



**Rocky View County  
Family & Community Support Services (FCSS)**

**2022 FCSS GENERAL FUNDING APPLICATION**

**(FUNDING PERIOD: January 1 – December 31, 2022)**

**\*ALL INFORMATION PROVIDED IS PUBLIC\***

**APPLICATION DEADLINE IS 4:00 P.M. AUGUST 30, 2021 NO EXCEPTIONS**

1. ORGANIZATION INFORMATION	
Organization Name	North Rocky View Community Links Society
Program Name	Family Resource Program
FCSS Funding Request (over \$7,500) (from Section 9.6 C Proposed Budget)	\$56,500
E-Mail Address and Website	<a href="mailto:info@nrvc.ab.ca">info@nrvc.ab.ca</a> <a href="http://www.nrvc.ab.ca">www.nrvc.ab.ca</a>
Mailing Address (include postal code)	#211, 125 Main St. NW, Airdrie, AB T4B 0P7
Street Address (for courier purposes)	Same as above
Agency Telephone Number	403-945-3900
Agency Fax Number	403-945-3901
Executive Director Name	Brenda Hume
Program Contact Name	Barbara Gross
Phone Number (If different from above)	Brenda 403-945-3916, Barb 403-945-3927

**2. CERTIFICATION OF COMPLIANCE**

This is to certify that to the best of my knowledge and belief, the information included in this application complies with the requirements and conditions set out in the Family and Community Support Services Act and Regulation.  
(<https://www.alberta.ca/family-and-community-support-services-fcss-program.aspx>)

**A program outcomes evaluation is required by February 28, 2023 if your application is successful**

*Brenda Hume*

\_\_\_\_\_  
Signature (Agency Signing Authority)

Executive Director  
Title

**Brenda Hume**  
Print Name

**8/25/2021**  
Date

**Submit Completed Documents to, or for further assistance contact:**

Dimitri Dimopoulos, FCSS Coordinator  
Rocky View County  
262075 Rocky View Point  
Rocky View County, AB T4A 0X2

**For further assistance, please call 403.520.1289 or email [fcss@rockyview.ca](mailto:fcss@rockyview.ca)**

***Please note that faxed or e-mailed copies of the application will not be accepted. It is strongly recommended that you courier or hand deliver your proposal (printed single sided pages only) and request confirmation of receipt.***  
**APPLICATION DEADLINE IS 4:00 P.M. AUGUST 30, 2021 - APPLICATIONS NOT RECEIVED BY THIS DEADLINE WILL NOT BE ACCEPTED.**

☒ Please email confirmation of receipt of this application to: [Lori@nrvc.ab.ca](mailto:Lori@nrvc.ab.ca)



Please indicate how you heard of the Rocky View County FCSS Program:

\_\_\_\_\_ newspaper ad                      \_\_\_\_\_ social media                      \_\_\_\_\_ website visit/search  
\_\_\_\_\_ word of mouth                        X   other (specify) \_\_\_\_\_ past connection to RVC FCSS \_\_\_\_\_

<b>3. SOCIETY MEMBERSHIP (current)</b>	
Number of Members	26
Membership Fee Per Member	\$1.00

<b>4. TYPE OF ORGANIZATION</b>		
Alberta Societies Act Registration Number:	5013937874	
Charitable Number (if have one):	106690241RR0001	<input type="checkbox"/> Government Agency

<b>5. DAYS AND HOURS OF OPERATION OF THE PROGRAM</b>							
	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
OPERATING HOURS	<b>Airdrie Office</b> 8:30 am - 4:30 pm <b>Beiseker Office</b> Closed	<b>Airdrie Office</b> 8:30 am - 4:30 pm <b>Beiseker Office</b> 9:30 am - 3:00 pm	<b>Airdrie Office</b> 8:30 am - 4:30 pm <b>Beiseker Office</b> Closed <b>Crossfield Satellite Office</b> 10:00 am - 1:00 pm (2 <sup>nd</sup> Wed of each month) <b>Irricana Satellite Office</b> By appointment	<b>Airdrie Office</b> 8:30 am - 8:00 pm <b>Beiseker Office</b> Closed	<b>Airdrie Office</b> 8:30 am - 4:30 pm <b>Beiseker Office</b> 9:30 am - 3:00 pm		
Dates not Open:	Between Christmas and New Year: Dec. 24 afternoon, Dec. 25 – 31, 2022, Jan. 3, 2023						
Statutory Holiday:	Closed			Other	Our Airdrie office is closed from 12-1pm daily. The agency is closed the 3rd Wednesday of each month from 12:00-4:30pm for staff meeting. Please note that some groups, workshops, and parent consultations are offered in the evening and on weekends.		

<b>6. DOCUMENTATION REQUIREMENTS:</b>	<b>ATTACHED</b>
<u>Do not provide other attachments unless requested to do so.</u>	
List of current agency Board of Directors by name and Board position (Board information is requested to ensure sufficient governance and make members accessible to administration, if required.) Do not include personal contact information (home addresses, emails, or phone numbers).	<input checked="" type="checkbox"/>
Fee Policy and Schedule (if applicable)	<input type="checkbox"/>
Organizational Chart of Agency	<input checked="" type="checkbox"/>
Certificate of Incorporation under the Societies Act if new applicant. (Not applicable to other municipal governments and associated departments)	<input type="checkbox"/> Included <input type="checkbox"/> Not Applicable

Constitution and Bylaws (first time applicants only unless changes were made by previously funded groups)	<input checked="" type="checkbox"/>
Job description(s) for County FCSS funded positions requested (first time applicants only unless changes were made by previously funded groups)	<input type="checkbox"/>
Most recent Audited Financial Statement	<input checked="" type="checkbox"/>

*The personal information on this form is being collected for the purpose of determining eligibility of an applicant to receive FCSS funding; to assist in administering the FCSS funding; and to monitor, assess, and evaluate your program. This information is collected under the authority of Section 33 (c) of the Freedom of Information and Protection of Privacy Act and may become public information once it is submitted to the FCSS program. Questions regarding the collection of this information can be directed to the Manager, Recreation and Community Services at 403.520.6307.*

<b>7.1 PROGRAM DESCRIPTION</b>
<b>Provide a brief program description in a few sentences (to be used for publication by FCSS)</b>
<p>The Family Resource Program offers community programming that focuses on primary prevention strategies for parents and caregivers in North Rocky View as well as quality child development programming. Our goal is to offer evidence-based positive and effective parenting and child development information and strategies to increase knowledge, confidence, and coping skills in parents/caregivers that they can pass on to their children. We also strive to reduce isolation for families to increase their support network. We meet this goal through information, resources and on-going support that enhances the ability of individuals to provide the best possible environment for the development of strong, healthy, positive families that are more resistant to crisis and more active members of the community.</p>

<b>7.2 PREVENTION</b>		
In what way(s) is your program preventive in nature? Check the appropriate items from the following list. You will be required to report on each of the Outcomes that you have selected.		
<b>Provincial Outcome</b>	<b>Rocky View County Outcomes</b>	
Improved social well-being of individuals	Outcome 1: Individuals experience personal well-being. Indicators: Resilience; self-esteem; optimism; capacity to meet needs; autonomy; competence; personal engagement; meaning and purpose.	<input type="checkbox"/>
	Outcome 2: Individuals are connected with others. Indicators: Quality of social relationships; social supports available; trust and belonging.	<input type="checkbox"/>
	Outcome 3: Children and youth develop positively. Indicators: Developmental assets.	<input type="checkbox"/>

<b>Provincial Outcome</b>	<b>Rocky View County Outcomes</b>	
Improved social well-being of families	Outcome 4: Healthy functioning families. Indicators: Positive family relationships; positive parenting; positive family communications.	<input checked="" type="checkbox"/>
	Outcome 5: Families have social supports. Indicators: Extent and quality of social networks; family accesses resources as needed.	<input checked="" type="checkbox"/>

<b>Provincial Outcome</b>	<b>Rocky View County Outcomes</b>	
	Outcome 6: The community is connected and engaged. Indicators: Social engagement; social support; awareness of the community; positive attitudes toward others and the community.	<input type="checkbox"/>

Improved social well-being of the community.	Outcome 7: Community social issues are identified and addressed.  Indicators: Awareness of community social issues; understanding of community social issues; agencies and/or community members work in partnership to address social issues in the community.	<input type="checkbox"/>
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### 7.3 PRIMARY TARGET

Indicate the Primary target at whom the program is aimed by estimating the percentage of the program's FCSS allocation that is directed to services in the following categories.

Children		%
Youth		%
Families	100	%
Adults		%
Seniors		%
Volunteerism		%
Community Development		%
<b>Total</b>	<b>100</b>	<b>%</b>

### 7.4 SOCIAL SERVICE CONTINUUM

Please indicate the percentage of each section below that your program provides.

• <b>Promotion:</b> Programs and services that promote public education and awareness of social needs.	0	%
• <b>Prevention:</b> Programs and services focused at the earliest opportunity on individuals and families whose social well-being in community life is at risk.	100	%
• <b>Early Intervention:</b> Programs and services focused on individuals and families with identified early signs of unmet needs, who require support to enhance their social well-being.	0	%
• <b>Specialized Services:</b> Programs and services for individuals and families focused on emerging social needs not yet sufficiently addressed by community support.	0	%
• <b>Remediation Services:</b> Programs and services for individuals and families with clearly defined unmet needs, who require assessment, intervention, and treatment to enhance their social well-being.	0	%
<b>Total</b>	<b>100</b>	<b>%</b>

### 8. COORDINATION AND COMMUNICATION

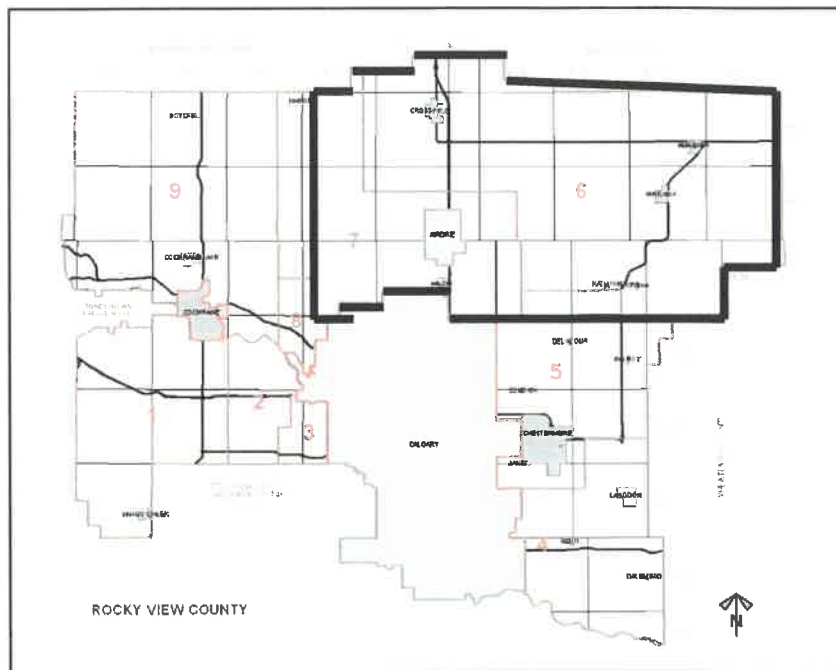
**A. Identify organizations within the program's catchment area (define your region of operation; include towns and border of service area and also clearly mark it on the map with thick black lines) that provide similar services.**

Our mandate is to serve families in the North Rocky View area including the City of Airdrie, Towns of Crossfield & Irricana, Village of Beiseker, and North Rocky View County residents.

Organizations within the catchment area that provide similar services include:

- Rocky View Schools Adult Learning (Early Literacy),
- Irricana Municipal and Rural Library (Early Literacy),
- Beiseker Library (Early Literacy),
- Alberta Health Services (Nutrition).





**B. What cooperative and coordinative steps has the program taken with these agencies?**

The Family Resource Program works to deliver parenting and child development information and referrals to families in the North Rocky View area. This includes partnerships with **Alberta Health Services, Rocky View School Division and Rocky View Schools Adult Learning**. Together with our existing partners, we are collaborating with the libraries in Irricana and Beiseker to offer programs. All these collaborative programs serve North Rocky View County families.

**C. Describe the similarities and differences between the proposed program and those identified as being delivered by other organizations.**

**Similarities:** Community Links, Rocky View Schools Adult Learning, and libraries offer programs which stress the importance of early literacy. Community Links and Alberta Health Services offer resources and supports to residents to promote healthy development and family wellness.

**Differences:** While all these organizations do offer limited services and programs to families, Community Links is the only organization that offers a comprehensive range of primary prevention programs and services for families (parents/caregivers) of children 0 – 17 years of age. Programs offered by Rocky View Schools Adult Learning and the rural libraries are based on early literacy information transference, whereas our programs provide information, resources, and on-going support that focus on positive parenting and all areas of child/youth development including literacy and safety. The Family Resource Program provides parents and caregivers an opportunity to build capacity and resilience that contributes to the healthy development and well-being of children and families.

**OUTCOMES MODEL**

(For further information on the outcomes model contact the County FCSS program for a copy of a toolkit.)

**9.1 AGENCY/PROGRAM VISION**

Desired social condition. May be your agency's existing vision statement.

Community Links: *Strong Individuals Strong Families Strong Communities*

Family Resource Program: Adults who live or work with children and youth are empowered to create an optimal environment in which children and youth can reach their potential and become responsible, contributing members of their community.

## 9.2 AGENCY/PROGRAM MISSION

Unique role in working towards the desired social condition. What are you currently doing to achieve your mission (e.g. other programs and services that are not a part of this application for funding)?

Our program provides parents and caregivers the support, resources and information they want/need to empower their decisions when creating an optimal environment for their family that will help to ensure better outcomes for children.

The Family Resource Program offers five core services: Early Childhood Learning and Care; Family Support, Parent Education; Developmental Screening and Information and Referral.

In addition to this, our agency provides a wide variety of services that span from birth to seniors. Some examples of this are Intake, Counselling, Family Day Home, Volunteer Services, Seniors Support, the Toy Lending Library, and Community Engagement Services.

## 9.3 STATEMENT OF NEED

Problem statement: description of the situation you wish to change.

A strong, healthy environment is one of the strongest predictors of a child's ability to acquire the skills they need to be successful in life. Rocky View County 2016 Census shows that 19.4%<sup>1</sup> of the population is under 15 years of age. Many of these young families have moved into the area and may lack natural supports. To continue to improve child outcomes, research says that we need to focus on the development of the adults who are important in a child's life.<sup>2</sup> "Core skills are a set of skills that help people manage life, work, and relationships."<sup>3</sup> "No one is born with these skills; they are developed over time"<sup>4</sup> and are "crucial for learning and development."<sup>5</sup> "Strengthening families and building confidence while supporting positive parenting, healthy child development, and social connections will help ensure children have the nurturing relationships and safe, supportive environments to grow and learn. Their future depends on it."<sup>6</sup>

1. Rocky View County Demographics: 2016 Census Results. [www.rockyview.ca/Business/InvestinRockyView/Demographics.aspx](http://www.rockyview.ca/Business/InvestinRockyView/Demographics.aspx)

2. Dunst, Carl J. & Espe-Sherwindt, Marilyn. June 2016. Family Centered Practices in Early Childhood Intervention. (Handbook of Early Childhood Special Education pp. 37 – 55.)

3. The Centre of the Developing Child, Harvard University. 2021. "Three Early Childhood Development Principles Improve Child Family Outcomes."

4. The Centre of the Developing Child, Harvard University. 2021. "Three Early Childhood Development Principles Improve Child Family Outcomes."

5. The Centre of the Developing Child, Harvard University. 2021. "Three Early Childhood Development Principles Improve Child Family Outcomes."

6. Alberta Government, July 2013. "Together We Raise Tomorrow project." [www.earlychildhood.alberta.ca](http://www.earlychildhood.alberta.ca)

## 9.4 STRATEGY/ACTIVITIES

How will the program address the specified need? What goal or long-term change or impact do you want to achieve? What are you going to do in the program to achieve your goal(s)?

The program aligns to the empowerment principles of family support and adheres to the Guiding Principles of Family Supports.<sup>7</sup> The Family Resource Program is a community driven, strength-based, evidence-based approach for all families. The wide variety of programs provides a welcoming, safe first point of access to more specialized services in the agency and community. Our primary focus is on families with young children and provides opportunities to enhance both the adult and child skills. Parent education programs and information are offered to enhance caregiver capacity and resiliency. The Families Canada (formerly the Canadian Association of Family Resource Programs) model places parent education and support at the very centre of all early childhood services, such as literacy, nutrition, health care, and education. (Canadian Association of Family Resource Programs, 2000, as cited in Escobar, C.C., 2019).<sup>8</sup> Research and experience support the theory that a more confident, competent parent reduces problem behaviour for the child and can improve family interactions. Short Term studies of parent training programs show an immediate reduction in problem behavior and increased quality of life for both the parents and the child (Dretzke, 2005, as cited in Escobar, C.C., 2019).<sup>9</sup> The need is evident when 36.1% of North Rocky View kindergarten children are experiencing developmental difficulties. This is 6.7% higher than the Alberta rate.<sup>10</sup> Five core services are delivered in a variety of ways throughout the community to accommodate learning styles, lifestyles, and work schedules. Programs and services are offered year-round, throughout the week, both daytime and evening and occasional weekends. We have implemented the use of video programming and YouTube. In 2022 we will be implementing some programs through Webinars that can be available to families quickly with staff follow-up to answer any questions and offer further support. As part of a larger organization, we offer a multi-disciplinary, ecological approach to supporting families.

7. Guiding Principles of Family Support, Families Canada, 2020.

8. Escobar, C.C. (2019). Health Economics and Human Services: Family Resource Centers in Alberta, Canada.

9. Escobar, C.C. (2019). Health Economics and Human Services: Family Resource Centers in Alberta, Canada.

10. Government of Alberta, 2016. Alberta Early Development Instrument (EDI) Community Profile Report, Data Collection, North Rocky View. Page 6 & 8.

### 9.5 RATIONALE

An explanation of why you believe this strategy or approach will work; include research if possible.

“Compelling evidence from a wide range of scientific disciplines tells us that early experiences, combined, with gene-environment interaction, lay the foundation - for good or ill – for brain development and nearly all aspects of human development throughout life.”<sup>10</sup> Overwhelmingly, research shows that parenting has a powerful impact on a child’s ability to learn and behave appropriately. Increasing the probability of positive outcomes will impact how well children do in school, their physical and mental health, behaviour, relationships, and general well-being. Research reviews of Family Resource Programs “indicate that this type of help-giving is related to a host of positive parent, family, and child outcomes, including self-efficacy beliefs, parents’ sense of confidence and competence, and parent and family psychological health and well-being.”<sup>11</sup> “The healthy development of all children provides a solid foundation for economic productivity, responsible citizenship, strong communities, and successful parenting of the next generation.”<sup>12</sup>

10. Center on the Developing Child, Harvard University, 2013. “Five numbers to remember about Early Childhood Development”. [www.developingchild.harvard.edu](http://www.developingchild.harvard.edu).

11. Mas, J.M., Dunst, C.J., Balcells-Balcells, A., Garcia-Ventura, S., Gine, C., & Canadas, M. (2019). Family-centered practices and the parental well-being of young children with disabilities and developmental delay. *Research in developmental disabilities*, 94, 103495.

12. Alberta Family Wellness Initiative, *Sharing the Brain Story*, 2015. Page 13.

### 9.6 INPUTS

**\*Please see end of application for budget shell. Budget sheet(s) MUST follow the template as provided.**

A. Have you researched or sourced other methods of funding? How do you propose to sustain this program?

The Family Resource Program is funded by Rocky View County FCSS, City of Airdrie FCSS, community donations and user fees.

To address the continued growth of our programs and the need for increased and sustainable funding, Community Links continues to work on goals that: create awareness in the community about the needs of the agency; identify opportunities to participate in 3<sup>rd</sup> party fundraising events and secure donations from a number of new and existing donors with a focus on ongoing vs. one-time support. We also hold agency fundraisers. These efforts, although critical to sustain and expand programming for the community, add to the already heavy workloads of staff, Board and volunteers.

Community Links also continually explores and submits applications to various foundations that meet the criteria of the specified project.

B. Has this budget been authorized by your Board of Directors? Yes ☒ No ☐ If no, please explain:

### 9.7 PROJECTED OUTPUTS *(Count of products and services delivered to the target group. For definitions, see the end of the report)*

Please report the projected direct product of your activities, usually measured by volume of work accomplished. Must include projected number of individual participants, volunteers and volunteer hours. Other outputs may include projected number of training sessions, workshops, and community development programs. Include projected number of County residents utilizing services. Rocky View County residents do not include people who reside in Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, Irricana or Redwood Meadows. It does include those who live outside of these municipalities and within the hamlets located within the County’s borders.

#### A. PROJECTED NUMBER OF INDIVIDUAL PARTICIPANTS SERVED:

People served should only be counted once unless they are part of a family being served (see definitions). DO NOT include group participants, contacts, or community development initiatives if counted below.

##### **Family Supports and Developmental Check-Ups**

These programs are available during regular office hours and may be provided after hours as well. Parent Consultation are information, resources, and support that are offered one-on-one to parents and caregivers in-person, over the phone or virtually. The Ages & Stages and Ages & Stages Social-Emotional Developmental Screens are offered on-line or in-person. These are scored by a trained Parent Mentor and discussed with the family.

Number of Children/Youth (0 to 18 years) 200 Number of County Residents: 20

Number of Adults (19 to 64 years) 250 Number of County Residents: 12

Number of Seniors (65+ years) 4 Number of County Residents: 1

Number of Families 200 Number of County Families: 20

**B. PROJECTED NUMBER OF GROUPS SERVED:**

(e.g. workshops, training and/or education groups)

**Parent Education: Workshops/Groups (including SafeKids and SafeTots)**

**Early Childhood Learning & Care: Preschool/Parent (caregiver) Groups**

These programs offer support, resources, activities, and information to families and include both Parent-Only and Child-Parent interactive sessions. These are offered on-site, in the community or virtually. They combine information about positive parenting strategies and child/youth development.

Number of Groups: 89 Total Number of Participants: 2300 (adults and children) Number of County Residents: 60

**C. PROJECTED NUMBER OF CONTACTS PROVIDED:**

(e.g. providing assistance with forms/referral; telephone, mail outs, email, and social media)

**Information and Referral**

Number of Clients: 375 Number of County Residents: 4

**D. PROJECTED NUMBER OF COMMUNITY DEVELOPMENT INITIATIVES:**

(E.g. community assessment, mobilization, and/or advocacy committees. Do not include service to individuals)

N/A

Number of Initiatives: Number of Clients: Number of County Residents:

**E. VOLUNTEERISM**

a) What are the roles of volunteers in the program?

Program assistants and Practicum Students

b) How does the program promote, encourage, and facilitate the use of volunteers?

Community Links takes proactive measures to minimize volunteer turnover by building strong relationships with volunteers. Every effort is made to ensure they feel connected and part of the team. An important part of this is by encouraging all staff, not just those directly connected to the volunteer role, to engage with volunteers. Staff are encouraged to introduce themselves to volunteers, address volunteers by name and thank volunteers for their commitment to the agency and the community.

To promote volunteerism in the agency, staff are encouraged to review their roles and determine where volunteer positions can be created, allowing staff more time to increase the delivery of direct services to community residents.

Volunteers are recognized verbally and through hand-written thank you cards, as well as through Certificates of Appreciation, coupons for local businesses, letters of recommendation and a Volunteer Appreciation Event held annually. Volunteers who exceed expectations are recognized with a special gift such as a gift card or a lunch. The agency will host a minimum of two training sessions in 2022. These retention strategies ensure that volunteers feel that they are part of the team and they feel more positive and energized because of their connection with our agency.

Community Links attracts volunteers through:

- Community Links website
- newsletters: Community Links quarterly newsletter, church bulletins
- local media: radio and community newspapers
- Volunteer Airdrie website
- social media – Facebook, Instagram and Twitter
- agency booth at community events
- presentations to local faith community groups and Service Clubs
- targeted recruitment to seek volunteers with specific skills and qualities
- word of mouth

Community Links retains qualified volunteers by:

- presenting the agency as enthusiastic and prepared to utilize volunteers;
- touring new volunteers through the agency, introducing staff and explaining how each department contributes to a strong, supportive work environment;
- preparing accurate and thorough job descriptions;
- recognizing and helping volunteers to develop individual skills, such as leadership, social skills and self-esteem;
- appreciating and recognizing volunteers both informally and formally;
- building solid relationships through caring conversations and constant engagement;



- representing volunteerism as a fun activity that helps oneself, makes a difference to others and strengthens and sustains community;
- setting up a formal interview, orientation and selection process for prospective volunteers, indicating our commitment to professionalism;
- connecting volunteer opportunities to the agency's Mission;
- clarifying the nature of the social change that the agency is seeking;
- developing clear short-term goals that relate to the desired outcome;
- communicating volunteer initiatives throughout the community;
- providing volunteers with training opportunities that are appropriate to their volunteer position; creating opportunities where volunteers take on a mentorship role with other volunteers. This increases their sense of well-being and personal growth.

For the information below, please refer to the Community Links Community Connections 2022 application.

c) Total number of volunteers in agency/program:	
d) Total number of volunteer hours in 2020:	
e) Estimated number of volunteer hours until the end of 2021:	

### 9.8 EXPECTED OUTCOMES

Statements, which describe the difference the agency/program intervention will make with clients in the short term, mid-term, and long term. These must logically connect to the Provincial and Rocky View County Outcomes in Section 7.2.

**At this point, we do not have the ability to track mid-long term outcomes.**

#### **Improved social well-being of families: Healthy Family Functioning.**

1. Long-Term Outcome: Families are supported to provide a nurturing, positive, healthy, safe environment for children.
  - 1.1 Mid-Term Outcome: Participants will be able to manage any new parenting challenge they face, which will improve their functioning as a family.
  - 1.2 Short-Term Outcomes: (Parents/caregivers will have knowledge of positive parenting skills.)
    - 1.2.1. Parents/caregivers will have knowledge of positive parenting skills.
    - 1.2.2. Parents/caregivers will have confidence in their parenting skills.
    - 1.2.3. Parents/caregivers will have knowledge of child/youth development.
  - 1.3 Short-Term Outcome: Participants have increased independence, strengthened coping skills and more resistant to crisis.
    - 1.3.1. Children/youth will have information, skills and confidence to stay safe.

#### **Improved social well-being of families: Families Have Social Supports.**

2. Long-Term Outcome: Participants have increased independence, strengthened coping skills and are more resistant to crisis.
  - 2.1 Mid-Term Outcome: Participants are connected with community-based resources and supports in order to improve their ability to be self-reliant, reduce isolation.
  - 2.2 Short-Term Outcomes:
    - 2.2.1. Parents/caregivers will develop new formal and informal support networks.
    - 2.2.2. Parents/caregivers will be connected to community resources.

### 9.9 OUTCOME INDICATORS

List the specific items of information that you will track to measure your program's success on outcomes. These are generally in the form of a cluster of questions or surveys and relate directly to the Rocky View County Outcome Indicators listed in Section 7.2. Copies of the Provincial FCSS Measures Bank are available upon request.

**PLEASE NOTE: Surveys are only completed by ADULT participants in the program. Therefore, the sample size is in relation to participants is a much smaller number than we are actually serving.**

#### **Improved social well-being of families: Healthy Family Functioning.**

*Short-Term Outcome 1.2.1.: Parents/caregivers will have knowledge of positive parenting skills.*

- a.) # of adult participants reporting they are aware of positive parenting strategies.
- b.) # of adult participants reporting they make more time to play or talk with their child (have an improved relationship with their child).
- c.) # of adult participants reporting they talk calmly and respectfully more often with their child when he/she misbehaves.

*Short-Term Outcome 1.2.2.: Parents/caregivers will have confidence in their parenting skills.*

- a.) # of participants reporting an increase in confidence in parenting skills.

*Short-Term Outcome 1.2.3.: Parents/caregivers will have knowledge of child/youth development.*

- a.) # of participants reporting an increase in knowledge of typical child/youth development.
- b.) # of participants completing Ages & Stages (ASQ)/Ages & Stages – Social Emotional Developmental Screenings (ASQ-SE).
- d.) # of children who are flagged through ASQ/ASQ-SE.
- e.) # of children who are referred for further support/assessment.

*Short-Term Outcome 1.3.1.: Children/youth will have information, skills and confidence to stay safe.*

- a.) # of children/youth reporting they know adults that they can go to when they need help.
- b.) # of children/youth reporting they have learned skills that will help them to stay safe.

**Improved social well-being of families: Families Have Social Supports.**

*Short-Term Outcome 2.2.1.: Parents/caregivers will develop new formal and informal support networks.*

- a.) # of participants who report they have family, friends, or members of the community who help them feel safe, secure, and happy.
- b.) # of adult participants who report they have more opportunity to connect with other parents/caregivers.

*Short-Term Outcome 2.2.2.: Parents/caregivers will be connected to community resources.*

- a.) # of adult participants who report they have more knowledge of community resources and family supports.
- b.) # of adult participants who report they are better able to access the resources available for their family when they need them.

**10. ADDITIONAL INFORMATION**

Please provide a brief agency/program history.

Community Links is a non-profit agency that has served the North Rocky View Region including Airdrie, Beiseker, Crossfield, Irricana, Balzac, Kathryn and the surrounding areas in the County of North Rocky View since 1982. The agency's purpose is to serve and promote the welfare of people in the North Rocky View community and to ensure that all people have access to services, resources, and opportunities they require to promote their well-being.

In addition to the primary prevention programs identified in this application, Community Links with its 41 employees, offers a variety of services and programs that address many needs and issues within the communities it serves. Residents that are served can be facing one or multiple issues such as: basic needs (housing, clothing, food, household items, medication, transportation, or recreation), financial and/or emotional strain, family dynamics, employment issues, bullying/family violence, special needs, and legal issues. Through advocacy and support, residents are connected to our programming or with other programs/services/resources that build on their abilities to address needs and growth. Residents can also receive counselling and assistance with connecting to childcare options, respite, parenting, and volunteer opportunities. The agency also works collaboratively with community members and partners to address identified gaps in service delivery or projects that promote healthy growth and development.

Some of the facts that we are proud to report for April 1, 2019 to March 31, 2020 are:

- Supported 5650 individuals (11% children 0 – 6, 18% children/youth 7 - 18, 59% adults and 12% seniors) through various programs and services. (Over a twelve-year period, we have worked with an average of 10,990 individuals annually);
- Worked with 3750 families.
- Connected residents over 7381 times with various additional supports.
- Provided 9046 referrals to individuals for additional support.
- 133 volunteers provided 5228 hours of support to the agency.
- 56% of staff have been with the agency over 5 years which speaks to the dedication that staff have towards the agency.

These statistics are a testament that we continue to work towards our Vision and together we can make a positive difference in the well-being of the community by meeting many of the social needs.

Overwhelming, research shows that parenting has a powerful impact on a child's ability to learn and behave appropriately. It also shows that parents need support and knowledge to do the job of parenting to the best of their abilities. "The foundation for strong and healthy children is set in the early years; starting even before they are born." (Alberta Government, July 2013, Together We Raise Tomorrow Project). The more skilled, knowledgeable, and resilient the parent is, the more opportunity there is for the child to acquire these tools as well. Every parent deserves to have access to evidence-based, reliable information about their child's development and how to best support them.

"Research demonstrates a strong link between what parents know about parenting and child development and how they behave with their children. Parents with more knowledge are more likely to engage in positive parenting practices, whereas those with limited knowledge are at greater risk of negative parenting behaviours." (Bartlett, Jessica Dym; Guzman, Lina; Ramos-Olazagasti, Maria A. September 25, 2019.) For example, a parent who does not understand that it is developmentally normal for an 18-month-old to have temper tantrums, may interpret this as intentional defiance and may respond with harsh discipline or a withdrawal of affection. If this pattern is repeated over a period of time, it may hinder the child's potential.

Some expected results of a quality family resource program include:

- less children and families requiring child protection services;
- more children with special needs and developmental delays can be identified early and connected to appropriate services;
- more Aboriginal children and parents participate in quality early learning activities;
- more parents and caregivers have improved parenting skills and knowledge of child development.

Research supports the need for children to have the opportunity to develop fully in all developmental areas. These skills are essential factors in determining the child's success in school and in life. We cannot assume all children have access to the activities that support optimal development and not all parents have the knowledge of where their child's development may be delayed. Our evidence-based, quality Early Childhood Programs offer parents the information and children the activities that support skill development so that children are ready to learn and thrive.

Parents have opportunities for input into when, where, and how programs are delivered and evaluated. Information and referrals are offered to empower parents to make decisions for their family.

We are working to increase awareness and use of developmental screenings by families and professionals including Physicians, preschools, playschools, and Family Day Home Providers. By increasing access to the questionnaires and offering appointments with Early Childhood Professionals, more questionnaires are being completed. In 2021, we have been able to offer an on-line tool for parents.

Our program has increased the amount of advertising and program promotion to raise awareness of what is available to families. Cost was identified as possibly preventing families from accessing services, so we offer programs at no cost or at substantially reduced rates. All families are welcome regardless of their ability to pay.

### **Request**

In order to continue to best meet the needs of the community and to take advantage of future opportunities, we are respectfully asking for the County of Rocky View FCSS to fund:

- a.) increased financial support for lease costs of \$5,000.

Prevention programs have proven to be a very successful way to reduce or minimize the effects of potential crisis on families.

North Rocky View is rich in resources and it is our job to connect families with as many of those resources as possible so they can make informed choices as to what is most appropriate for them. This organization has a strong history of partnerships and collaborations in this community and in the Province. Our very successful partnerships with Rocky View Schools Adult Learning, libraries and community Schools have provided opportunities to expand Early Programs into rural communities.

Despite the need for different methods of service delivery due to the COVID crisis, we will continue to serve North Rocky View residents and meet our projected goals. The use of technology will enable us to maintain our services and offer programming both virtually and in-person. In 2022, the use of technology (ZOOM and YouTube) will enhance our existing programs and serve NRV residents by reducing barriers to services, such as; geographical barriers, inclement weather and poor driving conditions, and availability of child care. In 2022, we will be able to offer Webinars for topics on common parenting challenges, such as positive discipline and raising a responsible child. This will allow

parents, grandparents, and caregivers to access these programs without waiting for in-person classes to be offered and at a time most convenient for them. A Facilitator will be available to follow-up with the family to answer any questions. We will also continue to work with rural communities and schools to offer in-person programming when space is appropriate and available.

#### **11. STORIES**

Please provide 1 or 2 short anecdotal stories about some of your County rural clients who have received services from your organization, and how their situation has improved as a result of their involvement in this program. This story may be used for publication by FCSS. Please do not include any client identifying information.

##### **Parent Comments:**

- Thank you for this program. My daughter enjoyed it even it was on screen and not in person. Loved the instructors positivity and enthusiasm. Virtual Playdate, June 2021, anonymous.
- I have learned that play is important, a safe and calm environment helps children thrive, and new sensory/activity ideas for my children. Virtual Playdate, June 2021, anonymous.

##### **Story:**

- A parent expressed they were disappointed that programming had to be virtual again this year as they very much missed seeing other families in person and interacting during play and having parenting conversations. However, after attending the virtual playdate sessions this parent commented: I loved receiving the kits that accompanied the program so that my children had tangible materials to play with that corresponded with the lesson of the day. Doing the program on ZOOM certainly makes it easier to attend in terms of not having to pack up children, travel to town, and find parking. I cannot wait until we start in-person programming again, but I understand the need to stay healthy and safe and this type of class helps us fill our days, learn new things, and stay connected. Virtual Playdate, June 2021, anonymous.

**INSERT BUDGET DETAILS ON THE FOLLOWING PAGE  
DO NOT INCLUDE IN-KIND SUPPORTS, ONLY ACTUAL DOLLARS  
AN EXCEL SPREADSHEET IS AVAILABLE FOR INSERTION**



### 2022 Rocky View County FCSS Budget Page

Please ensure that section 9.6 starts on a page(s) with no other sections on the page(s). For consistency purposes, it is IMPERATIVE that you use the following template as provided and NOT modify it, other than adding additional lines.

<b>9.6 INPUTS</b> (Resources dedicated to the project. Include staff and budget for one year.)			
<b>2022 PROPOSED BUDGET</b> (Ensure all calculations are correct. Use the second column to itemize the program expenses to which you plan to direct County FCSS funds. Column 1 + Column 2 = Column 3)			
ITEM	Column 1  2022 Costs to be paid or contributed by the Applicant and other funding partners (Agency Contribution)	Column 2  2022 Costs to be funded by County FCSS (Program Request)	Column 3  2022 Projected Year End Total Project Budget (Total Cost)
<b>EXPENSES</b>			
<b>PERSONNEL</b> (specify positions and hours per week)			
FRS Manager (.91 fte)	62,041.93	11,369.00	73,410.93
Parent Coaches (3.3 fte)	144,330.28	22,316.00	166,646.28
Administrative Support / Stats	53,100.79	1,400.00	54,500.79
<b>a. SUBTOTAL PERSONNEL</b>	<b>259,473.00</b>	<b>35,085.00</b>	<b>294,558.00</b>
<b>TRAVEL &amp; TRAINING</b> (specify)			
Staff Travel	166.00	34.00	200.00
Vehicle Exps	100.00		100.00
Staff Development	210.00	140.00	350.00
Facilitators	2,026.00	374.00	2,400.00
Association/Professional Fees	300.00		300.00
Program Evaluation	210.00		210.00
<b>b. SUBTOTAL TRAVEL &amp; TRAINING</b>	<b>3,012.00</b>	<b>548.00</b>	<b>3,560.00</b>
<b>MATERIALS AND SUPPLIES</b> (specify)			
Program Activities	228.25	46.75	275.00
Program Supplies	725.75	174.25	900.00
Resources	415.00	85.00	500.00
Office Equip / Repairs & Maintenance	1,659.00	421.00	2,080.00
Office Expenses	1,705.00	170.00	1,875.00
<b>c. SUBTOTAL MATERIALS AND SUPPLIES</b>	<b>4,733.00</b>	<b>897.00</b>	<b>5,630.00</b>
<b>OTHER</b> (specify)			
Rent	23,880.00	19,720.00	43,600.00
Telephone	1,205.00		1,205.00
Advertising & Promotion	900.00		900.00
Community Development	175.00		175.00
Insurance & Bank Fees	707.00		707.00
Legal & Accounting	1,515.00		1,515.00
Fundraising Expenses	50.00		50.00
Volunteer / Board / Staff Recognition	25.00	250.00	275.00
<b>d. SUBTOTAL OTHER</b>	<b>28,457.00</b>	<b>19,970.00</b>	<b>48,427.00</b>
<b>e. TOTAL EXPENDITURES</b> (e=a+b+c+d)	<b>295,675.00</b>	<b>56,500.00</b>	<b>352,175.00</b>
<b>REVENUE</b> (specify other sources of funding including fundraising, fees for service, other grants, etc.)			
FCSS - City of Airdrie	284,430.00		
Donations	11,245.00		
<b>f. TOTAL REVENUE</b>	<b>295,675.00</b>		
<b>g. FCSS REQUEST</b> (DEFICIT = Total of Column 3 Expenditures – Total Revenue)		<b>56,500.00</b>	

**COMPLETE THIS SECTION ONLY IF YOU RECEIVED 2021 COUNTY FCSS FUNDING AND ARE APPLYING FOR AN INCREASE.**

<b>12. 2022 FUNDING INCREASE REQUEST EXPLANATION</b>	
<b>A. 2021 County FCSS Grant</b>	\$51,500.00
<b>B. 2022 County FCSS Request</b>	\$56,500.00
<b>C. Does this request result from a decrease in other funding support? Specify.</b>	
No	
<b>D. Identify requested funding increase. List each category and the amount of increase (e.g. Personnel, Materials and Supplies).</b>	
Lease cost – respectively requesting an additional \$5000.00 for 2022.	
<b>E. Provide a rationale together with supporting data, using demographics as necessary.</b>	
As an operational cost to deliver programs and services, Community Links is experiencing an increase in lease costs and therefore is requesting support to help meet this need.	
<b>F. How will this increase impact clients and services? How will the change be measured? If the increase is not granted, what effect will it have?</b>	
Space is essential for staff to provide programs and services to community residents.	
<b>G. Outline the efforts already taken to accommodate the proposed program adjustment.</b>	
Community Links continues to explore all other options of funding to support the lease costs.	
<b>H. How many years have you received County FCSS funding?</b>	
21	

**North Rocky View Community Links Society**  
**Board of Directors**  
**August 2021**

Brett Mark	Chair
Monica Simpson	Vice Chair
Kelly Ross	Treasurer
Dirk Bannister	Secretary
Julia Arndt	Director
Stuart Clark	Director
Michelle Wagner	Director



**CommunityLinks**

# North Rocky View Community Links Organizational Chart

*Strong Individuals Strong Families Strong Communities*

## BOARD OF DIRECTORS

**Chair:** Brett Mark  
**Vice Chair:** Monica Simpson  
**Treasurer:** Kelly Ross  
**Secretary:** Dirk Bannister  
**Director:** Julia Arndt  
**Director:** Stuart Clark  
**Director:** Michelle Wagner

## EXECUTIVE ADMINISTRATION

**Executive Director:** Brenda Hume  
**Finance Manager:** Denine Lucas  
**Fund Development Officer:** Matthew Mitchell  
**Quality Assurance Coordinator:** Elizabeth Wyczynski

## ADMINISTRATIVE SERVICES

**Manager:** Suzanne Howe  
**Executive Assistant:** Lori Henderson  
**Reception Lead:** Kari Whyte  
**Reception:** Denise McLean • Veronica Kenney • Amanda Robson (mat leave)  
**Administrative Support:** Elsa MacDonald  
**Statistician:** Carolyn Bubis  
**Toy Librarian:** Joanne McDonnell

## COMMUNITY ENGAGEMENT SERVICES

**Manager:** Laurie Jacob-Toews  
**Volunteer Services Coordinator:** Michelle Carre • Marissa Hammer (mat. leave)  
**Peace Coordinator:** Carmen McCarty

## COUNSELLING SERVICES

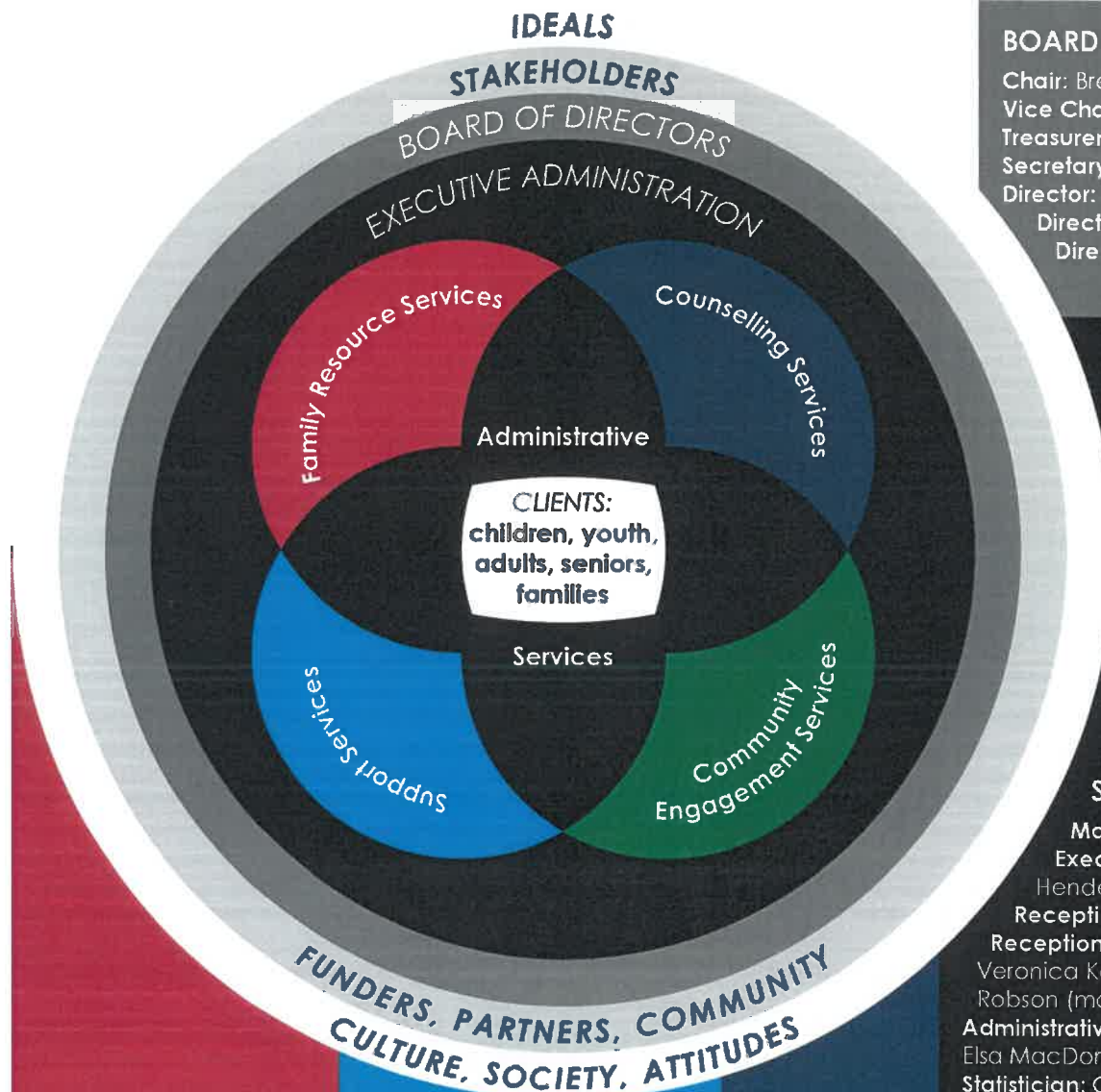
**Counselling Services Manager:** Vacant  
**Counsellors:** Eileen Whitehouse • Karen Lazaruk • Dennis Esayenko • Tim MacDonald • Melissa Fonseca • Cindy Jeske • Kelsi Schmidt

## SUPPORT SERVICES

**Support Services Manager:** Trudy Wilson  
**Community Support Worker:** Tim MacDonald • Emma West • Hannah Fiegen • Kaylene Stone • Ben Miller  
**Senior Services:** Mandy Drachenberg • Amee Busch  
**Navigator:** Alyssa Kho  
**Respite Workers:** (Supervised by Elissa Breakenridge) Crystal Palin • JoAnn Geiger • Chris Gibbs • Sue Der Stepanian

## FAMILY RESOURCE SERVICES

**Manager:** Barb Gross  
**Early Intervention Supervisor & Parent Mentor:** Elissa Breakenridge  
**Parent Mentor:** Alice Schmitke • Alisha MacIsaac • Richa Bithar • Katie Marsh (mat. leave)  
**Family Child Care (FDH): Team Lead:** Joanne Shanahan  
**FDH Consultant:** Diane Campbell • Chantal







**CONFIRMATION OF INSURANCE**

**This is to confirm to:** To Whom It May Concern

**That policies of insurance as herein described have been issued to the Insured named below and are in force at this date.**

**Name and address of Insured:** NORTH ROCKYVIEW COMMUNITY LINKS SOCIETY

211-125 MAIN ST N  
AIRDRIE, AB, T4B 0P7

**Location to which this confirmation applies:**

211-125 MAIN Street North  
AIRDRIE, AB, T4B 0P7

**Operations to which this confirmation applies:** Civic,community, special interest (non-medical) associations or groups

Type of Policy	Policy Number	Expiry Date DD/MM/YYYY	Amount of Insurance
<b>Commercial General Liability</b> Products and/or Completed Operations Incl. <input checked="" type="checkbox"/> Excl. <input type="checkbox"/>  Non-Owned Automobile Incl. <input checked="" type="checkbox"/> Excl. <input type="checkbox"/>  Other:	1073628866	15/05/2022	<b>Each occurrence limit:</b> \$5,000,000 <b>Aggregate limit:</b> \$5,000,000 <b>Tenant's Legal Liability:</b> \$250,000 <b>Non-Owned Automobile - limit:</b> \$5,000,000 The limits shown may have been reduced by paid claims.  Other:
Directors' and Officers'	n/a	n/a	<b>Limit:</b> n/a <b>Deductible:</b> n/a The limits shown may have been reduced by paid claims.
Errors and Omissions	n/a	n/a	<b>Limit:</b> n/a <b>Deductible:</b> n/a The limits shown may have been reduced by paid claims.

**NOTE:**

The insurance afforded is subject to the terms, conditions and exclusion of the applicable policy. This confirmation is issued as a matter of information only and confers no rights on the holder and imposes no liability on the Insurer. The Insurer will endeavour to mail to the holder of this Confirmation 0 days' written notice of any material change in or cancellation of these policies, but assumes no responsibility for failure to do so.

**Date:** 17/05/2021

**Authorized Representative of the Insurer:** ROCKYVIEW INSURANCE SERVICES AO12208



**CommunityLinks**

211, 125 Main Street N.W.  
Airdrie, Alberta T4B 0P7

Incorporated in Alberta  
10669-0241RR0001

Tel: 403.945.3900  
Fax: 403.945.3901  
Toll Free: 1.866.945.3905

[www.nrvclab.ca](http://www.nrvclab.ca)

[www.nrvclab.ca](http://www.nrvclab.ca)

*Alberta* Human Services

Strong  
Individuals

Strong  
Families

Strong  
Communities

**April 21, 2021**

**Service Alberta,  
Registries,  
PO Box 1007,  
Station Main,  
Edmonton, Alberta, T5J 4W6**



**SPECIAL RESOLUTION**

**I hereby certify that the following Special Resolution was passed at a meeting of the members of:**

**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY**

**On April 19, 2021.**

**The by-laws were changed as follows:**

**The existing by-laws are repealed.**

**They are replaced by the attached by-laws.**

**Date: April 21, 2021**

**Signature:**

**Name:**

**Dirk L. Bannister**

**Title:**

**Board Secretary**



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[www.nrvclab.ca](http://www.nrvclab.ca)

[parentlinkcentre.ca](http://parentlinkcentre.ca)

*Alberta* Human Services

# North Rocky View Community Links Society

## Airdrie, Alberta

### BYLAWS

## Revised

## February 2021



*Strong  
Individuals*



*Strong  
Families*



*Strong  
Communities*



**North Rocky View Community Links Society Bylaws  
Revised February 2021**



**ARTICLE 1- PREAMBLE**

- 1.1 North Rocky View Community Links Society is an organization amalgamated under the Societies Act of Alberta on March 31, 2008.
- 1.2 This document contains the general Bylaws of North Rocky View Community Links Society and must be presented in its entirety when being interpreted and administered. These bylaws regulate the transaction of business and affairs of North Rocky View Community Links Society.

**ARTICLE 2- DEFINITIONS**

- 2.1 The headings used throughout these Bylaws shall not affect the construction hereof. In the By-laws, unless the context otherwise requires, expressions defined in The Societies Act R.S.A. 2000, Chapter S-14 or any statutory amendment or modification thereof, shall have the meaning so defined. Where the context requires, words importing the singular only shall include the plural and vice versa; words importing any gender shall include all genders; and words importing persons shall include corporations and societies. Wherever reference is made to any statute or section thereof, such reference shall be deemed to extend and apply to any amendment of such statute.
- 2.2 By-laws includes these by-laws and any modification or alteration in force as required.
- 2.3 Community Resident means a person who resides in any of the communities that align with our current funding boundaries with the primary focus on the geographical region known as the Municipal District of Rocky View, specifically the north-east portion including the City of Airdrie.
- 2.5 Diversity means an inclusion of a variety of economic, age, gender, cultural, ethnic, social issues, and business perspectives being represented.
- 2.6 The Board and Board of Directors means the Directors of the Society.
- 2.7 Director shall mean an individual Director who is part of the Society's Board of Directors.
- 2.8 Month means calendar month.
- 2.9 Office means the registered office of the Society.
- 2.10 Society means North Rocky View Community Links Society.



**North Rocky View Community Links Society Bylaws**  
**Revised February 2021**

**2.11 Special Resolution means:**

- a) a resolution passed at a general meeting of which not less than 21 days' notice specifying intention to propose the resolution has been duly given, and
  - ii. by the vote of not less than 3/4 of those members who, if entitled to do so, vote in person,
  - iii. proxy votes will be accepted
  - iiii. email voting will be considered proxy voting
- b) a resolution proposed and passed as a special resolution at a general meeting of which less than 21 days' notice has been given; if all Members entitled to attend and vote at the general meeting so agree.
- c) a resolution consented to in writing by all the Members who would have been entitled at a general meeting to vote on the resolution
  - ii. In writing and written includes all methods of communication available at the time of communication representing or reproducing words in visible form.

**2.13 The Societies Act means The Societies Act (Alberta) RSA 2000 Chapter S-14, as amended from time to time.**

**2.14 Confidential is a label applied to various information of the Society which is not public documentation and shall not be shared to persons or entities external of the Society except where legally required to do so.**

**2.15 Where all other definitions are in question, the reasonable interpretation based on context, intent, and past precedent shall be used to determine the definition.**

**ARTICLE 3- MEMBERSHIP**

**Membership Classification**

**3.1 Full Members**

**To be a Full Member, an individual must:**

- a) Currently be a resident of the province of Alberta
- b) Be 18 years of age or older at the time Full Member status is applied for

**North Rocky View Community Links Society Bylaws**  
**Revised February 2021**

c) Successfully apply and be approved for Full Member status by the  
Board

d) Pay the annual membership fees for Full Members

Full Members shall be entitled to one (1) vote at the Annual General Meeting of the Society, Special Meetings of the Members, and other circumstances requiring the Full Member to exercise such power.

**3.2 Group Members**

To be a Group Member, the group must:

- a) Be a bona fide organization or business
- b) Submit an application for Group Membership status for consideration by the Board
- c) Pay the annual membership fees for Group Members

Group Members shall be entitled to one (1) vote at the Annual General Meeting of the Society, Special Meetings of the Members, and other circumstances requiring the Group Member to exercise such power.

**3.3 Non-Voting Members at Large**

To become a Non-Voting Member, the individual must:

- a) Be appointed by the Board through a carried motion

**3.4 Honorary Members:**

- a) An individual or group may be given the status of Honorary Member if the Voting Members constituting quorum at the Annual General Meeting of the Society pass a resolution recognizing the contributions of an individual or group to the Society or its' Objects.

**3.5 All Members are responsible for supporting the mission, mandate, and objectives of the Society and behaving in accordance with these Bylaws. Each Member shall receive a copy of the Bylaws upon request.**

**3.6 Notwithstanding any other provision 'in these Bylaws, only Voting Members in good standing may vote, in person or by any means of a meeting platform as set forth in the Policy and Procedures of the Society , on matters presented for vote at any Annual General Meeting and Special Meetings of the Society.**

**North Rocky View Community Links Society Bylaws**  
**Revised February 2021**

**Membership Fees**

- 3.7 The Membership Year shall be the Fiscal Year of the Society.
- 3.8 Membership fees shall be established by the newly elected Board of Directors at the first Regular Meeting of the Board of Directors following the Annual General Meeting of the Society

**Admission and Registration of Members**

- 3.9 The Register of Members shall be maintained by the staff of the Society and shall contain, when available, the legal name, address, telephone number, and email address of all Members.
- 3.10 The Register of Members will be treated as a confidential document and all reasonable precautions taken to ensure the protection of the information within it.
- 3.11 Any Member admitted to the Society is in good standing if:
- a) Membership Fees are current and not in arrears more than two (2) months
  - b) Have not been Suspended or Expelled as described in these Bylaws

**Resignation of Members**

- 3.12 A Member may withdraw from the Society by sending written notice of withdrawal to the Society. Withdrawal shall become effective upon receipt of such notice.
- 3.13 A Member who fails to pay the applicable renewal fee when their membership expires shall be deemed to have withdrawn from the membership and the member's name shall be removed from the Register of Members.
- 3.14 A Member may be suspended or expelled by the Society for conduct prejudicial to the good order of the Society by the simple majority vote of the Directors of the Board present at a Regular or Special Meeting of the Board, the Agenda for which included the proposed action.
- 3.15 A Member who has withdrawn, is suspended, or is expelled from the Society shall forfeit all rights and benefits; and shall not be entitled to any refund of the membership fee.

**North Rocky View Community Links Society Bylaws**  
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**Transferability of Membership**

**3.16** Membership in the Society, regardless of Membership Classification, is non transferrable.

**Rights and Privileges of Members**

**3.17** Any Member in good standing is:

- a) Entitled to receive notice of Meetings of the Society as described in Article 5
- b) Entitled to attend Meetings of the Society as described in Article 5.
- c) Entitled to exercise other rights and privileges given to Members in these bylaws
- d) Not entitled to attend and/or participate in any part of a Meeting of the Society where the Board has moved into an "in-camera" session

**3.18** Members entitled to a vote shall elect a Board of Directors to whom they shall delegate responsibility for the Governance of the Society.

**ARTICLE 4 – MEETINGS**

**4.1** Formal meetings of the Society will be held as follows:

- a) The Annual General Meeting shall be held after March 31 and prior to October 1 of each year on the date, time, and place determined by the Board of Directors. The Annual General Meeting is the only general meeting of the Society.
- b) These meetings may take place in person or by any means of communications as set forth in the Policy and Procedures of the Society.
- c) Members attending meetings via electronic methods shall be deemed to be in attendance at the meeting and shall have every right and privilege of membership that is available to those members in actual attendance.
- d) The Board of Directors may, whenever it determines so, or upon written request of at least 33% of the Voting Members, may call a Special Meeting of the Society.



**North Rocky View Community Links Society Bylaws**  
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- e) Notifications of Special or Annual General Meetings of the Society shall be communicated to the membership, at least twenty-one (21) days before the date fixed for the Meeting. Such notifications shall include the business to be transacted. Such notifications with any member of the society shall be in any form (email, telephone, text, etc.) of communication in existence at the time of the meeting.
- 4.2 No action taken at a Special or Annual General Meeting of the Society shall be invalid due to an accidental omission to give notice to any Member, any Member not receiving any notice, or any error in any notice that does not affect the meaning.
- 4.3 The Chair of the Board shall Chair all Special and Annual General Meetings of the Society. In the absence of the Chair of the Board, the Vice Chair of the Board shall assume the Chair.
- 4.4 If neither the Chair of the Board nor Vice Chair of the Board is present within one-half (1/2) hour after the set time for the Special or Annual General Meeting of the Society, the Voting Members present who are eligible to vote and constitute quorum shall select a Voting Member to preside as Chair of the meeting.
- 4.5 A Quorum shall constitute not less than twenty (20) percent of Voting Members as are present in person at a Special or Annual General Meeting of the Society. Should quorum not be met within one half-hour (1/2) of the meeting start time as described in the Notice to Members, the Chair of the Special or Annual General Meeting shall motion that the meeting be adjourned and rescheduled.
- 4.6 Notice of the failure to meet quorum shall be communicated to each Member, either electronically or by post, stating the date, time, and venue of the rescheduled Special or Annual General Meeting and indicating that the Members present at the rescheduled Special or Annual General Meeting shall qualify as quorum.
- 4.7 Voting at Special or Annual General Meeting of the Society shall be by show of hands except where explicitly stated in these bylaws or where a motion of the Members privileged to vote who are present and constitute quorum is passed instructing voting to be by other instrument.
- 4.8 The business at the Annual General Meeting shall include:
  - a) The Minutes of the last Annual General Meeting of the Society
  - b) The Chair of the Board's Report
  - c) Selection and appointment of the Society's Auditor
  - d) The Treasurer's Report and audited financial statements
  - e) Election of Directors to the Board

**North Rocky View Community Links Society Bylaws**  
**Revised February 2021**

f) Other business, minutes, or reports, as necessary

- 4.9 Upon a carried motion of the Board to accept the recommendations of the Nomination Committee through the Governance Committee Mandate, those nominee names will constitute a "Nominee Slate" and the Nominee Slate shall be presented to the Members entitled to vote at the Annual General Meeting.
- 4.10 Nominations from the floor shall be accepted prior to putting the Nominee Slate to question.
- 4.11 The Board of Directors shall be elected at the Annual General Meeting of the Society according to the Bylaws, policies, and procedures of the Society.
- 4.12 Positions become effective following the close of the Annual General Meeting of the Society.

**Meetings of the Board of Directors**

- 4.13 The Board of Directors shall meet at least six (6) times each year, as directed by the Chair of the Board, to conduct the business of the Society and other functions as specifically assigned to the Board by these Bylaws.
- 4.14 The Chair of the Board may invite any person who is not a Board member to address the Board at any of its meetings, but no person who is not a Director of the Board may make any motions or vote as a Meeting of the Board of Directors.
- 4.15 The Chair of the Board may call a Special Meeting of the Board as needed. Upon receipt of a written request by three (3) Directors of the Board, and where such requests specifically state the business to be addressed, the Chair of the Board shall call a Special Meeting of the Board.
- 4.16 Notice of Meetings of the Board and the business to be transacted shall be provided to Directors with as much notice as possible.
- 4.17 A quorum for any Meeting of the Board of Directors shall consist of half plus one of the Directors present; either in person, or by way of conference call

**Rules of Order**

- 4.18 The most recent edition of Robert's Rules of Order shall govern all proceedings of all meetings of the Society, its constituents, and its committees except where these Bylaws mandate otherwise.
- 4.19 Where a conflict exists between the Rules of Order and the Bylaws, the Bylaws shall prevail.

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- 4.20 All business of the Society shall be conducted in manner free of partisanship and/or interests diverge of the objectives of the Society.

**ARTICLE 5- THE BOARD OF THE SOCIETY**

**The Board of Directors**

- 5.1 The business and affairs of the Society shall be governed by a Board of Directors. The Board of Directors shall exercise and discharge the duties and responsibilities of the Society in a manner consistent with these Bylaws, mission, mandate, and objectives of the Society.
- 5.2 The Board of Directors shall be comprised of no more than eleven (11) and no less than four (4) Directors, each of whom shall be a Member of the Society.
- 5.3 The minimum number of Directors of the Board not being met shall not prevent the Society from operating; however, appointments to meet the minimum number of Directors shall be immediately sought.
- 5.4 Only Community Residents shall be eligible to sit on the Board of Directors, unless the existing Board passes motion waiving such requirement.
- 5.5 Directors of the Board shall be elected at the Annual General Meeting of the Society if there are more nominees than positions to be filled. If there are the same or fewer nominees, then they shall be declared elected except if there are fewer nominees than positions to be filled, in which case all nominees shall be declared elected.
- 5.6 Directors shall be elected for a term of two (2) years. Seats on the Board of Directors shall be staggered so that one-half (1/2) of Director seats are being replaced or re-elected while the other half are in the middle of their term to provide continuity and consistency. No Director may serve more than three (3) consecutive terms.
- 5.7 Directors having concluded three (3) terms are eligible for election to the Board of Directors following one (1) year separation from the Board.
- 5.8 No Director or Officer of the Society shall be paid any remuneration by the Society for the performance of his/her duties as a Director. Directors shall not profit financially because of carrying out normal duties of a Director as outlined in these Bylaws.

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- 5.9 The Board of Directors shall govern the Society through the Policy Governance Model and shall not interfere with the functional operation of the Society except where just cause requires the Board of Directors to do so with the Chair of the Board or his/her designate being the instrument of needed interference.
- 5.10 Each Director of the Board shall only have one (1) vote at Meetings of the Board; except the Chair of the Board who shall only vote in the event of a tie vote.
- 5.11 Any Officer, Director, or Committee Member of the Society who publicly declares intention to run for election to or appointment for any political office (municipal, provincial, or federal) shall be automatically placed on a leave of absence from all positions as an Officer, Director or Committee Member until such time as the election process is concluded and official results announced. If successful, that Officer, Director, or Committee Member shall thereby be removed from any position with the Society.
- 5.12 No Director, Officer, or Committee Member of the Society shall use their involvement with the Society as leverage for personal gain or advocacy.
- 5.13 Directors and Officers shall notify the Board of Directors of any potential real or perceived conflicts of interest immediately upon being made aware of such potential.
- 5.14 The Board of Directors will maintain and enforce a "Board of Directors Policies and Procedures Manual" in which the roles and responsibilities of Directors and the Executive Committee shall be clearly specified.
- 5.15 As the Society may deal with persons at risk in fulfilling its objectives, all Directors of the Board must submit to the Chair of the Board a satisfactory criminal record check before any powers and privileges within these Bylaws will be granted. Failure to provide a satisfactory criminal record check within one (1) month of being elected or appointed shall be deemed resignation from the Board of Directors.

**Roles and Responsibilities of Directors of the Board**

- 5.16 Directors shall render decision on the annual budget for the next fiscal year no less than one (1) month prior to the fiscal year end. Directors must act in a fiscally responsible manner.
- 5.17 If, in the majority opinion of the Board of Directors, a Director of the Board or an Officer of the Society is negligent in carrying out his/her duties, it shall be the responsibility of the Board of Directors to remove and replace the Director.

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- 5.18 A Director who is absent from three (3) consecutive meetings of the Board of Directors, unless the reason for the absence is accepted by the Board of Directors, shall be deemed conclusively to have resigned from the Board of Directors with immediate effect.
- 5.19 Directors shall submit their intent to resign from the Board of Directors with at least (1) month notice to ensure the continuity of governance.
- 5.20 A Director's seat shall be vacant upon their death or incapacitation.
- 5.21 The Board of Directors shall implement and act upon an annual Board succession plan.

**Executive of the Society**

- 5.22 At the first Regular Board Meeting following the Annual General Meeting of the Society, the Board of Directors shall elect from among the Board of Directors an Executive consisting of a: Chair of the Board, Vice-Chair of the Board, Secretary, and Treasurer.
- 5.23 Executives shall serve a term of one (1) year upon completion of which they must be re-elected by the Board of Directors. Executives may serve a maximum of three (3) terms provided they do not exceed the maximum terms of a Director of the Board.
- 5.24 The Executive shall also form the Executive Committee which will meet periodically to review the operation of the Society and as required, to deal with emergency situations. Decisions made by the Executive Committee in matters that require immediate attention must be consistent with these Bylaws, the mission, and objectives of the Society, and the policies adopted by the Board.
- 5.25 The Chair of the Board shall:
- a) Supervise the affairs of the Board of the Directors.
  - b) Chair all meetings of the Society, the Board of Directors, and the Executive Committee.
  - c) Be an ex officio member of all Committees
  - d) Oversee the performance of the Society's Executive Director.
  - e) Carry out other duties which may be assigned by the Board of Directors.

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- f) Act as the official spokesperson for the Society except where such authority is delegated.

The roles and responsibilities of all other members of the Executive Committee shall be defined within the Policies and Procedures Manual for the Board of Directors of this Society.

- 5.26 Absences and vacancies shall be dealt with as follows:
- a) In the absence of the Chair of the Board, the Vice Chair of the Board shall assume the duties of the Chair
  - b) In the event of the unexpected absence of the Chair and Vice Chair of the Board from any meeting of the Society or Board, the Directors shall appoint from amongst them a representative to preside at that meeting

**Committees of the Board**

- 5.27 The Board of Directors may establish committees, with appointments to be made by the Board of Directors. The Board of Directors may dissolve committees or remove members from committees.
- 5.28 No committee of the Board shall have the authority to make decisions which would otherwise be within the jurisdiction of the Board of Directors unless such decisions are clearly identified within the committee terms of reference.
- 5.29 All committees shall have Terms of Reference established by the Board of Directors which must detail:
- a) The committee names
  - b) The committee structures
  - c) To whom the committee is accountable to
  - d) Resources available to the committee
  - e) The purpose of the committee
  - f) Authority of the committee
  - g) Duration of the committee
  - h) Deliverables of the committee
  - i) How the committee will communicate with the Board of Directors
  - j) Any other information or considerations deemed salient



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**ARTICLE 6 - THE EXECUTIVE DIRECTOR**

- 6.1** The Board of Directors may hire an Executive Director to carry out assigned duties.
- 6.2** The Executive Director reports to and is accountable to the Board of Directors through the Chair of the Board.
- 6.3** The Executive Director is considered a non-voting member of the Board of Directors.
- 6.4** The Executive Director acts as the administrative officer of the Board of Directors by:
- a)** Attending meetings of the Board of Directors and other meetings, as required
  - b)** Hiring, supervising, evaluating, and releasing all other paid staff
  - c)** Interpreting and applying policies of the Board of Directors
  - d)** Informing the Board of Directors of the affairs of the Society
  - e)** Ensuring the books of the Society are maintained, reliable and a true reflection of the Societies financial condition
  - f)** Preparing budgets for approval by the Board of Directors
  - g)** Ensuring alignment of organizational functions with the organization's Strategic Plans,
  - h)** Acting as legal authority in conjunction with the Board Chair for all society funding obligations
  - i)** Carrying out other duties and powers as assigned by the Board of Directors

**ARTICLE 7- FINANCE AND MANAGEMENT OF THE SOCIETY**

- 7.1** The registered office of the Society is located at 211-125 Main Street NW. Airdrie Alberta, T4B 0P7. Another place may be established by resolution of the Board of Directors.

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- 7.2 The Fiscal year of the Society shall be from April 1 to March 31 of the next year. At least once in each Fiscal year there must be an audit of the books, accounts, and records of the Society.
- 7.3 A qualified Accountant appointed at each Annual General Meeting of the Society must conduct an audit of the Society's records.
- 7.4 At each Annual General Meeting of the Society, the Auditor shall submit a complete statement of the books and records for the previous Fiscal Year.
- 7.5 For the purposes of carrying out its objectives, the Society may borrow or raise or secure payment of money in such manner as the Board of Directors sees fit provided that these do not conflict with the Societies Act of Alberta.

**Seal of the Society**

- 7.6 The Board of Directors may adopt a Seal of the Society.
- 7.7 The Secretary shall have custody of the Seal and shall have control over its use only when such control is delegated by the Board of Directors.
- 7.8 The Seal of the Society can only be used by Directors authorized by the Board of Directors. The Board of Directors shall pass a motion to name the authorized Directors.

**Cheques and Contracts of the Society**

- 7.9 The Executive Director and one designated Board member shall sign all cheques drawn on the accounts of the Society.
- 7.10 The Executive Director shall not sign any cheque being issued to themselves or any person which would constitute a real or perceived conflict of interest. Such determinations of conflict shall be made by the Board of Directors. In an emergent situation the Executive Director shall confer with the Chair and/or Vice Chair and if approval to sign these cheques is given, notification shall be made in the records and books of the Society.
- 7.11 Commitments on behalf of the Society which exceed the established budget can be made only with the approval of the Board of Directors.

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**Inspection of Books and Records**

- 7.12 The Secretary shall keep a copy of the Minute Book and shall record the Minutes of meetings of the Members and the Board of Directors.
- 7.13 The books and records of the Society may be inspected by any member at the Society's Registered Office during normal business hours, upon notice in writing delivered to the Secretary or the Treasurer at least four (4) full business days before the date proposed for such inspection.
- 7.14 Information and records of all meetings conducted in-camera shall be considered confidential.
- 7.15 In-Camera proceedings of a committee shall be accessible to the Board of Directors; however, they shall remain Confidential when addressed during a meeting of the Board of Directors.

**Payments**

- 7.16 Reasonable expenses incurred while carrying out duties of the Society may be reimbursed upon approval from the Board of Directors.

**Indemnity of the Board of Directors**

- 7.17 Each Director holds office with protection from the Society. The Society indemnifies each Director against all costs or charges that result from any act done in their role for the Society.
- 7.18 The Society does not protect any Director for acts of fraud, dishonesty, or bad faith.
- 7.19 No Director is liable for the acts of any other Director or employee. No Director is responsible for any loss or damage due to the bankruptcy, insolvency or wrongful act of any person, firm, or corporation dealing with the Society. No Director is liable for any loss due to an oversight or error in judgement, or by an act in his/her role for the Society, unless the act is of a fraudulent, dishonest, of bad faith nature.
- 7.20 Directors can rely on the accuracy of any statement or report prepared by the Society's auditor. Directors are not held liable for any loss or damage because of acting on that statement or report.

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- 7.21 Directors shall be further protected by the Society through the provision of Directors Liability Insurance.

**ARTICLE 8 - AMENDING THE BYLAWS**

- 8.1 The Bylaws of the Society may be rescinded, altered or added to by special resolution of its members at a Special or Annual General Meeting of the Society by the vote of at least three quarters (3/4) of those members present. A proposal to amend the Bylaws shall be published in the Society's newsletter, or otherwise communicated to the members in writing 21 days prior to the Special or Annual General Meeting of the Society at which the amendment or amendments are to be voted on.

**ARTICLE 9 - DISTRIBUTING ASSETS AND DISSOLVING THE SOCIETY**

- 9.1 If, at any Special or Annual General Meeting of the Society, a resolution for the dissolution of the Society is passed by at least seventy-five percent (75%) of the members present, the Directors shall sell or otherwise dispose of the property of the Society. After discharge of all liabilities, the residue shall be donated to such qualified recipients or charitable organizations, as defined by the Income Tax Act, selected by the Board. Upon completion of the above, the Society shall be dissolved.

Signed This 31 Day of May 2021

  
Brett Mark

Chair

  
Monica Simpson

Vice Chair



**North Rocky View Community Links Society**  
**Financial Statements**  
*March 31, 2021*



## Management's Responsibility



To the Directors of North Rocky View Community Links Society:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Society. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. Management is also responsible for recommending the appointment of the Society's external auditors.

MNP LLP is appointed by the Directors to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board of Directors and management to discuss their audit findings.

August 5, 2021

  
Brenda Hume, Executive Director



## **Independent Auditor's Report**

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To the Board Directors of North Rocky View Community Links Society:

### **Qualified Opinion**

We have audited the financial statements of North Rocky View Community Links Society (the "Society"), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Qualified Opinion**

Common to many not-for-profit organizations, the Society derives a portion of its revenue from cash and in-kind donations, the completeness of which is not conducive to satisfactory audit verification. This revenue is reported as donations and fundraising on the statement of operations. Accordingly, our verification of these revenues was limited to amounts recorded in the records of the Society.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Calgary, Alberta

August 5, 2021

**MNP LLP**  
Chartered Professional Accountants

## North Rocky View Community Links Society Statement of Financial Position

*As at March 31, 2021*

	2021	2020
<b>Assets</b>		
<b>Current</b>		
Cash and cash equivalents (Note 4)	879,449	537,506
Restricted cash (Note 4)	127,240	130,305
Accounts receivable	56,091	80,608
Goods and Service Tax receivable	7,955	6,821
Prepaid expenses	-	4,303
	<b>1,070,735</b>	<b>759,543</b>
<b>Deposits (Note 5)</b>	<b>7,357</b>	<b>7,357</b>
<b>Property and equipment (Note 6)</b>	<b>1,173,851</b>	<b>1,289,013</b>
	<b>2,251,943</b>	<b>2,055,913</b>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 7)	150,458	138,340
Deferred rental revenue	-	4,821
	<b>150,458</b>	<b>143,161</b>
<b>Deferred contributions (Note 8)</b>	<b>682,112</b>	<b>455,114</b>
<b>Deferred capital contributions (Note 8)</b>	<b>611,200</b>	<b>631,106</b>
	<b>1,443,770</b>	<b>1,229,381</b>
<b>Commitments (Note 9)</b>		
<b>Significant event (Note 3)</b>		
<b>Net Assets</b>		
Invested in property and equipment	562,651	657,907
Unrestricted	245,522	168,625
	<b>808,173</b>	<b>826,532</b>
	<b>2,251,943</b>	<b>2,055,913</b>

Approved on behalf of the Board of Directors

Director

DIRK BANNISTER

Director

The accompanying notes are an integral part of these financial statements

## North Rocky View Community Links Society

### Statement of Operations

*For the year ended March 31, 2021*

	2021	2020
<b>Revenue</b>		
Airdrie Housing Income	73,904	43,322
Alberta Government Critical Worker Benefit	34,892	-
Alberta Mental Health	21,598	-
COVID-19 Support Funding	50,000	-
Children's Services	786,635	483,185
City of Airdrie	1,114,403	963,240
Culture and Community Spirit	27,890	20,738
Donations and fundraising	237,067	194,062
Family Child Care	503,924	453,708
Interest and miscellaneous income	3,414	14,401
Parent Link Centre	-	445,064
Rocky View County (FCSS)	174,681	167,462
Rocky View Schools	18,781	9,630
Safe Communities	296,289	263,711
Strengthening the Foundation	4,500	4,500
Town of Beiseker (FCSS)	5,035	6,000
Town of Crossfield (FCSS)	6,316	11,000
Town of Irricana (FCSS)	3,000	3,000
United Way - grant	88,048	45,254
User fees	847,464	996,885
	<b>4,297,841</b>	<b>4,125,162</b>
<b>Expenses</b>		
Advertising and promotion	10,316	13,235
Alberta Government Critical Worker Benefit - Expenses	34,800	-
Auto and travel	12,861	10,628
Contract services	14,700	41,639
Emergency fund expenses	4,677	9,075
Family Child Care - Expenses	131	355
Family Child Care - Provider fees	1,023,161	1,066,161
Family Child Care - Subsidies disbursed	190,082	169,707
Fundraising	2,557	1,503
Insurance	13,808	11,120
Office supplies	37,606	45,473
Professional and staff development	19,483	12,163
Professional fees	32,932	34,214
Program supplies and facilitators	79,056	43,067
Renovation materials	-	1,587
Rent	381,984	381,139
Repairs and maintenance	32,698	29,223
Resources	1,691	12,120
Telephone	53,229	44,212
Utilities (Beiseker)	3,994	4,041
Volunteer	5,575	3,425
Wages and benefits	2,265,602	2,087,810
	<b>4,220,943</b>	<b>4,021,897</b>
<b>Excess of revenue over expenses before other items</b>	<b>76,898</b>	<b>103,265</b>

*Continued on next page*

*The accompanying notes are an integral part of these financial statements*

**North Rocky View Community Links Society**  
**Statement of Operations**  
*For the year ended March 31, 2021*

	<b>2021</b>	<b>2020</b>
<b>Excess of revenue over expenses before other items</b> <i>(Continued from previous page)</i>	<b>76,898</b>	103,265
<b>Other income (expense)</b>		
Amortization of deferred contributions for property and equipment	<b>19,906</b>	20,201
Amortization of property and equipment	<b>(115,162)</b>	(116,563)
	<b>(95,256)</b>	(96,362)
<b>(Deficiency) excess of revenue over expenses</b>	<b>(18,358)</b>	6,903

*The accompanying notes are an integral part of these financial statements*



**North Rocky View Community Links Society**  
**Statement of Changes in Net Assets**  
*For the year ended March 31, 2021*

	<i>Invested in property and equipment</i>	<i>Unrestricted</i>	<b>2021</b>	<b>2020</b>
<b>Net assets, beginning of year</b>	<b>657,907</b>	<b>168,625</b>	<b>826,532</b>	<b>819,629</b>
<b>(Deficiency) excess of revenue over expenses</b>	<b>(95,256)</b>	<b>78,197</b>	<b>(18,358)</b>	<b>6,903</b>
<b>Net assets, end of year</b>	<b>562,651</b>	<b>246,822</b>	<b>808,174</b>	<b>826,532</b>

*The accompanying notes are an integral part of these financial statements*

**North Rocky View Community Links Society**  
**Statement of Cash Flows**  
*For the year ended March 31, 2021*

	2021	2020
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
(Deficiency) excess of revenue over expenses	(18,358)	6,903
Amortization of property and equipment	115,162	116,563
Amortization of deferred capital contributions	(19,906)	(20,201)
	76,898	103,265
Changes in working capital accounts		
Accounts receivable	24,516	47,772
Goods and Service Tax receivable	(1,134)	8,221
Prepaid expenses	4,303	697
Accounts payable and accrued liabilities	12,118	(48,653)
Deferred contributions	226,998	161,465
Deferred rental revenue	(4,821)	4,821
<b>Increase in cash resources</b>	338,878	277,588
<b>Cash resources, beginning of year</b>	667,811	390,223
<b>Cash resources, end of year</b>	1,006,689	667,811
<b>Cash resources are composed of:</b>		
Cash	254,490	214,216
Short-term investments	624,959	323,290
Restricted cash	127,240	130,305
	1,006,689	667,811

*The accompanying notes are an integral part of these financial statements*

## North Rocky View Community Links Society

### Notes to the Financial Statements

For the year ended March 31, 2021

#### 1. Nature of operations

North Rocky View Community Links Society (the "Society") is a non-profit charitable organization incorporated under the Societies Act of Alberta. The purpose of the Society is to prevent family breakdown by enriching the quality of life of the residents of Airdrie and district.

#### 2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

##### **Cash and cash equivalents**

Cash is made up of balances held with financial institutions and short-term investments with a maturity period of less than three months. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

##### **Property and equipment**

Purchased property and equipment is recorded at cost less accumulated amortization. Contributed property and equipment is recorded at fair value at the date of contribution less accumulated amortization. Property and equipment is amortized over the estimated useful lives at the following rates and methods:

	<b>Method</b>	<b>Rate</b>
Leasehold improvements	straight-line	over term of lease
Building under capital lease	straight line	over term of lease
Computer equipment	declining balance	30%
Vehicle	declining balance	30%
Office equipment	declining balance	20%

##### **Revenue recognition**

The Society follows the deferral method of accounting for contributions. Contributions that are restricted by the donor are recognized as revenue in the year in which the related expenses are incurred. Restricted contributions received for the purchase of property and equipment are initially deferred and recognized as revenue over the useful life of the asset. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

##### **Contributed materials and services**

The Society records the value of contributed materials and services when the fair value can be reasonably estimated, and when the material and services are used in the normal course of the Society's operations. Because of the difficulty in determining their fair value, contributed services and materials are not recognized within the financial statements.

##### **Financial instruments**

The Society recognizes its financial instruments when it becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with Section 3840 *Related Party Transactions*.

At initial recognition, the Society may irrevocably elect to subsequently measure any financial instrument at fair value. The Society has not made such an election during the year.

The Society subsequently measures all financial instruments at fair value, without any deduction for transaction costs incurred on sale or other disposal. Gains and losses arising from changes in fair value are recognized immediately in the statement of revenue and expenses and net assets. The fair value of the financial instruments approximate their carrying value due to the short term nature of these investments.

**North Rocky View Community Links Society**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2021*

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**2. Significant accounting policies** *(Continued from previous page)*

***Financial asset impairment***

The Society assesses impairment of all its financial assets measured at cost or amortized cost. When there is an indication of impairment, the Society determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the period. If so, the Society reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets. Any impairment, which is not considered temporary, is included in current period earnings.

The Society reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess of revenues and expenses, and retained earnings - end of period in the period the reversal occurs.

***Use of estimates***

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and revenue and expenses during the reporting period. Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of property and equipment.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods in which they become known.

***Income taxes***

The Society is registered as a charitable organization under the Income Tax Act (the "Act") and, as such, is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, the Society must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

**3. Significant event**

Starting in the prior year and continuing subsequent to year-end, there was a global outbreak of COVID-19 (coronavirus), which has had a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders. As a result of these restrictions, the Society was required to change the operations for in-person programs while some other projects ended and the related funding was not renewed. Despite these adverse changes, the Society experienced an increase in funding during the year when compared the prior year as a result of additional COVID-19 relief funding received from various organizations, the restructuring of many of the programs that continued from the prior year, and the development of new projects. In addition, management estimates that the current year programs will continue into the next year as the different levels of government continue to ease the restrictions imposed on the operations of businesses.

**North Rocky View Community Links Society**  
**Notes to the Financial Statements**  
*For the year ended March 31, 2021*

**4. Cash and cash equivalents**

	<b>2021</b>	<b>2020</b>
Unrestricted funds - general operating account	<b>254,490</b>	214,216
Unrestricted funds - short-term investments (GIC's)	<b>624,959</b>	323,290
<b>Total unrestricted funds</b>	<b>879,449</b>	537,506
Restricted funds - Casino	<b>127,240</b>	130,305
<b>Total cash and cash equivalents</b>	<b>1,006,689</b>	667,811

Net receipts from casino and gaming activities and related investment income are held in a separate account, and may only be used for certain expenditures authorized by the Alberta Gaming, Liquor, and Cannabis Commission and the Society's Board of Directors.

**5. Deposits**

Long-term deposits consist of a security deposit for the Airdrie office.

**6. Property and equipment**

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2021 Net book value</b>	<b>2020 Net book value</b>
Leasehold improvements - main office (Journey to One)	<b>985,626</b>	<b>407,165</b>	<b>578,461</b>	683,636
Building under capital lease	<b>665,010</b>	<b>77,249</b>	<b>587,761</b>	594,479
Computer equipment	<b>71,817</b>	<b>65,794</b>	<b>6,023</b>	8,604
Vehicle	<b>26,757</b>	<b>25,151</b>	<b>1,606</b>	2,294
Office equipment	<b>67,614</b>	<b>67,614</b>	-	-
Leasehold improvements	<b>136,654</b>	<b>136,654</b>	-	-
	<b>1,953,478</b>	<b>779,627</b>	<b>1,173,851</b>	1,289,013

The Society's lease for the building in Beiseker is accounted for as a capital lease and is being amortized over its 99 year lease term.

**7. Accounts payable and accrued liabilities**

	<b>2021</b>	<b>2020</b>
Accounts payable and accrued liabilities	<b>128,508</b>	112,443
Government remittances payable	<b>21,950</b>	25,897
	<b>150,458</b>	138,340

## North Rocky View Community Links Society

### Notes to the Financial Statements

*For the year ended March 31, 2021*

#### 8. Deferred contributions

Deferred contributions represent unspent donations received by the Society designated by the donor for a specific purpose.

	2021	2020
Balance, beginning of year	1,086,220	944,956
Contributions recognized as revenue in the year	(2,315,253)	(244,383)
Contributions received relating to future years	2,522,345	385,647
<b>Balance, end of year</b>	<b>1,293,312</b>	<b>1,086,220</b>

Deferred contributions are comprised of the following:	2021	2020
Alberta Mental Health	178,402	-
Airdrie housing	7,441	20,690
Beiseker building (Capital contribution)	547,094	553,812
Calgary Foundation	33,404	4,125
Casino funding	120,240	130,305
City of Airdrie	75,689	185,683
Donations and fundraising	209,486	60,429
Family Child Care (CS)	32,892	-
FCSS - Beiseker	965	3,814
Home Front - Safe Communities	-	16,290
Journey to One - main office renovation (Capital contribution)	62,500	75,000
Rocky View County (FCSS)	8,487	16,699
Rocky View Schools	6,606	17,079
Town of Crossfield (FCSS)	8,500	-
Vehicle donation (Capital contribution)	1,606	2,294
<b>Ending balance</b>	<b>1,293,312</b>	<b>1,086,220</b>

During the fiscal year 2015, a donation was received to purchase a van. The vehicle donation balance above represents the remaining amount of that donation to be recognized as revenue in future years.

During the fiscal year 2017, the Society completed renovations to its main office in order to have all employees in one location. Funds received in respect of the renovation are recognized as revenue over the remaining term of the lease, which expires in March 2026.

During the fiscal year 2009 the society entered into a 99 year lease with the Village of Beiseker, the Beisiker building deferred contributions represent the donations received for the leasing of the building. These contributions are being recognized as donation revenue over the term of the lease.

#### 9. Commitments

The Society has entered into various lease agreements with estimated minimum annual payments as follows:

2022	248,364
2023	251,813
2024	262,162
2025	265,611
2026	275,960
	<u>1,303,910</u>



## North Rocky View Community Links Society

### Notes to the Financial Statements

*For the year ended March 31, 2021*

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**10. Additional information to comply with the disclosure requirement of the Charitable Fund-raising Act and Regulations of Alberta**

During the year, the following income and expenditures were recorded with respect to fund-raising activities:

	<b>2021</b>	2020
Gross contributions and donations received	<b>237,067</b>	157,561
Total fundraising expenses, including expenses incurred to solicit contributions and remuneration paid to employees whose principal duties involved fundraising.	<b>62,357</b>	32,810

**11. Financial instruments**

The Society, as part of its operations, carries a number of financial instruments. It is management's opinion that the Society is not exposed to significant interest rate, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

***Liquidity risk***

Liquidity risk is the risk that the Society will not be able to meet its financial obligations as they are due. The Society is exposed to this risk mainly in respect of its continued receipt of grants and donations.

**12. Comparative figures**

Certain comparative figures have been reclassified to conform with current year presentation.