers enrolled	1	13 (9 active employers with open vacancies)
<u>Candidates:</u>		
Candidates that have expressed interest	2	14
Candidates endorsed:	6	21
Current foreign workers	1	8
International applicants	5	13
<u>Positions:</u>		
Positions supported by AAIP	2	55
Positions filled through AAIP	6	21
Started working & living in the community	0	7
Pending arrival to Canada	6	14

Enforcement Services:

- New files generated from April 1st, 2023 – April 30th, 2023
 - Total: 21 files
 - Animal Control matters/Miscellaneous: 8 files
 - Traffic Enforcement: 7 files (speeding, distracted driving, etc)
 - Bylaw Issues: 6 files
- Unresolved files carried over from previous reporting period:
 - Total: 4 files
 - Traffic Enforcement: 3 files
 - Bylaw Issues: 1 file

On January 11, 2023 the Department issued a Remedy Contraventions Order for a residential property on 45 street. As the property owner did not comply with the Order, it was presented to the Court of King's Bench for enforcement purposes. The property owner has until June 12, 2023 to comply with the Order. Failing compliance, the Town will undertake all necessary actions. All associated expenses will be applied to the applicable property tax account.

Fire Protection Services:

- Incidents from April 1, 2023 – April 30, 2023
 - Fire: 5 (213.4 hours or 19.2% of the total man hours for the month of April)
 - Rubbish or grass fires: 22 (835 hours or 75.1% of the total man hours for the month of April)
 - Vehicle accidents: 1 (2.25 hours or .2% of the total man hours for the month of April)
 - Citizen assist: 1 (1.8 hours or .2% of the total man hours for the month of April)
 - Ambulance assists: 20 (46.4 hours or 4.2% of the total hours for the month of April)
 - False Alarms: 7 (12.4 hours or 1.1% of the total man hours for the month of April)

For the month of April there were a total of 56 calls which represented a total of 1,111.25 firefighter hours.

- Membership: 34 responding members.

The following chart outlines the total ambulance assist calls responded by the Regional Fire Department, for the month of April, 2023:

Response Levels	April	Town or County		Year To Date	Town or County
Level A – Not serious (ie: lift assist)	2	2 – Town 0 - County		5	5 - Town 0 - County
Level B – More serious (ie: medical alert alarm)	2	2 - Town 0 - County		2	2 – Town 0 - County
Level C – Serious (ie: stroke or abnormal breathing)	1	1 - Town 0 - County		5	5 – Town 0 – County
Level D – Possible life threatening (ie: chest pains, unconscious, overdose)	14	12 - Town 2 - County		52	40 – Town 12 – County
Level E – Life Threatening (ie: cardiac arrest, ineffective breathing)	1	1 – Town 0 - County		8	8 – Town 0 – County
Total calls	20	18 – Town 2 - County		72	60 – Town 12– County
Total hours spent on calls	46.4 hours or 4.2% of total hours			261.25 hours or 15.4% of total hours	
Fire Dept. arriving before EMS	9			35	
Fire Dept. arriving before EMS (%)	45.0%			48.6%	

Note 1: All ambulance assist calls are initiated by the Ambulance's Dispatch Centre.

Note 2: The President of *Alberta Municipalities* is prepared to meet with Town Council virtually to discuss the on-going challenge of ambulance service for rural Alberta. Administration is awaiting on potential meeting dates but in the interim Administration is suggesting that members of Council should prepare questions. These questions would be forward to the President beforehand in order to have as much of a productive meeting as possible.

➤ Training:

- NFPA 1001 Level 1 Firefighter continues
- Standard First Aid Health care provider CPR
- Wildland operations, drafting and tools

➤ Other:

- Thank you to all the citizens who have helped out the fire department during the wild fires

Recreation Services:

➤ Operational:

- The Department hosted an Easter Egg Decorating Contest and received 95 submissions.
- The Arts & Culture Committee hosted their first event, the “Artist Showcase” featured local musicians, which was a huge success with a sold-out show.
- Bounce House drop-in program started at the Agrena.
- Staff hosted the Town’s final PD Day Camp for the school year in partnership with FCSS.
- Opened Rotary Campground early this year as there was no flooding issues this year.
- Registration opens next week for “Flow to the Beat Yoga”, a dance party and flow yoga hybrid class scheduled for June.
- The Department’s Senior Summer Program Leader started and is in the process of planning this year’s summer programs. We will be bringing back out-of-town field trips this year for the first time since Covid, as requested by the public.
- Summer parks staff have started May 1, readying all the parks equipment for the upcoming season,
- Cleaning debris from the Ag. Society’s property so it’s ready for the mowing season.
- Neerlandia Sports Committee has taken some ramps features from the old skate park to use in their community. Another community association will be looking at the other features on Monday the 8th.

- Aquatic Centre started school swimming lessons with:
 - Neerlandia (23 Students),
 - Rich Valley (105 students),
 - Onoway (261 students),
 - Fort Assiniboine lessons recently (82 students),
- Bronze Medallion course this weekend is full (12 candidates).
- Weekend rentals are all booked up this month.
- Public Swim lessons are full.
- Aqua Yoga has had a full class every Friday.
- Completed Phase 1 of the Labyrinth project.
- Musical playground equipment has been ordered.
- Heron Hwy (old Boardwalk along the Paddle River) solar lights have arrived install to happen soon.

➤ Upcoming Special Events:

- A Mom n' Tot Tea Party will be held on May 12th in the Charles Godberson Room, it's a free event with cupcake decorating, games, crafts, and treats.
- The Arts & Culture Committee is in the process of planning its second event, "Flavors of Barrhead", a multicultural celebration featuring performers, food, craft vendors, beer gardens, and kids tent. Event tentatively scheduled for on June 10th at the Barrhead Agrena Sportsgrounds.

➤ New All Wheel Park:

- New Line Skateparks Inc. will arrive on May 15th to complete the deficiencies, Softline has been requested to install their rubber safety product for the centre islands. Trees should arrive in mid-May for installation and once the cement pads are in place picnic tables and benches will be installed, along with our bike and skateboard repair stations donated by the Barrhead Wellness Committee. As the first cut of sod grass will occur at the end of May, planning to have the sod available to the Town by the first week of June. We will be seeking an army of volunteers to assist in laying the sod down so the park is nice and green.
- The Recreation Department will have the official opening on Friday June 23, 2023, from 3:30 PM until 7:00pm. The House of Wheels from Edmonton will assist the Town in promoting the new Park.

- The House of Wheels will provide the Town with demo riders, merchandise tent set up, giveaway swag and prizes, which will be facilitated via mini "Best Trick", "Long Jump", "High Jump" type competitions along with a "bowl toss" type giveaway.
- The Co-op has graciously offered to provide a Barbeque for the event.
- We are also planning to have one of the local bands to perform a "set" and then DJ for the rest of the evening.
- New Line Skateparks Inc. has indicated that they will also provide some swag for our official opening.

Transportation Services:

- Operational:
 - The West Boundary Road south of Highway 18 is scheduled to be graveled follow-up by a cost-shared application of calcium in conjunction with the County. The calcium is planned to be applied by mid-May – subject to weather.
 - Excavate and replace sewer service line on 48th. Street.
 - First round of street sweeping completed.
 - Started cleaning up in snow dump areas, sand, gravel and rocks.
 - Staff training, first aid and ICS 100, emergency management.
 - Build roadway and parking area into community garden on the south side of Co-op.
 - Spring cover at landfill completed.
 - Staff continues with updating safety program information.

Edward LeBlanc - CAO

(original report signed by the C.A.O.)

Town of Barrhead

COUNCIL ACTION LIST ON RESOLUTIONS DIRECTING ADMINISTRATION - AS OF APRIL 25, 2023

Reference Number	Resolution	Comments	Status
	<u>April 25, 2023 Council Meeting</u>		
135-23	Moved by Cr. Assaf that Council accepts the document as information and directs Administration to draft letter of support for the Community Futures Network of Canada's Budget 2023 request for a modernized funding framework from the Government of Canada.		Completed
134-23	Moved by Cr. Klumph that Council reduce the Barrhead Farmers' Market rental fee to a half day rate and instructs Administration to monitor the amount of hours used.	The organizer has been notified.	Completed
132-23	Moved by Cr. Smith that Council authorizes Administration to dispose of the obsolete skateboard park features at no cost.	Some pieces were taken by a local Community Group and the other pieces are been considered by another community group outside our region.	In Progress
130-23	Moved by Cr. Assaf that Council instructs Administration to place the musical playground equipment funded by the Alberta Blue Cross grant of \$50,000.00 in the Splash Park.	The equipment has been ordered.	In progress
	<u>April 11, 2023 Council Meeting</u>		
105-23	Moved by Cr. Kluin that Administration contact Alberta Transportation to explore the possibility of advanced warning signs on Highway 18 regarding the All-Wheel Park.	Alberta Transportation will permit the Town to place playground area signs along Highway 18.	Completed
	<u>September 27, 2022 Council Meeting</u>		
337-22	Moved by Cr. Assaf that Council instructs Administration to prepare a draft resolution for the 2023 Alberta Municipalities' Convention relating to the current Provincial ambulance service levels and its demand onto local Fire Departments.	As previously reported to Council the President from A.M. is willing to meet with Council virtually to discuss the on-going challenges. Administration is waiting for potential meeting dates from A.M.	In Progress
	<u>December 14, 2021 Council Meeting</u>		
431-21	Moved by Cr. Klumph that Council instructs Administration to work with the Barrhead Regional Water Commission to come up with an agreement whereby the Commission pays the Town for future sewer operating expenses and capital expenditures.	During the Commission's November 25th Meeting, the Board approved the contribution of \$109,775.00 towards the Town's 2021 and 2022 Capital Projects. The Operating expenses were reviewed during the April 27th Commission Meeting. The Board decided to review the costs during the 2024 budget deliberations.	In Progress



APPROVED
Apr 20/2023

Regular Board Meeting Minutes

Thursday, March 16th, 2023

Present **Judy Bradley (via phone speaker) – Chair**
Dan Garvey – Vice Chair
Leslie Penny – Secretary/Treasurer (Acting Chair at this meeting.)
Karen Gariepy – Executive Director
Kay Roberts – Finance
Terese Koch – Recording Secretary
Anthony Oswald, Sally Littke, Dausen Kluin, Bill Lane

Absent/ **Paul Properzi, Mark Oberg**
Regrets

1) Call to Order:

The regular meeting of the Barrhead & District Family and Community Support Services Society was called to order by Leslie Penny at 9:36 am.

2) Acceptance of Agenda – Additions/Deletions

- **Added**
 - i. **5c - Rural Renewal Stream Update**
 - ii. **5d - Food Drive**

23/02-01 **Moved by Bill Lane to accept the agenda, seconded by Sally Littke .** **Carried**

3) Board Delegation

a) Brad Lussier – Greilach Lussier LLP

23/02-02 **Moved by Bill Lane to accept the audited financial statements ending** **Carried**
December 31st, 2022 from Greilach Lussier LLP.
Seconded by Anthony Oswald

b) Rhonda Waggoner (staff) – Family Resource Network

- **FRN (Family Resource Network) aims to reduce the impacts of early adversity by promoting the development of well-being and resilience.**
- **Early Childhood Development Branch**
- **Barrhead is a Spoke to the Westlock Healthy Families/Healthy Futures Hub.**
- **Programming consists of Ages and Stages Questionnaires, Talk box, Five Development Assets, Developmental Kits, and Parenting Classes.**
- **Additional programs are Love and Logic, Emotion Coaching, Circle of Security, and Triple P (Positive Parenting Program).**

4) Items for Approval

- 23/02-03 a) Moved by Sally Littke to accept the minutes of the regular Board meeting for Barrhead and District FCSS Society from February 16, 2022. Carried
Seconded by Dausen Kluin.
- 23/02-04 b) Financial Statements.
Moved by Judy Bradley to accept the financial statements for the 80/20 General Account, Community Account and Casino Account for the period ending, February 28th, 2023 as presented. Carried
Seconded by Dan Garvey.
- 23/02-05 c) Moved by Dan Garvey to approve the Executive Director's request for the transfer of monies up to \$50,000, as needed, from the Community account to the 80/20 account for additional FCSS expenses up to the end of 2023. Carried
Seconded by Bill lane.

5) New Business

- a) Photo for AGM booklet and website – We will do individual pictures for the AGM booklet and website.
- b) Do we want to have names of Board members on the new website?
*Names only
- c) Rural Renewal Stream Update – Director updated board on numbers.
- d) Food Drive – Trisha Enman spoke on how FCSS will be handling the organization of the Food Drive. She has approached, through email, service organizations, churches, sports groups, etc. in Barrhead and area to help with the drop off and pick up of bags. It will end with a barbeque at FCSS by Board members.

6) Old business

- a) Storage – looking for a 20 foot seacan.

7) Items for Information

- a) Director's Report
b) Alberta Supports Fact Sheet
c) 2023 FCS Advocacy Toolkit
d) United Way Poverty Simulation Best Practices

- 23/02-06 Moved by Bill Lane to accept the above items as information. Carried
Seconded by Dausen Kluin .

8) Board Development

a) Meetings that Work

9) In Camera

a) Nothing at this meeting.

10) Next Meeting

Thursday, April 20th, 2023 – Finance committee at 9 am, regular Board meeting at 9:30, and AGM at 11 am.

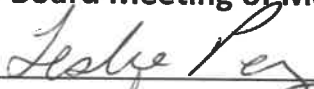
11) Adjournment


23/03-06

Moved by Judy Bradley to adjourn the meeting at 11:31 am.

Carried

**Barrhead & District Family and Community Support Services Society
Regular Board Meeting of March 16th, 2023**





Chairperson

Recording Secretary



**Barrhead & District Social Housing Association
Minutes
Regular Board Meeting – March 27, 2023**

Members Present: Craig Wilson, Don Smith, Roberta Hunt (via teleconference), Bill Lane
Absent: Peter Kuelken
Staff Present: Tyler Batdorf, Su Macdonald

1.0 The meeting was called to order at 1:00 p.m.

2.0 Approval of Agenda

Sections 3.1, 4.1 and 4.2 of the agenda were amended to read "February 2023" not "February 2022".

Section 4.1 was also amended to read:

"4.1 Presentation of Audited Financial Statements by Doyle & Company
4.1(a) Financial Report"

Section 5.0 was amended to add:

"5.2 Old Minutes"

Bill Lane moved to approve the March 27, 2023, Regular Board Meeting Agenda with amendments.

Carried Unanimously

3.0 Adoption of the Minutes

Roberta Hunt moved to adopt the Minutes of the Regular Board Meeting of February 28, 2023.

Carried Unanimously

Chair: C. Wilson CAO: [Signature]

Minutes: March 27, 2023

4.0 Reports

- 4.1 Presentation of the Audited Financial Statements
Jason Bondarevich from Doyle & Company presented the audited statements for the 2022 financial year.

Don Smith moved to accept the Audited Financial Statements.

Carried Unanimously

A short recess was called at 1:21 p.m. The meeting was resume at 1:26 p.m.

- 4.1(a) Financial Report – February 2023
Income Statements for Lodges and Seniors & Community Housing were presented.

Robert Hunt moved to accept the Financial Report as presented.

Carried Unanimously

- 4.2 Cheque Log – February 2023

Don Smith moved to accept the Cheque Log as presented.

Carried Unanimously

- 4.3 CAO Report
Updates were presented on the following topics:
-Operations (Dietary, Admin, Activities, Housekeeping)
-Dress Code
-Resident Issues
-FCSS Meeting
-Barrhead Leader Visit
-ASHC Funded Projects
-BDSHA Projects
-Facilities Manager's Report
-Hillcrest & Klondike Place
-Jubilee, Golden Crest and Pembina Court
-Barrhead and Swan Hills Community Housing
-Grounds

Bill Lane moved to accept the CAO's Report as presented.

Carried Unanimously

- 4.4 Resident Services Manger's Report
Vacancy Report:
-Hillcrest Lodge 39 vacancies (35%)
-Klondike Place 2 vacancies (5%)

Chair: C.W. CAO: 

Minutes: March 27, 2023

-Golden Crest Manor	4 vacancies (13%)
-Jubilee Manor	0 vacancies (0%)
-Pembina Court Manor	1 vacancies (4%)
-JDR Manor	0 vacancies (0%)
-Barrhead CH	1 vacancies (13%)
-Swan Hills CH	2 vacancies (25%)

Don Smith moved to accept the Resident Services Manager's Report as presented.

Carried Unanimously

5.0 Old Business

5.1 Security Cameras – For Information Only

The CAO provided an update on the security camera situation.

5.2 Old Minutes

The approved Minutes from January 24, 2023, Regular Board Meeting were presented for approval due to a small amendment in the description of the tractor under Item 6.2.

Bill Lane moved that the amended Minutes be approved.

Carried Unanimously

6.0 New Business

6.1 Salary and Wage Review

Minutes from the Salary and Wage Review Committee Meeting of March 27, 2023, were presented with the recommendation that the Board approve the addition of two positions and accept a 2023 COLA rate of 4% retroactive to January 1, 2023.

Roberta Hunt moved to accept the Committee's recommendations.

Carried Unanimously

6.2 Needs Assessment RFP – Discussion Only

6.3 RFD – Nickle Fund

The Deputy CAO & CSM requested a motion from the Board to reinvest the balance of the Nickle Fund (\$138,551.14) in a GIC to retain a fund for a future bus purchase.

Don Smith moved that the sum of \$138,551.14 be invested in a GIC earmarked for a future bus purchase.

Carried Unanimously

Chair: C.W. CAO: 

Minutes: March 27, 2023

The Deputy CAO & CSM also requested that the additional "van fund" be returned to operations as it is superfluous and the organization is currently running at a deficit.

Bill Lane moved that the additional van fund be returned to operational funding.

Carried Unanimously

6.4 Board Competency

The CAO requested that the Board members complete the Board Competency survey so that the Competency Model could be submitted by the due date.

7.0 Correspondence

None

8.0 In Camera – Board and CAO

Not Required

9.0 In Camera – Board Only

Not Required

10.0 Time and Date of Next Meeting

Tuesday, April 25, 2023, at 10:00 a.m.

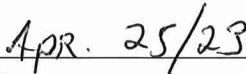
11.0 Adjournment

Bill Lane moved to adjourn the meeting at 2:27 p.m.

Carried Unanimously



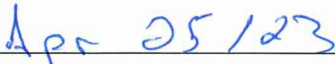
Signature: Craig Wilson, Chairperson



Date



Signature: Tyler Batdorf, CAO



Date