



AGENDA
REGULAR COUNCIL MEETING
Wednesday, February 5, 2025 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

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1. CALL TO ORDER	
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2. CONFIRMATION OF AGENDA	
3. CLOSED MEETING	
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5. PUBLIC COMMENTS	
<p>Members of the public are welcome to provide comments regarding items on the agenda in person during the Council meeting, virtually, or in writing. Should you wish to provide public comments virtually or in writing, please fill out the Request to Speak at a Council Meeting form that can be located on the Town's website and submit it to: LSAdmin@strathmore.ca by the end of the day on the Sunday before the Council meeting. In order to ensure procedural fairness, Council requests that the public refrain from speaking on items that have been or will be heard through a public hearing process.</p>	
6. DELEGATIONS	
<p>Members of the public and community organizations are welcome to attend a Regular Council Meeting as a delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: LSAdmin@strathmore.ca by noon, seven (7) days before a Regular Council Meeting.</p>	
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Report for Council

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: January 28, 2025

Meeting Date: February 5, 2025

SUBJECT: Delegation - Strathmore Bird Sanctuary Initiative

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Simon Metke and Denis Manzer have requested to come speak to Council.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: New Response Completed for Delegation Request Form - Strathmore Bird Sanctuary Initiative Redacted](#)

Veronica Anderson, Legislative Services Officer

Approved
- 29 Jan
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Jan
2025

Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved
- 30 Jan
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Jan
2025

From: noreply@esolutionsgroup.ca
To: [LegServ Admin](#)
Subject: New Response Completed for Delegation Request Form
Date: January 29, 2025 2:32:28 AM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hello,

Please note the following response to Delegation Request Form has been submitted at Wednesday January 29th 2025 2:28 AM with reference number 2025-01-29-001.

- **Applicants Name**
simon metke
- **Organization Name (If Applicable)**
Strathmore bird sanctuary initiative
- **Meeting date requested (day/month/year)**
5/2/2025
- **Applicant's phone number**
FOIP, Sec. 17(1)
- **Applicant's email address**
FOIP, Sec. 17(1)
- **Applicant's Address**
FOIP, Sec. 17(1)
- **Please list the name and title of the individuals that will be presenting to Council in the space provided.**
Simon Metke
Denis Manzer
- **Please select the purpose of your presentation.**
Information Only, Request for Support, Request Action
- **Please provide a brief summary regarding your delegation in the space provided.**

To bring attention to a potential alternative to the destruction by development of the most bio diverse pond called ST-19 on the Strathmore wetlands report. Presenting a 10min power point of the site and history as well as environmental and habitat concerns etc.

- **The Town has a computer and screen available for presentations. If you require specific technical requirements for your presentation please specify them in the space provided.**

Laptop interface to projector

- **Is/has this matter gone before an appeal board?**

No

- **The Town of Strathmore endeavours to provide equal opportunities to individuals and groups to appear before Council as a delegation. As a result, please indicate if you have you spoken on this topic before.**

No

[This is an automated email notification -- please do not respond]



Report for Council

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: January 28, 2025

Meeting Date: February 5, 2025

SUBJECT: Delegation - Broadstreet Properties Ltd.

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Christopher Gibson, Development Manager, and Rachel Ricard, Director of Land Development, with Broadstreet Properties Ltd. have requested to come speak to Council.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: New Response Completed for Delegation Request Form_Broadstreet Properties Ltd_Redacted](#)

Veronica Anderson, Legislative Services Officer

Approved
- 30 Jan
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Jan
2025

Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved
- 31 Jan
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 31 Jan
2025

From: noreply@esolutionsgroup.ca
To: [LegServ Admin](#)
Subject: New Response Completed for Delegation Request Form
Date: January 30, 2025 12:47:29 PM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hello,

Please note the following response to Delegation Request Form has been submitted at Thursday January 30th 2025 12:46 PM with reference number 2025-01-30-001.

- **Applicants Name**
Christopher Gibson
- **Organization Name (If Applicable)**
Broadstreet Properties Inc.
- **Meeting date requested (day/month/year)**
5/2/2025
- **Applicant's phone number**
FOIP, Sec. 17(1)
- **Applicant's email address**
FOIP, Sec. 17(1)
- **Applicant's Address**
FOIP, Sec. 17(1)
- **Please list the name and title of the individuals that will be presenting to Council in the space provided.**
Rachel Ricard (FOIP, Sec. 17(1)) Director of Land Development, Broadstreet Properties Ltd.
Christopher Gibson (FOIP, Sec. 17(1)) Development Manager, Broadstreet Properties Ltd.
- **Please select the purpose of your presentation.**
Information Only

Please provide a brief summary regarding your delegation in the space provided.

My name is Christopher Gibson, Development Manager with Broadstreet Properties Ltd. We are currently in the permit process for a multi-unit residential development at 4 Parklane Way.

We have recently been informed that a **FOIP, Sec. 17(1)** **FOIP, Sec. 17(1)** property will be attending the February 5th meeting as a delegate to raise concerns regarding the development of the lands. I believe the person's name is **FOIP, Sec. 17(1)**. As we are in the process of acquiring the property and will be responsible for its future development and operations of the property, our Director of Development and I would like to register as delegates to speak following this individual, in order to speak to our development and address any questions council may have. Unfortunately, we will be unable to attend in person but are available to participate virtually.

- **Is/has this matter gone before an appeal board?**

No

- **The Town of Strathmore endeavours to provide equal opportunities to individuals and groups to appear before Council as a delegation. As a result, please indicate if you have you spoken on this topic before.**

No

[This is an automated email notification -- please do not respond]



Report for Council

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: January 30, 2025

Meeting Date: February 5, 2025

SUBJECT: Delegation - Affordable Housing/Rentals

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Nell McDonald has requested to speak to Council about affordable housing in the Town of Strathmore.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: Request to Speak at Council Meeting - Nell McDonald_Redacted](#)

Johnathan Strathdee, Manager of Legislative Services

Approved
- 31 Jan
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 31 Jan
2025



Strathmore

Request to Speak at a Council Meeting

Residents are welcome to speak during the public comments or public hearing portion of Council meetings. In order to speak, please complete the information below. Confirmation of your request with access details for the meeting will be sent to the email address you provide.

Please note that if you are speaking on behalf of another person, the person will need to complete and submit an Authorization on Someone's Behalf Form.

Speaker's Information	
Name:	Nell McDonald
Phone:	FOIP, Sec. 17(1)
Email:	FOIP, Sec. 17(1)
Address:	FOIP, Sec. 17(1)
Speaking on Behalf of a Group?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Agenda Information	
Agenda Topic:	Affordable Housing / Rentals
<input checked="" type="checkbox"/> Public Comments	<input type="checkbox"/> Public Hearing <input type="checkbox"/> Question Period
Meeting Date:	February 5 2025

Public Hearing	
<input type="checkbox"/> In Support	<input type="checkbox"/> In Opposition

Additional Comments	
Please provide a brief summary of the item that you wish to speak about.	
The lack of rentals / affordable housing for families.	

 Applicant Signature	<u>31-Jan-25</u> Date
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FOIP Disclaimer: Personal information required within the Town of Strathmore application forms are collected under the authority of sections 33(a) and (c) of the *Freedom of Information and Protection of Privacy (FOIP) Act*. This personal information will be used to process your application(s). Should you have any questions related to the collection or disclosure of your personal information, please contact the Legislative Services division for the Town of Strathmore at 403.934.3133.



Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: January 22, 2025

Meeting Date: February 5, 2025

SUBJECT: Regular Council Meeting Minutes - January 22, 2025

RECOMMENDATION: THAT Council adopt the January 22, 2025 Regular Council Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the January 22, 2025 Regular Council Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the January 22, 2025 Regular Council Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.

2. Council may provide further direction regarding the Regular Council Meeting Minutes.

ATTACHMENTS:

[Attachment I: REGULAR COUNCIL - 22 Jan 2025 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 23 Jan
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 29 Jan
2025



MINUTES

REGULAR COUNCIL MEETING

6:00 PM - Wednesday, January 22, 2025

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT: Mayor Pat Fule, Councillor Debbie Mitzner, Councillor Jason Montgomery, Councillor Denise Peterson, Councillor Richard Wegener, and Deputy Mayor Brent Wiley

COUNCIL ABSENT: Councillor Melissa Langmaid

STAFF PRESENT: Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzlaff (Director of Community and Protective Services), Kara Rusk (Director of Strategic, Administrative, and Financial Services), and Claudette Thorhaug (Legislative Services Officer)

1. **CALL TO ORDER**

Mayor Fule called the January 22, 2025 Regular Council Meeting to order at 6:00 p.m.

1.1. **Traditional Land Acknowledgement for the First Meeting in January (Monstoyii)**

We honour all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries. We acknowledge that the ancestral and traditional lands on which we gather are Land of the Blackfoot Confederacy and Treaty 7 territory, a traditional meeting ground for many Indigenous peoples, and in particular our neighbors, Siksika Nation on whose traditional territory we work, live, and play, and on whose traditional territory we stand and where Strathmore resides.

2. **CONFIRMATION OF AGENDA**

Resolution No. 005.01.25

Moved by Councillor Montgomery

THAT Council adopt the January 22, 2025 Regular Council Meeting Agenda as amended:

ADDITION:

3.2 Medical Services – Advice from officials – FOIP S. 24(1)(a)

subsequently moving CAO Dialogue – Advice from officials – FOIP S.24 1(b)(i), to item 3.3.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

3. CLOSED MEETING

Resolution No. 006.01.25

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to sections 17(1), 24(1)(a) and 24(1)(b)(i) of the *Freedom of Information and Protection of Privacy Act* at 6:03 p.m.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

3.1. Board and Committee Appointment – Disclosure harmful to personal privacy – FOIP S. 17(1)

3.2. Medical Services – Advice from officials – FOIP S. 24(1)(a)

3.3. Council CAO Dialogue – Advice from officials – FOIP S.24 1(b)(i)

Resolution No. 007.01.25

Moved by Councillor Peterson

THAT Council move out of Camera at 6:32 p.m.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 008.01.25

Moved by Councillor Peterson

THAT Council appoint Cheri Royal to the Family & Community Support Services Advisory Board for a term of three (3) years, ending October 31, 2027.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 009.01.25

Moved by Councillor Wiley

THAT Council direct Administration to undertake a legal feasibility assessment of creating a *Physician Incentive Program*, to attract physicians to Strathmore;

AND THAT Council further direct Administration to bring a report back to Council regarding the findings of that legal feasibility assessment, including the potential scope, methods and next steps.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 010.01.25

Moved by Councillor Wegener

THAT Council direct Administration to draft a letter to the Honourable Mike Ellis, Deputy Premier of Alberta and Minister of Public Safety and Emergency Services, requesting exemption from establishing a Regional Policing Committee in favour of establishing a Municipal Policing Committee.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

4. **PUBLIC HEARING**

None.

5. **PUBLIC COMMENTS**

None.

6. **DELEGATIONS**

None.

7. **CONSENT AGENDA**

Resolution No. 011.01.25

Moved by Councillor Wiley

THAT Council adopt the recommendations of the following agenda reports by an omnibus motion:

- 8.1 Regular Council Meeting Minutes – December 11, 2024
- 8.2 Special Council Meeting Minutes – January 15, 2025
- 9.2 2025 FCSS Advisory Board – Family & Community Support Services Grant Program
- 11.2.1 Strathmore Library Board Regular Meeting Minutes – September 17, 2024
- 11.2.2 Strathmore Library Board Regular Meeting Minutes – October 15, 2024
- 11.2.3 Strathmore Library Board Regular Meeting Minutes – November 19, 2024
- 12.1 Letter from the Village of Hussar – Organizational Meeting – October 22, 2024

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

8. CONFIRMATION OF MINUTES

8.1. Regular Council Meeting Minutes – December 11, 2024

The following motion was adopted by the consent agenda:

THAT Council adopt the December 11, 2024 Regular Council Meeting Minutes as presented in Attachment I.

8.2. Special Council Meeting Minutes – January 15, 2025

The following motion was adopted by the consent agenda:

THAT Council adopt the January 15, 2024 Special Council Meeting Minutes as presented in Attachment I.

9. BUSINESS

9.1. Geographic Information Systems (GIS) – 2025 Public Web Map Launch and Economic Development Dashboards

9.2. 2025 FCSS Advisory Board – Family & Community Support Services Grant Program

The following motion was adopted by the consent agenda:

THAT Council approve the following funding through the FCSS Advisory Board - 2025 Family & Community Support Services Grant Program and the Calgary United Way:

- 5 for Life Early Childhood - \$16,262.00
- Accredited Supports to the Community - \$4,500.00
- Growing Families - \$19,440.00
- Hope Bridges Society - \$7,560.00
- Immigrant Services Strathmore - \$7,500.00
- Roots of Empathy - \$6,000.00
- Project Hope Foundation - \$4,500.00
- Town of Strathmore Library Board - \$15,000.00
- True North - \$14,000.00
- Rural Health Partnership - \$425.00

10. BYLAWS

10.1. 2025 Operating Expenditures Line of Credit Borrowing Bylaw No. 25-01

Councillor Montgomery left the meeting at 7:04 p.m.

Councillor Montgomery rejoined the meeting at 7:06 p.m.

Resolution No. 012.01.25

Moved by Councillor Wiley

THAT Council give First Reading to Bylaw No. 25-01, being the 2025 Operating Expenditures Line of Credit Borrowing Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 013.01.25

Moved by Councillor Wiley

THAT Council give Second Reading to Bylaw No. 25-01, being the 2025 Operating Expenditures Line of Credit Borrowing Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 014.01.25

Moved by Councillor Wiley

THAT Council give unanimous consent to proceed with Third and Final Reading of Bylaw No. 25-01, being the 2025 Operating Expenditures Line of Credit Borrowing Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 015.01.25

Moved by Councillor Wiley

THAT Council give Third and Final Reading to Bylaw No. 25-01, being the 2025 Operating Expenditures Line of Credit Borrowing Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

10.2. 2025 Supplementary Assessment Bylaw No. 25-02

Resolution No. 016.01.25

Moved by Councillor Montgomery

THAT Council give First Reading to Bylaw No. 25-02 being the 2025 Supplementary Assessment Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 017.01.25

Moved by Councillor Montgomery

THAT Council give Second Reading to Bylaw No. 25-02 being the 2025 Supplementary Assessment Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 018.01.25

Moved by Councillor Montgomery

THAT Council give unanimous consent to proceed with Third and Final Reading of Bylaw No. 25-02, being the 2025 Supplementary Assessment Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 019.01.25

Moved by Councillor Montgomery

THAT Council give Third and Final Reading to Bylaw No. 25-02 being the 2025 Supplementary Assessment Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

10.3. 2025 Water Reservoir Borrowing Bylaw No. 25-03

Resolution No. 020.01.25

Moved by Councillor Montgomery

THAT Council give First Reading to Bylaw No. 25-03, being the 2025 Water Reservoir Borrowing Bylaw.

AND THAT Council direct Administration to advertise Bylaw No. 25-03 prior to Second Reading.

FOR: Mayor Fule, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

11. COUNCILLOR INFORMATION & INQUIRIES

11.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS

11.1.1 Community Futures – Wild Rose

Councillor Montgomery requested a retraction from Councillor Peterson for a statement made regarding Community Futures – Wild Rose on November 20, 2024. Councillor Peterson responded.

Mayor Fule ruled Councillor Montgomery as out of order for off topic discussion.

11.2. BOARD AND COMMITTEE REPORTS

11.2.1. Strathmore Library Board Regular Meeting Minutes – September 17, 2024

11.2.2. Strathmore Library Board Regular Meeting Minutes – October 15, 2024

11.2.3. Strathmore Library Board Regular Meeting Minutes – November 19, 2024

11.3. QUESTION AND ANSWER PERIOD

None.

11.4. ADMINISTRATIVE INQUIRIES

None.

11.5. NOTICES OF MOTION

None.

12. CORRESPONDENCE

12.1. Letter from the Village of Hussar – Organizational Meeting – October 22, 2024

13. ADJOURNMENT

Mayor Fule adjourned the January 22, 2025 Regular Council Meeting at 7:50 p.m.

Mayor

Director of Strategic, Administrative
and Financial Services



Report for Council

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: January 1, 2025

Meeting Date: February 5, 2025

SUBJECT: Appointment of Designated Assessor (Wild Rose Assessment Services)

RECOMMENDATION: THAT Council appoint David Clark from Wild Rose Assessment Services as the designated assessor for the Town of Strathmore effective February 28, 2025.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

Council has identified Financial Stability as one of its Strategic Priorities. Having a balanced budget that plans for the future of the Town, including increasing reserves, etc. it a key to achieving this priority. In order to be able to collect taxes, the Town needs the ability to charge taxes and this is done by having assessed values on all properties in Town.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The ability to collect taxes is done through property assessment values. Without having a Designated Assessor the Town cannot create assessed values.

ORGANIZATIONAL:

The staff time is limited to preparing and presenting this report.

OPERATIONAL:

The 2024 Assessment will be declared to be able to support the 2025 Operating Budget.

FINANCIAL:

The 2025 Budget has an Operating impact of \$39,319,000 and the 2025 Capital Budget has an impact of \$9,313,000.

POLICY:

Section 284(1)(d) of the *Municipal Government Act*, The Municipality has a duty to appoint a qualified person to this position to carry out the duties and responsibilities of an assessor under the Act.

IMPLEMENTATION:

Administration will continue to support the 2024 Assessments.

BACKGROUND:

In accordance with Section 284(1)(d) of the *Municipal Government Act*, The Municipality has a duty to appoint a qualified person to this position to carry out the duties and responsibilities of an assessor under the Act.

In January 2023, the position of Designated Assessor was vacated. At this time, the Town moved to contract out assessment services.

Wild Rose Assessment Services has been secured after doing an The Town did an Request for Proposal (RFP) for Property Assessment Services.

With Rodney Vikse's retirement, the Town will need to appoint another assessor from Wild Rose Assessment Services in order to be compliant with the *Municipal Government Act*.

KEY ISSUE(S)/CONCEPT(S):

Council is to appoint a qualified person to this position to carry out the duties and responsibilities of an assessor under the Act

DESIRED OUTCOMES:

THAT Council Appoint David Clark with Wild Rose Assessment Services be appointed Designated Assessor for the Town of Strathmore effective February 28, 2025.

COMMUNICATIONS:

The appointment will be shared with Wild Rose Assessment Services, and Municipal Affairs.

ALTERNATIVE ACTIONS/MOTIONS:

THAT Council refer the appointment of the assessor to a Committee of the Whole for further discussion.

ATTACHMENTS:

[Attachment I: Letter from Wildrose Assessment](#)

Leana Ashbacher, Senior Manager of Financial Services	Approved - 02 Jan 2025
Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 06 Jan 2025
Johnathan Strathdee, Manager of Legislative Services	Approved - 06 Jan 2025
Kevin Scoble, Chief Administrative Officer	Approved - 30 Jan 2025



Serving Central Alberta since 1994
Property Tax Assessors committed to delivering quality service

B3, 37 Burnt Basin Street, Red Deer, AB T4P 0J4
Phone: 403-343-3357 Fax: 403-343-3299 Email: admin@wildroseassmt.com

Within the past six months I have informed my partners and colleagues here at Wild Rose Assessment Services of my intention to retire from the firm effective February 28, 2025. Before I could comfortably reach this decision, I felt the succession planning in our office would need to be secure and of that I am confident. My reasons for retiring are positive ones and reflect my desire to spend more time with my family, travel, volunteer work and lose many golf balls.

My partners have reacted to my plans in both a generous and flattering way. As a result of these discussions, I will remain a presence here at Wild Rose Assessment Services and will be available for consultations and special projects whenever the need arises.

Wild Rose Assessment Services has hired an additional accredited assessor (A.M.A.A.) who has field experience and strong communication skills. With our office you will continue to get a large perspective of views, so you can be assured that all of the resources of our firm are available to you. **The Town of Strathmore** has been discussed within our office, so they are familiar with you and I will be available for consultations as mentioned earlier. The younger partners and colleagues of our firm are knowledgeable, enthusiastic and are keen to serve you.

In preparing for this change, my strongest emotion is one of gratitude to our many clients and friends of our firm who have contributed to our success over the past twenty-nine years. Many of you know me well and are aware of the effort and pride which I have contributed to help build this firm and its excellent reputation. You have my heartfelt thanks for your loyalty and assistance in the transition to my successors.

If I am entitled to one parting request, it would be that the clients, friends and employees of the firm strive to achieve greater success and growth in the future than what we have accomplished in the past. As we have done historically, continue to have controlled growth so that our service to our valued clients is not compromised.

Yours very truly,

Rodney Vikse



Request for Decision

To: Council

Staff Contact: Riley Brolly, Manager of Financial Planning, Budgeting & Reporting

Date Prepared: January 26, 2025

Meeting Date: February 5, 2025

SUBJECT: Arrears Properties - Tax Auction Request for Extension

RECOMMENDATION: THAT Council authorize Mayor Fule to sign the letter requesting the Minister of Municipal Affairs grants an extension on Ministerial Order MSD:099/20 to no later than June 4, 2025.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

An extension of Ministerial Order MSD:099/20 will ensure proper administrative process to proceed with a scheduled tax auction of four tax rolls that are in property tax arrears with the Town of Strathmore.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Administration is bringing this letter forward on the recommendation of Municipal Affairs. This extension request will ensure proper process is followed, in order to conduct a tax auction on these four arrears properties.

ORGANIZATIONAL:

N/A

OPERATIONAL:

If the letter is not signed, these properties will remain on our arrears list, rendering Administration unable to action to collect amounts owing.

FINANCIAL:

The four properties Administration is requesting an extension for owe a combined \$2,264.

POLICY:

N/A

IMPLEMENTATION:

Once approved by Council, Administration will send the extension request letter to Municipal Affairs and act upon the results of the request.

BACKGROUND:

The Municipal Government Act allows municipalities to conduct a tax auction on properties in arrears for more than two years.

For the specific properties listed in the letter, numerous unsuccessful attempts have been made to contact the owner and collect the amounts owing, beginning in 2017. Since December 2024, Administration has attempted to phone the registered owner of the property multiple times, and has mailed (both through Canada Post and Purolator) tax arrears letters twice - in addition to multiple similar attempts from 2017-2021. Administration has also collaborated multiple times with the Condo Management company and Condo Board of the property where the parking stalls are located, to no avail. The tax recovery process will allow the Town to sell the properties, and use the funds to repay the arrears taxes owing.

The Town originally requested an extension to sell these properties (granted via Ministerial Order MSD:099/20), whereas the auction was to be completed no later than March 31, 2021. Due to staff turnover within the organization during the time leading up to the scheduled auction, Administration understands that it was unfeasible to complete the necessary process steps required to hold the auction by the original date.

KEY ISSUE(S)/CONCEPT(S):

The Municipal Government Act allows municipalities to conduct a tax auction on properties in arrears for more than two years. The Town of Strathmore is scheduled to conduct a tax auction on arrears properties on June 4, 2025. The attached letter will request an extension to Ministerial Order MSD:099/20, for four properties that were previously scheduled to go to auction (which was never completed).

DESIRED OUTCOMES:

The desired outcome is that Council authorizes Mayor Fule to sign the attached letter.

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

Council can defer the matter to a Committee of the Whole.

ATTACHMENTS:

[Attachment I: Letter to Municipal Affairs - Tax Auction Extension](#)

[Attachment II: Ministerial Order MSD 099 20 Tax Auction Alberta Municipal Affairs](#)

Riley Brolly, Manager of Financial Planning, Budgeting & Reporting

Approved
- 27 Jan
2025

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 27 Jan
2025

Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved
- 29 Jan
2025

Veronica Anderson, Legislative Services Officer

Approved
- 30 Jan
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Jan
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Jan
2025

The Honourable Ric Mciver
Minister, Municipal Affairs
320 Legislature Building
10800 - 97 Avenue Edmonton, Alberta
TSK 2B6

Sent Via Email: minister.municipalaffairs@gov.ab.ca

Dear Minister Mciver:

RE: Request for Extension of Ministerial Order MSD: 099/20, Tax Auction

The Town of Strathmore is formally requesting an extension to the attached Ministerial Order No. MSD:099/20, to complete the tax recovery process (i.e. to conduct a public auction) for the following properties:

Legal Description	LINC Number	Title Number
Lot unit Block 239 Plan 1011424	0034290163	101101602238
Lot unit Block 240 Plan 1011424	0034290171	101101602239
Lot unit Block 241 Plan 1011424	0034290189	101101602240
Lot unit Block 288 Plan 1011424	0034290651	101101602287

The original auction deadline date stated in the Order (March 31, 2021) was not met due to staff capacity constraints and turnover of key positions within the organization during the time leading up to the scheduled auction, making it unfeasible to complete the necessary process steps required to hold the auction.

The Town of Strathmore has sent/will send the following correspondence to the assessed persons regarding the arrears:

- January 7, 2025: Courtesy Pre-Auction Letters sent to property owners
- March 4, 2025: Scheduled to send registered Notification of Public Auction Letter to property owners and interested parties

Pending your approval of the requested extension, the Town of Strathmore will hold the public auction on June 3, 2025 in Town of Strathmore’s Council Chambers.

Thank you for your attention to this matter, we look forward to hearing your response.

Sincerely,

Patrick Fule,
Mayor, Town of Strathmore
Enclosure: Ministerial Order No. MSD:099/20

Strathmore.ca



1 Parklane Dr. (Box 2280)
Strathmore AB T1P 1K2



AR103578

November 17, 2020

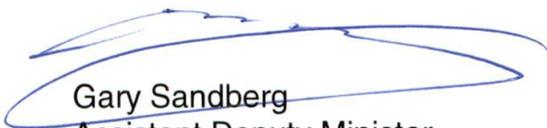
Mr. Doug Lagore
Acting Chief Administrative Officer
Town of Strathmore
680 Westchester Road
Strathmore, AB T1P 1J1

Dear Mr. ^{/ Doug} Lagore:

Thank you for your letter of October 21, 2020, requesting approval to extend the time to hold a public auction of properties in the Town of Strathmore.

I am pleased to attach Ministerial Order No. MSD:099/20 which grants the extension for a tax recovery auction for the four properties requested to no later than March 31, 2021.

Yours truly,


Gary Sandberg
Assistant Deputy Minister

Attachment: Ministerial Order No. MSD:099/20

TOWN OF STRATHMORE
Administration

NOV 23 2020

RECEIVED: 908-MUN.
CAO/Mei



ALBERTA
MUNICIPAL AFFAIRS

Office of the Minister
MLA, Grande Prairie

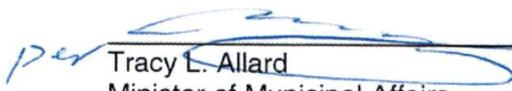
MINISTERIAL ORDER NO. MSD:099/20

I, Tracy L. Allard, Minister of Municipal Affairs, pursuant to Section 605 of the *Municipal Government Act (MGA)*, make the following order:

That the date for the Town of Strathmore to conduct a public auction for tax recovery purposes, pursuant to Sections 418(1) and 418(2) of the *MGA*, be extended to no later than March 31, 2021, for the following properties:

Legal Description	LINC Number	Title Number
Lot unit Block 239 Plan 1011424	0034290163	101101602238
Lot unit Block 240 Plan 1011424	0034290171	101101602239
Lot unit Block 241 Plan 1011424	0034290189	101101602240
Lot unit Block 288 Plan 1011424	0034290651	101101602287

Dated at Edmonton, Alberta, this 17 day of November, 2020.

per 
Tracy L. Allard
Minister of Municipal Affairs



Request for Further Direction

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: January 16, 2025

Meeting Date: February 5, 2025

SUBJECT: Financial Reserves Policy No. 1817

RECOMMENDATION: THAT Council adopt the amendments to Financial Reserve Policy 1817 as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

This Financial Reserve Policy helps to build solid financial reserves balances and establishes financial targets for each reserve fund. The reserve policy provides Council is providing stable and predictable tax rates, manage debt limits, and plan for sustainable growth. These additional reserves assist on ensuring that the Town being clear and transparent with the Council and the community on how specific reserve funds will be leveraged in the future.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The amendment to the financial reserve policy supports the continuation of our Asset Management Strategy by clearly identifying reserves to purchase new land to invest within the community for strategic opportunities.

Administration is recommending that we update our Financial Reserves Policy 1817, to enable Council to transfer from this reserve to offset years where there are extraordinary snow events that do not have funding within the operating budget. To support the development of this reserve in years where there is a surplus from snow removal those funds would be transferred to this reserve.

As discussed with Council at the Committee of the Whole, Administration is also updating the attachment to the policy to include:

Capital reserves for Fire Capital and Sports Centre Capital.

These are not new reserves, only adding further information to further define the purpose and funding sources of these reserves.

ORGANIZATIONAL:

The updated financial reserve policy will not place any added workload on staff, but supports more long-range financial planning by administration and council.

OPERATIONAL:

The updated financial reserve policy is developed to support the operational challenges that the Town might be facing. By adding the new reserves to the financial reserve policy, it will assist on being clear and transparent with the Council and the community.

The proposed amendment will allow proactive planning for our snow clearing delivery to the community.

FINANCIAL:

There are no additional financial implications from the updated financial reserve policy, it will only assist on being clear and transparent with the community.

Ensuring that the Town has adequate financial reserves funding levels will be critical to meet the infrastructure, servicing, and program needs of the future.

Building the financial reserves to sustainable funding levels will take patience, commitment, and ongoing financial discussions.

POLICY:

The financial reserve policy has significant implications on policies, bylaws, and future budgets. Taxation and budget policies, debt management policies, and financial plans works in collaboration with the financial reserve policy.

Annual operating and capital budgets are impacted by the financial reserve policy.

IMPLEMENTATION:

If Council approves this policy, the next steps will be building a 10-year forecasts for each financial reserve as part of the 2026 budget process.

BACKGROUND:

In 2023, Council approved Operating and Capital Reserve Policy 1817 which provided financial targets or optimum funding levels.

During the 2025 budget process, Council approved an Annual Repair, Maintenance and Replacement (RMR) (1%) funding. *(This transfer goes into Asset Replacement / Rehabilitation Capital Reserve).*

Administration is recommending that we update our Financial Reserves Policy 1817, to enable Council to transfer from this reserve to offset years where there are extraordinary snow events that do not have funding within the operating budget. To support the development of this reserve in years where there is a surplus from snow removal those funds would be transferred to this reserve.

Administration also recommends that Council creates a new reserve for Land Capital to ensure that we are clear and transparent on how any surplus funds or transfers from the sales of any current land are earmarked for strategic land purchases.

Council has identified that the Town needs to develop a more robust land strategy. This reserve would be for funding of any of these strategic land purchases.

Administration has also updated the attachment to include capital reserves for Fire Capital and Sports Centre Capital.

These are not new reserves, only adding further information to clarify the purpose and funding sources of these reserves.

KEY ISSUE(S)/CONCEPT(S):

Key Issue for Council's consideration whether it wishes to establish two new reserves, an operating snow clearing reserve and a capital Land Capital reserve and update the attachment for two existing reserves, a capital reserve for Fire Capital and Sports Centre Capital reserve.

DESIRED OUTCOMES:

THAT Council approve the updated Financial Reserve Policy 1817.

COMMUNICATIONS:

If the policy is approved, it will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may approve of the recommended motion.
2. Council may defeat the recommended motion.
3. Council may refer this matter to a Committee of the Whole meeting for further discussion.

ATTACHMENTS:

[Attachment I: 1817 - Financial Reserves Policy](#)

[Attachment II: Financial Reserves Policy Chart - Amendment Feb 2025](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 21 Jan
2025

Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved
- 21 Jan
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 29 Jan
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Jan
2025



TOWN POLICY

POLICY NUMBER: 1817

REFERENCE:

Resolution No.
182.07.23

ADOPTED BY:

Town Council

PREPARED BY: Strategic, Administrative and
Financial Services

DATE: July 19, 2023

TITLE: FINANCIAL RESERVES

POLICY STATEMENT

The Town of Strathmore is sustainable only if both its capital infrastructure and financial assets can be maintained over the long term. It is the policy of the Town to establish financial reserves to safeguard the long-term financial stability and flexibility of the Town, to position it to respond to varying economic conditions and changes affecting the Town's financial position, and to ensure the organization can continuously fulfill its responsibilities to the community.

1.0 PURPOSE

- 1.1 The Town recognizes that a critical component of fiscal stewardship is the establishment of financial reserves. These financial reserves provide for property tax stabilization and maintain a prudent level of available financial resources to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures.
- 1.2 Financial reserves also provide resources for the repair and replacement of existing capital assets and infrastructure, construction of new capital assets and infrastructure, and balancing the use of long-term debt with pay-as-you-go financing. Financial reserves enhance the Town's financial strength, flexibility, sustainability, and cash flow management.

- 1.3 This policy is to establish guidelines, limits, and conditions applicable to the segregation of the Town's restricted surplus in its audited financial statements, into financial reserves. The financial reserves will ensure a favourable and sustainable financial position while supporting the ability to meet current and future operating and infrastructure requirements by maintaining reserves funds sufficient to achieve the following:
- (a) To set aside funds for the establishment of specific reserves to provide for emergent financial needs and stabilize tax rates.
 - (b) To set aside sufficient funding for the replacement and rehabilitation of existing capital assets to minimize the debt financing needs of the Town.
 - (c) To set aside funds to acquire or construction of new capital assets as required and as identified in the Town's strategic plan and capital budgets.
 - (d) To set aside funds so that the organization has sufficient working capital so that it can sustain operations through delays in receipt of tax revenue, user fees, and grants or from volatile expenditures and unanticipated opportunities/challenges.
 - (e) Public confidence in the long-term sustainability of the organization by preventing cash flow crises that can diminish its reputation and force its leaders to make expensive short-term, crisis-based decisions.
 - (f) Support municipal asset management planning, as financial reserves allow for funds to be set aside to manage assets throughout their lifecycle.

2.0 DEFINITIONS

- 2.1 **"Capital Reserves"** means the portion of the accumulated surplus that the Town has restricted for use in maintaining an adequate financial reserve to replace and rehabilitate existing capital assets and acquire or construct new capital assets as required, and as identified in the Town's strategic plan and capital budget.
- 2.2 **"Dedicated Reserves"** means the portion of the accumulated surplus that the Town has collected from developers to fund specific initiatives and/or projects. The funds may not be used for any other purpose than that for which they were collected.
- 2.3 **"Operating Reserves"** means the portion of the accumulated surplus that the Town has restricted so that the organization has sufficient working capital to:
- (a) stabilize annual tax rate increases,

- (b) sustain operations through delays in receipt of revenue, from unanticipated expenditures, unbudgeted increases in operating expenses and/or losses in operating revenue, and unanticipated opportunities/challenges.

2.4 **"Program Specific Reserves"** means the portion of the accumulated surplus that the Town restricts for use in specific initiatives or programs for which the funds are collected.

3.0 RESPONSIBILITIES

3.1 Only Council can approve the drawing down of a financial reserve for operating or capital purposes.

3.2 Financial reserve reporting will form a part of the Town's quarterly financial reporting.

3.3 Administration will annually provide Council with:

- (a) Actual year-end financial reserve balances.
- (b) Ten-year reserve balance projections, including financial reserve receipts/contributions, distributions/withdrawals, and ending balances.
- (c) Reserve statistics as follows:
 - (i) capital reserve contributions as a ratio to capital asset value,
 - (ii) capital reserve contributions as a percentage of annual amortization,
 - (iii) the ratio of financial reserves to outstanding debt,
 - (iv) the unamortized balance of capital assets relative to historical cost (the asset consumption ratio).

3.4 This policy will be reviewed by Council at least once each term of office.

4.0 GENERAL GUIDELINES

4.1 All financial reserve transfers, re-allocation of funds, and new financial reserves must be approved by Council. Approvals may be in the form of:

- (a) The approved annual operating or capital budget;
- (b) A carryover project that was contained in an approved operating or capital budget; or
- (c) A Council resolution.

- 4.2 Draws from financial reserves must not exceed the fund balance unless it can be demonstrated to Council that future sources of revenue will provide adequate funding to return the reserve to a positive balance.
- 4.3 All financial reserves must be fully described and include a purpose, source of funding, minimum level, optimum or target level, and the rationale used to establish the levels.
- 4.4 Before creating a new financial reserve, the option of adding an incremental contribution to an existing fund of a like nature will be considered.
- 4.5 The prescribed financial reserve limits will be reviewed by Council at least once each term of office.
- 4.6 Where appropriate, each financial reserve will be supported by a 10-year projection for receipt/contributions and disbursement/withdrawal of funds. These projections will be updated annually as part of the annual budget process.
- 4.7 Interest will be paid to Capital Reserves and Dedicated Reserves based on the average balance, calculated as the opening plus closing balances divided by two, at the annual average rate of return on long and short-term investments minus one-half percent.
- 4.8 The Town will maintain financial reserves in accordance with Schedule A.

5.0 MANAGEMENT OF THE FINANCIAL RESERVE FUNDS

- 5.1 Under the direction of Council, the Chief Administrative Officer, or their designate will ensure funds are invested according to the guidelines set out in the Town's Investment Policy and in accordance with provincial legislation.
- 5.2 Financial reserves will be drawn down only under the circumstances detailed within this policy.
- 5.3 For reporting purposes, the financial reserves will be listed separately in the notes section of the Town's annual financial statements.

6.0 RELATED POLICIES

- 6.1 Municipal Government Act, as amended
- ~~6.2 Town of Strathmore Budget & Taxation Guiding Principles Policy 1819, as amended~~
- 6.3 Budget Policy (1809)
- 6.4 Town of Strathmore Strategic Plan, as amended

7.0 ATTACHMENTS

- 7.1 Financial Reserve Policy - Schedule A

REPEALS POLICY: Operating and Capital Reserves Policy 1807

OPERATING RESERVES					
Fund	Purpose	Funding Source(s)	Minimum \$ Level	Target/Optimum \$ Level	Rationale Used to Establish Levels
Financial Stabilization	To provide funds to stabilize tax rates for non-recurring, emergent, one-time expenditures or losses of revenue that will not be built into the base operating budget in future years. Examples include, but are not limited to, abnormal snow removal, fluctuating interest rates, declines in revenues, increased utility costs, by-election, plebiscites, special projects or other items that would result in an overall deficit to the municipal operation.	One-time transfers and one-time unbudgeted sources of revenue.	5% of annual operating expenditures	10% of annual operating expenditures	GFOA best practices are a minimum of 1 month and an optimum of 2 months of annual operating expenditures
Snow Reserve	To provide funds to stability tax rates for emergent, one-time expenditures from abnormal snow removal.	Annual operating surpluses from annual snow clearing.	None	10% of annual snow removal operating expenditures	GFOA best practices are a minimum of 1 month and an optimum of 2 months of annual operating expenditures
Non-Annual Recurring Expenses	To fund expected recurring expenses that do not occur on an annual basis in the Town's multi-year operating budget. Examples would be the municipal election every four years, new MDP every ten years, municipal census, citizen satisfaction survey every second year.	Original fund established by a transfer from the Financial Stabilization Reserve and then from municipal property taxes as required.	None	To be established every year as part of the Annual Operating Budget.	Comparison to amounts set by other municipalities and historical experience with actual amounts
Development Application	To provide funding for scalable resourcing levels required to accommodate fluctuations in planning and development applications without requiring tax-funded support. The reserve is used to stabilize the operating budget.	Annual operating surpluses from fee supported operations in the Planning & Development and Engineering departments.	None	The target balance for the reserve is 50% of annual budgeted fee-based expenditures in Planning & Development and Engineering	The optimum level is intended to provide sufficient rate-supported stabilization to the fee-supported operations to scale up and scale down to meet higher and lower than anticipated permit volumes.
CAPITAL RESERVE					
Asset Replacement/ Rehabilitation	To fund asset rehabilitation and replacement capital projects. Examples include, but are not limited to, mobile vehicles, emergency services equipment, cemetery care, municipal buildings, recreational and play structures, office and technology equipment, technology systems.	Transfers from annual operating surpluses, budgeted transfers from municipal property tax revenue, sales of vehicles and equipment, donations, and other one-time transfers to boost reserve levels.	Adequate to fund rehabilitation and replacement capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation and replacement capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, asset management plans, and future capital asset replacement values. Best practice suggests total budgeted transfers from the operating budget in each calendar year will be between two (2) and two and one-half (2.5) percent of the prior year's replacement value of capital assets.
Land Capital	To fund new land purchases for investments with our community.	Transfers from annual operating surpluses, budgeted transfers from municipal property tax revenue, sales of land, donations, and other one-time transfers to boost reserve levels.	None	None	None
Fire Capital	To fund capital purchases from fire and emergency management services.	Annual operating surplus' from disaster responses	None	None	None
Sports Centre Capital	To fund common capital maintenance reserve fund eligible expenditures. (ie. Roof repairs and replacement, HVAC system including roof top unit, sport flooring replacement)	Annual contributions from operating budget to support the joint use agreement.	None	None	None
General Municipal Capital	To fund new capital projects or for capital expenditures necessary in cases of emergency.	Transfers from property tax revenue, unspent annual contributions to capital from operations, and one time transfers to boost reserve levels.	Adequate to fund new capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 5 years.	Adequate to fund new capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, capital project plans, and asset management plans.

PROGRAM SPECIFIC RESERVES					
Fund	Purpose	Funding Source(s)	Minimum \$ Level	Target/Optimum \$ Level	Rationale Used to Establish Levels
Roads	To fund capital projects related to the Road System.	Transfers from property tax revenue, unspent annual contributions to capital from operations, grant funding, and one time transfers to boost reserve levels.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10- year capital budget and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, asset management plans, and annual depreciation amounts.
Storm Water	To fund capital projects related to the Wastewater System.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10- year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated storm water capital projects over the next 10 years.
Water	To fund capital projects related to the Water and Utility metering Systems.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10- year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated water capital projects over the next 10 years.
Wastewater	To fund capital projects related to the Wastewater System.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10- year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated wastewater capital projects over the next 10 years.
Solid Waste and Recycling	To fund the lifecycle replacement of capital Infrastructure or future capital acquisitions relating to solid waste collection services.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10- year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated solid waste collection capital projects over the next 10 years.
Affordable Housing	To fund capital projects related to the Affordable Housing.	Transfers from property tax revenue, grant funding, and repayment of second mortgages from the Bayside Housing Project.	None	None	None
DEDICATED RESERVES - Funded By Development					
Fund	Purpose	Funding Source(s)	Minimum \$ Level	Target/Optimum \$ Level	Rationale Used to Establish Levels
Water Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Wastewater Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Storm Water Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Roads Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None

Cash in-lieu of Municipal Reserve	To fund public parks, public recreation areas or school authority developments as are allowed by Section 671(2) of the MGA	Funds are collected as part of the Subdivision approval process, and payments are outlined in a Subdivision Servicing Agreement.	None	None	None
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Request for Decision

To: Council

Staff Contact: Johnathan Strathee, Manager of Legislative Services

Date Prepared: October 1, 2024

Meeting Date: February 5, 2025

SUBJECT: Chief Administrative Officer (CAO) Bylaw Amending Bylaw No. 24-24

RECOMMENDATION: THAT Council give First Reading to Bylaw No. 24-24, being the Chief Administrative Officer (CAO) Bylaw Amending Bylaw.

THAT Council give Second Reading to Bylaw No. 24-24, being the Chief Administrative Officer (CAO) Bylaw Amending Bylaw.

THAT Council give Unanimous Consent to give Third and Final reading to Bylaw No. 24-24, being the Chief Administrative Officer (CAO) Bylaw Amending Bylaw.

THAT Council give Third Reading to Bylaw No. 24-24, being the Chief Administrative Officer (CAO) Bylaw Amending Bylaw.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The CAO Bylaw sets out the responsibilities of the Chief Administrative Officer (CAO) and recognizes that Council's fundamental responsibility is setting policy, and administration's role is implementing Council's policy.

SUSTAINABILITY**ECONOMIC SUSTAINABILITY:**

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The CAO is the administrative head of the municipality and Council's advisor on its operations and affairs (s. 207, MGA). The CAO is also responsible for the administration, operation, and financial and human resource management of the municipality.

ORGANIZATIONAL:

The CAO is responsible for the implementation of Council's decisions.

OPERATIONAL:

N/A

FINANCIAL:

No financial implications other than staff time needed to write this report.

IMPLEMENTATION:

If approved by Council, the current CAO bylaw will be amended with Chief Administrative Officer Bylaw Amending Bylaw No. 24-24. Following third and final reading updates will be posted on the Town of Strathmore website.

BACKGROUND:

Municipal councils are required to establish, by bylaw, the position of CAO and appoint one or more persons to carry out the powers, duties, and functions of the position (s. 205 (2), MGA). Kevin Scoble was appointed as the Town of Strathmore's CAO in January of 2022. The current CAO bylaw (No. 18-19) was given third reading in September 2018. It is a good practice to

review bylaws once a term, as this gives each Council an opportunity to review bylaws that impact the Town's governance.

Section 9.2 states "Unless otherwise directed by Council, in accordance with established procurement policies and procedures, as well as provisions of other bylaws, the Act and any other enactments, the Chief Administrative Officer is authorized to enter into any and all agreements and contracts on behalf of the Town including, but not limited to, agreements and contracts:"

Administration proposes removing the following from the list of authorized agreements:

Remove

- c. to acquire or dispose of interests in land,

KEY ISSUE(S)/CONCEPT(S):

Council review of the proposed amendment that removes authorization from the CAO for acquiring and disposing of interests in land on behalf of the Town.

DESIRED OUTCOMES:

For Council to adopt CAO Bylaw Amending Bylaw 24-24

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

Council may provide recommendations for additional updates.

ATTACHMENTS:

[Attachment I: Chief Administrative Officer \(CAO\) Bylaw Amending Bylaw No. 24-24](#)

[Attachment II: 18-19 - Chief Administrative Officer Bylaw](#)

Johnathan Strathdee, Manager of Legislative Services

Approved
- 02 Dec
2024

Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved
- 10 Jan
2025

Kevin Scoble, Chief Administrative Officer

Approved

AIR-24-199

- 30 Jan
2025

**BYLAW NO. 24-24
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA****BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO AMEND THE CHIEF ADMINISTRATIVE OFFICER BYLAW NO. 18-19.**

WHEREAS Section 205(1) of the *Municipal Government Act* R.S.A 2000, Chapter M-26 requires Council establish a position of Chief Administrative Officer by bylaw;

AND WHEREAS Council wishes to delegate certain powers to the Chief Administrative Officer in accordance with Section 203 of the *Municipal Government Act*;

NOW THEREFORE BE IT RESOLVED THAT the Municipal Council of the Town of Strathmore, in the Province of Alberta duly assembled **HEREBY ENACTS AS FOLLOWS:**

1. PURPOSE AND TITLE

- 1.1** This Bylaw may be cited as the "Chief Administrative Officer Amending Bylaw No. 24-24".

2. AMENDMENTS

- 2.1** That the Chief Administrative Officer Bylaw No. 18-19 be amended as follows:

Section 9.2 Unless otherwise directed by Council, in accordance with established procurement policies and procedures, as well as provisions of other bylaws, the *Act* and any other enactments, the Chief Administrative Officer is authorized to enter into any and all agreements and contracts on behalf of the Town including, but not limited to, agreements and contracts:

Remove

- c. to acquire or dispose of interests in land,

3. SEVERABILITY

- 3.1** If any section or part of this Bylaw is found in any course of law to be illegal, or beyond the power of Council to enact, such section or parts shall be

deemed to be severable and all other sections or parts of this Bylaw shall be deemed to be separate and independent there from and be enacted as such.

4. ENACTMENT

4.1 This Bylaw comes into full force and effect upon third and final reading.

READ A FIRST TIME THIS ____ day of ____, 2025.

READ A SECOND TIME THIS ____ day of ____, 2025.

READ A THIRD AND FINAL TIME THIS ____ day of ____, 2025.

MAYOR

DIRECTOR OF STRATEGIC,
ADMINISTRATIVE, AND FINANCIAL SERVICES



OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BYLAW NO. 18-19
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BEING A BYLAW OF THE TOWN OF STRATHMORE TO ESTABLISH THE POSITION OF CHIEF ADMINISTRATIVE OFFICER; TO ESTABLISH AND DEFINE THE POWERS AND DUTIES OF THE CHIEF ADMINISTRATIVE OFFICER; AND TO DELEGATE POWERS, DUTIES AND FUNCTIONS TO THE CHIEF ADMINISTRATIVE OFFICER.

WHEREAS Section 205(1) of the *Municipal Government Act* R.S.A. 2000, Chapter M-26 requires Council establish a position of Chief Administrative Officer by bylaw;

AND WHEREAS Sections 207 and 208 of the *Municipal Government Act* prescribe the responsibilities and major administrative duties of the Chief Administrative Officer;

AND 'WHEREAS Council wishes to delegate certain powers to the Chief Administrative Officer in accordance with Section 203 of the *Municipal Government Act*;

NOW THEREFORE the Council of the Town of Strathmore, duly assembled, enacts as follows:

1. TITLE

1.1 This Bylaw may be referred to as the "Chief Administrative Officer Bylaw 18-19."

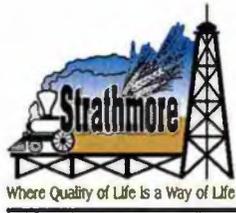
2. PURPOSE

2.1 The purposes of this Bylaw are to establish the position of Chief Administrative Officer and to delegate certain powers, duties and functions to the Chief Administrative Officer.

3. DEFINITIONS

3.1 In this Bylaw, the following words and phrases have the following meaning:

- a. "Act" means the *Municipal Government Act* R.S.A. 2000, Chapter M-26, as amended from time to time;
- b. "Administration" means the general operation of the Town, including personnel, financial and other related matters as permitted by the Act;

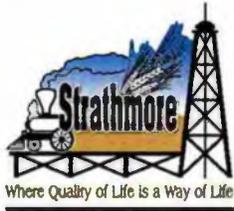


OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

- c. "Chief Administrative Officer" or "CAO" means the person appointed to the position of Chief Administrative Officer by Council in accordance with the Act;
- d. "Council" means the municipal Council of the Town of Strathmore;
- e. "Council Committee" has the same meaning as that prescribed in the Act and includes a Standing Committee;
- f. "Department" means any department of the Town;
- g. "Department Head" means the Director or Manager in charge of a Town Department;
- h. "Designated Officer" has the same meaning as that prescribed in the Act;
- i. "Mayor" means the Chief Elected Officer of the Town as described in the Act; and
- j. "Non-profit" has the same meaning as that prescribed in the Act;
- k. "Road" has the same meaning as that prescribed in the Act; and
- l. "Town" means the Town of Strathmore and the area within its jurisdictional boundaries, as the text requires.

4. OFFICE

- 4.1 The position of Chief Administrative Officer is hereby created and the person appointed to that position shall have the title "Chief Administrative Officer".
- 4.2 Council shall, by resolution, appoint an individual to the position of Chief Administrative Officer.
- 4.3 Council shall establish the terms and conditions of the appointment of an individual to the position of Chief Administrative Officer including:
 - a. the term of the appointment; and
 - b. the salary and benefits to be paid or provided to the Chief Administrative Officer, which may be varied from time to time by Council, subject to any agreement entered into by the Chief Administrative Officer and the Town.



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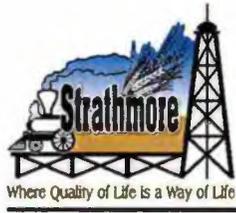
- 4.4 The appointment of a person to the position of Chief Administrative Officer may only be made, suspended or revoked if the majority of the whole Council votes to do so.
- 4.5 Any employee of the Town functioning as the Acting Chief Administrative Officer shall have all the duties, powers and functions of the Chief Administrative Officer as provided in the *Act*, this Bylaw, the job description for Chief Administrative Officer and other Provincial legislation and Town bylaws, policies and procedures.
- 4.6 Council shall deal and communicate with Administration only through the Chief Administrative Officer or his/her designate with the exception of any inquiry or investigation involving the Chief Administrative Officer.

5. ACCOUNTABILITY

- 5.1 The Chief Administrative Officer shall be accountable to Council for the exercise of all the powers, duties and functions delegated to the Chief Administrative Officer by the *Act*, this Bylaw, and any bylaws or resolutions, policies or procedures adopted by Council from time to time whether such powers, duties and functions are exercised by the Chief Administrative Officer personally, or by someone to whom the Chief Administrative Officer has delegated that power, duty or function.
- 5.2 The Chief Administrative Officer shall carry out his or her powers, duties and functions in compliance with:
 - a. the Act;
 - b. this Bylaw;
 - c. any other applicable enactment;
 - d. any other applicable bylaw or resolution passed by Council; and
 - e. any contract binding on the Town.
- 5.3 The Chief Administrative Officer is the administrative head of the Town and shall ensure that Town policies and programs are implemented.

6. GENERAL POWERS AND DUTIES

- 6.1 The Chief Administrative Officer has:



OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

- a. all of the powers, duties and functions that are given to a Chief Administrative Officer under the *Act* or any other enactment;
- b. all the powers, duties and functions delegated to the Chief Administrative Officer by Council in this or any other bylaw, resolution, policy or procedure.
- c. Responsibility for the Administration of the Town.

6.2 The Chief Administrative Officer shall:

- a. be the contact between the Administration of the Town and Council, and communication from the Administration of the Town to Council shall flow through the Chief Administrative Officer;
- b. be responsible for advising and informing Council with respect to:
 - i. the operations and affairs of the Town;
 - ii. the financial state of the Town;
 - iii. implementation of Council policies and procedures; and
 - iv. policies and procedures regarding the Administration of the Town.

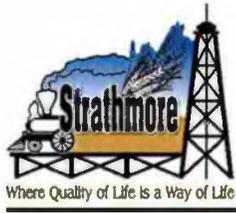
6.3 Unless otherwise directed by Council, every 12 months, the Chief Administrative Officer is required to provide Council with a report listing all agreements, contracts, and legal and financial /monetary settlements which have been approved by the Chief Administrative Officer or his/her designate since the previous reporting which involve an expenditure, revenue or payment.

6.4 The Chief Administrative Officer must either personally carry out all of the powers, duties and functions that are given the Chief Administrative Officer or delegate such powers, duties and functions to a Designated Officer of the Town or to a Town employee. The Chief Administrative Officer can authorize the recipients of such delegations to further delegate their powers, duties and functions to other Town employees.

7. ADMINISTRATION

7.1 The Chief Administrative Officer has the authority to:

- a. appoint a Department Head or other senior person as Acting Chief Administrative Officer to act during the absence of the Chief Administrative Officer. The Acting



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Chief Administrative Officer appointed by the Chief Administrative Officer shall have all the duties, powers and functions of the Chief Administrative Officer as provided in the *Act*, this Bylaw, and other Provincial legislation and Town bylaws, policies and procedures.

- b. establish Administrative policies and procedures and in particular employment policies and procedures including policies and procedures that govern the actions of employees;
 - c. hire, appoint, suspend, remove, transfer, promote, reward or terminate any Town employee;
 - d. determine salaries, benefits, hours of work and other working conditions for all Town employees;
 - e. coordinate, direct, supervise and review the performance of Administration;
 - f. conduct audits, investigations and studies of the Administration, subject always to the right of Council to direct audits, investigations and studies;
 - g. establish the structure of the Administration including creating, eliminating, merging or dividing Departments provided that any such reorganization does not result in decreased level of services to the Town. If a major organizational change is contemplated, the Chief Administrative Officer shall consult with Council prior to proceeding with such organizational change; and
 - h. attend all Council and Council Committee meetings.
- 7.2 The Chief Administrative Officer shall report to Council on any changes to the structure of the Administration.
- 7.3 The Chief Administrative Officer, subject to the directions and approval of Council, if applicable, negotiate all collective agreements with Town employees, where applicable.
- 7.4 The Chief Administrative Officer shall be responsible for ensuring the senior Town staff members are familiar with duties and responsibilities of the Chief Administrative Officer, Council processes, policies and procedures, issues being addressed by Council and issues of concern to the Town.

8. FINANCIAL POWERS AND FUNCTIONS

- 8.1 The Chief Administrative Officer shall:



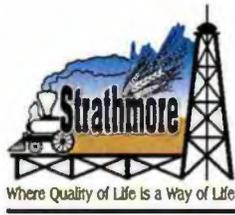
OF THE TOWN OF STRATHMORE
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- a. annually, or as required or directed by Council, cause to have prepared and submit budgets to Council for operating and capital programs in accordance with the *Act*;
 - b. at the end of each fiscal year, or as required or directed by Council, prepare and submit a complete financial report on all financial activities of the Town during the preceding year; and
 - c. monitor and report to Council as required or directed by Council on the operation and capital budgets approved by Council and in particular report on variances between budgeted and actual expenditures.
- 8.2 At no time may the Chief Administrative Officer authorize cumulative operating and capital expenditures in excess of the approved total operating and capital budgets unless in accordance with established policy and procedure respecting unbudgeted expenditures.
- 8.3 The Chief Administrative Officer shall select the financial institution(s) to be used by the Town, and shall open and close accounts that hold the Town's money.
- 8.4 The Chief Administrative Officer is authorized to invest funds on behalf of the Town in accordance with the provisions of the *Act*.
- 8.5 The Chief Administrative Officer may pay any amounts the Town is legally required to pay pursuant to an order or judgment of a Court, board or other tribunal having jurisdiction over an action, claim or demand against the Town.
- 8.6 The Chief Administrative Officer may approve the:
- a. settlement of all actions, claims or demands against the Town where the amount paid by the Town does not exceed \$500,000.00, inclusive of prejudgment interest and Court costs.
 - b. settlement of all actions, claims or demands by the Town, where the difference between the amount recovered and the amount claimed by the Town does not exceed \$500,000.00, inclusive of prejudgment interest and Court costs.
- 8.7 The Chief Administrative Officer shall monitor and control expenditures within the budgets approved by Council. Budget amendments must be approved by Council.
- 9. MISCELLANEOUS POWERS**
- 9.1 The Chief Administrative Officer is authorized to:



OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

- a. retain and instruct legal counsel on matters involving all statements of claim and any actual legal and administrative proceedings involving the Town, and to report to Council within a reasonable time period the details of such matters, without limiting the foregoing:
 - i. providing legal services to Council and Administration, and
 - ii. appearing in all legal and administrative proceedings including commencing, defending and intervening in such proceedings to define, enforce and defend the legal and equitable rights of the Town and such other boards, authorities, agencies and other entities as may be required by Council;
- b. accept service of all notices and other documents on behalf of the Town;
- c. provide any and all certificates or statutory declarations on behalf of the Town;
- d. temporarily close, in whole or in part, any Road at any time where construction or maintenance activity adjacent to or on the Road may cause a hazard, or for a municipal purpose or special event;
- e. prepare and issue distress warrants and seize and sell goods pursuant to distress warrants on behalf of the Town for recovery of tax arrears pursuant to the Act;
- f. carry out inspections, remedies, enforcement or other actions pursuant to the Act, any other applicable enactment or bylaw;
- g. make determinations, undertake inspections, and issue orders pursuant to the Act or any other enactment or bylaw which the Town is authorized to enforce including without limitation, matters related to dangerous or unsightly property;
- h. appoint administrative support to the Subdivision and Development Appeal Board and Assessment Review Board;
- i. extend the time for endorsement of subdivision plans and for the registration of the subdivision plans in accordance with the Act;
- j. sign:
 - i. along with the person presiding at the meeting, all minutes of Council meetings;
 - ii. along with the Mayor, all bylaws; and



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- iii. along with the Mayor or any other person authorized by Council, agreements (except those where the execution is delegated to the Chief Administrative Officer), cheques and other negotiable instruments;
 - k. revise or consolidate bylaws, including the preparation of administrative consolidations in accordance with the Act;
 - l. ensure the sufficiency of any petitions that may be submitted to the Town in accordance with requirements of the Act;
 - m. conduct a census;
 - n. in the case of an emergency, as determined by the Chief Administrative Officer, expend monies for the emergency that are not in an approved budget, up to a maximum of \$500,000.00 for each expenditure, and subsequently report to Council on the details of those expenditures;
 - o. award all tenders and enter into all agreements and contracts required for the completion of such tenders in accordance with all Council approved bylaws, procurement policies, policies, directives and guidelines and subject to the expenditure being included in an approved budget; and
 - p. exercise such other power, duty and function as may be required by Council from time to time.
- 9.2 Unless otherwise directed by Council, in accordance with established procurement policies and procedures, as well as provisions of other bylaws, the *Act* and any other enactments, the Chief Administrative Officer is authorized to enter into any and all agreements and contracts on behalf of the Town including, but not limited to, agreements and contracts:
- a. necessary to provide insurance coverage for the Town,
 - b. to retain the services of any individual or corporation or to acquire materials, supplies or goods for purposes related to the operations of the Town,
 - c. to acquire or dispose of interests in land,
 - d. incidental to the development and subdivision of land pursuant to Part 17 of the *Municipal Government Act* and the Town's Land Use Bylaw, or
 - e. related to funding arrangements with the Alberta Government and Non-profit organizations for the provisions of family and community support



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services program in accordance with approved budget amounts and the *Family and Community Support Services Act* and the *Family and Support Services Regulation*,

together with such other documentation which may be required in order to give effect to the contract or agreement.

10. INDEMNIFICATION

10.1 The Town shall indemnify the Chief Administrative Officer provided that the Chief Administrative Officer was acting in good faith to carry out the powers, duties and functions given to the Chief Administrative Officer by this Bylaw, the Act, any other applicable agreement binding on the Town, enactment or any other applicable bylaw, resolution, policy or procedure.

11. INTERPRETATION

11.1 Any reference in this Bylaw to the *Act*, any other enactment any other bylaw, resolution, policy or procedure shall include all amendments thereto, all regulations and orders thereunder and any successor thereto.

12. CONFLICT

12.1 The provisions of this Bylaw shall prevail in any case where there is conflict between this Bylaw and any previous resolution or bylaw of Council.

13. SEVERABILITY

13.1 If at any time any provision of this Bylaw is declared or held to be illegal, invalid or ultra vires, in whole or in part, by a Court having jurisdiction, then that provision shall not apply and the remainder of this Bylaw shall continue in full force and effect and shall be constructed as if it had been enacted without the illegal, invalid or ultra vires provision.

14. REPEAL

14.1 Bylaw No. 15-32, together with all amendments is repealed.

15. ENACTMENT

15.1 This Bylaw comes into full force and effect upon third and final reading.



OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

READ A FIRST TIME this 12th day of September, 2018.

READ A SECOND TIME this 12th day of September, 2018.

READ A THIRD TIME this 12th day of September, 2018.

SIGNED AND APPROVED this 14th day of September, 2018.

MAYOR

CHIEF ADMINISTRATIVE OFFICER



AGENDA

REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS

To be held at the Community Futures Wild Rose office

At **7:00 pm** on January 9, 2025

1. **Call to Order**
2. **Approval of Agenda**
3. **Consent Agenda:**
 - A. Regular Meeting Minutes November 7, 2024 (see attached) Page 2
 - B. Financial Variance Report – November 2024 (see attached) Page 7
 - C. IRC Meeting Minutes Sept 11, 2024 (see attached) Page 13
 - D. Executive Directors Report (see attached) Page 14
4. **Strategic Priorities:**
 - A. **Marketing and Awareness**
 - i. 2025 Heart of Our Community Campaign Nominees Page 18
 - B. **Collaboration & Partnerships**
 - C. **Programs & Services**
 - i. Monthly Loan Report with Arrears
 - ii. Loan Portfolio Report, December (see attached) Page 20
 - iii. Interest Rate Prime + 2% Decision for 2025
 - iv. Oct-December KPI Report (see attached) Page 24
 - v. NRED grant application (see attached) Page 25
 - vi. MLA de Jonge letter regarding DEP (see attached) Page 33
 - D. **Resource Sustainability**
 - i. CFWR 2025/2026 Draft Budget (see attached) Page 35
 - ii. CFWR Operations Plan, PrairiesCan funding (see attached) Page 47
 - iii. Dec 15, 2024 RRRF Payment Summary Sheet (see attached) Page 56
5. **Other Business:**
 - i. 2025 CFWR Board Calendar (see attached) Page 57
 - ii. CFLIP and Investment update
6. **Closed Session:** Lower-Level Renovations (sent in separate email)

Date of Next meeting: February 6, 2024 at 7:00 PM, Community Futures Wild Rose office

Adjournment



MINUTES

REGULAR MEETING OF THE COMMUNITY FUTURES WILD ROSE BOARD OF DIRECTORS

Held at the CFWR Office: Suite #101, 331 3rd Avenue, Strathmore, AB

At 7:10 pm on November 7, 2024

This meeting was Preceded by a Special Meeting of the Shareholders of
Community Futures Wild Rose

Municipality	Name	Present (X)
Acme	Rhonda Laking	X
Bassano	Mike Wetzstein	X
Beiseker	Les Spurgeon	X
Carbon	Rose Jimmo	X
Chestermere	Janelle Sandboe	X
Hussar	Les Schultz	X
Irricana	Julie Sim	X
Kneehill County	Wade Christie	X
Linden	Flo Robinson	X
Rockyford	Leah Smith	X
Standard	Richard Bryan	X
Strathmore	Jason Montgomery	X
Three Hills	Dennis Hazelton	X
Trochu	Chris Armstrong	X
Wheatland County	Amber Link	X
Staff and Guests:		
Chantale Sangster	Executive Director	X
Trisha Breault	CED Coordinator	X

1. Call to Order

Chantale Sangster called the meeting to order at 7:05 pm

2. Approval of Agenda

01-11-2024	Wade Christie	Motion to approve the November 7, 2024, agenda as amended. CARRIED.
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3. CFWR Draft Nomination Policy

Page 2

02-11-2024	Jason Montgomery	Motion to make the changes discussed, and revisit at the next meeting. CARRIED.
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4. Election of Officers: Chair, Vice-Chair and Secretary Treasurer

Page 5

Chantale Sangster called nominations for the Chair.

Chris Armstrong nominated Amber Link for **Chair**. Amber accepted nomination. Second Call for **Chair** Nominations. No new nominations. Third call for **Chair** nominations. No new nominations. Wade Christie moves that nominations cease. Amber Link is appointed **Chair** by acclamation.

03-11-2024	Wade Christie	Motion to cease nominations and Amber Link is appointed Chair . CARRIED.
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Amber Link now chairs the meeting.

Richard Bryan nominated Wade Christie as **Vice-Chair**. Wade Christie accepted the nomination. Amber Link called second nominations for **Vice-Chair**. Amber Link called Third nomination for **Vice-Chair**. No new nominations. Wade Christie is appointed **Vice-Chair** by acclamation.

04-11-2024	Jason Montgomery	Motion to cease nominations and Wade Christie is appointed Vice-Chair . CARRIED.
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Richard Bryan nominated Jason Montgomery for **Secretary/Treasurer**. Jason Montgomery accepts the nomination. Amber Link called for second nominations for **Secretary/Treasurer**. Third call for nomination for **Secretary/Treasurer**. No new nominations. Jason Montgomery is appointed **Secretary/Treasurer** by acclamation.

05-11-2024	Mike Wetzstein	Motion to cease nominations and Jason Montgomery is appointed Secretary/Treasurer . CARRIED.
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5. Appointment of Investment Review Committee Members (Chris Armstrong, Chair).

Chris Armstrong, Dennis Hazelton, Pat Wise, Sabine Nasse and Tari Cockx have agreed to let their names stand for the **IRC Committee**. Amber Link called for second nominations for **IRC Committee**. Third call for nomination for **IRC Committee**. No new nominations. Chris Armstrong, Dennis Hazelton, Pat Wise, Sabine Nasse and Tari Cockx are appointed.

06-11-2024	Flo Robinson	Motion to appoint the IRC Members . CARRIED.
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1. Committees of the Board – Governance / Audit & Finance / Management & Personnel / Sustainability & Succession Planning

Rhonda Laking, Flo Robinson, and Les Schultz self-nominated for **Governance Committee**. Amber Link called for second nominations for **Governance Committee**. Third call for nomination for **Governance Committee**. Rhonda Laking, Les Schultz, and Flo Robinson are appointed.

07-11-2024	Wade Christie	Motion to appoint the Governance Committee . CARRIED.
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Dennis Hazelton, Jason Montgomery and Richard Bryan self-nominated for **Audit/Finance Committee**. Amber Link called for second nominations for **Audit/Finance Committee**. Third call for nomination for **Audit/Finance**. No new nominations. Dennis Hazelton, Jason Montgomery and Richard Bryan are appointed.

08-11-2024	Les Spurgeon	Motion to appoint the Audit/ Finance Committee . CARRIED.
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Amber Link, Les Schultz, Rhonda Laking, and Leah Smith have agreed to let their names stand for the **Management & Personnel Committee**. Amber Link called for second nominations for **Management & Personnel Committee**. Third call for nomination for **Management & Personnel Committee**. No new nominations. Amber Link, Les Schultz, Rhonda Laking, and Leah Smith are appointed.

09-11-2024	Julie Sim	Motion to appoint the Management & Personnel Committee . CARRIED.
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Wade Christie, Richard Bryan, Flo Robinson, and Rhonda Laking have agreed to let their names stand for the **Sustainability & Succession Planning Committee**. Amber Link called for second nominations for **Sustainability & Succession Planning Committee**. Third call for nomination for **Sustainability & Succession Planning Committee**. No new nominations. Wade Christie, Richard Bryan, Flo Robinson, and Rhonda Laking are appointed.

10-11-2024	Jason Montgomery	Motion to appoint the Sustainability & Succession Planning Committee . CARRIED.
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7. Consent Agenda:

- A. Regular Meeting Minutes October 3, 2024 Page 4
- B. IRC Meeting Minutes June 12, 2024 Page 17
- C. Executive Directors Report Page 22

Chantale requested that 7 B be pulled out of Consent Agenda and discussed separately. Amber indicated the Financial Variance Report – September 2024 shall now be 7.2.

12-11-2024	Wade Christie	Motion to approve the Consent Agenda as amended. CARRIED.
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- 7.2** Financial Variance Report – September 2024 Page 14

11-11-2024	Wade Christie	Motion to postpone the last payment of RRRF installment to the next fiscal budget. CARRIED.
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8. Strategic Priorities:

A. Marketing and Awareness

- i. Council Package for Q1 Heart of the Community Campaign Page 23

B. Collaboration & Partnerships

C. Programs & Services

- i. Monthly Loan Report with Arrears

Loan # 692R-0215 (\$115,964.01 Balance Owing)

This client is currently two months behind on their loan payments for September and October 2024. The total amount outstanding now with fees is \$2,371.90. Staff have confirmed that building and business are for sale.

12-11-2024	Les Schultz	Motion to accept the Monthly Loan Report with Arrears. CARRIED.
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ii. Loan Portfolio Report, October (see attached)

Page 24

Our Loan portfolio currently at 10 loans valued at \$1,018,740. Primary sectors are Professional Services, Construction, and Manufacturing followed by Agriculture and Transportation. There is currently 2.8 million in CFLIP and \$1,648,271.83 in the Investment Account. We have had 6 Loans pay out this year totalling \$333,333.

13-11-2024	Richard Bryan	Motion to accept the Loan Portfolio Report. CARRIED.
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iii. Potential loan in Acme

14-11-2024	Amber Link	Motion to move into Closed Session 7:57 pm. CARRIED.
15-11-2024	Amber Link	Motion to move out of Closed Session 8:09 pm. CARRIED.
16-11-2024	Julie Sim	Motion to direct administration to draft a communication on the new lending product to be circulated to the Shareholders, CAO's and Directors. CARRIED.

D. Resource Sustainability

- i. September 30, 2024, Semi-Annual Financial Report to WD. MOTION AND 2 SIGNATURES REQUIRED

Page 29

Chantale reviewed the Semi-Annual Financial Report to be submitted to Prairies Can.

17-11-2024	Richard Bryan	Motion to sign and submit to Prairies Can. CARRIED.
18-11-2024	Mike Wetzstein	Second motion to sign and submit to Prairies Can. CARRIED.
19-11-2024	Amber Link	Motion to move into Closed Session 8:46 pm. CARRIED.
20-11-2024	Amber Link	Motion to move out of Closed Session 8:47 pm. CARRIED.

ii. Investment Fund Strategy

Page 36

21-11-2024	Richard Bryan	Motion to direct administration to revise Investment Fund Strategy and bring forward to next meeting. CARRIED.
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9. Other Business:

- i. Draft Succession Policy – Executive Director

Page 50

22-11-2024	Richard Bryan	Motion to direct administration to revise Draft Succession Policy and bring forward to next meeting. CARRIED.
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- ii. Draft Information Management and Retention Policy

Page 55

23-11-2024	Richard Bryan	Motion to direct administration to revise Draft Information Management and Retention Policy and bring forward to next meeting. CARRIED.
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- iii. Draft DEP letter to MP Shields

Page 62

24-11-2024	Richard Bryan	Motion to direct administration to draft 2 versions of this letter for MP's & MLA's and bring forward at our next meeting. CARRIED.
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- iv. EDA training – next steps
v. Board Orientation meeting

It was agreed upon to have the January Board of Directors meeting on January 9, 2025, as opposed to January 2, 2025.

Closed Session:

Date of Next meeting: 5:30 December 5, 2024 ****At Mama's Greek Kouzina for Annual Christmas Party****

Adjournment 9:15 pm

Amber Link, Board Chair

Vision: Community Futures Wild Rose creates thriving communities one business idea at a time.

Mission: We are the trusted leader fostering business development; leading the way to economic prosperity and diversity within our region.



October 1-31, 2024

Executive Financial Summary

Monthly Budget vs Actuals

	ACTUAL	YTD BUDGET	VARIANCE
REVENUE	\$110,853.04	\$105,125.09	\$5,727.95
EXPENSES	\$42,630.55	\$39,713.70	\$2,916.85
NET	\$68,222.49	\$65,411.39	\$2,811.10

Key Variances - Positive

- Greater than expected Annual Loan Review fees, and 1% of loan >\$300k.

Key Variances - Negative

April 1 - October 31, 2024

Executive Financial Summary

Year-to-Date Dashboard

	ACTUAL	YTD BUDGET	VARIANCE
REVENUE	\$324,712.02	\$313,005.09	\$11,706.93
EXPENSES	\$279,606.94	\$291,105.90	-\$11,498.96
NET	\$45,105.08	\$21,899.19	\$23,205.89

Key Variances - Positive

- Solid financial position heading into Q4 of fiscal year.
-

Key Variances - Negative

Market Trends / News

- On October 23rd Prime Rate lowered to 5.95%, lowering CFWR lending rate from 8.45% to 7.95%
- Next Prime Rate review and potential change is scheduled on December 11, 2024.

Final Notes

Community Futures Wild Rose - Operating

Comparative Income Statement				
	Actual 10/01/2024 to 10/31/2024		Budget 10/01/2024 to 10/31/2024	Difference
REVENUE				
Fed Gov't Contribution	73,741.00		73,741.00	0.00
RRRF and CGI admin dollars transfer	13,250.00		13,250.00	0.00
Corporate rent transfer	7,200.00		7,200.00	0.00
Other Gov't Grants and Funding	0.00		0.00	0.00
Loan Fees	14,355.00		6,750.00	7,605.00
Project Income	1,512.00		3,934.09	-2,422.09
Interest on Deposit	770.04		250.00	520.04
Misc . Revenue	25.00		0.00	25.00
TOTAL REVENUE	110,853.04		105,125.09	5,727.95
EXPENSES				
Travel Expense	1,330.48		833.33	497.15
Repairs & Maintenance	0.00		125.00	-125.00
WCB Expense	0.00		0.00	0.00
Legal/Accounting	0.00		0.00	0.00
Advertising/Promotion	94.00		745.00	-651.00
Office Supplies	799.72		791.67	8.05
Telephone & Fax	321.10		283.33	37.77
Internet Hook-up	237.00		333.33	-96.33
Insurance	0.00		0.00	0.00
Membership Fees	75.00		253.00	-178.00
Meeting/Conference	352.43		0.00	352.43
Resource Library	0.00		0.00	0.00
Staff Training	995.76		0.00	995.76
Condo Fees	903.00		1,000.00	-97.00
Utilities Expenses	537.82		500.00	37.82
Bank Charges	0.00		11.66	-11.66
Janitorial/Carpet Cleaning	600.00		600.00	0.00
Wages	26,233.64		25,642.03	591.61
Project wages	0.00		0.00	0.00
UIC Expense	370.10		517.50	-147.40
CPP Expense	827.94		1,186.56	-358.62
Board Travel	0.00		166.67	-166.67
Board Training	0.00		150.00	-150.00
Capital Purchases	0.00		100.00	-100.00
Community Development Project	1,054.21		800.00	254.21
GST Expense	289.47		250.00	39.47
Credit Checks/PPSA	270.86		150.00	120.86
Staff Benefits Expense	3,221.69		3,034.44	187.25
RRSP Staff Expense	1,261.30		1,160.18	101.12
Computer Software	2,855.03		1,080.00	1,775.03
TOTAL EXPENSE	42,630.55		39,713.70	2,916.85
NET INCOME	68,222.49		65,411.39	2,811.10

Generated On: 11/12/2024

Community Futures Wild Rose - Operating

Comparative Income Statement				
	Actual 04/01/2024 to 10/31/2024		Budget 04/01/2024 to 10/31/2024	Difference
REVENUE				
Fed Gov't Contribution	221,223.00		221,223.00	0.00
RRRF and CGI admin dollars transfer	39,750.00		39,750.00	0.00
Corporate rent transfer	21,600.00		21,600.00	0.00
Other Gov't Grants and Funding	0.00		0.00	0.00
Loan Fees	17,800.00		14,500.00	3,300.00
Project Income	18,694.00		14,182.09	4,511.91
Interest on Deposit	5,620.02		1,750.00	3,870.02
Misc . Revenue	25.00		0.00	25.00
TOTAL REVENUE	324,712.02		313,005.09	11,706.93
EXPENSES				
Travel Expense	7,652.72		5,833.31	1,819.41
Repairs & Maintenance	235.37		875.00	-639.63
WCB Expense	351.35		500.00	-148.65
Legal/Accounting	120.00		0.00	120.00
Advertising/Promotion	1,083.33		5,215.00	-4,131.67
Office Supplies	5,169.18		5,541.69	-372.51
Telephone & Fax	1,402.20		1,983.31	-581.11
Internet Hook-up	1,869.00		2,333.31	-464.31
Insurance	330.00		1,600.00	-1,270.00
Membership Fees	648.00		253.00	395.00
Meeting/Conference	4,292.39		3,300.00	992.39
Staff Training	2,798.99		2,400.00	398.99
Condo Fees	6,355.00		7,000.00	-645.00
Utilities Expenses	3,103.11		3,500.00	-396.89
Bank Charges	40.00		81.62	-41.62
Janitorial/Carpet Cleaning	4,200.00		4,200.00	0.00
Wages	180,885.44		179,494.21	1,391.23
UIC Expense	3,523.81		3,622.50	-98.69
CPP Expense	7,967.44		8,305.92	-338.48
Board Travel	349.71		1,166.69	-816.98
Board Training	0.00		1,050.00	-1,050.00
Capital Purchases	0.00		700.00	-700.00
Community Development Project	4,900.86		5,600.00	-699.14
GST Expense	1,174.78		1,750.00	-575.22
Credit Checks/PPSA	1,851.87		1,050.00	801.87
Staff Benefits Expense	20,962.64		21,241.08	-278.44
RRSP Staff Expense	7,476.89		8,121.26	-644.37
Computer Software	10,862.86		14,388.00	-3,525.14
TOTAL EXPENSE	279,606.94		291,105.90	-11,498.96
NET INCOME	45,105.08		21,899.19	23,205.89

Generated On: 11/12/2024



November 1-30, 2024

Executive Financial Summary

Monthly Budget vs Actuals

	ACTUAL	YTD BUDGET	VARIANCE
REVENUE	\$7,411.94	\$5,184.00	\$2,227.94
EXPENSES	\$44,347.94	\$43,210.70	\$1,137.24
NET	-\$36,936.00	-\$38,026.70	\$1,090.70

Key Variances - Positive

- Greater than expected loan fees, insurance less than budgeted for.

Key Variances - Negative

April 1 - November 30, 2024

Executive Financial Summary

Year-to-Date Dashboard

	ACTUAL	YTD BUDGET	VARIANCE
REVENUE	\$332,623.96	\$318,189.09	\$14,434.87
EXPENSES	\$323,954.88	\$334,316.60	-\$10,361.72
NET	\$8,669.08	-\$16,127.51	\$24,796.59

Key Variances - Positive

- Solid financial position heading into Q4 of fiscal year.
-

Key Variances - Negative

Market Trends / News

- On December 11th Prime Rate lowered to 5.45%, lowering CFWR lending rate from 7.95% to 7.45%
- Next Prime Rate review and potential change is scheduled on January 29, 2025.

Final Notes

Community Futures Wild Rose - Operating

Comparative Income Statement				
	Actual 11/01/2024 to 11/30/2024		Budget 11/01/2024 to 11/30/2024	Difference
REVENUE				
Fed Gov't Contribution	0.00		0.00	0.00
RRRF and CGI admin dollars transfer	0.00		0.00	0.00
Corporate transfer	0.00		0.00	0.00
Other Gov't Grants and Funding	0.00		0.00	0.00
Loan Fees	5,275.00		1,000.00	4,275.00
Project Income	1,512.00		3,934.00	-2,422.00
Interest on Deposit	624.94		250.00	374.94
Misc . Revenue	0.00		0.00	0.00
TOTAL REVENUE	7,411.94		5,184.00	2,227.94
EXPENSES				
Travel Expense	410.07		833.33	-423.26
Repairs & Maintenance	0.00		125.00	-125.00
WCB Expense	0.00		0.00	0.00
Legal/Accounting	0.00		0.00	0.00
Advertising/Promotion	1,826.58		745.00	1,081.58
Office Supplies	2,098.89		791.67	1,307.22
Telephone & Fax	145.00		283.33	-138.33
Internet Hook-up	327.80		333.33	-5.53
Insurance	3,202.00		3,750.00	-548.00
Membership Fees	295.00		0.00	295.00
Meeting/Conference	116.05		0.00	116.05
Staff Training	0.00		0.00	0.00
Condo Fees	903.00		1,000.00	-97.00
Utilities Expenses	0.00		500.00	-500.00
Bank Charges	0.00		11.66	-11.66
Janitorial/Carpet Cleaning	600.00		600.00	0.00
Wages	26,233.64		25,642.03	591.61
UIC Expense	370.10		517.50	-147.40
CPP Expense	753.54		1,186.56	-433.02
Board Travel	0.00		166.67	-166.67
Board Training	0.00		150.00	-150.00
Capital Purchases	1,720.00		100.00	1,620.00
Community Development Project	161.95		800.00	-638.05
GST Expense	240.52		250.00	-9.48
Credit Checks/PPSA	173.60		150.00	23.60
Staff Benefits Expense	2,890.90		3,034.44	-143.54
RRSP Staff Expense	1,261.30		1,160.18	101.12
Computer Software	618.00		1,080.00	-462.00
TOTAL EXPENSE	44,347.94		43,210.70	1,137.24
NET INCOME	-36,936.00		-38,026.70	1,090.70

Generated On: 12/10/2024

Community Futures Wild Rose - Operating

Comparative Income Statement				
	Actual 04/01/2024 to 11/30/2024		Budget 04/01/2024 to 11/30/2024	Difference
REVENUE				
Fed Gov't Contribution	221,223.00		221,223.00	0.00
RRRF and CGI admin dollars transfer	39,750.00		39,750.00	0.00
Corporate rent transfer	21,600.00		21,600.00	0.00
Other Gov't Grants and Funding	0.00		0.00	0.00
Loan Fees	23,575.00		15,500.00	8,075.00
Project Income	20,206.00		18,116.09	2,089.91
Interest on Deposit	6,244.96		2,000.00	4,244.96
Misc . Revenue	25.00		0.00	25.00
TOTAL REVENUE	332,623.96		318,189.09	14,434.87
EXPENSES				
Travel Expense	8,062.79		6,666.64	1,396.15
Repairs & Maintenance	235.37		1,000.00	-764.63
WCB Expense	351.35		500.00	-148.65
Legal/Accounting	120.00		0.00	120.00
Advertising/Promotion	2,909.91		5,960.00	-3,050.09
Office Supplies	7,268.07		6,333.36	934.71
Telephone & Fax	1,547.20		2,266.64	-719.44
Internet Hook-up	2,196.80		2,666.64	-469.84
Insurance	3,532.00		5,350.00	-1,818.00
Membership Fees	943.00		253.00	690.00
Meeting/Conference	4,408.44		3,300.00	1,108.44
Staff Training	2,798.99		2,400.00	398.99
Condo Fees	7,258.00		8,000.00	-742.00
Utilities Expenses	3,103.11		4,000.00	-896.89
Bank Charges	40.00		93.28	-53.28
Janitorial/Carpet Cleaning	4,800.00		4,800.00	0.00
Wages	207,119.08		205,136.24	1,982.84
UIC Expense	3,893.91		4,140.00	-246.09
CPP Expense	8,720.98		9,492.48	-771.50
Board Travel	349.71		1,333.36	-983.65
Board Training	0.00		1,200.00	-1,200.00
Capital Purchases	1,720.00		800.00	920.00
Community Development Project	5,062.81		6,400.00	-1,337.19
GST Expense	1,415.30		2,000.00	-584.70
Credit Checks/PPSA	2,025.47		1,200.00	825.47
Staff Benefits Expense	23,853.54		24,275.52	-421.98
RRSP Staff Expense	8,738.19		9,281.44	-543.25
Computer Software	11,480.86		15,468.00	-3,987.14
TOTAL EXPENSE	323,954.88		334,316.60	-10,361.72
NET INCOME	8,669.08		-16,127.51	24,796.59
Generated On: 12/10/2024				



**MEETING MINUTES OF THE COMMUNITY FUTURES WILD ROSE
 INVESTMENT REVIEW COMMITTEE**
 Held at the CFWR Office: Suite #101, 331 3rd Avenue, Strathmore, AB
 At 5:30 pm on September 11, 2024

Municipality	Name	Present (X)
Trochu – Committee Chair	Chris Armstrong - Director	X
Three Hills	Dennis Hazelton - Director	X
Bassano	Sabine Nasse – Member at large	X
Strathmore	Tari Cockx – Member at large	X
Wheatland County	Pat Wise – Member at large	X
Staff and Guests:		
Executive Director	Chantale Sangster	X
Business Development Officer	Lindsay Desrosiers	X

1. Call to Order

Chris Armstrong called the meeting to order at 6:10 pm.

2. Approval of Agenda

01-09-2024	Sabine Nasse	Motion to approve of the agenda as amended. CARRIED.
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3. Approval of the Meeting Minutes

02-09-2024	Dennis Hazelton	Motion to approve the meeting minutes from June 12, 2024. CARRIED.
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4. Ratification of CGI Loan #CGI9-0824

Amount: \$17,040.00
 Interest Rate: 8.7%
 Term: 5 Years
 Payment: \$382.38

03-09-2024	Tari Cockx	Motion to ratify the approval for Loan #CGI9-0824. CARRIED.
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Vision: Community Futures Wild Rose creates thriving communities one business idea at a time.
Mission: We are the trusted leader fostering business development; leading the way to economic prosperity and diversity within our region.

5. Ratification of Loan Guarantee #803-1218

Amount: \$235,000.00
 Term: 1 Year

04-09-2024	Sabine Naase	Motion to ratify the email approval for Loan Guarantee #803-1218. CARRIED.
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6. Loan Applications for Review and Decision

6.1 Loan Application #L-00352-2024

Amount: \$300,00.00
 Interest Rate: 8.45%
 Term: 10 Years
 Payment: \$3,859.17

05-09-2024	Pat Wise	Motion to approve Loan for board approval on Oct. 3 rd #L-00352-2024. CARRIED.
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6.2 Loan Application #L-00376-2024

Amount: \$450,00.00
 Interest Rate: 8.45%
 Term: 10 Years
 Payment: \$6,983.48

06-09-2024	Dennis Hazelton	Motion to approve Loan for board approval on Oct. 3 rd #L-00376-2024. CARRIED.
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6.3 Loan Payout (CFCW) #854-0423

07-09-2024	Tari Cockx	Motion to approve Loan Payout to CFCW for Loan #854-0423. CARRIED.
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7. Other Business

7.1 Loans Under Review Report

Loan #730-0716

This file has been sent to the lawyer's office as the client has 4 outstanding payments owed for a total of \$2,566.20. 30-day, 60-day and 90-day notices were sent as well as a Demand letter sent all via registered mail and have been refused and returned to CFWR. CFWR still continues to take payments monthly as per the advice of Jarvis Law. The payment for August cleared. CFWR holds a building as security. **\$15,538.94 Balance Owing**

Vision: Community Futures Wild Rose creates thriving communities one business idea at a time.
Mission: We are the trusted leader fostering business development; leading the way to economic prosperity and diversity within our region.

Loan # 844Q-0524

This file has been sent to Bison Credit Collections as client has 5 outstanding payments owed for a total of \$862.95. 30-day, 60-day and 90-day notices were sent as well as a Demand letter sent via registered mail. CFWR are no longer pulling payments or communicating with the client as per the request of Bison Credit. CFWR has a Promissory Note for \$5,000 and GSA registered.

\$2,652.71 Balance Owing

Loan # 711D-0715

The client currently has 4 outstanding payments owed for a total of \$3,862.34. 30-day, 60-day and 90-day notices have been sent. If another payment is missed, a 10-day demand letter will be sent out. CFWR holds a personal residence as security. **\$43,319.38 Balance Owing**

08-09-2024	Denis Hazelton	Motion to accept the Loans Under Review Report as information. CARRIED.
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7.2 Loan Guarantee Open Discussion

7.3 Business Valuation Open Discussion

It was agreed upon that when a client is buying a business a Business Valuation is not required by CFWR

7.4 Lending Policy Open Discussion

The IRC agreed on the Lending Policy

7.5 \$300,000.00 Loan Calculator

7.6 IRC Membership 2024-25

All IRC Members agreed to return to their positions for the 2024-25 year

7.7 Interim Meeting October Date

The IRC discussed interim meetings. They will be held virtually/in-person if required in Oct, Jan, and May

09-09-2024	Pat Wise	Motion to approve interim Meeting Dates. CARRIED.
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7.8 Next Meeting Date

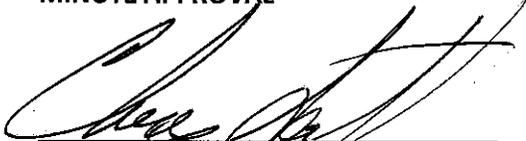
The next interim meeting date will be Oct 30, 2024, and the next regular meeting will be Dec 11, 2024

Vision: Community Futures Wild Rose creates thriving communities one business idea at a time.
Mission: We are the trusted leader fostering business development; leading the way to economic prosperity and diversity within our region.

8. Adjournment

Meeting adjourned at 8:37 pm.

MINUTE APPROVAL


CHRIS ARMSTRONG


DENNIS HAZELTON


PAT WISE


SABINE NASSE


TARI COCKX

Vision: Community Futures Wild Rose creates thriving communities one business idea at a time.
Mission: We are the trusted leader fostering business development; leading the way to economic prosperity and diversity within our region.



CFWR Executive Director's Report – Nov & Dec 2024

Strategic Priorities:

1. Marketing and Awareness:

- a. Increase Visibility/Awareness
 - i. 35-year Success Stories posted
 - 1. Timber Ridge Firewood – Rocky View County
 - 2. Connect Leisure Services – Strathmore
 - 3. North Campervans – Rocky View County
 - 4. Rocking R Guest Ranch – Wheatland County
 - 5. Timber Ridge Building Supplies - Strathmore
- b. Annual Marketing Plan
 - i. Launched Heart of our Community News Release Q1
 - ii. Launched HOOC Campaign December 1st receiving over 50 nominees in first month

2. Collaboration and Partnerships:

- a. Strengthen Chamber Partnerships
 - i. ED chaired Three Hills Chamber executive meeting
- b. Advocacy
 - i. ED hosted first Eastern Corridor Ec. Dev. lunch meeting
 - ii. ED attended Southern Managers all-day meetings/training
- c. Networking Events/Volunteer
 - i. ED volunteered to serve on panel for Kickstand Lead Agency in collaboration with WYN
 - ii. ED volunteered at Wheatland Society of Arts open house event
 - iii. ED attended ATB session on Women and Wealth
 - iv. ED attended FCSS Advisory Board meeting

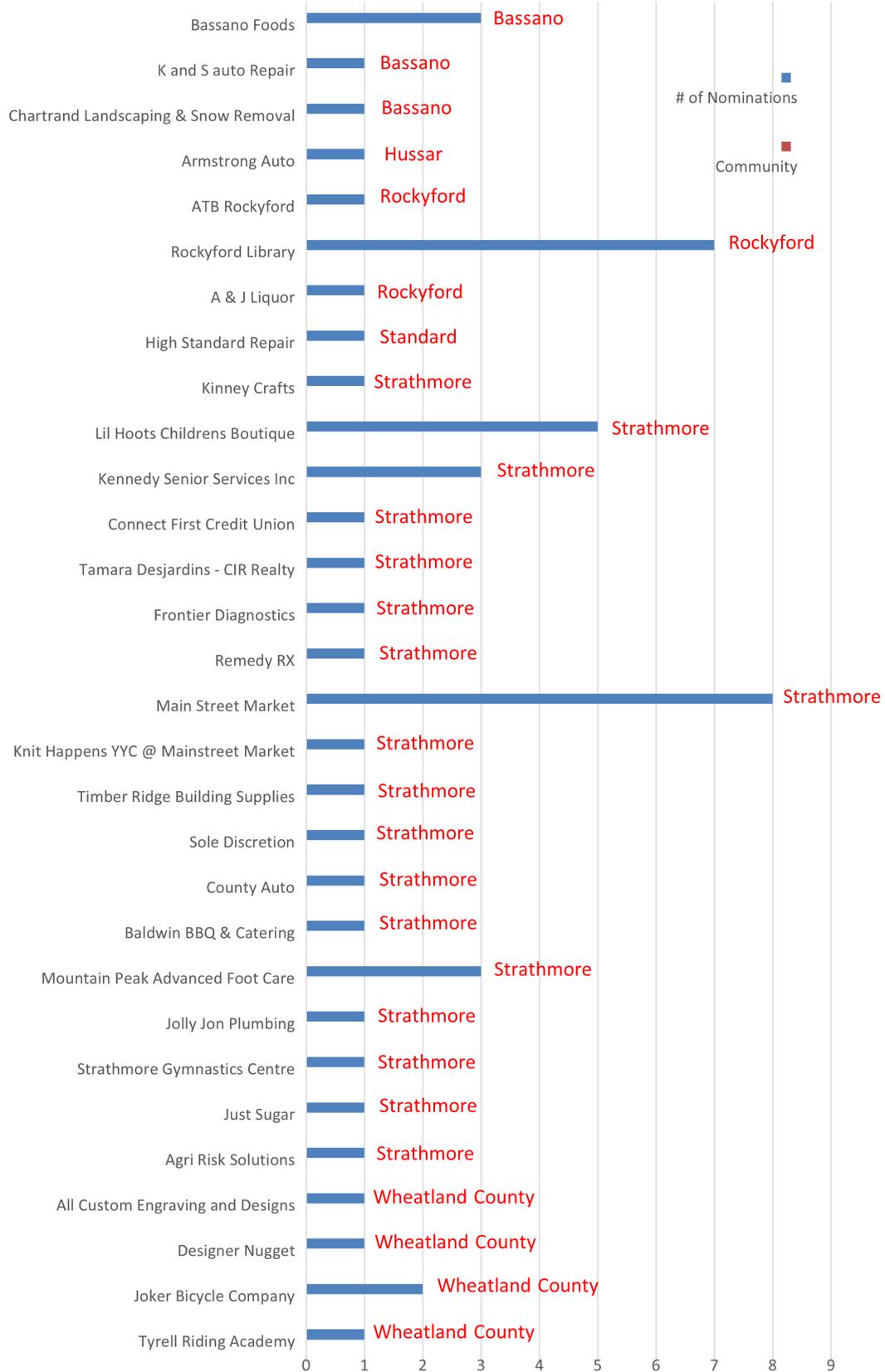
3. Programs and Services:

- a. Increase Lending
 - i. Loans are currently at **203% of WD target and 111% of the CFWR 2024/2025 Goal.**
- b. Training and Business Coaching
 - i. CFWR hosted Two-Part HR Training: Duty to Accommodate
 - ii. CFWR hosted ATB representative to present Cashflow & Budgeting for Small Business
 - iii. CFWR hosted 4 Citizenship Class for Newcomers
- c. Support RRRF Clients
- d. CED Projects
 - i. CFWR hosted Business Mentorship Cohort #2 Wrap-up celebration and lunch

4. Resource Sustainability:

- a. New Revenue Streams
 - i. ED meetings with Architectural Tech, Engineer, & Contractors for Lower-Level Renovation

Heart of Our Community - Q1





LOAN **PORTFOLIO** **MONTHLY REPORT**

April 1, 2024 - December 31, 2024

COMMUNITY FUTURES WILD ROSE

101 - 331 3rd Avenue

Box 2159

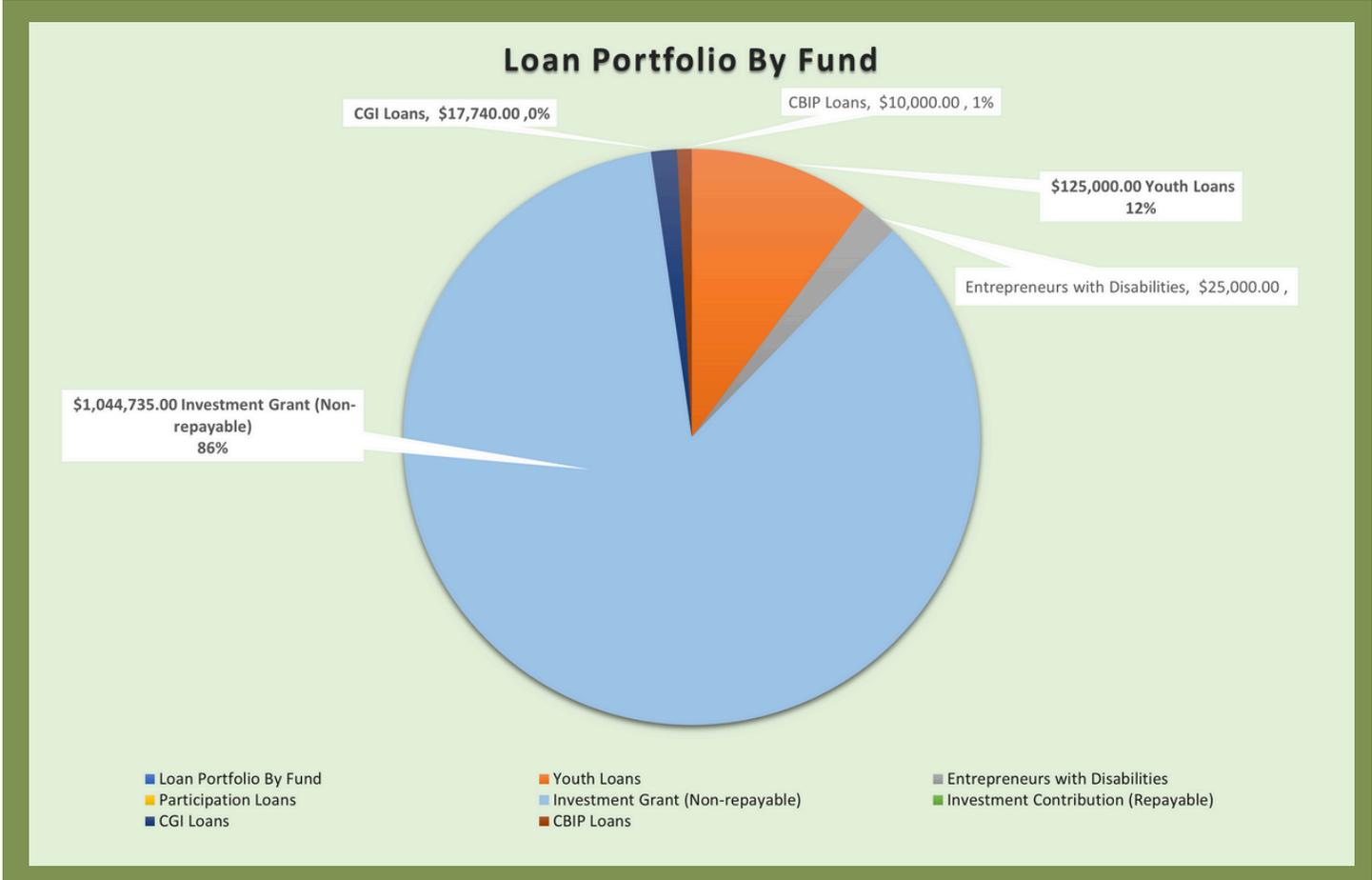
Strathmore, AB T1P 1K2

P: 403-934-8888

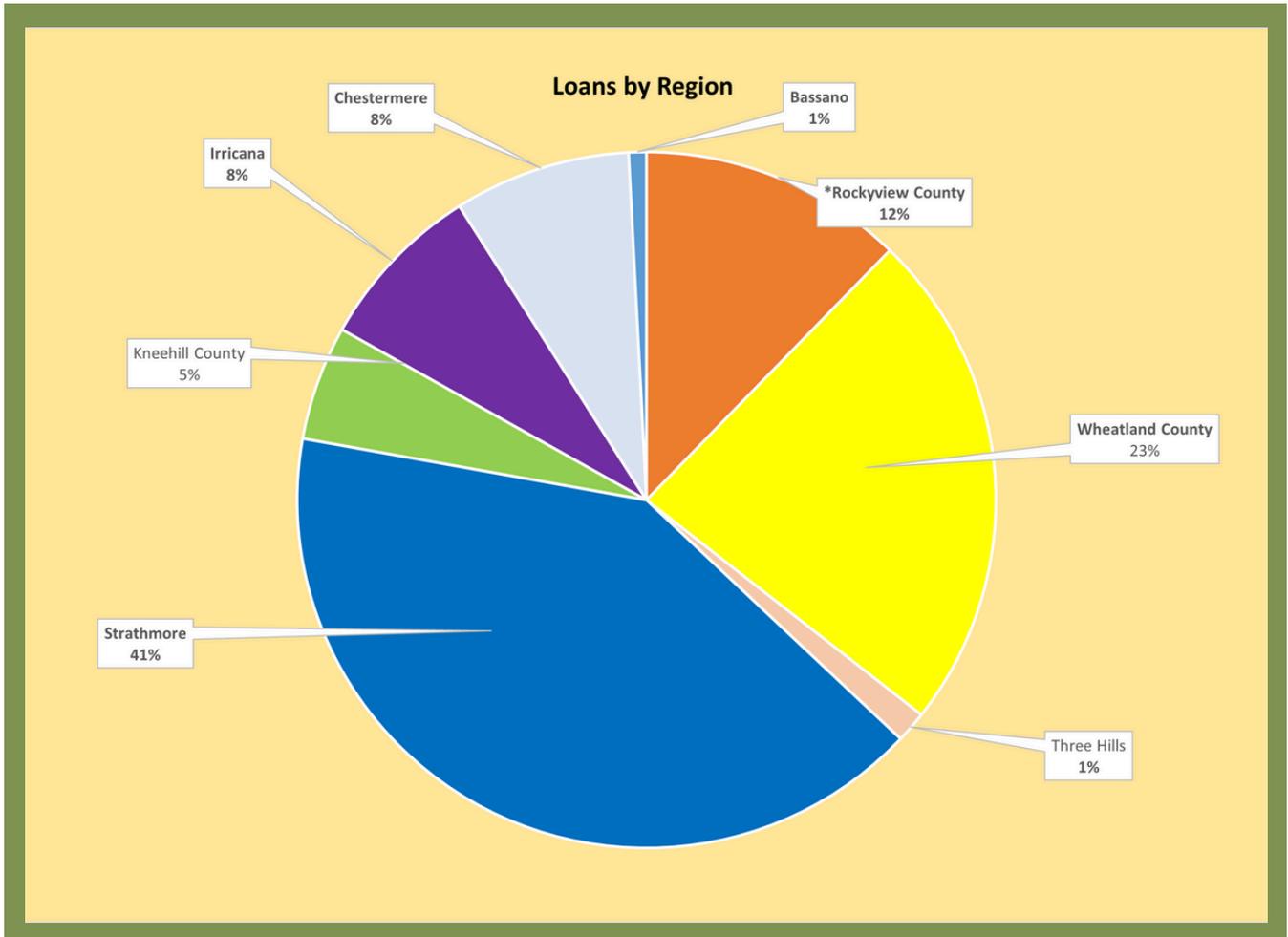
E: wildroseinfo@albertacf.com

TERM LOAN DOLLARS INVESTED BY FUND

\$1,222,475.00
14 LOANS



TERM LOANS INVESTED BY REGION



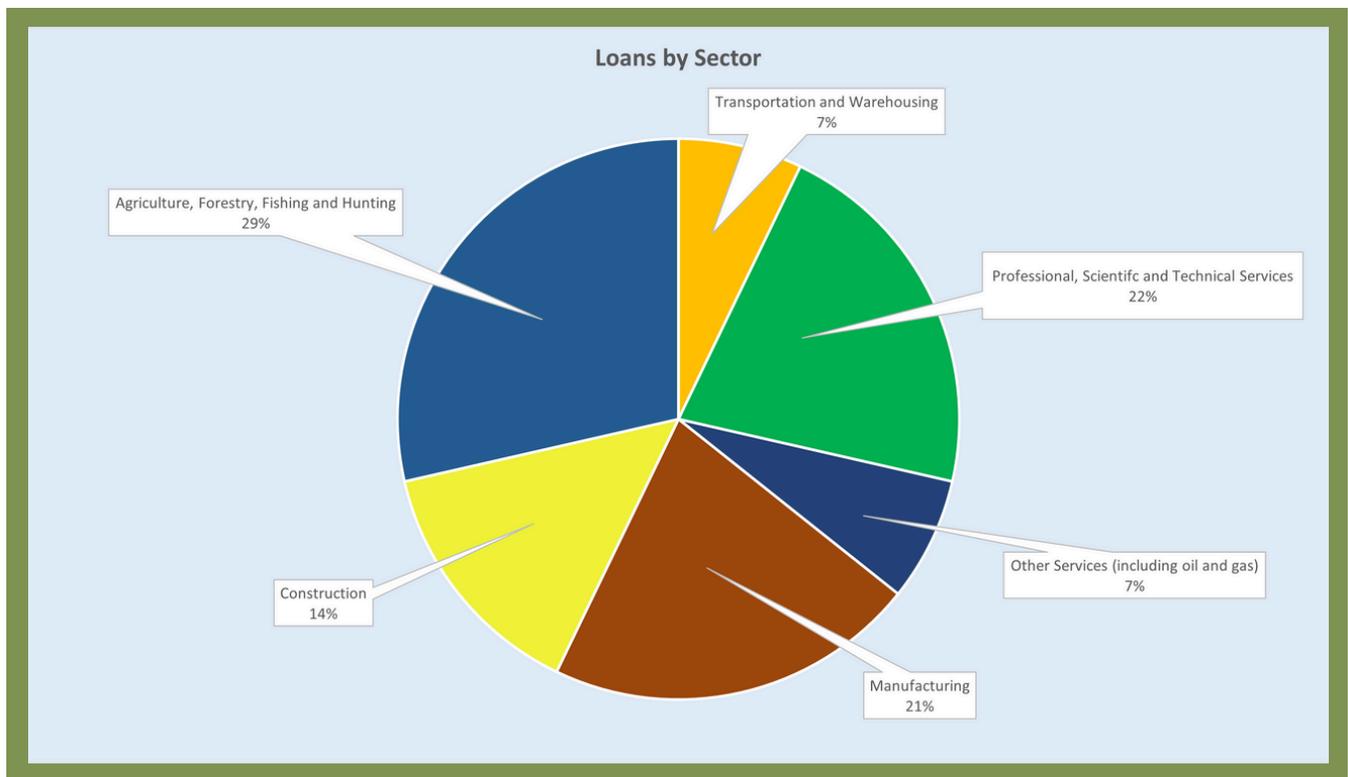
➤ Current Investments

Current investments are in the communities of: Irricana, Kneehill County, Wheatland County, Chestermere, Three Hills, Strathmore, Rocky View County and Bassano.

TERM LOAN DOLLARS INVESTED BY SECTOR

➤ Sectors that are Trending

With the disbursement of the six loans issued this fiscal year, we have achieved a representation across various sectors, primarily Professional Services, followed by Construction, Agriculture, Transportation, and Other Services.



LOAN PORTFOLIO RISK ANALYSIS

Average Community Futures annual loss rate in Alberta is 4.0% to 7.0%. Community Futures organizations provide repayable loans to Small and Medium sized businesses. We are development lenders, and as such, we are expected to provide loans with a higher degree of loss or write-off risk. The acceptable loss rate should be no greater than 2.5% less than the Community Futures lending rate (**CFWR base rate is currently 7.45%**).

Portfolio at Risk (>30 days)	\$1,118.45	Balance O/S
Portfolio at Risk (>90 days)	\$1,640.52	Balance O/S
Provision for Loss Rate	1.04%	

Loans paid out this fiscal:	10 loans at \$711,333
Investment Account Balance:	\$1,330,547.30
CFLIP Account Balance:	\$2,891,936.42*

*Due to the postal strike we have not received an updated CFLIP statement

2024-2025 Year to Date KPI Performance Report CF Wild Rose:

Performance Indicator	24-25 Target	April June	July Sept	Oct Dec	Jan Mar	YTD Totals
**Targets for MPSs should be greater than or equal to the MPS in the proper group.						
Indicate which Group the CF is in (groupings can be found in the attached Instruction Manual):	Group 1				Average	247%
<i>Strong rural community strategic planning and implementation</i>						
# of local and regionally based community strategic plan(s) developed and/or updated during the year	3	1	0	0		33%
Total # of community-based projects (New & Ongoing) (MPS)	2	12	9	2		870%
Total \$ Value Invested in community-based projects	\$12,000	\$1,173	\$2,000	\$1,889		42%
Total \$ leveraged in community-based projects	\$40,000	\$57,500	\$25,003	\$7,500		225%
# of partners engaged in community-based projects	15	2	7	8		113%
<i>Rural Access to Business Development Services</i>						
# of businesses created, maintained, or expanded through business services	15	6	2	10		120%
# of business training session participants (MPS)	200	261	197	104		281%
# of business advisory services (MPS)	200	64	69	68		100%
Number of jobs created, maintained, expanded through lending	NEW	7	3	21		31 Jobs
<i>Rural Access to Capital and Leveraged Capital</i>						
\$ value of loans (MPS)	\$600,000	\$320,000	\$113,040	\$789,435		203%
# of loans (MPS)	12	6	2	6		116%
Amount Leveraged through Lending (EDP and non-EDP)	\$90,000	\$54,000	\$11,304	\$49,505		127%
Total of community-based projects AND Client loans that Align with WD/GOC priorities (MPS)	3	9	7	6		733%

Project Title: **Advancing Workforce Development through Apprenticeship/Trades & Engagement**

Executive Summary:

Community Futures Wild Rose (CFWR) is launching a strategic initiative to address business support and workforce development challenges in our region, focusing on skilled trades and business engagement. This initiative responds to findings from CFWR's recent workforce report, which identified critical labour gaps and emphasized the need for skilled workers, accessible training, and enhanced HR support for small businesses. The project is designed to increase awareness of trade and apprenticeship opportunities in construction and healthcare, support small businesses in improving their hiring and retention practices, and expand resources available for business support and expansion.

To strengthen our capacity, CFWR will engage a Human Resources Consultant to develop and deliver HR training and provide one-on-one support to entrepreneurs throughout the region. CFWR will also collaborate with Prospect Human Services (Prospect) as our main community partner to streamline resources, ensuring all services are available at a single location to avoid duplication and enhance accessibility for participants. Additionally, CFWR will partner with Community Futures Treaty 7 to arrange transportation for Nation members in Siksika, enabling them to attend the closest events and benefit from these opportunities. This initiative reflects our commitment to fostering a resilient and skilled labour force that aligns with Alberta's evolving economic needs while prioritizing inclusivity and accessibility.

Duration of the Project

The project will kick off in April 2025 and be completed by March 31, 2027.

Project Objectives:

1. **Business Growth through Skilled Trades:** CFWR will host two (2) "Try a Trade Day" events in early September 2025 and 2026, showcasing trade schools and entrepreneurs in the trades while offering hands-on demonstrations to participants. These events will feature interactive activities designed to raise awareness of trade careers among high school students and adults exploring new career paths. The first event will take place in the southern part of the region, encompassing Strathmore, Wheatland County, Chestermere, and Rocky View County, while the second will be held in the northern area, including Three Hills, Trochu, and Kneehill County. Attendees will have the opportunity to engage with trade schools and apprenticeship programs to explore available career options, with a particular focus on helping high school students ensure they have the necessary courses for their final years. By opening the event to all age groups, CFWR aims to broaden its impact, inspiring participants at every stage of their career journey to consider opportunities in the trades.
2. **Trades in Healthcare:** CFWR will host two (2) Healthcare Trade Information Day events in May 2025 and 2026, showcasing high-demand healthcare trades and careers. These events will promote business growth in healthcare by addressing labour shortages impacting healthcare business operations. The first event will take place in the southern region (Strathmore, Wheatland County, Chestermere, and Rocky View County), and the second in

the northern region (Three Hills, Trochu, and Kneehill County). Featuring healthcare professionals as guest speakers, vendor-style booths, and “day in the life” presentations, these events will also include healthcare trade schools providing program information. Targeted resources will support inclusivity and business retention through diverse participation. Underrepresented groups, including single parents, adult learners, newcomers, Indigenous peoples, and 2SLGBTQIA+ individuals, covering training requirements, supports, and education options. Open to all ages, these events aim to inspire and inform participants about accessible careers in healthcare.

3. **Health Care Employer Information Sessions:** CFWR will deliver training through eight (8) hybrid sessions with an HR Professional Speaker, one session quarterly for employers that will coach them on how to effectively and creatively recruit. These sessions will empower employers to utilize social media and build relationships with trade education institutions to recruit, and how employers can engage potential employees supporting business retention and growth. These sessions will be offered hybrid for ease of employer attendance.
4. **HR Training for Small Businesses:** CFWR will deliver HR training through eight (8) hybrid sessions with an HR Professional Speaker and four (4) "Breakfast & Share" events to address specific HR challenges faced by small businesses, including interviewing, hiring, termination, and HR dos and don'ts. An HR toolkit will be available to support ongoing needs, along with four (4) Employer Resource Sessions. These sessions and "Breakfast & Share" events will allow employers to interact with business service providers and learn about available resources. One-on-one sessions will be offered to interested participants to review HR policies and procedures, with the project subsidizing the first hour; additional assistance from the HR Consultant will be available at the employer's cost. Employer Resource Sessions and "Breakfast & Share" events will be incorporated into existing job fairs in partnership with Prospect Human Services to ensure broader impact and ease of attendance for employers.

Milestones and Deliverables

1. Jobs Created or Filled

- **Target Measurement:** At least 30 new jobs created or filled in trades and healthcare sectors, plus one part-time HR Consultant hired for curriculum development and delivery. Supporting local business retention through improved staffing.
- **Tracking Method:**
 - Collaborate with employers attending Healthcare Trade Days and Try a Trade Days to collect data on hires attributed to the events.
 - Record job placements facilitated through HR training sessions or job fairs.
 - Partner with educational institutions to track participants transitioning directly into apprenticeships or job placements.
 - Track the HR Consultant's contributions to curriculum development and training delivery as part of the project outcomes.

2. Businesses Engaged

- **Target Measurement:** Train and support 70 businesses through HR sessions and Breakfast & Share events.

- **Tracking Method:**
 - Attendance logs for training sessions and events.
 - Post-training surveys to evaluate increased HR knowledge and application.
 - Record follow-up one-on-one consultations with the HR Consultant.

3. Increased Enrollment in Training Programs

- **Target Measurement:** An increase of at least 50 enrollments in trades or healthcare training programs post-project wrap up.
- **Tracking Method:**
 - Partner with local trade schools, apprenticeship programs, and healthcare training institutions to track enrollment.
 - Survey participants 1-2 years after events to confirm registration in relevant programs.

4. Economic Impact

- **Target Measurement:** Quantifiable reduction in labour gaps impacting regional businesses across the region 20% in targeted sectors.
- **Tracking Method:**
 - Surveys with regional employers before and after project completion to assess workforce improvements.
 - Analyze job vacancy rates in trades and healthcare over the project duration, through the AB Economic Dashboard.
- **Scenario-Based Outcomes:**
 - Increased operational capacity could lead to higher revenue generation and improved customer satisfaction.
 - Businesses may also reinvest additional revenue into further growth, such as staff training, infrastructure upgrades, or expanded service offerings.

5. Event Attendance and Knowledge Gain

- **Target Measurement:**
 - 100 attendees at all Try a Trade Days and Healthcare Trade Days.
 - At least 50% of attendees report an increased knowledge of career opportunities.
- **Tracking Method:**
 - Collect sign-in sheets at events.
 - Administer surveys during or immediately after events to measure knowledge improvement and interest in careers.

6. Collaborative Outcomes & Social Impacts

- **Target Measurement:**
 - At least 15 participants from underrepresented groups, including Siksika Nation members, attended events.
- **Tracking Method:**
 - Record attendance of underrepresented group participants, including Siksika Nation members.
 - Collect post-event feedback to evaluate accessibility, relevance, and overall impact.

Workplan and Milestones

Activity	Status	% Complete	Start	Finish	Lead	Supporting	2025												2026												2027
							A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
HR Consultant Recruit and Hire																															
Send RFP out For HR Consultant			Apr-25	Apr-25	CFWR																										
Accept Proposal			May-25	May-25	CFWR																										
Contracts			May-25	May-25	CFWR																										
Kick Off Meeting (PM, HR Consultant, Executive Director, Prospect Human Services)			Apr-25	Apr-25	CFWR																										
Curriculum Development																															
Develop curriculum for HR Sessions (B&S and in person deliveries)			May-25	Jun-25	HR Consultant	CFWR																									
Survey - Most in Demand Health Care Positions in our Region			May-25	Jun-25	HR Consultant	CFWR																									
Develop curriculum for Healthcare Employer Sessions			May-25	Jun-25	HR Consultant	CFWR																									
Finalize Curriculums for all Sessions			May-25	Jun-25	HR Consultant	CFWR																									
Curriculum Delivery																															
HR Session Delivery #1 - 8			Jun-25	Mar-27	HR Consultant	CFWR																									
Quarterly Healthcare Employer Information Session #1 - 8			Jun-25	Mar-27	HR Consultant	CFWR																									
Breakfast & Share & Employer Resource Session x 4 (Connected to Job Fairs)																															
Coordinate Dates & Venue with Prospect			Apr-25	May-25	CFWR	Prospect																									
Book Venue for Breakfast & Share & Employer Resource Sessions					CFWR																										
Confirm "Service Providers" for Employer Resource Sessions#1-4					CFWR																										
Confirm Catering for Breakfast & Share & Employer Resource Sessions					CFWR																										
Job Fair/Breakfast & Share/ Employer Resource Session #1 - 4					CFWR	Prospect																									
Try a Trade Day																															
Reach out to Golden Hills to Arrange Transportation for Both Areas			Apr-25	Apr-25	CFWR																										
Book Venue for Trade Day #1			Apr-25	Apr-25	CFWR																										
Book Catering for Trade Day #1			Apr-25	Apr-25	CFWR																										
Confirm Trade institutions, Tradespeople (Demonstrators)			Apr-25	Apr-25	CFWR																										
Try a Trade Day #1 Southern Area (Strathmore, Wheatland County, Rocky View County & Chestermere)			Sep-25	Sep-25	CFWR																										
Book Venue for Trade Day #2			Apr-26	Apr-26	CFWR																										
Book Catering for Trade Day #2			Apr-26	Apr-26	CFWR																										
Confirm Trade institutions, Tradespeople (Demonstrators)			Apr-26	Apr-26	CFWR																										
Try a Trade Day #2 Northern Area (Three Hills, Trochu & Kneehill County)			Sep-26	Sep-26	CFWR																										
Healthcare Trade Information Day																															
Book Venue for Trade Day #1			Apr-25	Apr-25	CFWR	HR Consultant																									
Book Catering for Trade Day #1			Apr-25	Apr-25	CFWR																										
Confirm Trade institutions, Table Presenters, & Speakers			Apr-25	Apr-25	CFWR	HR Consultant																									
Healthcare Trade Information Day #1 Southern Area (Strathmore, Wheatland County, Rocky View County & Chestermere)			May-25	Jun-25	CFWR																										
Book Venue for Trade Day #1			Feb-26	Feb-26	CFWR																										
Book Catering for Trade Day #2			Feb-26	Feb-26	CFWR																										
Confirm Trade institutions, Table Presenters, & Speakers			Feb-26	Feb-26	CFWR																										
Healthcare Trade Information Day #2 Northern Area (Three Hills, Trochu & Kneehill County)			May-26	Jun-26	CFWR	HR Consultant																									
Marketing Plan and Execution																															
Develop Marketing Plan			Apr-25	May-25	CFWR																										
Webpage Development and Release			Apr-25	May-25	CFWR																										
Execute Marketing Plan			Apr-25	Mar-27																											
Project Evaluation and Wrap-up																															
Participant Surveys			Jul-25	Mar-27	CFWR																										
Project Summary and Evaluation					CFWR																										
Final Report				May-27	CFWR																										

Proposed Outcome(s)

1. **Immediate Outcome:** Collaboration in the planning, implementation, and marketing of the project
 - Measure: The number of organizations that contribute to executing and promoting the project.
 - Target: 5 Municipalities, 2 Chambers.

2. **Medium-Term Outcome:** Entrepreneurs/businesses participate in training to increase their HR knowledge and empower them to have HR conversations confidently and ensure compliance with applicable Labour Standards. A business owner learns through HR training how to properly structure employment contracts and conduct effective performance reviews. After implementing these practices, they have reduced staff turnover, retained key employees, and improved service consistency, leading to a 10% increase in customer satisfaction and repeat business within three months.
 - Measure: Number of businesses participating in training and 1:1 HR Sessions.
 - Target: 70 businesses by March 31, 2027.

3. **Long-Term Outcome:** Increased knowledge and awareness of the most in-demand trades in our region for adults looking to change career paths as well as high school students, specifically in healthcare and the construction trades. By showcasing in-demand trades, such as carpentry and healthcare support roles, businesses can retain local talent by offering clear career pathways. This leads to workforce stability, enabling businesses to expand operations and drive regional economic growth.
 - Measure: Event attendance growth in knowledge.
 - Target:
 - Jobs Created or Filled: At least 30 new jobs created or filled in trades and healthcare sectors, plus one part-time HR Consultant hired for curriculum development and delivery.
 - 100 attendees at all Try a Trade Days and Healthcare Trade Days.
 - At least 50% of attendees report an increased knowledge of career opportunities.
 - Increased Enrollment in Training Programs: An increase of at least 50 enrollments in trades or healthcare training programs post-project wrap-up.
 - Economic Impact: Quantifiable reduction in labour gaps impacting businesses across the region 20% in targeted sectors.

Total Cost of the Project

Advancing Workforce				
April 1, 2025 - March 31, 2027				
	Funder			
	GOA	CFWR	WD	Total
Marketing	Cash	Cash	Cash	
Webpage Development and Maintenance	\$4,000.00	\$200.00	\$0.00	
Marketing - Social Media Advertising (\$100/month for 24 months)	\$2,400.00	\$120.00	\$0.00	
Digital Marketing Specialist - Print Advertising (\$30/hour 10 hours/month for 24 months)	\$7,200.00	\$360.00	\$0.00	
Participant Printed Curriculum Materials (in-house) 70 * 24 modules (20 pages color @ .45/page)	\$630.00	\$31.50	\$0.00	
Facilitator Printed Materials (3 * 100 pages @ .45 per page)	\$135.00	\$6.75	\$0.00	
Total Marketing Costs	\$14,365.00	\$718.25	\$0.00	\$15,083.25
Salaries and Wages				
Accounting (\$43.77/hour)	\$6,828.12	\$0.00	\$54,796.00	
Project Manager (\$50/hour)	\$69,908.12	\$0.00	\$75,000.00	
Total Salaries and Wages	\$76,736.24	\$0.00	\$129,796.00	\$206,532.24
Professional Fees				
Curriculum Development (2 modules * 85 hours * \$125 per hour)	\$10,625.00	\$531.25	\$0.00	
Curriculum Delivery (\$250/hour * 2 modules *20 deliveries * 1 hour)	\$5,000.00	\$250.00	\$0.00	
HR Support Sessions (Estimated 96 * \$125/hour * 96 hours)	\$12,000.00	\$600.00	\$0.00	
Health Care Positions Research & Data Analysis (\$125/hour * 40 hours)	\$5,000.00	\$250.00	\$0.00	
Total Professional Fees	\$32,625.00	\$1,631.25	\$0.00	\$34,256.25
Technology and Software				
PM - Software, Telephone, Cyber Security (\$180/month for 24 months @ 20%)	\$864.00	\$43.20	\$0.00	
Total Technology and Software	\$864.00	\$43.20	\$0.00	\$907.20
Venue Rental (Waiting on Quotes)				
Training Space - CFWR (\$25/hour * 16 modules * 3 hours each module/workshop)	\$1,440.00	\$72.00	\$0.00	
Kneehill County Venue Try a Trade Day	\$400.00	\$20.00		
Table & Chair, Tech, Outside Power Source Rental Kneehill Venue	\$500.00	\$25.00		
Kneehill County Venue Banquet Hall Healthcare Trade Info Day	\$400.00	\$20.00		
Strathmore Banquet Hall Breakfast & Share & Employee Resource Sessions	\$1,600.00	\$80.00		
Strathmore Banquet Hall Healthcare Trade Info Day	\$400.00	\$20.00		
Strathmore Ag Grounds Try a Trade Day	\$363.00	\$18.15		
Table & Chair, Tech, Outside Power Source Rental Strathmore Ag Grounds	\$500.00	\$25.00		
Total Venue	\$5,603.00	\$280.15	\$0.00	\$5,883.15
Meals and Travel				
Workshop Meals - 3 Modules * 40 ppl *\$17/lunch (2.5% cap)	\$452.00	\$262.00	\$0.00	
Breakfast & Share Meals - 4 Sessions*\$13/breakfast * 56 ppl	\$728.00	\$36.40	\$0.00	
Travel - 1000 km's at .55/km (10% cap)	\$550.00	\$0.00	\$0.00	
Total Meals and Travel	\$1,730.00	\$298.40	\$0.00	\$2,028.40
Total Project Budget	\$131,923.24	\$2,971.25	\$129,796.00	\$264,690.49

Partners Involved with the Project

Organization	Role/Responsibility	Cash	In-Kind	Total
Community Futures Wild Rose	Lead and Project Manager, Project Funder	\$2,590.10		\$2,590.10
Western Diversification	Project Funder	\$145,299.96		\$145,299.96
Government of Alberta	Project Funder	\$101,585.12		\$101,585.12
Prospect Human Services	Project Partner			
Community Futures Treaty 7	Project Partner – Project Promotion, Transportation of interested Nation members to closest events			
Strathmore Ag Society	Potential Project Partner – Venue			
Travelodge Strathmore	Potential Project Partner – Venue			
Golden Hills School Division	Potential Project Partner – Transportation for students			
Town of Trochu	Potential Project Partner - Venue			
Municipalities	Project Partner – Project Promotion			
Apprenticeship Delivery Services (GOA)	Project Partner - Events			
Trade & Apprenticeship Institutions	Project Partner – Information Delivery			
Totals		\$249,475.18		\$249,475.18

Risk Mitigation

Risk Activity	Probability (Low, Medium, High)			Mitigation Plan
	Time	Money	Scope	
Broadband Connectivity – Rural areas often lack adequate telecommunications infrastructure resulting in limited or no access to high-speed internet.	L	L	M	We will identify training facilities where there is sufficient access to broadband to ensure connectivity and access. HR training will be delivered in-person/hybrid at our Strathmore location for those with low connectivity.
Low event attendance	L	M	L	We will push marketing out to all municipalities and community pages in the event areas and surrounding communities
Business Participation	L	L	M/H	We will have a marketing plan and business lists to approach businesses directly to participate in the events and trainings. There will be tracking in place to track our engagements.
Weather – may impact the ability for facilitators and participants to deliver and attend workshops.	L	L	M	CFWR has access to equipment and resources to deliver workshops virtually.

Hello Chantale,

As we know, small businesses are the backbone of Alberta's economy. While more consumers are shopping online than ever before, only about one-third of Alberta's small businesses are currently set up to sell online. To help bridge this gap, I'm pleased to share some valuable resources and supports available to assist small businesses in your community.

Launched in March 2021, the Digital Economy Program (DEP) was designed to empower Alberta's small businesses to expand their business online by strengthening their digital capabilities, including website development, digital marketing, and e-commerce integration. The program, delivered by Business Link, was funded by the Government of Alberta with a grant of \$10 million and additional funding of \$3 million provided by the Government of Canada (PrairiesCan).

In recognition of the importance of digital presence to support the growth and competitiveness of small businesses, the Government of Alberta has extended its support to the DEP until December 2025. The program will be relaunching soon through Business Link with details of the digital support services that will be provided.

The extended DEP, Business Link will provide supports to increase digital literacy, enhance online presence, and promote sustainable business practices. Business Link aims to serve more businesses, especially under-served groups (including rural, Indigenous-owned and newcomer-owned small businesses) who commonly face additional challenges in adopting digital technologies. Through Business Link's Digital Strategists and a series of practical webinars, the program will continue to share strategies that have already supported many small businesses. Additional community outreach will enhance the program's accessibility, especially among the under-served groups.

I encourage small businesses in your community to contact Business Link to connect with a business strategist by calling 1-800-272-9675 (toll free) or 780-422-7722 or by visiting [Contact - Business Link](#). Business Link also provides one-on-one free advice, coaching and information on supports, including financial resources for Albertans who operate a small business.

Alberta Innovates is another program that may be of interest. Provincial grants, advice and coaching are offered to support innovation, including start-up supports. Businesses can connect with a Technology Development Advisor to navigate Alberta Innovates' resources or visit [Home · Custom Portal](#)

Other supports that may be useful to businesses in your community include:

- **Venture for Canada** ([Venture for Canada | Entrepreneurship | Ready for the Future of Work](#)), a non-profit charity focused on entrepreneurs and young Canadians, offers a wage subsidy to hire staff. The program offers up to \$7,000 in wage subsidies for small businesses and can be accessed multiple times.

• **Futurpreneur** ([Futurpreneur – Turning great ideas into successful businesses](#)) offers a mentorship program alongside loans of up to \$75,000 for entrepreneurs aged 18 to 39.

o Futurpreneur offers learning resources to everyone, regardless of age, helping entrepreneurs build capacity (e.g., creating a business plan).

o Questions can be directed to Marie-Laure Polydore, Senior Business Development Manager, at mpolydore@futurpreneur.ca.

• **ATB Financial (ATB)** ([Business Banking | ATB Financial](#)) offers traditional loans and non-traditional lending options (e.g., crowdfunding).

• **Business Development Bank of Canada (BDC)** offers funding options to eligible businesses ([Contact Us | BDC.ca](#)). BDC's Business Client Centre can be reached at 1-888-463-6232.

• **Canada Small Business Financing Program** ([Canada Small Business Financing Program](#)), provides a loan guarantee program between the federal government and Canadian financial institutions to help small and medium-sized businesses access affordable asset-based financing.

If you require additional information, please connect with the Ministry of Jobs, Economy, and Trade by sending an email to bizconnect@gov.ab.ca.

I hope these resources prove helpful to your communities. Should you have any questions, please feel free to contact my office.

Kind regards,



Chantelle de Jonge

MLA – Chestermere-Strathmore

Parliamentary Secretary for Affordability and Utilities

Email: Chestermere.Strathmore@assembly.ab.ca

Phone: 403.962.0126

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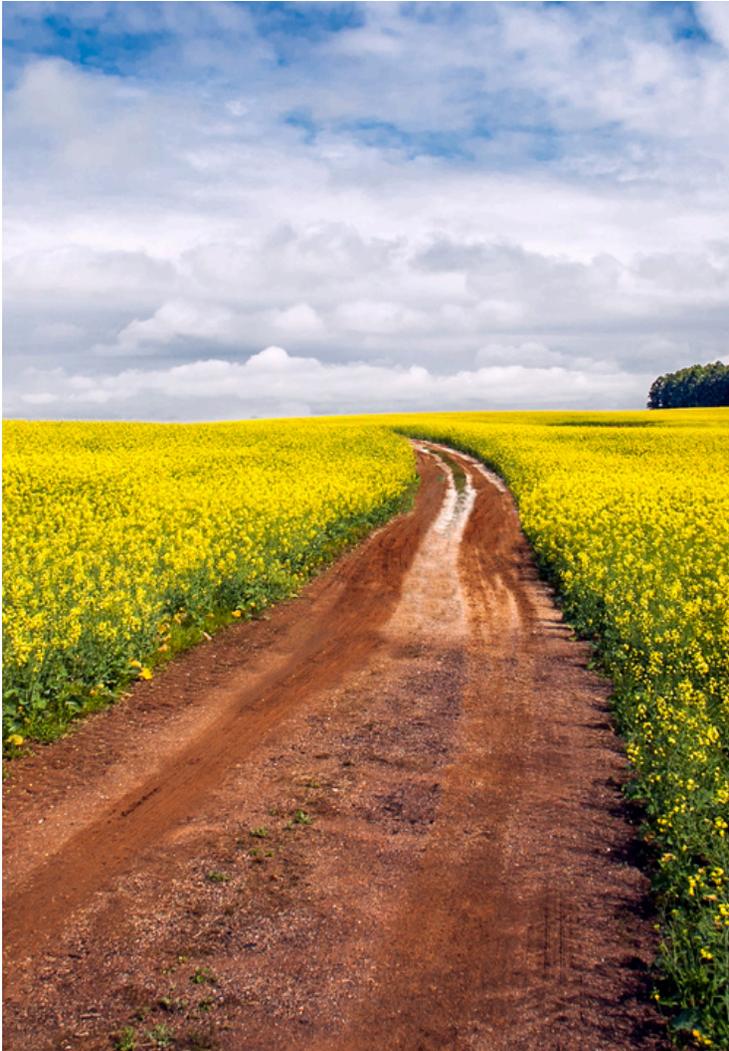
DRAFT BUDGET

2025 - 2026



PREPARED BY CHANTALE SANGSTER
EXECUTIVE DIRECTOR





INTRODUCTION

As we approach the upcoming fiscal year, it is my privilege to present to you the written report for the 2025/2026 budget.

This report aims to provide a comprehensive overview of our financial performance over the past years, as well as a detailed analysis of the proposed budget for the upcoming year.

2020-2025 BUDGET COMPARATIVE STATEMENT

As part of this budget report, I have conducted a comprehensive analysis of our budget comparatives over the past five years. The purpose of this analysis is to provide valuable insights into our financial performance, identify trends, and explain any variances that have occurred. To create this comparative report, I am presenting the financial data from the past five fiscal years, including actual revenues, expenses, and other relevant financial metrics. The report aims to present a clear and concise representation of our budget performance during this period.

TOTAL EXPENSES BY YEAR

2020 - 2021	\$ 347,248.20	2023 - 2024	\$ 491,954.30
2021 - 2022	\$ 419,154.00	2024 - 2025	\$ 513,766.54
2022 - 2023	\$ 395,289.56	2025 - 2026	\$ 573,822.03

Budget Comparative 2020-2026							
		2020-2021	2021-2022	2022-2023	2023-2024	2024-2025 BUDGET	2025-2026 PROPOSED
Expenses							
Travel Expense	T	\$ 1,297.21	\$ 2,993.00	\$ 7,519.57	\$ 9,213.60	\$ 10,000.00	\$9,000.00
Repairs & Maintenance	A	\$ 2,694.00	\$ 939.00	\$ 2,813.32	\$ 8,071.16	\$ 1,500.00	\$1,500.00
Property Taxes	O	\$ 5,132.91	\$ -	\$ -	\$ -	\$ -	
WCB Expense	W	\$ 39.00	\$ 581.00	\$ 756.82	\$ 824.52	\$ 750.00	\$825.00
Legal/Accounting	P	\$ 9,000.00	\$ 12,823.00	\$ 10,550.00	\$ 15,735.00	\$ 14,500.00	\$15,000.00
Advertising/Promotion	A	\$ 3,255.10	\$ 18,494.00	\$ 6,580.87	\$ 8,250.87	\$ 8,940.00	\$11,880.00
Office Supplies	A	\$ 6,838.56	\$ 9,217.00	\$ 14,875.42	\$ 9,584.68	\$ 9,500.00	\$9,500.00
Phone	A	\$ 1,357.07	\$ 4,265.00	\$ 2,600.00	\$ 2,315.00	\$ 3,400.00	\$3,400.00
Internet Expenses	A	\$ 1,693.46	\$ 1,860.00	\$ 2,647.00	\$ 3,192.63	\$ 4,000.00	\$4,000.00
Insurance	A	\$ 5,822.83	\$ 5,696.00	\$ 5,350.00	\$ 7,018.16	\$ 7,850.00	\$7,000.00
Membership Fees	A	\$ 100.00	\$ 688.00	\$ 521.54	\$ 574.00	\$ 660.00	\$660.00
Meeting/Conference	A	\$ 1,260.77	\$ 4,275.00	\$ 9,125.91	\$ 6,351.08	\$ 5,000.00	\$6,000.00
Staff Training		\$ 4,436.99	\$ 1,062.00	\$ 5,672.60	\$ 6,335.67	\$ 3,700.00	\$3,700.00
Condo Fees	O	\$ 9,456.00	\$ 11,679.00	\$ 11,379.52	\$ 11,013.00	\$ 12,950.00	\$12,950.00
Utilities	O	\$ 4,927.90	\$ 5,737.00	\$ 5,505.19	\$ 5,648.42	\$ 6,000.00	\$6,000.00
Bank Charges	A	\$ 102.27	\$ 59.00	\$ 100.00	\$ 140.00	\$ 140.00	\$140.00
Janitorial/Carpet Cleaning	O	\$ 3,750.00	\$ 7,425.00	\$ 7,200.00	\$ 7,200.00	\$ 7,200.00	\$7,200.00
Wages	W	\$ 237,792.67	\$ 253,445.00	\$ 224,254.69	\$ 300,348.93	\$ 305,520.09	\$325,550.09
UIC Expense	W	\$ 4,290.12	\$ 4,467.00	\$ 4,021.92	\$ 5,719.28	\$ 6,209.00	\$6,312.00
CPP Expense	W	\$ 8,629.97	\$ 9,570.00	\$ 9,346.51	\$ 13,367.31	\$ 16,422.97	\$17,583.00
Board Travel	T	\$ -	\$ 627.00	\$ 926.78	\$ 663.42	\$ 2,000.00	\$1,200.00
Board Training		\$ 200.00	\$ 1,829.00	\$ 753.40	\$ -	\$ 1,800.00	\$1,200.00
Capital Purchases			\$ 575.00	\$ 389.00	\$ -	\$ 1,200.00	\$37,800.00
Community Development Project		\$ 6,328.41	\$ 11,357.00	\$ 11,050.00	\$ 14,486.49	\$ 9,600.00	\$8,400.00
GST Expense	A	\$ 3,708.99	\$ 2,156.00	\$ 2,088.07	\$ 2,588.19	\$ 3,000.00	\$3,000.00
Credit Checks/PPSA	A	\$ 862.09	\$ 1,184.00	\$ 1,299.52	\$ 2,310.00	\$ 1,800.00	\$1,800.00
Staff Benefits Expense	W	\$ 17,913.41	\$ 22,130.00	\$ 22,501.87	\$ 28,821.48	\$ 37,150.00	\$36,859.98
RRSP	W	\$ 7,812.38	\$ 10,858.00	\$ 10,298.86	\$ 11,096.76	\$ 13,186.48	\$15,573.96
Computer Software	C	\$ 3,679.00	\$ 13,163.00	\$ 15,161.18	\$ 11,084.65	\$ 19,788.00	\$19,788.00
Total Expenses		\$ 352,381.11	\$ 419,154.00	\$ 395,289.56	\$ 491,954.30	\$ 513,766.54	\$573,822.03

DRAFT BUDGET 2025/2026

We are pleased to present to you the draft budget for the upcoming fiscal year 2025/2026. This budget has been carefully prepared based on a thorough analysis of our financial performance over the past years, as outlined in the budget comparative statement and the summary of revenues and expenses. It reflects our commitment to financial stability, growth, and the achievement of our strategic objectives. In this document, you will find a detailed breakdown of projected revenues, anticipated expenses, and the allocation of resources across various departments and initiatives. We believe that this budget will serve as a valuable tool for guiding our financial activities and ensuring the long-term success of our organization.

Total Revenue	\$ 573,822.03
Total Expenses	\$ 573,822.03

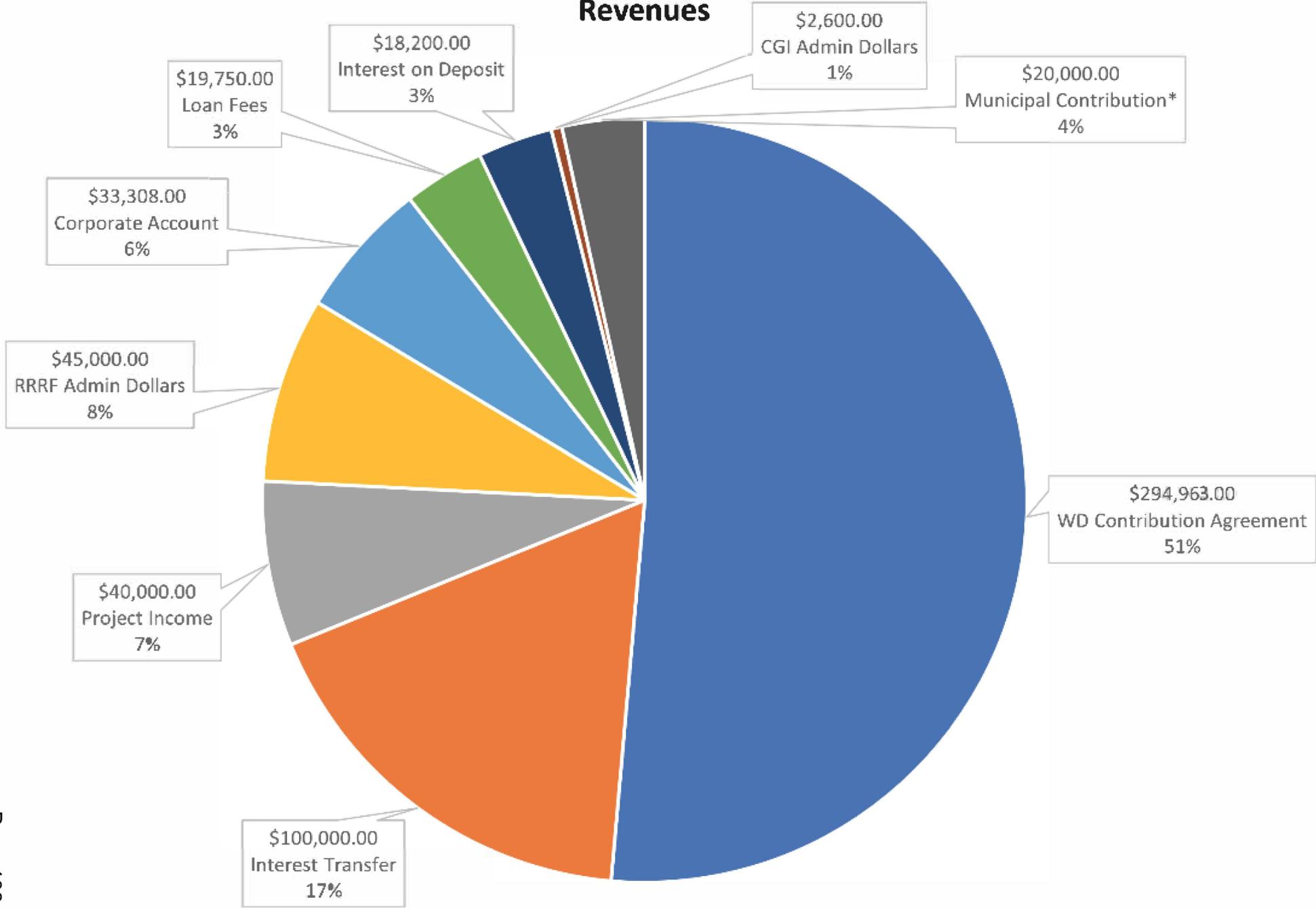
SUMMARY OF REVENUES AND EXPENSES FOR 2025/2026

Summary of Revenues and Expenses: This section provides a summary of the projected revenues and expenses for the upcoming 2025/2026 budget. We outline the anticipated sources of revenue, including contribution agreement, interest transfers, project income, and any other income streams.

By analyzing these revenue projections, we can assess the potential financial growth and sustainability of our organization. Additionally, we will provide a breakdown of the expected expenses, including personnel costs, operational expenses, marketing, office and building, and all other expenditures.

This summary will enable the board to gain a clear understanding of our financial plan for the upcoming year, make informed decisions, and ensure the effective allocation of resources to support our strategic objectives.

Revenues



SUMMARY OF REVENUES:

WD Contribution Agreement – This line item represents the annual distribution of \$294,963 as per the current contribution agreement (2021-2026). This funding was 57% of our budget in the 2024/2025 year and 51% of projected budget for 2025/2026.

Interest Transfer – This amount has been increased from last year's budget (\$75,000) and reflects the interest earned on loans that we can utilize for operations. We can access a maximum of \$100,000 per year, subject to specific criteria. The increase of \$25,000 this year will be utilized for the lower-level renovations.

Project Income – This estimate is based on expected revenue from future CED projects for the 2025/2026 fiscal year. As we currently have no projects continuing into that fiscal year, we are actively seeking grant opportunities to secure funding for the projected year.

RRRF Administration Funds – In the 2020/2021 fiscal year, we received \$91,800 for administering the RRRF loan program on behalf of the federal government. According to our contract, all funds must be used by December 31, 2025. So far, we have utilized \$46,800 and plan to use the remaining \$45,000 in the 2025/2026 fiscal year by the deadline.

Corporate Account – The current balance in the corporate account is \$126,000 and we propose utilizing \$33,308 for operations in the 2025/2026 fiscal year.

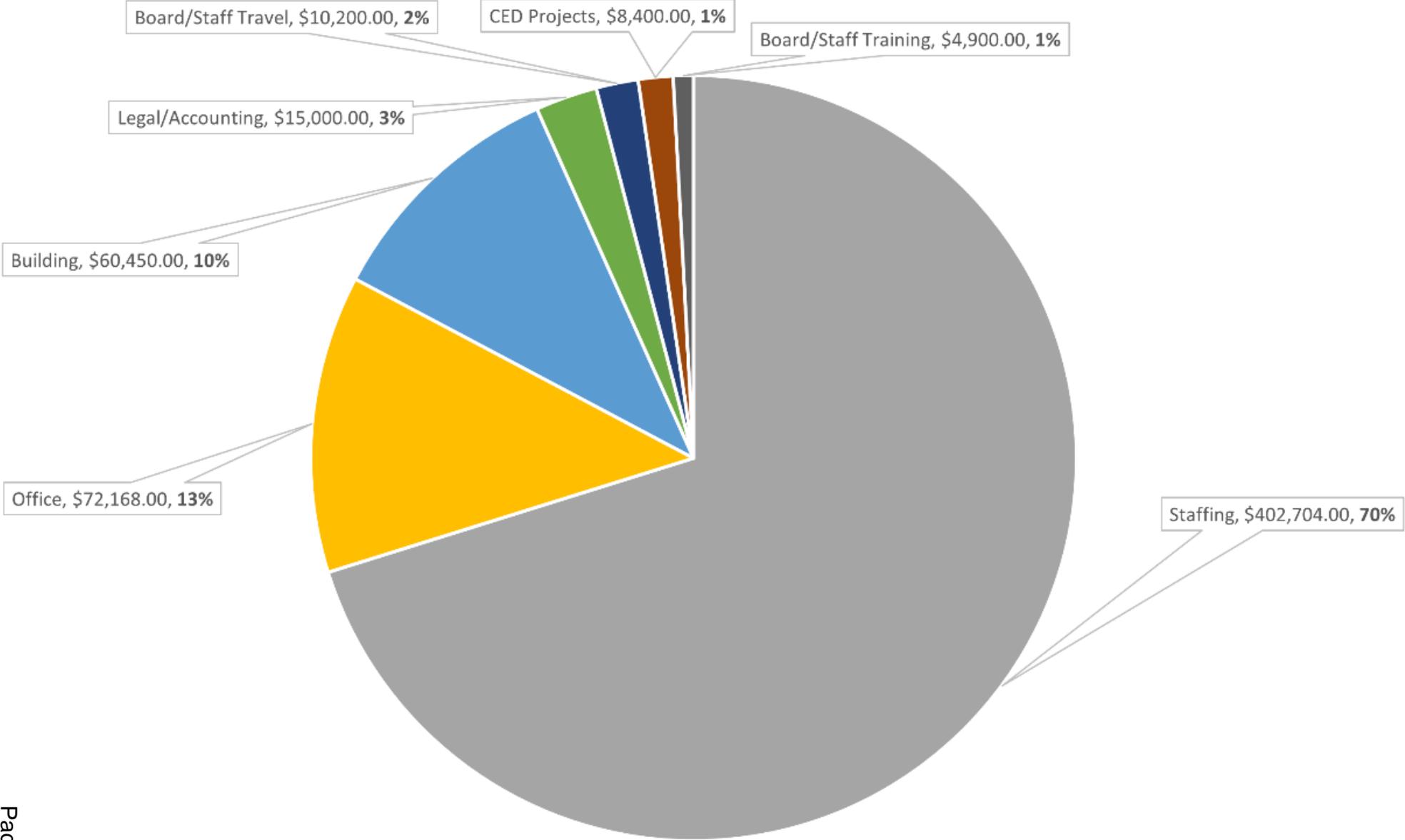
Loan Fees – Based on our experience from the past two years, we have adjusted this revenue line item from \$23,000 to \$19,750, which we believe is a more achievable projection.

Interest on Deposit – With current interest rates, we anticipate earning \$8,200 from interest on deposit, and will utilize \$10,000 from interest earned on PPN investments.

CGI Admin Dollars – In the 2022/2023 fiscal year, we earned \$13,000 for administering the CGI loan program on behalf of the Government of Alberta. To date, we have utilized \$10,400 and plan to use the remaining \$2,600 in the 2025/2026 fiscal year. All CGI admin dollars must be utilized by December 31, 2025.

Municipal Contribution – This is a new revenue line in this year's budget. Previously, we have not needed to request municipal contributions, but with no increase in core funding, it has become necessary. Our aim is to lease the lower level to avoid seeking municipal funding, but we may need to do so to sustain operations.

Expenses



SUMMARY OF EXPENSES:

Staffing: This expense includes wages, MERC, health benefits, and RRSPs. The increase accounts for salary adjustments to remain competitive in the market.

Office: These expenses cover office supplies, phone, internet, advertising and marketing, membership fees, bank charges, GST on all purchases, credit checks, and computer and cyber security monthly fees.

Building: These expenses include condo fees, repairs and maintenance, insurance, utilities, janitorial services, and capital purchases. The capital purchases increase accounts for \$25,000 for lower-level renovations and \$12,000 for new staff laptops.

Legal/Accounting: This expense reflects the current contract with Avail CPA.

Board/Staff Travel: This expense encompasses all staff and Board travel and accommodations, as well as members-at-large travel to committee meetings.

Board/Staff Training: This expense covers all staff professional development fees, as well as Board attendance at the annual Symposium and other Board training throughout the year.

CED Projects: This has been streamlined, resulting in more efficient use of resources and a reduction in overall expenses from previous years.

Budget 2024-2025

Revenue		2025-26 BUDGET	Change from Previous Year	Explanation of Difference from Previous Year	2024-25 BUDGET
Fed Gov't Contribution/Quarterly		\$294,964.00		Confirmed amount by WD	\$294,964.00
Interest Transfer Operating Fund		\$100,000.00		\$25,000 for lower level renovations	\$75,000.00
Project/Misc Income		\$40,000.03		Increase number of CED projects for 2025/26	\$33,852.54
Loan Fees		\$19,750.00		same as last year	\$19,750.00
RRRF Admin Dollars		\$45,000.00		Admin dollars remaining, new laptops for staff	\$45,000.00
Interest on deposit		\$18,200.00		ROI on PPN investment will provide \$10,000 of the \$18,200	\$8,400.00
CGI Admin dollars		\$2,600.00		Admin dollars remaining	\$8,000.00
Corporate Account transfer		\$33,308.00		Slight increase to balance budget	\$28,800.00
Municipal Contribution **		\$20,000.00		Potential ask from municipalities to balance budget	\$0.00
Total Revenue		\$573,822.03			\$513,766.54
Expenses					
Travel Expense	T	\$9,000.00		Based on historical data	\$10,000.00
Repairs & Maintenance	A	\$1,500.00			\$1,500.00
WCB Expense	W	\$825.00		Increase based on previous year actual	\$750.00
Legal/Accounting	P	\$15,000.00		Based on new contract	\$14,500.00
Advertising/Promotion	A	\$11,880.00		Based on Marketing Specialist contract	\$8,940.00
Office Supplies	A	\$9,500.00		Same as last year	\$9,500.00
Phone	A	\$3,400.00		Pro-rated staff cell phones \$1,500 and Teams \$1,900	\$3,400.00
Internet Expenses	A	\$4,000.00		Shaw Internet \$1,500/ Telus Internet \$1,000/ADT Security \$1,500	\$4,000.00
Insurance	A	\$7,000.00		Directors \$1,500/ Cyber \$450/ Building \$4,600/ Staff & Board Travel \$450	\$7,850.00
Membership Fees	A	\$660.00		3 x Chamber memberships \$407, EDA membership \$253	\$660.00
Meeting/Conference	A	\$6,000.00		CFNA Symposium/AGM/Christmas Dinner	\$5,000.00
Staff Training		\$3,700.00		Based on employment contracts	\$3,700.00
Condo Fees	O	\$12,950.00		Based on rate provided by Condo Board	\$12,950.00
Utilities	O	\$6,000.00		Based on historical data (average \$5,532, plus increases)	\$6,000.00
Bank Charges	A	\$140.00		Based on historical data (average \$157)	\$140.00
Janitorial/Carpet Cleaning	O	\$7,200.00		Based on current contract	\$7,200.00
Wages	W	\$325,550.09		4 F/T, 1 P/T	\$305,520.09
UIC Expense	W	\$17,583.00		4 F/T, 1 P/T	\$16,422.97
CPP Expense	W	\$6,312.00		4 F/T, 1 P/T	\$6,209.00
Board Travel	T	\$1,200.00		Based on historical data	\$2,000.00
Board Training		\$1,200.00		Based on historical data	\$1,800.00
Capital Purchases		\$37,800.00		Additional \$25,000 for lower level renovations	\$1,200.00
Community Development Project		\$8,400.00		Based on projected need for 2024/2025	\$9,600.00
GST Expense	A	\$3,000.00		Based on 50% of GST on expenses (average \$2,988)	\$3,000.00
Credit Checks/PPSA	A	\$1,800.00		Based on projected number of loan clients for this fiscal	\$1,800.00
Staff Benefits Expense	W	\$36,859.98		Based on current staff and wages	\$37,150.00
RRSP	W	\$15,573.96		Based on current staff and wages	\$13,186.48
Computer Software	C	\$19,788.00		TEA \$5,328/ Sage \$1,500/ BulletProof \$12,960 / new laptops for all staff	\$19,788.00
Total Expenses		\$573,822.03			\$513,766.54

1.0 CONTACT INFORMATION

Legal Name:	Community Futures Wild Rose
Mailing Address:	PO Box 2159, Strathmore, AB, T1P 1K2
Location Address:	Suite #101, 331 Third Ave, Strathmore, AB, T1P 1K5
Phone Number:	403-934-8888
Fax Number:	NA
General E-mail address:	wildroseinfo@albertacf.com
Executive Director:	Chantale Sangster
Exec. Director E-Mail:	chantale@albertacf.com
Exec. Director Cell:	403-818-2499
Chairperson:	Amber Link
Phone Number:	403-934-8252
E-mail Address:	amber.link@wheatlandcounty.ca
Website:	www.wildrose.albertacf.com
Facebook:	www.facebook.com/CFWildrose
Twitter:	https://twitter.com/cfwildrose
Instagram:	https://www.instagram.com/cf.wildrose/

2.0 ORGANIZATION INFORMATION

2.1 Description of your Organization

Please outline any changes to your office, board or staff structure in the past year (e.g. office locations, coverage and staffing, board and committee structures). If none, please indicate ‘not applicable.’

Community Futures Wild Rose had all fifteen (15) Directors reappointed to the Board on November 7, 2024. The Investment Review Committee (IRC) is currently comprised of two (2) Directors and three (3) Members-at-large.

2.2 Board of Directors

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Amber Link	Chair	Wheatland County	November 2017
Wade Christie	Vice Chair	Kneehill County	November 2017
Jason Montgomery	Treasurer	Strathmore	November 2021
Rhonda Laking	Director	Acme	November 2021
Mike Wetzstein	Director	Bassano	November 2021
Rose Jimmo	Director	Carbon	November 2023
Janelle Sandboe	Director	Chestermere	September 2024
Les Spurgeon	Director	Beiseker	November 2023
Les Schultz	Director	Hussar	November 2023

Julie Sim	Director	Irricana	November 2022
Flo Robinson	Director	Linden	November 2020
Leah Smith	Director	Rockyford	November 2021
Richard Bryan	Director	Standard	November 2021
Dennis Hazelton	Director	Three Hills	November 2021
Chris Armstrong	Director	Trochu	November 2019
Total Number of Board Members: 15			

2.3 Board Diversity

Please indicate how many of your board members identify as a member of the following groups (a person can be counted more than one):

Women	7
Indigenous	
Youth	1
Person with a Disability	
Other under-represented group	

2.4 Staff

Staff Name	Position	Salary Percentage Covered by PrairiesCan Core Funding	Month & Year Hired
Chantale Sangster	Executive Director	50%	October 2018
Pat Grabo	Business Analyst	50%	January 1993
Trisha Breault	CED Coordinator	40%	June 2023
Lindsay Desrosiers	Bus. Dev. Officer	50%	April 2023
Jo Huzan	Office Administrator	0%	January 2024
Total Number of Staff (FTEs): 4.4			

3.0 PLANNING

3.1 External and Internal Environment – Opportunities and Challenges

Describe the external opportunities and challenges facing your organization (e.g. your area's economic realities, operating context and strategic priorities). Briefly outline your plans to take advantage of these opportunities as well as to address potential challenges.

Opportunities:

1. Growing Entrepreneurial Ecosystem:

- The increasing trend of entrepreneurship in our rural areas presents opportunities for Community Futures Wild Rose to support new business ventures.

- Plan: Enhance support programs for startups, including training, one-on-one business coaching, mentorship, and access to new loan products such as loan guarantees, equity position and builder’s loans.

Challenges:

1. Stagnant Core Funding:

- Our core funding from WD has remained stagnant since 2009, and in the 2025/2026 year, it will mark the seventeenth year of no increase, now comprising only 51% of our total revenues. As a result, Community Futures Wild Rose's administration must devote significant time and resources to seeking alternative revenue streams. This includes pursuing partnerships and exploring opportunities outside our traditional mandate, to ensure the sustainability of our operations.
- Plan: Prioritize the identification and pursuit of new grant opportunities and alternative funding sources. This proactive approach will diversify our revenue streams, enhancing our financial stability and ensuring our continued ability to provide effective support to local entrepreneurs.

Describe the internal opportunities and challenges facing your organization (e.g. staff/board retention, recruitment and training). Briefly outline your plans to take advantage of these opportunities as well as to address potential challenges.

Internal Opportunities:

1. Staff Development: We have a dedicated team with diverse skills and experiences. There's an opportunity to further develop their skills through training and professional development programs.
2. Board Engagement: Our board members are deeply committed to our mission. We can leverage their expertise and networks to strengthen our organization and community impact.

Challenges:

1. Staff Retention: Like many non-profits, retaining staff can be a challenge due to budget constraints and the competitive job market.
2. Board Turnover: We recognize that we are heading into an election year, which may lead to turnover in directors. This consistent turnover every four years poses significant challenges in maintaining continuity and momentum for our operations. It's important to ensure smooth transitions and maintain institutional knowledge.

To address challenges, we plan to:

1. Implement a staff retention strategy that includes competitive compensation, a positive work environment, and opportunities for growth.
2. Develop a board succession plan to ensure smooth transitions and maintain continuity.

3.2 Strategic Priorities

Identify and describe your top three strategic goals
<p>In 2025, our strategic goals will be defined following our board's strategic planning session scheduled for May 2025. While we cannot specify the top priorities at this time, we are considering the following key areas of focus:</p> <p>Economic Development: Enhance support for local businesses and entrepreneurs to stimulate community economic growth.</p> <p>Community Engagement: Strengthen outreach and partnerships to effectively address the needs of our diverse community members.</p> <p>Innovation and Adaptability: Encourage innovation by staying responsive to changing market dynamics and client needs, promoting creative solutions and flexibility in service delivery.</p> <p>These goals will be finalized during our strategic planning process.</p>

3.3 Alignment with PrairiesCan Priorities

Please outline your organization’s plans or activities (e.g. projects/initiatives) to address PrairiesCan’s priorities. PrairiesCan acknowledges that circumstances are different across organizations and therefore your organization may only be able to address select priorities instead of each priority.

Priority	Planned Projects/Initiatives (2 – 3 sentences)
<p>Inclusiveness:</p> <ul style="list-style-type: none"> • Women • Indigenous people • Youth (aged 15-34) • Persons with Disabilities 	<p>Women: Establish marketing strategies to increase awareness of the Capital Growth Initiative (CGI) loan product and wraparound services for women entrepreneurs. Offer services such as mentorship, coaching, and networking opportunities to support the growth and success of women entrepreneurs.</p> <p>Indigenous People: Work collaboratively with CF Treaty Seven to support local Indigenous entrepreneurship in our region.</p> <p>Youth: We will offer the Young Entrepreneur Training Initiative (YETI) for the third year in the summer of 2025. We will conduct workshops and training sessions on business planning, marketing, financial management, and leadership skills for young entrepreneurs. We will also provide mentorship and guidance to young entrepreneurs through a network of experienced business professionals.</p> <p>Entrepreneurs with Disabilities Program (EDP): Pursue all opportunities to enroll those with disabilities in the EDP program offered through the CFNA. We will work with our partners to increase awareness and participation.</p>
<p>New Value and Competitiveness: <i>Accelerating economic growth through new sources of value and innovation in</i></p>	<p>We are committed to fostering a culture of entrepreneurship by providing essential resources and support for both startups and existing businesses seeking to diversify their offerings. Our initiatives will include access to mentorship, training programs, and funding</p>

<p><i>traditional sectors</i></p>	<p>opportunities that encourage innovative business models and the exploration of new markets.</p> <p>To enhance our suite of offerings, we are excited to announce the introduction of new lending products, which will include:</p> <ul style="list-style-type: none"> • Loan Guarantees: Providing assurance to lenders that loans will be repaid, thereby encouraging investment in new and existing businesses. • Equity Positions: Offering investment opportunities that allow us to take an equity stake in promising ventures, aligning our success with the success of the businesses we support. • Builders Loans: Providing financing specifically for builders engaged in constructing commercial and residential properties. By supporting those focused on residential development, we aim to address the housing crisis in our region and facilitate the creation of much-needed housing options. <p>Through these initiatives, we aim to empower entrepreneurs and contribute to a thriving economic landscape.</p>
<p>Green Economy: <i>Enabling success in a net-zero future</i></p>	<p>Collaboration with Stakeholders: We will work with government agencies, industry groups, and environmental organizations to align our efforts with regional and provincial sustainability goals. This collaboration will help leverage resources and expertise to drive impactful initiatives that support a transition to a green economy.</p>

4.0 GOVERNANCE AND ACCOUNTABILITY

4.1 Incorporation / Policy Updates

Please provide copies of the following only if they have been updated since last submitted to PrairiesCan (or WD):

Incorporation / Policy Documents:	Date Document Was Last Updated	Date Submitted
Articles of incorporation and association	November 2021	December 2021
Bylaws	November 2021	December 2021
<p>Loan fund management Please include:</p> <ul style="list-style-type: none"> • Interest Rates (if less than prime plus 2%) • Interest transfers • Loans in excess of \$150,000 (if applicable) • Syndicated Loans • Equity Positions 	January 2023	January 2023

• Appeals and redress mechanism		
Conflict of interest	November 2021	December 2021
Board of Directors (policy for appointment/selection, terms of office, etc.)	September 2021	December 2021

4.2 Cyber-Security

Please indicate when your electronic security measures and processes were last reviewed, and any subsequent upgrades.

Fall 2019 CFWR contracted BulletProof to manage all cyber security. This included a new firewall upgrade. March 2021 New Cyber Security Policy approved by CFWR Board.
2022-2023 participated in the CF PanWest Cyber Security project.
February 2022 SysGen conducted an independent study on our cyber security and processes to identify risk levels. Report indicates CFWR at a low cyber security risk.

4.3 Transparency and Accountability

As per the contribution agreement section on Reflecting Community, Transparency and Accountability, please confirm below that the most current, up-to-date information is posted on your website for the following items:

Names of the current Board of Directors (and names of any non-board members of the Investment Review Committee – if applicable)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Board Recruitment and nomination processes	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Annual audited financial statement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Performance results	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Investment/Loan Fund redress /appeals process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Please comment below if current information is not yet available on your website.

5.0 PERFORMANCE INDICATORS

The process of setting overall performance targets should take into account considerations such as your historic performance, status and trends in your region’s economy, activities of other business service providers, needs of your community(ies), capacity of your organization, etc.

Note: Both you and PrairiesCan must agree to your final overall performance targets.

5.1 Please complete the table below.

Performance Indicator	Target	GROUP 1 MPS	GROUP 2 MPS	GROUP 3 MPS
**Targets should be greater than or equal to your MPS.				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	Choose a Group			
Number of new community-based projects	3	2	2	2
Number of business training session participants	200	400	400	300
Number of business advisory services	200			
Number of loans	22	12	8	6
Value of loans	\$1,210,000	\$600,000	\$400,000	\$200,000

6.0 FINANCIAL

6.1 Budget Forecast and Cash Flow (PrairiesCan Core Funding) Requirements

Please provide your total budget forecast (revenues and expenses) for the coming year, shown by quarter. For sources of revenue, please include PrairiesCan core funding, PrairiesCan planned / requested interest transfers (if applicable – CFs and WEIs only), and other revenues of which there is a high level of certainty, as separate line items. The PrairiesCan core funding will constitute the cash flow by quarter for advance purposes.

PrairiesCan will not accept a deficit operational budget. If there is a surplus, please provide details as to why this is the case. When including other funders, please ensure PrairiesCan funding is fully committed.

Note: The following budget is an Excel embedded template.

Operations Budget (Total Operations)

	<i>Q1 Apr-Jun</i>	<i>Q2 Jul-Sep</i>	<i>Q3 Oct-Dec</i>	<i>Q4 Jan-Mar</i>	<i>TOTAL</i>
CASH RECEIPTS - REVENUES					
Total PrairiesCan Contribution**	\$73,741	\$73,741	\$73,741	\$73,740	\$294,963
Other Federal Funds					\$0
Other Provincial Funds					\$0
Other Revenue					\$0
Other Revenue	\$44,714.76	\$44,714.76	\$44,714.76	\$44,714.75	\$178,859
Planned Interest Transfer (up to 75% of net growth or \$100,000)	\$43,750	\$18,750	\$18,750	\$18,750	\$100,000
Requested Interest Transfer (greater than 75% of net growth or \$100,000)					\$0
Total Revenues*	\$162,205	\$137,206	\$137,206	\$137,205	\$573,822
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$93,126	\$93,126	\$93,126	\$93,126	\$372,504
Administration	\$16,780	\$16,780	\$16,779	\$16,779	\$67,118
Travel, Meals and Accommodations	\$3,775	\$3,775	\$3,775	\$3,775	\$15,100
Office Equipment/ Computers	\$4,775	\$4,775	\$4,775	\$4,775	\$19,100
Expenses linked to Interest Transfer	\$43,750	\$18,750	\$18,750	\$18,750	\$100,000
Other (specify)					\$0
Total Expenditures*	\$162,206	\$137,206	\$137,205	\$137,205	\$573,822
RECONCILIATION					
Surplus	-\$1	\$0	\$1	\$0	\$0

*Revenue and expenditure totals should agree.

**PrairiesCan's total contribution should be accounted for in the cash-flow requirements above.

7.0 ATTESTATION

I attest that the information contained in this document is true and correct, and that the operating plan and budget has been presented to and approved by the appropriate authority.

Completed by:

Name:	Chantale Sangster
Title:	Executive Director
Date:	January 9, 2025

Submission Instructions

- Please utilize the [PrairiesCan portal \(https://pacifican.prairiescan.gc.ca\)](https://pacifican.prairiescan.gc.ca) to upload this document by **January 31, 2025**.
 - Please upload a copy of your Operating Plan in WORD format only. Please do not submit a PDF version.
 - Make sure to click the “Notify Officer & Exit” button to complete the upload.
 - Please follow up with an email to your PrairiesCan Officer advising that it has been submitted.
-

RRRF Quarterly Report

CF Office Name:	CF Wild Rose
Date of Report:	15-Dec-24
Total of <u>this</u> Payment Sent to CWT:	\$ 15,324.43

Please enter your data into the cells shaded in blue only

Payments Collected this Quarter

	Payments	Forgiven	Loan Loss
Round 1	\$ 6,873.39		
Round 2	\$ 3,918.62		
Round 3	\$ 3,400.68		
Round 4	\$ 1,131.74		
Total Collected (autocalculates)	\$ 15,324.43	\$ -	\$ -
Variance (if any)	\$ -	<i>(this number should agree to total payment noted above)</i>	

Note: "Forgiven" will not change after March 2024. Please leave that cell blank if reporting after that date

	Month	Day	Year
This report represents RRRF loans collected to:	11	30	2024

	Month	Day	Year
Date Collected Payments sent to CWT	12	15	2024

please email this report to: cfna@albertacf.com

CFWR Board of Directors 2025 Calendar

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Board Meetings	9th	6th	6th	3rd	1st	19th			4th	2nd	6th	4th
Heart of Our Community Nominations Dec 1 - Feb 28: Wheatland County, Strathmore, Bassano, Standard, Hussar, Rockyford												
New Board Member Orientation	9th											
2025/2026 Budget	9th											
Oct-Dec Quarterly Report on KPI targets	9th											
Dec RRRF Quarterly Payment Report	9th											
WD Operations Plan 2025/2026	9th											
2025 Loan Interest Rate Decision	9th											
CFWR Board Policies for Review		6th										
Heart of Our Community Nominations March 1-May 30: Trochu, Three Hills, Carbon, and Kneehill County												
Q2 Heart of the Community Nominations			6th									
Staff Performance Evaluations			TBD									
Jan-Mar Quarterly Report on KPI targets				3rd								
Annual Provision for Loss & Write Off Report				3rd								
March RRRF Quarterly Payment Report				3rd								
Annual Marketing Plan for 2025/2026				3rd								
Heart of Our Community Selection Q1				3rd								
CFWR 2022/2025 Strategic Plan Review				3rd								
Community Business Walks w/ Directors				TBD								
WD Quarterly Report				20th								
WD Annual Performance Report					1st							
Auditor Field Work					13-15th							
CFWR 2025-2028 Strategic Planning Session					TBD							
Community Business Walks w/ Directors					TBD							
Heart of Our Community Nominations June 1- Aug 31: Linden, Acme, Beiseker, Irricana												
Q3 Heart of the Community Nominations						1st						
Financial Statement Review With Auditor						19th						
Annual General Meeting						19th						
Heart of Our Community Selection Q2						19th						
June RRRF Quarterly Payment Report						19th						
CFWR 2024/2025 Annual Report						19th						
Heart of Our Community Nominations: Sept 1 - Nov 30: Chestermere, Langdon, Balzac, and Carseland												
CFNA Annual Symposium									Virtual			
Policies Review/Revision									4th			
Apr-Sept Quarterly Report on KPI targets										2nd		
Executive Director Performance Review										2nd		
Sept RRRF Quarterly Payment Report										2nd		
Heart of Our Community Selection Q3										2nd		
WD Quarterly Report										20th		
Special Meeting of Shareholders											6th	
WD Semi-Annual Financial Statements											6th	
2026/2027 Budget Review												4th
Board & Staff Christmas Dinner												4th
Heart of Our Community Selection Q4												Jan 8th

Investment Review Committee Meetings	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Quarterly Meeting/Provisions/Writeoffs			19th									
Quarterly Meeting						11th						
Quarterly Meeting/Committee Members									24th			
Quarterly Meeting												10th

Governance Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
At the call of the Chair												

Audit/Finance Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Review Draft Audited Financial Statements						1st week						
Review Draft 2023/24 Budget											3rd week	

Management & Personnel Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
ED Performance Review										2nd		

Sustainability Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
At the call of the Chair												



Jan 27, 2025

Dear Strathmore Council Members

I hope this letter finds you well. I am writing to you as the Wheatland Housing Management Body (WHMB) regarding our application to build a new senior's lodge in Strathmore, Alberta.

First and foremost, I would like to commend the government for its continuous efforts in addressing the needs and concerns of our community. Your dedication and service are highly appreciated by all residents. However, I feel compelled to bring to your attention the pressing issue of a new lodge, which has significant implications for seniors and our community.

Senior's lodging is an important and necessary service. Research has demonstrated a clear need to address our aging population; with the baby boom front end now 80, our waitlists will rise exponentially.

Please be advised that WHMB is ready, we have:

- Secured seed funding from Canada Mortgage and Housing Corporation that supported advancement of the project to its current state of readiness
- Worked diligently to advance drawings and specifications, while continuing to adapt to the changing energy and accessibility requirements of CMHC for fund stacking.
- Advanced the budget, certified 'Class B', managing ongoing inflationary pressures, and CMHC adjusted requirements.
- Advanced the project to meet all requirements for our development permit submission
- Secured major funding commitments from all our member municipalities that exceed the requirements of the Alberta Housing Partnership Program (AHPP).
- Prepared our application for the CMHC Affordable Housing Fund that also exceeds the program requirements (contingent upon AHPP to advance).

This "shovel ready" project can be in the ground this year with the approval of our AHPP application.

In light of the above, I respectfully urge you to support our initiative with your colleagues. I am confident that, with your leadership and commitment, we can get our new lodge built.

Thank you for your time and consideration. I look forward to your positive response.

Yours sincerely,

Glenn Koester
Wheatland Lodge Board Chair