

# TOWN OF IRRICANA

POLICY NUMBER 2.11

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Title: AUTHORIZED SIGNATURE POLICY

EFFECTIVE: July 18, 2022

## **PURPOSE**

The purpose of this Authorized Signature Policy is to establish the individuals with signing authority and control of funds for the Town of Irricana. Signing or authorization of municipal documents 213(1) Minutes of council meetings, and minutes of council committee meetings dealing with a power, duty or function delegated by council to the council committee, must be signed by (a) the person presiding at the meeting, and (b) a designated officer. (2) Repealed 2022 c16 s9(45). (3) Bylaws must be signed by (a) the chief elected official, and (b) a designated officer. (4) Agreements and cheques and other negotiable instruments must be signed or authorized (a) by the chief elected official or by another person authorized by council to sign them, and (b) by a designated officer, or by a designated officer acting alone if so authorized by council. (5) A signature may be reproduced by any method if so authorized by council. RSA 2000 cM-26 s213;2022 c16 s9(45)

## **POLICY STATEMENT**

The Town of Irricana requires defined parameters surrounding the movement of funds between Bank Accounts and Investment Accounts, as well as signing and releasing cheques for payment of services. Signing authority for the Town of Irricana shall be as follows:

Position	Name
Mayor	Jim Bryson
Deputy Mayor	Kim Schmaltz
Chief Administrative Officer	Doug Hafichuk
Administrative assistant	Patty Malthouse

**General Operating Accounts:** Any two (2) signatures of the following: Mayor or Deputy Mayor and Chief Administrative Officer or Administrative Assistant  
The Chief Administrative Officer will administer the day-to-day operations of this account.

**T-Bills and any other Investment Accounts:** Any two (2) signatures of the following: Mayor or Deputy Mayor and Chief Administrative Officer or Administrative Assistant

**Special Reserve Accounts:** Any two (2) signatures of the following: Mayor or Deputy Mayor and Chief Administrative Officer or Administrative Assistant

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Mayor Jim Bryson

MOTION: \_\_\_\_\_

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Interim Chief Administrative Officer  
Corinne Newman

DATE: October 17, 2022

REVISIONS: Motion 54:21 (March 15, 2021)  
Motion 130:22 (July 18, 2022)

## Town of Irricana

### Council Revenue & Expense

General Ledger	Description	2022 Budget	2022 YTD Actual	2022 Budget Remaining \$
*	Tax Revenue	(1,120,164.86)	(1,477,241.35)	357,076.49
**	TOTAL Admin Revenue	(1,212,164.86)	(1,548,912.24)	336,747.38
**	TOTAL Gen Revenue	(55,700.00)	(521,041.53)	465,341.53
**	TOTAL Fire Revenue	0.00	0.00	0.00
**	TOTAL Disaster Revenue	0.00	0.00	0.00
**	TOTAL Bylaw Revenue	(5,000.00)	(3,605.00)	(1,395.00)
**	TOTAL Public Work Revenue	(25,500.00)	(600.00)	(24,900.00)
**	TOTAL Roads and Streets Revenue	(166,000.00)	0.00	(166,000.00)
**	TOTAL Water Revenue	(445,199.73)	(246,155.00)	(199,044.73)
**	TOTAL Sewer Revenue	(590,338.67)	(51,949.87)	(538,388.80)
**	TOTAL Garbage Revenue	(82,190.33)	(73,522.91)	(8,667.42)
**	TOTAL FCSS Revenue	(32,227.00)	(24,471.00)	(7,756.00)
**	TOTAL Cemetery Revenue	(1,500.00)	(150.00)	(1,350.00)
**	TOTAL Planning and Development	(6,000.00)	(1,601.55)	(4,398.45)
**	TOTAL Sale of Land Revenue	(74,000.00)	0.00	(74,000.00)
**	TOTAL EDO Revenue	0.00	0.00	0.00
**	TOTAL Parks and Recreation Rev	(61,000.00)	(24,169.00)	(36,831.00)
**	TOTAL Community Hall & Culture	(136,737.01)	(5,935.46)	(130,801.55)
**	TOTAL Requisition Revenues	(355,609.38)	0.00	(355,609.38)
**	TOTAL Previous Year Surplus	17,490.00	0.00	17,490.00
***	Total Revenue	(3,231,676.98)	(2,502,113.56)	(729,563.42)
**	TOTAL: Council Expense	67,500.00	27,338.34	40,161.66
**	TOTAL: Administration Expenses	475,507.97	449,803.81	25,704.16
**	TOTAL Policing Expense	33,446.60	33,992.00	(545.40)

# Town of Irricana

## Council Revenue & Expense

General Ledger	Description	2022 Budget	2022 YTD Actual	2022 Budget Remaining \$
**	TOTAL Fire Expense	105,520.52	56,028.67	49,491.85
**	TOTAL Disaster Services Expens	1,250.00	0.00	1,250.00
**	TOTAL Bylaw Expenses	16,300.00	0.00	16,300.00
**	TOTAL Public Works Expense	285,704.61	145,624.83	140,079.78
**	TOTAL Roadway Expenses	398,922.89	58,389.95	340,532.94
**	TOTAL Storm Sewer Expense	1,731.00	0.00	1,731.00
**	TOTAL Water Expenses	537,629.64	319,386.37	218,243.27
**	TOTAL Sewer Expenses	525,392.54	565,888.68	(40,496.14)
**	TOTAL Garbage Expense	130,190.33	120,758.34	9,431.99
**	TOTAL FCSS Expenses	40,184.00	35,076.94	5,107.06
**	TOTAL Cemetary Expenses	2,500.00	0.00	2,500.00
**	TOTAL Planning and Development	18,297.80	7,526.37	10,771.43
**	TOTAL Subdivision Expenses	148,000.00	7,653.97	140,346.03
**	TOTAL EDO Expenses	25,741.70	11,026.91	14,714.79
**	TOTAL Parks & Recreation Expen	216,843.56	136,419.67	80,423.89
**	TOTAL Community Hall & Culture	249,449.26	137,519.62	111,929.64
**	Requisitions	370,869.16	182,925.64	187,943.52
**	TOTAL Reserve Funds	46,287.01	0.00	46,287.01
***	TOTAL Expenses	3,697,268.59	2,295,360.11	1,401,908.48
****	Surplus/Deficit	465,591.61	(206,753.45)	672,345.06

\*\*\* End of Report \*\*\*

Subject: Rocky View Regional Paratransit Initiative -- small community pilot

Rocky View Regional Handibus Society is inviting your municipality to participate in the "Rocky View Bus" community transit program.

This wheelchair-accessible, shared-ride service helps vulnerable residents stay in their homes by helping them access community supports and services to remain independent. Our service is very basic but we believe it is highly cost effective. Requests we have received from residents, leads us to believe that our basic program may benefit your community.

RVRH is offering participation in 2 year pilot program to gauge usage in communities of less than 2,500. For a two year period, municipal participation fee will be reduced 50% while RVRH and your municipality assesses the effectiveness of the full effort of the program to the community.

For example, the 2023 municipal participation fee is \$9.70 per capita.

A municipality participating in the pilot program, would be requested to contribute \$4.85 per capita.

A full effort is expected during the pilot. Communication of the program, liaison with service groups, Council would receive the same interim and year-end reports made available to current municipal stakeholders. We also invite your municipality to nominate a representative as a general member to our Board, facilitating communication and direction of our regional undertaking.

We understand that Council already has many budget issues and priorities. A community transit program may be considered expensive to undertake when demand for usage may not be very clear. We are offering this pilot program will help clarify the need and determine the value of community transit for your municipality.

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Paul

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P. Siller, General Manager

Rocky View Regional Handibus Society

Box 10203 Airdrie, Alberta T4A 0H5

Tel: (403)948-2887 emerg/cell: (403)923-0042

Transit provides access to: society, activity, opportunity (Jarrett Walker)

## **Rocky View Regional Paratransit Initiative**

A Multi-Stakeholder Service Collaboration for Municipalities

**Targets:** Cost-shared, accessible community transit for municipalities of the Rocky View District

- Provide residents with transportation access to various supports and services required to maintain independence in the community: health, social supports or basic living (groceries, banking, etc).
- Provide for cost-efficient service to municipalities through multi-stakeholder collaboration

**Rationale:**

Rocky View Regional Handibus (RVRH) provides a regional community paratransit service for residents of the Rocky View District. Travel is available to local destinations and/or destinations in the next municipality (e.g. specialists). With a regional view, a rural service can improve on cost-effectiveness despite the large distances.

Passengers share the ride not just with their immediate neighbours but also with residents of neighbouring municipalities. For example, a Crossfield resident heading to the South Health Campus may be combined with the Chestermere resident heading for cataract surgery. A single bus is used instead of two buses from neighbouring municipalities.

Transportation is basic: weekday-only service and passengers must book ahead (48 hours). Present funding resources limit transportation to 20 single direct journeys a month. This may be unsuitable for rural employment or education purposes. For most residents, the limitation is sufficient for a stroke survivor attend therapy, or provide access to dialysis or let an elderly couple take care of each other just a few more years.

With this collaborative effort, RVRH provides the transit infrastructure (buses, drivers and booking system). Municipalities fund operations on a per capita basis. Passenger fares and donations complete the funding. Municipalities are also asked to assist with provincial advocacy and occasional grant collaborations. RVRH uses transit industry software to book trips, plan schedules and document travel activity. Semi-annual reports plus an annual presentation to Council keep municipalities informed. Stakeholder municipalities are also invited to nominate a general member to our board.

**Financial:**

- Operation of a wheelchair accessible vehicle: \$85,000 to \$130,000 annually (\$45 -\$65/hr)
- A three-year fee schedule (per capita basis) is updated annually for municipalities
- The 2022 rate is \$8.70 per capita. The 2023 rate is projected to be \$9.70 per Capita.

**Status:**

- RVRH is offering a 2-year pilot (2023 – 2024) project with smaller municipalities of the Rocky View District. Municipalities under 2,500 population would see a 50% cost-sharing of participation fees while they pilot community transit and consider a longer-term participation with the program.

**Action:**

- Request a detailed proposal / presentation from Rocky View Regional Handibus Society

## Appendix I

### Organization Background

Rocky View Regional Handibus Society has been providing transportation since 1980. provides special needs transportation for Albertans facing transportation challenges due to age, disability or other factors. Our wheelchair-accessible vehicles enable residents to access community supports – both local or in a neighbouring community.

Originally a school board contractor for special needs students, the organization expanded to help adults and seniors throughout the North Rocky View Area. Chestermere came on board in 2006. The regional model was adopted in 2011 after absorbing operations of the dissolved Cochrane Handibus organization (Big Hill Activity Society).

RVRHS has developed strategy and infrastructure to handle growth. We seek a working partnership (planning and funding) from municipalities to take care of their municipal residents. Funded by a mixture of municipal grants, community donations, passenger fares and contract work, RVRHS provided 25,000 trips annually (pre-pandemic). From 2016 to 2019 RVRHS was averaging 16% annual ridership growth. COVID19 restrictions drastically reduced demand however we were still provided transportation for Dialysis, groceries, and other essentials.

### Fare Schedule 2023-2025

Participation fee per capita)	2019	2020	2021	2022	2023	2024	2025
Original schedule	\$7.70	\$8.20	\$8.70	\$9.20	\$9.70	\$10.20	\$10.70
<b>Revised– (“COVID19 reality”)</b>	<b>\$7.70</b>	<b>\$7.70</b>	<b>\$7.70</b>	<b>\$8.70</b>	<b>\$9.70</b>	<b>\$10.70</b>	<b>\$11.70</b>

Target funding level: \$12.50/ capita ( subject to review in 2024)

Note: Fees for 2024 & 2025 are subject to confirmation. The Board will review the fee schedule annually, prior to October. Fee schedule revisions will be confirmed with each participating municipality.

### Benchmark 2021

Municipality	Population	Service area (sq km)	Trips Provided 2021	Average Trip Length (km)	Cost Per service hr	Total Expense /Capita	Net Municipal Support /Capita
Rocky View District	100,922	5200	11537	35.64	\$69.26	\$11.23	\$ 8.52
Airdrie	74100	33.1	2674			\$2.11	\$ 2.02
Lethbridge	101482	127.2	68546	30.57	\$302.94	\$44.04	\$ 41.85
Leduc	34094	42.3	13398	6.06	\$84.61	\$24.52	\$ 22.94
Red Deer	101002	107.1	41087	5.56	\$117.01	\$18.20	\$ 14.90
St. Albert	69806	48.3	11722	9.83	\$75.90	\$14.64	\$ 14.05
Strathcona County	103187	1265	14343	12.8	\$92.02	\$14.41	\$ 14.06
Calgary	1323700	848	286035	8.89	\$106.16	\$29.51	\$ 28.66
Edmonton	972223	782.9	354903	11.35	\$36.92	\$22.13	\$ 21.78

## Appendix II

### Service Description Overview:

- Trips are provided on a pre-booked shared ride basis. Bookings can be made up to 45 days in advance. Cut-off for a booking is noon on the business day before travel - but at that point, available seat space may be very limited.
- Transportation is provided from front door to front door. If a passenger requires assistance on the journey or at the destination, an attendant can travel with the passenger free of charge. (Note: Please notify at time of booking).
- There are few restrictions as to trip purpose however certain purposes will have scheduling priority.
- Inter-municipal travel resources are limited. We only offer 20 one-way (10 round trip) journeys per month.
- Passengers are expected to be ready for travel up to 20 minutes before the scheduled pick-up time as weather and other scheduling factors may require us to adjust travel times.
- Passengers cover about 20% of the cost of transportation. Our current rate is \$4 for every ten km traveled.
- Reservations are taken up to 45 days in advance. Trips requests are subject to 30 minute time adjustments (booking window) to accommodate as many trips as possible.
- Note: Trips to the airport seldom work out with our limited service hours

### Real Passenger Examples:

(note: real situations but names have been changed)

- Wylie is a senior living with his daughter and grandchildren. Without our transportation to dialysis in Calgary, he would have to relocate to subsidized housing in Calgary
- Barney and Fred were two Crossfield seniors that travelled with us to aquasize programs in Airdrie. Fred's poor circulation required supplemental oxygen. Regular exercise improved his circulation, drastically reducing skin ulcers and clinic visits.
- Linda's husband suffered a heart attack the day after she was discharged from surgery. With no family in Alberta, our rides to town for groceries or banking kept them on their farm and out of a seniors lodge.
- A young couple moved to Alberta to start a new life. Arriving almost penniless, they immediately found jobs and a home but they didn't yet have a car. Eight months pregnant, she travelled with us to obstetrical appointments in Calgary.
- Mary needed from us only twice, to bring home groceries from the food bank while she got herself back on her feet.
- Sara caught rides to the hospice to spend time with her husband of fifty years before the cancer took him from her. She never learned to drive.
- Meredith asked us to get her to cataract surgeries.
- Phil depended on us to get to a health centre day-program. The nurses get him out of his wheelchair for a bath. While he is at the program, his wife gets a break from providing the constant care he requires.
- Mrs J. took the bus to visit her husband twice in the dementia care facility. After he passed, she continued to use the bus for a weekly grocery trip.
- Ritchie survived a stroke at the age of 53. He caught rides for speech therapy at the Sheldon Chumir Centre



# ARPA Membership Types & Benefits



## Municipal

**Fee: determined by population categories**

### Unlimited Members\*

- REConnect Monthly Newsletter
- Discounts on conferences, programs, trainings, workshops, webinars, and other PD opportunities
- Unlimited free job postings on the ARPA website
- Opportunity to join ARPA Planning / Program Committees
- Access to RFLF Grants & Bursaries
- Includes CPRA membership and all CPRA benefits, including access to the CPRA Professional Development Certification

Population Category	Membership Fee
Under 3,000	\$300
3,001 - 5,000	\$450
5,001 - 10,000	\$630
10,001 - 50,000	\$1,190
50,001 - 250,000	\$1,815
Over 250,000	\$5,640

## Business

**Fee: \$565 per year**

### Unlimited Members\*

- REConnect Monthly Newsletter
- Discounts on conferences, programs, trainings, workshops, webinars, and other PD opportunities
- Unlimited free job postings on the ARPA website
- Advanced notification and discounts on ARPA event tradeshow and sponsorship opportunities
- Exclusive basic listing in [ARPA's Recreation Suppliers Guide - online](#) (with hyperlink to company website) & in print
  - o Print cut-off December 31
- Opportunity to join ARPA Planning / Program Committees
- Access to RFLF Grants & Bursaries
- Includes CPRA membership and all CPRA benefits, including access to the CPRA Professional Development Certification

## Non-Profit Groups/Educational Institutions

**Fee: \$450 per year**

### Unlimited Members\*

- REConnect Monthly Newsletter
- Discounts on conferences, programs, trainings, workshops, webinars, and other PD opportunities
- Unlimited free job posting on the ARPA website
- Advanced notification and discounts on ARPA event tradeshow and sponsorship opportunities
- Opportunity to join ARPA Planning / Program Committees
- Access to RFLF Grants & Bursaries
- Includes CPRA membership and all CPRA benefits, including access to the CPRA Professional Development Certification

## Individual

**Fee: \$235 per year**

### 1 Voting Member

- REConnect Monthly Newsletter
- Discounts on conferences, programs, trainings, workshops, webinars, and other PD opportunities
- Opportunity to join ARPA Planning / Program Committees
- Access to RFLF Grants & Bursaries
- Includes CPRA membership and all CPRA benefits, including access to the CPRA Professional Development Certification

## Student/Recent Graduate\*\*

**Fee: \$20 per year**

### 1 Voting Member

- REConnect Monthly Newsletter
- Opportunity to join ARPA Planning / Program Committees
- Access to RFLF Grants & Bursaries
- Discounts on conferences, programs, trainings, workshops, webinars, and other PD opportunities

## Associate

**Fee: \$50 per year**

### 1 Non-Voting Member

- REConnect Monthly Newsletter

Prices do not include GST

\* Limited to Organizational staff, Board of Directors and approved committees (i.e. RPC, CiB, CIY). Limited voting members at the Annual General Meetings.

\*\* Recent Graduate: graduated from a post-secondary degree or diploma within the last 12 months

*Below is the latest Weekly Economic Briefing and links to resources, funding opportunities, webinars and the latest news releases. Please note, this publication will now arrive to your inbox on a weekly basis. New content will be included under the \*NEW\* sections and will be placed under the "Reminders" section in following weeks. To condense the length of this newsletter all funding and programming offered on a continuous basis will be attached.*

For assistance navigating Government of Alberta economic development supports, please contact Selena McLean-Moore, Regional Economic Development Services at 403.977.5227 or [selena.mclean-moore@gov.ab.ca](mailto:selena.mclean-moore@gov.ab.ca).

#### **\*NEW\* RESOURCES AND FUNDING**

[Weekly Economic Briefing \(ATTACHED\)](#)

[Travel Alberta Cooperative Investment Fund](#) – Apply by October 18<sup>th</sup>

The fall intake for Travel Alberta's Cooperative Investment Fund will support winter events and festivals, as well as rural development and promotion focused primarily on driving winter visitation.

[State of Canada's Manufacturing Sector:](#)

A Map of the Manufacturing Workforce

[Preparation for new Agriculture & Agri-Food Canada \(AAFC\) Cluster Program](#)

Founded in 1951, CIFST is the national association for food and beverage sector professionals. Its membership of approximately 1,000 individuals is comprised of scientists and technologists in industry, government and academia who are committed to advancing food science and technology. The purpose of CIFST is to advocate and promote the quality, safety and wholesomeness of the food supply through the application of science and technology by linking food science professionals from industry, government and academia.

[THRIVE|SHELL Climate-Smart Agriculture Challenge](#) – Deadline to apply December 11, 2022.

Meet the 15 start-ups selected to participate in the inaugural THRIVE Global Academy cohort! Check out the 8 Alberta companies with innovative technologies and potential to disrupt the agrifood industry!

#### **\*NEW\* EVENTS AND WEBINARS**

[Global Business Accelerator Open House](#) – October 6th, 9:00 AM - 12:00 Noon

Five global business accelerators are coming to Southeast Alberta! These world class accelerators provide coaching, community, and capital systems, and give companies access to successful globally tested scaleup practices. Their programs provide intensive learning experiences, where mentors compress years of experiential learning into a few months. They also have connections to venture capitalists and angel investors and provide insights on how to scale your company to be on the global stage. This event is for entrepreneurs in any industry (from agriculture to information technology), looking to find out about supports to grow their businesses. It also is for those who support companies and entrepreneurs in SE Alberta and want to be aware of these world class programs [Athabasca University Rural Resiliency Speaker Series](#)

There are numerous complex and urgent problems facing rural Canada that require interdisciplinary, intersectoral and diverse solutions to address them. We invite you to be part of conversations about four key issues: rural housing, rural health and well-being, attracting immigrants to and building inclusive rural communities, and rural digital equity. Sessions will highlight research and best practices that can be adapted to rural communities through western Canada. The conversations will occur Wednesday mornings from 10 – 11:30 am MDT throughout September.

- **September 28: [Digital Divide](#)**

Join the best and brightest in global innovation for three days of learning, inspiration and creative collisions. From rousing keynotes and expert panels, to startup pitch competitions and informal networking opportunities, Inventures is the must-attend event of 2023. Make connections, strike deals and launch creative ideas into overdrive!

#### **\*NEW\* NEWS RELEASES\***

[Over 50 communities to receive broadband funding](#) - The governments of Canada and Alberta are investing \$70.6 million to connect more than 10,400 homes across the province to high-speed internet.

[Creating more opportunities for apprenticeships](#) - Alberta's government is expanding apprenticeship education so Albertans can access the job-ready skills they need to meet the skill demands of tomorrow.

[Alberta, Blackfoot Confederacy renew protocol agreement](#) - Alberta's government is renewing its commitment to the people of the Blackfoot Confederacy to work with them to address areas of mutual concern and to continue a positive relationship.

[Providing Albertans with job-ready skills](#) - Alberta's government is creating new opportunities for Albertans to develop the skills they need to build new careers and secure Alberta's future.

[Promoting Alberta hydrogen in Japan](#) - Associate Minister of Natural Gas and Electricity Dale Nally will travel to Japan to promote Alberta as one of the world's fastest-growing hydrogen energy regions.

[Alberta welcomes aircraft plant: Minister Fir](#) - Minister of Jobs, Economy and Innovation Tanya Fir issued the following statement on De Havilland Aircraft of Canada's announcement that it will set up shop in Alberta, adding 1,500 jobs to the province

[Alberta is Calling launches Phase 2](#) - The Alberta is Calling advertising campaign has launched its second phase in Toronto and Vancouver, doubling down on efforts to attract talent to Alberta to sustain economic growth

\*Reminder, if you wish to get real-time updates from the Government of Alberta, subscribe to our news releases here:

[News subscriptions | Alberta.ca](#)

## **REMINDERS**

[Natural Infrastructure Fund](#) – Deadline to apply – September 27, 2022

[Trade Promotion Support for Alberta Companies](#) - September 27, 8:00 am – 10:30 am, McDougall Center, Calgary

[Provide Input on Labour Shortages in Ag & Agri-Food Sectors](#) – Survey closes September 28, 2022

[Cultural Awareness Training](#) – September 28, 2022 - Crowsnest Pass

[Rural Immigration Pathway System Event \(ATTACHED\)](#) – October 5, 2022

[Travel Alberta's Cooperative Investment Fund](#) – Deadline to apply - October 14, 2022

[CanExport Community Investment](#) – Deadline to apply – November 1, 2022

[Smart Manufacturing Technology Exposition](#) – April 4-5, 2023

[InVentures](#) – May 31-June 2, 2023

[Economic Development Resources \(ATTACHED\)](#)

[Innovation Resources \(ATTACHED\)](#)

[Continuous Intake Funding Resources \(ATTACHED\)](#)

SELENA MCLEAN-MOORE, EcD | Regional and Industry Relations | Jobs, Economy, and Innovation  
Cell: 403-977-5227 | Email: [selena.mclean-moore@gov.ab.ca](mailto:selena.mclean-moore@gov.ab.ca)



Classification: Protected A

SouthGrow invites you to our workshop:

# How to increase your workforce through immigration: Rural Immigration Pathways

October 5th at Southern Alberta Ethnic Association  
421 – 6 Ave. S



## The Event

Join us from 12-3:45 on October 5th for panels and workshops for the Immigration Pathways Pilot project and other programs currently available. The event is free to attend and lunch will be provided. Spots are limited so please register soon!

[Register Now](#)

## The Speakers

- Soheila Homayed - Project Manager, Rural Immigration
- Bryon Anderson - Workforce Consultant
- Zyna Taylor - Employer Engagement Practitioner
- Amy Allred - Economic Development Officer
- Brady Schnell - Economic Development Officer

[Register Now](#)



## The Agenda

12:30 - 1:00	Lunch
1:00 - 1:45	Presentation on Supports and Programs
1:45 - 2:00	Break
2:00 - 3:00	Presentation on Implementation
3:00 - 3:45	Workshop

[Register Now](#)

**Increase your community workforce today.**



## CONTINUOUS INTAKE FUNDING RESOURCES

### [Aboriginal Business Investment Fund](#)

The Aboriginal Investment Fund Helps Indigenous community-owned businesses capitalize on business development opportunities to improve socio-economic outcomes.

### [Alberta Ministry of Culture, Multiculturalism & The Status of Women](#)

The Ministry of Culture, Multiculturalism and Status of Women has many grant programs that accept applications through multiple intakes on an annual basis.

### [Alberta Export Expansion Program](#)

Funding to help export-ready companies and non-profit organizations enhance access to international markets and attract global buyers.

### [Alberta Film and Television Tax Credit](#)

Alberta's government is increasing funding for the Film and Television Tax Credit program to \$70M in 2022-23 to help meet the unprecedented demand in production volume and support the development of the film and television industry. The Film and Television Tax Credit (FTTC) offers a refundable Alberta tax credit certificate on eligible Alberta production and labour costs to corporations that produce films, television series and other eligible screen-based productions in the province. Applicants may apply for either a 22% or 30% tax credit rate.

### [Alberta Innovates](#)

By seeing beyond the possible, Alberta Innovates solves some of the biggest [industry challenges](#). Alberta Innovates [supports](#) research, the growth of business, and we help the start-up community to build new technology and drive new ideas.

#### Continuous intake programs:

- [Micro voucher - grants to hire service providers | Alberta Innovates](#); \$10K
- [Voucher | Alberta Innovates](#); \$100K
- [R&D Associates | Alberta Innovates](#); 1 year salary
- [Commercialization Associates | Alberta Innovates](#); 1 year salary
- [Accelerating Innovations into CarE \(AICE\) | Alberta Innovates](#)

### [Alberta Innovates Agri-Food and Bio-industrial Innovation Program](#)

The Agri-Food and Bio-industrial Innovation Program (ABIF) supports projects that develop and advance technologies that increase productivity, enhance competitiveness, boost the value of agriculture and forestry commodities, and lower greenhouse gas emissions. Strategic focus areas include: data and digital solutions; autonomous systems; agricultural biotechnology; food processing innovation; biofibre utilization; value-added biomass; and green construction. The program is open to small and medium-sized enterprises, industry organizations, research and development organizations, post-secondary institutions and government research laboratories.

#### [Alberta Real Estate Foundation](#)

The Alberta Real Estate Foundation funds initiatives that support and advance education, research, law reform, and other activities related to real estate across our three focus areas of Real Estate Leadership, Built Environment, and Land.

#### [Canada Alberta Job Grant](#)

Eligible employers can get government funding to help employees and unemployed Albertans access training opportunities.

#### [Canadian Food Innovation Network](#)

CFIN is open to organizations across Canada's food ecosystem. Join more than 1500 members, including manufacturers, processors, distributors, retailers, funders, and innovators.

#### [Canada Digital Adoption Program](#)

As part of the Canadian Digital Adoption Program, the Government of Canada ISED has partnered with Business Link and Digital Main Street. Eligible businesses can access e-commerce advisors and receive up to \$2,400 to help with e-commerce opportunities.

#### [Child Care – Space Creation Grant](#)

The Alberta government is focused on building capacity in licensed non-profit and home-based child care. The Space Creation Grant will help enable 42,500 total new non-profit licensed spaces to be created over the next 5 years. Applications for the grant funding are open to non-profit groups interested in creating new child care spaces or starting new child care programs. New and existing non-profit, facility-based child care programs may apply.

#### [Innovation Employment Grant](#)

The Innovation Employment Grant encourages economic growth by supporting small and medium-sized businesses that invest in research and development (R&D) with a grant worth up to 20% of qualifying expenditures. The grant provides qualified corporations with up to \$4 million in annual R&D spending through:

- an 8% payment for eligible R&D spending carried out in Alberta, up to the corporation's base level of spending.
- an enhanced 20% payment for eligible R&D spending that exceeds the corporation's base spending level.
- A firm's base level of spending is determined by calculating the corporation's average qualifying R&D spending over the previous 2 years.

As this grant is based on expenditures that also qualify for the federal SR&ED program, payments will not be processed until qualifying expenses have been verified by the Canada Revenue Agency and are confirmed to have been undertaken in Alberta by Tax and Revenue Administration.

#### [Jobs and Growth Fund](#)

The Jobs and Growth Fund provides funding to businesses and organizations to help create more jobs and position Canada for an inclusive recovery and long-term growth. Projects need to contribute to one or more of the following:

- Support the transition to a green economy
- Foster an inclusive recovery
- Preserve competitiveness and enhance resilience through productivity improvement and digital adoption
- Strengthen capacity in sectors critical to Canada's recovery and growth

### [Labour Market Partnership Grants](#)

Labour Market Partnership (LMP) Grants are still available in your communities. They are available to institutions, municipalities, employer partnerships, and community organizations.

LMP is a program element under the Workforce Partnerships Program. It is intended to enhance workplace development and labour market adjustment strategies through community partnerships. Eligible Labour Market Partnerships are designed to identify, develop and support projects with industry, organizations and community groups with common labour market needs.

### [Thrive Academy](#)

Focused on supporting idea stage and pre-seed stage startups in the agri-food tech sector, the THRIVE Academy is 12-week agri-food tech pre-accelerator program for idea stage entrepreneurs, early-stage startups and researchers looking to commercialize their innovations. Our immersive program will help you de-risk and validate your idea while preparing you to raise capital alongside building your go to market strategy. For more information visit.

# WEEKLY ECONOMIC BRIEFING

## Indicators Updated this Week

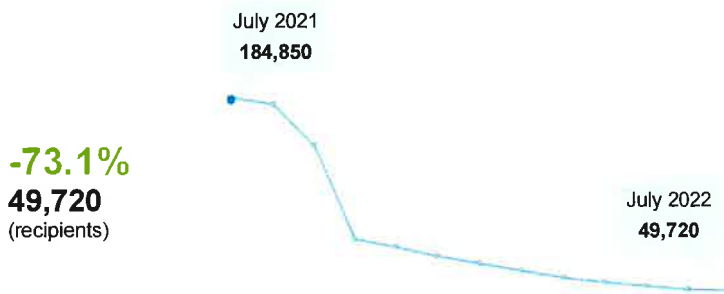
### CONSUMER PRICE INDEX



On a year-over-year basis, Albertans paid 6.0% more in August 2022 for the goods and services that comprise the Consumer Price Index (CPI) than in the same month a year ago, while the national average CPI was up 7.0%.

In Alberta, all broad categories increased, with Food (+9.4%) and Energy (+8.9%) increasing the most.

### EMPLOYMENT INSURANCE

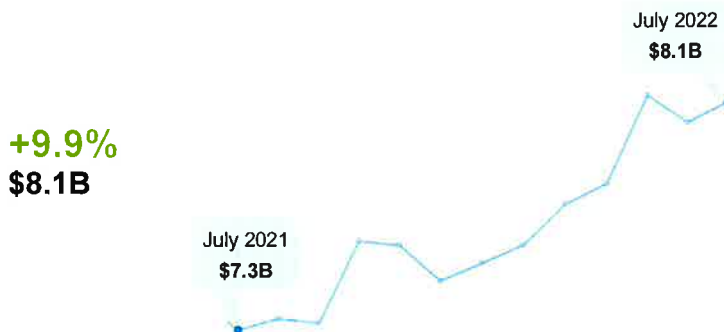


In July 2022, there were 49,720 people receiving regular Employment Insurance (EI) benefits in Alberta, a decrease of 135,130 people (-73.1%) compared with July 2021. Nationally, EI beneficiaries decreased by 67.0% year-over-year.

In Alberta, males saw the largest decrease in EI (-74.0%), from 106,630 to 27,770 year-over-year.

The number of regular EI beneficiaries increased in March and April 2020, as those with active claims remained in the EI program. It then declined sharply beginning in May, as all new claims were redirected to CERB. The large spike in October 2020 is due to the transition from CERB to EI.

### RETAIL TRADE



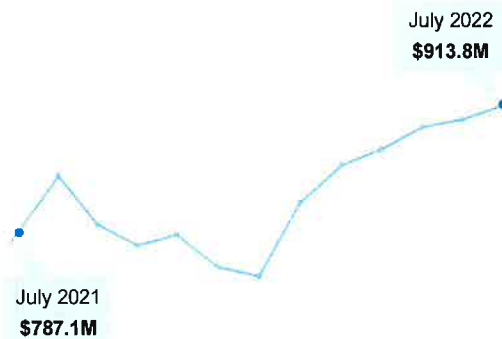
Alberta's retail trade value increased by 9.9% in July 2022 compared to July 2021, to \$8.1 billion. Nationally, retail sales increased by 8.0% over the same time frame.

In Alberta, gasoline stations had the largest increase (+35.4%), while Food and beverage had the largest decrease (-3.9%).



## RESTAURANT SALES

**+16.1%**  
**\$913.8M**

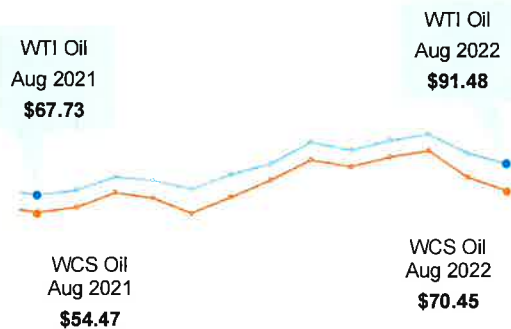


Alberta restaurant sales increased by 16.1% in July 2022 compared to July 2021, to \$913.8 million. Nationally, restaurant sales increased by 18.8% over the same time frame.

In Alberta, limited-service eating places, which made up 41.4% of sales, increased by 10.2%, while full-service restaurants, which made up 41.7% of sales, increased by 21.0%.

## WESTERN CANADIAN SELECT (WCS) OIL PRICE

**+29.3%**  
**\$70.45**  
(\$US/bbl)



The West Texas Intermediate (WTI) price of oil, often a world reference price quoted in the media, averaged US \$91.48 a barrel in August 2022, 35.1% higher than it was a year earlier.

Western Canada Select (WCS), the price obtained for many Alberta producers of oil, averaged US \$70.45 a barrel in August 2022, 29.3% higher than it was a year earlier.

The differential of WTI over WCS was US \$21.03 in August 2022.

## News Highlights

- Alberta's trucking industry continues to struggle with driver shortage. [Read more](#)
- Haskayne launches ScaleUp program to help Alberta companies compete globally. [Read more](#)
- New reality show aims to 'feed the spirit' of Indigenous business. [Read more](#)
- AIMCo opens new downtown office in Calgary with eye to access more talent. [Read more](#)
- Calgary Chamber of Commerce calls on city to adjust tax ratio for businesses. [Read more](#)
- Global Business Forum returns with eye to the future. [Read more](#)
- BDC commits half a billion dollars to invest in Canadian women-led startups and funds. [Read more](#)
- Varcoe: Record-smashing Alberta power prices pack a jolt in September. [Read more](#)
- U.S. central bank hikes interest rate again, up to 3.25%. [Read more](#)

## Major Projects

- De Havilland Canada Announces Site of New Alberta Aircraft Manufacturing Facility. [Read more](#)
- EPCOR officially opens the \$40.7M kīsikāw pīsīm solar farm in Edmonton. [Read more](#)
- Bird secures two Alberta wind farm contracts. [Read more](#)
- WSP awarded contract for two Alberta hydrogen projects. [Read more](#)

- 60-day Trans-Canada Highway closure looms in Kicking Horse Canyon. [Read more](#)
- \$49M affordable housing complex redevelopment underway in Calgary's Rundle area. [Read more](#)

## Reports

- TD: Provincial Economic Forecast. [Read more](#)

## Key Economic Indicators

Period	Indicator	Latest Update	Change	Last Updated
2021	GDP (Basic Prices) <i>yr/yr</i>	\$323.1B	+5.1%	May 2022
Q2 2022	Population <i>yr/yr</i>	4.50M	+1.4%	June 2022
August 2022	Unemployment Rate <i>yr/yr</i>	5.4%	-2.5%	Sept 2022
Sept 19 – Sept 23, 2022	WTI Oil Price <i>wk/wk</i>	USD \$78.74	-7.5%	Sept 23, 2022 End of Day
July 2022	Retail Trade <i>yr/yr</i>	\$8.1B	+9.9%	Sept 2022

## Looking Ahead

Mon 26	Tue 27	Wed 28	Thu 29	Fri 30
Indicator Release: Grain Deliveries		Indicator Release: Population	Indicator Release: Average Weekly Earnings	

## INNOVATION RESOURCES

### [Agriculture and Agrifood Canada - Agricultural Clean Technology Program](#)

The [Research and Innovation Stream](#) will support pre-market innovation including research, development, demonstration and commercialization of agricultural clean technologies.

### [Alberta Innovates](#)

By seeing beyond the possible, Alberta Innovates solves some of the biggest [industry challenges](#). Alberta Innovates [supports](#) research, the growth of business, and we help the start-up community to build new technology and drive new ideas.

#### ***Continuous intake innovation programs:***

- [Micro voucher - grants to hire service providers | Alberta Innovates](#); \$10K
- [Voucher | Alberta Innovates](#); \$100K
- [r&D Associates | Alberta Innovates](#); 1 year salary
- [Commercialization Associates | Alberta Innovates](#); 1 year salary
- [Accelerating Innovations into CarE \(AICE\) | Alberta Innovates](#)

### [Alberta Scaleup and Growth Accelerators Program](#)

ScaleUp and Growth Accelerators help businesses transform at a faster rate. These accelerators provide intensive learning experiences where mentors compress years of experiential learning into a few months. Alberta Scaleup and Growth Accelerator Program (Scaleup GAP) will accelerate Alberta's companies to scale and grow and to propel digital transformation. These programs are open to companies from Alberta, Canada and around the world.

### [Canadian Technology Accelerators](#)

Three main sectors of activity:

- Cleantech
- Digital industries and information and communications technologies (ICT)
- Life sciences and digital health

### [Community Innovation Connector](#)

The Connector for short, is an openly accessible, online portal connecting entrepreneurs, industry, inventors, and students to innovation and entrepreneurship programs, advisors, and support. The space also integrates an online meeting platform for hosting virtual conferences and events.

### [ExploreIP: Canada's IP Marketplace, Connecting people with public sector IP](#)

ExploreIP: Canada's IP Marketplace: a new, online resource for businesses to explore possible licensing and collaboration opportunities with public sector patent holders. ExploreIP now has a "COVID-19 related" category to help users find technologies that could help combat COVID-19.

### [Innovation Canada – Accelerated Growth Service](#)

Innovation Canada's programs and services, including the AGS, are designed to help businesses innovate, create jobs and grow Canada's economy. They work with colleagues and partners across the innovation and investment ecosystems to help businesses develop effective strategies and growth plans by connecting them with the right partners, programs and services they need to grow. In the AGS program they are looking for incorporated Canadian companies with year-over-year revenue growth, especially over the past three years, who are export and innovation-focused, generating at least \$3-5 million annually and have the capacity and willingness to grow

### [Tecconnect Programs and Events](#)

Economic Development Lethbridge offers relevant sessions on topics that matter to start-ups, entrepreneurs, businesses and the community. With partners in the Regional Network of Southern Alberta (RINSA), they offer the Tecconnect+ED series of programs designed to educate, empower and inspire entrepreneurs of all business development stages within the community.

### [Women Innovators Southeast \(WISE\)](#)

The APEX Regional Innovation Network partnership continues to accept applications for female entrepreneurs, or those who identify as female, who want to start or scale up a technology, or knowledge-based business.

## ECONOMIC DEVELOPMENT RESOURCES

### [Alberta Economic Dashboard](#)

The dashboard compiles the Alberta economy's most important indicators for businesses in one place. Get a quick snapshot of our current economic state or explore each indicator in more detail.

### [Alberta Investment and Growth Strategy](#)

This strategy supports Alberta's Recovery Plan by identifying actions to create jobs and diversify the economy.

### [Alberta Major Projects](#)

An inventory of private and public sector projects in Alberta valued at \$5 million or greater.

### [Alberta Regional Dashboard](#)

New features have been added to the Alberta Regional Dashboard website. Users can now create customized dashboards for any region or municipality and embed them on their public websites.

### [Alberta Tourism Industry Dashboard](#)

Monthly tourism data on travel, accommodation and attendance statistics.

### [Agri-News](#)

Get updates on agricultural business, livestock, crops, rural living, learning, jobs in agriculture and events.

### [The Business Link](#)

Business Link provides customized business advice and support for small business owners and entrepreneurs starting, running, and growing their own businesses. They provide one-on-one support and guidance, market research, access to experts, training, networking opportunities, and specialized support for Indigenous and immigrant entrepreneurs.

### [Business Renewables Centre-Canada](#)

The BRC-Canada serves as an educational platform and community where organizations can learn how to buy their electricity from renewable sources.

### [The Canadian Benefits Business Finder Tool](#)

Search for funding or other resources with the Business Benefits Finder

### [Community Development Unit Resources](#)

Services include strategic planning, board governance, building leadership capabilities, fund development and grant writing, evaluation, public and stakeholder engagement, developing partnerships, and collaborative relationships that are tailored to your community groups, non-profit organizations, and volunteer teams.

### [Economics Outlook, Analysis and Statistics](#)

Alberta Activity Index, economic outlook, analysis, trends, labour market and Office of Statistics and Information publications and data. Featured updates include:

- Alberta Activity Index

- Economic Review and Alberta Economy - Indicators at a Glance
- Economic Trends
- Labour Market Notes
- Office of Statistics and Information

#### [Employment & Training Services Directory](#)

Programs and services to help individuals find and keep jobs, get training and adapt to a changing labour market.

#### [Indigenous Tourism Alberta Industry Information](#)

Indigenous Tourism Alberta (ITA) encourages and promotes authentic Indigenous tourism that showcases the unique and immersive experiences offered by its members throughout our four regions; North, Central, and Southern Alberta as well as the Rockies.



**Small Business Week - October 15 – 21, 2022**  
**Virtual and In-person Events in CFWR Region**

Monday – October 17	Tuesday – October 18	Wednesday – October 19	Thursday – October 20	Friday – October 21
<p><b>Member Appreciation Day (Langdon Chamber)</b></p> <p align="center">   <b>LANGDON</b>  Langdon &amp; District Chamber of Commerce </p> <p><b>1:30 – 2:30pm</b></p> <p><b>Dare to do things differently (BDC)</b></p> <p>In unique and uncertain times like these, entrepreneurs dare to do things differently. Their ambition—this enormous force for change—inspires us, energizes the economy and propels us forward.</p> <p align="center">   <b>Where COMMERCE and COMMUNITY meet</b> </p> <p align="right">www.wildrose.alberta.ca/</p>	<p><b>8 – 11am</b></p> <p><b>Coffee with the President (Langdon Chamber)</b></p> <p align="center">   <b>LANGDON</b>  Langdon &amp; District Chamber of Commerce </p> <p><b>11am – 12pm</b></p> <p><b>How to succeed in today's economy: A Roadmap for SME's (BDC)</b></p> <p>Canadian business owners need to maintain a competitive edge in the current context marked by rising prices, supply chain disruptions and persistent labour shortages. BDC will unveil the results of recent research at how you can make your business more profitable, more resilient and more competitive and speak about the performance of Canada's most productive companies and what they do to achieve 6X higher sales and 5X higher profits.</p> <p>Discover:</p> <ul style="list-style-type: none"> <li>• How the current economic context impacts Canadian businesses,</li> <li>• Proven strategies to navigate and succeed in today's economy.</li> <li>• How to increase your profitability and build long-lasting value in your company.</li> </ul> <p><b>Register here to join us in person for the How to Succeed in Today's Economy Webinar, Lunch and Networking!</b></p> <p align="center">  </p> <p><b>12 – 1pm</b></p> <p><b>Business Model Canvas (THREE HILLS CHAMBER/CFWR)</b></p> <p>Businesses will learn how to test feasibility of new products/services before launching.</p> <p align="center">   </p>	<p><b>9:00am - 4:30pm</b></p> <p><b>Indigenous Tourism Alberta's Cultural Awareness Training - DRUMHELLER</b></p> <p>ITA's Cultural Awareness Training takes participants through aspects of history, cultural understanding, with a focus on Indigenous tourism and responsibility in the promotion and best practices of authentic Indigenous tourism experiences.</p> <p><b>10am - 12pm</b></p> <p><b>E-Mail Marketing for Your Business (Langdon Chamber and CFWR)</b></p> <p><b>In-person at RV Utility Office or Virtual</b></p> <p>Will learn how to setup email campaign, tools to assist you, generate a lead campaign. CFWR will present Digital Service Squad and networking</p> <p align="center">   </p> <p><b>11am – 12pm</b></p> <p><b>Thinking Biz: Supporting Small: Fueling Business Decision with Data (BDC and CANADIAN CHAMBER OF COMMERCE)</b></p> <p>Insights from leading economists and joined by small business owners who will bring their own experiences to the discussion.</p> <p align="center">  </p>	<p><b>11am – 12pm</b></p> <p><b>Lean Fundamentals: A crash course for accelerating business performance (BUSINESS LINK)</b></p> <p>Discover how you can use simple process improvement tools to save time, empower your people and increase your bottom line.</p> <p><b>12 – 1pm</b></p> <p><b>Speaker Series w/Lunch – Noreen Music – Productivity – Virtual or In-person (LANGDON CHAMBER)</b></p> <p>This speaker series will include a light lunch, and Noreen will discuss 5 Keys to Overcome Productivity Overwhelm.</p> <p>Research shows that almost 40% of professionals, small business owners, and entrepreneurs don't know the basic productivity skills to succeed. This has led many people into a chronic and constant state of overwhelm, frustration, and exhaustion. Noreen's signature talk offers powerful key action steps to overcome productivity overwhelm to produce lasting clarity, composure, and certainty. Noreen will also have her book <i>The Unexpected Entrepreneur</i> available for purchase.</p> <p><b>1 – 2pm</b></p> <p><b>BRAND and VOICE (BUSINESS LINK – DEPT) – The Journey from Logo to Brand and Building a Business That Matters.</b></p> <p><b>Register here to join us at in-person at Community Futures Wild Rose for lunch, Brand and Voice Webinar and Networking!</b></p> <p align="center">  </p>	<p><b>8am – 12pm</b></p> <p><b>Tasting Tourism (Strathmore Wheatland Chamber of Commerce) – Strathmore Legion</b></p> <p>8am Breakfast</p> <p>10 – 11am – CFWR will present Digital Services Squad – Are Your Customers/Visitors Finding you online? CFWR has a solution to help businesses ensure visitors/customers can find your business. Businesses will benefit from a digital assessment and establish goals to help reach their potential and customers.</p> <p align="center">   </p> <p><b>10am – 11:30am</b></p> <p><b>Starting a Successful Business in Trying Times (BDC) (BDC/FUTUREPRENEUR)</b></p> <p>The economic recovery has brought new challenges for Canadian entrepreneurs. There is no doubt that we're at a challenging moment in time, but entrepreneurship has never been easy. It takes perseverance, patience and belief in yourself. Come together to celebrate and learn from the dreamers and doers. Whether you're interested in selling a product, or offering a service come and consider entrepreneurship as a career path for you. Learn from entrepreneurs paving the way forward.</p> <p><b>10:30 – 11:30am</b></p> <p><b>Supporting employees Mental Health in the Workplace (HIRE FOR TALENT)</b></p> <p>Learn how ADHD, high sensitivity, anxiety, and depression commonly affect employees. Develop tools to create positive outcomes, respond effectively and compassionately, create systems and design working conditions that are inclusive and promote employee well-being.</p> <p align="center">   </p> <p><b>2 – 3pm</b></p> <p><b>Business Show Case (Track Golf Course) – LANGDON CHAMBER</b></p> <p><b>7 – 9pm</b></p> <p><b>Wine and Cheese (LANGDON CHAMBER)</b></p>

October 13, 2022

To:

**Mayors/Reeve & Councils of:  
Acme, Bassano, Beiseker, Carbon  
Chestermere, Hussar, Irricana, Linden,  
Rockyford, Standard, Strathmore,  
Three Hills, Trochu, Wheatland County and Kneehill County  
& current Directors of Community Futures Wild Rose (CFWR)**

### NOTICE OF A SPECIAL MEETING OF SHAREHOLDERS

Notice is hereby given that a Special Meeting of Shareholders of Community Futures Wild Rose will be held at the Community Futures Wild Rose office at #101-331 3<sup>rd</sup> Ave., Strathmore, AB. on November 3, 2022, at 7:00P.M.

#### **1. To appoint the Directors of the Corporation for the coming year.**

This process has been designed to follow the assignment of portfolio responsibilities at the October organizational meetings of Councils rather than have the appointment of Directors at the Annual General Meeting. We understand this should provide sufficient time for the councils to have completed their organization meetings.

This meeting will be followed by a regular meeting of the new Community Futures Wild Rose Board of Directors. At that time Officers of the Board will be elected and appointments to all Committees of the Board will be made, including the Investment Review Committee and Community Economic Development Committee.

**This notice will serve as the required minimum of fourteen (14) days' notice for each Shareholder member entitled to appoint a Director. We ask that one (1) representative from each Shareholder community be present at this meeting.**

***I will be following up with each community to determine their portfolio assignee to our Board and we are also inviting attendance of those retiring Board Members who will not be returning to our Board because of leaving council, a shift in their Council Portfolio assignment or the expiration of their term limits for membership on the Community Futures Wild Rose Board.***

Sincerely,

DocuSigned by:  
  
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Chantale Sangster,  
CFWR Executive Director



## **Community Futures Wild Rose Background Information**

CF Wild Rose (Strathmore, AB) is a **not-for-profit** regional economic development organization owned by 15 Shareholder communities in the rural areas east and adjacent to Calgary and is governed by a Board of Directors composed of elected officials from each of those communities.

Our **MANDATE** is to help **grow the economies in our rural region** by **offering programs** to support businesses and communities and by **providing opportunities** for business training, business counselling, assistance with business plans, various loan programs and Community Economic Development (CED) initiatives including community capacity building, strategic planning, assistance with grant applications and project initiation, advancement and promotion. We receive annual operational funding and support from Western Economic Diversification.

A discussion of our **historical** activities will provide some idea what we have done and will continue to focus on moving forward. Essentially our mandate is to continue to support our small businesses and communities to develop and expand our rural economy.

The organization has been around some 33 years and during that time has employed many capable and committed professional staff. We received \$1.7 million in Investment Fund seed capital and have grown that capital four-fold (\$7.6 Million) through judicious lending practices and the delivery of other projects and programs. Today our Restricted Investment fund assets are valued at \$6.4 Million dollars (of which some 3 million is currently lent) and we hold a further 1 Million dollars in Unrestricted Operational Assets in the form of Building, Equipment and Cash reserves.

We are a **developmental lender** or an **alternative** lender. We do not compete with the traditional lenders such as banks and credit unions. We are prepared to take more risk than the traditional lenders but our main **screening tool** is the commitment from the entrepreneur to prepare a sound, well researched Business Plan. It is always more beneficial **to prove**, or even **disprove** a business idea on paper prior to investing or borrowing monies to get started and then seeing what happens. At the same time, we lend money the old-fashioned way, expecting repayment. Do we get it all back? The answer is no, but through a rigorous screening process, a willingness to work collaboratively with our clients and a desire to promote entrepreneurs in the region we have experienced significant growth in the Investment Fund used to support other small business ventures. This has been accomplished by providing competently adjudicated decisions, by a Loans-sub-Committee of the Board of Directors, on applications for financing.

CF Wild Rose has a **robust** lending program. Our loans range in size from \$1,000 to \$150,000. Occasionally we have partnered with other financial organizations or other CF's to become involved in projects exceeding \$500,000. Over the course of our

existence we have provided 800 loans totaling over \$28 Million dollars. These Loans, plus additional supports to businesses, have leveraged an additional \$42 Million investment in the region. Leverage has taken the form of owner investment, angel or family assistance and lending from other financial institutions. We will consider a **subordinate** position in terms of security to the more senior banking institutions. Loans that have been disbursed by CF Wild Rose have resulted in the creation or maintenance of some 2000 F/T and 1100 P/T (2500 FTE's) Jobs in the region over the 28 years.

We fund start-ups, expansions, change of ownerships, working capital, beautification projects, inventory and capital assets through several different loan offerings including targeted programs for youth, entrepreneurs with disabilities, quick cash loans, beautification loans and social economy loans. We do not penalize success and there are **no penalties** for early repayment.

Over the years we have been involved in many **CED community based initiatives** including business directories, Katimavik, a community garden, the Alberta Youth Entrepreneurship Camp, I Want to be a Millionaire Program, Community Business Beautification projects, the Chinook Entrepreneurs Challenge, Go Forth Training, Junior Achievement, Regional Economic Development Collaboration, Metal Fabrication Cluster development, Entrepreneurial Learning Centre, Regional Arts Collective, CAP Museum Society, Business Vitality Initiatives, Water Tower Project, Open Farm Days, Asset Inventory and Directory, Chamber Revitalization, Business and Community Surveys, Business Walks, Business Visitation Programming and the delivery of Provincial Government Contracts for Career Services and Self Employment. Most recently we have been involved in delivering workshops for Tourism, Solar Energy, Labor Market Programs and Board Governance.

We would classify ourselves as **generalists** as opposed to **specialists** in any specific area but maintain a **network of prominent individual and organizational contacts** that can be called upon to provide expertise exceeding our abilities or capacity. Some of those organizations include Provincial and Federal Government departments and agencies, the Business Link, Alberta Women's Enterprise, Canadian Badlands Ltd., Alberta Financial Services Corporation, Business Development Corporation and expertise available from our Board of Directors and our own municipal governments, non-profit groups and the larger business community.

We will **path find expertise**, provide training opportunities, search for collaborative partners and commit to assisting new and existing business and entrepreneurs in any way we can.

We will assist you with your business plan but cannot do it for you. The emotional engagement and responsibility is not there if you don't commit to a **rigorous examination** of your own idea.

As with most non-profits today resources are constrained but our current **strategic focus** remains on loans, business training, business support services and CED capacity building initiatives.

All entrepreneurs have their own **unique needs** and we encourage you, or anyone that you might know, initiate a conversation with us if you have an entrepreneurial idea and could use some external assistance. We recognize and understand there are many **challenges** facing small business and may be able to provide supports in navigating those challenges.

**COMMUNITY FUTURES WILD ROSE - Box 2159, Strathmore, AB T1P 1K2 (403) 934-8888 website [www.wildrose.albertacf.com](http://www.wildrose.albertacf.com) , e-mail [chantale@albertacf.com](mailto:chantale@albertacf.com)**



101, 331 – 3 Avenue (Box 2159)  
Strathmore, AB T1P 1K2

T 403 934 8888

E [wildroseinfo@albertacf.com](mailto:wildroseinfo@albertacf.com)  
W [www.wildrose.albertacf.com](http://www.wildrose.albertacf.com)

October 13, 2022

**RE: Community Futures Wild Rose Information**  
**Please direct to Mayor and Council**

Dear Municipal CAO,

In an effort to continue our commitment to Economic Development in our Region, Community Futures Wild Rose (CFWR) would like to provide the following information for Municipal Administration and elected officials for use when selecting individual Council members as part of the Board of Directors for Community Futures Wild Rose.

Elected officials who will be selected assume a leadership role within the organization that has the capacity to significantly impact the future growth and development of the entire CFWR region in a very positive way.

Board members are encouraged to take a keen interest in and develop a sound knowledge of the economic and entrepreneurial needs of the region and to work on behalf of regional economic development.

Attached is a selection of materials that may assist those being considered as suitable candidates to become part of the Community Futures Wild Rose Board of Directors as per our shareholder agreement.

We appreciate your continued commitment to the economic development of our region and would request that you please share this information with your elected Council members.

Sincerely,

DocuSigned by:  
*Chantale Sangster*  
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Chantale Sangster, Executive Director  
Community Futures Wild Rose

Growing communities one idea at a time.

## 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

## **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.

Growing communities one idea at a time.



## 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 268 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.



Growing communities one idea at a time.

## 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.





## 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."



## 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:

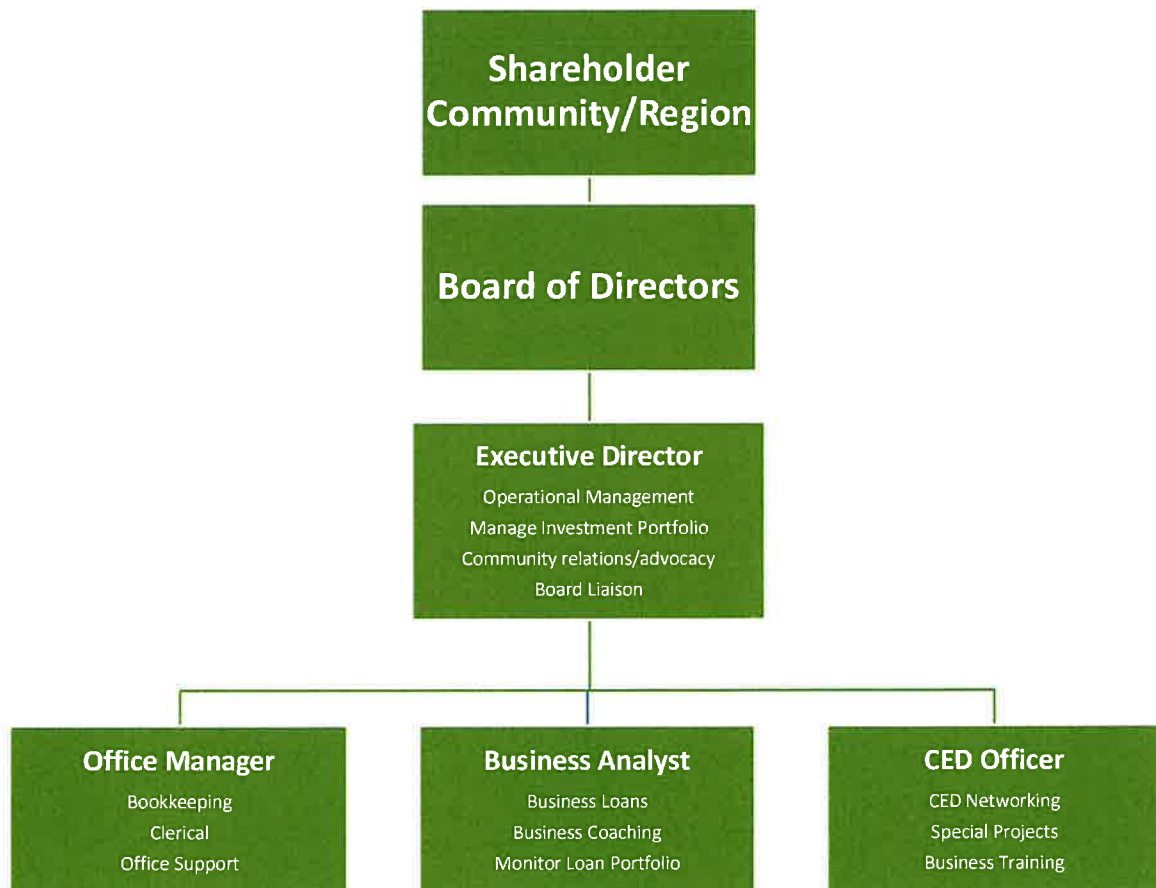
- "are we on target with planned expenses and revenues?"
- "are we financially solvent?"
- "will we have income to meet future expenses?"

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**



## 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.

