

**AGENDA FOR THE REGULAR MEETING OF
THE COUNCIL OF THE TOWN OF ONOWAY
HELD ON THURSDAY, JULY 16, 2020 IN THE COUNCIL CHAMBERS
OF THE ONOWAY CIVIC OFFICE AT 9:30 A.M.**

1. CALL TO ORDER

2. ADOPTION OF AGENDA

- as is, or with additions or deletions

Pg 1-4 3. ADOPTION OF MINUTES – July 2, 2020 Regular Council Meeting

4. APPOINTMENTS/PUBLIC HEARINGS

Pg 5-6 5. FINANCIAL REPORTS – June 30, 2020 Revenue and Expenses Report

6. POLICIES & BYLAWS – n/a

7. ACTION ITEMS

- a) **Coronavirus Preparation/Update – Standing item – Verbal update at meeting time.
(for discussion and direction of Council at meeting time)**

Pg 7-16
b) Broadband information provided to Council by Dane Lloyd, Member of Parliament – please refer to the June 10, 2020 email from Dane Lloyd, MP advising of the Federal Universal Broadband Fund. At their meeting of June 18, 2020, Council referred this information to the Partnership Committee for further discussion and review as this appears to best be an opportunity for a regional application rather than by the Town of Onoway. The Partnership meeting was held on July 14. Administration asked that this item be deferred to Council's July 16, 2020 meeting for an update. *(for discussion and direction of Council at meeting time)*

Pg 17
c) Phase A Waste Water Line Meeting – please refer to the July 3, 2020 email from Garth Ward, VP, Darwell Lagoon Commission, scheduling a meeting for Tuesday, August 11, 2020 at 7:00 p.m. at the Onoway Heritage Building. Invited attendees are: Lac Ste. Anne County; Town of Onoway; Summer Villages of Sandy Beach and Sunrise Beach and the Darwell Lagoon Commission. *(to authorize the attendance of Council and Administration)*

Pg 18-57
d) Community Futures Yellowhead East (CFYE) – please refer to the July 9, 2020 email from Michelle Jones, General Manager, requesting a \$500.00 financial contribution and \$250.00 in-kind contribution for a Labour Market Partnership Grant that CFYE is applying for. The study is to provide Labour Market and Workforce Information and analysis from businesses within our region that have been affected by Covid-19. *(for discussion and direction of Council at meeting time)*

Pg 58
e) AUMA Elected Officials Education Program (EOEP) – please refer to the attached document advising of a Zoom Course in Municipal Corporate Planning and Finance being held over 4 Wednesdays beginning July 22, 29, August 5 and 12. *(to authorize the attendance of Council or to accept for information)*

Pg 59
f) Alberta Urban Municipalities Association (AUMA) Summer Municipal Leaders' Caucus – the Caucus is being held in Stony Plain on August 11. This event is also being streamed on Zoom. Due to in-person gathering restrictions, a limit of one registration is allowed per municipality. *(to authorize attendance of Council and Administration or to accept for information)*

Pg 60-75
g) Women Building Futures (WBF) Program – please refer to the attached 2019 Annual Report from WBF forwarded from Deputy Mayor Lynne Tonita. The organization has requested help promoting their organization through our social media and to share their Annual Report. *(for discussion and direction of Council at meeting time)*

h)

i)

j)

8. COUNCIL, COMMITTEE & STAFF REPORTS

- a) Mayor's Report
- b) Deputy Mayor's Report
- c) Councillor's Reports (x 3)
- d) CAO Report
 - inquiry on COL adjustment
 - walking path concern
- e) Public Works Report

9. INFORMATION ITEMS

Pg 76-78 a) SANG Golf Tournament Alternative– July 7, 2020 email from Ste Anne Gas advising that \$80,000.00 has been raised to date

Pg 79 b) AUMA Board of Directors – Call for nominations – June 26, 2020 document requesting nominations by Thursday, September 17, 2020 deadline and that the elections will take place on September 24, 2020 during the AUMA Annual Convention. Note there is one vacancy for Director, Towns West for a two year term and Vice President, Towns, for a one year term

c)

d)

e)

10. CLOSED SESSION – Pursuant to Section 197(2) of the Municipal Government Act and Section 17 of the Freedom of Information and Protection of Privacy Act (FOIP)–Disclosure Harmful to Personal Privacy

11. ADJOURNMENT

12. UPCOMING EVENTS:

- August 6, 2020 – Regular Council Meeting 9:30 a.m.
- August 13, 2020 – EOEP Public Engagement 2:30 p.m.
- August 20, 2020 – Regular Council Meeting 9:30 a.m.
- August 20, 2020 – EOEP Public Engagement 2:30 p.m.
- August 27, 2020 – EOEP Public Engagement 2:30 p.m.
- September 3, 2020 – Regular Council Meeting 9:30 a.m.
- September 3, 2020 – EOEP Public Engagement 2:30 p.m.
- September 17, 2020 – Regular Council Meeting 9:30 a.m.
- September 23-25, 2020 – AUMA Convention Calgary

TOWN OF ONOWAY
REGULAR COUNCIL MEETING MINUTES
THURSDAY, JULY 2, 2020
COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE

	PRESENT	Mayor: Judy Tracy Deputy Mayor: Lynne Tonita (by telephone) Councillor: Lisa Johnson Councillor: Pat St. Hilaire Administration: Wendy Wildman, Chief Administrative Officer Jason Madge, Public Works Manager Debbie Giroux, Recording Secretary
	ABSENT	Councillor: Jeff Mickle
1.	CALL TO ORDER	Mayor Judy Tracy called the meeting to order at 9:30 a.m.
2.	AGENDA Motion #187/20	MOVED by Councillor Lisa Johnson that Council adopt the agenda of the regular Council meeting of Thursday, July 2, 2020 as presented. CARRIED
3.	MINUTES Motion #188/20	MOVED by Councillor Pat St. Hilaire that the minutes of the Thursday, June 18, 2020 regular Council meeting be adopted as presented. CARRIED
4.	APPOINTMENTS/PUBLIC HEARINGS	n/a
5.	FINANCIAL REPORTS	n/a
6.	POLICIES & BYLAWS	n/a
7.	ACTION ITEMS	Deferred to later in the meeting.
8.	COUNCIL, COMMITTEE & STAFF REPORTS	At 9:35 a.m., Jason Madge, Public Works Manager, presented his Public Works Report.
	Motion #189/20	MOVED by Councillor Lisa Johnson that Administration be authorized to purchase a new mower/sweeper and that the \$60,000.00 expenditure be covered by capital grants. CARRIED
	Motion #190/20	MOVED by Councillor Pat St. Hilaire that Administration be authorized to dispose of the existing mower/sweeper by public auction. CARRIED

TOWN OF ONOWAY
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COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE

		Jason Madge left the meeting at 9:50 a.m.
7.	ACTION ITEMS Motion #191/20	MOVED by Councillor Pat St. Hilaire that Council accept the discussion and updates on Covid-19 preparation for information, and that the Town continue to share information with Council and residents as necessary. CARRIED
	Motion #192/20	MOVED by Councillor Lisa Johnson that Council and Administration be authorized to attend the AHS Helicopter EMS Review webinar being held on Thursday, July 16, 2020 at 1:00 p.m. or 7:00 p.m. CARRIED
8.	COUNCIL, COMMITTEE & STAFF REPORTS Motion #193/20	MOVED by Deputy Mayor Lynne Tonita that the verbal Council reports and the written and verbal reports from the Chief Administrative Officer and Public Works Manager be accepted for information as presented. CARRIED
9.	INFORMATION ITEMS Motion #194/20	MOVED by Councillor Lisa Johnson that Council accept the following items for information as presented: a) Canada Summer Jobs Program Approval – June 18, 2020 email from Dane Lloyd, MP, advising of approval for 4 summer jobs for full time students aged 15-30 years of age (for a total of \$16,800.00) b) Alberta Culture Days 2020 Grants – June 18, 2020 email from Shane Getson, MLA's office advising of grant funding streams for hosting events between September 1-30 to celebrate Alberta Culture Days c) Lac Ste. Anne Foundation – Minutes from their March 4 and 30, 2020 Board meetings d) Alberta Municipal Affairs – Undated letter from Gary Sandberg, Assistant Deputy Minister, advising that the Community Peace Officers' (CPO's) special enforcement authority to enforce Public Health Orders ended on June 15, 2020 when the Provincial State of Public Emergency lapsed. CARRIED

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REGULAR COUNCIL MEETING MINUTES
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COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE

10.	<p>CLOSED SESSION Motion #195/20</p> <p>Motion #196/20</p>	<p>MOVED by Councillor Pat St. Hilaire that, pursuant to Section 197(2) of the Municipal Government Act and Section 17 of the Freedom of Information and Protection of Privacy Act (FOIP), Council move into a Closed Session at 10:35 a.m. to discuss the following item:</p> <p style="padding-left: 40px;">1. "Disclosure Harmful to Personal Privacy"</p> <p style="text-align: right;">CARRIED</p> <p>Council recessed from 10:35 a.m. to 10:40 a.m.</p> <p>CLOSED SESSION:</p> <p>The following individuals were present for the Closed Session: Mayor Judy Tracy Deputy Mayor Lynne Tonita Councillor Lisa Johnson Councillor Pat St. Hilaire Chief Administrative Officer Wendy Wildman Recording Secretary Debbie Giroux</p> <p>MOVED by Deputy Mayor Lynne Tonita that Council move out of Closed Session at 11:45 a.m.</p> <p style="text-align: right;">CARRIED</p> <p>Council recessed from 11:45 a.m. to 11:50 a.m. The meeting reconvened at 11:50 a.m.</p>																														
11.	ADJOURNMENT	<p>As all matters on the agenda have been addressed, Mayor Judy Tracy declared the meeting adjourned at 11:50 a.m.</p>																														
12.	UPCOMING EVENTS	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">July 16, 2020</td> <td style="width: 40%;">Regular Council Meeting</td> <td style="width: 30%;">9:30 a.m.</td> </tr> <tr> <td>August 6, 2020</td> <td>Regular Council Meeting</td> <td>9:30 a.m.</td> </tr> <tr> <td>August 13, 2020</td> <td>EOEP – Public Engagement</td> <td>2:30 p.m.</td> </tr> <tr> <td>August 20, 2020</td> <td>Regular Council Meeting</td> <td>9:30 a.m.</td> </tr> <tr> <td>August 20, 2020</td> <td>EOEP Public Engagement</td> <td>2:30 p.m.</td> </tr> <tr> <td>August 27, 2020</td> <td>EOEP Public Engagement</td> <td>2:30 p.m.</td> </tr> <tr> <td>September 3, 2020</td> <td>Regular Council Meeting</td> <td>9:30 a.m.</td> </tr> <tr> <td>September 3, 2020</td> <td>EOEP Public Engagement</td> <td>2:30 p.m.</td> </tr> <tr> <td>September 17, 2020</td> <td>Regular Council Meeting</td> <td>9:30 a.m.</td> </tr> <tr> <td>September 23-25, 2020</td> <td>AUMA Convention</td> <td>Calgary</td> </tr> </table>	July 16, 2020	Regular Council Meeting	9:30 a.m.	August 6, 2020	Regular Council Meeting	9:30 a.m.	August 13, 2020	EOEP – Public Engagement	2:30 p.m.	August 20, 2020	Regular Council Meeting	9:30 a.m.	August 20, 2020	EOEP Public Engagement	2:30 p.m.	August 27, 2020	EOEP Public Engagement	2:30 p.m.	September 3, 2020	Regular Council Meeting	9:30 a.m.	September 3, 2020	EOEP Public Engagement	2:30 p.m.	September 17, 2020	Regular Council Meeting	9:30 a.m.	September 23-25, 2020	AUMA Convention	Calgary
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(3)

TOWN OF ONOWAY
REGULAR COUNCIL MEETING MINUTES
THURSDAY, JULY 2, 2020
COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE

Mayor Judy Tracy

Debbie Giroux
Recording Secretary

DRAFT



AS OF JUNE 30, 2020

Description	2020 Actual	2020 Budget
TOTAL TAXATION REVENUE	(1,585,212.81)	(1,585,879.21)
TOTAL REQUISITIONS	101,257.22	343,102.21
TAX REVENUE AVAILABLE FOR MUNI	(1,483,955.59)	(1,242,777.00)
TOTAL GENERAL REVENUE	(59,661.69)	(104,700.00)
TOTAL LEGISLATIVE EXPENSE	53,611.71	118,931.00
SURPLUS/DEFICIT LEGISLATIVE	53,611.71	118,931.00
TOTAL ADMIN REVENUE	(50,181.60)	(189,059.00)
TOTAL ADMIN EXPENSE	428,360.17	715,040.00
SURPLUS/DEFICIT ADMIN	378,178.57	525,981.00
TOTAL FIRE REVENUE	(158,275.96)	(344,887.00)
TOTAL FIRE EXPENSE	208,013.20	370,119.00
FIRE SURPLUS/DEFICIT	49,737.24	25,232.00
TOTAL DISASTER SERVICES REV.	0.00	0.00
TOTAL DISASTER SERVICES EXPENS	18,002.85	28,600.00
DISASTER SURPLUS/DEFICIT	18,002.85	28,600.00
TOTAL AMBULANCE REVENUE	(2,400.00)	(2,400.00)
TOTAL AMBULANCE EXPENSE	0.00	0.00
SURPLUS/DEFICIT AMBULANCE	(2,400.00)	(2,400.00)
TOTAL BYLAW REVENUE	(100.00)	(2,500.00)
TOTAL BYLAW EXPENSE	0.00	1,000.00
BYLAW SURPLUS/DEFICIT	(100.00)	(1,500.00)
TOTAL POLICING REVENUE	(83,488.00)	(176,000.00)
TOTAL POLICIING EXPENSE	101,650.00	211,450.00
POLICING SURPLUS/DEFICIT	18,162.00	35,450.00
TOTAL PW REVENUE	0.00	0.00
TOTAL PW EXPENSE	92,631.49	189,599.00
PW SURPLUS/DEFICIT	92,631.49	189,599.00
TOTAL ROADS REVENUE	(14,682.42)	(115,776.00)
TOTAL ROAD EXPENSE	140,748.31	434,351.00

ROADS SURPLUS/DEFICIT	126,065.89	318,575.00
TOTAL STORM SEWER REVENUE	0.00	0.00
TOTAL STORM SEWER EXPENSE	2,617.50	0.00
STORM SEWER SURPLUS/DEFICIT	2,617.50	0.00
TOTAL WATER REVENUE	(276,121.38)	(566,500.00)
TOTAL WATER EXPENSE	213,532.93	517,803.00
WATER SURPLUS/DEFICIT	(62,588.45)	(48,697.00)
TOTAL SEWER REVENUE	(123,710.63)	(219,966.00)
TOTAL SEWER EXPENSE	97,202.44	197,002.00
SEWER SURPLUS/DEFICIT	(26,508.19)	(22,964.00)
TOTAL WASTE COLLECTION REV	(57,714.35)	(129,500.00)
TOTAL WASTE COLLECT EXP	45,775.51	113,124.00
WASTE COLLECT SURPLUS/DEF	(11,938.84)	(16,376.00)
TOTAL FCSS REVENUE	(98,544.00)	(114,312.00)
TOTAL FCSS EXPENSE	52,842.92	103,798.00
FCSS SURPLUS/DEFICIT	(45,701.08)	(10,514.00)
TOTAL PLAN REVENUE	(1,442.37)	(3,500.00)
TOTAL PLANNING EXPENSE	6,387.62	18,500.00
PLANNING SURPLUS/DEFICIT	4,945.25	15,000.00
TOTAL LAND REVENUE	0.00	0.00
TOTAL LAND EXPENSE	16,272.00	20,000.00
LAND SURPLUS/DEFICIT	16,272.00	20,000.00
TOTAL EDC REVENUE	(2,550.00)	(102,500.00)
TOTAL EDC EXPENSE	66,712.83	100,821.00
EDC SURPLUS/DEFICIT	64,162.83	(1,679.00)
TOTAL REC PROGRAM REVENUE	0.00	0.00
TOTAL REC PROGRAM EXPENSE	0.00	12,212.00
REC PROGRAM SURPLUS/DEFICIT	0.00	12,212.00
TOTAL PARKS REVENUE	(383.60)	(5,000.00)
TOTAL PARKS EXPENSE	61,758.81	135,676.00
PARKS SURPLUS/DEFICIT	61,375.21	130,676.00
TOTAL CULTURE EXPENSE	13,338.99	18,925.00
CULTURE SURPLUS/DEFICIT	13,338.99	18,925.00
TOTAL MISC EXPENSE	3,271.75	12,426.00
MISC SURPLUS/DEFICIT	3,271.75	12,426.00
TOTAL SURPLUS/DEFICIT	(790,480.56)	0.00

6

debbie@onoway.ca

From: cao@onoway.ca
Sent: June 12, 2020 8:59 AM
To: debbie@onoway.ca
Subject: FW: From the Office of Dane Lloyd, M.P.

Let put on our next agenda, I have suggested maybe this should go to the partnership group too.

You may have to print more background info on it

Wendy Wildman

CAO

Town of Onoway

Box 540

Onoway, AB. T0E 1V0

780-967-5338 Fax: 780-967-3226

cao@onoway.ca

NOTE EMAIL CONTACT INFORMATION HAS CHANGED TO: cao@onoway.ca

This email is intended only for the use of the party to which it is addressed and for the intended purpose. This email contains information that is privileged, confidential, and/or protected by law and is to be held in the strictest confidence. If you are not the intended recipient you are hereby notified that any dissemination, copying, or distribution of this email or its contents is strictly prohibited. If you have received this message in error, please notify us immediately by replying to the message and deleting it from your computer.

From: Judy Tracy <jtracy@onoway.ca>
Sent: June 10, 2020 7:38 PM
To: cao@onoway.ca
Subject: Fwd: From the Office of Dane Lloyd, M.P.

Sent from my iPad

Begin forwarded message:

From: <Dane.Lloyd.C1@parl.gc.ca>
Date: June 10, 2020 at 3:21:39 PM MDT
To: <jtracy@onoway.ca>
Subject: From the Office of Dane Lloyd, M.P.

Dear Mayor Tracy,

On behalf of Mr. Dane Lloyd, M.P., please see the following information regarding the Federal Universal Broadband Fund. The UBF will provide \$1B over 10 years to support broadband projects across Canada. It is being designed to meet the needs of rural and remote communities, and is expected to be launched this spring. Currently, this program is still in development, and Innovation, Science and Economic Development (ISED) is looking for input from Canadians, Internet Service Providers and other existing organizations about existing services and needs.

- Universal Broadband Fund: https://www.ic.gc.ca/eic/site/139.nsf/eng/h_00006.html

(7)

To get involved:

- Verify coverage on the [National Broadband Map](#)
- Review the [stakeholder engagement presentation](#) and provide ISED with your views

If the Town of Onoway is considering applying for a project under the UBF, before the process is launch, the Town can submit proposed UBF project areas using this [feedback form](#). ISED will get back to you about existing services in the area to help refine the proposal.

Also please see the following regarding a list of all projects available through ISED related to broadband and internet connectivity: <https://www.ic.gc.ca/eic/site/139.nsf/eng/home>.

Mr. Lloyd hopes this information is helpful to you.

Best regards,

Luke Inberg

Constituency Affairs
Office of Dane Lloyd, M.P.
Sturgeon River-Parkland
4807-44 Avenue, Suite 102
Stony Plain, AB T7X 1V5
Phone: 780-823-2050
Email: dane.lloyd.c1@parl.gc.ca



8



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Universal Broadband Fund

From: [Innovation, Science and Economic Development Canada](#)



Building the New Program Together

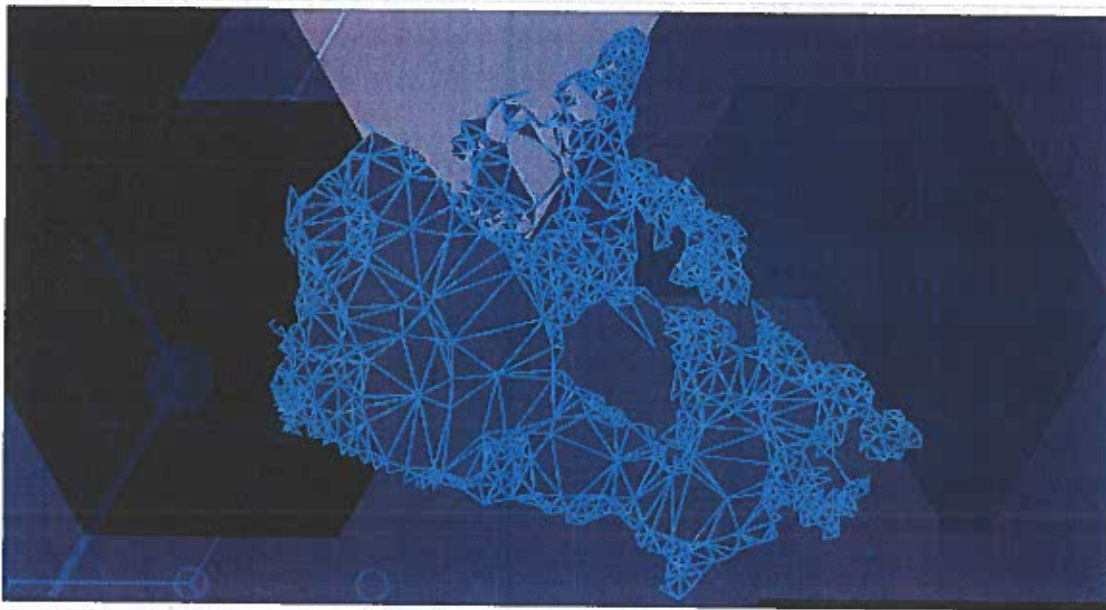
We are developing the new Universal Broadband Fund, and we need your input. We want to hear from Canadians, Internet Service Providers and other organizations about existing services and what you need from us.

To help every Canadian access high-speed Internet at minimum speeds of 50/10 Mbps, the Government of Canada announced a new, coordinated plan: *High Speed Access for All: Canada's Connectivity Strategy*. Through this plan, we are delivering up to \$6 billion in investments in rural broadband over the next 10 years. A key tool will be the new Universal Broadband Fund, which will support broadband projects across the country.

The Universal Broadband Fund will be designed to meet the unique needs of rural and remote communities. This is consistent with the Government's roadmap for supporting strong and resilient rural communities: *Rural Opportunities, National Prosperity: An Economic Development Strategy for Rural Canada*. The Government is committed to strengthening rural perspectives in the design of federal policies and programs – and so we want to hear from you.



Start Speed Test



National Broadband Internet Service Availability Map

How Canadians can help

- To get the clearest picture possible of the Internet speeds available in your community, perform an Internet speed test with Canadian Internet Registration Authority (CIRA).

- We welcome your feedback about Internet service availability. Use our interactive [National Broadband Map](#) to see coverage, projects under way and providers available to you.
- Do you have questions or feedback about the UBF? [Contact us](#)

How Internet service providers, municipalities, Indigenous organizations, communities, and other potential applicants can get involved

- Verify the coverage information on our [National Broadband Map](#).
- Review our [stakeholder engagement presentation](#) and provide us with your views.

Is your organization considering applying for a project under the Universal Broadband Fund? Before the process is launched, submit your proposed Universal Broadband Fund project area(s) using our [feedback form](#) and we will get back to you about existing services in the area to help you refine your final proposal.

Frequently asked questions

- ▶ How is the Government of Canada delivering on its goal of universal broadband access?
- ▶ What more can you tell us about Low Earth Orbit (LEO) satellites?
- ▶ When will the government launch the Universal Broadband Fund?
- ▶ Why is the Government providing funding to bring high-speed Internet for Canadians in rural and remote communities?
- ▶ How will the Rural Economic Development Strategy make a difference in the lives of rural Canadians?

Contact us

Do you have more questions? [Contact us](#).

Date modified:

2020-02-05



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of Canada

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du Canada

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Broadband network feedback from internet service providers (ISPs)

From: [Innovation, Science and Economic Development Canada](#)

Innovation Science and Economic Development Canada (ISED), in support of the ongoing delivery of programs to support the enhancement of broadband Internet services in Canada, receives information on Internet coverage from the Canadian Radio-Television and Telecommunications Commission (CRTC), directly from Internet Service Providers (ISPs), from public sources, Canadians, and provincial and territorial governments.

The resulting information forms the National Broadband Data, comprehensive data and maps that describe Internet service availability across Canada. For more information about the National Broadband Data, please [visit the online maps](#) and associated information page.

ISED regularly seeks feedback on its Internet availability information to ensure that this information is current and complete for high-capacity backbone networks as well as last-mile access networks. If you have information regarding current connectivity that is not reflected in the maps, feedback can be provided to enable ISED to update the maps.

Feedback on data aggregation and areas of interest

ISED has presented the National Broadband Data and National Broadband Maps in formats which respect confidentiality considerations. The most common format presents the detailed data in an aggregated format using a grid of hexagons. The level of service availability within each of these hexagons has been calculated as a percentage for a given download speed. We recognize that alternative aggregations of the data may assist stakeholders to better understand the data and remaining service gaps.

As we design the new Universal Broadband Fund, we would like to provide potential applicants with as much information as possible regarding the remaining gaps of service. ISED will be preparing alternative aggregations of the National Broadband Data based on stakeholder feedback and engagement.

Stakeholders are invited to request alternative aggregations and also specific assessment of potential project areas. ISED, subject to confidentiality considerations and resourcing, will perform an evaluation of the proposed area(s) and provide a summary report, including a measure of the percentage of households remaining without available service at 50/10 Mbps and a listing of current facilities-based ISPs offering services (at all speeds) in the area.

There is an initial limit of one submission per organization pending evaluation of demand. Submissions should outline study/aggregation areas that cover a minimum of 25 square kilometres to allow for sufficient aggregation. Submissions must be presented by email to ic.broadband-largebande.ic@canada.ca with file attachments in the preferred formats as outlined below. Please contact us if further guidance or clarification is necessary.

Please note that this does not constitute an application and no funding decisions will be associated with this information. This is a service intended to help potential applicants prepare future projects.

Feedback on your last-mile network

A form has been developed to submit your feedback and a sample of file formats identified that can be submitted are provided. Any coverage data submitted will be included in future updates to the maps and will be used to guide and assist in the delivery of Innovation, Science and Economic Development Canada Programs.

Disclosure: Please note that information collected will be used to improve ISED's public Internet availability map.

1. Use the form to capture as much information as possible and attach your data files. An explanation of information required in the submission form is provided.
2. If you use MapInfo Professional, please provide us with your files indicating your organization's correct high-speed Internet coverage information. For planned coverage, use the form provided.
3. You may send us other map format files that are compatible with MapInfo Professional, such as KML, ESRI or ArcGIS. For planned coverage, use the form provided.

Feedback on your backbone network

ISED has prepared a downloadable package of materials (ZIP file, 1,309 KB) that can be used to provide feedback on backbone network routes and points of presence. This includes a feedback guide, form as well as two templates.

The package allows for the submission of feedback regarding fibre routes or microwave links, as well as information on high-capacity points of presence where it is possible to interconnect to the backbone. Directions for submitting feedback are included in the package.

Information on high-capacity backbone networks will be kept confidential to ISED unless otherwise authorized in the feedback form.

Please submit the form and any data files to ic.broadband-largebande.ic@canada.ca.

If you need assistance compiling your mapping data or want to verify what information ISED has, please contact us.

Information on decompressing a ZIP File

Formats for coverage area information

ISED accepts Internet coverage information in all forms; however, certain formats provide more accurate and representative coverage and are preferred.

All requests for alternative aggregation or study areas are limited to the preferred format.

Preferred format:

- Geographic Information System (GIS) mapped coverage shapes in MapInfo, KML (or similar) file format. See MapInfo and KML sample coverage (ZIP file, 1,422 KB). ISPs may also use these files as templates. Note that all coverage shapes will be evaluated against the pseudo-household demographic distribution.

Alternative formats:

- Equipment location and description (such as tower location, antenna height, equipment type and frequency, DSLAM location or CMTS cable head-end. Preferred units are decimal degrees, metres and MHz). MapInfo, KML (or similar) file format preferred.
- Static map image indicating coverage (image file-types accepted, such as PNG, JPEG, PDF).
- Textual listing of served locations (such as community names, streets, postal codes).

For each ISP coverage submission, please also provide the residential download speeds (Mbps) that are available.

Date modified:

2019-08-08

debbie@onoway.ca

From: cao@onoway.ca
Sent: July 4, 2020 11:37 AM
To: 'Judy Tracy'; ltonita@onoway.ca; ljohnson@onoway.ca; jmickle@onoway.ca; psthilaire@onoway.ca; 'Jason Madge'; debbie@onoway.ca
Subject: FW: Phase A waste water line

Hi everyone – please mark your calendars for **Tuesday, August 11 at 7:00 p.m. Onoway Heritage Centre!**

Deb let's add to our next agenda for attendance authorization.

W

Wendy Wildman
CAO
Town of Onoway
Box 540
Onoway, AB. T0E 1V0
780-967-5338 Fax: 780-967-3226

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From: Garth Ward <garthward51@icloud.com>
Sent: July 3, 2020 7:39 PM
To: cao@onoway.ca
Cc: Jason Madge <jason@onoway.ca>; Joe Blakeman <JBlakeman@lsac.ca>; Joe Duplessie <jduplessie@lsac.ca>; Mike Yakemchuk <myalta@shaw.ca>; Glen Usselman <glen@ifservices.ca>; Gordon Drybrough <drybrough1994@gmail.com>; Trinity Hindes <THindes@lsac.ca>; Graeme Horne <Jackster23@icloud.com>
Subject: Re: Phase A waste water line

Ok with all the issues getting everyone, and the info required we will reschedule to Tuesday Aug 11 @ 7.00 pm @ Onoway Heritage bldg. This needs to include Sandy lake, Sunrise beach, Town of Onoway, Lac St Anne County, Darwell Lagoon commission. Trinity can you please rebook a space for that date please and thank you.

Garth
VP Darwell Lagoon Commission

Sent from my iPhone

On Jul 3, 2020, at 3:53 PM,

wrote:

(17)

From: Michelle Jones <mjones@albertacf.com>
Sent: July 9, 2020 11:25 AM
Subject: Community Futures Yellowhead East Request for Partnership Support for Labour Market Partnership Grant
Attachments: CFYE LMP request for partnership letter .pdf; LMP COVID Grant (4)MJ version revised.docx; LMP Budget.xlsx; Ballad - Team Bios, Profile, Project Outline.pdf; Mental Health Grant.docx; ROF COVID Grant.docx
Importance: High

Good morning, i am reaching out to each of you this morning to inform you of a Labour Market Partnership Grant that CFYE is currently applying for in hopes that you will consider reviewing the project and partnering with us.

We are requesting a minimal financial and In-Kind commitment from each of our stakeholder municipalities, chambers and business support organizations, in hopes of providing all of us with some vital Labour Market and Workforce Information and analysis from the businesses within our region, that have been affected by COVID-19.

I am attaching a copy of the grant proposal for your review, along with a letter of request outlining the commitment request, and the projected budget.

Unfortunately we are under a bit of time crunch with this proposal, as we need to have it submitted before the 20th of July, at least in the proposal stage. I am hoping you can discuss this with your council and get back to us with a response as to your commitment and partnership of the project.

I am also going to include two other grants that we are in the process of applying for so that your municipality, council and economic planning departments are aware of what projects we are also hoping to partner on in the near future. All projects that we feel each of our communities could be faced with. We hope that each of these grant projects can help our community businesses by providing supports and resources that can be utilized either free or at very low cost, in our effort to sustain our current labour market, and small businesses.

Please feel free to reach out to me directly if you have any comments, questions, concerns or would like to discuss these in further detail.

Thanks you in advance for your consideration of partnering with Community Futures in supporting our local small businesses.

Michelle Jones,
General Manager, Community Futures Yellowhead East
Box 2185, Whitecourt, AB T7S 1P8

18

p: 780-706-3500, c: 780-778-0977
mjones@albertacf.com

PLEASE NOTE NEW EMAIL ADDRESS

(19)

July 6, 2020

Re: Community Futures Yellowhead East – LMP Grant Partnership Request

Dear Community Stakeholder and Business Partner.

We are writing to inform you of an upcoming Community Futures Yellowhead East and Lesser Slave Lake project, and to request your partnership with Community Futures Yellowhead East, in its efforts to assist the communities within our region as we apply for a Labor Market Partnership Grant, in response to the COVID 19 pandemic and the unprecedented economic impacts being felt by our small business employers and their employees.

The study will be to complete a COVID-19 impact assessment on the CFYE & CFLSL Business Regions.

Details of the project would include:

- The project will fund a contractor to provide a complete and accurate analysis on the impacts of COVID-19 to the workforce and labor markets of SME's in the CFYE region, including employer and employee needs and challenges, and to work with the CFYE Recovery Team and community stakeholders in an effort to facilitate business and labor force retention strategies.
- Deep exploration into the impacts of COVID-19, changes to business and labor force trends and make recommendations for business and labor force retention strategies moving forward.

The Partnership support would include:

- Financial Assistance of \$500 hundred dollars from each partner and In-Kind Support in the amount of \$250 dollars (which will include marketing and promotion of the project).
- Partnered jointly by; Community Futures Yellowhead East, Community Futures Lesser Slave Lake Region, Local Municipalities from each region; along with the Chamber of Commerce of each municipality, the Business Support Network, and GROWTH Alberta; with support through the Labor Market Partnership Program.

Partnership & Project Benefits will include:

- Consultant Reports provided to the Economic Recovery Team Partners, through Community Futures Yellowhead East;
- Implement a COVID-19 Economic Impact Assessment on the CFYE region, including communicating with and aligning project with employers, employees, small business owners, training providers, and various organizations in the CFYE Region;
- Identify immediate labor force needs and challenges and make recommendations on strategies needed to support the findings;

- Identify long-term challenges, anticipated labor force trends due to COVID-19, and strategies to support employees and employers in the longer term and;
- Capitalize on the findings making recommendations to determine the best approach to assist with the implementation of business and labor force retention strategies moving forward.

Final data gathered, reported outcomes, and recommended strategies will be available to each of the partners in the project as we work together in our coordinated efforts in creating strategic succession plans that will help with workforce attraction, retention, training and planning, in our recovery efforts from COVID-19.

Attached is a draft budget for your review and for consideration. Please feel free to reach out directly if you have any questions, comments, or concerns with this request for partnership.

We look forward to your anticipated support and would request a response by Friday July 17th, in order for us to complete and finalize the grant application and budget.

Sincerely,
Michelle Jones, Executive Director
Community Futures Yellowhead East
mjones@albertacf.com
780-706-3500

(21)

Total Cost of the Project:

Projected Budget	
Project Expenses	
Contractors Fee (COVID-19 Impact Analysis)	\$ 119,880.00
Project Administrative Support Costs	\$ 13,500.00
Tasks include:	
- Planning and scheduling	
- Coordination of courses and virtual meetings	
- Marketing and promotions	
- Creation of graphic design of the project to inform community, employers and employees	
- Bank fees, bookkeeping, financial management	
- Administrative supports and meeting space	
- Information packages, and reporting	
- Agenda packages, reporting to respective boards, organizations and Council	
- Social media and website updates	
TOTAL PROJECTED PROJECT EXPENSES	\$ 133,380.00

FINANCIAL REVENUE CONTRIBUTION	
Community Futures Yellowhead East	\$ 4,000.00
Community Fututres Lesser Slave Lake	\$ 4,000.00
Business Support Network	\$ 2,000.00
Town of Whitecourt	\$ 500.00
Town of Fox Creek	\$ 500.00
Town of Barrhead	\$ 500.00
Town of Onoway	\$ 500.00
Woodlands County	\$ 500.00
Town of Mayerthorpe	\$ 500.00
Lac Ste. Anne County	\$ 500.00
County of Barrhead	\$ 500.00
Town of Assinneau	\$ 500.00
Town of High Prairie	\$ 500.00
Town of Slave Lake	\$ 500.00
Town of Wabasca	\$ 500.00
GROWTH Alberta	\$ 500.00
Fox Creek Chamber of Commerce	\$ 500.00
Barrhead Chamber of Commerce	\$ 500.00
Swan Hills Chamber of Commerce	\$ 500.00
Onoway Chamber of Commerce	\$ 500.00
Whitecourt & District Chamber of Commerce	\$ 500.00

Slave Lake & District Chamber of Commerce	\$ 500.00
TOTAL PROJECTED FINANCIAL CONTRIBUTIONS	\$ 19,500.00

IN-KIND CONTRIBUTION	
Community Futures Yellowhead East Administrative Support	\$ 2,000.00
Community Futures Lesser Slave Lake Administrative Support	\$ 2,000.00
Business Support Network Administrative Support	\$ 1,000.00
Town of Whitecourt	\$ 250.00
Town of Fox Creek	\$ 250.00
Town of Barrhead	\$ 250.00
Town of Onoway	\$ 250.00
Woodlands County	\$ 250.00
Town of Mayerthorpe	\$ 250.00
Lac Ste. Anne County	\$ 250.00
County of Barrhead	\$ 250.00
Town of Assinneau	\$ 250.00
Town of High Prairie	\$ 250.00
Town of Slave Lake	\$ 250.00
Town of Wabasca	\$ 250.00
Fox Creek Chamber of Commerce	\$ 250.00
Barrhead Chamber of Commerce	\$ 250.00
Swan Hills Chamber of Commerce	\$ 250.00
Onoway Chamber of Commerce	\$ 250.00
Whitecourt & District Chamber of Commerce	\$ 250.00
Slave Lake & District Chamber of Commerce	\$ 250.00
TOTAL PROJECTED IN-KIND CONTRIBUTIONS	\$ 9,500.00

PROJECTED BUDGET OVERVIEW	
TOTAL PROJECTED COST (EXPENSES)	\$ 133,380.00
TOTAL PROJECTED FINANCIAL CONTRIBUTIONS	\$ 19,500.00
IN-KIND PROJECTED CONTRIBUTIONS	\$ 9,500.00
LABOUR MARKET PARTNERSHIP GRANT FUNDING	\$ 104,380.00

COVID-19 Impacts on Workforce Supply and Demand:

Collaborating on Business and Workforce Retention Strategies.

Community Futures Yellowhead East and Community Futures Lesser Slave Lake Region

Community Futures Yellowhead East (CFYE) and Community Futures Lesser Slave Lake (CFLSL) Regions are located between the urban centres of Edmonton and Grande Prairie and host joint populations of over 68,000 people, including 10 First Nation communities and 3 Metis settlements. Community Futures is defined by the broad vision to help communities thrive economically, by supporting an entrepreneurial culture and are deeply invested in supporting workforce development. The Community Futures offices are community driven, non-profit organizations staffed by business professionals and guided by a volunteer Board of Directors, providing a wide range of small business services and business management tools for people wanting to start, expand, franchise or sell a business. The offices each run numerous specialized business programs, organize business events and actively work with community and business leaders to foster rural economic growth. Funded in Western Canada by Western Economic Diversification Canada, Community Futures has been supporting small business and rural economic and workforce diversification since 1986. There are 27 Community Futures offices in rural communities throughout Alberta, and a total of 269 across the country.

The joint Community Futures regions host natural resources and are supported by the oil and gas industry, forestry, agriculture, tourism, government, health care and education, plus it is a retail and industrial service center. The region is currently experiencing labour force impacts and challenges due to the economic impacts of the COVID-19 pandemic. There are many layoffs being experienced, wide spread of business closures, the retail sectors are struggling to find workers to meet the current demand, and the critical social distancing measures have impacted employee and consumer behaviors. Prior to the COVID-19 pandemic, a Business Visitation Survey interview was conducted with a total of 85 businesses. This survey provided information about the local business environment during Fall 2019 and will provide a reference point for changes that have occurred since, due to the pandemic.

An Economic Supports and Recovery Task Team has been established as a response to the COVID-19 pandemic and the unprecedented workforce development impacts being felt by employers and employees, they been able to leverage resources to support workforce resilience through a coordinated response and support the business community and its employees. Information has been compiled on the various town websites for easy access to support and resource links, and the Task Team has been reaching out to employers for information on immediate workforce needs, resources required for development of the workforce, and to assist them in navigating through the crisis. This proposal is a key implementation project, resulting from the decline in the regions labour force due to the pandemic. The impacts of COVID-19 have changed how business and industry hire staff, address labour force challenges and how they can do business moving forward. By identifying the quantitative and qualitative data from employers, employees, training providers, post-secondary institutions, and various organizations in the region, it will determine which approach is needed to assure business and labour force retention strategies and business retention strategies are aligned with the findings.

Details of the project would include:

- Consulting services to complete a COVID-19 impact assessment on the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region. This project would fund a contractor who will provide a complete and accurate analysis on the impacts of COVID-19 to the workforce in the Community Futures Yellowhead East region, including employer and employee needs and challenges, and work with the Task Team to facilitate workforce development and labour force retention strategies;
- The contractor will explore deeper into the impacts of COVID-19, changes to business and labour force trends and make recommendations for business and labour force retention strategies moving forward;
- Consulting services to complete a COVID-19 impact assessment on the Community Futures Yellowhead East and Community Futures Lesser Slave Lake regional businesses. This project would fund a contractor who will provide a complete and accurate analysis on individual businesses and their viability post COVID-19. The task force would then work with the results of the assessment to ensure the success of the business; and
- Community Futures Yellowhead East, Community Futures Lesser Slave Lake, Alberta Labour and Immigration, and the communities found within the region jointly fund the proposed project with support through the Labour Market Partnership Program.

The contractor's tasks would include:

- a. Report to the Executive Directors of both Community Futures Yellowhead East and Lesser Slave Lake;
- b. Implement a COVID-19 Economic Impact Assessment on the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region including communicating with and aligning project with employers, employees, training providers, post-secondary institutions, and various organizations in the region;
- c. Identify immediate labour force needs and challenges and make recommendations on strategies needed to support the findings;
- d. Identify long-term challenges, anticipated labour force trends due to COVID-19, and strategies to support employees and employers in the long term;
- e. Capitalize on the findings make recommendations to determine the best approach to assist with implementation of business and labour force retention strategies moving forward;
- f. Identify business viability post COVID-19 and make recommendations on strategies needed to support the findings.

Evidence of Need:

COVID-19 has made an impact on the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region employers, employees, and the community overall. With the recent outreach conducted on 120 Whitecourt employers it was noted that COVID-19 pandemic has impacted 92% of the businesses surveyed which 39% experiencing layoffs, which is undetermined at this time if those would

be temporary. In order to proactively plan for the best response based on the needs of the business community and its employees, it is important to gather high-level data on impact of COVID-19 pandemic for Community Futures Yellowhead East and Community Futures Lesser Slave Lake region independently from provincial or regionally data collection. The Economic Developers Alberta had conducted a COVID-19 survey, which indicated that 60% of employers were unable to adapt to service customers with the current business plan model without physically being open and 45% did not have an employee assistance plan. The partial data collected is clear that COVID-19 business and labour force retention strategies need to be implemented in order to support the business community and its employees however a high level and in depth analysis including recommendation is required in order to plan moving forward.

Meeting the Labour Market Partnership Program Requirements

This project meets the LMP requirements as follows:

1. Contributing partners, including the Ministry of Labour, Community Futures Lesser Slave Lake, Community Futures Yellowhead East, and various communities within the regions, and the project fits program requirements;
2. The project will identify the needs from the underemployed in the region through targeting groups affected by COVID-19;
3. The goal of the project is identify the COVID-19 impacts on the labour force in order and make recommendations that can be implemented with a coordinated response by the partners that will assist in achieving greater balance in the response to COVID-19 and the supply and demand for labour;
4. The project will identify strategies, programs, and solutions based on the assessment that will have a positive influence on business and labour force resiliency;
5. The project will be completed over 6 months with continued assessment on the COVID-19 impacts that will be sustainable into the future without provincial government funding;
6. The project will not provide direct service to clients, will not provide training, or create a funding dependency;
7. The project will identify business risks and liabilities;
8. The project will identify strategies, programs and solutions based on the individual business assessments that will have a positive influence on workforce development to increase business viability.

Scope of the Project Proposed Outcomes

The expected project outcomes will include:

1. A database of employers, their workforce needs, COVID-19 impacts and anticipated labour force gaps due to the pandemic.

2. A COVID-19 support model for business and labour force retention that community leaders, economic development professionals, planners, high schools, post-secondary institutions and private sector employers can respond to that will support business and labour force resiliency.

3. Short, medium, and long-term recommendations that incorporate the impacts of COVID-19 and the changes to how business and industry hire staff, address labour force challenges and the influence that COVID-19 has and will continue to have on future business and labour force trends, training needs, and labour force demands.

Measurement of anticipated outcomes related to the COVID-19 Impact Assessment:

1. Workforce attraction, retention, training, and succession strategic plans and/or programs implemented by the contributing partners to address the COVID-19 impacts;
2. Report will focus on industry sector related recovery plans and recommendations toward planning workshops and programs to assist businesses based on the findings;
3. Increase in workforce job placement through follow-up with employers;
4. Extensive employer and employee outreach program to identify ongoing labour needs and impacts on the workforce due to COVID-19;
5. Successful policies and programs implemented by employers to increase labour force sustainability and resiliency which can be tracked through the Business Visitation Program, surveying, contractor outreach, site visits, and results will be include in the final report.

Marketing:

The project will be promoted to the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region to capture an in depth understanding of the COVID-19 labour force impacts through a variety of means such as news releases, social media posts, hard copy and electronic newsletters, site visits with industry groups, business support organizations, education / training providers, etc. and on partner community websites. The project will yield a model that can possibly be rolled out to other rural areas in Alberta that face similar workforce challenges due to COVID-19.

Contractor:

The Labour Market Partnership Grant will be applied to contractor fees. In order to determine the cost of the project and to be able to quickly respond to the pandemic a contractor has been chosen to assist with this project and if successful, this initiative will launch immediately.

The contractor being utilized has:

- Respectable ties with employers and employees in the community;
- Similar project experience from previous successful initiatives that were completed;
- The skill set which will be critical in the success of the project and to be able to manage a variety of aspects for the project; and

- High-caliber research abilities supported by qualitative and quantitative data analysis.

The Ballad Group team is comprised of project managers, engagement specialists, data and research analysts, and subject matter experts that brings together diverse thinkers, doers, and leaders that are united around a shared value for impact including:

- Stakeholder Engagement:

- Including stakeholder mapping; engagement plans; research, analysis and engagement reporting; community facilitation including workshops, focus groups, interviews, surveys, and open houses.

- Business and Labour Force Strategic Planning:

- Feasibility studies; strategic plans; business and labour force development plans; organizational development; demand assessments; labour market studies and assessments, economic development planning; capacity building; and long- and short-term planning recommendations.

COVID-19 Impacts on Workforce Supply and Demand: Collaborating on Business and Workforce Retention Strategies Proposal

Community Futures – Yellowhead East & Lesser Slave Lake
July 6, 2020



Attention to:
JODY COLLIN
Economic Recovery Assistant
780-706-3500
jcollin@albertacf.com

Prepared by:
BALLAD GROUP
354, 10113-104 Street,
Edmonton, AB T5J 1A1
1-855-295-7180
www.balladgroup.ca

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1 Proponent Profile

Company Background

Ballad Group is comprised of professionals with more than seventy years of combined economic development, research, strategic planning, public sector, and project management experience. Ballad provides business consulting and advisory services for a variety of public and private organizations with a focus on rural municipalities and Indigenous Communities.

Originally based in the Town of Whitecourt, since 2014 Ballad has expanded to additional offices in Edmonton, Calgary, and Grande Prairie. The team works actively throughout Alberta providing services in strategic planning, stakeholder engagement and community event facilitation, as well as in business, community, and economic development. Ballad also has experience with strategic planning in the private sector and provides our clients with comfort in the knowledge that their vision is understood while identifying clear pathways to success. Ballad works hard to ensure that the client is informed and that their needs are met at all steps of the strategic process.

In addition to these consulting services, Ballad provides integrated training solutions on behalf of the Ministries of Labour & Immigration and Community & Social Services. As a result the firm is uniquely positioned to not only provide consulting advice, but also implement programs on the ground in Alberta's communities. Our active program delivery arm keeps us connected to employment trends, employers, other training providers including post-secondary institutions, and to the workforce generally.

With our dual focus, we see the work that we do as both planners and implementers as critical to support communities in responding to some of the challenges we will collectively be facing in the coming months.

We are committed to being part of the communities in which we operate. Six years after our humble beginnings in Whitecourt's Midtown Mall, we are deeply rooted in the region with one third of our employees working and living in the area. We are proud of the impact our firm continues to have on the region.

Capabilities and Areas of Specialization

Ballad's exceptional team brings together diverse thinkers, doers, and leaders that are united around a shared value for impact. Our consulting service professionals are involved in:

- Community Development and Planning
 - Including housing needs and demands assessments; labour market studies, economic development planning; education planning; tourism planning, community energy plans; and health and wellness planning.
- Business and Strategic Planning
 - Including feasibility studies; strategic plans; business plans; organizational development; and program evaluations.
- Stakeholder Engagement
 - Including stakeholder mapping; engagement plans; research, analysis and engagement reporting; community facilitation including workshops, focus groups, interviews, surveys, and open houses;

negotiations and partnership agreements; communication materials; and digital engagement strategies.

- Workforce Training
 - In specific areas such as entrepreneurship, insurance, supply chain management, information technology, construction, carpentry, safety, French language acquisition, hospitality, as well as more broadly in career planning and coaching to overcome career obstacles in an ever-changing labour market.

Our community and stakeholder engagement work adheres to IAP2 facilitation guidelines and we follow Project Management Institute (PMI) principles. We produce high-caliber research supported by qualitative and quantitative data analysis.

Project Understanding

Ballad understands that the scope of services provided will include a complete and accurate analysis on the impacts of COVID-19 on the workforce in the Community Futures Yellowhead East and Lesser Slave Lake service areas, including employer and employee needs and challenges, and will work with the Community Futures Task Team to recommend workforce development and labour force retention strategies for both service areas. Ballad will explore changes to business and labour force trends, making recommendations for retention strategies moving forward. This will include a complete and accurate analysis on individual businesses and their viability post COVID-19.

To accomplish this Ballad will employ a range of tactics and platforms to engage with employers, employees, municipalities, training providers, post-secondary institutions and various organizations in the Community Futures Yellowhead East and Lesser Slave Lake service regions to inform our strategic implementation recommendations.

Ballad understands the complete list of project tasks will be completed on a six-month timeline (detailed timeline information is provided in Section 3 in this document) and are as follows:

1. Report to the Executive Directors of both Community Futures Yellowhead East and Lesser Slave Lake;
2. Implement a COVID-19 Economic Impact Assessment on the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region including communicating with and aligning project with employers, employees, training providers, post-secondary institutions, and various organizations in the Whitecourt region;
3. Identify immediate labour force needs and challenges and make recommendations on strategies needed to support the findings;
4. Identify long-term challenges, anticipated labour force trends due to COVID-19, and strategies to support employees and employers in the long term;
5. Capitalize on the findings making recommendations to determine the best approach to assist with implementation of business and labour force retention strategies moving forward;
6. Identify business viability post COVID-19 and make recommendations on strategies needed to support the findings.

Our engagement philosophy is most aligned with the IAP2 public engagement principles and engagement spectrum (Appendix B). We will select an appropriate engagement level for each stakeholder and corresponding tools and techniques. Our approach to engagement relies on qualitative data collection through methods such as semi-structured interviews, storytelling, photo-sharing, focus groups, community conversations, and dialogues. In addition, we incorporate adult-learning principles throughout our engagement such as individual, pair, group,



written, visual, and oral work. Each of our engagements take an intentional approach to design in order to ensure trust and transparency. This dynamic is achieved by clearly outlining objectives, expectations, incentives, and data-management processes.

Engagement opportunities will be planned in concert with the Project Task Team to determine key stakeholders and preferred methods of engagement. Opportunities to maximize engagement reach with some stakeholder groups could also be considered such as the Alberta Summer Villages Association annual conference. While the conference is currently scheduled from October 15-16, 2020, contingency plans would develop alternatives should pandemic-related closures ramp up during the project life cycle.

2 Project Management and Team Structure

The team is comprised of project managers, engagement specialists, data and research analysts, and subject matter experts. Below is a list of the key personnel and time allocated to the project.

This team has worked together seamlessly on multiple, simultaneous projects, delivering high-quality products for all of our clients. Despite the challenges of conducting business within current public health restrictions, Ballard continues to operate normally through regular online meetings and daily updates, both internally amongst team members as well as with our external clients. We also remain available for face to face meetings based on client preference. We maintain these service standards by adhering to our Project Management Practice guidelines (Appendix A).

In addition, our project will be managed using project management tools such as Monday.com to ensure the project meets milestones, timelines and budget allocation. Regular progress reports will be created to ensure the project team is informed on the project status.

Team Profiles

Team Member	Position	Responsibilities
Colin Critch	Project Sponsor	<ul style="list-style-type: none"> Overseeing quality assurance; Leveraging relationships within the sector to support this project.
Josh Burger	Government Relations and Public Affairs Manager (Project Lead/Main Point of Contact)	<ul style="list-style-type: none"> Ensuring project aligns with all legislative and regulatory requirements; Advising on research and data collection with municipalities; Providing guidance on key messaging and communication strategies; Co-facilitating engagements as required.
Michelle Yez	Senior Project Coordinator	<ul style="list-style-type: none"> Managing all project planning and meeting milestones; Overseeing research and writing activities; Working closely with the client and maintaining open communication; Finalizing workplan and ensuring timelines are met; Coordinating engagement sessions and meetings with stakeholders; Coordinating client engagement using an online project management tool
Tom Hovland	Labour Market Specialist	<ul style="list-style-type: none"> Providing expertise in completing labour market analyses at the municipal and regional level; Providing strategies to maximize community involvement in engagement processes; Support in literature review and analysis of engagement findings; Providing support at engagements.
Dr. Aaron Critch	Senior Research Analyst	<ul style="list-style-type: none"> Supporting the Senior Project Coordinator through the completion of research; Conducting qualitative and quantitative data analysis that guides the consultation process and informs production of deliverables; Drafting written reports and support materials; Conducting interviews and supporting focus groups; Preparing facilitation materials; Providing support at engagements (when needed); Creation of marketing and design materials.
Sydney Schneider	Training Advisor	<ul style="list-style-type: none"> Identifying necessary qualifications associated within unfilled labour needs and recommending appropriate training programs; Advising on the creation of any Ballard-led employment training initiatives.



Colin Critch, B.Comm

Manager, Business and Economic Services

In his role as Manager, Business and Economic Services, Colin is responsible for ensuring that projects are delivered on time and budget and that the client's experience exceeds expectations. Prior to taking on this role with Ballard, Colin spent most of his career working in various roles in the public sector including stints in Health, Education and Advanced Education as well as work in Post-Secondary Institutions. In recent years, Colin's has partnered with Indigenous Communities throughout the province to deliver projects focusing on economic development, organizational and process improvement, as well as education and training. His background provides a broad knowledge base including business development, training program creation and delivery, project management, data analysis and performance management reporting, strategic planning and privacy assessments.

Colin is an energetic and results-oriented leader who focuses on a team-first approach, so all members see their role and value in the group. He is an innovative thinker and creative problem solver who is always looking for new and better ways of achieving success. He is a relationship builder driven to provide a client-centred experience.

Education: Memorial University of Newfoundland, Bachelor of Commerce; LEAN Yellow Belt, The Leading Edge Group; Strategic Enrollment Planning, Noel-Levitz; Leadership Academy, The Chair Academy; Becoming a Client Centric Organization Centred Performance Inc.; Working with International Organizations, Intercultural Communications Institute

Josh Burger, BA

Government Relations and Public Affairs Manager

Josh Burger is a policy and issues management professional with twelve years of provincial government experience in Alberta. Josh has worked extensively with senior executives and elected officials in municipal, provincial and federal governments.

Prior to his arrival at Ballard, Josh was employed in both issues and policy management roles at Alberta Municipal Affairs, where he served as a key liaison with internal and external stakeholders while supporting strategic and operational management of the department. Josh also served four successive Premiers in a management capacity at Executive Council, where he was responsible for understanding the budgets, plans, policy agenda, and issues of multiple departments (social and economic policy) in order to facilitate briefings to the provincial Cabinet.

Josh excels at relationship management and is able to apply systems thinking methodologies to new subject areas at a rapid pace. Focused on providing excellent client service, he is eager to contribute his skills to community building projects across Western Canada.

Education: University of Alberta, Bachelor of Arts, Political Science



Michelle Yez, B.Rs, CPP, CCT, PML
Senior Project Coordinator

As the Senior Project Coordinator with Ballard, Michelle is the project lead on all consulting accounts. Prior to joining Ballard, Michelle’s work has been a catalyst for improving management of human, technical, financial, physical, and operational resources. She has provided this expertise in several areas, including social enterprise, retail, business development, education, and special programs. She has also guided special events within various industry sectors and entrepreneurial endeavours, including non-profit, small business and post-secondary institutions.

Michelle has also managed both small- and large-scale corporate training events (value, number of people, length) in areas including, but not limited to, intercultural environments, business, administration, computer training, hospitality, health, leadership and supervision. She has provided these sessions for a multitude of groups and industries, including non-profit, transportation, health, engineering, post-secondary, community organizations, oil and gas and Indigenous communities. Michelle developed the NorQuest College Edmonton Oilers Community Foundation Hospitality Institute, which included leading the research of best practices in hospitality, program/curriculum development, implementation of course delivery, creation of hospitality advisory board and bursary distribution, as well as supporting the procurement of a \$1.5 million donation. She provides knowledge and business expertise in developing strategic objectives and believes in creating a unique and memorable experience while doing so.

Education: University of Manitoba, Bachelor of Recreation Studies (now Recreation Management and Community Development); Certified Program Planner, LERN Institute; Certified Contract Trainer, LERN Institute; LEAN Yellow Belt, The Leading Edge Group; Project Leadership Certificate

Tom Hovland
Labour Market Specialist

Tom’s expertise includes 10 years of experience engaging with businesses and communities to help them plan for future growth. He established and operated a Rural Alberta Business Centre (RABC) in the wake of the Slave Lake Wildfire, led business engagement to craft the Ministry of Labour and Immigration’s Canada-Alberta Job Grant, and has extensive experience guiding public and stakeholder engagement for municipal governments.

Leveraging his in-depth understanding of International Association for Public Participation (IAP2) principles, Tom excels at using engagement as a key tool for building trust, understanding, and value with businesses. This translates to locally informed programs, policies, and supports that help businesses and entire communities thrive. In Slave Lake, this meant developing an engagement strategy that informed what capacity-building services the RABC would offer including:

- a learning curriculum for new and existing businesses,
- one-on-one advising services, and
- coordinated partnerships with Community Futures, Slave Lake Regional Tri-Council, and Alberta Labour.

Tom recognizes that every community is different and effective engagement is essential to crafting supports that enhance those communities.

Education: University of Saskatchewan, Bachelor of Arts, Political Science; Alternative Dispute Resolution Institute of Alberta; International Association for Public Participation; Dialogue Partners; The Business Link





Dr. Aaron Critch, B.A. (Hons.), MPhil, PhD

Senior Research Analyst

Aaron is a research and communications professional who brings to Ballad a range of experience across the public service, academia, and fundraising. Within the Ballad team, he provides expertise in research methodology, data analysis, and report writing, particularly for projects related to employment and economic development in rural areas and Indigenous Communities.

Aaron holds a BA in anthropology and French from Memorial University of Newfoundland, as well as an MPhil and PhD in archaeology from the University of Cambridge. As a researcher, he has built collaborative partnerships with five national museums, presented at several international conferences, and published his findings in peer-reviewed papers.

Prior to joining Ballad, Aaron worked in alumni relations at the University of Cambridge, where he oversaw engagement and fundraising events. While there, he also wrote and designed promotional materials for a new five-year strategic plan and its associated £50m fundraising campaign. Aaron also served as a researcher for the Newfoundland and Labrador House of Assembly, briefing elected representatives on legislation related to education, infrastructure, and natural resource development.

Education: University of Cambridge, Doctor of Philosophy, Archaeology; University of Cambridge, Master of Philosophy, Archaeology; Memorial University of Newfoundland, Bachelor of Arts (Honours), Anthropology and French

Sydney Schneider, B. Comm

Operations and Training Manager

Sydney Schneider is the Operations and Training Manager with Ballad. Under her operations portfolio, Sydney is responsible for building internal capacity by sharing expertise and leading practices, providing coaching and mentorship to staff, and identify opportunities for improvement. She has led the development of Ballad's new website and continues to create new and exciting ways to keep staff informed and engaged.

As the training manager, Sydney is accountable for the management, implementation and delivery of all training programs which include; Three integrated training programs for Alberta Labour and Immigration and the Essential Skills to Success program in Whitecourt through Community and Social Services. This requires a high degree of multi-tasking and utilizing above standard training program practices. She is passionate about the success of the students while maintaining a high level of standard required for a year-after-year successful program.

Sydney has ten years of experience in the supply chain sector which has shaped her extensive knowledge of procurement and inventory management strategies. She has not only supported, but also developed, many procedures to improve the procurement and inventory management process at her previous employer, Finning (Canada). Her experience includes assisting the implementation of a very large ERP system and developing a surplus and inventory reduction strategy. This senior project reduced inventory from \$23 Million to \$11.5 Million over 2 years. These two projects showcase her creative ability to problem solve, develop a process that is proven to work and manage change with a positive outlook.

Education: International Business and Supply Chain Management Degree from MacEwan University and designation in Production and Inventory Management through APICS Association.

Research Skills

Led by our Senior Research Analyst, Ballad’s researchers design research strategies to fulfill the needs of specific research projects and implement those plans to find and collect data from diverse sources. We have extensive experience analyzing qualitative and quantitative data from primary and secondary sources, including previously published reports, government datasets, surveys, and coded transcripts, among many others. We are also experienced statisticians, having used packages such as SPSS and R to detect and describe previously unobserved trends with important outcomes for clients and stakeholders.

We believe that quality research must always be complemented by outstanding communications skills. Our consultants are skilled in identifying essential information and producing insightful reports written in the style best suited to their target audience. We work with our clients to verify that our data accurately describes what they see on the ground. Finally, we maximize the impact of our work through presentations to clients and stakeholders that highlight our methods, findings, and recommendations in an accessible manner.

Qualitative Data Analysis

Transcripts from interviews and engagement sessions will form a foundation for data analysis. While the particular approach to this process will depend on the questions asked, generally the first step in qualitative data analysis is immersion in the data where the researcher reads and re-reads transcripts or listens to recordings to achieve a more in-depth understanding of their content. While reviewing data, our researchers will begin to consider broad trends in the context of the data, the study aim, and the theoretical framework.

The next step in our qualitative data analysis is coding. In this step, while reading through the data, the researcher assigns codes to chunks of data. Codes are labels applied to segments of the transcript that describe them. As analysis progresses, these codes can be refined and narrowed so that they balance detail with practicality for interpretation. Multiple members of our project team participate at this stage, so that each individual’s codes and their meanings can be discussed and clarified, bringing a higher degree of rigour and trustworthiness to the analysis. Once all data has been coded, our researchers look for connections between codes or evidence that some data may be associated with more than one code. This process identifies the key themes emerging from the research.

Finally, these categories are used to develop logical explanations (theories) for the conditions being studied and link them with the existing literature and comparable studies. They also help to determine a set of recommendations and necessary actions for advancement.

Data for this study will be collected through Bang the Table, which includes a Text Analysis tool. This tool permits tagging and categorizing for all participant feedback. Additional analytical software could include Coding Analysis Toolkit (an open access package), as well as SPSS, which would be particularly helpful in exploring quantitative trends emerging from qualitative data (e.g. analysis in terms of number of engagement or survey participants providing similarly coded responses). Reports could also present results through visual infographics.

Quantitative Data Analysis

While the majority of original data generated from the engagement process will be qualitative in nature, some degree of quantitative analysis may be necessary to address such data as survey responses or to interpret findings in the context of existing datasets identified during Phase 1.



Ballad's staff includes researchers experienced in statistical analysis and associated tools such as SPSS and R, and if necessary to the project, capable of interpreting complex datasets through various multivariate statistical methods—that is, tests designed to determine whether changes in multiple variables can be attributed to a single underlying cause.

Upon starting any such work, our team will validate data, ensuring it is representative and complete, and that it provides a large enough sample to generate a meaningful set of results. To avoid cases of data error, such as when respondents complete fields incorrectly or skip them, our researchers will conduct basic data checks, looking for outliers and edit/clear any data points that may hamper the accuracy of results. Finally, we will code data appropriately, grouping respondents according to important areas of interest for retail market analyses, such as simplified age brackets or household size.

Where necessary, our reports will distinguish clearly between descriptive statistics and inferential statistics—that is, data describing only the sample as opposed to data that extrapolates and seeks to generalize broader conclusions. In the case of inferential analysis, reports will quantify the statistical probability associated with the results.

Finally, we understand that a thoughtful strategy is important when communicating interpretations and recommendations based on statistical analysis. Ballad's team includes academics and skilled designers, capable of producing reports for wide audiences using plain language and easily interpretable infographics.

3 Pricing and Timeline

Task Description	Total Hours	Total Cost
PHASE ONE		
Project Management Administration	24	\$ 4,320.00
Project Initiation Meeting	20	\$ 3,600.00
Project Charter and Detailed Work Plan	20	\$ 3,600.00
Progress Reports	8	\$ 1,440.00
Phase One Total	72	\$12,960.00
PHASE TWO		
Stakeholder Identification	18	\$ 3,240.00
Environmental Scan	40	\$ 7,200.00
Interview Purpose and Design	32	\$ 5,760.00
Interview Invitations	12	\$ 2,160.00
Conducting and Preserving Interviews	72	\$12,960.00
Phase Two Total	174	\$31,320.00
PHASE THREE		
Communications Plan	28	\$ 5,040.00
Engagement Plan	28	\$ 5,040.00
Engagement Delivery	112	\$20,160.00
Phase Three Total	168	\$30,240.00
PHASE FOUR		
Qualitative Data Analysis	64	\$11,520.00
Quantitative Data Analysis	64	\$11,520.00
Phase Four Total	128	\$23,040.00
PHASE FIVE		
Draft Report	40	\$ 7,200.00
First Presentation of Draft Report	18	\$ 3,240.00
Second Presentation of Draft Report	18	\$ 3,240.00
Final Comprehensive Report	18	\$ 3,240.00
Final Public Report	10	\$ 1,800.00
Project Closure	20	\$ 3,600.00
Phase Four Total	124	\$22,320.00
Sub-total		\$119,880.00
Total		\$119,880.00

Phase 1 – Project Initiation	Mid-July	August	September	October	November	December	Mid-January
Project Management Administration	█						
Project Initiation Meeting	█						
Project Charter and Detailed Work Plan		█					
Progress Reports		█					
Phase 2 – Information Gathering							
Project Management Administration		█					
Stakeholder Identification		█					
Environmental Scan		█					
Interview Purpose and Design		█					
Interview Invitations		█	█				
Conducting and Preserving Interviews		█	█				
Phase 3 – Engagement Design and Delivery							
Project Management Administration			█				
Communications Plan				█			
Engagement Plan				█			
Engagement Delivery				█			
Phase 4 – Analysis							
Project Management Administration					█		
Qualitative Data Analysis					█		
Quantitative Data Analysis					█		
Phase 5 – Reporting							
Project Management Administration					█	█	
Draft Report					█	█	
First Presentation of Draft Report					█	█	
Second Presentation of Draft Report						█	
Final Comprehensive Report							█
Final Public Report							█
Project Closure							█

Appendix A Project Management Practices

Our guiding principles are value statements that help project teams to make decisions when they are faced with a choice or when disagreements arise.

1. Focus on Value and Goals

Everything we do must create value for your organization and accomplish the goals you have identified.

2. Design for Experience

While it is vital to monitor the bottom line, we know that financial value is not the only measure of good service. It is our goal that every interaction with you, our client, is a positive experience and that our deliverables meet your expectations.

3. Start Where You Are and Schedule Accordingly

It is essential that all previous contributions to your project are considered and valued appropriately when building a schedule of activities that is accurate and achievable. By agreeing upon a realistic schedule, team members are empowered to deliver quality work that meets and exceeds your expectations.

4. Engage our Teams

Knowing who is on your team and how we will work together collaboratively is a vital step in outlining everyone's roles. By carefully mapping out tasks with a comprehensive view of the smaller things that need to be accomplished, we will all begin to see which deliverables need to be ready for certain members to begin their work. By doing so, we can identify potential roadblocks and constraints at the beginning of the project rather than in the middle.

5. Create Milestones

Milestones signify the completion of a specific portion of your project. They provide a transparent way to track progress and, by highlighting collective and individual achievements, boost morale. This practice is critical to working collaboratively and fostering success.

6. Work Holistically

We know things change and priorities can shift. Thus, at Ballad, we take a flexible view to our projects and are ready to shift course when something unexpected happens. Our team will work with you to monitor and assess a situation and its implications before making changes to a project plan.

7. Accountability, Responsibility, and Transparency

While it is the role of project managers to keep everyone on task, at Ballad we believe that success occurs when team members hold themselves and each other accountable, while also seeking support when needed. In doing so, we strive to build and maintain an environment of trust that allows everyone to work together and maximize value.

8. Engage Directly

We are committed to building and maintaining long-term relationships with our clients. To do so, we follow five guiding principles for engagement: Respect, Adapt, Listen, Be Transparent, and Create Value.



9. Collaborate

When people collaborate, everyone benefits. Together, with you and all participating communities, we will create a project that has value for the widest possible audience.

10. Keep It Simple

We focus on the simple things that create value for our clients. Attention to detail guarantees the overall success of a project.

11. Measure Success

Our team undertakes a review of every project post-completion, discussing successes and areas for improvement. Feedback from our clients allows us to grow and improve for the future. Your organization will benefit from our well-honed expertise, and at the end of this project, we will ask you to provide feedback in a 'lessons learned' session so that we can continue to refine our services, for your benefit and that of all our clients.

Appendix B IAP2 Engagement Spectrum

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Organization: Community Futures Yellowhead East

Address: Unit 1, 5023-50th Ave P.O. Box 2185, Whitecourt, Alberta T7S 1P8

Grant Contact Person: Michelle Jones

Telephone: 780-706-3500 (office) 780-706-0977 (cell)

Email: mjones@albertacf.com

Amount Requested:

Introduction

Community Futures Yellowhead East – Growing communities one idea at a time.

The mission of Community Futures Yellowhead East is to help communities thrive economically, by supporting an entrepreneurial and SME culture through training, coaching and lending best practices. This is accomplished through knowledge, education, trust, respect, confidence, collaboration, and support. Community Futures Yellowhead East spans over 10 communities and their surrounding municipalities. The organization has established itself as a robust source of support for individuals and businesses within the region. They have fostered strong relationships with major stakeholders and agencies within the communities they support. Through these relationships many forms of community assistance have become available.

The direct impact of the COVID-19 pandemic globally has been astronomical. Since work is an essential part of participation in society, the loss of paid employment and risk to SMEs viability can have serious psychosocial, as well as economic, effects according to the Canadian Mental Health Association. With data from Stats Canada, the Toronto University has released a study estimating in a 3.3%-4.8% rise in suicide rates over the next two years caused by the stress of COVID-19. Community Futures Yellowhead East and Community Futures Lesser Slave Lake, along with its other partners, want to support Albertans who have been negatively affected by COVID-19 create adversity-based growth skills and tools through a series of facilitated education and training programs delivered by Alberta Health Services and the Imagine Institute of Edmonton. If successful a number of communities within the Yellowhead East Region will be host to the seminars that are available through the programming that this project would offer. These programs will be geared towards mental and psychological health and well-being



by providing resiliency and coping strategies to combat depression and addiction where directly affected by COVID-19. The skills taught in these seminars will support and promote short and long-term psychological coping strategies and capacity. Since job loss and business closure are major stressors, these programs will be used to create a vital resource network used to protect and promote well-being and resilience for small business owners, indigenous business owners, direct support workers in the communities, and community members at large. These programs are required to enhance each individuals' ability to adapt to the stress and distress of the COVID-19 pandemic and meet their social well-being needs. Community Futures Yellowhead East will provide new and ongoing business support resources on a continuous basis to ensure the mental health and well-being of small business owners as compromised due to COVID-19.

Details of the project would include:

- Facilitator lead Mental Health First Aid. This program would be offered to a number of the communities and their surrounding municipalities that encompass Community Futures Yellowhead East;
- The courses will be open to the public at no or minimal fee;
- Facilitator lead First Nations Mental Health First Aid. This program would be offered to all Alexis Nakota Sioux Nation members and Alexander Band members in partnership with the Alexis Nakota Sioux Nation and Woodlands County. As well as any other Indigenous peoples interested in attending for no or minimal charge;
- Facilitator lead Trauma Informed Care. This program will be available to all community members for no or minimal charge with a focus on care givers, front-line workers as found in business financial institutions.
- Complete contact and resource list for all attendees and;
- Business diversification planning for continued support and well-being.

Roles and Responsibilities

- Each course would be offered in a number of the communities within the Yellowhead East Region with the possibility of multiple classes based on demand;
- The hosting community along with Community Futures Yellowhead East will be responsible for the planning, booking and execution of each program;

- The contracted facilitator will be responsible for the delivery of the program materials and the program itself;
- Community Futures Yellowhead East will be responsible for monitoring the attendance and completion rate of each program;
- Community Futures will provide all attendees with business support and network linking and;
- Community Futures Yellowhead will follow-up with attendees six months and one year after course completion to promote long-term psychological and psychosocial mental health and well-being.

Evidence of Need

The Canadian Mental Health Association released an in-depth report in regards to the mental health of entrepreneurs. In it it states that 62% feel depressed at least once a week, and 51% reporting experiencing feelings of inadequacy. They also noted that 46% reported that mental health issues interfere with their ability to work. Community Futures Yellowhead East, with the support of our community partners, are creating a program that will support entrepreneurs with their health and well-being and bring light to this critical health issue. As stated in this study entrepreneurs were more likely to use personal coping strategies to manage their stress and mental health than to access professional help. The direct effects of the current COVID-19 pandemic on business levels and financial security influences the mental health of everyone. The programming that Community Futures will be offering will be geared towards delivering coping, prevention, and resiliency strategies for this at-risk group through Mental Health First Aid training delivered in a variety of formats and with multiple dates.

Community Futures Yellowhead East, Business Support Network and each individual community within the region will be using their contacts and relationships to ensure maximum exposure and impact to the female population, targeting women in business. Entrepreneurs who are female, whose enterprises are in the growth or early stages and those with fewer employees or less revenue are more likely to report mental health issues. About three in five (66%) entrepreneurs face difficulty in maintaining work-life balance due to entrepreneurial stress. Female entrepreneurs reported feeling of uncertainty and inadequacy, depressed mood, and feeling overwhelmed with far greater frequency than did male entrepreneurs. Our partnership will allow us to target this



growing minority group and deliver well-balanced and impactful training to create life-long skills to deal with mental health and reduce the increased impact that COVID-19 has. We will be creating easily accessible information and tools to build whole population mental wellness and resilience.

The most identified stressor as reported by entrepreneurs and published by the Canadian Mental Health Association. 67% of entrepreneurs specified that financials (cash flow) was an identified stressor. It was also identified that minority groups such as First Nations had to overcome the difficulty to access capital, and benefits. In partnership, Community Futures Yellowhead East, if successful, will be delivering Mental Health First Aid for First Nations through the Mental Health Commission of Canada. Using this training First Nation Communities in our region, directly, Alexis Nakota Sioux Nation and Alexander Band, will be receiving a culturally sensitive response to the impact of COVID-19. The facilitated course will enable those directly and indirectly affected by the pandemic to restore balance to their mental health and wellness by preventing a mental health crisis or addiction. It will create strategies and resiliency in the community.

Daily, municipal leadership, financial institutions, and support and resource centers interact with individuals and business owners who are suffering high impact from COVID-19. If successful, Community Futures Yellowhead East will be providing Trauma Informed Care training to the staff and practitioners employed by these organizations. The increased need for these business supports and the escalated mental strain for those seeking the support directly impact how those in a supporting role are required to interact with the client. This training will enable the staff to assist those in need while being aware of the demand on their personal mental health and well-being.

Community Futures Yellowhead East with its partners, the Town of Whitecourt, Alberta Labour and Immigration, Whitecourt and District Chamber of Commerce, the Town of Slave Lake, the Town of High Prairie, the Town of Wabasca, Woodlands County and Alexis Nakota Sioux Nation; want to ensure the mental wellness and resilience of community members negatively impacted by the COVID-19 pandemic and all measures used to contain it. To combat the effects of COVID-19 the organization, if successful, will be hosting a number of Mental Health First Aid, Trauma Informed Care and Indigenous Mental Health First Aid seminars throughout the region. These programs will specifically target the community's ability to mitigate, prevent and treat the mental and behavioral health and addiction issues that arise for individuals in response to COVID-



19. It will increase individuals' capacity to respond to the adverse impacts of the pandemic and engage individuals, families, and communities to discover and implement ways to meet the social well-being needs during the COVID-19 pandemic.

Meeting the Mental Health and Addiction COVID-19 Community Funding Grant

This project meets the COVID-19 Mental Health and Addiction Grant requirements as follows:

- Community Futures Yellowhead East is a non-profit organizations;
- The programs that will be offered are geared to protect and promote psychosocial well-being and resilience;
- Offering training to ensure that support workers are willing and able to continue to work and small business owners are able to operate business with the correct resources available to them;
- Will increase individual as well as community and business's ability to respond to the adverse effect of COVID-19;
- Will include support for Indigenous communities and indigenous business owners;
- Will include support for those with disabilities and business owners with disabilities;
- Will include support for women, women in business and entrepreneurs and;
- Will be provided free of charge or at a minimal charge.

Scope of the Project

Projected Outcomes

The expected project outcomes will include:

- Equip vulnerable Albertans and small business owners with skills and strategies necessary to ensure their mental health and social well-being;
- Create business communities, including staff and frontline workers, that are engaged in social well-being through the COVID-19 pandemic and its aftermath;
- Create support within the business communities to ensure social and mental well-being of those affected by COVID-19 and;

- Increased awareness of Community Futures Yellowhead East, Business Support Network and Mental Health Services and the continued support that is provided by the organizations, creating long-term resiliency.

Measurements of Anticipated Outcomes

- Community engagement through course attendance;
- Knowledge and skills provided to care givers through course completion;
- Impact on the business community through attendee feedback via survey during each facilitated training and;
- Follow-up with attendees on continued impact and assessment at six months and one year after training.

Marketing

The project will be promoted to the Community Futures Yellowhead East Region to ensure maximum impact of the programs in mitigating the effect of COVID-19. The availability of the program will be communicated through a variety of means such as news releases, social media posts, hard copy and electronic newsletters, business support organizations, education/training providers, and on partnering community, and business websites. The project will yield an impact that will be part of Community Futures Yellowhead East region and the way that COVID-19 is dealt with and overcome.

Contractors:

The COVID-19 Community Funding Grant will be applied to operating the program. If successful, Community Futures Yellowhead will be using a variety of contractors to facilitate the courses offered to ensure the quality of delivery.

- Alberta Health Services – Mental Health First Aid
- Imagine Institute of Edmonton – Trauma Informed Care
- Mental Health Commission of Canada – Mental Health First Aid First Nations

The contractors being utilized have:

- Strong ties within the Mental Health community



- Respectable ties with the communities being served
- Similar project experience from previous initiatives that were completed
- The skill set which will be critical in the success of the project
- High-caliber training and facilitation abilities

Community Futures Yellowhead East will be responsible for the administration and disbursement of the program and the funds.



COVID-19 Business Viability and Strategic Pivoting:

Collaborating on Business Post COVID Viability and Pivoting Strategies.

Introduction Community Futures Yellowhead East and Community Futures Lesser Slave Lake Region – Growing communities one idea at a time.

Community Futures Yellowhead East (CFYE) and Community Futures Lesser Slave Lake (CFLSL) Regions are located between the urban centres of Edmonton and Grande Prairie and host joint populations of over 68,000 people, including 10 First Nation communities and 3 Metis settlements. Community Futures is defined by the broad vision to help communities thrive economically, by supporting an entrepreneurial culture and are deeply invested in supporting workforce development. The Community Futures offices are community driven, non-profit organizations staffed by business professionals and guided by a volunteer Board of Directors, providing a wide range of small business services and business management tools for people wanting to start, expand, franchise or sell a business. The offices each run numerous specialized business programs, organize business events and actively work with community and business leaders to foster rural economic growth. Funded in Western Canada by Western Economic Diversification Canada, Community Futures has been supporting small business and rural economic and workforce diversification since 1986. There are 27 Community Futures offices in rural communities throughout Alberta, and a total of 269 across the country.

The joint Community Futures regions host natural resources and are supported by the oil and gas industry, forestry, agriculture, tourism, government, health care and education, plus it is a retail and industrial service center. The region is currently experiencing labour force impacts and challenges due to the economic impacts of the COVID-19 pandemic. There are many layoffs being experienced, wide spread of business closures, the retail sectors are struggling to find workers to meet the current demand, and the critical social distancing measures have impacted employee and consumer behaviors.

The Community Futures offices have combined efforts as a response to the COVID-19 pandemic and the unprecedented workforce development impacts being felt by employers and employees, they have been able to leverage resources to support business resilience through a coordinated response and support the business community. Information has been compiled on the various town websites for easy access to support and resource links, and the offices have been reaching out to employers for information on immediate workforce needs, resources required for development of the workforce, and to assist them in navigating through the crisis. This proposal is a key implementation project, resulting from the decline in the regions labour force due to the pandemic. The impacts of COVID-19 have changed how business and industry hire staff, address labour force challenges and how they can do business moving forward. With that being said, the offices have completed a deeper labour force impacts and employer/employee needs assessment due to COVID-19 and will use this information in order to provide beneficial supports and assistance, along with business viability and business restructuring for post COVID. By identifying the quantitative and qualitative data from small business, SMEs, employees, training providers, post-secondary institutions, and various organizations in the region, we are determining which

approach is needed to assure small business and labour force retention strategies and small business retention strategies align.

Details of the project would include:

- Consulting services to complete a series of seminars to the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region businesses. This project would fund a contractor who will provide complete and accurate training to groups of business owners to ensure their viability post COVID-19. The training is to include the following workshops:
 - Design Thinking Workshop: Design thinking is a proven and repeatable problem-solving method that any business or profession can use to achieve positive results. This problem solving method combines creative and critical thinking.
 - Building Resilience: Skills and tools that can be used to increase resilience will be discussed and participants will have an opportunity to practice these skills.
 - Lean Canvas: The lean canvas business model promises an actionable entrepreneur focused business plan.
- Community Futures will provide individual business analysis and will explore deeper into the impacts of COVID-19, on individual businesses found within the regions and make recommendations based on the findings for each business in regards to business viability strategies moving forward;
- Community Futures and their partners would then work with the businesses and the results of the assessment to ensure the success of the business by creating an individual and strategic diversification plan;
- Community Futures Yellowhead East, Community Futures Lesser Slave Lake, Alberta Labour and Immigration, and the partnering municipalities found within the region jointly fund the proposed project with support through the Rural Opportunities Fund;
- Community Futures Yellowhead East, Community Futures Lesser Slave Lake, Alberta Labour and Immigration, and the municipalities and communities found within the region will share the data and strategies collected with CFNA;
- Community Futures Yellowhead East, Community Futures Lesser Slave Lake, Alberta Labour and Immigration, Fox Creek, Whitecourt, Slave Lake High Prairie, Barrhead, Mayerthorpe, Onoway, Alberta Beach and the municipalities found within the region will share the data and strategies collected with the local Chamber of Commerce, EDO's, financial institutions and BDC. And;
- Community Futures Yellowhead East, Community Futures Lesser Slave Lake, Alberta Labour and Immigration, and the communities and municipalities found within the region will maintain and provide business support groups to the businesses located within the regions;

The contractor's tasks would include:

- a. Report to the Executive Director of Community Futures Yellowhead East and the Executive Director of Community Futures Lesser Slave Lake;
- b. Provide a series of group workshops to review, analyze and create problem solving methods by combining critical thinking, resiliency training and actionable businesses planning for uncertain economic times. To be delivered in-person in six of the region's communities and virtually to the entirety of the regions;
- c. Community Futures will implement a business analysis and post COVID-19 viability study on the individual businesses within Community Futures Yellowhead East and Community Futures Lesser Slave Lake region including communicating with and aligning the project with business owners, training providers, post-secondary institutions, and various organizations in the regions;
- d. Identify immediate business viability and pivoting needs and challenges and make recommendations on strategies needed to support the findings;
- e. Identify long-term challenges and, anticipated trends due to COVID-19, and strategies to support business owners in the long term and;
- f. Capitalize on the findings making recommendations to determine the best approach to assist with implementation of business viability and pivoting moving forward.

Evidence of Need:

COVID-19 has made an impact on the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region small business owners, and the community overall. With the recent outreach being conducted to the region's SMEs it was noted that COVID-19 pandemic has impacted a large number of the businesses surveyed which are experiencing layoffs, and it is undetermined at this time if those would be temporary. In order to proactively plan for the best response based on the needs of the business community and its employees, it is important to provide resources and training to the businesses within Community Futures Yellowhead East and Community Futures Lesser Slave Lake region independently from provincial or regional training. The Economic Developers Alberta had conducted a COVID-19 survey, which indicated that 60% of employers were unable to adapt to service customers with the current business plan model without physically being open and 45% did not have an employee assistance plan. The partial data collected is clear that COVID-19 business viability and pivoting strategies need to be implemented in order to support the business community and its employees however direct training and in depth, individualized business analysis including recommendation is required in order to plan moving forward.

Meeting the Rural Opportunities Fund Program Requirements

This project meets the ROF requirements as follows:

1. Contributing partners, including the Ministry of Labour, Community Futures Lesser Slave Lake, Community Futures Yellowhead East, and various communities within the regions;

2. The project will identify the needs from the business community in the region through targeting businesses affected by COVID-19 as identified through Labour Market Partnership assessment;
3. The goal of the project is to train and build capacity within individual businesses in order to make recommendations that can be implemented with a coordinated response by the business owners and the partners that will assist in achieving greater balance in the response to COVID-19 and increase business viability;
4. The project will identify strategies, programs, and solutions based on the assessment that will have a positive influence on business viability and pivoting strategies;
5. The project will be completed over 6 months with continued assessment on the COVID-19 impacts that will be sustainable into the future without provincial government funding;
6. The project will provide direct service to existing clients of Community Futures Yellowhead East and Community Futures Lesser Slave Lake, with priority given to youth, indigenous and female entrepreneurs and;
7. The project will identify business risks and liabilities and train business owners on critical thinking and post COVID viability planning.

Scope of the Project Proposed Outcomes

The expected project outcomes will include:

1. A shared database of business owners, their business needs, COVID-19 impacts and business viability and strategic pivoting assessments;
2. A COVID-19 support model for business viability and strategic pivoting that community leaders, economic development professionals, planners, high schools, post-secondary institutions and private sector employers can respond to that will support business viability and;
3. Short, medium, and long-term recommendations that incorporate the impacts of COVID-19 and the changes to how business and industry conduct business, address business viability challenges and the influence that COVID-19 has and will continue to have on future business viability and the ability of the business community to pivot their business structure for continued success.

Measurement of anticipated outcomes related to the COVID-19 Impact Assessment:

1. Business viability strategic plans and/or programs as provided by Community Futures implemented by the assessed businesses to address the COVID-19 impacts;
2. Attendance and completion of the workshop series as provided in the six communities as well as virtually;
3. Reporting will focus on business related recovery plans and recommendations toward planning viability and strategic pivoting plans to assist businesses owners based on the findings;
4. Increase in business viability and retention through follow-up with small business owners;

5. Extensive employer program to identify ongoing viability needs and impacts on SMEs due to COVID-19;

6. Successful policies and programs implemented by SMEs to increase business viability, sustainability and resiliency which can be tracked through the Business Visitation Program, surveying, contractor outreach, site visits, and results will be include in the final report and;

7. A complete and accurate report detailing the findings of the assessment and the business needs in the region as a sharable format. To be shared with other Community Future offices, CFNA, Municipalities, local Chamber of Commerce, EDOs, Financial Institutes and the BDC.

Marketing:

The project will be promoted to the Community Futures Yellowhead East and Community Futures Lesser Slave Lake region to capture an in depth understanding of the COVID-19 business viability impacts through a variety of means such as news releases, social media posts, hard copy and electronic newsletters, site visits with industry groups, business support organizations, education / training providers, etc. and on partner community websites. The project will yield a model that can possibly be rolled out to other rural areas in Alberta that face similar business viability challenges due to COVID-19.

Contractor:

The Rural Opportunities Fund will be applied to contractor fees. In order to determine the cost of the project and to be able to quickly respond to the pandemic a contractor has been chosen to assist with this project and if successful, this initiative will launch immediately.

The contractor being utilized has:

- Respectable ties with employers and employees in the community;
- Similar project experience from previous successful initiatives that were completed;
- The skill set which will be critical in the success of the project and to be able to manage a variety of aspects for the project; and
- High-caliber research abilities supported by qualitative and quantitative data analysis.

The Reeves Gibbs team is comprised of project managers, coaches, consultants, and subject matter experts that brings together diverse thinkers, doers, and leaders that are united around a shared value for impact including:

- Stakeholder Engagement:
 - Including stakeholder mapping; engagement plans; research, analysis and engagement reporting; community facilitation including workshops, focus groups, interviews, surveys, and open houses.
- Business Strategic Planning:

- Feasibility studies; strategic plans; business development plans; organizational development; demand assessments; economic development planning; capacity building; and long- and short-term planning recommendations.

Municipal Corporate Planning and Finance - ONLINE COURSE

The Elected Officials Education Program (EOEP) has been working hard to find ways to provide access to our programs during the COVID-19 pandemic. We have developed an exciting opportunity for AUMA and RMA members to participate in a remote offering of our course: *Municipal Corporate Planning and Finance*.

This course will be offered using a hybrid delivery, including independent reading required by participants, as well as four virtual sessions. This will allow participants to review material on their own as well as participate in group discussions and ask questions during virtual sessions. The course will be offered with the following schedule:

- July 22 from 2:30 pm to 4:30 pm
- July 29 from 2:30 pm to 4:00 pm
- August 5 from 2:30 pm to 4:00 pm
- August 12 from 2:30 pm to 4:00 pm

Participants must be able to attend all four sessions.

Municipal Corporate Planning and Finance

Understanding municipal finances is fundamental to the job of an elected official. Municipal councils are expected to plan, govern and set policy for the best interests of their community. Sound financial planning and management is key to supporting a healthy municipality that can ensure that its current and future service commitments are funded in a sustainable manner.

It is important that elected officials understand how financial planning and monitoring align with the municipality's business cycle, including strategic planning, business planning and performance measurement. Elected officials need to understand their role in establishing and prioritizing competing service level demands on behalf of citizens and then determine strategies to fund those service level commitments.

For more information on this course, visit the [EOEP website](#).

Date: July 22 - August 12, 2020

Time: 2:30 pm each day

Course cost: \$200 plus GST

Location: VIRTUAL

*Participants will be sent more information, including at-home reading materials and meeting links, in the days leading up to the first virtual session.

If you would you are interested in alternate dates and would like to join the list, please email Leanne at registrar@coep.ca.



[Log in / Sign up](#)

Summer Municipal Leaders' Caucus

0 0 0

[Event Details](#) [Program & Speakers](#)

Join us for AUMA's summer Municipal Leaders' Caucus being held between July 29 and August 20 throughout Alberta.

AUMA is once again taking a regional based approach to the meeting, allowing municipalities to attend based on their location, rather than their municipality size. The Caucus is open to all AUMA urban municipality members.

July 29 - Fairview

August 6 - Vermilion

August 11 - Stony Plain

August 11 will also be available virtually

August 19 - Nanton

August 20 - Sylvan Lake

The link for in-person registration has been sent to Mayors & CAOs on behalf of the municipality.

If you would like to participate in the virtual event, [REGISTER HERE](#).

As we work continue to be flexible to the current situation, we are working on finalizing venues within these municipalities and will have details firmed up by Friday, July 10.

Due to the in-person gathering restrictions in place, municipalities are limited to one registration, and are only permitted to attend one event. The session on August 11 will be streamed virtually on Zoom to allow for more members to participate. Should there be high demand, a second session will be streamed on August 20. In the event that a particular date and location have extra capacity available, municipalities will be given the option to secure a second in-person registration.

Registration is \$100 for the day and includes a light breakfast and lunch. Please note, due to AHS requirements and catering availability, some locations will be offering a bagged lunch. Hand sanitizer and wipes will be made available at the venues, and physical distancing will be in place. Registration for the virtual event is \$25 per member.

If you register and become ill prior to the event and are unable to attend, please inform registration@auma.ca immediately so that we are able to fill your spot.

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Deb,
Could you add this to our agenda please.

Judy
Sent from my iPad

Begin forwarded message:

From: Lynne Tonita <ltonita@onoway.ca>
Date: July 9, 2020 at 12:56:34 PM MDT
To: Wendy Wildman <cao@onoway.ca>, Jeffery Mickle <jmickle@onoway.ca>, Judy Tracy <jtracy@onoway.ca>, Lisa Johnson <ljohnson@onoway.ca>, "Pat St.Hilaire" <psthilaire@onoway.ca>
Subject: Fwd: AUMA Digest -- AUMA advances member principles on LAEA amendments

I've known a couple of women who have been selected for the WBF program. It's definitely something to promote.

Sent from my iPhone

Begin forwarded message:

From: AUMA <communications@auma.ca>
Date: July 9, 2020 at 11:35:59 AM MDT
To: ltonita@onoway.ca
Subject: AUMA Digest -- AUMA advances member principles on LAEA amendments
Reply-To: communications@auma.ca

The banner features the AUMA and AMSC logos at the top right. Below them, the text "AUMA/AMSC DIGEST" is displayed in a large, bold font. To the right of the title, the date "July 9, 2020" is shown. A navigation menu consists of five underlined links: NEWS, MEMBERSHIP, BUSINESS SERVICES, ADVOCACY SERVICES, and EVENTS. The main content area is divided into two sections. On the left, a link titled "AUMA advances member principles on LAEA amendments" is underlined. On the right, a grey box titled "QUICK LINKS" contains the text "AUMA's 2019 annual report is now available", with "annual report" and "available" underlined.

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COVID-19 RESPONSE UPDATE. Click here for full details.



Ways You Can Support Women Building Futures

1. Get social. Follow us and share our story social media. You can find us on on Facebook, Twitter, Instagram and LinkedIn.
2. Share our 2019 Annual Report with your network.
3. Partner to change women's lives.

We partner with employers who are looking to build a diverse workforce and have a strong focus and commitment to excellence in safety. Our partners are on a mission to change the face of the industry by investing in the career progression of our graduates and ultimately improving the lives of women and families across communities.

Are you interested to learn more about how your company can partner to support WBF graduates? Contact us today: industryrelations@womenbuildingfutures.com

Cara is a mother to three beautiful girls.

Before her program at WBF, she worked for a charter bus company. Despite working hard in her role, Cara was not getting ahead and it was taking a toll on her both mentally and physically. During a visit to Alberta Works to explore her options, she was directed to WBF to attend an information session. Shortly after, Cara applied to a WBF program, met the qualifications, and successfully completed her training. Cara started her journey in ironworking and has recently transitioned her skills to sheet metal. She attributes her success to having a great work ethic, a positive attitude, and being a proud member of a team. The proudest moment for Cara has been seeing her confidence transfer to her three girls.

They're so proud of their mom.

We're leading positive change in communities and have become a leader of change in the industries where we focus our training. Partnering with us shows your commitment to positive economic and social change.

[SIGN IN](#) [REGISTER](#) [CAREERS](#)



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CONTACT US

HEADQUARTERS & TRAINING CENTER

10326 107 Street,
Edmonton, AB T5J 1K2

Phone: 780 452 1200

Fax: 780 452 1279

Toll-free: 1 866 452 1201

SUBSCRIBE TO WBF

[DONATE NOW](#)

WBF respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples whose histories, languages, and cultures continue to influence our vibrant community.

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WORLD PARTNERS CITY

2019 ANNUAL REPORT

WBF

WOMEN BUILDING FUTURES®



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MESSAGE FROM BOARD CHAIR

On behalf of the WBF Board of Directors, I would like to thank our community partners, industry partners, and stakeholders for your continued support of our mandate.

2019 was a year of significant growth and opportunity for WBF. We celebrated 20 years of supporting women in communities, we received funding to support the expansion of our programs across the province, and we launched a new program in British Columbia as part of the LNG Canada project.

I am pleased to welcome our new President, Carol Moen, P. Eng. As President, Carol will work with the Women Building Futures Board to set the strategic direction, strengthen and ensure sustainability of core operations, and guide the current plans for the organization's growth and regional expansion.

Kathy Kimpton, our former President, has taken a position outside Women Building Futures and the Board would like to thank her for her commitment to the success of the organization over the past years.

Our board members look forward to watching WBF continue to thrive and build on the success of 20 years in inspiring positive change.



Amanda Rosychuk
Amanda Rosychuk
Board Chair



Angela Armstrong
Angela Armstrong
Past Board Chair

Board of Directors

- | | |
|--|---|
| Amanda Rosychuk
Board Chair | Freddie Martinez
Director |
| Angela Armstrong
Past Board Chair | Jason Collins
Director |
| Julia Sproule
Governance
Chair/Director | Jim Kanerva
Director |
| Perri Skelton
CPA, CA., Audit
Chair / Director | Landa Richards
Director |
| Alan Skoreyko
Director | Lindsay Osmond
Director |
| | Joelle McLaren
Past Governance
Chair / Director |

MESSAGE FROM PRESIDENT

On behalf of Women Building Futures, we would like to thank our staff, stakeholders, community investors and industry partners for their continued support in 2019. For those that have not met me yet, I am the new President of WBF and I am thrilled to be part of this organization.

It has been an exciting year of growth and change for us here at WBF. Over the last year, we've been presented with some exciting opportunities to expand our programming across the province and continue to positively transform the lives of women. We've also continued our role as an advisor and advocate of inclusivity and women's representation working alongside government and industry.

We are inspired by the commitment and actions of our employment partners and community who show up to represent and champion women in the construction, driving and operating industries. We wouldn't be able to fulfill our mandate of supporting economic prosperity for women without the promise to support our graduate's careers.

This year, we will focus our efforts in strengthening our wrap-around support services for women in our communities. Part of this will include refining our pre-readiness, academic courses to support women who are interested in pursuing our training but may not yet meet the requirements. This will also include increasing our direct outreach to community agencies to support their clients and connecting our students with accessible childcare and affordable housing. We know these support services are critical to removing barriers and supporting the success of the women we serve.

This report will provide further insight to our plans for 2020 and how we will move forward as an organization with a strong focus on impact.

We look forward to influencing and empowering positive change for more women, families, and communities in 2020 and working alongside industry to support career opportunities and economic change for women.

Thank you again for your support.



Carol Moen, P. Eng.
President



2,037
total graduates

OUR PURPOSE

EXTRAORDINARY FUTURES FOR WOMEN

We empower women to become economically prosperous through industry recognized training in maintenance and construction related trades and the driving and operating industries.

We primarily work with underemployed or unemployed women and offer full wrap-around supports to remove barriers and support long term prosperity. Some of these supports include: additional funding for living expenses, resources for affordable childcare, affordable housing, earned employment referrals, and alumni support after program completion.

At WBF, women embark on a journey of significant transformation, from the first steps in exploration "*Maybe I can do this*" to employment "I AM doing this!"

Through WBF's training programs and wrap around services, women:

- Gain in-demand skills and certifications
- Learn the best practices for working in the maintenance and construction related trades and the driving and operating industries
- Increase their employment readiness and earning potential
- Build lasting connections with classmates, industry employers and the WBF team

As a result, women achieve a life of economic stability and inspire the next generation to consider what their extraordinary future could look like.

OUR 2019 IMPACT

6,630,164
social media impressions

15%
of graduates
identify as
Indigenous

>90%
of graduates
would
recommend
WBF

96%
of industry
partners
who would
recommend
hiring a WBF
graduate to
clients or
colleagues

270
media mentions

156 graduates

92%
of graduates
employed in
target industries
within six
months of
graduation

62
partnerships
established
or partners
actively
engaged
with WBF

2.5x
average
increase in
income for
graduates

8,628
women
connected
with WBF

74,851
new users to
website

OUR PROGRAMS

Our support services address common barriers to economic prosperity and our training programs prepare women for industry training and work expectations.

JOURNEYWOMAN START

A 17 week program that introduces students to different trades and prepares them with technical and hands-on skills training, essential safety awareness and certifications, jobsite visits and workplace readiness. Graduates from this program are ready to succeed as entry-level workers in the construction and maintenance industry.

PROFESSIONAL CLASS 1 DRIVER

The eight-week program provides students with the essential safety awareness and certification, workplace readiness, technical skills and hands-on training required to obtain their Class 1 license under the new mandatory entry-level training and succeed in the commercial transportation industry. This program is formally endorsed by the Alberta Motor Transportation Association (AMTA).

DRIVER & OPERATOR TRAINING

A six-week program that prepares students with essential safety awareness and certifications, workplace readiness, industry exposure, theory and driver training to obtain their license and pursue careers as Class 3 Drivers operating equipment such as snowplows, wireline trucks, and hydrovacs.

INDUSTRY FUNDED PROGRAMS

We work directly with industry partners who are seeking custom programs designed to meet their workforce development needs and align with their project timelines. Our training prepares women to enter the internal training and onboarding process with our partners funding the program. Some examples include Suncor Haul Truck and Syncrude Heavy Equipment Operator.

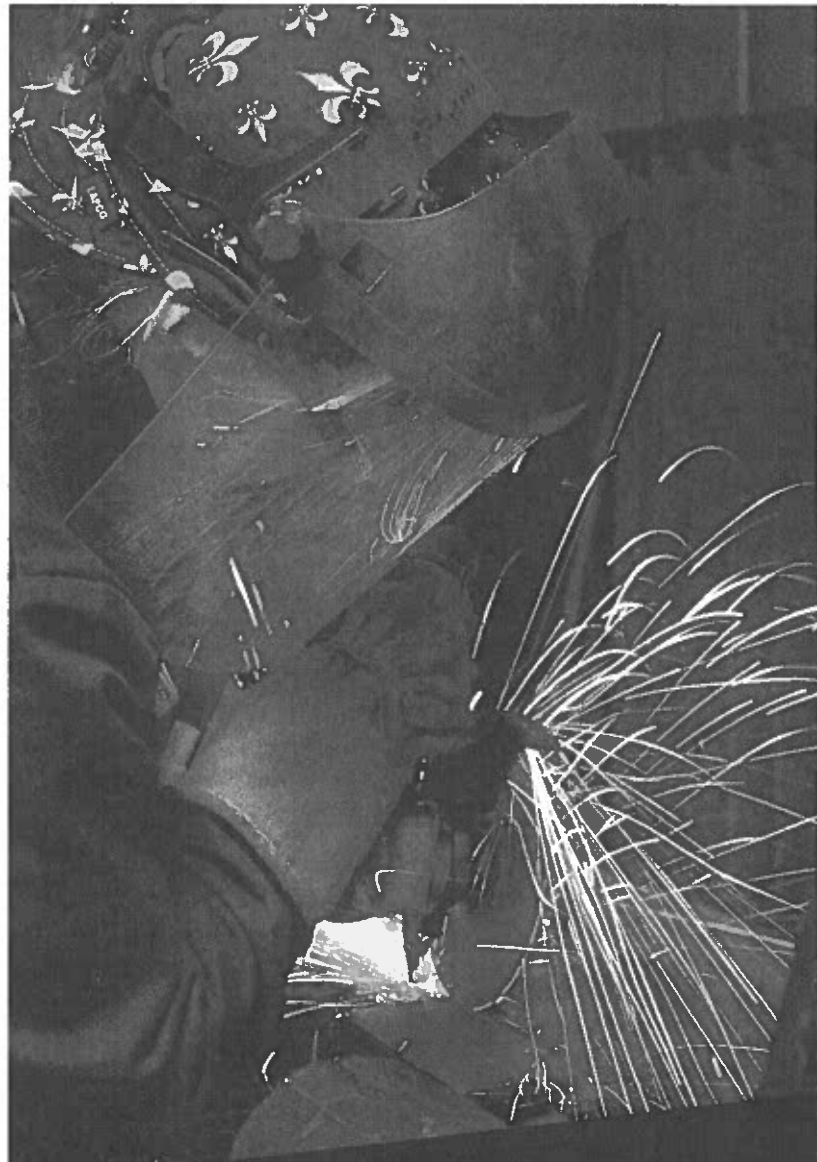
AFFORDABLE HOUSING

Access to affordable housing can be a significant barrier for many women in their journey to economic prosperity. Our Edmonton training facility includes studio, one-bedroom and two-bedroom suites that are fully furnished and ready to welcome women and their children. Our housing is part of Edmonton's Crime Free Housing program.

READINESS-BUILDING WORKSHOPS

Our workshops prepare women to apply to our programming by addressing academic barriers and personal readiness. Workshops respond to the needs of participants and may include information about WBF programs; the trades and apprenticeship process; a readiness self-assessment; academic instruction and practice; career exploration; financial literacy learning, resumes and interview preparation.

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"I had never considered trades. I'm the first girl in my family to be in the trades."

Gloria first heard about Women Building Futures from a co-worker in customer service at a hardware store. Though she'd worked retail most of her life, she was intrigued by what she heard about WBF and decided to apply.

"I thought it would be impossible to get in, so when I did I thought it was a dream come true," Gloria said. She quit her job and started the Journeywoman Start program.

For Gloria, the best part of her experience was how capable she felt after she graduated.

"You get out of your bubble and your comfort zone... for me it was the best thing I've ever done, by far."

GLORIA

When Kate first discovered WBF, she was looking for an opportunity that would allow her to grow, be independent, and reach her goals. We first met Kate at a 5-day readiness workshop we hosted in her hometown of Fort McMurray. Kate left the workshop feeling excited to pursue a career in the trades and applied for a program at WBF.

She completed an intensive introductory program and was immediately hired into a role with a local construction company. This new path has helped her achieve her goal of building a career for herself, being able to buy a vehicle and have it fully paid off within a year.

Kate's advice for any woman looking to explore a career in the trades?

"Go for it! This will open so many doors for you and the opportunities are endless!"



2019 HIGHLIGHTS



Students supported Zoe's Animal Rescue by building doghouses for families in need.



Celebrated success of Professional Class 1 Driver program and 1st cohort to undergo new mandatory level training.



WBF team laced up steel toe boots to support building homes for Habitat for Humanity.



Approached to partner on major projects in Alberta Heartland & Northern Alberta to support training and hiring local women.



Building on the momentum of our inclusive workplace research, we were invited to partner on a construction readiness training program expanded to BC through LNG Canada Project.



Invited to participate in the Gender Equality Network Canada, a unique three-year initiative to advance gender equality in Canada, hosted by the Canadian Women's Foundation.



Government of Canada invests \$2.5 million in pilot expansion of our Journeywoman Start program.



Celebrated our second annual Alumni Connections event to collect feedback and insight from graduates working in the industry.



WBF celebrates \$10 million investment by the Government of Alberta to support programs, housing, workshops, and sustainable operations

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REFLECTING ON 2019

In 2019, we set out to fully understand which regions would see the highest positive impact with the expansion of our training in Alberta. We also started to build internal capacity to help support the expansion of training and delivery of services. Through this process, we've been reminded of the importance of our wrap-around support to truly serve the women we work alongside.

- ▶ We asked ourselves, if we were to expand our training outside our facility, what community support and infrastructure would be required to support the long-term success of underemployed, unemployed women? Factors like access to public transportation, affordable housing, affordable childcare, additional financial support and more are common barriers we work to address, connect, and rally around to support sustainable economic growth and opportunity for women. This journey of discovery uncovered new regions within Alberta that would benefit from our unique programming. In late 2019, we began laying the groundwork to support our pilot expansion.
- ▶ We also spent 2019 focused on building awareness of women in the construction trades, driving and operating industries. We used our platform to highlight why these industries need more women, as we anticipate massive labour shortages in the coming years due to a retiring workforce.



This work has prepared a foundation to support the expansion of our programming across the province and strengthen our voice as an influencer and champion of diversity in our focus industries. We're excited to see the response of our groundwork throughout the coming year as we realize our vision and continue to move forward in our mission to inspire positive change for women.

IMPACT PARTNERS

Legacy Partners

Legacy Partners are our longest standing partners. These partners have contributed to Women Building Futures for 10 years or more and have contributed to the sustainable growth of our organization.

CLAC
Family and Community Support Services
Government of Alberta
Government of Canada
Imperial Oil Ltd.
Suncor
Suncor Energy Foundation

Donors

Thank you to all Women Building Futures donors. Every gift you make supports women and their families in their journey to economic prosperity.

Angela Hoong
Annette Ayre
Anonymous
Brendon Jones
Bryan Madryga**
Christa Teskey*
Deanna Eng
Doug McGill**
Eric Bobey
Gabrielle Moore
Hindisaar Abdullahi
Jessie Thomson*
Kathy Kimpton**
Laura Tremblay
Lauren Pettapiece
MacEwan University
Mission Possible Projects
Nicole Dyck*
Patricia Prestwich
Romulus Anslow
Shaleene Allard
Tatiana Diaz
Tessa Hoffman
Union 52
Benevolent Society

* Donors have pledged ongoing gifts to WBF

** Gifts partially or completely endowed in perpetuity

Cornerstone Partners

Cornerstone Partners have invested a cumulative giving of over \$1 million dollars. These supporters have helped support major projects, expansion of programs and large scale awareness across Canada.

CLAC
Government of Alberta
Government of Canada
Imperial Oil Ltd.
LNG Canada
Suncor
Suncor Energy Foundation

Program Partners

Program Partners provide support through investment in our training programs, experiential learning for students, and employment opportunities for alumni.

Badger Daylighting
Caron Transport
CEDA
City of Edmonton
Cummins
DFI
Diversified Transportation
Finning
O'Hanton Paving
Rosenau Transport
SMS Equipment
Suncor
Syncrude
Trimac
United Rentals
Volker Stevin
Watt & Stewart
Westcan Bulk

Growth Partners

Growth Partners support with an annual investment of \$50,000 or more. These supporters have provided valuable support of our mission and in-kind training for the women who attend our programming.

Blakes LLP
CLAC
CLR Workforce Development Trust Fund
CN Rail
ConocoPhillips
Family and Community Support Services
Imperial Oil Ltd.
Inter Pipeline
Leacross Foundation
Pembina Pipeline Corporation
Suncor
Suncor Energy Foundation
Surehire Occupational Testing
TC Energy

Training Partners

These partners provide valuable resources that allow us to deliver training to over 200 women annually.

Alberta Motor Transport Association
Gennaro Transport Training
Grande Prairie Regional College
Gridworks Energy Group
Keyano College
Kitimat Valley Education Society
LNG Canada
MacEwan University
NAIT
Norquest College
Red Deer College
Sheet Metal Workers International Association, Local 8

Awareness Partners

Awareness Partners support with an annual investment of \$500-\$49,999. These partners have supported career development opportunities for students and boosted awareness of opportunity for women in communities.

Alberta Carpenters Training Centre
Alberta Construction Safety Association
Alberta Ironworkers Apprenticeship and Training Plan Local 720
Alberta Motor Transport Association
Brookfield Residential Careers NextGen
Chevron
CP Rail
Cranemasters
Edmonton Community Foundation
Fluor Constructors Canada Ltd.
Graham Construction
International Brotherhood of Boilermakers Local 146
Kiewit
North West Redwater Partnership/North West Refining
PCL Construction
Petroleum Services Association of Canada
Progressive Contractors Association of Canada
Spartan Controls
Town of Stony Plain

Endowment Fund Supporters

The following individuals have been honoured by family & friends.
Iveta
Judy Doll
Susanne Tarrant

The JudyLynn Archer Fund

Debra Dombrowski**
Lorraine McGill**
Stephen Gallagher**

WBF Fund

Anonymous**
Bryan Madryga**
Doug McGill**
Kathy Kimpton**

For more information or to make a donation, please visit womenbuildingfutures.com/donate.

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STATEMENT OF FINANCIAL POSITION

December 31, 2019, with comparative information for 2018

The following financial statements are from January 1 – December 31, 2019. Please note, in 2019 the WBF Board adjusted WBF's fiscal year to align with that of many of our funders, July 1 – June 30. WBF will post the audited statement for January 1 to June 30, 2019 online and future annual audited results will be posted in October of each year.

	2019	2018
ASSETS		
Current assets		
Cash and cash equivalents	\$ 6,071,751	\$ 2,029,748
Restricted cash	53,349	39,789
Accounts receivable	671,022	782,370
Prepaid expenses	60,916	92,210
	<hr/> 6,857,039	<hr/> 2,944,117
Capital assets	7,140,872	8,093,032
	<hr/> 13,997,910	<hr/> 11,037,149
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 147,834	\$ 230,829
Deferred contributions	4,383,692	713,389
Deferred revenues	299,322	310,523
Loan payables	72,801	95,201
	<hr/> 4,903,649	<hr/> 1,349,942
Deferred capital contributions	5,940,162	6,885,155
	<hr/> 10,843,811	<hr/> 8,235,097
Net assets		
Invested in capital assets	741,657	1,112,676
Internally restricted	867,000	867,000
Unrestricted	1,545,443	822,376
	<hr/> 3,154,099	<hr/> 2,802,052
	<hr/> \$ 13,997,910	<hr/> \$ 11,037,149

STATEMENT OF OPERATIONS

Year ended December 31, 2019, with comparative information for 2018

The following statement of operations are from January 1 - December 31, 2019. Please note, in 2019 the WBF Board adjusted WBF's fiscal year to align with that of many of our funders, July 1 - June 30. WBF will post the audited statement for January 1 to June 30 2019 online and future annual audited results will be posted in October of each year.

	2019	2018
Grants	\$ 2,846,070	\$ 2,171,915
Tuition	2,413,468	2,821,436
Sponsorship	1,177,250	850,315
Other	106,378	139,837
Rental Income	371,613	372,704
Donations and Casino	69,201	418,484
Interest Income	26,967	18,116
	<hr/> 7,010,946	<hr/> 6,792,807
Salaries and benefits	3,965,377	4,031,636
General and administrative	808,513	1,480,856
Marketing and advertising	634,889	969,364
Program expenses	895,608	678,926
Building expenses	188,060	191,134
Bad Debts	68,288	15,720
Interest and bank charges	12,949	9,183
	<hr/> 6,573,685	<hr/> 7,376,819
Excess (deficiency) of revenue over expenditures before amortization	437,261	(584,012)
Amortization of deferred capital contributions	976,328	889,139
Amortization of capital assets	(1,068,517)	(959,482)
	<hr/> (92,189)	<hr/> (70,343)
NET INCOME (DEFICIT)	<hr/> \$ 345,072	<hr/> (\$ 654,355)

(74)



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10326 107 STREET
EDMONTON, AB T5J 1K2

PHONE: 780 452 1200
TOLL-FREE: 1 866 452 1201

womenbuildingfutures.com

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debbie@onoway.ca

From: cao@onoway.ca
Sent: July 10, 2020 9:07 AM
To: debbie@onoway.ca
Subject: FW: Golf Tournament Alternative

Deb – for our agenda, info.

Wendy Wildman
CAO
Town of Onoway
Box 540
Onoway, AB. T0E 1V0
780-967-5338 Fax: 780-967-3226
cao@onoway.ca

NOTE EMAIL CONTACT INFORMATION HAS CHANGED TO: cao@onoway.ca

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From: Valere Leifso <VLeifso@steannegas.com>
Sent: July 7, 2020 12:48 PM
Subject: Golf Tournament Alternative

Hello Everyone,

With the support of our friends and neighbours, we've been able to raise so much over this short month. While we feel blessed to have been able to raise almost \$80,000 to Kids With Cancer Society, we need your help to continue to pursue our goal!

We would like to thank everyone who has donated to date. You have made an astronomical difference. We recognize you and appreciate your efforts.

For those of you who have not yet donated, would you please consider making a contribution to help us close our campaigning endeavor?

Please read our letter below for more details and visit

<https://kwc.akaraisin.com/ui/tourofhope2020/participant/3870401> to donate.



Dear Friends,

We trust and hope that you and your family are well and that this Covid-19 challenge will soon be behind us with minimal additional fallout.

Having said that, 2020 presents some unique challenges for the Kids with Cancer Society. Their fundraising initial have been negatively impacted due to Covid-19. The inability of large groups to come together to raise funds for organization has affected their budget by 67%. Children are still getting cancer, even in this pandemic.

With this significant financial exposure and the fact that we have many new cases of childhood cancer affecting in Alberta and elsewhere; the Managers Group of Alberta Gas Co-ops are promoting Len Spratt, Board Chairman Alberta and advocate for Kids with Cancer Society, coming out of "retirement" for what we believe to be a unique in support of the kids and their families.

Cancer doesn't quit...and neither do we!

Len will ride solo from High Level Alberta to Cardston Alberta. A total of 1400 kms! He will accomplish this in eight days, June 5th through June 13th. He will be supported during his ride by his partner Donna. Len will be well look and even rescued from the ditch if necessary.

We understand there is a significant demand for your help from many other organizations. The Managers of Alb Co-ops golf tournament has been cancelled for 2020 and we are asking those that would normally attend our an charity golf tournament to consider a donation equivalent to what one may pay for registration and other expenses. We have set an ambitious goal to raise \$100,000. We appreciate all the efforts you and your organization can make to reach this goal.

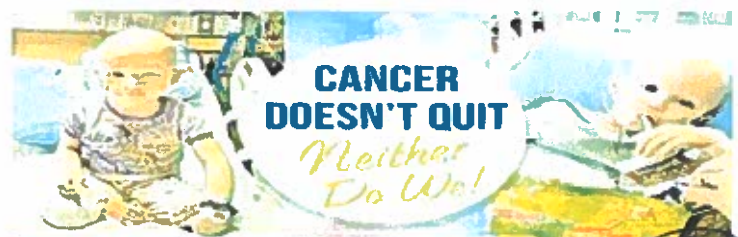
Due to the early June timeframe of this endeavor, we are grateful for your prompt donation and thank you since your help.

You can donate through my Kids with Cancer Society,
<https://kwc.akaraisin.com/ui/tourofhope2020/participant/3870401>
Your tax-deductible receipt will be issued to you via email immediately.

For more information, please contact:

Kerri Strebchuk, Prairie River Gas Co-op
kerristrebchuk@prairierivergas.com
780-523-3572

Val Leifso
vleifso@steanneegas.com
780-937-7940



Stay tuned for more updates on our campaign. Thanks so much for your support and we hope to hear from you soon.



Valere Leifso

Media and Community Coordinator

T: [780-967-2246](tel:780-967-2246) | M: [780-937-7940](tel:780-937-7940)

E: vleifso@steannegas.com | W: steannegas.com





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Call for nominations – AUMA Board of Directors

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June 26, 2020

AUMA is seeking nominations of qualified candidates to serve on its Board of Directors.

Positions up for election in 2020

The following positions are scheduled for election in 2020:

- Director, Cities up to 500,000 for a two-year term
- Director, Towns West for a two-year term
- Director, Towns South for a two-year term
- Director, Villages East for a two-year term
- Director, Villages West for a two-year term
- Vice-President, Cities up to 500,000 for a one-year term
- Vice-President, Towns for a one-year term
- Vice-President, Villages and Summer Villages for a one-year term

Elections will take place on Thursday, September 24, 2020, during the annual AUMA Convention.

The deadline for **ALL** nominations for the 2020 AUMA Board elections is **11:59 p.m., Thursday, September 17, 2020**. AUMA requests that elected officials and Chief Administrative Officers ensure that all council members are aware of the 2020 nomination deadline.

Information and Nomination Package

The candidate nomination package is available on the AUMA website and provides guidelines for determining an individual's candidacy, as well as the relevant nomination forms and submission instructions.

Planning is underway for the 2020 board elections, and further details, including those regarding the elections procedure, will be available in July.

[Download the candidate nomination package](#)

Please direct any questions about the elections to [Courtney Burton](#), AUMA's Returning Officer.

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