

**AGENDA FOR THE REGULAR MEETING OF
THE COUNCIL OF THE TOWN OF ONOWAY
HELD ON THURSDAY, JUNE 17, 2021 IN THE COUNCIL CHAMBERS OF THE
ONOWAY CIVIC CENTRE AT 9:30 A.M. OR VIA ZOOM**

1. CALL TO ORDER

2. ADOPTION OF AGENDA

- as is, or with additions or deletions

Pg 1-6 **3. ADOPTION OF MINUTES – June 3, 2021 Regular Council Meeting**

4. APPOINTMENTS/PUBLIC HEARINGS – n/a

Pg 7-8 **5. FINANCIAL REPORTS – June 8, 2021 Revenue and Expense Report**

6. POLICIES & BYLAWS

7. ACTION ITEMS

- a) Covid-19 Discussion – As of December 8, the Government of Alberta has placed province-wide measures in place and declared a State of Public Health Emergency. Public health measures are being eased in steps based on specific hospitalization benchmarks and declining cases. The Province has developed a 3-stage roadmap outlines how restrictions will ease while protecting the health-care system and increasing increasing vaccination rates. COVID-19 transmission will continue to be monitored. If required, a stage may be paused to respond to trends at regional or provincial levels. Sustained reopening will require Albertans to get fully vaccinated with 2 doses during the summer to prevent future spread. These restriction changes apply provincially. Stage 2 came into effect on June 10. The following are some of the allowed activities: outdoor social gatherings – 20 people max with distancing; indoor recreation, entertainment and other settings (rec centres, arenas, casinos, cinemas, theatres, museums, galleries, libraries, etc.) – open at 1/3 of fire code occupancy; gyms and fitness studios – open for solo and drop-in activities and indoor fitness classes with 3 metre distancing; sport and performance activities – can resume indoors and outdoors; youth day and overnight camps – resume with

restrictions; post-secondary – return to in-person learning; restaurants – indoor and outdoor dining, up to 6 people per table, different households can dine together but must stay 2 metres apart; retail – 1/3 of fire code occupancy; funeral services and receptions – 20 people max; receptions are permitted outdoors only; wedding ceremonies and receptions – 20 people max; receptions are permitted outdoors only; outdoor public gatherings (concerts/festivals) – up to 150 people; outdoor fixed seating facilities (grandstands) – 1/3 seated capacity; work from home order is lifted but still recommended; all other restrictions remain in effect, including distancing and masking requirements *(for discussion and direction of Council at meeting time)*

- Pg 9-38
- b) Yellowhead East Community Futures Covid-19 Impact to Small Businesses – please refer to the attached June 9, 2021 email from Michelle Jones providing their final report and Town of Onoway specific responses. *(to accept for information or some other direction as given by Council at meeting time)*

- Pg 39-47
- c) Support for the RCMP – Village of Caroline, Village of Milo, Town of Falher, Village of Loughheed, Town of Nanton–please refer to the attached letters to Honourable Kaycee Madu, Minister of Justice and Solicitor General advising that these Councils are not supportive of the initiative of the Government of Alberta to replace the RCMP with an Alberta Provincial Police Service. *(for discussion and direction of Council at meeting time)*

- d) Public Auction – the Town currently has one property in tax arrears that needs to be placed on public auction (as per the Municipal Government Act). As in the past, I am suggesting the reserve bid be set at the assessed value, and that payment terms be as set as previously done. *(1. that the Town of Onoway set a public auction date for Wednesday, October 6, 2021 at 10:00 a.m., at the Onoway Civic Centre; 2) that the terms of sale be: cash, certified cheque, bank draft, 10% non-refundable deposit on the day of the sale and balance due within 10 days of the public auction date; and 3) that the following reserve bid be set: Tax Roll 423000 - \$246,400.00)*

- Pg 48
- e) Onoway Regional Fire Services – please refer to the attached June 4, 2021 letter from Erik Ives, Fire Captain inviting Council to meet with them to discuss year end performance statistics and new data regarding their Dual Call Out agreement with Lac Ste. Anne County Fire Services. *(for discussion and direction of Council at meeting time)*

Pg 49

f) Sewer Lining at the Community Hall – further to the Council agreement via email on May 11, 2021, we need to ratify the Council decision to proceed with lining the sewer and that costs of \$13,000.00 are to be absorbed within the regular operating budget and those costs that cannot be absorbed within the regular operating budget will be covered through reserve funds. *(that Council ratify the decision to complete the sewer lining at the community hall at a cost of \$13,000.00 with costs being absorbed within the regular operating budget and, if they can't, will be covered with reserve funds)*

Pg 50-55

g) Greater Parkland Regional Chamber Golf Tournament – please refer to the May 11, 2021 email invitation from Julie Roberts advising of their golf tournament being held on Thursday, August 12, 2021 at the Stony Plain Golf Course to support Parkland Pregnancy Support Centre. Registration fee is \$185.00. *(to accept for information or to authorize attendance of Council and Administration and/or sponsorship and donation)*

h) FCSS – information will be distributed at meeting time showing the distribution of FCSS funding in 2019 and 2020. Further to your discussions with Shelley Vaughan at your May 6, 2021 Council meeting, Shelley will again attend our meeting to speak to this item and the \$32,445.05 FCSS allocation for 2021. *(for discussion and direction of Council at meeting time)*

Pg 56-57

i) Rumble Alberta – please refer to the attached June 2, 2021 email from Janet Jabush, Mayor of Mayerthorpe encouraging support for the tourism sector and specifically Rumble Alberta, and asking elected officials to identify a couple of day trip drives/rides in the Onoway area and check ins and participation of elected officials. Council previously discussed this at your March 18, 2021 meeting and accepted the item for information. *(to accept for information or some other direction as given by Council at meeting time)*

Pg 58-68

j) Lac Ste. Anne County Adjacent Landowner Notification – please refer to the June 2, 2021 letter from Jane Holman, Development Officer, advising of a subdivision application at 2328 Hwy 37 (SW4-55-2-W5). Tony Sonnleitner, Development Officer provided comment that his concern would be their access onto Highway 37 (which will be a decision of Alberta Transportation). *(to accept for information or appeal on the grounds of _____)*

- Pg 69-76
- k) Lac Ste. Anne County Adjacent Landowner Notification – please refer to the June 2, 2021 letter from Jane Holman, Development Officer, advising of a subdivision application at NE 33-54-01-W5. Tony Sonnleitner, Development Officer provided comment that he has no concerns as this is a boundary adjustment of a small subdivision, some distance from Onoway. (to accept for information or appeal on the grounds of _____)

l)

m)

n)

8. COUNCIL, COMMITTEE & STAFF REPORTS

- a) Mayor's Report
- b) Deputy Mayor's Report
- c) Councillor's Reports (x 3)
- d) CAO Report
 - Cat Enforcement - verbal update
 - Onoway Ball diamonds - verbal update
 - Onoway Regional Medical Clinic - verbal update
 - Lac Ste. Anne County (LSAC) drainage – verbal update
 - LSAC After School Care – verbal update
 - LSAC/Mayerthorpe – June 8 article in the newspaper and information printed from the LSAC website
- e) Public Works Report

9. INFORMATION ITEMS

- Pg 83-84
- a) Deputy Minister of Municipal Affairs, Government of Alberta – June 11, 2021 email from Brandy Cox, newly appointed Deputy Minister regarding her perspective on the relationship between the Government of Alberta and municipalities

b)

c)

d)

10. CLOSED SESSION – n/a

11. ADJOURNMENT

12. UPCOMING EVENTS:

- | | |
|--|-------------------------|
| - July 8, 2021 – Regular Council Meeting | 9:30 a.m. |
| - July 8, 2021 - Public Hearing LUB | 11:00 a.m. |
| - July 20, 2021 – Regular Council Meeting | 9:30 a.m. |
| - August 5, 2021 – Regular Council Meeting | 9:30 a.m. |
| - August 19, 2021 – Regular Council Meeting | 9:30 a.m. |
| - September 2, 2021 – Regular Council Meeting | 9:30 a.m. |
| - September 16, 2021 – Regular Council Meeting | 9:30 a.m. |
| - September 20, 2021 – Nomination Day Closes | 12:00 p.m. deadline |
| - October 18, 2021 – Election Day | 10:00 a.m. to 8:00 p.m. |

TOWN OF ONOWAY
REGULAR COUNCIL MEETING MINUTES
THURSDAY, JUNE 3, 2021
COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE AND ZOOM

	PRESENT	Mayor: Judy Tracy Deputy Mayor: Lynne Tonita Councillor: Lisa Johnson (via Zoom) Councillor: Jeff Mickle (via Zoom) Councillor: Pat St. Hilaire Administration: Wendy Wildman, Chief Administrative Officer Jason Madge, Assistant Chief Administrative Officer/Public Works Manager Debbie Giroux, Recording Secretary
1.	CALL TO ORDER	Mayor Judy Tracy called the meeting to order at 9:30 a.m.
2.	AGENDA Motion #218/21	MOVED by Deputy Mayor Lynne Tonita that Council adopt the agenda of the regular Council meeting of Thursday, June 3, 2021 with the following additions: 7j) Canada Day Fireworks and Community Yard Sale 7k) Sale of Town Owned Lots 10) Closed Session <p style="text-align: right;">CARRIED</p>
3.	MINUTES Motion #219/21	MOVED by Councillor Pat St. Hilaire that the minutes of the Thursday, May 20, 2021 regular Council meeting be adopted as presented. <p style="text-align: right;">CARRIED</p>
4.	APPOINTMENTS/ PUBLIC HEARINGS	Deferred until later in the meeting.
5.	FINANCIAL REPORTS	n/a
6.	POLICIES & BYLAWS Motion #220/21	MOVED by Deputy Mayor Lynne Tonita that Bylaw 782-21, a bylaw for the purpose of licensing, regulating and controlling dogs, cats, wild and domestic animals within the Town of Onoway be given first reading. <p style="text-align: right;">CARRIED</p>
	Motion #221/21	MOVED by Councillor Jeff Mickle that Bylaw 782-21 be given second reading. <p style="text-align: right;">CARRIED</p>
	Motion #222/21	MOVED by Councillor Pat St. Hilaire that Bylaw 782-21 be considered for third reading. <p style="text-align: right;">CARRIED UNANIMOUSLY</p>



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	Motion #223/21	MOVED by Councillor Lisa Johnson that Bylaw 782-21 be given third and final reading. CARRIED
7.	ACTION ITEMS Motion #224/21	MOVED by Councillor Pat St. Hilaire that the invitation received from Alberta Health Services (AHS) to participate in their June 2 and June 3 Covid-19 Community Conversations be accepted for information. CARRIED
	Motion #225/21	MOVED by Deputy Mayor Lynne Tonita that the discussion regarding Covid-19 be accepted for information, that Council and Administration continue to monitor developments, and Administration to bring this item back to the next Council meeting for further discussion. CARRIED
	Motion #226/21	MOVED by Deputy Mayor Lynne Tonita that the Town paint a crosswalk orange in recognition of June 21 Aboriginal Day and that all Councillors bring other ideas for crosswalk painting colours / themes to the June 17 meeting for further discussion. CARRIED
		At 9:55 a.m. Council moved to appointments.
4.	APPOINTMENTS/PUBLIC HEARINGS	Jody Smears and Krystal Creed attended the Council meeting from 9:55 a.m. until 10:35 a.m. to discuss the rezoning of property at 5459 Lac Ste. Anne Trail North and specifically their request to include a daycare as a permitted use in Urban Reserve zoned lands in the Town of Onoway. Tony Sonnleitner was also in attendance via Zoom for this discussion from 9:55 a.m. until 10:35 a.m. Motion #227/21 MOVED by Deputy Mayor Lynne Tonita that Council accept the presentation for information and Administration be instructed to bring a bylaw to Council to allow a daycare or day home as a permitted use for Urban Reserve zoned properties. CARRIED
7.	ACTION ITEMS Motion #228/21	MOVED by Mayor Judy Tracy that the discussion on the Onoway Regional Medical Clinic (ORMC) including the requests from Lac Ste. Anne County for: additional funds; the costs of sanding and snow removal; and costs for paving the parking lot, be accepted for information. CARRIED

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COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE AND ZOOM

Motion #229/21	MOVED by Deputy Mayor Lynne Tonita that the letters from the Town of Stavely and Improvement District No. 9 advising that those municipal Councils are not supportive of the Government of Alberta's initiative of replacing the RCMP with an Alberta Provincial Police Force, be accepted for information. CARRIED
Motion #230/21	MOVED by Councillor Pat St. Hilaire that the discussion regarding the East End Bus Society's request for municipal funding be accepted for information and that Administration is directed to hold the unpaid invoice indefinitely. CARRIED
Motion #231/21	MOVED by Deputy Mayor Lynne Tonita that the Thursday, July 22 Council meeting be moved to Tuesday July 20, 2021 at 9:30 a.m. CARRIED
Motion #232/21	MOVED by Councillor Pat St. Hilaire that Administration work with the other municipalities to schedule a Ste. Anne Regional Municipalities (SARM) meeting for Spring 2022. CARRIED
Motion #233/21	MOVED by Deputy Mayor Lynne Tonita that Council approve the use of Ruth Cust Park for the Onoway and District Heritage Society and Fresh Air Cinema to hold a Drive-In Movie Night on August 13, 2021, following all AHS Covid-19 restrictions that are in place at that time. CARRIED
Motion #234/21	MOVED by Mayor Judy Tracy that Administration pre-book 7 rooms for Council and Administration to attend the Alberta Urban Municipalities Association (AUMA) Convention 2021 in Edmonton from November 17 to 19, 2021. CARRIED
Motion #235/21	MOVED by Deputy Mayor Lynne Tonita that Administration be authorized to purchase a \$1,700.00 solar powered crosswalk light for 48 Street at 48 Avenue and that Administration budget \$1,000.00 per year over the next 5 years for a new solar powered crosswalk system, estimated to cost \$5,000.00. CARRIED
Motion #236/21	MOVED by Councillor Pat St. Hilaire that Canada Day Fireworks and an all day yard sale be organized by Councillor Mickle in the Town parking lot by the HUB hotel, that food bank donations be accepted and that all AHS restrictions be followed. CARRIED

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	Motion #237/21	<p>MOVED by Mayor Judy Tracy that Administration be directed to accept the offer to purchase for 4407 Payne Ave and remove the condition to develop the property within 2 years from the purchase agreement.</p> <p style="text-align: right;">CARRIED</p> <p>Councillor Jeff Mickle left the meeting at 11:55 a.m.</p> <p>Council recessed from 11:55 a.m. to 12:05 p.m.</p>
6.	POLICIES & BYLAWS Motion #238/21	<p>MOVED by Councillor Pat St. Hilaire that Council give first reading to Bylaw 789-21, a bylaw to amend the Land Use Bylaw 712-13 by adding to Section 5.17(2), Urban Reserve (UR), as discretionary uses: Family Care Facilities and Home Day Care.</p> <p style="text-align: right;">CARRIED</p>
	Motion #239/21	<p>MOVED by Deputy Mayor Lynne Tonita that a Public Hearing on Bylaw 789-21, Land Use Bylaw Amendment, be set for the Council meeting of July 8, 2021 at 11:00 a.m.</p> <p style="text-align: right;">CARRIED</p>
8.	COUNCIL, COMMITTEE AND STAFF REPORTS Motion #240/21	<p>MOVED by Councillor Pat St. Hilaire that the verbal Council reports and the written and verbal reports from the Chief Administrative Officer and the Assistant Chief Administrative Officer/Public Works Manager be accepted for information as presented.</p> <p style="text-align: right;">CARRIED</p>
9.	INFORMATION ITEMS Motion #241/21	<p>MOVED by Deputy Mayor Lynne Tonita that Council accept the following items for information as presented:</p> <ul style="list-style-type: none"> a) Alberta Municipal Affairs – Undated letter from Gary Sandberg, Assistant Deputy Minister, advising that all non-compliant items identified in the 2019 Municipal Accountability Program (MAP) review for Onoway have been completed b) Onoway Public Library – 2021-2025 Plan of Service c) Development Officer Report – May 2021 development report from Tony Sonnleitner d) Half Masting Notice – May 31, email from the Government of Alberta to municipalities advising of half masting from May 30 until further notice in memory of the 215 children whose remains were found at the Kamloops Residential School.

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COUNCIL CHAMBERS OF THE ONOWAY CIVIC OFFICE AND ZOOM

11.	ADJOURNMENT	As all matters on the agenda have been addressed, Mayor Judy Tracy declared the meeting adjourned at 1:25 p.m.		
12.	UPCOMING EVENTS	June 17, 2021	Regular Council Meeting	9:30 a.m.
		July 8, 2021**	Regular Council Meeting	9:30 a.m.
		July 8, 2021	Public Hearing- Land Use Bylaw	11:00 a.m.
		July 20, 2021 ***	Regular Council Meeting	9:30 a.m.
		August 5, 2022	Regular Council Meeting	9:30 a.m.
		August 19, 2021	Regular Council Meeting	9:30 a.m.
		September 2, 2021	Regular Council Meeting	9:30 a.m.
		September 16, 2021	Regular Council Meeting	9:30 a.m.
		September 20, 2021	Nomination Day Closes	12:00 p.m.
		October 18, 2021	Election Day	
		** DATE CHANGED FROM JULY 1		
		*** DATE CHANGED FROM JULY 15/22		

Mayor Judy Tracy

Debbie Giroux
Recording Secretary





TOWN OF ONOWAY

Revenue & Expense

2021-Jun-8
10:07:20 AM

Description	2021 Actual	2021 Budget
TOTAL TAXATION REVENUE	(1,639,020.11)	(1,639,020.39)
TOTAL REQUISITIONS	96,478.13	347,957.39
TAX REVENUE AVAILABLE FOR MUNI	(1,542,541.98)	(1,291,063.00)
TOTAL GENERAL REVENUE	(87,349.76)	(147,133.00)
TOTAL LEGISLATIVE EXPENSE	44,942.18	125,325.00
SURPLUS/DEFICIT LEGISLATIVE	44,942.18	125,325.00
TOTAL ADMIN REVENUE	(20,153.02)	(65,249.00)
TOTAL ADMIN EXPENSE	276,091.80	618,106.00
SURPLUS/DEFICIT ADMIN	255,938.78	552,857.00
TOTAL FIRE REVENUE	(167,153.97)	(380,253.00)
TOTAL FIRE EXPENSE	178,515.16	391,124.00
FIRE SURPLUS/DEFICIT	11,361.19	10,871.00
TOTAL DISASTER SERVICES REV.	0.00	0.00
TOTAL DISASTER SERVICES EXPENS	522.26	22,500.00
DISASTER SURPLUS/DEFICIT	522.26	22,500.00
TOTAL AMBULANCE REVENUE	(600.00)	(600.00)
TOTAL AMBULANCE EXPENSE	0.00	0.00
SURPLUS/DEFICIT AMBULANCE	(600.00)	(600.00)
TOTAL BYLAW REVENUE	(110.00)	(1,500.00)
TOTAL BYLAW EXPENSE	0.00	1,000.00
BYLAW SURPLUS/DEFICIT	(110.00)	(500.00)
TOTAL POLICING REVENUE	(70,061.37)	(106,000.00)
TOTAL POLICIING EXPENSE	34,338.00	166,338.00
POLICING SURPLUS/DEFICIT	(35,723.37)	60,338.00
TOTAL PW REVENUE	0.00	0.00
TOTAL PW EXPENSE	84,579.60	226,713.00
PW SURPLUS/DEFICIT	84,579.60	226,713.00
TOTAL ROADS REVENUE	(1,860.67)	(115,776.00)
TOTAL ROAD EXPENSE	98,277.11	359,972.00
ROADS SURPLUS/DEFICIT	96,416.44	244,196.00
TOTAL STORM SEWER REVENUE	0.00	0.00
TOTAL STORM SEWER EXPENSE	0.00	5,000.00
STORM SEWER SURPLUS/DEFICIT	0.00	5,000.00

TOTAL WATER REVENUE	(239,692.39)	(579,400.00)
TOTAL WATER EXPENSE	204,629.85	565,100.00
WATER SURPLUS/DEFICIT	(35,062.54)	(14,300.00)
TOTAL SEWER REVENUE	(200,908.57)	(345,626.00)
TOTAL SEWER EXPENSE	193,250.65	359,450.00
SEWER SURPLUS/DEFICIT	(7,657.92)	13,824.00
TOTAL WASTE COLLECTION REV	(34,432.38)	(85,000.00)
TOTAL WASTE COLLECT EXP	26,313.69	84,978.00
WASTE COLLECT SURPLUS/DEF	(8,118.69)	(22.00)
TOTAL FCSS REVENUE	(93,062.00)	(132,273.00)
TOTAL FCSS EXPENSE	31,049.98	121,759.00
FCSS SURPLUS/DEFICIT	(62,012.02)	(10,514.00)
TOTAL PLAN REVENUE	(2,067.74)	(3,500.00)
TOTAL PLANNING EXPENSE	3,100.00	15,500.00
PLANNING SURPLUS/DEFICIT	1,032.26	12,000.00
TOTAL LAND REVENUE	0.00	0.00
TOTAL LAND EXPENSE	3,700.00	6,000.00
LAND SURPLUS/DEFICIT	3,700.00	6,000.00
TOTAL EDC REVENUE	(1,800.00)	(129,900.00)
TOTAL EDC EXPENSE	1,200.00	160,700.00
EDC SURPLUS/DEFICIT	(600.00)	30,800.00
TOTAL REC PROGRAM REVENUE	0.00	0.00
TOTAL REC PROGRAM EXPENSE	1,210.74	25,088.00
REC PROGRAM SURPLUS/DEFICIT	1,210.74	25,088.00
TOTAL PARKS REVENUE	(150.00)	(17,600.00)
TOTAL PARKS EXPENSE	36,050.98	112,000.00
PARKS SURPLUS/DEFICIT	35,900.98	94,400.00
TOTAL CULTURE EXPENSE	6,449.71	25,145.00
CULTURE SURPLUS/DEFICIT	6,449.71	25,145.00
TOTAL MISC EXPENSE	46.10	13,500.00
MISC SURPLUS/DEFICIT	46.10	13,500.00
TOTAL SURPLUS/DEFICIT	(1,237,676.04)	4,425.00

**

debbie@onoway.ca

From: Michelle Jones <mjones@albertacf.com>
Sent: June 9, 2021 12:54 PM
To: Debbie Giroux
Cc: Judy Tracy
Subject: CFYE- COVID-19 Impact to Small Business - Individual Business Results
Attachments: Onoway Individual Results.docx; FINAL COVID 19 Business Impact Analysis Report Public Version.pdf

Good afternoon, as per request of the Community Futures Yellowhead East Board of Directors, please find attached the final public COVID-19 Impacts to Small Business Report, along with a copy of the individual findings that were reported by the local businesses that were surveyed within your municipality.

The individual business response reports are for your office and council information only and there is no expectation as to what you choose to do with these findings. We recognize that the size of the group being surveyed and those who completed the interview may have some bearing on the results of the individual report, but the board felt it was of value to be shared individually with each municipality.

In addition, please be advised that the CFYE board and Executive Director will be working to address some of the more concerning findings from the public report. We are meeting our local MLAs and MPs to see if there is an opportunity to work together to address some of these issues and will keep you posted as we move forward with these meetings.

If you have any questions or would like to discuss the reports in more detail, please do not hesitate to reach out to myself directly at mjones@albertacf.com.

Michelle Jones,

General Manager, Community Futures Yellowhead East
Box 2185, Whitecourt, AB T7S 1P8
p: 780-706-3500, c: 780-778-0977
mjones@albertacf.com

PLEASE NOTE NEW EMAIL ADDRESS

Appendix A: Business Community Feedback on Municipality Performance

Beyond the near-term effects of the COVID-19 pandemic and measures businesses are taking to adjust, Ballard also received feedback on business owners' views regarding the performance of municipalities in the region. Businesses have underlined that, while cash flow supports (grants, interest-free loans, tax payment deferrals) have proven fundamental to survival, greater efforts are needed regarding non-financial supports.

Common themes across municipalities

There are common themes which have emerged out of feedback from businesses across the region, including:

- The need to lower the tax burden for the duration of the pandemic and, in those municipalities which haven't already done so, eliminating business license fees and other similar charges
- Encourage more local shopping and promote local businesses
- Greater educational and resource support for business marketing
- Greater educational and resource support for shifting to online sales
- Infrastructure complaints and the need to support broadband access
- Limited post-secondary education and training opportunities

In some of these cases (e.g., infrastructure, post-secondary education), the levers available at the local municipal are somewhat limited and as a result will require greater collaborative efforts in order to address them. Issues arising in specific municipalities are set out briefly below.

Onoway

Businesses in Onoway broadly expressed satisfaction with the Town's level of support and its approach to implementing public health restrictions. Indeed, some participants expressed the view that some of the businesses which have closed in the past year were likely going to close anyways, with the pandemic proving too difficult to overcome. There are limited means available to the Town to prevent the closure of such businesses

Despite the broad satisfaction with the Town, there could be more efforts made to encourage more procurement of local goods and services (especially professional services such as legal, accountancy, medical) from local businesses.

COVID-19 BUSINESS IMPACT ANALYSIS

Community Futures Yellowhead East
and Lesser Slave Lake Regions



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ACKNOWLEDGEMENTS

This COVID-19 Business Impact Analysis has been prepared for stakeholders within Community Futures Yellowhead East (CFYE) and Community Futures Lesser Slave Lake (CFLSL), with funding provided through the Rural Opportunities Fund. The challenges facing businesses in these regions have become especially pronounced in the context of the COVID-19 pandemic and the stress it has placed on businesses, households, and communities across Alberta. Furthermore, in line with the fundamental economic changes brought about by the COVID-19 pandemic, this funding has been leveraged to support business resilience, retention, and pivoting towards a successful transition into the post-pandemic period.

The information contained in this report has been developed by Ballad Group, a local consulting services and training provider with offices in Whitecourt, Grande Prairie, Edmonton and Calgary. Ballad conducted in-house research and direct outreach to businesses concerning: their immediate workforce needs; resources required for workforce and business development; and options for assisting their transition through the pandemic.

Our project team expresses gratitude for the support and cooperation of businesses based in the regions covered by this assessment. Their contributions have ensured – to the greatest extent possible – that this report reflects the most pressing needs and challenges facing businesses in these communities, while their valuable insights have shed light on the localized effects of the pandemic.

Special thanks are reserved for the participation of the Community Futures Task Team (CFTT), comprised of:

Community Futures Yellowhead East

Michelle Jones, General Manager
Ellen MacCormac, Community Economic Development Coordinator
Charity Vollman, Administrative Assistant/Project Coordinator
Matthew Hartney, Business Analyst

Community Futures Lesser Slave Lake

Josh Friesen, Executive Director
Jessica Adams, Community Engagement Coordinator

¹ Municipalities covered by this assessment are based in the regions of Yellowhead East (Barrhead, Barrhead County, Fox Creek, Lac Ste Anne County, Mayerthorpe, Onoway, Swan Hills, Whitecourt, and Woodlands County) and Lesser Slave Lake (High Prairie, Slave Lake, and Wabasca).



EXECUTIVE SUMMARY

The economic spillovers from the COVID-19 pandemic remain evident as we move into its second year. The provincial government has by now introduced multiple rounds of public health measures, which include, among others: the closure of businesses in various sectors; reduced occupancy rates; and mandatory work-from-home orders. While there was optimism at earlier points in the pandemic as hospitalizations began to fall and some restrictions were eased, this has been replaced by renewed concerns over the spread of COVID-19 variants during Spring 2021 and the slower-than-expected rollout of vaccines.

The pandemic has produced widespread signs of stress in the business community (falling profitability, business closures, uptake of financial supports from government); while in the labour market, joblessness rates have risen and there are risks posed by falling participation and skills deterioration as unemployment spells lengthen. In the specific context of the Yellowhead East and Lesser Slave Lake regions, the challenges brought about by the pandemic follow successive years of reduced growth in line with the energy sector's performance and a slow diversification towards alternative sources of investment.

Ballad has spent the past number of months engaging with businesses and wider societal stakeholders in order to determine the pandemic's specific economic impacts across these regions. The main findings include:

- **Business profitability has fallen markedly:** Over two-thirds (65%) of businesses have seen revenues fall sharply as a result of the pandemic, particularly in consumer-facing sectors (accommodation and food services, personal services, retail). However, a small number of business did experience higher sales due largely to stable demand in some sectors and higher in-province spending.
- **Many businesses have been able to pivot:** This includes either developing new sectors and markets or ensuring continued survival through temporary layoffs and strict expenditure control. This has also provided businesses with greater resiliency to future lockdowns.
- **Cost pressures are rising; supply chain issues remain a challenge:** Around two-thirds (65%) of businesses have experienced cost rises due to the pandemic, while parts and tools continue to be difficult to source in construction, oil and

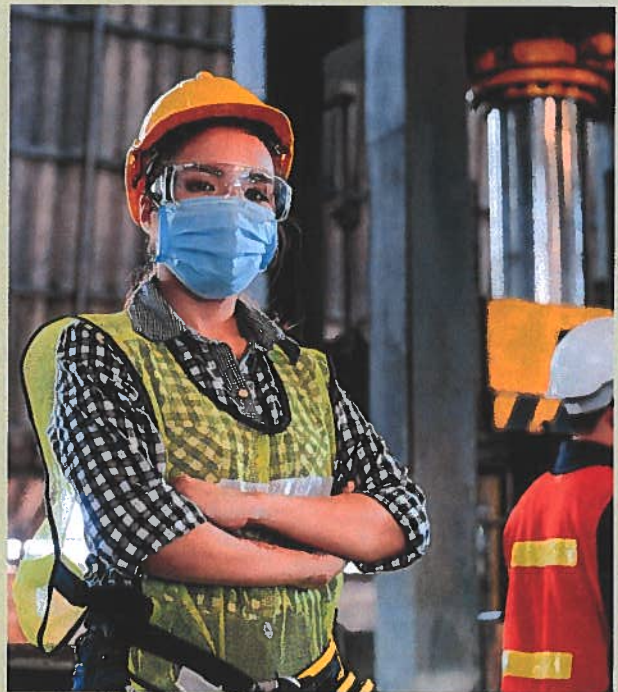
gas, agricultural industries. These challenges extend to specialist users of PPE (laboratories, pharmacies) also, while retailers face shortages for a range of products as some have experienced delays among wholesalers and hoarding among competitors.

- **There is optimism regarding future sales, but risks remain elevated:** Sales are expected to rebound from current low levels across a wide range of sectors. For many, however, a return towards pre-pandemic levels will take multiple years. In the interim, business risks are elevated with one-quarter (25%) of businesses describing the risk of their business closing or downsizing as 'moderate' or 'high', while several have already closed or are reopening in a more limited capacity.
- **Businesses' focus remains overwhelmingly on short-term priorities:** Many businesses remain focused on 'keeping the lights on' and simply making it through the pandemic, in whatever shape that may be. There has been correspondingly little attention paid to post-pandemic planning and strategizing, including how to repay debts accumulated. Correspondingly, just under one-half (46%) of businesses that have accessed publicly provided interest-free loans (through CEBA or RRRF) have plans in place for repayment.

Going forward, an effective strategic and coordinated response – both across the municipalities studied and with higher levels of government – would best place the regions' communities to overcome the pandemic's current challenges and likely legacies. A strategic response is set out over the course of this report, with recommendations that can be implemented in both:

- **The short-term:** Including direct responses to the pandemic which can involve both temporary and permanent solutions; and
- **The medium and long-term:** Including measures that are designed to respond to the post-pandemic period, ensuring that the region's labour market and business community are effectively placed to take advantage of economic recovery.

Debates on future viability are already taking place and garnering great attention. There are concerns among many communities that service levels are being continuously scaled-back as locally raised finances come under pressure, while grants provided by higher levels of government are expected to diminish as the province reins in its spending to address deficit levels in the coming years. Many of the longer-term recommendations provided here seek to address these challenges.



INTRODUCTION



The COVID-19 pandemic has produced significant economic spillovers for the global, national, and provincial economy:

- Economic activity declined sharply before undergoing an intermittent rebound;
- Large numbers of workers became unemployed or started working remotely;
- Public finances at all levels of government have become stretched as income supports and stimulus measures have been rolled out; and
- Some industries are likely to be restructured permanently, meaning that some businesses and positions may no longer exist in the post-pandemic environment.²

Communities across rural Alberta are exposed to these shifts also. Many businesses have faced mandated closures in line with multiple rounds of tightening provincial health restrictions, reduced occupancy rates, and elevated economic uncertainties. Furthermore, for many of the communities based in the regions of Yellowhead East and Lesser Slave Lake, the pandemic's economic effects follow an already-prolonged period of weakness due to the downturn in the energy sector. Many of these communities were already experiencing challenges, with unemployment

rates above average and business activity facing successive years of weak demand. The pandemic exacerbated an already-difficult position, while many businesses had only limited means to manage the additional economic stress.

Although still surrounded by risks and uncertainties, the process of economic recovery has started. This recovery is facilitated by the rollout of vaccines which is expected to continue over the coming months. As the initial economic shocks subside and regional economies and labour markets continue to adjust, efforts will be needed to ensure that the pandemic's many legacies are successfully addressed, and that the regions are able to successfully pivot towards new sources of growth in the post-pandemic period.

The present report comes at an opportune moment as municipalities consider how best to overcome these challenges with respect to: (i) tackling the pandemic's near-term effects, including the strains being placed on local labour markets and business communities; and (ii) reassessing drivers of economic growth as economies transition into the post-pandemic environment. In the process, it is hoped our recommendations provide policymakers with tangible steps forward in dealing both with the pandemic and longer-term barriers to economic prosperity.

² The risks of permanent structural changes across industries are numerous and presented at later points of this report. In the specific context of the Yellowhead East and Lesser Slave Lake regions, these include: (i) changes to consumer habits and the implications for retail (continued shifts to online retailing), food services (cautious rebounds in consumption at restaurants and bars), and foreign travel-related businesses; (ii) structural changes to the oil and gas industry and debt accumulation among remaining participants; and (iii) further shifts towards automation and digitalization, and its implications for the workforce across multiple industries (e.g., manufacturing, transportation, agriculture).

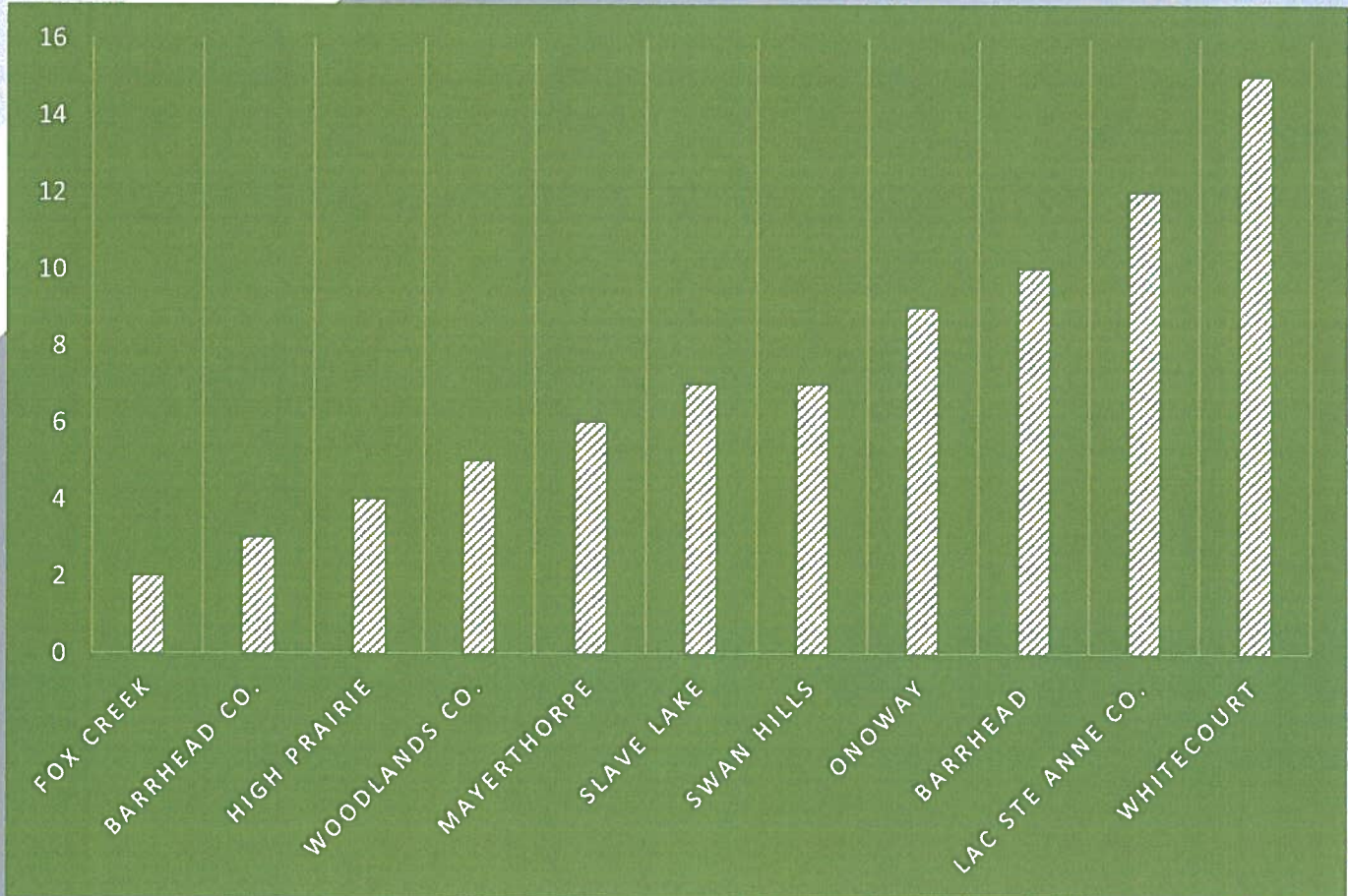
FINDINGS FROM ENGAGEMENT: IMPACTS ON BUSINESS

In order to determine the economic impacts in the specific context of the Yellowhead East and Lesser Slave Lake regions, Ballad carried out engagement with business owners and managers via one-on-one telephone interviews. The following findings reflect what we heard from businesses in relaying their experiences from the pandemic.

These interviews took place over a number of months from January to March, taking account of:

- Businesses' economic situation (sales, costs, etc.) after multiple rounds of provincial lockdowns;
- Businesses' expectations for recovery and risks posed by renewed restrictions; and
- Challenges facing businesses throughout the pandemic and remaining obstacles to be overcome in recovering towards pre-pandemic levels.

OVERVIEW OF MUNICIPALITIES INCLUDED IN ENGAGEMENT



Source: Ballad Group

Revenues have fallen sharply across most sectors

The COVID-19 pandemic has resulted in sharply falling sales and revenues across most businesses, reflecting:

- i) Direct effects: multiple rounds of tightening public health restrictions resulted in workers being either temporarily furloughed or permanently laid off, while consumers were unable to access these services even as demand remained strong; and
- ii) Indirect effects: in its early stages, the pandemic generated concerns over the state of the global economy and energy demand going forward, particularly as energy-intensive industries (e.g., airline transportation) were severely curtailed. These concerns prompted a sharp decline in energy prices. In the case of those municipalities that are highly dependent on oil and gas, these indirect effects are potentially as significant in explaining the economy's downturn during the course of 2020 and its prospects for recovery in future years.

The pandemic's effects have been significant: of the businesses interviewed as part of Ballard's engagement, almost two-thirds (65%) experienced a decrease in sales. In many cases, these amounted to extremely high losses, with many experiencing declines in excess of 50%.³

Common themes for businesses with declining sales:

- Consumer-facing sectors have been hit hard: Businesses interviewed from accommodation and foods services (motels, inns, cafes, etc.), personal services (hair and nail salons), and the retail sector have almost all experienced large declines in sales. The reasons for this include mandated shutdowns, reduced occupancy allowances, and very limited means to diversify away from in-person sales.
- Some, smaller retailers are facing competitiveness challenges: Many small retailers across the municipalities – albeit with some notable exceptions among businesses that service recreational activities (e.g., camping and hiking equipment) – have faced a more competitive environment due to consumer preferences shifting online and an inability to compete on cost with large stores.

- Oil and gas services businesses (and related sectors) continue to face challenges: The downturn in energy prices had initially curtailed activity in the sector, entailing widespread layoffs and decisions not to hire seasonal workers in the summer of 2020.
- Weaker demand has reduced advertising revenues also: Businesses that are dependent on advertising revenues (e.g., publications, newspapers, media) have seen a severe slump as businesses in their communities have struggled and consumers have become more cautious with spending, particularly as the pandemic continues to progress and renewed restrictions have been introduced.

As shown in Figure 8, there are a number of businesses that have experienced stable sales (19%), while others have actually seen increases (9%). These positive outcomes reflect:

- Greater in-province spending: Some businesses in recreational sectors (campgrounds, some retailers of niche products) have seen strong demand as restrictions on foreign travel have been introduced. Over the long term, however the positive growth benefits to these sectors are likely to diminish as foreign travel restrictions ease.
- Demand for construction has remained strong: Many in the sector have seen demand surge as more homeowners carry out renovations and upgrades on their properties, with this further driven by low borrowing costs. However, several interview participants noted that some slowdown is anticipated as financing costs are now starting to rise, while disposable income growth is slowing as income supports are unwound.
- Stable demand for essential services: This includes those businesses that were able to remain open throughout the course of the pandemic: grocery stores, pharmaceuticals suppliers, trades, legal services. The demand for goods and services of these businesses has remained strong.

³ A small number of businesses experienced declines of 100%, with some of these businesses no longer operating by end-March 2021.

⁴ Responses of 'not applicable' reflect a small number of businesses that opened during the pandemic or operated in non-profit sectors.

- Shifting towards alternative markets and sources of growth: Some trucking businesses that ordinarily rely on income from the oil and gas sector pivoted towards supplying aggregate or services to the forestry sector. In many cases this required additional spending (including leaning heavily on personal savings) in order to acquire new equipment.

In other sectors, businesses closed their in-person operations and shifted their attention towards exporting products to the US and further afield, shifting to online sales and delivery, and concentrating on products rather than services.

- Pre-standing contracts: Some businesses (e.g., construction, building maintenance, landscaping services) are hired on a multiannual contract basis, and their revenues have been insulated from the pandemic.

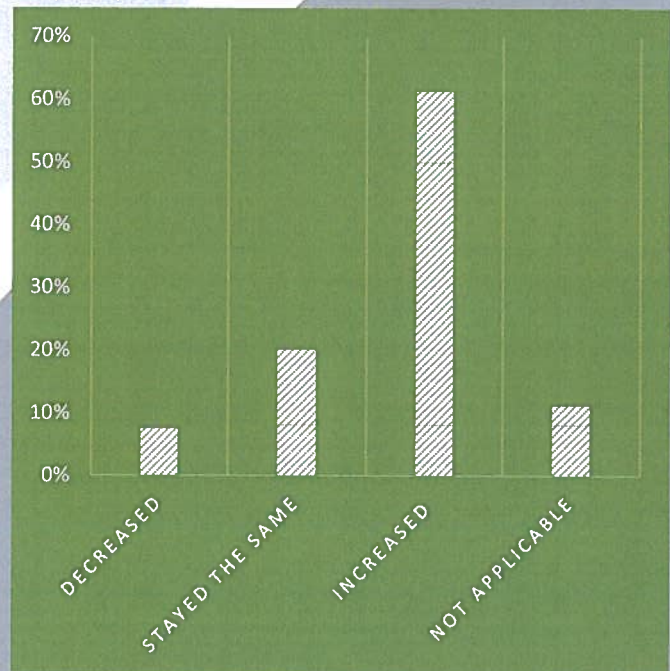
While pockets of success have been experienced by some businesses, for the vast majority the pandemic has created a period of unprecedented economic stress in which they are struggling to make it through. With the ongoing rise in new COVID-19 variant cases and the current pace of re-openings in Alberta, their concerns reflect the still-significant risks surrounding the outlook.

Businesses have increased the resiliency of sales to new case rises

Many businesses have taken measures to insulate themselves from the pandemic, including through shifting to new markets and products. As shown in Figure 9 on the following page, a significant share (65%) of businesses now describe their sales as either 'somewhat resilient' or 'highly resilient' to rising COVID-19 cases and any potential lockdown this may prompt.

Based on Ballard's engagement with the business community, although financing issues and access to supports has clearly been a key factor in determining business survival up until this point of the pandemic, there is a key distinction to be made between: (i) 'proactive' business management which

BUSINESSES' RESILIENCY TO COVID-19 CASES



Source: Ballard Group

has sought out innovative means to overcome the pandemic through growth; and (ii) 'reactive' business management which has a more near-sighted lens and which appears heavily reliant on sources of public funding for ongoing operations.⁵

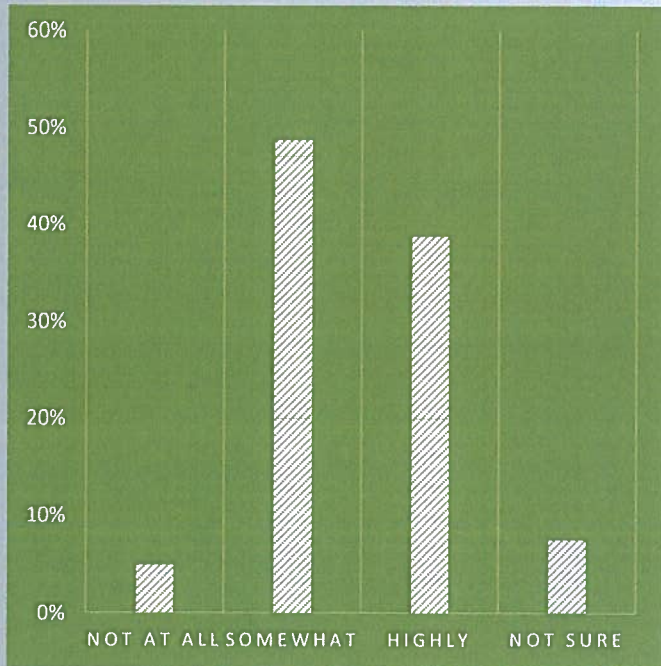
The most cited means through which have increased resiliency include:

- Temporary employee layoffs and reduced working hours for staff;
- Lengthening business operating hours to ensure continued activity while adhering to occupancy restrictions;
- Strict expenditure control, including through delaying investment;
- Shifting sales to online (in cases where it was feasible); and
- Repurposing equipment to pivot to alternative markets.

⁵ By the same token, many participants noted that the failure of some businesses is not strictly related to the pandemic; rather, these businesses were set to close even in its absence, with the pandemic merely accelerating the process.

⁶ Higher PPE costs have had an outsized effect on accommodation and food services businesses as many in these sectors had already been using high-grade disinfectants prior to the pandemic.

IMPACT OF COVID-19 ON BUSINESS COSTS



Source: Ballard Group

Despite this success, however, over one-third (35%) view their sales as not at all resilient to renewed lockdowns. These businesses are largely those that have already struggled to this point of the pandemic and have only limited options for diversification. This includes accommodation and food services, publishing companies (due to continued weakness of advertising revenue), personal services, and some retailers.

Profitability has suffered from rising cost pressures

Businesses have experienced cost increases due to the pandemic, with these rising cost pressures seen almost universally across industries. Prices range from relatively modest (0-5%) to much more significant (in excess of 25%), and reflect several factors, including:

- **Higher spending on Personal Protective Equipment (PPE):** Unsurprisingly, cost pressures on PPE and related materials to ensure compliance with public health guidelines have increased.⁵ Some heavier users of these materials (healthcare, pharmacies, laboratories, accommodation services) noted that these

make up a significant share of their costs, while shortages have emerged for some products (e.g., latex gloves) as they compete with public agencies (e.g., hospitals) for supplies.

- **Raw materials:** Many businesses in the construction industry and suppliers of industrial goods noted that raw materials costs have risen exponentially, particularly for lumber and aluminium. Record high prices are in part driven by an ongoing construction boom in the US and upward pressures are expected to be sustained in the near term.
- **Wholesalers in some retail sectors have raised margins:** Many businesses in consumer retail (electronics, florists, etc.) noted that supplier relationships have become much more challenging over recent months. This reflects higher costs and margins, as well as greater delays in delivery.

- **Higher costs due to occupancy ratios:** For businesses facing relatively high fixed costs and with a model that is dependent on customer turnover, mandated lower occupancy rates and higher staff-to-customer ratios have significantly increased the cost per customer served. Reduced profit margins due to these effects are most evident in accommodations and food services, as well as other in-person services.
- **Freight and transportation:** High transportation and delivery costs have posed particular challenges to retailers seeking to shift online, with larger online competitors and big box retailers able to offer much lower prices and promotional discounts.

Taking all of these factors together, as shown in Figure 10, over two-thirds (67%) of businesses have experience higher costs as a result of the pandemic.

⁷ There are perceptions also that this hoarding and priority supplying is taking place among larger competitors and big box stores.

⁸ In such businesses with high fixed costs but low marginal costs, the current pandemic has posed significant challenges; profitability will only return once demand has reached a minimum level.



Supply chain issues are still present

In addition to the higher costs of materials, businesses continue to contend with supply chain issues. It had initially been anticipated that most supply chains would have fully adjusted by this stage of the pandemic. However, severe shortages and delays are still present – and in some cases are worsening – in many sectors:

- **Construction, oil and gas extraction, agriculture:** A large number of businesses in these sectors underlined the difficulties of securing parts and tools, pointing to much slower manufacturing output from the US. Surprisingly, many interview participants expected this situation to worsen further in 2021 due to order backlogs and expectations for manufacturing output to rebound gradually. Concerns over US (and eastern Canada) manufacturing output are added to further by concerns over trade policy shifts and potential disruption with China in the post-pandemic period.

- **Retailers:** Many retailers have pointed to difficulties in securing products from suppliers, with particular shortages for promotional materials and discount items; while restocking for electrical items and appliances has been challenging amid hoarding by competitors.⁷ There are also continued shortages for some products such as certain categories of pharmaceuticals or tires for the automotive sector.
- **Specialist users of PPE:** Some PPE items (e.g., surgical gloves) remain in short supply given large demand and bulk orders from government bodies. This continues to affect privately-run businesses which need access to this equipment – such as laboratories and pharmacies – many of which have already invested significant amounts into specialized equipment which cannot be safely used and maintained without these supplies.

These supply chain issues and other factors (e.g., labour constraints) are affecting businesses ability to respond to orders. As shown in Figure 11, over half of businesses (53%) considered themselves as either 'not at all responsive' or 'somewhat responsive' to an unexpected increase in demand. This can largely be explained by a combination of:

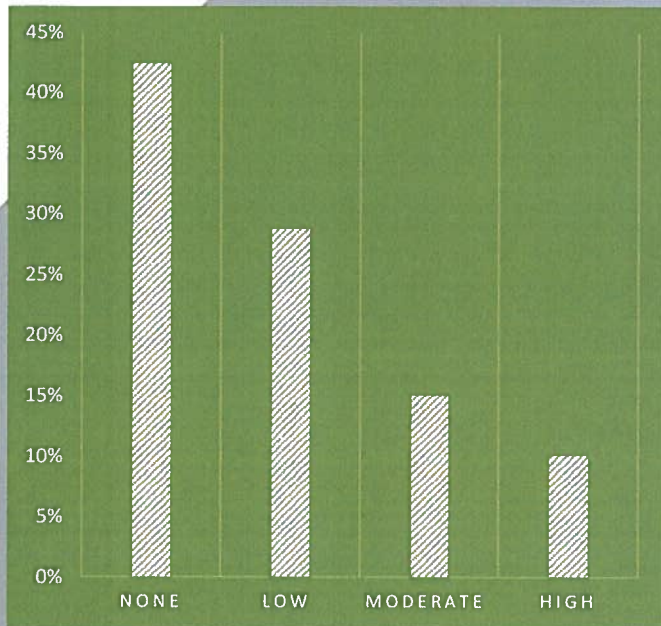
- 1) Supply chain issues outlined above, with these slowing down work significantly;
- 2) Earlier employee layoffs that have weakened capacity to respond rapidly; and
- 3) Specifically for those businesses that have made it through the pandemic successfully so far, there are already capacity constraints that would require greater investment and labour.

For the remaining half (47%) of businesses which are 'highly responsive' to an increase in demand, this can be explained by high levels of idle equipment and excess capacity. For example, many businesses have fixed costs that remain in place irrespective of demand, while sole proprietor businesses that are currently not busy can rapidly respond to new opportunities.⁸ This points to still-significant excess capacity in many parts of the economy at present, most notably in: accommodation and food services;

⁹ UNCTAD (2020) found that over 50% of consumers had made at least one online purchase every two months in a broad range of sectors, including cosmetics and personal care, digital entertainment agri-food and beverages, fashion and accessories, pharmaceutical and healthcare, and media and books. Furthermore, Selligent (2020) found that 36% of consumers now shop online weekly.

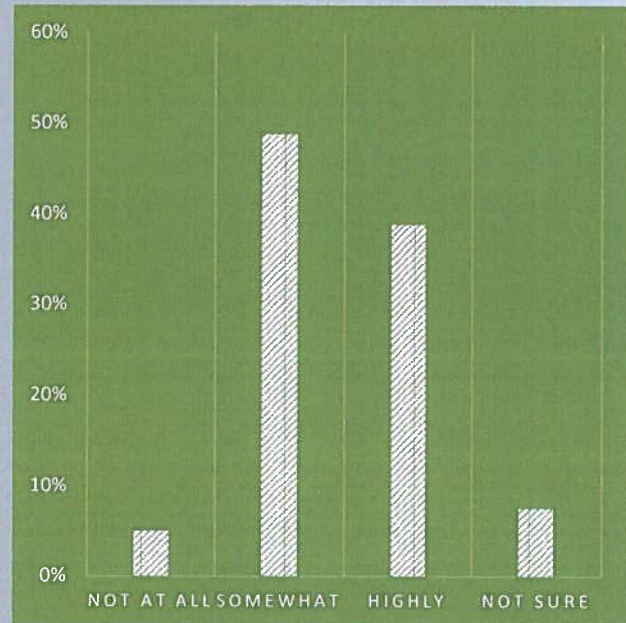
¹⁰ Some noted that the effects of higher competition from large, out-of-region businesses was already present. Large-scale businesses with idle equipment and workforces have found opportunities in smaller markets that they would not target in normal economic circumstances. In some cases, these competition effects have been exacerbated by policies which favour larger scale businesses (e.g., local pharmacies versus chains).

IMPACT OF COVID-19 ON BUSINESS COSTS



Source: Ballard Group

BUSINESSES' EXPECTATIONS FOR FUTURE SALES



Source: Ballard Group

oil and gas services; personal services; and some sole proprietors in the construction industry.

Optimism regarding prospects for recovery going forward

There is significant uncertainty among business owners as to when sales will recover towards pre-pandemic levels, with many not able to provide any concrete forecasts for growth in the near term. As such, the current mood can best be described as 'cautious optimism', with half (50%) of businesses expecting sales to increase over the coming year (Figure 11). However, in many cases, this increase is coming from an extremely low base, and it could take several years in order to recover to pre-pandemic levels, if at all.

In consumer-facing industries, a recovery is almost entirely dependent on the public health situation and the removal of restrictions. If the pandemic subsides in line with vaccine rollouts, rebound is likely to progress rapidly in sectors such as personal services (hair salons, etc.), bars and restaurants, and retail.

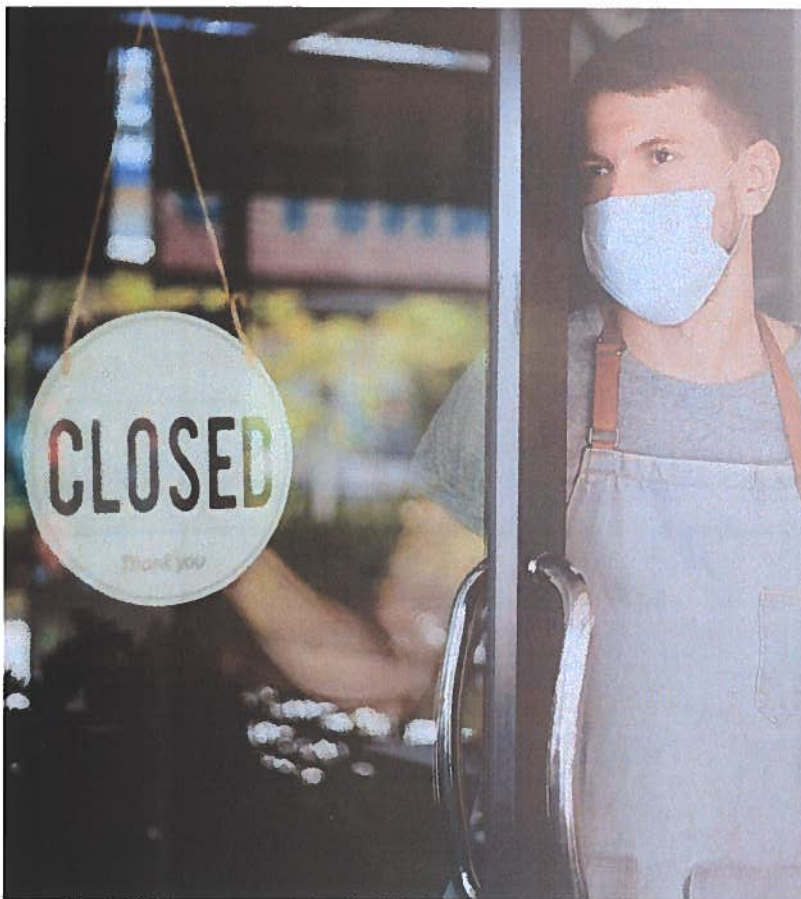
However, it is expected that some pre-pandemic consumer behaviours will take more time to return, with a portion of the population likely to remain cautious in returning to large indoor gatherings and other such activities. Furthermore, some consumer

preferences have likely shifted permanently: just as the future of the labour market will be comprised of a mixture of remote and on-site work, online sales are expected to form an even greater part of consumer retail shopping basket going forward. As an illustration of this point, e-commerce as a whole is expected to have grown by 20% in 2020 alone (IBM, 2020), while a wide range of indicators suggest that consumer preferences will continue to shift in this direction.⁹

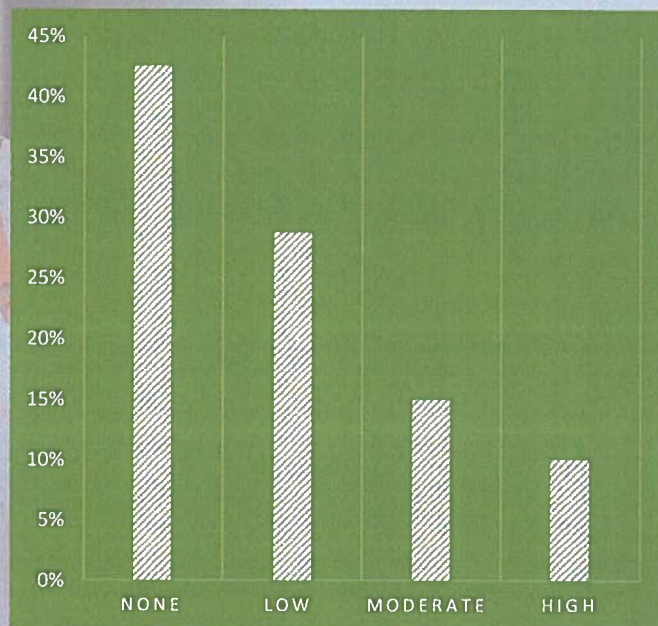
In other sectors such as oil and gas extraction, the prospect of recovering oil and gas prices will drive greater revenues, with this in turn supporting auxiliary industries. Oil prices have remained strong in recent months in line with improving optimism for global growth, falling crude oil inventories, and expectations of a more stringent regulatory environment in the US that will curb investment in the sector.

Among those businesses that are expecting sales to decrease (10%), some of this is related to demand falling as the province opens up to international travel (affecting in-province recreational spending); falling construction spending as current levels of demand are unlikely to be sustained; and leakage due to higher competition from out-of-region competitors.¹⁰

¹¹ In addition, some businesses were regional affiliates of large corporations whose funding decisions are made at the level of Head Office.



RISK OF BUSINESS CLOSURE/DOWNSIZING



Source: Ballard Group

Risks of business closures remain elevated

Despite the optimism outlined above, many businesses are struggling to survive and are focusing their efforts towards 'keeping the lights on'. Furthermore, it should be noted that two businesses had already closed by the time interviews were carried out, while another two had already taken the decision to downsize. As shown in Figure 13 on the following page, of the remaining businesses, about one-quarter identified the risks of their business closing or downsizing as either moderate (15%) or high (10%).

The risks can largely be explained by:

- **Prolonged period of weakness:** For many the pandemic added another shock that is proving difficult to overcome, and many are currently teetering on the edge of closure. Among some businesses, decisions have already been made not to reopen certain services (e.g., hotel bars) even after the pandemic concludes.
- **Leverage and financial vulnerabilities:** In terms of business viability, there is a marked difference between those businesses with elevated liabilities (mortgages, loans, leases) and those which own their assets outright. For number of businesses that describe their risks

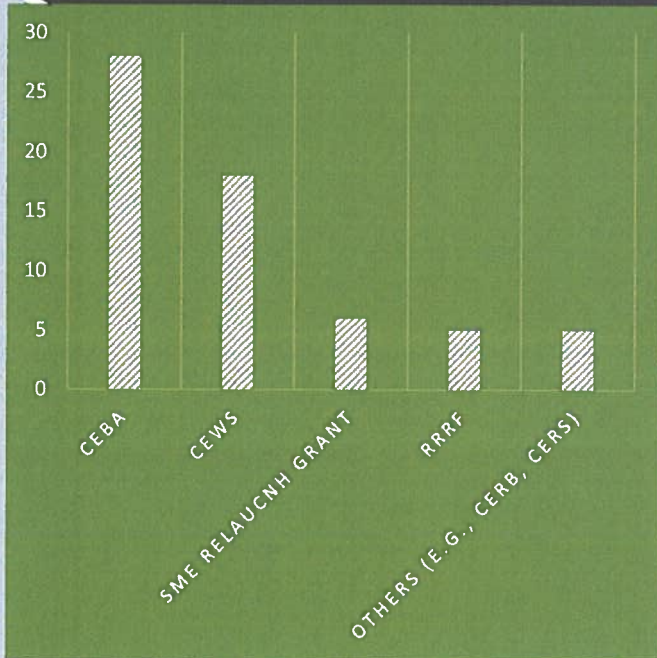
as low, many attribute this to not having rent payments to meet every month; while for those businesses facing pressures, cash flow is being used to meet debt servicing costs rather than being available for pivoting to new markets or sources of growth.

• **Policy shifts that reduce profitability:** Some businesses' risks are related primarily to shifting policies:

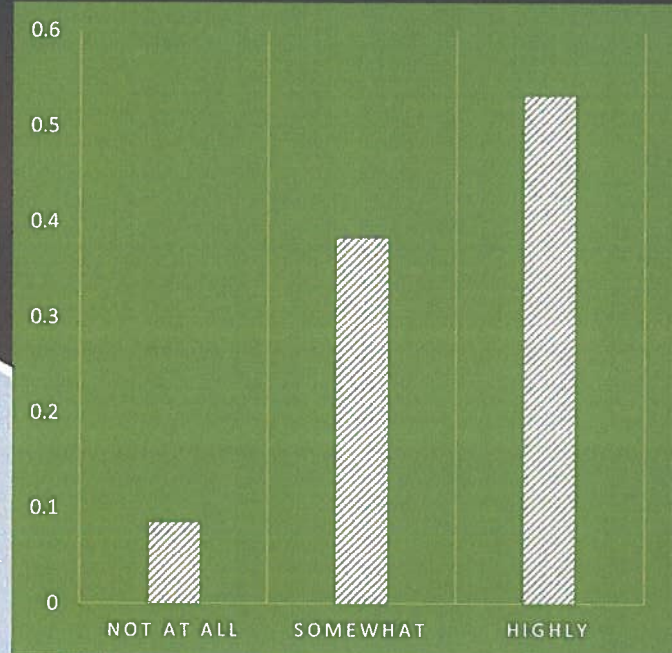
- 1) Oil and gas companies face continued challenges to adapt due to increasing support for renewables and net zero emissions;
- 2) Laboratories and pharmacies, having already invested significantly into specialized equipment in anticipation of publicly procured services (COVID-19 testing, vaccinations), now face funding challenges as policy has prioritized other providers; and
- 3) Some safety companies (e.g., forest fire mitigation) will experience lower revenues due to forthcoming funding reforms at the provincial level.

¹² Among some businesses that have used the funding but are still planning to repay early, some noted that they can lean on other sources of finance (e.g., lines of credit) in order to repay the CEBA loan and still profit from the cash transfer.

22



Source: Ballad Group



Source: Ballad Group

Public funding supports have been essential to business survival

A large number of businesses have not accessed public supports due to not meeting eligibility requirements. For many, this is because sales and profitability had not fallen sufficiently and so they did not require these supports.¹¹

However, there were a number of cases in which supports were needed but not accessed due to:

- 1) Not having the required structures in place (e.g., having a payroll in place prior to the pandemic);
- 2) Lack of awareness of the financial supports offered by funders such as Community Futures or the provincial government; or
- 3) Not viewing the supports as necessary given the tax burden they create.

Among those businesses that did access supports (Figure 14), the most frequently accessed was the federal government-funded Canada Emergency Business Account (CEBA) loan and the Canada Emergency Wage Subsidy (CEWS), followed by the SME relaunch grant, funding from Community Futures' RRRF, and the Canada Emergency Rent Subsidy (CERS).

As shown in Figure 15, Almost half of businesses (48%) considered these supports as highly effective, with this funding essentially ensuring business survival throughout the most acute phase of the pandemic. Several noted that their business would not have made through without these supports, while others pointed especially to the CEWS and its prevention of more widespread layoffs.

In the case of those businesses that closed, much of this can be explained by their more limited access to supports due to not meeting eligibility criteria. As the risks of future lockdowns grow, many businesses signalled their continued interest in accessing supports going forward and are actively exploring options for retroactively applying for those that they qualify for.

Some 39% described these funding supports as only somewhat effective, pointing to deficiencies in terms of:

- **Insufficient targeting:** Some businesses noted that, despite their severe cash flow challenges, the eligibility criteria essentially excluded them from accessing funding, requiring them to spend additional time and resources accessing funding via other means (e.g., Community Future's RRRF).

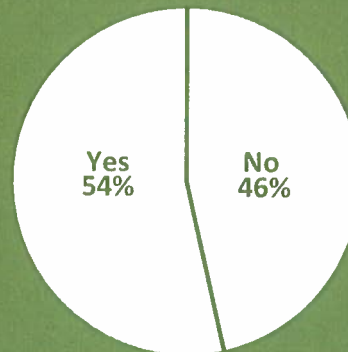
BUSINESS REPAYMENT PLANS

- **Complicated applications process:** Some business signalled that those supports that they continue to access on an ongoing basis (e.g., CEWS) have grown in complexity and incur more compliance costs. One business in particular noted the need for an accountancy professional in order to determine their continued eligibility for CEWS, with this cost reducing the net benefit of the program substantially.
- **Slow rollout and limited information:** This was a concern raised by some of those who accessed the federal and provincial government supports, with the lead time between application and funding being excessive. In addition, the application process is found to be difficult to navigate at times and with only limited administrative and informational support for business owners.
- **Limited uptake of non-financial supports:** Some businesses recognized this funding as a stop gap measure. However, they argued that businesses require economic opportunities rather than loans that add further to already-weak balance sheets. As a result, business owners expressed a desire for greater focus on non-financial measures that would provide opportunities in the long term. This can include measures in the form of grants earmarked for specific activities such as marketing, export development, mentoring and training, or investment incentives that present businesses with opportunities for growth over the longer-term.
- **Future obligations that will have to be paid:** Many businesses pointed to the tax burden that such supports will ultimately create in the future. As a result, the provision of loans – even if interest-free – will prompt a double burden on businesses through: (i) the repayment of the loan; and (ii) higher tax rates in the future to fund defaults and the early repayment incentives.

For many, repayment plans have not yet been considered

Beyond these efficacy concerns, some businesses noted that the structure of the CEBA funding creates adverse incentives. Some business owners did apply for the funding but have not yet spent it and are planning on early repayment in order to benefit from this incentive.

HAVE YOU CONSIDERED REPAYMENT OPTIONS FOR THOSE SUPPORTS THAT YOUR BUSINESS HAS ACCESSED?



Source: Ballad Group

Among those businesses that have used the funding towards meeting their expenses, their repayment plans are divided into two groups (Figure 16):

- 1) **Low risk (54%):** those who anticipate repayment on time given their current revenue projections and other sources of finance.¹²
- 2) **Moderate-to-high risk (46%):** those who have not given any thought to future repayment as their current challenges do not allow for longer-term planning.

It is important not to overstate the scale of the challenges facing these businesses as they seek to rebound into the post-pandemic period. Businesses still have until the end of 2022 to repay early, and after this point loans will transition to a 3-year term loan with a 5% fixed interest rate per year.

It is important that businesses consider a repayment plan at the earliest possible stage, while there are risks that high post-pandemic debt levels will weigh on businesses' abilities to invest and grow.

The process of deleveraging among businesses in the private sector is likely to be accompanied by similar



efforts across all levels of government as pandemic-related supports are unwound. This risks undermining economic recovery, and efforts should be made to ensure that high debt levels are successfully reduced so that resources are freed up to allow businesses to focus on growth rather than purely survival.

Near-term priorities outweigh longer-term concerns

- New export markets, including through greater emphasis on online sales;
- Repurposing idle equipment (e.g., laboratories) towards new uses; and,
- New product sales which hadn't taken place prior to the pandemic.

At the current juncture in which the post-pandemic period is by now within view, it seems possible that the business community in the Yellowhead East and Lesser Slave Lake regions will become increasingly split into two camps:

1) **Those with the capacity to transition into the post-pandemic environment:** This group includes those businesses which have experienced broadly stable demand, or which have pivoted into alternative

sectors. As a result, their liabilities and debt levels remain manageable, and their future sales prospects are broadly positive, meaning that they can increasingly focus on strategic issues such as finding the right skills in their local labour market or collaborating with others to address common issues facing businesses in their municipalities.

2) **Those that will continue to struggle in the near term:** In this group, businesses have already come through a severe period of contraction and have only limited prospects for recovery, at least in the near term. Their focus will largely be on maintaining their current operations and trying to reduce debt levels until economic recovery raises growth prospects sufficiently.



SUPPORTING BUSINESS THROUGH THE PANDEMIC

As shown earlier, many businesses continue to depend on short-term public funding to sustain operations through the pandemic. Looking forward, it will be important for businesses to plan for:

- (i) Short-term effects: Following a sharp contraction in 2020, growth is expected to rebound in the near-term, underpinning at least some improvement in business balance sheets and the labour market; and
- (ii) Medium- and long-term effects: The pandemic is anticipated to have significant economic consequences in the medium and long-term, including:
 - a. The destruction of demand in some industries that may never be recovered;
 - b. A further shift towards new technologies and automation (displacing low-skilled labour in the process); and
 - c. Potentially weaker growth due to accumulated debt levels.

Based on this distinction, recommendations for supports and strategic responses can be divided into those that will ensure business survival until demand is strong enough to support businesses, and those that address pre-existing challenges (e.g., high unemployment, limited diversification, weak infrastructure in some cases) and the pandemic's legacies.

Addressing the Pandemic's Near-term Challenges

Policymakers' efforts have been directed to financial supports, with these being expanded further as case numbers have increased (e.g., the \$20,000 CEBA loan and RRRF loan top-up payment, or the additional \$15,000 payment provided by the provincial SME relaunch grant). These measures will remain an important component of the pandemic response going forward, although focus will have to shift towards non-financial supports where possible.

At the level of the municipalities across Yellowhead East and Lesser Slave Lake, there are many financial (depending on the available fiscal space) and non-financial measures that can be adopted in the near term that would support the sustainability of its business sector.

Supports to business cash flow¹³

Strategic responses to the pandemic at the municipal level would be appropriately directed towards supporting business cash flow through a number of measures that municipalities can rapidly implement. Although these measures involve a financial cost, many would only be temporary, ensuring that businesses based in the community are given the best chance at survival through the pandemic.

¹³ Given the specific objective of these measures to support cash flow in the private sector, many will necessarily entail fiscal costs for the municipality either in terms of additional spending or foregone revenues.

MEASURES TO SUPPORT BUSINESS CASH FLOW

CATEGORY	RECOMMENDATIONS
1. Supporting cash flow	1.1 If fiscal space allows, provide microgrants to businesses meeting certain thresholds ¹⁴
	1.2 Temporary reduction or elimination of permitting and licensing fees (until at least end-2021 or longer).
	1.3 Temporary deferrals or forgiveness of non-residential property taxes for 2021.
	1.4 Temporary reductions in residential and non-residential property taxes for 2021.
	1.5 Elimination of late-payment fees and introduction of an instalment payment plan for non-residential property taxes.
	1.6 Introduction of grant and tax incentives for new developments and business expansion.
	1.7 Commitment to a pause on any potential tax or fee increases until the economic effects of the pandemic subside (e.g., 2023).
	1.8 Provide financial assistance to businesses needing accountancy or legal services in order to access public funding supports

Supporting business operations

Beyond direct financial supports, the regions' municipalities can take significant and relatively low-cost steps to improve the business sentiment via reduced regulation and lower compliance costs. Strategies can include the streamlining of permitting and development processes, as well as a broader outreach to the business community to hear regular feedback on current challenges and

emerging regulatory bottlenecks. Furthermore, as focus begins to shift from near-term survival to a more comprehensive assessment of the post-pandemic economic landscape, businesses will likely require significant support (through workshops, information sessions, mentoring) in understanding what this landscape looks like and how best to position themselves to take advantage of emergent opportunities.

MEASURES TO SUPPORT BUSINESS OPERATIONS

CATEGORY	RECOMMENDATIONS
2. Supporting business operations	2.1 Provide sector-specific workshops and information sessions in order to inform business of structural changes and emerging opportunities in their industries.
	2.2 Collaborate with regional partners (including GROWTH Alberta, Community Futures etc.) to provide financial workshops for businesses to consider post-pandemic balance sheets and debt reduction strategies. ¹⁵

¹⁴ These have been implemented on a small scale (in the region of CAD 1,000) already in other municipalities across Canada and would provide a modest cash flow boost to businesses in targeted struggling sectors.

¹⁵ A set of potential collaborative partners includes: Business Link; Community Futures; Growth Alberta; EDA Alberta; Economic Developers Association of Canada (EDAC); local Chambers of Commerce.

	2.3	Begin an outreach campaign for businesses that have accessed CEBA or RRRF interest-free loans, with a view to providing information on: a) Company-specific repayment plans and the assistance that Community Futures can provide; b) Implications for businesses who have not spent their funding in accordance with the program's rules
	2.4	In conjunction with the CRA and other public agencies, develop an information brochure for businesses regarding the tax implications of early repayment of CEBA and RRRF funding.
	2.5	In conjunction with the relevant public agencies, begin drafting a communication package which outlines the implications of non-repayment of CEBA and RRRF funding for business owners facing financial difficulties.
	2.6	Establish municipal task forces on business regulation comprised of staff and council members, local businesses, and interested members of the general public.
	2.7	Initiate briefing sessions for municipal leaders by business owners or industry (representatives) on issues of economic development.

Other short-term initiatives to support businesses

Some sectors (e.g., food and beverage services, personal services, retail) would significantly benefit from the rapid injection of cash flow through gift card programs and other initiatives, underpinning broader goals to support 'buy local' campaigns.

OTHER INITIATIVES TO SUPPORT LOCAL BUSINESSES ACROSS THE MUNICIPALITIES

CATEGORY	RECOMMENDATIONS
3. Other initiatives	3.1 Support an ongoing buy local/support small businesses campaign. This initiative could include incentives for residents across municipalities to shop locally, but should also include efforts from municipal leaders and administrators to ensure local procurement options are prioritized where possible.
	3.2 Include gift cards for local businesses in marketing resources used for attracting potential investors and workers.
	3.3 Develop a joint workspace for shared services (e.g., curbside pickup) across retail businesses that allows them to compete with lower-cost online retailers.
	3.4 Launch a consultation with local communities to examine potential markets (other than agri-foods) that would further support a buy 'local campaign'.



THE PANDEMIC'S LEGACIES AND LONG-TERM CHALLENGES



In addition to COVID-19's near term economic impacts – which are important in their own right and must be overcome – the pandemic has also shed light on pre-existing difficulties, as well as identifying deficiencies that are now weighing on growth and business performance.

Challenges to shifting online and rising competition

Businesses have – to the greatest extent possible – been attempting to diversify and find new markets in response to the pandemic, with many stating that they would not have survived to date without pivoting. Nonetheless, a significant number underlined the challenges which they face in shifting towards online sales, even with the imperatives posed by rising competition and leakage to online retailers and big box stores.

Very few of the businesses surveyed have a significant online presence, with this limited to a contact point in most cases. For some, limited online presence reflects the fact the service delivery and point of sale must take place in person (e.g., oil and gas services, construction, legal services, pharmaceuticals, automotive services), and so digital demand among these businesses is weak and there is only limited means for an upturn in the use of online sales in the near term.

In other cases, however, a small number of businesses (around 5) have moved some of their sales online and are dedicating continued attention to this avenue, while even more have shifted to curbside pickup where possible.¹⁶ These businesses are expressing interest but also barriers, including:

- Uncertainty regarding the best platforms to use and how best to build eCommerce sales
- Weak websites and limited usefulness for generating sales
- Limited time, resources, and technical know-how to improve their websites
- Competitiveness issues related to delivery costs
- Few effective advertising alternatives to Facebook and Instagram
- Business are often solely reliant on returning customers and word of mouth for sales
- Restrictions in place due to supplier relationships and legal standards (e.g. pharmaceuticals)

Proactive vs. reactive business management

Among those businesses that are placing greater emphasis on online sales since the pandemic, there is recognition that failing to do so would limit their prospects for future survival. Thus, the current environment has generated the necessary momentum needed to find innovative sources of new growth.

In others, however, even those with the capacity to shift online, some of the barriers highlighted above are considered particularly daunting. These issues are exacerbated further by the difficulties posed by low economic demand and the limited means they have to increase sales in this context, especially given their current funding constraints. This has placed them in somewhat of a Catch-22: without greater investment in marketing and advertising budgets – include in their online presence – they cannot generate higher sales; but without higher sales they cannot increase their marketing budgets.

Lack of strategic economic planning and local economic opportunities

Businesses across both regions pointed to the need for greater economic and development planning at the municipal and regional level. Such planning is vitally important to proactively respond to policy shifts taking place at higher levels of government – federal and provincial policies will play a pivotal role in determining the trajectory of growth in these regions., both in terms of the composition of the post-pandemic economy and labour market, as well as the oil and gas sector and shifts to renewables.

Of particular concern, several interview participants expressed a perceived lack of representation from their local provincial and federal representatives, while government policies are not reflective of expertise in some sectors. These challenges are especially pronounced in municipalities that are facing severe structural adjustments to a post-oil patch economy (Fox Creek, Swan Hills, and Woodlands County), with pressures already emerging in terms of economic, environmental, and personnel concerns.

Elsewhere, participants noted that local public procurement initiatives are not sufficiently advertised and promoted to the local population and business community, meaning that this spending leaves the community.

Rising long-term unemployment

It is anticipated that the pandemic will leave lasting marks on the region's labour market, adding to challenges that were already in place prior to the onset of the pandemic.¹⁷ The pandemic's legacies and longer-term risks must be effectively mitigated, with the most prominent being the risk of long-term unemployment and increasing detachment from the labour market. There has been a large increase in the unemployment rate in 2020, and it is expected to remain elevated in the near term, while unemployment durations are likely to lengthen.

The newly unemployed (i.e., since the onset of the pandemic) and those who were previously in

long-term unemployment are facing uncertain prospects for recovery. Skills may atrophy, participation rates may decline further, and individuals may struggle to regain consistent long-term employment in the absence of regular engagement and job search supports. The participation rate in the broader Economic Region (69.8% in December 2020) is around 3% lower than in the pre-pandemic period, signalling that some of these adverse labour market effects may be present already.¹⁸

Previous labour market shocks have resulted in increases in unemployment duration that have only fallen gradually. In the case of Yellowhead East and Lesser Slave Lake regions, there is a risk that the rise in long-term unemployment will be persistent, which risks workers becoming increasingly discouraged from searching for work.

Skills attraction, retention, education & training landscape

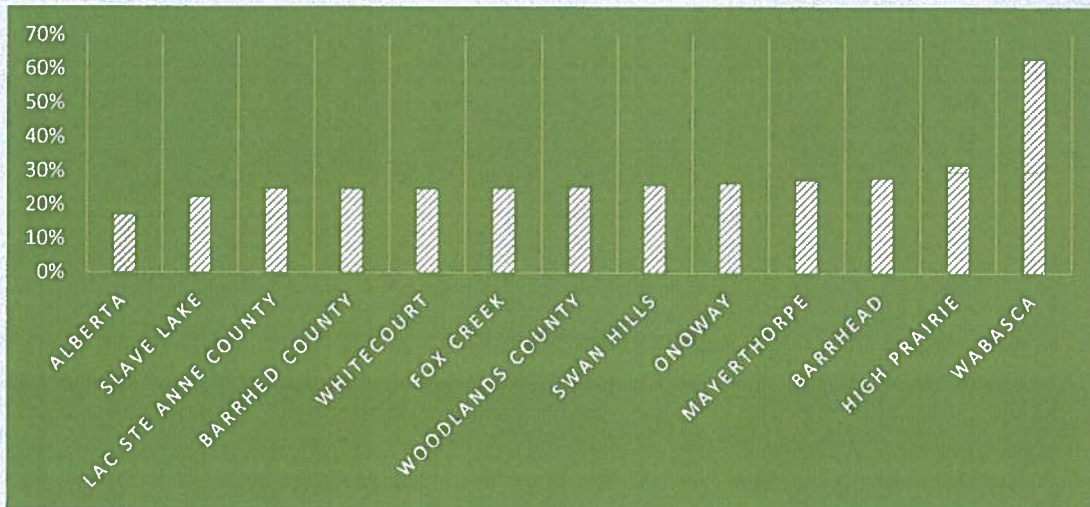
Due to the downturn in the oil and gas sector, the region is expected to have seen a steady drain of skills and expertise from the region, with the pandemic accelerating the outflow among some employers. Previous engagement in nearby regions pointed to such effects, with employers noting that many of their most skilled and experienced colleagues have left due to weak demand, falling wages, and limited employment opportunities in the region. In view of the supply constraints related to the local labour market, a combination of responses is required, with a focus on developing new workforce training opportunities focused on local youth and unemployed individuals who call the region their home, combined with initiatives to source skills from outside the region.

The pandemic is expected to have exacerbated these skills shortages and further increased the need for targeted responses. Constraints on skilled labour supply are expected to be shown through formal education levels, which in the regions analyzed are somewhat lower than the provincial average. For example, the percentage of the population which has no formal diploma (Figure 17) is just under 17% in the province, while this figure rises to between 22% and 32% for the

¹⁷ These challenges include the high unemployment rate in some areas (see Section 2) and the outward flow of labour and skills from the region from 2015 onwards.

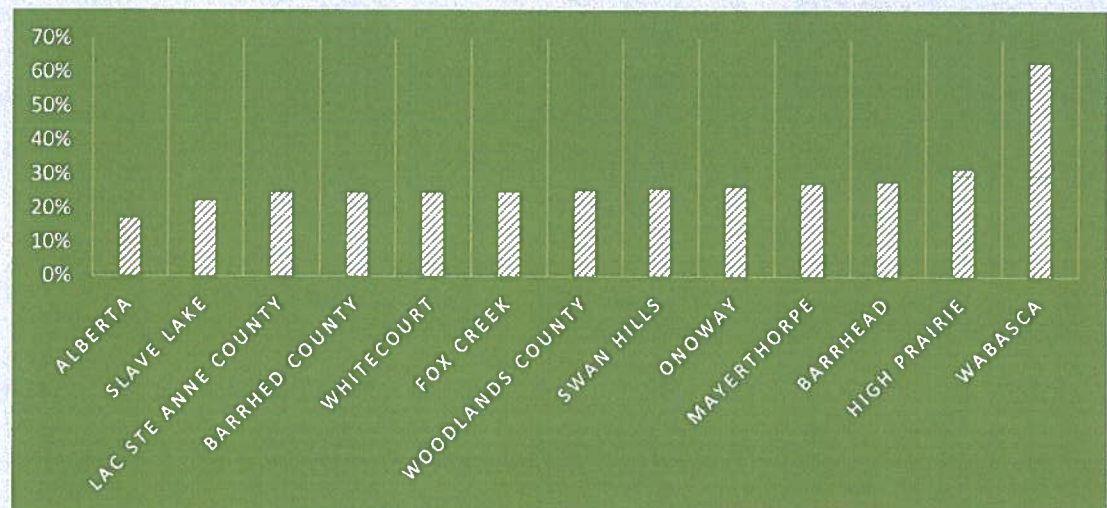
¹⁸ For labour market purposes, the broader economic region is defined as Banff-Jasper-Rocky Mountain House-Athabasca-Grande Prairie-Peace River.

PER CENTAGE OF POPULATION WITH NO CERTIFICATE, DEGREE, OR DIPLOMA



Source: Statistics Canada (Census 2016)

PER CENTAGE OF APPRENTICESHIP OR TRADES CERTIFICATE (AS HIGHEST EDUCATION)



Source: Statistics Canada (Census 2016)

municipalities studied here.¹⁹

As the regions look towards generating strong and sustainable growth in the long-term, the skills deficit at the upper end may hamper the economy's transition to a post-pandemic growth trajectory that is based on emergent industries. Going forward, emerging opportunities in renewable energy and future-fit hydrocarbons (including geothermal, hydrogen, and petrochemicals), agriculture, and tourism require a pivot towards skills development in these areas also.

To support this pivot, greater engagement with area high-schools, Post-Secondary Institutions, adult learning providers, Indigenous communities

and other regional partners can be leveraged to focus on the development of local training opportunities to improve recruitment and retention. Significant efforts may need to be made in order to address these deficits, including:

- Engagement with post-secondary institutions to secure education programs that can be offered in specific municipalities; and
- Pursuing a consortium model with other municipalities to pool resources and secure sufficient student numbers, creating a more compelling case to attract post-secondary institution involvement.

¹⁹ In the case of Wabasca, this rises to an even more striking 63%.

MEASURES TO FACILITATE BUSINESS RETENTION IN YELLOWHEAD EAST AND LESSER SLAVE LAKE

CATEGORY	RECOMMENDATIONS
4. Online retailing and generating sales	4.1 Provide workshops and training for businesses seeking to sell online
	4.2 Encourage the development of a shared business resource for offering curbside pickup and lowering delivery costs
	4.3 Provide funding grants for businesses to engage web designers and other professionals to assist with building online capabilities
	4.4 Provide a grant for marketing expenses to assist with sales generation
	4.5 Partner businesses with their local municipalities and Chambers of Commerce in order to promote their content, products, and services online
5. Integration with local public procurement	5.1 Launch Business Support Network on public procurement
	5.2 Provide workshops to regional businesses that assist with accessing local and provincial RFPs
6. Short-term labour market priorities and skills development	6.1 Launch regular engagement with the long-term unemployed through job search assistance and skills gaps identification across each municipality.
	6.2 Explore the potential for launching a regional Job Fair, including in a virtual format.
	6.3 Explore potential collaboration opportunities to attract PSIs and specific training and education sources to each of the regions
	6.4 Explore opportunities to encourage students across PSIs and local high schools to undertake placements, internships, and work experience programs (including the Registered Apprenticeship Program) in the regions
	6.5 Engage with local, large employers to launch demand-led small-scale training programs to upskill current workers and the unemployed.
	6.6 Advocate with other municipalities for reforms to further education and training funding to gain more autonomy over spending (i.e., away from the regional stewardship model).
	6.7 Develop a joint strategy with local indigenous groups to boost employment and training outcomes.
	6.8 Establish local labour force development offices (or a combined regional office) which takes a municipal-specific and regional approach towards labour market development.
	6.9 Provide local grants for community development, labour market upskilling, engagement with the long-term unemployed

	6.10	Attract more PSIs into the region, including through offering work-force training and placements in the local communities
	6.11	Consider the development of a labour force skills and needs assessment the covers the regions' municipalities, with this contributing to the development of a longer-term strategy for developing post-secondary training.



MUNICIPAL-SPECIFIC RECOMMENDATIONS FOR STRONG AND SUSTAINABLE GROWTH

Both regions benefit from a number of significant advantages, including:

- Natural resources and highly sophisticated primary industries in oil and gas, and lumber production;
- A strong agriculture sector and high value-added agri-food manufacturing;
- Available development land and serviceable lots;
- Pro-industry policy stances across many of the municipalities;
- Proximity to large urban markets; and
- Untapped tourism opportunities.

Each of the above contributes to strong foundations for attracting investment and supporting long-term growth, as well as providing the framework conditions for supporting the regions' municipalities in their shift towards new drivers of growth in the future.

This includes taking advantage of shifts in energy policies, with extensive local expertise in oil and gas extraction potentially shifting towards innovative industries in:

- **Energy:** Hydrogen, geothermal, natural gas and other sources of energy
- **Extraction:** Of substances from brine (lithium, boron, magnesium)
- **Food security:** Including through innovative greenhouses, agricultural crops and linkages with local indigenous groups
- **Tourism:** The region benefits from an exceptional offering of natural resource resources, and there are ample opportunities to potentially cooperate with other municipalities and groups (including, indigenous) to attract high value-added tourism.

BARRIERS TO GROWTH IDENTIFIED BY BUSINESS

Beyond the near-term effects of the COVID-19 pandemic and measures businesses are taking to adjust, Ballard received feedback on business owners' views regarding the performance of municipalities in the region. Businesses have underlined that, while direct cash flow supports (grants, interest-free loans, tax payment deferrals) have proven fundamental to survival, greater efforts are needed regarding non-financial supports.

- Encourage more local shopping/procurement and promote local businesses
- Greater educational and resource support for business marketing
- Greater educational and resource support for shifting to online sales
- Infrastructure complaints and the need to support broadband access
- Limited post-secondary education and training opportunities

Common themes across municipalities

There are common themes which have emerged out of feedback from businesses across the region, including:

- The need to lower the tax burden for the duration of the pandemic and beyond.
- In those municipalities which haven't already done so, eliminating business license fees and other similar charges

In some of these cases (e.g., infrastructure, post-secondary education), the levers available at the local municipal level are somewhat limited and as a result will require greater collaborative efforts in order to address them. As well, suggestions identified that are unique to a particular municipality have been shared in a report prepared for Community Futures board members to share with their individual municipalities.

LONGER-TERM MEASURES TO SUPPORT GROWTH ACROSS THE REGIONS

CATEGORY	RECOMMENDATIONS
7. Investment attraction	7.1 On either a regional or municipal basis, carry out an asset mapping process for each of the communities discussed, including natural assets, infrastructure, human capital and policy-related assets (competitive tax rates and charges, incentives for investment, etc.)
	7.2 Consider the launch of a joint promotional strategy for the region in order to support inward investment.
	7.3 Targeting trade shows, business conferences and other means to expand inward investment.
	7.4 Shift the regions' approach on economic development and investment attraction to joint cooperation among the constituent municipalities (considering jointly funded business parks, innovation parks etc.)
	7.5 Consider the potential for a joint, regional investment promotion agency which would provide a single point of contact for businesses interested in the regions (for example, a revitalized and potentially rebranded GROWTH Alberta that incorporates industry and Indigenous membership).
	7.6 Consider launching joint initiatives with other communities in the region in order to achieve scale needed to attract large investments.

	7.7	Compile an inventory of available lots and shovel-ready development opportunities that cover the region.
8. Competitiveness	8.1	Consider a comprehensive review of tax rates in order to ensure competitiveness.
	8.2	Consider the establishment of a permanent Task Force in business regulation that would address red tape issues in each of the municipalities analysed.
9. Supporting local business	9.1	Encourage greater local shopping and procurement among staff and elected members of local institutions (e.g., Town and County Councils and Administrations).
	9.2	Promote entrepreneurship development and training opportunities.
	9.3	Provide workshops on entrepreneurship to interested community members.
	9.4	Develop the capacity for high-speed internet across all of the municipalities.
	9.5	Provide office space for small scale entrepreneurship.
	9.6	Explore ways to offer start-up capital to local businesses.
	9.7	Depending on its success, consider the application of Mayerthorpe's tax incentives in other municipalities across the region, including: <ul style="list-style-type: none"> • Redevelopment infill tax rebates • Vitalization grant program for businesses to enhance storefronts • Brownfield redevelopment grant program to assist landowners with completing a phase I and ii environmental assessment on their land
	9.8	Explore the potential for developing vacant spaces to be used as early-stage business incubators.
10. Strategic planning	10.1	Leverage the success of the Lac Ste Anne County and Onoway partnership (Partners in Progress) to include other members, or highlight that model as a best practice to emulate with other municipal and county relationships.
	10.2	Undertake specific economic development strategies for the region as a whole (including its composite members) in order to identify future drivers of growth and sources of investment.
	10.3	Develop a dashboard of critical objective metrics, updated regularly and facing local citizens and business owners as well as potential investors on: <ul style="list-style-type: none"> • Economic performance • Local population wellbeing • Skill levels • Availability of development lands • Local enterprise supports that are available

	10.5	Municipalities across the regions should collaborate with other resource-based municipalities to find a successful resolution to non-payment of property taxes by some in the oil and gas sector.
	10.6	Develop formal working groups across the municipalities in order to address issues of common concern (infrastructure deficits, education and training, energy sector policy, etc.) at higher orders of government.
11. Developing a robust regional tourism strategy	11.1	Collaborate with other municipalities to attract regional, national, and international competitions that would showcase local tourism opportunities.
	11.2	Establish formal working groups with other municipalities to explore joint cooperation on a regional tourism strategy.
	11.3	Enhance local knowledge of tourism products, potentially via a program that provides discounts to local residents.
	11.4	Develop a comprehensive regional tourism strategy and marketing plan, in collaboration with potential stakeholders in the region.
	11.5	Collaborate with local First Nations to jointly develop an Indigenous-based tourism strategy that emphasizes experience-based tourism.
	11.6	Explore the potential for collaboration with partners and training providers to enhance capacity in the labour force, including: Workshops that enhance tourism knowledge and related skills among local business owners; and training programs that equip the local workforce with the necessary skills to boost the regions' tourism offering.

SUMMARY AND CONCLUSIONS

The COVID-19 pandemic continues to create economic spillovers, with businesses now having experienced multiple rounds of business closures, while the prospect for further disruption in the near term remains uncertain as COVID-19 variants spread. For the regions of Yellowhead East and Lesser Slave Lake, these economic impacts include rapid falls in business profitability, rising unemployment, and the potential that some sectors may never fully recover to pre-pandemic levels.

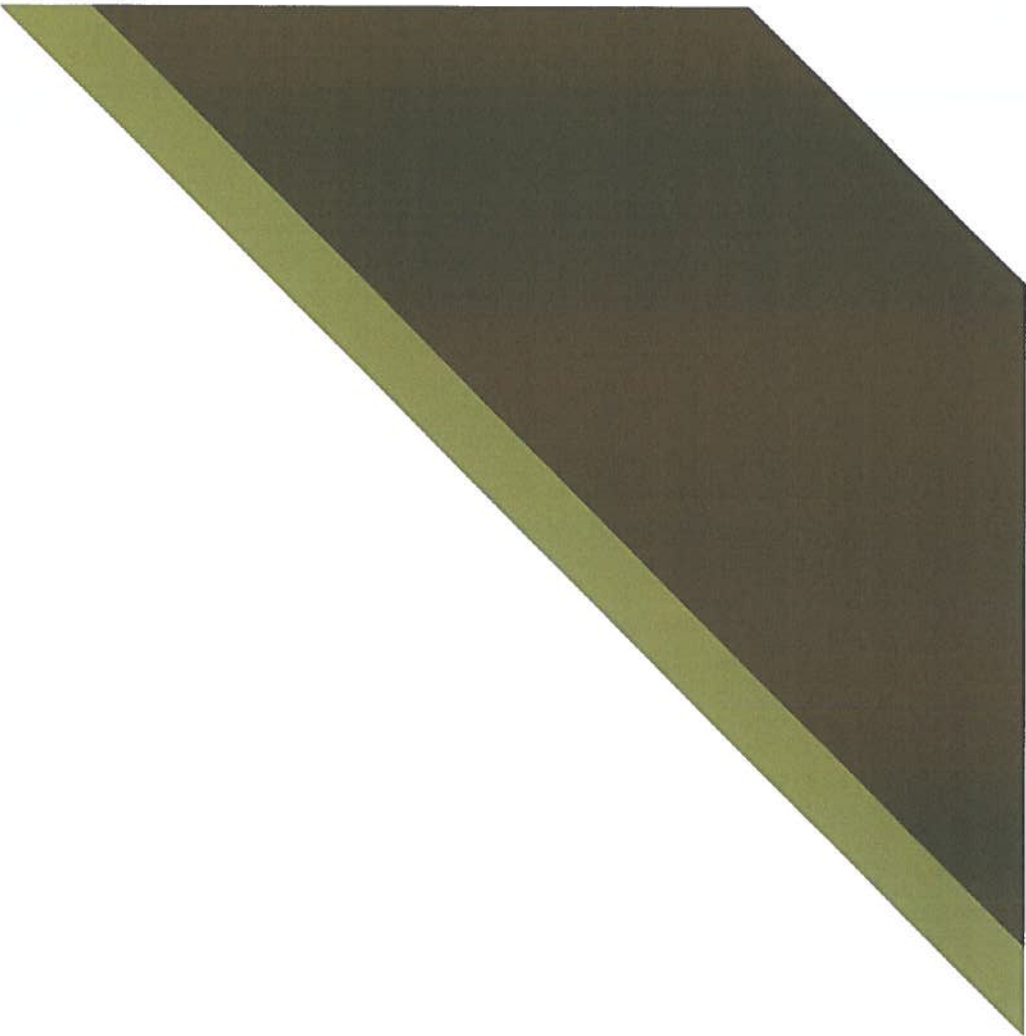
This report has sought to highlight the effects of the pandemic in the specific context of these neighbouring regions. For most businesses, near-term challenges remain significant and risks of closure or downsizing is elevated; while owners' concentration remains firmly on near-term cash flow pressures until broader economic recovery picks up. A number of measures and recommendations are proposed in this report to assist businesses through this phase of the pandemic and its economic fallout.

Over the longer-term, if the regions and their municipalities are to maximize the benefits of economic recovery and orient themselves towards success in the post-pandemic period, focus must begin to shift towards pre-existing challenges and addressing the pandemic's many legacies. The major issues facing businesses in successfully transitioning into the post-pandemic period include:

- Addressing financial vulnerabilities and legacy debts from the pandemic;
- Building competitiveness;
- Securing skilled labour; and,
- Pivoting towards new forms of sales and markets.

The regions' municipalities can play a fundamental role in assisting the business community with this transition, and a number of recommendations are set out to meet this end. This includes temporary measures that entail fiscal costs in the near term, as well as more long-term structural initiatives that would reap benefits for many years to come. Given issues of scale, it is strongly recommended that the municipalities collaborate where possible in order to achieve common goals.

Failure to tackle these challenges at the current juncture risks placing the regions on an uncertain trajectory that remains highly volatile in terms of growth, labour market performance, and revenues. By contrast, the regions benefit from many advantages, and the current pandemic provides a useful backdrop to begin implementing reforms and reorienting the economy towards economic sectors that are expected to remain robust over the long-term.



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May 4th, 2021

Honourable Kaycee Madu
Minister of Justice and Solicitor General
424 Legislature Building
10800-97 Ave
Edmonton, Alberta T5K 2B6

Dear Minister Madu,
Re: Village of Caroline Support for the RCMP

Our council wishes to advise they do not in support of the Government of Alberta's Initiative to replace the RCMP with an Alberta Provincial Police Service (APPS) as affirmed in the responses from many municipalities.

Council has concerns with the province establishing an APPS despite 65% of respondents indicating non-support. The costs of transitioning to an APPS are unknown and the increased operating costs will undoubtedly be borne by the communities. The municipalities are currently bearing a substantial amount of policing costs and are not willing to accept unknown additional increases that will be inevitable from a transition to an APPS. This cannot be done within a short time frame to offer expertise and services currently provided to Albertans by the RCMP.

Our Village developed a collaborative relationship with our local RCMP detachment over many years and is satisfied with the level of service and degree of responsiveness received and their involvement. Council encourages the Government of Alberta to abandon the transition study and continue efforts to work with the RCMP to achieve better outcomes.

Yours Truly

Village of Caroline

Mayor John Rimmer

CC: The Honourable Jason Kenney, Premier
The Honourable Jason Nixon, Minister of Environment & Parks
Mr. Curtis Zablocki, Commanding Officer for Alberta RCMP
AUMA Members
RMA Members



May 25, 2021

Honourable Kaycee Madu
Minister of Justice and Solicitor General
424 Legislature Building
10800-97 A venue
Edmonton, Alberta T5K 2R6

RE: Village of Milo Support for the RCMP

Dear Minister Madu,

This letter is presented as a token of support on behalf of the Village of Milo towards the Royal Canadian Mounted Police (RCMP) and also as a motion of opposition to the Provincial Government's recent proposal for an Alberta Provincial Police Force.

Upon review of information made available by AUMA it has become abundantly clear to our entire council that blindly forging forward would come at an enormous cost to our province, and specifically its residents. The newly established Police Funding Model has already delivered a hit to small rural urban municipal budgets with a relatively small impact felt in terms of day-to-day deliverables in our communities. Continuing with a Provincial Police Force would come at an exorbitant cost with no assurance with a benefit in service.

Just today, S&P Global Ratings has downgraded Alberta's credit rating from 'A+' to 'A' while cautioning that additional downgrades in the near future are very possible if new fiscal measures are not adopted in a post-COVID 19 Alberta. The exploration of an Alberta based Police Force was merely financial as there is no evidence suggesting a dissatisfaction with the quality of service offered by the RCMP to the magnitude that would warrant such an expense. To ask any and all residents of this province to fund such an ill-advised endeavor can only be viewed as an un-sound decision based on an act of ignoring facts, and more importantly, the voice of Albertans.

With the Provincial Government's reduction into MSI funding over the next few years and considering the infrastructure maintenance investments that all Canadian municipalities face over the coming years, local government budgets are already being stretched beyond their limits. Where exactly does the Provincial government envision the funding of a Provincial Police Service coming from? Undoubtedly, they will ask municipalities to pay, ultimately forcing local councils to play 'bad cop' by increasing municipal taxes in order to fund Provincial downloading. It is our opinion that the Provincial government needs to seriously re-evaluate its priorities.

The Village of Milo council stands with:



-
- The 65% of respondents to the Fair Deal Panel survey that voiced opposition to a Provincial Police Force.
 - Town of Falher
 - The County of Paintearth No. 18
 - The County of St. Paul
 - Municipality of Crowsnest Pass
 - Town of Didsbury
 - Town of Magrath
 - Town of Edson
 - Village of Hill Spring
 - Town of Morinville
 - Town of Redcliff
 - Village of Rycroft
 - Any and all other citizens, municipalities, and organizations who have not voiced their opinions, yet.

The Provincial Government continually encourages (and legislatively mandates) that municipal governments work together in a cohesive manner, perhaps they should take a page from their own book rerouting the funds allocated for research of an Alberta Police Service towards building stronger relationships with the RCMP and with Federal Partners.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Schroeder", written over a horizontal line.

Scott Schroeder
Mayor

cc: The Honourable Jason Kenney, Premier
The Honourable Ric Mciver, Minister of Municipal Affairs
Rachel Notley, Leader of the Official Opposition
Todd Loewen, MLA Central Peace-Notley
AUMA Members
RMA Members



Town of Ville de **FALHER**

"Honey Capital of Canada"

May 20, 2021

Honourable Kaycee Madu
Minister of Justice and Solicitor General
424 Legislature Building
10800-97 Avenue
Edmonton, Alberta T5K 2B6

RE: Town of Falher Support for the RCMP

Dear Minister Madu,

This letter is presented as a token of support on behalf of the Town of Falher towards the Royal Canadian Mounted Police (RCMP) and also as a motion of opposition to the Provincial Government's recent proposal for an Alberta Provincial Police Force.

Upon review of information made available by AUMA it has become abundantly clear to our entire council that blindly forging forward would come at an enormous cost to our province, and specifically its residents. The newly established Police Funding Model has already delivered a hit to small rural urban municipal budgets with a relatively small impact felt in terms of day to day deliverables in our communities. Continuing with a Provincial Police Force would come at an exorbitant cost with no assurance with a benefit in service.

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The Town of Falher council stands with:

- The 65% of respondents to the Fair Deal Panel survey that voiced opposition to a Provincial Police Force.
- The County of Paintearth No.18
- The County of St.Paul
- Municipality of Crowsnest Pass
- Town of Didsbury
- Town of Magrath
- Town of Edson
- Village of Hill Spring
- Town of Morinville
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Sincerely,



Donna Buchinski
Mayor

cc: The Honourable Jason Kenney, Premier
The Honourable Ric McIver, Minister of Municipal Affairs
Rachel Notley, Leader of the Official Opposition
Todd Loewen, MLA Central Peace-Notley
AUMA Members
RMA Members



Village of Lougheed

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May 22, 2021

Premier Jason Kenney
Office of the Premier
307 Legislature Building
10800 - 97 Avenue
Edmonton, Alberta T5K 2B6

Dear Premier Kenney,

Re: **Royal Canadian Mounted Police and Provincial Policing**

Council for the Village of Lougheed strongly opposes the establishment of a provincial police force and unanimously supports the continuation of the Royal Canadian Mounted Police (RCMP) as Alberta's primary law enforcement agency.

The Royal Canadian Mounted Police are the foundational law enforcement agency in our nation and in Alberta. The RCMP are as iconic and recognized as the Canadian Flag. The Royal Canadian Mounted Police service continues to be a beacon for people of all nationalities fleeing from the lawlessness of other countries. The agency continues to be held in a position of utmost respect throughout the world.


Village of Lougheed Council does not support the Fair Deal Panel recommendation to establish a provincial police force. We acknowledge that the province has contracted Price Waterhouse Coopers to complete an analysis and we anticipate further information on this topic.

In addition, the 2020 Alberta Police Federation survey concluded that "replacing the RCMP is viewed as a least helpful measure tested to improve Alberta's place in Canada." 81 % of Albertans served by the RCMP are satisfied with the service they receive, and 70 % of Albertans oppose replacing the RCMP with an expensive new provincial police service.

In closing, Village of Lougheed does not foresee where a new police force would improve efficiency or quality of life for our residents and ratepayers. In fact, as economic challenges remain on our municipality and taxpayers in the Province of Alberta.

We ask the Government of Alberta reassess priorities and abandon the transition study through the Police Act review to focus efforts towards upgrades to the criminal justice and social support systems in the province to achieve better outcomes.

Yours truly,

A handwritten signature in blue ink that reads "Debra Smith". The signature is written in a cursive, flowing style.

Village of Lougheed

Debra Smith, Mayor

Cc: Alberta Municipalities



Town of Nanton

1907 21 Avenue, PO Box 609, Nanton, Alberta T0L 1R0
P 403.646.2029 F 403.646.2653 nanton.ca

June 9th, 2021

Honourable Kaycee Madu
Minister of Justice and Solicitor General
Office of the Minister
Justice and Solicitor General
424 Legislature Building
10800 - 97 Avenue
Edmonton, AB T5K 2B6

E-mail: ministryofjustice@gov.ab.ca

Dear Honourable Minister:

RE: Town of Nanton Support for the RCMP

As similarly noted by many other municipalities in recent weeks, Council is disappointed by the Province of Alberta's reluctance to acknowledge the outcome of its own consultative process by continuing with apparent plans to replace the RCMP with an Alberta Provincial Police Service. In this context, we add our support to those positions critical of such plans.

There is little doubt that those employed by either service would provide an acceptable level of police services to Albertans, but the rationale for a transition like this, and the costs it brings, is not at all clear. The local detachment model for small town and rural policing is hanging by a thread – would that be any different under an Alberta Provincial Police Service? Would it generate any more 'boots on the ground' in towns with a population of less than 5,000 or lead inexorably to the precise same urban hub centralization pressures that we are witnessing right now? *If effectively recruited and staffed, Nanton's RCMP detachment would serve the local area's needs perfectly well – the hub model of service delivery also deserves a chance to prove itself for regions of the Province where recruitment is really struggling.*

The Province's approach to funding the Rural Crime Initiative is arguably a greater threat to local services than the RCMP continuing as the provider of police services. The creation of the "Police Chargeback", which inexplicably lacks the fiscal transparency of a property tax requisition, will eventually hit our municipal tax base hard when the tax room generated by the 2020 cut to the Alberta Schools Foundation Fund requisition in Nanton shrinks further in 2022-23. Including this year, provincial requisitions and charges have represented 20-23 per cent of Nanton's overall property tax bill for the last three years. The journey toward 30 per cent likely begins next year when the Police Chargeback is again increased significantly. This charge has been introduced without evidence or guarantee of any improvement to police services in Nanton. *The Police Chargeback would presumably remain whether or not the RCMP remained the provider of police services in rural Alberta.*

You are encouraged to once again review the findings of the Fair Deal Panel's consultations and instead work with the RCMP to boost recruitment, retention and commitment to its detachments in such a way that makes the Police Chargeback look like a fiscally defensible fee for service in our communities.

Yours sincerely,
Town of Nanton



Jennifer Handley
Mayor

:NS

cc: Roger Reid, MLA Livingstone Macleod
John Barlow, MP
AUMA President and Board
RMA President and Board
MD of Willow Creek
Chief Superintendent Trevor Daroux
S/Sgt Greg Redl



June 4, 2021

Dear Onoway Mayor and Councilmembers,

We would like to invite you to a meeting where we would like to display the 2020 year end fire department performance statistics to you. We believe that it is important for you to know how your fire department is performing, that lives and property are being saved efficiently, and for you to be able to make sure your taxpayers' money is being well spent.

In addition to the year end performance statistics that we normally present, we would like to take this opportunity to present some new statistical data regarding our Dual Call Out agreement with Lac Ste. Anne County Fire Services. This presentation will give you a good idea of how Onoway Regional Fire Services has been improving emergency response capabilities on the Alberta Highways in the area.

Please let us know what date and time works best for you, and we will schedule a Zoom or in-person meeting depending on your preference to discuss these important statistics.

If you could please respond to davidives.nwfr@gmail.com with the best date and time for you (or preferably a range of dates and times) that would be great! We will do our best to pick a date and time that works for everyone who would like to attend.

Regards,

Erik Ives

Fire Captain

Onoway Regional Fire Services

Good morning Council – I have gotten an update from Jason on our sewer lining project on 47th. We are coming in right close to budget so there won't be much, if anything, left over there for the hall. We may have some funds left over in what we had budgeted for utilities for the hall if we get these turned back over to OFEA and they start paying those bills, but that will only be few thousand. So I am going to ask for Council vote via email (and we can ratify at our next Council meeting) do you want the Town to proceed with lining the sewer line at the hall – estimated to be \$13,000 +/- . At this time I would recommend the motion (if Council agrees) that the Town of Onoway proceed with having the sewer line at the community relined, if costs can not be absorbed within the regular operating budget they will be covered through reserve funds.

How do you wish us to proceed.

Thx

W

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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debbie@onoway.ca

From: Judy Tracy <jtracy@onoway.ca>
Sent: May 18, 2021 11:22 AM
To: Debbie Giroux
Subject: Fwd: Chamber Golf Tournament

Can we add this to Thursday agenda

Judy

Sent from my iPad

Begin forwarded message:

From: Julie Roberts <jroberts@gprchamber.ca>
Date: May 11, 2021 at 1:05:07 PM MDT
To: Judy Tracy <jtracy@onoway.ca>
Subject: Chamber Golf Tournament

Good afternoon Mayor Judy Tracy,

The Greater Parkland Regional Chamber of Commerce is hosting its second annual Golf Tournament on Thursday, August 12th, 2021 at Stony Plain Golf Course. This year's tournament supports Parkland Pregnancy Support Centre, an organization that provides support and resources to pregnant women, new mothers, and families with toddlers. We would like to personally invite you and Council to attend this event and we would be honoured to have your presence and be able to recognize you as one of our valued regional neighbours. You are able to view all details and register on our website here: <https://www.gprchamber.ca/golf-tournament/>.

If you have any questions regarding this event, please do not hesitate to contact our office.

Kind regards,

Julie



GREATER
PARKLAND
REGIONAL
CHAMBER

Julie Roberts | *Project Specialist*
Greater Parkland Regional Chamber of Commerce
4815 – 44 Avenue Stony, Plain AB T7Z 1V5 | 780-963-4545





This is an event in your calendar that should not be missed! Great golf, great networking, and

Menu

Registration Fees: \$185 +GST per golfer; \$740 +GST per fourball.

Golf fees include a breakfast sandwich, driving range use, green fees for 18 holes, a shared golf cart, and a steak dinner.

Mulligans: \$20 for 5 or \$5 each.

A mulligan may be used as a 2nd chance, with the exception of the Hole-In-One or any other proximity challenge. Mulligans can be purchased in advance or the day of the tournament.



Sponsorship Opportunities

(<https://growthzonesitesprod.azureedge.net/wp-content/uploads/sites/1561/2021/05/Golf-Tournament-Sponsorship-Opportunities.pdf>)



More Information and Registration

(<https://business.gprchamber.ca/events/details/second-annual-golf-tournament-4503>)



View Course Map

(<https://growthzonesitesprod.azureedge.net/wp-content/uploads/sites/1561/2021/03/Stony-Plain-Golf-Course-Map.jpg>)

Thank you to our Municipal Pillars

Member Login (<https://business.gprchamber.ca/login>) | Join Now
(<https://business.gprchamber.ca/member/newmemberapp>) | Member2Member
(<https://business.gprchamber.ca/membertomember>)

Golf Tournament



This year's golf tournament charity is **Parkland Pregnancy Support Centre**, an organization that provides support and resources to pregnant women, new mothers, and families with toddlers. Parkland Pregnancy Support Centre will be located on the Hole-In-One sponsored by our Platinum Sponsor, Thompson Construction Group.

There will be 50/50 draws held the day of the tournament to support Parkland Pregnancy Support Centre in addition to donations accepted at the charity hole.



GREATER
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CHAMBER

2021 GOLF TOURNAMENT SPONSORSHIP OPPORTUNITIES

August 12, 2021
Stony Plain Golf Course

gprchamber.ca

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GREATER
PARKLAND
REGIONAL
CHAMBER



X
12
AUGUST

SECOND ANNUAL

2021

**GOLF
TOURNAMENT**



Golf Cart Sponsor - \$1000 (Sold Out)

- Two complimentary golfers (\$370 value).
- Recognition as Golf Cart Sponsor with logo on signage beside carts.
- Opportunity to have logo displayed on carts.
- 8-week banner advertising on Chamber website (\$800 value).
- Recognition as Golf Cart Sponsor with logo on the event page.
- Verbal acknowledgment at the event.
- Opportunity to display signage/retractable display at registration area.
- Logo recognition on table toppers at banquet.

Trophy Sponsor - \$1000 (Sold Out)

- Logo placement on two (2) trophies, provided by the Chamber, which are given to the Most Honest and Best Team. The teams will display the trophy in their workplace for one year until the next golf tournament.
- Verbal acknowledgment at the event.
- Recognition as Trophy Sponsor with logo on the event page.
- Logo recognition on table toppers at banquet.

Mulligan Sponsor - \$750 (Sold Out)

- One complimentary golfer (\$185 value).
- Opportunity to place logo/company name and/or promotion on Mulligan tickets.
- Recognition as Mulligan Sponsor with logo on the event page.
- 4-week banner advertising on Chamber website (\$400).
- Verbal acknowledgment at the event.
- Opportunity to display signage/retractable display at mulligan sales table.
- Logo recognition on table toppers and sign at banquet.

Contact Julie Roberts at: 780-963-4545 or jroberts@gprchamber.ca to secure your sponsorship package

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GREATER
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REGIONAL
CHAMBER



X
12
AUGUST

SECOND ANNUAL

2021

**GOLF
TOURNAMENT**



Hole Sponsor - \$500 (Sold Out)

Two (2) Hole Sponsors as alcohol holes are available (call or email to inquire).

- One complimentary golfer (\$185 value).
- Recognition as Hole Sponsor with signage placed at designated hole.
- 4-week banner advertising on Chamber website (\$400).
- An opportunity to showcase your business through your own marketing material placed at your hole with or without representation. Consider an activity, food, or prize.
- Recognition as Hole Sponsor with logo on the event page.
- Note: 7:30 AM hole set-up access -you provide staff, signage, table(s), chair(s), and an activity.

BBQ Co-Sponsor - \$600 (1 Available)

- One complimentary golfer (\$185 value).
- Recognition as BBQ Co-Sponsor with logo on the event page.
- 4-week banner advertising on Chamber website (\$400).
- Verbal acknowledgment at the event.
- Opportunity to display signage/retractable display at banquet.
- Logo recognition on table toppers and sign at banquet.

Breakfast Co-Sponsor - \$600 (2 Available)

- One complimentary golfer (\$185 value).
- Recognition as Breakfast Co-Sponsor with logo on the event page.
- 4-week banner advertising on Chamber website (\$400).
- Verbal acknowledgment at the event.
- Opportunity to display signage/retractable display at banquet.
- Logo recognition on table toppers and sign at banquet.

Wanting to network on the greens or make a team?

Single Golfer: \$185 +GST

Fourball: \$740 +GST

Contact Julie Roberts at: 780-963-4545 or jroberts@gprchamber.ca to secure your sponsorship package

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emanzer@peaceriver.ca; emeyer@stonyplain.com; eolsen@hinton.ca; fourniermichele2017@gmail.com; fwheeler@draytonvalley.ca; gburke@valleyview.ca; geanc@edson.ca; gjones@beaverlodge.ca; gparsons@sylvanlake.ca; grathjen@bentleycouncil.ca; gregpasichnuk@intricategroup.com; gregrycroft85@gmail.com; grycroft@beaverlodge.ca; helen@eckville.com; hezio@townofspiritrivier.ca; hgraw@beaverlodge.ca; hkempey@town.jasper.ab.ca; hpawlechko@stonyplain.com; hsellin@council.tosr.ca; ifoster@thorsby.ca; jackramsdn@eckville.com; jacquic@edson.ca; jalderson@rockymtnhouse.com; janetw@edson.ca; jbennett@stonyplain.com; jbrandle@slavelake.ca; jdickau@bentleycouncil.ca; jdowning@peaceriver.ca; jeffgoebel@townofswanhill.com; jgreathead@town.jasper.ab.ca; jim.h@foxcreek.ca; jjoelson@valleyview.ca; jjuneau@rainbowlake.ca; jkokotilo-bekkerus@beaverlodge.ca; jlaurie@stonyplain.com; jmcgrath@town.jasper.ab.ca; jmcgregor@slavelake.ca; jmickle@onoway.ca; jonesmarieanne@gmail.com; jpayne@sylvanlake.ca; jporter@devon.ca; jshoemaker@westlock.ca; Judy Tracy <jtracy@onoway.ca>; judy.stenhouse@highprairie.ca; jwelke@highlevel.ca; karin@eckville.com; Ken Denson <kdenson@townofpenhold.ca>; kenc@eckville.com; kerrykelm@bowden.ca; kevin@eckville.com; kfroese@calmar.ca; kgardner@calmar.ca; khutchison@telus.net; kkloss@sylvanlake.ca; kkrawchuk@calmar.ca; kpoffenroth@thorsby.ca; kristen@foxcreek.ca; krystalb@edson.ca; lauriephillips@eckville.com; lbrown@falher.ca; lizkrawiec@townofswanhill.com; ljohnson@onoway.ca; lmatties@stonyplain.com; lpenny@barrhead.ca; lphillips@rockymtnhouse.com; ltonita@onoway.ca; Maryann Chichak <maryannchichak@whitecourt.ca>; mattconnell@whitecourt.ca; mayor@devon.ca; mayor@edson.ca; mayor@fairview.ca; mayor@highprairie.ca; Mayor@hinton.ca; mayor@slavelake.ca; mayor@valleyview.ca; mayorpotter@sexsmith.ca; mayorturnmire@wembley.ca; mcleodrobj@gmail.com; meesha@foxcreek.ca; mfarris@rainbowlake.ca; mfortais@townofbentley.ca; mfraser@rockymtnhouse.com; mhanson@sylvanlake.ca; Michael Doerksen <mayor@draytonvalley.ca>; michael.long@highprairie.ca; miked@edson.ca; mjamaly@westlock.ca; mmorgan@highlevel.ca; mnarang@rockymtnhouse.com; morhorn@gmail.com; mwalsh@townofpenhold.ca; myargeau@townofpenhold.ca; ndodds@draytonvalley.ca; nmaki@bentleycouncil.ca; nraymond@thorsby.ca; oford@peaceriver.ca; paulchauvet@whitecourt.ca; paulwebb@bowden.ca; pbutler@town.jasper.ab.ca; petersmyl@whitecourt.ca; psthilaire@onoway.ca; randybrown@bowden.ca; rayhilts@whitecourt.ca; rbinnendyk@townofpenhold.ca; rbrown@rockymtnhouse.com; rdamota@town.jasper.ab.ca; Richard Ireland <RIreland@town.jasper.ab.ca>; rking@slavelake.ca; rklumph@barrhead.ca; rlauze@falher.ca; rleriger@westlock.ca; rlimoges@falher.ca; rodraymond@thorsby.ca; rpepper@valleyview.ca; rworld@westlock.ca; sandygamble@bowden.ca; sgramlich@slavelake.ca; shamm@townofpenhold.ca; Shaun Kranenborg <skranenborg@townofpenhold.ca>; shawn@foxcreek.ca; sheila@foxcreek.ca; skoroll@devon.ca; smay@devon.ca; smcintyre@sylvanlake.ca; sonnij@telus.net; soswald@barrhead.ca; ssanchez@townofpenhold.ca; suedelaurier@gmail.com; swiley@westlock.ca; swilson@town.jasper.ab.ca; t.goulden@stonyplain.com; tassaf@barrhead.ca; tbalaban@calmar.ca; tboman@valleyview.ca; tburke@rockymtnhouse.com; tdueck@beaverlodge.ca; terrykuyek@townofswanhill.com; thugh@devon.ca; tjessiman@highlevel.ca; tletendre@beaverlodge.ca; tllindley@rainbowlake.ca; tmcgee@draytonvalley.ca; tmearns@sylvanlake.ca; tmuller@townofpenhold.ca; tompickard@whitecourt.ca; Tony Kubilsky <tkulbisky@devon.ca>; trevorb@edson.ca; trilling@sylvanlake.ca; troys@edson.ca; ttarpey@peaceriver.ca; tyaremko@townofspiritrivier.ca; waynemilaney@bowden.ca; wchoy@stonyplain.com; Wendy Wildman <cao@onoway.ca>; wferris@sylvanlake.ca; wrossouw@draytonvalley.ca; wtcalliou@hotmail.com; wyachimetz@calmar.ca

Subject: Let's Get Ready to Rumble Alberta 2021!!

Hello fellow Elected Officials!!

I'm writing to ask for your help.

The unparalleled events of the last year have left many sectors of our economy reeling. The tourism industry (including hospitality) alone saw a whopping 69% decrease from 2019 to 2020.

Albertans are a resilient bunch, and out of that determination, Rumble Alberta[®] was born. Its aim - to encourage motor tourism within our province. This grassroots initiative was conceived by my friend, Renee Charbonneau, along with another Alberta promoter, Sheila Willis of Impact Tourism. Together they have assembled a dedicated team to bring this grass roots initiative to life.

The concept is a call to action for all Albertans to support the provincial tourism sector. Using competition as a motivator, Rumble Alberta[®] challenges us to take the road less travelled and explore the hidden gems scattered throughout rural

Alberta, collecting points along the way – those with the most points win prizes. Check out the details here: [Rumble Alberta](#).

Working with Renee, Sheila, and the team, we conceived an additional challenge for participants. The **ELECTED OFFICIALS Challenge** works like this:

- You, the Elected Official(s), identify a couple of day-trip drives/rides in your immediate area using your municipality as a starting point.
- A unique QR code is created for the route you're promoting. That QR code **MUST** be scanned to get the route map.
- Identify an end point (and check ins along the way?). These spots would also get QR codes.
- To earn the points for the challenge, starting and ending QR codes must be scanned.
- Additional points can be earned if participants take a selfie with an Elected Official from your municipality. More bonus points if the participant can get that Elected Official to tour the route with them and take a selfie at the end point.

This out-of-the-box idea has the potential to bring new tourists to our areas and have them spend some time exploring. Enlist local businesses to offer incentives like 2-for-1 appetizers or try a slice of pizza-type offers. Let's use our positions as Elected Officials to amplify this unique call to action and promote motor tourism as a safe way to explore rural Alberta and all the beauty this province has to offer.

I Dare Ya!!

Janet Jabush

Mayor

Town of Mayerthorpe

Box 420

Mayerthorpe AB T0E 1N0

P. 780.786.2416

C. 780.268.4231

janet.jabush@mayerthorpe.ca



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Lac Ste. Anne County, Box 219,
56521 RGE RD 65, Sangudo, AB T0E 2A0
Telephone: 1-866-880-5722 or
Fax: 1-780-785-2985

www.LSAC.ca

SUBDIVISION REFERRAL

NOTIFICATION of Email Correspondence

of Pages EMAILED: 11

Date: June 2, 2021

Re: PROPOSED SUBDIVISION
Legal: SW 04-55-02 W5M
Lac Ste. Anne County

FILE #: 016SUB2021

Attached is a copy of a subdivision application form and sketch proposing to subdivide the above land as shown. By this EMAIL we request you submit brief, relevant comments and supporting information, with regard to the subdivision application. Unless we have heard from you, **within 21 days**, we will process the proposal as though you have no objections.

Please email or fax your comments to the undersigned at your earliest convenience.

Email: Jane Holman,
Planning/Development Clerk
DevReferrals@Lsac.ca OR

FAX your response to (780) 785-2985

Email: Sarah Gibbs,
Planning/Development Clerk
DevReferrals@Lsac.ca OR

FAX your response to (780) 785-2985

If you have concerns or comments that you wish to discuss with staff, please contact the staff member as indicated below:

Matthew Ferris
Planning &
Development
Manager
780-785-3411
Ext.: 3603
mferris@Lsac.ca

Abdikani Elmi
Development
Officer
780-785-3411
Ext.: 3691
aelmi@lsac.ca

Craig Goldsmith
Development
Officer
780-785-3411
Ext.: 3684
cgoldsmith@lsac.ca

Tanya Vanderwell
Development Officer
780-785-3411
Ext.: 3685
tvanderwell@Lsac.ca

SCANNED

MAY 17 2021

Subdivision Application

LAC STE. ANNE COUNTY



Planning & Development

THIS FORM IS TO BE COMPLETED IN FULL WHEREVER APPLICABLE BY THE REGISTERED OWNER OF THE LAND THAT IS THE SUBJECT OF THE APPLICATION OR BY A PERSON AUTHORIZED TO ACT ON THE REGISTERED OWNERS BEHALF.

Office Use Only	
File#	016 SUB 2021
Tax Roll#	5502042000
Application Date	Apr. 21/21
Division	3

NOTE: By providing your email address below, you are hereby consenting to receiving correspondence (including decision) solely by email in relation to this application.

APPLICANT/AGENT INFORMATION
 Name: Al Taylor

LANDOWNER INFORMATION
 Name: Al Taylor

This Information has been Redacted as per the Freedom of Information and Protection of Privacy Act (FOIP Act)

LEGAL DESCRIPTION AND AREA OF LAND TO BE SUBDIVIDED

All/part of: Quarter: SW Section: 4 Township: 55 Range: 2 W of 5th Meridian

All/part of: Lot: _____ Block: _____ Plan: _____

Rural Address: 2328 HWY 37 Division: 1 2 3 4 5 6 7

AUTHORIZATION FORM

I authorize the Staff of Lac Ste. Anne County and other agencies as designated in Section 653(2) of the Municipal Government Act, R.S.A.2000, to enter my land for the purpose of conducting a site inspection in connection with my SUBDIVISION application and that the information given on this form is full and complete and is, to the best of my knowledge, a true statement of the facts relating to this application for subdivision.

The personal information provided will be used to process the SUBDIVISION application and is collected under the authority of Section 653 of the Municipal Government Act. Personal information you provide may be recorded in the minutes of the Municipal Planning Commission, or otherwise made public pursuant to the provisions of the Freedom of Information and Protection of Privacy (FOIP) Act, including Section 39 through 42 therein. If you have any questions about the collection and use of this information, please contact FOIP Coordinator at Lac Ste. Anne County 1-866-880-

5722 56521, RGE RD 65, Lac Ste. Anne County, Box 219, Sangudo, AB T0E 2A0.

This information has been Redacted as per the Freedom of Information and Protection of Privacy Act (FOIP Act)

[Redacted Signature Area]

Applicants Signature

Registered Landowner(s) Signature

April 21 2021
Date of Application

Designated use of the land as classified under a land use bylaw or a zoning bylaw or a land use classification guide where applicable: Agricultural Fringe

Box 219, Sangudo AB T0E 2A0

T 780.785.3411 TF 1.866.880.5722 F 780.785.2985 Devassistant@LSAC.ca www.LSAC.ca

RECEIVED
APR 22 2021
2019.12.04
Planning & Development

59

LOCATION OF LAND TO BE SUBDIVIDED:

1. The land is situated in the municipality of **Lac Ste. Anne County** Yes No
2. Is the land situated immediately adjacent to the municipal boundary? Yes No
 If **YES**, the adjoining municipality is _____
3. Is the land situated within 0.99 miles (**1.6km**) of the right-of-way of a highway? Yes No
 If **YES**, the Highway No. is HWY 37 + HWY 43
4. Is the land situated within 0.5 miles (**0.8km**) of a (river, stream, watercourse, lake or other permanent body of water, or a canal, or a drainage ditch)? Yes No
 If **YES**, State its name _____
5. Is the proposed parcel within 1.0 miles (**1.5km**) of a sour gas facility? Yes No
6. Is the land you are developing on within ½ mile of land that is or has been used as a municipal landfill for the disposal of garbage or refuse? Yes No
7. Is the land you are developing on within ½ mile of land that is or has been used as a municipal sewage treatment facility or sewage lagoon? Yes No
8. Is the land you are developing on within ½ mile of land that is or has been used as an intensive livestock operation (**Swine, Chicken, Beef, etc.**)? Yes No
9. Has the land had a history of flooding? Yes No

EXISTING AND PROPOSED USE OF LAND TO BE SUBDIVIDED: (Please describe)

1. Existing use of the land (crop, hay, etc.): Residential, crop, pasture
2. Proposed use of the land (crop, hay, pasture, residential, etc.): Residential
3. The designated use of the land as classified under a Land Use Bylaw: AG Fringe
4. Number of Parcel(s) being created: 24 Type of Parcel(s) being created: Country Residential 17.5 acres
5. Area of Parent Parcel (Acres): 124.5 Area of Proposed Parcel (Acres): 1x 11.5 2x 3
142.02 57.47 ha 4.65 ha 11.21 ha

PHYSICAL CHARACTERISTICS OF LAND BEING SUBDIVIDED:

1. Describe the nature of the topography of the land (flat, rolling, steep, mixed etc.): Gentle rolling
2. Describe the nature of the vegetation and water on the land (brush, shrubs, tree stands, woodlots, sloughs, creeks etc.): Shrub belt west side of yard, sloughs.
3. Describe the kind of soil on the land (sandy, loam, clay etc.): Sandy grey wooded soil.

EXISTING BUILDINGS ON THE LAND TO BE SUBDIVIDED:

1. Describe any buildings, historical, or otherwise, and any structures on the land and whether they are to be demolished or moved: House, barn, shop, animal shelters, storage sheds, pump house, wood grainaries to stay as is

60

1. EXISTING BUILDINGS LOCATED ON THE PROPOSED PARCEL(S):

Describe any buildings, historical or otherwise, and any structures on the land and whether they are to be demolished or moved: House, barn, shop, animal shelters, storage sheds, pump house, wood graineries to stay as is.

2. EXISTING BUILDINGS LOCATED ON THE REMAINDER OF THE QUARTER-SECTION:

Describe any buildings, historical or otherwise, and any structures on the land and whether they are to be demolished or moved: None

REGULATORY REQUIREMENTS FOR SURFACE DEVELOPMENT IN PROXIMITY TO ABANDONED WELLS

New subdivision applications, except for lot line adjustments, must include documentation from the Energy Resources Conservation Board (ERCB) identifying the presence or absence of abandoned wells.

1. Obtain the information from ERCB's Abandoned Well Viewer available on the ERCB Website www.aer.ca

2. Abandoned Well Information Include YES or NO If No Why Not: _____

If an abandoned gas or oil well is identified on the land that is subject (the quarter section) of the subdivision application, the applicant must include a map that shows the actual well location, as identified in the field, and the setback established in ERCB Directive 079 in relation to existing or proposed building sites.

To obtain clarification about the information provided by the Abandoned Well Viewer, or if you do not have internet access, contact ERCB Customer Contact Centre by Telephone at 1-855-297-8311 or by email at Inquires@aer.ca or contact Information Services by mail at ERCB, Suite 1000, 250 – 5 Street SW, Calgary, AB T2P 0R4

CONSENT TO REZONING OF THE PROPERTY

If my (our) application is approved, I, Al Taylor being the registered owner(s) of the presiding application, do so consent to the rezoning of Quarter: 50 Section: 4 Township: 55 Range: 2 W of 5th Meridian to a more suitable district (i.e.: Country residential). Further, if the property is under contract for sale I (we), will be responsible to notify all potential buyers of the rezoning process, prior to the registration of said subdivision or after registration of the subdivided plan and prior to bylaw approval.

Registered Landowner Signature Registered Landowner Signature Date of Application April 21 2021

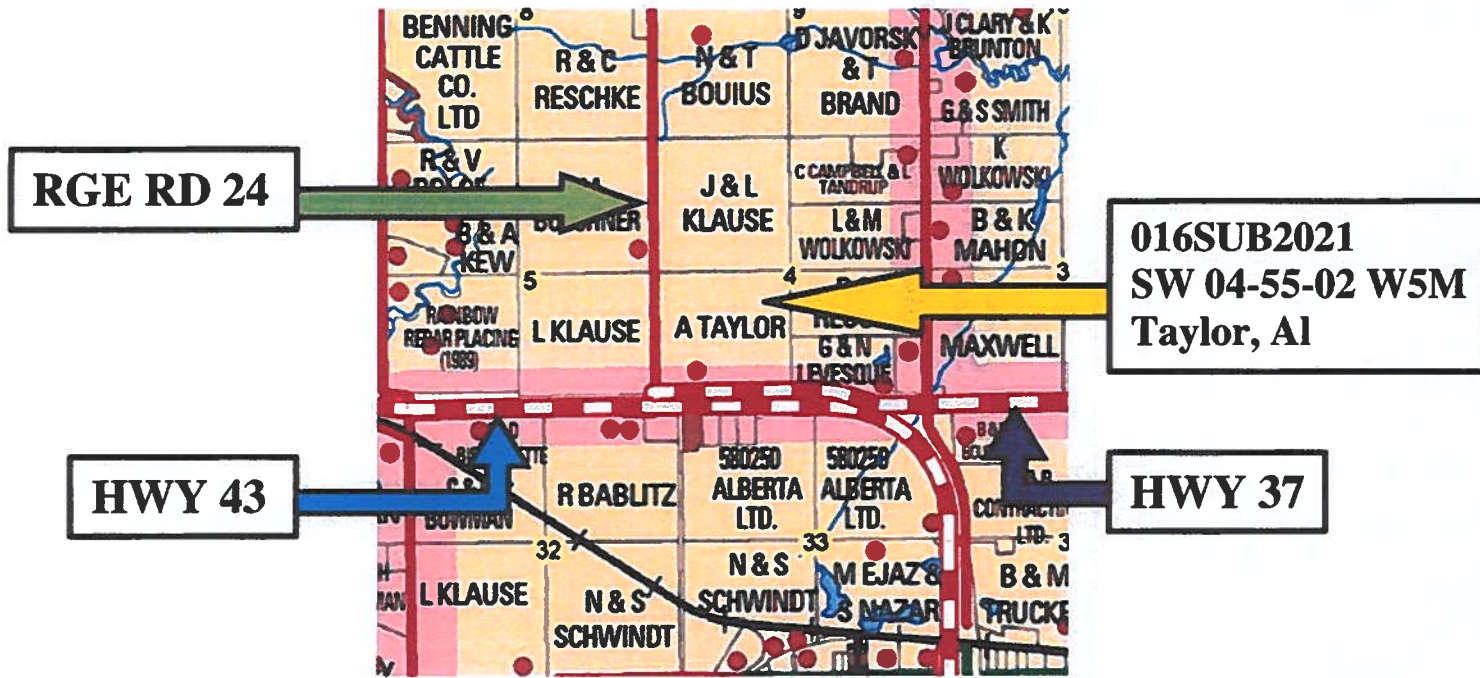
Time Extension Agreement

I, Alfred Taylor agree to enter into an agreement with Lac Ste. Anne County to extend the legislated subdivision rezoning time limit for a period for 30 days (90 days instead of 60 days) for decision.

Applicant(s) Signature Applicant(s) Signature Date of Application April 21 2021

61

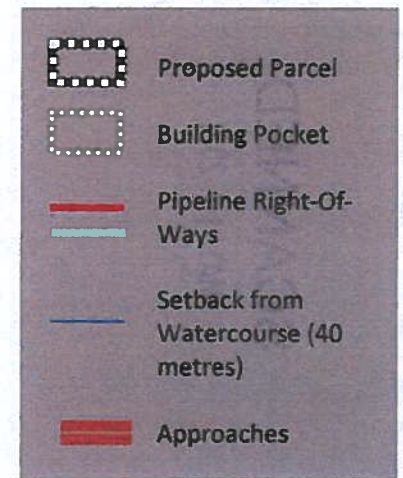
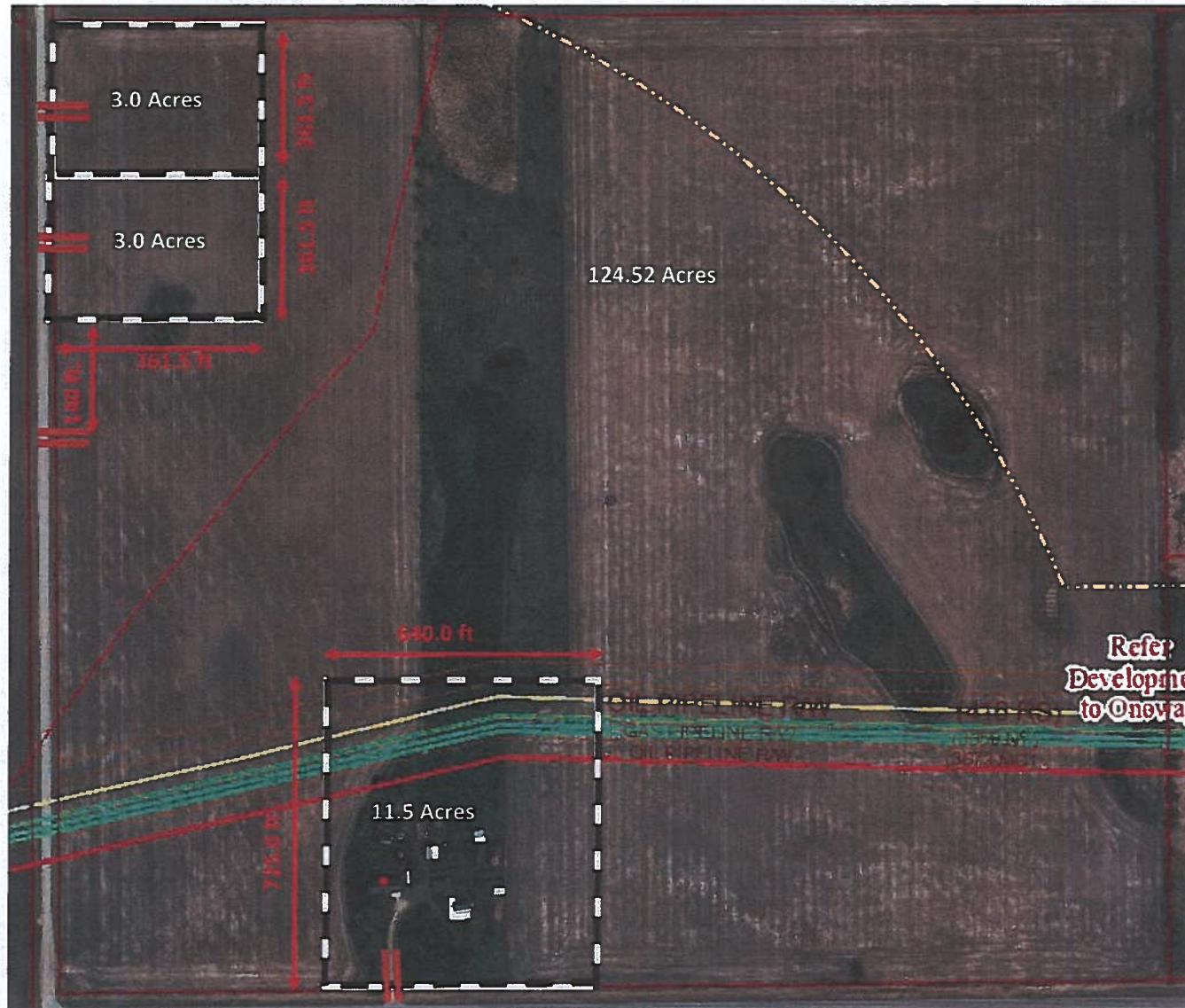
LOCATION SKETCH
LAC STE. ANNE COUNTY
SUBDIVISION APPLICATION 016SUB2021



5/17/2021

(62)

Proposed Subdivision
 Lac Ste. Anne County
 SW 04-55-02 W5M
 016SUB2021
 Taylor, AI
 April 22, 2021
 001_016SUB2021 Aerial



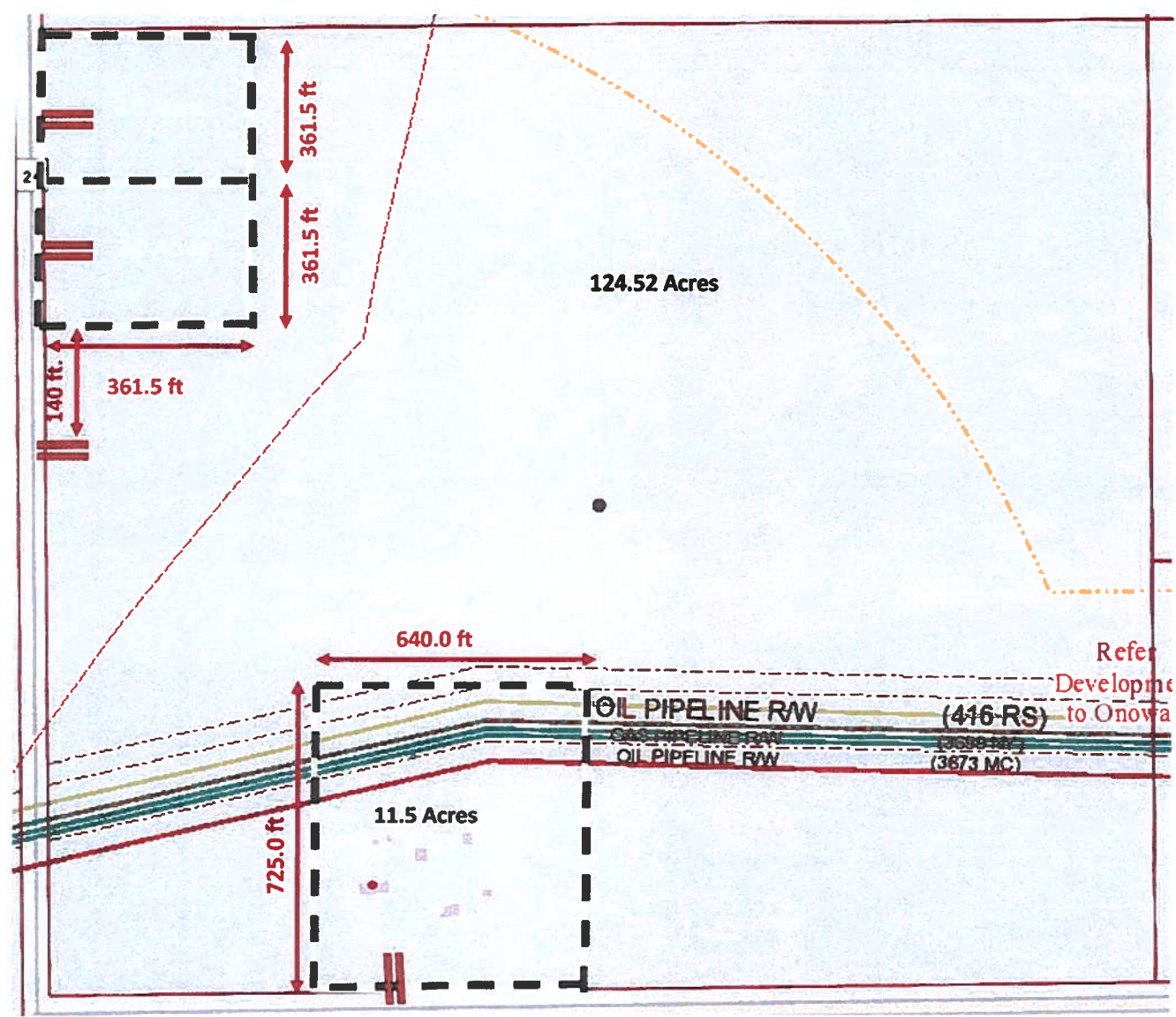
1 centimeter = 50 meters



All Dimensions to be verified by an Alberta Land Surveyor
 ECE boundaries to be determined by field survey of stream bank

63

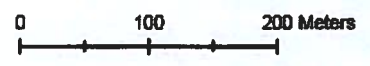
Proposed Subdivision
 Lac Ste. Anne County
 SW 04-55-02 W5M
 016SUB2021
 Taylor, AI
 April 22, 2021
 001_016SUB202



	Proposed Parcel
	Building Pocket
	Pipeline Right-Of-Ways
	Setback from Watercourse (40 metres)
	Approaches



1 centimeter = 50 meters



All Dimensions to be verified by an Alberta Land Surveyor
 ECE boundaries to be determined by field survey of easement bank

(64)



LAND TITLE CERTIFICATE

SCANNED
MAY 17 2021

S
LINC SHORT LEGAL TITLE NUMBER
0022 795 398 5;2;55;4;SW 202 100 367

LEGAL DESCRIPTION

MERIDIAN 5 RANGE 2 TOWNSHIP 55
SECTION 4
QUARTER SOUTH WEST
CONTAINING 64.7 HECTARES (160 ACRES) MORE OR LESS
EXCEPTING THEREOUT:
7.277 HECTARES (17.98 ACRES) MORE OR LESS FOR ROAD
AS SHOWN ON ROAD PLAN 8222118
EXCEPTING THEREOUT ALL MINES AND MINERALS

ESTATE: FEE SIMPLE

MUNICIPALITY: LAC STE. ANNE COUNTY

REFERENCE NUMBER: 002 062 608

REGISTERED OWNER(S)				
REGISTRATION	DATE (DMY)	DOCUMENT TYPE	VALUE	CONSIDERATION
202 100 367	07/05/2020	TRANSMISSION OF LAND		

OWNERS

ALFRED TAYLOR
OF BOX 161
GUNN
ALBERTA T0E 1A0
EXECUTOR FOR HANS L BRAND

ENCUMBRANCES, LIENS & INTERESTS

REGISTRATION NUMBER	DATE (D/M/Y)	PARTICULARS
6100MI	25/10/1961	UTILITY RIGHT OF WAY GRANTEE - PEMBINA PIPELINE CORPORATION. 3800, 525-8 AVENUE SW CALGARY

(CONTINUED)

165

ENCUMBRANCES, LIENS & INTERESTS

PAGE 2
202 100 367

REGISTRATION

NUMBER DATE (D/M/Y) PARTICULARS

ALBERTA T2P1G1
AS TO PORTION OR PLAN:3673MC
"TAKES PRIORITY DATE OF CAVEAT NO 3604MI"
(DATA UPDATED BY: CHANGE OF NAME 992286916)
(DATA UPDATED BY: CHANGE OF ADDRESS 122196452)

7650X 28/06/1966 UTILITY RIGHT OF WAY
GRANTEE - TIDEWATER MIDSTREAM AND INFRASTRUCTURE
LTD.
ATTENTION SURFACE LAND DEPARTMENT
1500 250-2 STREET SW
CALGARY
ALBERTA T2POC1
AS TO 1/2 INTEREST
GRANTEE - ATCO GAS AND PIPELINES LTD.
7210 42 STREET
EDMONTON
ALBERTA T6B3H1
AS TO 1/2 INTEREST
AS TO PORTION OR PLAN:3659NY
(DATA UPDATED BY: TRANSFER OF UTILITY RIGHT
OF WAY 012027094)
(DATA UPDATED BY: TRANSFER OF UTILITY RIGHT
OF WAY 152032621)
(DATA UPDATED BY: TRANSFER OF UTILITY RIGHT
OF WAY 162153346)

1350RD 23/08/1968 UTILITY RIGHT OF WAY
GRANTEE - PEMBINA PIPELINE CORPORATION.
3800, 525-8 AVENUE SW
CALGARY
ALBERTA T2P1G1
AS TO PORTION OR PLAN:416RS
(DATA UPDATED BY: CHANGE OF NAME 992288333)
(DATA UPDATED BY: CHANGE OF ADDRESS 122196005)

772 022 406 08/02/1977 UTILITY RIGHT OF WAY
GRANTEE - STE ANNE NATURAL GAS CO-OP LIMITED.

982 142 078 22/05/1998 UTILITY RIGHT OF WAY
GRANTEE - ATCO GAS AND PIPELINES LTD.
ATTENTION: LAND DEPARTMENT
10035-105 STREET
EDMONTON
ALBERTA T5J2V6
TAKES PRIORITY DATE OF CAVEAT 972213681 22 JULY97
(DATA UPDATED BY: TRANSFER OF UTILITY RIGHT
OF WAY 012018348)

(CONTINUED)

666

ENCUMBRANCES, LIENS & INTERESTS

PAGE 3
202 100 367

REGISTRATION
NUMBER DATE (D/M/Y) PARTICULARS

992 088 608 10/04/1999 DISCHARGE OF UTILITY RIGHT OF WAY 982142078
PARTIAL
EXCEPT AS TO PLAN 9826233

TOTAL INSTRUMENTS: 006

THE REGISTRAR OF TITLES CERTIFIES THIS TO BE AN
ACCURATE REPRODUCTION OF THE CERTIFICATE OF
TITLE REPRESENTED HEREIN THIS 17 DAY OF MAY,
2021 AT 04:57 P.M.

ORDER NUMBER: 41693900

CUSTOMER FILE NUMBER: 016SUB2021



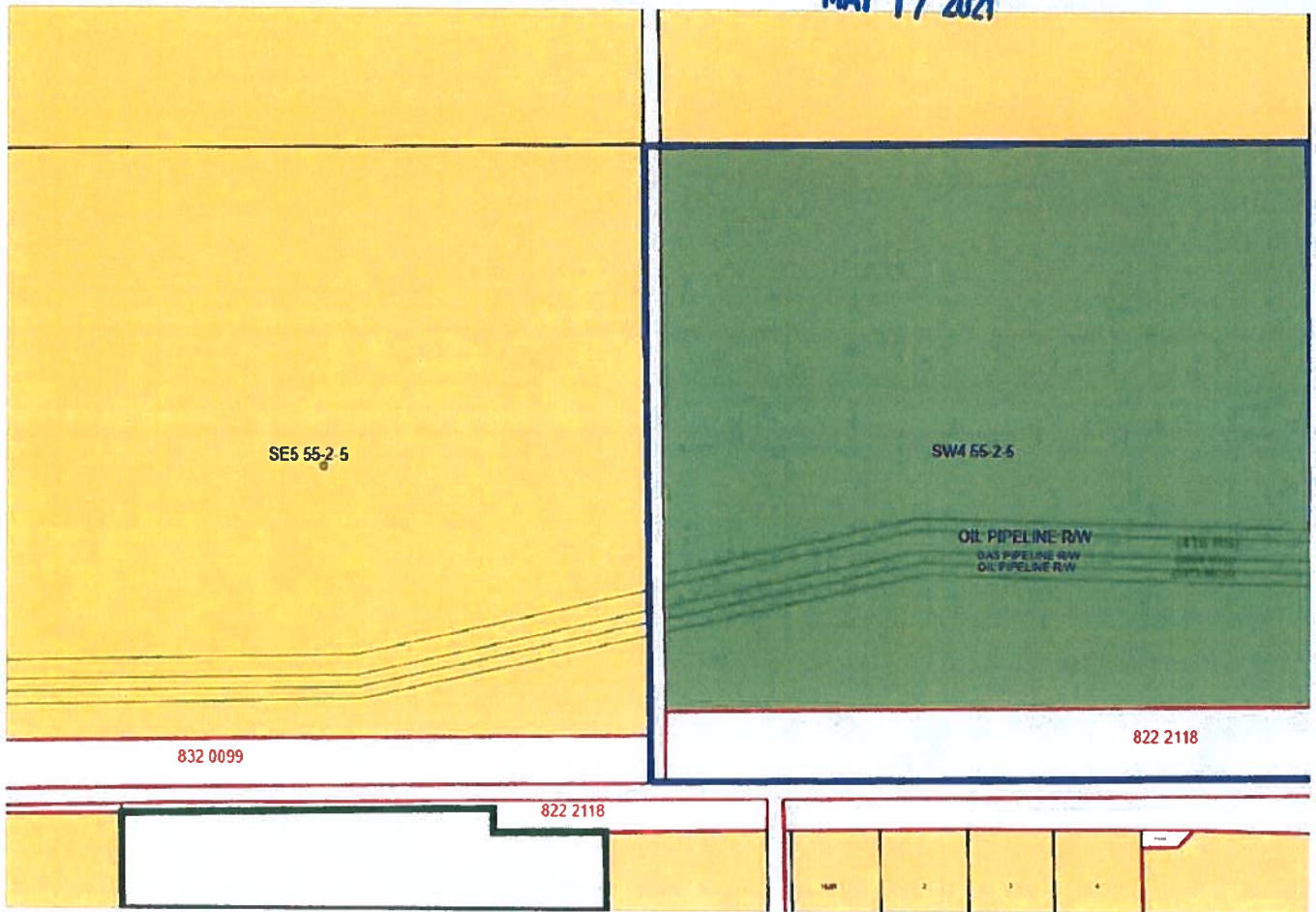
END OF CERTIFICATE

THIS ELECTRONICALLY TRANSMITTED LAND TITLES PRODUCT IS INTENDED
FOR THE SOLE USE OF THE ORIGINAL PURCHASER, AND NONE OTHER,
SUBJECT TO WHAT IS SET OUT IN THE PARAGRAPH BELOW.

THE ABOVE PROVISIONS DO NOT PROHIBIT THE ORIGINAL PURCHASER FROM
INCLUDING THIS UNMODIFIED PRODUCT IN ANY REPORT, OPINION,
APPRAISAL OR OTHER ADVICE PREPARED BY THE ORIGINAL PURCHASER AS
PART OF THE ORIGINAL PURCHASER APPLYING PROFESSIONAL, CONSULTING
OR TECHNICAL EXPERTISE FOR THE BENEFIT OF CLIENT(S).

67

SCANNED
MAY 17 2021



168



Lac Ste. Anne County, Box 219,
56521 RGE RD 65, Sangudo, AB T0E 2A0
Telephone: 1-866-880-5722 or
Fax: 1-780-785-2985

www.LSAC.ca

APPROVED
SUBDIVISION REFERRAL
NOTIFICATION of Email Correspondence

of Pages EMAILED: 8

Date: June 2, 2021

Re: PROPOSED SUBDIVISION
Legal: NE 33-54-01 W5M
Lac Ste. Anne County

FILE #: 008SUB2021

Attached is a copy of a subdivision application form and sketch proposing to subdivide the above land as shown. By this EMAIL we request you submit brief, relevant comments and supporting information, with regard to the subdivision application. Unless we have heard from you, **within 21 days**, we will process the proposal as though you have no objections.

Please email or fax your comments to the undersigned at your earliest convenience.

Email: Jane Holman,
Planning/Development Clerk
DevReferrals@Lsac.ca OR
FAX your response to (780) 785-2985

Email: Sarah Gibbs,
Planning/Development Clerk
DevReferrals@Lsac.ca OR
FAX your response to (780) 785-2985

If you have concerns or comments that you wish to discuss with staff, please contact the staff member as indicated below:

Matthew Ferris
Planning &
Development
Manager
780-785-3411
Ext.: 3603
mferris@Lsac.ca

Abdikani Elmi
Development
Officer
780-785-3411
Ext.: 3691
aelmi@lsac.ca

Craig Goldsmith
Development
Officer
780-785-3411
Ext.: 3684
cgoldsmith@lsac.ca

Tanya Vanderwell
Development Officer
780-785-3411
Ext.: 3685
tvanderwell@Lsac.ca

69



SENT
ELECTRONICALLY

COPY

May 13, 2021
File: 008SUB2021

Dickson, Cliff & Tami
Box 731
Onoway, AB T0E 1V0

De Rudder, Doug & Joan
Box 962
Onoway, AB T0E 1V0

APPLICANT

LANDOWNER

Dear Sir/Madame:

**Re: Proposed Subdivision
Lot 1, Block 2, Plan 062 4828 NE 33-54-01 W5M,
Lac Ste. Anne County**

This application for subdivision was considered complete by Lac Ste. Anne County on March 24, 2021 and was considered by the Subdivision Approving Authority on May 13, 2021 and was **APPROVED, subject to conditions and is valid for twenty four (24) months.**

A conditionally approved subdivision means that you must fulfil the approval conditions prior to the Plan of Subdivision being registered with Alberta Land Titles to legally create the new title(s). Please note that you are responsible for retaining the services of an Alberta Land Surveyor to prepare the Plan of Subdivision for registration at Alberta Land Titles.

The decision may be appealed within fourteen (14) days of the postmark of this letter by submitting a written notice to the Subdivision and Development Appeal Board or the Municipal Government Board as indicated within the attached pages of this decision.

Following the appeal period, an instrument (a Descriptive Plan or a Plan of Survey) completed by an Alberta Land Surveyor must be submitted to this office for endorsement. We recommend that your Surveyor contact Alberta Land Titles directly in order to confirm whether a Descriptive Plan or Plan of Survey will be required. The appeal period must lapse before this office may endorse the instrument received.

Additionally endorsement cannot be given until the attached conditions have been met. Please confirm that all appropriate documentation has been received by this Office when submitting your registerable instrument.

The instrument must be prepared on your behalf by an Alberta Land Surveyor in a manner satisfactory to the Alberta Land Titles Office (10365-97 Street, Edmonton, AB T5J 3W7; Phone 780-427-2743).

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This application was evaluated with respect to its conformance and/or consistency with applicable legislation, statutory plans, and bylaws. Consideration was also given to the various land use evaluation criteria, and responses from adjacent landowners as described below:

Topography	Rolling hill with trees and brush on 50% of the parcel
Soils	Soil is primarily sandy with a 3T soil classification Class 3: Soils in this class have moderately severe limitations that restrict the range of crops or require special conservation practices. The limitations are more severe than for Class 2 soils. They affect one or more of the following practices: timing and ease of tillage; planting and harvesting; choice of crops; and methods of conservation. Under good management they are fair to moderately high in productivity for a fair range of crops. Subclass T: adverse topography-either steepness or the pattern of slopes limits agricultural use.
Storm Water	No storm water issues for the proposed parcel.
Flooding Risk	No flood issues are expected on the property.
Access	Access is to be provided through the local road system.
Water Supply	Property is currently serviced by a well
Private Sewage System	TO BE SUBMITTED!
Adjacent Land Uses	Adjacent land uses are a mix of agricultural operations with residential usage.
Landowner Concerns:¹	None

The Subdivision Approving Authority has determined that this application shall be:

✓ **APPROVED, SUBJECT TO THE FOLLOWING CONDITIONS:**

STANDARD CONDITIONS:

1. All subdivision conditions must be fulfilled within twenty-four months of date of subdivision approval.
2. Pursuant to Section 654 of the Municipal Government Act, R.S.A. 2000. all outstanding property taxes be paid.

¹ Note: This Office does not guarantee that all verbal comments or written comments received after the conclusion of the referral period will be addressed in this decision. however, all comments will be reviewed by the Approving Authority.



3. Pursuant to Section 655 of the Municipal Government Act, R.S.A. 2000, the Owner and/or Developer shall enter into and abide by the provisions of a development agreement with Lac Ste. Anne County to the County's satisfaction and at the Developer's expense. This agreement may include, but not necessarily be limited to:

Approach #1: Satisfactory, no culvert needed

Approach #2: Satisfactory - Culvert size 400mm

Once the above-noted work has been completed on your approach(es), you MUST return your "Final Approach Inspection Form" to the Planning and Development Department to have your approach(es) inspected. The proposed survey (from your surveyor) must be submitted before Public Works can complete the inspection of the approach(es).

4. Pursuant to Section 661 of the Municipal Government Act, R.S.A., 2000, 5.2 metres (17.1 ft.) of road widening adjoining all municipal road allowances is required and may be registered through caveat. Caveat and agreement to be provided by the Surveyor for road widening on Range Road(s) and Township Road(s).
5. This decision shall be valid for two (2) years from the date of issuance: if this decision is appealed (to Subdivision and Development Appeal Board {SDAB} or Municipal Government Board {MGB}), any new decision will be valid for a time specified by the appeal body as listed within a revised decision (SDAB decision or MGB order).
6. Applicant/Landowner is required to submit a survey drafted by an Alberta Land Surveyor. Any alterations to the subdivision design from the date of referral may require a new application and referral process.
7. Developer/Landowner to provide professional verification that on-site sewage disposal system is functioning properly and within the requirements of the Safety Codes Act, or to confirm replacement/upgrade of existing system to one which conforms to provincial and municipal requirements. Cost of Inspection (\$235.00).
8. Lac Ste. Anne County will require a blanket drainage easement and restrictive covenant to the Counties satisfaction be registered on the parcel within sixty days of the date of this approval to ensure current and future drainage is accommodated to the satisfaction of the Municipality.

Please note the following:

1. All conditions must be met prior to receiving endorsement.
2. You must complete all conditions of approval prior to twenty four months from the date of this letter.



3. Lac Ste. Anne County is unable to endorse this application until 14 days have passed from the date of receipt of this letter to allow for appeal submissions. A maximum of five (5) additional days are allowed for mailing where this notice is issued through regular mail.
4. Appeals may be commenced by the applicant, subject landowner, the approving authority and required referral agencies. Under provincial statute, appeals are not allowed by adjacent landowners, community associations, or other non-statutory interests.
5. It is strongly recommended that subdivision boundaries in proximity to buildings be reviewed by a surveyor to ensure than no encroachments exist.
6. ***The final plan must be submitted by the Surveyor in *.pdf format to this Office.***
7. ***MIMS (Municipal Information Management System) Compatible Drawings” must be submitted for all subdivisions. Current version is 4.2.5. The support line phone number for MIMS is 1-866-646-7473.***
8. It is the responsibility of the developer to make suitable arrangements with utility service providers to provide services to new properties.

In accordance with Section 678 of the *Municipal Government Act, R.S.A., 2000*, should you wish to appeal this decision, you may do so by filing notice of your intent to appeal on the required Appeal Form in writing, to the following address, along with the applicable application fee:

Alberta Municipal Affairs

Municipal Government Board

2nd Floor, 1229-91st Street SW

Edmonton, Alberta T6X 1E9

Telephone: 780.427.4864 or Fax: 780.427.0986

Email: mqbmail@gov.ab.ca

Website: www.mqb.alberta.ca

The required Appeal Form may be obtained by contacting the County office or on the County website www.lfac.ca (Government/Planning & Development/Subdivision and Development Appeal Board/Subdivision Appeal Form).

The decision may be appealed within 14 days from the date of this letter, prior to 4:30 p.m. on May 27, 2021. If the appeal date falls on a weekend or holiday, Lac Ste. Anne County will accept the appeal form along with the applicable fee on the next business day.



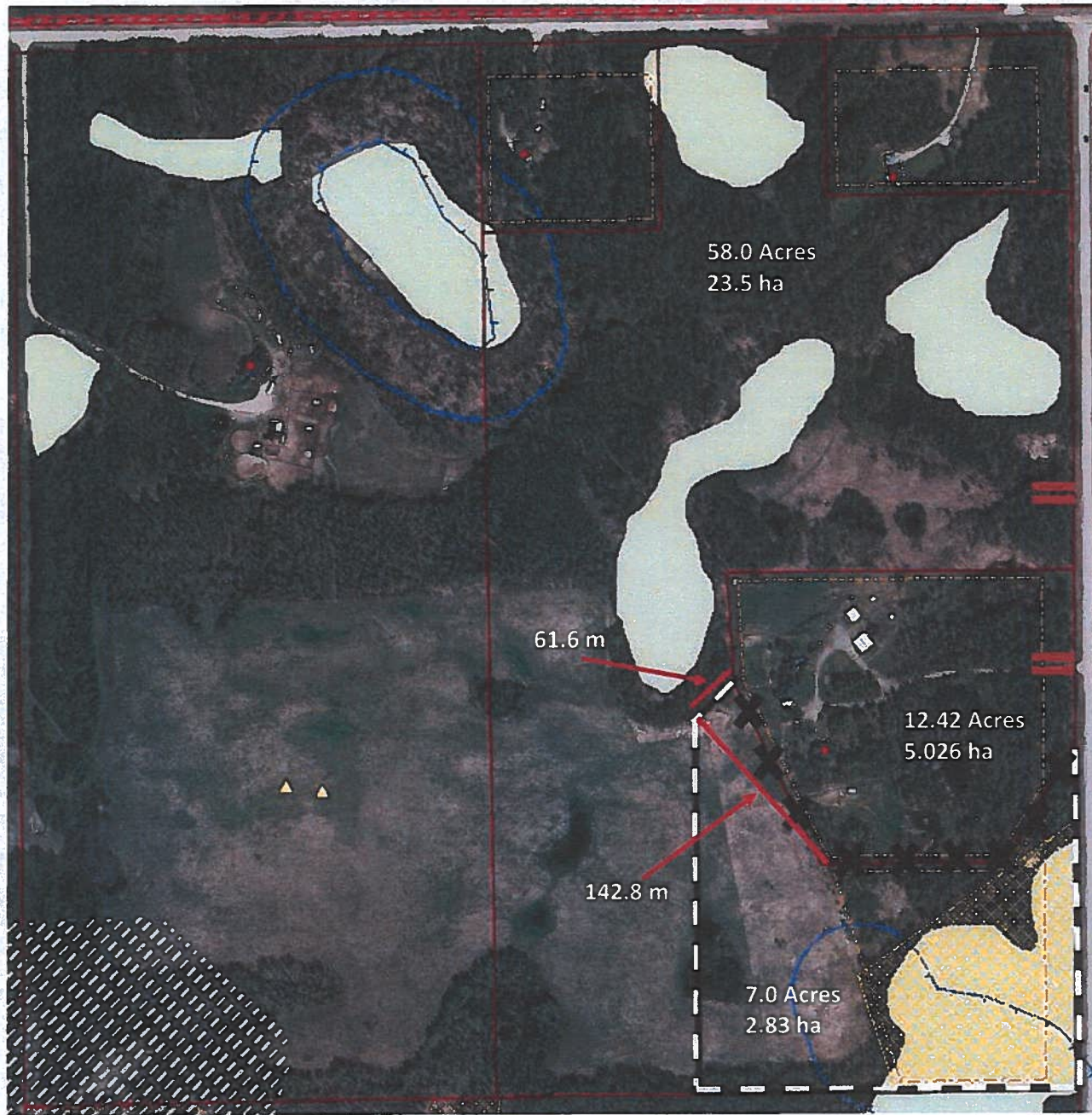
Lac Ste Anne County continually wants to approve our level of service. Please take the time to fill out the satisfaction survey to make our processes even better. Our Survey can be found at <https://www.surveymonkey.com/r/LSAPDevelopment>

Yours truly,

Craig Goldsmith
Development Officer
Planning & Development Department
Lac Ste. Anne County

Encl: Proposed Sketch/Drawing
Existing Sewage System Application
Final Approach Inspection Form
Overland Drainage Easement and Restrictive Covenant

Proposed Subdivision
 Lac Ste. Anne County
 Lot 1, Block 2, Plan 062 4828
 NE 33-54-01 W5M
 008SUB2021
 Dickson, Cliff & Tami
 March 10, 2021
 002_008SUB2021 Aerial



	Proposed Parcel
	Building Pocket
	Pipeline Right-Of-Ways
	Setback from Watercourse (40 metres)
	Approaches








1 centimeter = 50 meters



All Dimensions to be verified by an Alberta Land Surveyor
 ECE boundaries to be determined by field survey of stream bank

75

Proposed Subdivision
Lac Ste. Anne County
 Lot 1, Block 2, Plan 062 4828
 NE 33-54-01 W5M
 008SUB2021
 Dickson, Cliff & Tami
 March 10, 2021
 002_008SUB2021

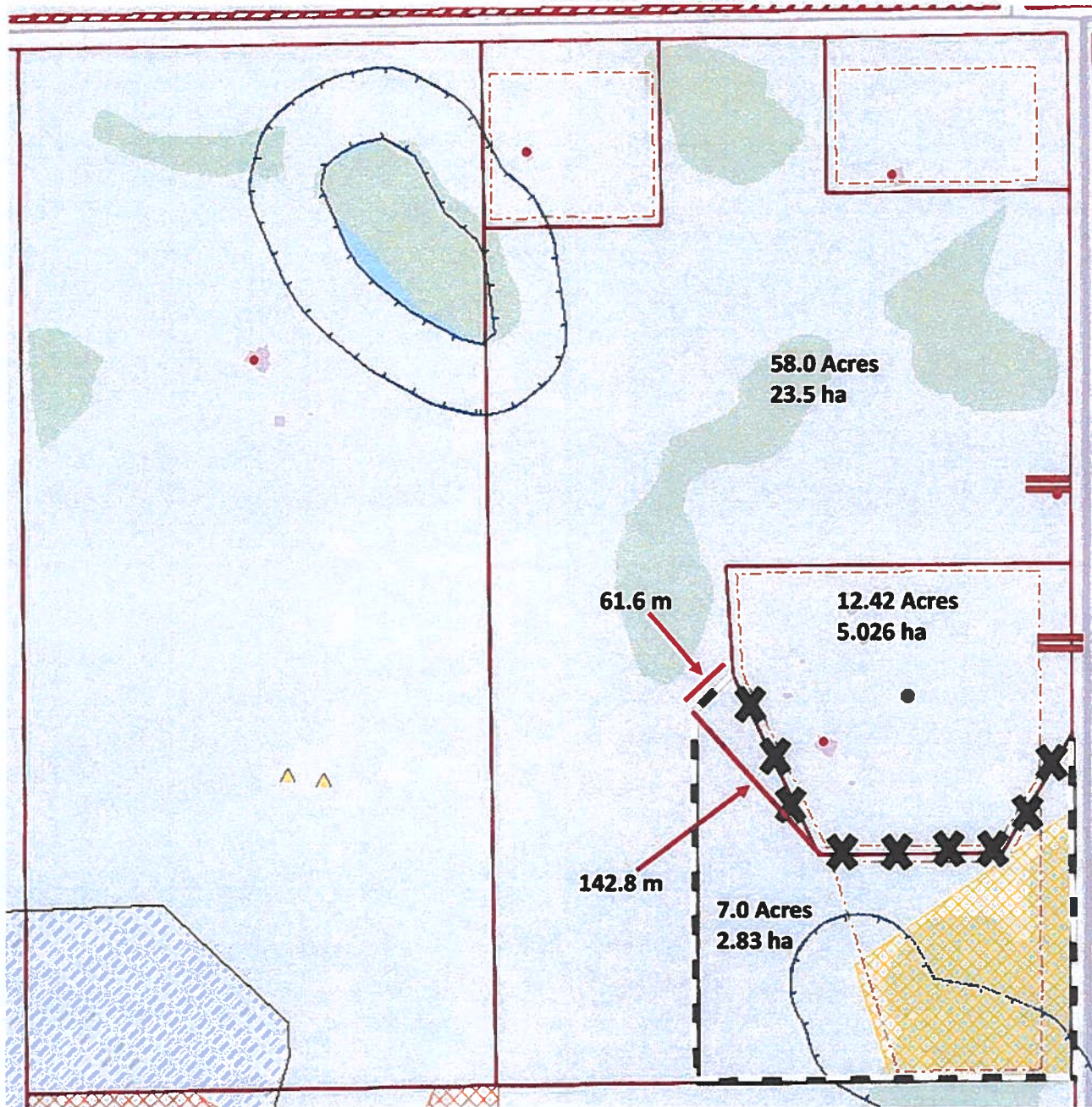
	Proposed Parcel
	Building Pocket
	Pipeline Right-Of-Ways
	Setback from Watercourse (40 metres)
	Approaches



1 centimeter = 50 meters



All Dimensions to be verified by an Alberta Land Surveyor
 ECE boundaries to be determined by field survey of stream bank



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LAC STE. ANNE COUNTY WEIGHS SUSTAINABILITY OPTIONS FOR TOWN OF MAYERTHORPE

County Council decries proposed 'Mayerthorpe Surcharge' and explores alternatives to biased arbitration process.

Submitted by Lac Ste. Anne County

Sanguo, Alberta, Monday, June 7, 2021 - Lac Ste. Anne County has completed an initial review of the financial position of the Town of Mayerthorpe to determine a course of action in the wake of stalled Intermunicipal Collaboration Framework (ICF) negotiations with the Town.

The financial review consists of a high-level assessment of publicly-available data, and looks at indicators like expenditure practices and overall financial sustainability compared to benchmarked municipalities with reasonably comparable populations.

Consistent with the measures taken by the County in its own planning and budgeting approach, County Council intends to explore similar opportunities for operational efficiencies, programming changes and ownership models to support sustainable governance of the Town of Mayerthorpe.

Following two years of good faith negotiations, ICF talks ultimately broke down due to the Town of Mayerthorpe's precondition of additional financial support from County ratepayers (the Town was the only municipality that attached a financial stipulation to its ICF negotiations). As mandated by the Municipal Government Act, the County has successfully completed ICF agreements with every adjacent municipality, with the sole exception of the Town of Mayerthorpe.

Lac Ste. Anne County Council cautions that the Town's demand for a steep and incrementally climbing increase in recreation funding would place an unreasonable financial burden on the County and its citizens. During a period of unprecedented and unrelenting financial strain, the County

simply cannot support an increase of taxes on ratepayers in order to compensate for the unaddressed financial management issues of another municipality.

"The longer the County continues to prop the Town of Mayerthorpe up, the longer these inefficiencies will continue to occur," stated Lac Ste. Anne County Reeve Joe Blakeman.

"We are weighing our options on this matter, because everything the Town has put forward to date amounts to a 'Mayerthorpe Surcharge' that would hurt all ratepayers of this region - on an ongoing and incrementally rising basis. I strongly encourage everyone who pays taxes in Mayerthorpe as well as Lac Ste. Anne County to sit up and take notice of what is happening here. Visit mayerthorpesurcharge.ca and look at the numbers yourselves, because any shortfalls will be coming from your pockets if the Town gets its way."

It is the County's position that the Town of Mayerthorpe's rate of escalation in recreation spending is unsustainable. Overall recreation spending was 2.75 times greater in 2019 than 2014. Over that six-year period, total inflation was 8.53%, and the Town of Mayerthorpe's population has consistently declined.

Spending Raises Questions About Town's Sustainability

While recreation spending was the catalyst for the failed ICF negotiations, the County's review of the Town of Mayerthorpe's financial reporting related to recreation led to further scrutiny of all operating expenses and revenues - and subsequently the financial position of the Town.

In addition to unreasonably high expenditures on recreation, the financial review indicates a financial position that

is adversely impacted by unreasonably high expenditures on salaries, wages, and benefits relative to benchmarked municipalities with comparable populations.

"It is evident that Mayerthorpe is out of both money and ideas," continued Reeve Blakeman. "First they sought to balance their books by digging into our coffers. Then they tried (and nearly succeeded) to increase their own ratepayers' taxes by a whopping 15%. Now they seek to drag us through an arbitration process that is all but certain to shake the County down to some degree. These are not the actions of a fiscally sound, sustainable local government."

County Questions Spirit of Arbitration; Explores Alternatives

In a February 26, 2021 media release, Town of Mayerthorpe Mayor Janet Jabush stated that the Town and County have no other options except a costly arbitration process. It should be noted that the cost burden to which Mayor Jabush refers to would be almost entirely borne by Lac Ste. Anne County ratepayers.*

While arbitration may be a desirable and relatively risk-free option for the Town of Mayerthorpe, Lac Ste. Anne County Council is in the process of exploring other alternatives to this costly and structurally biased approach; up to and including amalgamation of the Town.

"By triggering binding arbitration, Mayerthorpe knows they will get to have their cake and eat it too," continued Reeve Blakeman. "Sadly, the system is designed to support such behaviour. Of course Mayerthorpe favours the arbitration process, because they know it means they are all but guaranteed to receive some sort of favourable judgment. Municipal Affairs also supports arbi-

tration because it allows them to check a box and file this matter away. But let's be clear: neither of these parties care whether the average Lac Ste. Anne County ratepayer gets the short end of the stick."

Despite the Town of Mayerthorpe's apparent eagerness to embark upon what Town Mayor Jabush described as an 'expensive arbitration process,' it is incumbent upon Town administrators to explain what they seek to arbitrate to begin with. Further, any meaningful arbitration proceedings would need to be conducted by an individual who is both qualified to arbitrate such a matter, and who is free from conflict and bias.

Reeve Blakeman posited: "You tell us what the issue is, and we'll tell you if we think that's what the issue is. And then we can discuss who to choose to arbitrate the matter - on the County's dime. Regarding payment of the considerable legal and administrative fees that come with arbitration, perhaps we could earmark some of the \$200,000.00 we give the Town each year."

In the absence of a substantive description of the Town of Mayerthorpe's arbitration position, Lac Ste. Anne County Council will continue to explore opportunities for operational efficiencies, programming changes, and ownership models that will support sustainable operations and programming for Mayerthorpe residents.

For more details on this evolving matter, please visit LSAC.ca/icf.

* If the Town of Mayerthorpe forces Lac Ste. Anne County into binding arbitration, County ratepayers will be legally responsible for covering 95.09% of all related arbitration costs - in addition to payment of any judgment awarded to the Town.

COUNTY LIFTS ROAD RESTRICTIONS

MORE »

Mayerthorpe ICF Matter

Town of Mayerthorpe's Money Demands Thwart County's Last Remaining ICF Deal

Before it will enter into an ICF with Lac Ste. Anne County, the Town of Mayerthorpe has demanded that the County pay considerably more for the Town's recreation facilities. In other words, Mayerthorpe expects County ratepayers to pay up to double what they currently pay for recreation each year.

As a County ratepayer, you deserve to know about what Mayerthorpe plans to do with your hard-earned money. Explore the facts and figures behind this consequential County matter, and weigh in with insights and opinions of your own.

🔍 Search the County Website ⓘ

Explore this matter further...

- [Mayerthorpe Surcharge](#)
- [Mayerthorpe Backgrounder](#)
- [Historical Funding Allocations](#)

THE TOWN OF MAYERTHORPE IS THE ONE AND ONLY MUNICIPALITY THAT WON'T FINALIZE THEIR ICF WITH LAC STE. ANNE COUNTY

During ICF negotiations, Mayerthorpe demanded that County ratepayers pay considerably more for the Town's recreation facilities going forward. Mayerthorpe is the only adjacent municipality that attached a financial rider to ICF talks.

THE APRIL 1, 2021 ICF DEADLINE HAS COME AND GONE, MEANING THE COUNTY MAY BE FORCED INTO BINDING ARBITRATION

The arbitration process normally results in a matter being split down the middle to appear equitable. Splitting this matter down the middle would be a sweet deal for Mayerthorpe administration. Not so much for County ratepayers.

THE COUNTY HAS COMPLETED ICF AGREEMENTS WITH ALL OF ITS OTHER MUNICIPAL NEIGHBOURS

COUNTIES

- BARRHEAD COUNTY
- PARKLAND COUNTY
- STURGEON COUNTY
- WOODLANDS COUNTY
- YELLOWHEAD COUNTY

TOWNS

- TOWN OF ONOWAY

VILLAGES

- ALBERTA BEACH
- WABAMUN

SUMMER VILLAGES

- BIRCH COVE
- CASTLE ISLAND
- NAKAMUN PARK
- ROSS HAVEN
- SILVER SANDS
- SOUTH VIEW
- SUNRISE BEACH
- SUNSET POINT
- VAL QUENTIN
- WEST COVE
- YELLOWSTONE

95.09%
OF ANY COSTS
RELATED TO ARBITRATION
WOULD BE PAID BY COUNTY
RATEPAYERS

100%
OF ANY JUDGMENT
AWARDED TO MAYERTHORPE
WOULD BE PAID BY COUNTY
RATEPAYERS



This type of **'Mayerthorpe Surcharge'** would hurt all ratepayers in the Lac Ste. Anne region — on an ongoing and incrementally rising basis. Some will end up paying hundreds more each year in taxes (and climbing). Local community groups would receive less County grant funding each year, because the County would have to divert it to the Town of Mayerthorpe.

THE COUNTY HAS TAKEN A GOOD LOOK AT MAYERTHORPE'S RECREATION SPENDING AND OVERALL FINANCIAL POSITION

Upon scrutiny of official records provided by the Town of Mayerthorpe, plus publicly available data and applied assumptions and conjectures, the County has determined the process of **amalgamation with the Town of Mayerthorpe** is a logical option that needs to be explored further. Amalgamation is when municipalities with shared borders become one municipality to reduce costs and operate with greater efficiency.



Financial Sustainability and Expenditure Practices of the Town of Mayerthorpe

The following information relates to the current financial practices of the Town of Mayerthorpe, which are adversely impacting its residents and, subsequently, the ratepayers of Lac Ste. Anne County. The following tables are compiled from records provided by the Town of Mayerthorpe, plus publicly available data and applied assumptions and conjectures.

The Town of Mayerthorpe expends money at a rate greater than benchmarked municipalities with reasonably comparable populations.

TOWN	POPULATION	EXPENDITURES PER CAPITA
Bassano	1,206	\$2,212.00
Irricana	1,216	\$1,965.00
Vauxhall	1,222	\$2,233.00
Bowden	1,240	\$2,161.00
Nobleford	1,278	\$1,343.00
Swan Hills	1,301	\$3,760.00
Bruderheim	1,308	\$2,299.00
Mayerthorpe	1,320	\$3,406.00
Legal	1,345	\$2,081.00
Two Hills	1,352	\$2,100.00
Elk Point	1,452	\$3,025.00
Bon Accord	1,529	\$2,229.00
Median		\$2,220.00
Mean		\$2,401.00

Only the Town of Swan Hills exceeds the Town of Mayerthorpe in per capita expenditures. Mayerthorpe exceeds the benchmark median by 53.4%.

- alberta.ca/municipal-measurement-index

Overall recreation spending was **2.75 times greater** in 2019 than 2014. Over that six-year period, total inflation was 8.53%, and the Town of Mayerthorpe's population has consistently declined.

- municipalaffairs.gov.ab.ca/mc_financial_tax_bylaws
- regionaldashboard.alberta.ca/region/mayerthorpe/population
- bankofcanada.ca/rates/related/inflation-calculator

The Town's financial position is adversely impacted by unreasonably high expenditures on salaries, wages and benefits, relative to benchmarks.

TOWN	POP.	SALARIES, WAGES & BENEFITS
Bassano	1,206	\$622,207.00
Irricana	1,216	\$524,913.00
Vauxhall	1,222	\$936,216.00
Bowden	1,240	\$699,939.00
Swan Hills	1,301	\$1,649,738.00
Bruderheim	1,308	\$1,120,689.00
Mayerthorpe	1,320	\$1,543,240.00
Legal	1,345	\$1,054,730.00
Two Hills	1,352	\$764,488.00
Elk Point	1,452	\$1,279,482.00
Bon Accord	1,529	\$1,167,599.00
Median		\$1,054,730.00
Mean		\$1,033,021.91

Only the Town of Swan Hills expends more on staffing than the Town of Mayerthorpe. Mayerthorpe is 46.3% higher than the median of comparably-sized municipalities.

- municipalaffairs.gov.ab.ca/mc_financial_tax_bylaws

Based on the information available, it appears that the Town of Mayerthorpe is engaged in unreasonable and unsustainable financial practices that place an excessive financial burden on ratepayers within the region.



The Town of Mayerthorpe's financial position is adversely impacted by unreasonably high expenditures on recreation, relative to benchmarks.

TOWN	POPULATION	2019	2018
Bassano	1,206	\$401,733.00	\$353,144.00
Irricana	1,216	\$144,341.00	\$231,090.00
Vauxhall	1,222	\$554,509.00	\$522,964.00
Bowden	1,240	\$363,425.00	\$414,530.00
Nobleford	1,278	\$153,630.00	\$184,936.00
Swan Hills	1,301	\$569,671.00	\$557,301.00
Bruderheim	1,308	\$497,361.00	\$466,384.00
Mayerthorpe	1,320	\$643,888.00	\$593,039.00
Legal	1,345	\$467,539.00	\$450,341.00
Two Hills	1,352	\$363,236.00	\$305,221.00
Elk Point	1,452	\$295,549.00	\$304,353.00
Bon Accord	1,529	\$477,741.00	\$478,000.00
Median		\$434,636.00	\$432,435.50
Mean		\$411,051.92	\$405,108.58

The Town of Mayerthorpe is 13.0% higher than the next highest benchmarked municipality, and 48.1% higher than the benchmark median, based on 2019 data.

- municipalaffairs.gov.ab.ca/mc_financial_tax_bylaws

The Town's rate of escalation in recreation spending has been unsustainable.

YEAR	EXPENSE	INCREASE
2014	\$234,368.00	
2015	\$253,479.00	8.15%
2016	\$274,280.00	8.21%
2017	\$441,791.00	61.07%
2018	\$593,039.00	34.24%
2019	\$643,888.00	8.57%

Following the requirement of Alberta Municipal Affairs to complete ICFs in 2017, recreation expenditures in the Town of Mayerthorpe increased dramatically.

Overall recreation spending was **2.75 times greater** in 2019 than 2014. Over that six-year period, total inflation was 8.53%, and the Town of Mayerthorpe's population has consistently declined.

- municipalaffairs.gov.ab.ca/mc_financial_tax_bylaws
- regionaldashboard.alberta.ca/region/mayerthorpe/population
- bankofcanada.ca/rates/related/inflation-calculator

debbie@onoway.ca

From: cao@onoway.ca
Sent: June 14, 2021 9:33 AM
To: debbie@onoway.ca
Subject: FW: Message from the Deputy Minister of Municipal Affairs

Deb info for mtg

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: municipalservicesandlegislation@gov.ab.ca <municipalservicesandlegislation@gov.ab.ca>
Sent: June 11, 2021 10:52 AM
To: Wendy Wildman <cao@onoway.ca>
Subject: Message from the Deputy Minister of Municipal Affairs

Dear Chief Administrative Officers,

To say it has been a whirlwind of activity since my appointment as the Deputy Minister of Municipal Affairs would be an understatement. In the past few weeks, I have been focused on learning the critical issues facing municipalities and the programs and supports Municipal Affairs provides so that your local governments can best serve Albertans. There is still much to learn and even more to do.

I wanted to share more of my perspective on the relationship between Municipal Affairs and municipalities beyond the regular COVID update I sent last week. Municipalities are critical partners to government as you build and maintain our communities, provide vital services that your residents rely on and develop your local economies. From land-use planning to emergency management to safe water systems and everything in between, municipalities are at the forefront of the services Albertans rely upon.

Municipalities are also vital partners in moving the government's economic agenda forward. Creating an environment that allows for economic growth and reducing red tape continue to be priorities for government. As the provincial government continues to pursue policies that support economic growth, it is also important that municipalities do the same. I have already heard of some of the excellent work municipalities have undertaken to reduce municipal red tape; making it easier to start and operate a business or for citizens to access your services. Such initiatives help create jobs for Albertans, which only further stimulates our economy and improves the quality of life for Albertans.

As with any partnership, reciprocity is paramount. Ensuring Municipal Affairs' programs and supports are responsive to your needs is important to the Minister, myself and the staff at Municipal Affairs. Our objective, to the best of our ability, is to help you serve your residents.

I look forward to meeting with as many of you as I can in the coming months; to learn about your successes and challenges, issues where you may need more support and opportunities that could further our partnership.

Best,

Brandy Cox

Deputy Minister, Municipal Affairs