

# MESSAGE FROM THE CHAIR



Over the past year we have faced a profound crisis – not one that we could have predicted – but a crisis we have faced up to nonetheless with courage, conviction and resilience. Even though it is not over, I remain optimistic about what lies ahead for the communities within the CF Wild Rose region, and I believe we can all be hopeful for the future of our local businesses. As Chair of CF Wild Rose, I can promise you that we are doing, and will continue to do, our part to help our people, our clients and our communities not just to withstand today’s unprecedented challenges but to put them in a position of a stronger tomorrow.

While we could never have predicted the crisis we currently face, we were fortunate to deliver the Regional Relief & Recovery Fund program by the Federal Government and were well positioned to provide much-needed support to clients in our region. The pandemic has highlighted the necessity of strong collaboration between Community Futures offices across the country and all levels of government in supporting families and businesses during this time of critical need.

I would like to extend my sincere thanks to our highly involved and supportive Board of Directors. Their experience and wise counsel during this pandemic have been appreciated by both myself and our CFWR team. I also want to warmly welcome our newest Board of Director, Flo Robinson from Linden, who joined the Board in 2020. Flo adds tremendous depth and robust experience to our Board, and we are fortunate to have her. Sincere thanks to our outgoing Director and former Chair, Vanessa Van der Meer, for her many contributions to CF Wild Rose during her time on the Board. As well with gratitude we acknowledge the years of service of Cheryl Lumley of Trochu for her years on the CF Wild Rose Board as well as serving as the Loan Sub-Committee Chair. A warm welcome to Pat Wise from Chestermere, returning member-at-large on our Loan Sub-Committee, and newest members-at-large on the CED Committee Jacqueline Buchanan and Patrick Earl. We are extremely fortunate to have these members-at-large who bring their wealth of knowledge and experience to enhance our committees.

I want to take this opportunity to highlight the numerous and significant contributions of the late former Board member of both CF Wild Rose and Community Futures Network of Alberta, Lynn Macwilliam. Lynn passed away earlier this year and will be greatly missed by those who were fortunate enough to know her.

And last but not least, I want to thank our CF Wild Rose team for going above and beyond in 2020. Something we have definitely learned this year is that difficult times can bring out the best in people. When the pandemic hit, the team moved quickly to provide tailored support to help businesses in our region manage through the crisis. We have seen this unwavering level of excellence time and again, and I know that I speak on behalf of our Board in expressing our sincere thanks to our team of dedicated professionals. Our CF Wild Rose team have demonstrated tremendous resilience over the past year, and have shown that, regardless of the circumstances, they will do whatever it takes to support our clients and one another, while working to deliver for our shareholder communities.

With Gratitude,  
Amber Link

# COMMUNITY ECONOMIC DEVELOPMENT PROJECTS

## Small Business Week



OCTOBER 18 – 23, 2020

**153** ENTREPRENEURS

Rural entrepreneurs attended information sessions and roundtables.



**INFORMATION  
SESSIONS** **22**



Sessions presented virtually on topics supporting resiliency and pivoting.

**24** PARTNERS

Partners engaged through presenters, municipalities and Chambers.



**REACH** **30,000**



The initiative was promoted through various social channels, website, emails and word of mouth



[www.wildrosealbortracf.com](http://www.wildrosealbortracf.com)

**Small Business Week** - CF Wild Rose led Small Business Week and a collaborative initiative with regional EDO's, Chambers and Industry partners to bring forward training, presenters and networking sessions for businesses throughout the region. During the week-long event, we trained 153 entrepreneurs, by providing 22 workshops/sessions and engaged 24 partners. Sessions included topics on cashflow, business planning, access to capital, networking, chamber roundtables, youth entrepreneurship, building resiliency, marketing, business development opportunities, etc.

**Regional Covid-19 Collaboration Recovery Survey & Strategic Plan** - Shareholder municipalities and EDO's developed and executed a series of surveys to assess the impacts of COVID-19 amongst its small businesses in the region. Through conducting multi surveys, we were able to determine the impacts and the needs of the businesses of which we developed a strategic action plan to bring forth marketing and mental health training/awareness support; the need for EDO's to develop Labour Market Profiles pertaining to key sectors to address workforce and diversification opportunities; and a post covid survey to re-evaluate the health of the region's businesses. We are currently in the process of securing project funding to provide support to a marketing and mental health initiative and will continue to seek funding to address the final two priorities in the 2021 fiscal year.

**The Rosebud Project** - Rosebud Community Enhancement Board contacted our office for assistance in overcoming a few challenges. One of them was the marketing of their hamlet and an opportunity to have the businesses and community work together collaboratively on common initiatives to drive tourism. We have assisted a community leader in gaining a better understanding of the visitors that come to Rosebud and learning more about the experiences these demographic wishes to engage. We are working with various levels of government, residents, businesses and community individuals to determine plans and the process needed to increase visitation and support businesses/community to grow and capitalize on opportunities in Rosebud.

# COMMUNITY ECONOMIC DEVELOPMENT PROJECTS

**The Agri-Tourism Cluster Innovation Challenge** - This project was designed to catalyze and scale-up agri-tourism in the Wild Rose region, by incentivizing agri-tourism operators to engage their neighbors in building product clusters and integrated supply chains.

CF Wild Rose along with its funding partners (Government of Canada – Canadian Experiences Fund, Government of Alberta – CARES, and CF Rural Opportunities Fund) supported an initiative to grow and diversify the agriculture and tourism industry to provide support to producers, processors, ranchers and restaurants to expand their businesses to provide culinary and shoulder season agritourism opportunities.

The participants received business development and product development training and supports to develop their business plans to pitch virtually to markets to launch their ideas. Experts evaluated their plans and pitches to award prizes to support them in executing their concepts. Winning clusters were awarded funding to support product development and marketing. The project deliverables were complete as of March 31, 2021 with the results and final report to be completed in June 2021.

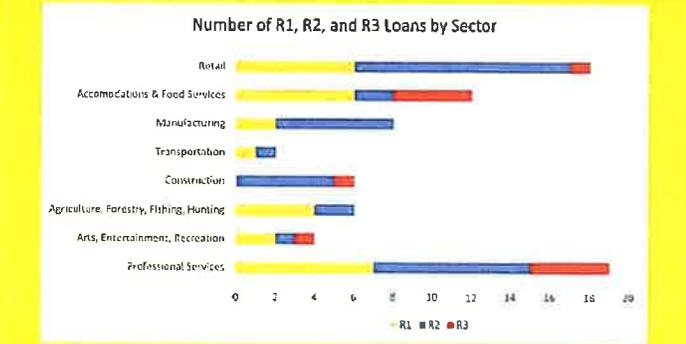
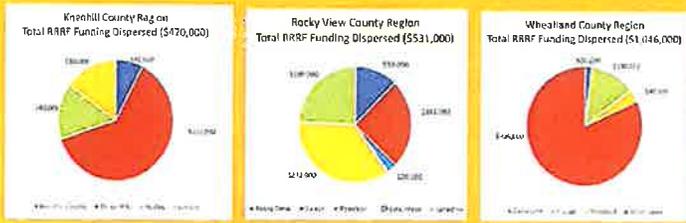
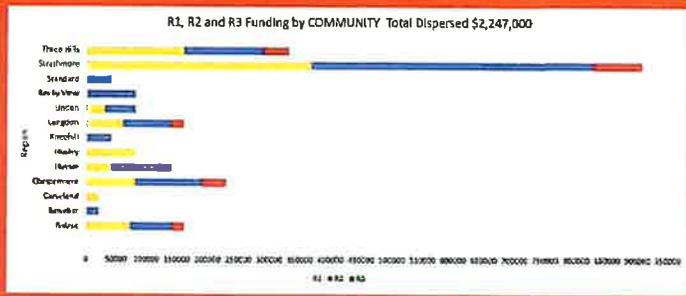
**The Canadian Badlands** - The CED Officer at CF Wild Rose was asked to join the engagement sessions as Canadian Badlands develops a plan for their future. CF Wild Rose was invited to two consultant-led stakeholder engagement sessions to provide input into the vision, mission and SWOT to provide the organization with the necessary information to develop a new plan that is relevant and vital to the future of the Canadian Badlands organization, and how it will continue to foster development of tourism and increase visitation in the region. The outcomes are expected to be released in May 2021.

**Back to Business Coaching Pilot** – A partnership with ClearThink Group to execute a small pilot project for businesses as they recover from covid. The pilot was a free program offered to 5 businesses in our region, of which 3 were selected to participate. Overall, the program was very well received and the businesses to date have executed the strategies and action plans they developed through this program to pivot their business.



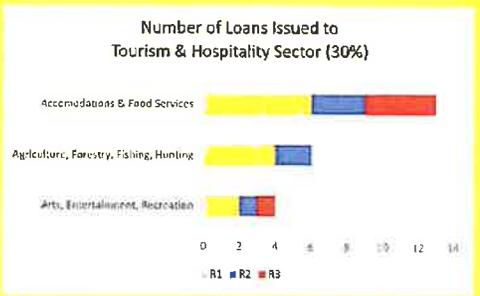


**Regional Relief Recovery Fund (RRRF) Outcomes**  
April 1, 2020 to March 31, 2021



Tourism is one of Alberta's and the Region's most significantly impacted sectors by COVID-19. Our goal is to allocate a minimum of 25% of RRRF funds to support the tourism sector.

**30%**



**206**  
**Total Jobs Preserved**  
Building stronger communities by maintaining businesses to provide access to employment to support rural Albertans.

**Regional Relief & Recovery Fund Program**

The Regional Relief and Recovery Fund (RRRF) provided assistance to businesses that required additional support to cope with and recover from the pandemic. The RRRF was part of Canada's COVID-19 Economic Response Plan.

The fund was aimed at helping:

- mitigate the financial pressure experienced by businesses and organizations to allow them to continue their operations, including paying their employees; and
- support projects by businesses, organizations, and communities to prepare now for a successful recovery.

From May 25, 2020 to March 31, 2021 the federal government issued three rounds of RRRF funding, of which CF Wild Rose disbursed 29 loans with a value of \$909,000 in the first round, 36 loans with a value of \$1,118,000 in round two, and 12 loans with a value of \$220,000 for the third round of expansion loans, for a total of \$2,247,000.

Many businesses in our region have clearly stated that they would no longer be in business without this much needed support. We are grateful that the Federal Government made this program available for our rural businesses and provided us the opportunity to deliver it.

**CF Wild Rose Loans**

With the majority of the year focused on delivery of the RRRF program, our regular CF loan program was substantially smaller than in previous years. We completed 3 loans with a combined value of \$253,000. One of these loans was a Pari Passu loan with CF Highwood as lead lender and 4 CF offices in total collaborating on this project.

Our total loan disbursement combining RRRF and CF Wild Rose loans is \$2,500,000 for the year.

*a year's overview*

## NOTABLE ACCOMPLISHMENTS

- New Executive Director and Business Analyst hired in April and May respectively
- Executive Director elected Southern Alberta Manager representative on the CFNA Board of Directors.
- Our AGM on September 3, 2020 at Rocking R Guest Ranch had our Board of Directors and Shareholders in attendance as well as our partners from Western Diversification, CFNA, Three Hills Chamber President, the Chief and Councillor from Siksika Nation and Martin Shields, MP.
- The CFNA Symposium was held virtually this year, with three staff and four Board members attending.
- The Community Economic Development Committee of our Board became fully functioning this year, with three Directors and two members-at-large.
- We created a new Community Business Investment Program (CBIP) that will replace the Community Business Beautification program. Our new CBIP loans will allow for both interior and exterior improvements as well as technology upgrades to meet the growing needs of our clients. The program will fully launch in 2021.
- Mainstreet Mondays – CF Wild Rose co-marketed with Wester Diversification's Mainstreet Mondays program highlighting regional businesses and sharing their stories. CFWR posted a weekly story Sept 2020–Jan 2021. The showcase proved to be quite popular amongst our businesses as we were able to extend the initiative beyond the 6-week program but continued to utilize the Mainstreet Monday's hashtag to support WD, our program funder. This project will continue in 2021 as we develop these series of articles under our Small Business Spotlight series.
- CF Wild Rose collaborated with 7 CF offices in southern Alberta to deliver a 2-year Succession Planning project that will wrap up in 2022.
- In an effort to support our active loan clients we offered loan payment suspension for April, May, and June 2020 during the first wave of Covid-19 shut-downs.
- Although RAYEC and JASA youth programs were cancelled due to Covid-19, we were still able to deliver two classroom sessions at Linden School and the 4H program to discuss entrepreneurship and the outcomes from their school marketplace.
- CF Wild Rose facilitated 5 strategic plans for non-profits in our region.
- Additional operating funding provided to deliver the RRRF program allowed for technology upgrades, renovations to our condo unit, and AHS compliance items for the office.
- Shop Local Campaign – CF Wild Rose partnered with three local Chambers of Commerce in Strathmore/Wheatland, Three Hills and Beiseker to support them in their efforts to execute a Shop Local campaign to encourage residents to support local businesses during the Christmas season. CF Wild Rose provided financial support to the Chambers where they utilized the funds to deploy their program. The projects were successful throughout the communities and the Chambers will be running year-long campaigns to promote the Shop Local theme as a result of this initiative.
- Through our work with clients this fiscal we were able to preserve 215 Full-time and Contract positions in our region. Having the opportunity to assist businesses financially and maintain jobs in our region during a pandemic have been amongst our greatest successes this year.
- A new 5-year WD Contribution Agreement was signed for 2021-2026.

## COMMUNITY FUTURES WILD ROSE BOARD RECRUITMENT POLICY

### **POLICY:**

The optimal Board composition for Community Futures Wild Rose involves a consideration of the following four broad categories:

#### 1. **SPECIFIC SKILLS AND EXPERIENCE:**

Board members, as a group, should possess a combination of skills, experience and cultural competence relevant to Community Futures Wild Rose strategic goals and the Board's oversight responsibilities. The specific skills and experience sought may change from time-to-time in keeping with changes to Community Futures Wild Rose's internal and external opportunities or challenges. Relevant skills and experience include:

- Board Experience and Board Development
- Executive Experience
- Financial Accounting
- Legal and Regulatory
- Human Resources
- Communications/Media Relations
- Understanding of Developmental Disability Sector
- Strategic Planning
- Risk Management
- Technology/Policy Development
- Strategic Management and Organizational Change
- Community Economic Development
- Business Development
- Governance Policies
- Advocacy Policies
- Grant Submissions
- Public Sector
- Private Sector
- Non-Profit Sector
- Management and/or Business Owner

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## 2. **BOARD LEADERSHIP:**

In order for the Board to be effective, it is important that the Board include some Directors who have the necessary skills, experience and desire to fill key leadership positions on the Board including Board Chair, Vice-Chair, Secretary/Treasurer and Committee Chairs.

## 3. **PERSONAL CHARACTERISTICS:**

All Directors should be committed to Community Futures Wild Rose's vision, mission and values and possess the following characteristics:

- Integrity and accountability
- Demonstrated high ethical standards and integrity in personal and professional dealings, and who are willing to act on, and remain accountable for Board decisions
- Informed judgment
- Ability to provide wise, thoughtful counsel on a broad range of governance issues
- Mature confidence
- Preference for Board and team performance over individual performance
- Respect for others
- High performance standards
- A history of achievements that reflect high standards for themselves and others
- Ability to commit the time required
- No real or perceived conflicts

## 4. **DIVERSITY:**

Within the context of the required Board skills, consideration should be given to bringing together a diverse group of Directors with the goal of creating strong board dynamics, engaged Board discussions, and ensuring different perspectives are brought to issues.

Diversity includes diversity of backgrounds, perspectives and problem-solving approaches, and representatives within the CFWR region.

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## WELCOME TO COMMUNITY FUTURES WILD ROSE!

The purpose of this guide is to give you some insight into the key roles and responsibilities of a volunteer Community Futures Wild Rose Board Member and the functions of the staff of a Community Futures organization.

The Community Futures Program is federally funded and administered in Western Canada by PrairiesCan through the Prairies Economic Development Agency.

Community Futures (CF) is a community-driven economic development organization with a focus on local capacity building to facilitate growth. Established in 1985, Community Futures has a network of 269 organizations across Canada. The objectives of the Community Futures Program are to assist communities to successfully pursue diversified and competitive rural economies.

The Community Futures Program provides business loans, training and coaching, and supports community economic development projects. Our mandate is to help rural

communities develop sustainably and implement local solutions for economic stability, growth and job creation.

This guide will explain some of the terminology you will hear over the next few months, and hopefully will give you a better understanding of what will be required of you as a volunteer Board or Committee Member of a Community Futures organization. You will play an important role in your community's economic development, a role that has been extremely gratifying to those who have served before you.

### Community Futures Wild Rose

Community Futures Wild Rose (CFWR) is one of 27 CF offices in Alberta and serves 15 rural Alberta communities within the Wild Rose region. CFWR meets the objectives of the CF program by providing business training to assist individuals interested in self-employment or expanding their business, engaging in community based economic development strategies, as well as providing a friendly Business Development Center to assist community members with capital to start or expand their business.



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## OUR BOARD

Board Members provide governance for the organization, represent it in the community, and ultimately, accept legal responsibility for it. Board Members act on behalf of their region's constituents – the citizens of the community. As a result, they have the principal responsibility for carrying out the organizations purpose and strategic objectives. Board Members accomplish their functions through attendance at regular meetings plus participation on Committees and sub-Committees. Board Members are charged with four phases of organizational development: planning, organization, operations, and audit/evaluation.

### What are Committees?

Committees are the primary way for Organizations to engage the direct contribution of their Board Members. Committees are delegated authority by the Board and thus are responsible to the Board. They do much of the preliminary work (research, etc.) to take pressure off the Board and staff.

### The Committees are responsible for the following activities:

- To study and report
- To recommend
- To act and promote

### Committees or sub-Committees common to many Community Futures Organizations include:

**Executive Committee** – made up of Chair, Vice-Chair, Secretary/Treasurer.

**Investment Review Committee** – made up of three Board of Directors and two members-at-large with expertise in business/financial sectors and entrepreneurship.

**Personnel Committee** – made up of Members from the Board of Directors (usually the Chair or Vice-Chair) and others.

**Community Economic Development Committee** – made up of three Board of Directors and two members-at-large with expertise in marketing, community economic development and partnership building.

**Governance Committee** – Periodically review and amend governing documents to meet the needs of the organization.

**Sustainability Committee** – to review organizational sustainability and staff succession.

**Audit/Finance Committee** – Review and evaluate financial position for all categories including operations, corporate services and investment fund.



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## ACCOUNTABILITY

### What is community accountability?

Community accountability is a fundamental principle of community economic development. Without accountability to the community, the community economic development process and the organization leading this process will not reflect the needs and vision of the community.

### Why have it?

Without community accountability, the community itself is not a full participant in the realization of the community's long-term vision. The Community Futures organizations across Western Canada understand this and are committed to being accountable to their communities. The annual operations plans written by each Community Futures organization clearly demonstrate active consultation with the community ranging from municipal engagement to client services feedback tools, surveys and databases.

Community accountability is comprised of the following six general areas:

**Communication:** "The organization will maintain a highly visible profile and will regularly and clearly communicate its plans, activities, and results."

**Planning:** "The organizations vision, strategic and operations plans are fundamentally driven by its communities' needs and realities."

**Programs and Services:** "The Programs and Services are designed and delivered in a manner which meets the communities' needs, creates self reliance and increases the capacity to manage change."

**Governance:** "The organization will be governed by the communities through a system which is effective, equitable, and representative of the developmental interest and needs of the communities."

**Partnership Development:** "The organization will work through partnerships in order to strengthen the impact of its community development activities, streamline access to services and contribute cost effectiveness."

**Assessment:** "The organization will regularly assess and communicate the impact of its activities on the development of the community."



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## FINANCES

### What role does a Board Member play?

As a volunteer Board Member, it is your responsibility to protect the integrity of the organization's finances. This means that you must ensure there are adequate finances and the money is spent responsibly. All policies and plans must be assessed against the availability of funds, and decisions made must guarantee the monies are well spent.

### What does a Board Member have to do?

There are three major financial responsibilities of the Board:

1. To set financial policies
2. To delegate implementation of policies to Executive Director
3. To monitor and measure results of spending

### How are financial policies set?

Board of Directors set broad financial policies, such as identifying where they want the available funding and revenues earned to be allocated. In order to set budgets and approve any spending they must first define the mission and establish the goals and objectives for the organization. This ensures there is money set aside to meet those goals.

### What is meant by "delegation" to staff?

As a Board Member you are a "trustee" of the organization's money. However, this does not mean you must approve every expenditure. Rather, you need to know the money was spent effectively to deliver the products and services you have authorized. This can be achieved through regular attendance at board meetings and by having a clear understanding of the monthly financial reports presented by staff.

### How to monitor and measure?

In order to ensure that a Board Member is aware of the results of expenditures, some key questions need to be asked. They are:

- "are we on target with planned expenses and revenues?"
- "are we financially solvent?"
- "will we have income to meet future expenses?"

The answers, in conjunction with the monthly financial reports, will indicate if the financial forecasting is on target or requires adjustment. Budgets set out at the beginning of the fiscal year will generally require several minor adjustments, as a result of unexpected expenses or increases in revenues. As well, government requirements are that each organization must be audited on an annual basis.



**STAFF ROLES – Community Futures Organizational Chart**



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## OPERATIONS

### What does Community Futures do?

Community Futures organizations provide their communities with a variety of services including:

- business development loans
- program delivery
- community partnerships and strategic alliances
- initiating and implementing a diverse range of community projects
- entrepreneur resource centre, technical support and training

### What are the roles and responsibilities of individuals within the Organization?

For most non-profit societies, there is a clear organizational separation between the paid staff who run the day-to-day operations and the Members of the volunteer board who establish the strategic direction of the organization and govern its operation. Board Members need to be aware of the roles and responsibilities of the organization.

### How is Community Futures organized?

There are several requirements necessary for the effective operating of Community Futures. The most important legal and organizational tool for Community Futures is a comprehensive

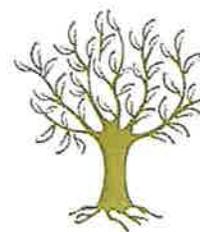
set of bylaws which elaborate on the organization's articles of association.

**Articles of Association:** constitute the basic organizational document for a non-profit organization. They typically contain a statement of purpose and outline legal authority and limitations. As well, the articles contain governance provisions (e.g. how to select Board Members, etc.)

**Bylaws:** help establish the "internal law" of the organization. An effective set of bylaws are essential for ensuring good governance. The bylaws typically elaborate further on the corporate charter because they are more easily revised.

Because the organizing documents provide basic rules for governing Community Futures, it is essential that each Board Member be familiar and act in accordance with them.

**Contracts:** Community Futures are bound by the contracts they sign with their funder (PrairiesCan Canada) and Board and Committee Members should be aware of the responsibility. As well, Community Futures may have special projects which require that contracts be signed with other government and non-government agencies.



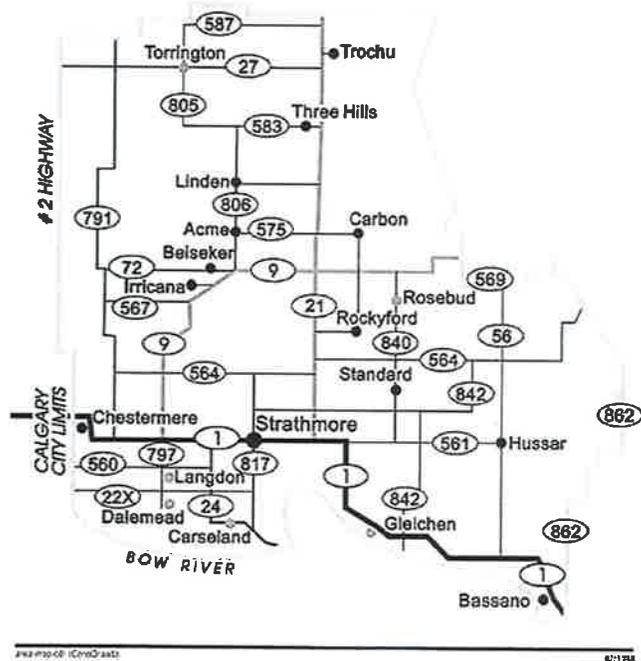
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### CFWR Board Meetings

- The Board meets the 1<sup>st</sup> Thursday of each month at 7:00 pm at Suite #101, 331 3<sup>rd</sup> Avenue, Strathmore.
- You will receive the agenda and supporting documents electronically no later than the Friday prior to the meeting.
- The Board has regularly scheduled meetings from September-June, with a break for the months of July and August.
- The Annual General Meetings for the Shareholders and Directors occur annually in the month of June.
- Committee meetings are at the call of the Chair.

### Regional Map

#### Wild Rose Economic Development Region

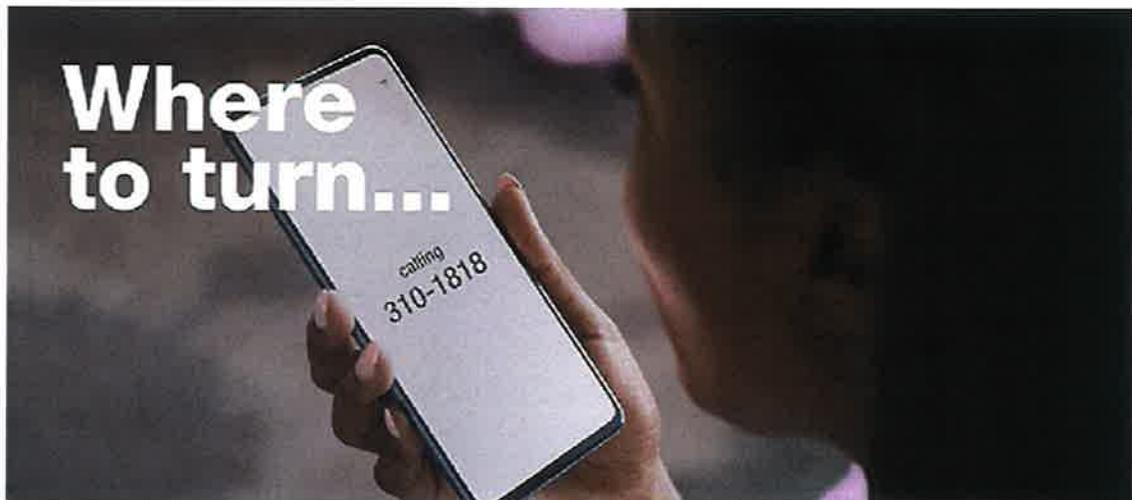


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## Patty Malthouse

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**From:** Government of Alberta <css.familyandcommunitysafety@gov.ab.ca>  
**Sent:** October-25-21 2:00 PM  
**To:** Patty Malthouse  
**Subject:** Family Violence Prevention Month is coming Nov 1

The logo for the province of Alberta, featuring the word "Alberta" in a white, cursive script font with a small square icon to the right, set against a solid blue background.

Family Violence Prevention Month is almost here. This month provides a collective opportunity to ensure that those who do not feel safe at home are aware that help is available. Our goal this year is to help people experiencing family violence learn #WhereToTurn for supports, like the Family Violence Info Line. They help Albertans navigate complex options on various topics like shelters, financial aid, legal aid and mental health, and refer them to your agency. As a service provider, November is an opportunity for you to:

- Starting November 1, use #WhereToTurn [resources](#) (e.g. social media graphics, banner for your email signature) to share one way Albertans can access your organization's [services and supports](#) ; and
- Share your events with Albertans by submitting them through the form on our [events](#) page.

Public health orders advise us to stay home to stay safe, but we know that is not always an option for your clients. Thank you for your exceptional service and compassionate, critical work during this challenging time.

I look forward to seeing the inspiring messages throughout November.

Sincerely,

Julie Peacock  
Executive Director  
Preventive Community Services Division  
Alberta Community and Social Services



This email is intended for [irricana@irricana.com](mailto:irricana@irricana.com).  
[Update your preferences](#) or [Unsubscribe](#)

# Learn where to turn for support

Family violence can happen to anyone and you are not alone. When home is no longer safe, help is available 24/7 by calling the **Family Violence Info Line at 310-1818** or chat online at [alberta.ca/SafetyChat](https://alberta.ca/SafetyChat) where trained professionals will help you learn #WhereToTurn.

Speak out when you see violence happening and help those at risk learn #WhereToTurn.



 @AlbertaCSS  
#GoPurpleAB #WhereToTurn

Alberta 

AHS HeartMath®  
Mental Health Promotion & Illness Prevention

# Transform your Stress

## *The Resiliency Advantage*



For more information about AHS HeartMath email: [AHS.HeartMath@ahs.ca](mailto:AHS.HeartMath@ahs.ca)  
This course is taught by an Alberta Health Services certified HeartMath instructor.

**Stress affects people physically, mentally and emotionally. Relieve stress anytime, anywhere and feel better in the moment.**

This **free** course introduces the HeartMath® system of breathing techniques and a heart rate variability tool that can help you manage life's challenges and improve overall health, emotional wellness and resilience.

**➤ When:** Friday, November 19, 2021  
8:45-12:30 pm

**Where:** Virtual

### How to Register:

Contact Community Links at 403.945.3900  
or visit [www.mycommunitylinks.ca](http://www.mycommunitylinks.ca)

\*Register by: Monday, November 15

# Motion Tracker

Motion #	Description	Action Required	Due Date	Completion Date	Completed	Comments	Last Update
198:21	Remembrance Day - Acme Legion	to direct Administration to contact Dennis Tracz to propose his attendance as a representative of the Town of Irricana to the Acme Remembrance Day ceremony, and to research previous donation amounts, and bring this information back to the November 1, 2021 Council meeting.	01-Nov-21				
024:21	Fibre Optics	to direct Administration to investigate options for Tether Fibre Optics servicing Irricana, and bring the information back to Council at the March 15, 2021 meeting.	15-Nov-21		No	In Progress	
114:18	Animal Control	to direct administration to contact alternative options for animal control	15-Nov-21		No	In progress	
74:18	Dedication to Volunteer Firefighters	to proceed with a dedication to the Irricana Volunteer Fire Fighters, with a plaque attached to an old fire hydrant to be located in Founder's Park on the established cement base.	15-Nov-21		No	Concrete has been poured. Placement of Hydrant still to be done. In progress.	