



2021 Q3 Business Visitation Report

INTRODUCTION:

This report has been developed by Community Futures West Yellowhead (CFWY) to provide stakeholders with a portrait of the economic activities in the communities our regional office serves. This report contains information based on data collected from the 2021 Business Visitation project which took place in October 2021.

METHODOLOGY:

Business visitation surveys were completed by Community Futures West Yellowhead staff and contractors during the third quarter of the 2021-22 Fiscal Year. The total number of businesses visited included an array of industries ($n = 241$) and all businesses were selected at random.

This project focused on surveying small-sized businesses in the Yellowhead Region with active storefront locations who employ between 1-99 employees. Businesses visited included sole proprietorships, partnerships, and incorporations. Communities visited included: Jasper, Grande Cache, Hinton, Edson, Niton Junction, Wildwood, Peers, Evansburg, and Carrot Creek.

All business visited were provided with a Community Futures swag bag. Each bag contained information about Community Futures West Yellowhead's current programs and trainings available to entrepreneurs and small business in the West Yellowhead region. Rack cards included in the swag bag provided information on #choosewestyellowhead, EDP (Entrepreneurs with Disabilities), Project Gazelle, SMARTstart, Business Coaching and Financing and Energy Savings for Business Program.

Business owners, managers and employees were introduced to Community Futures West Yellowhead's mission to provide grassroots economic development support to small businesses in the region. Business owners, managers and employees were advised that data collected would be used as a resource for

assessing trends in the local economy, to assist with future economic development initiatives developed by Community Futures West Yellowhead and regional stakeholders, and data collected would not be used for any other purposes.

A survey tool was used as a baseline for starting conversations and was intended to open dialogue with business owners and/or managers about their current operations, challenges, opportunities, training needs, and future goals related to business operations. It should be noted that not every business visited had a manager or business owner on site. In these circumstances, employees were asked to provide the business owner or manager with a swag bag. Those businesses visited that did not have a manager or owner on site were included as business visited in the aggregate data for number of businesses reached during this project. It should be noted that data specific to these businesses' challenges, opportunities or future training needs were not collated. Hence, it must be noted that the data collected has not been factored to include a non-response rate or partial non-response rate for industries visited during this project. As such, data users are cautioned when comparing data from the Community Futures West Yellowhead 2021 Business Visitation Data with other Provincial and Federal data, as differences in the methodology, interpretation and data sources make these comparisons uncertain.

VARIABLES:

Industry:

- All businesses surveyed were categorized based on the North American Industry Classification System (NAICS)
- Quantitative data was collected to include all businesses by sector for each community within the Yellowhead Region.
- Qualitative data was collected and represents a snapshot of businesses experiences of the current local economy, includes their ideas, experiences, and hopes for future economic development opportunities.

Training needs:

- Businesses surveyed were asked if they identified training needs in:

- Business Cluster Development, Health & Safety, Emergency Preparedness, Technical & IT, Succession Planning, HR and Labour, Marketing, Financial and Energy Savings

Energy Consumption:

- All businesses were asked if they measure their monthly energy consumption as part of their business operations.
 - Possible answers: Yes/No

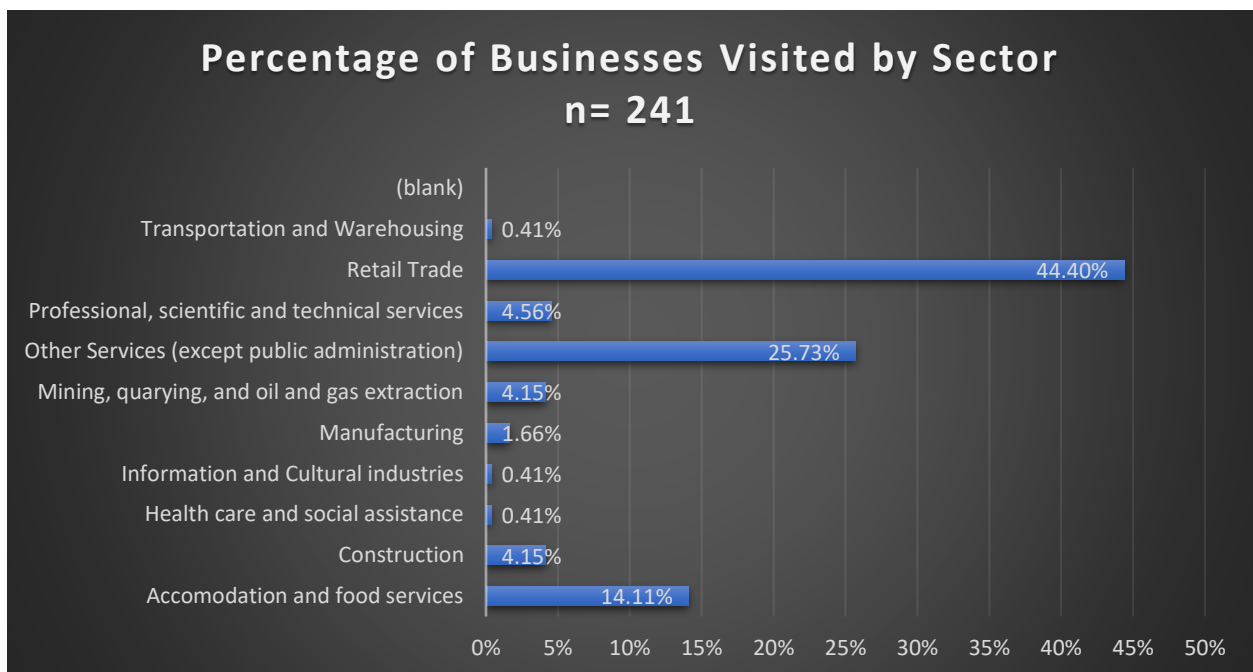
Energy Regulators Alberta - Energy Savings for Small Business (ESB Program):

- All businesses were asked if they were aware of the ESB Program.
 - Possible answers: Yes/No
- Business owners or managers were asked if they have been considering upgrades to infrastructure/business operations related to decreasing energy consumption.
 - Possible answers: Yes/No
- All businesses were provided with a Rack Card promoting the ESP Program.

DISCUSSION:

A total of 241 businesses were visited across the West Yellowhead region during the third quarter. Businesses were selected at random. This quarter, business visitation was completed by four people (three CFWY staff and one contractor). The table below reflects the percentage of businesses visited by industry sector.

Table 1:



SOURCE: Fall 2021 Business Visitation – CFWY

Targeted Training

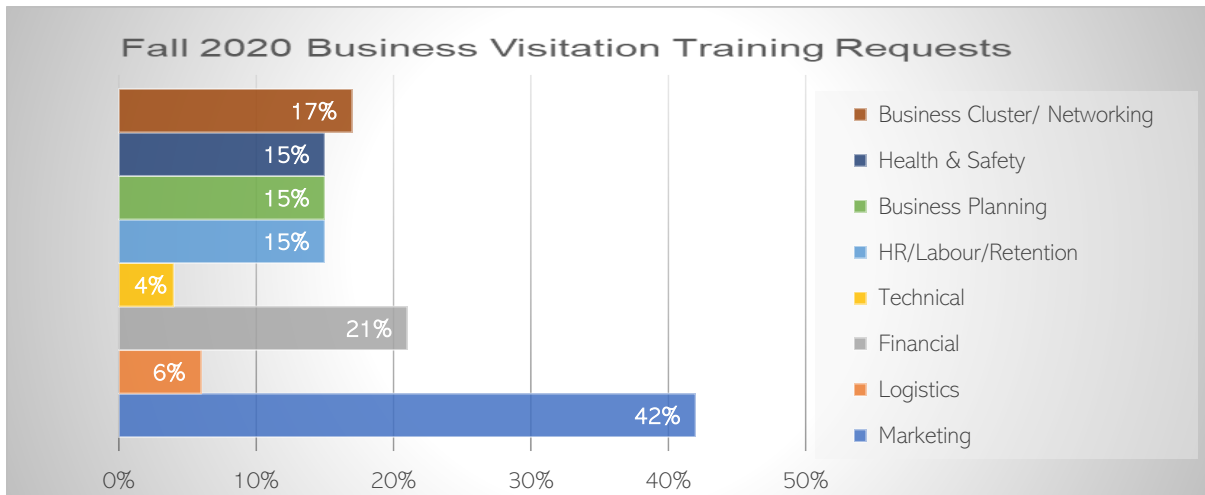
When comparing data between the Q3 Business Visitation in 2020 to the Q3 Business Visitation 2021 data, it is important to note that businesses surveyed in 2020 were randomized and not analyzed by business sector: rather, data collected was represented as aggregate data across multiple sectors.

In the fourth quarter of 2019-20 and the first and third quarter of 2020-21 CFWY used the Q3 Business Visitation 2020 data as a guideline to provide targeted training opportunities in marketing, HR and labour, health and safety and business planning. Business Cluster Development was not targeted even though 17% of businesses expressed interest. Sector clusters have not been targeted in the Region to date and developing a strategy to target cluster development would be valuable when considering cluster specializations, employment capacity, training needs, competitiveness, and growth trends.

COVID-19 restrictions significantly impacted the level of uptake of virtual training during the last three quarters. Unfortunately, CFWY experienced lower registrations in targeted training for the past three quarters than the previous fiscal year and cancelled several trainings as a result. It appears that many business owners and entrepreneurs are virtually fatigued and therefore not engaging in virtual training. All CFWY training provided over the last four quarters was only offered virtually and not in person.

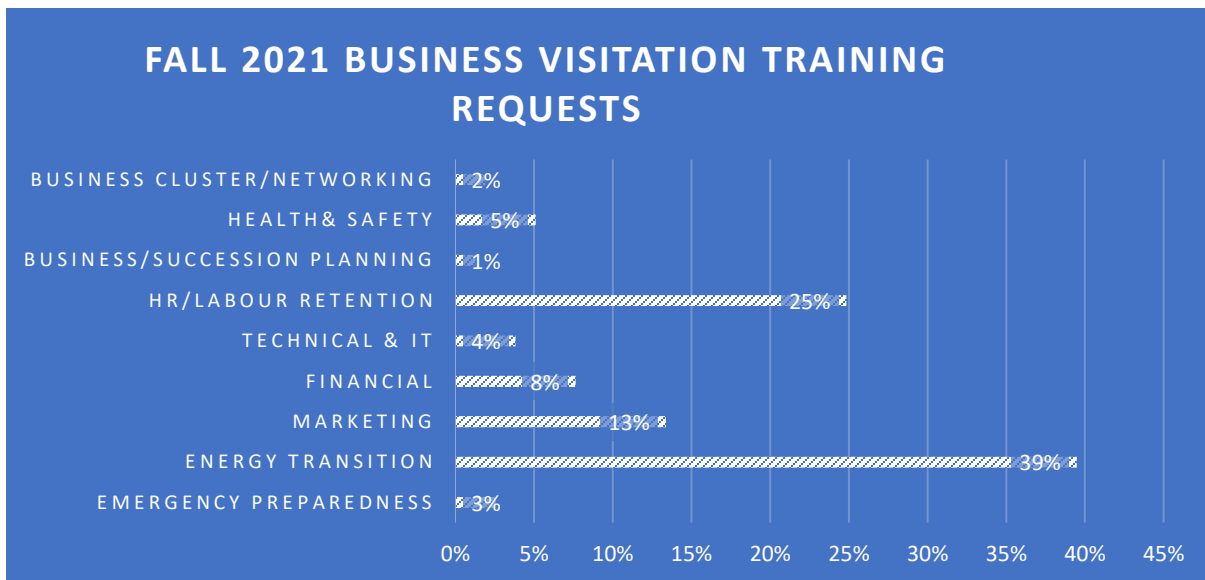
The tables below reflect the training requests for both 2020 and 2021 Business Visitation.

Table 2:



SOURCE: Fall 2020 Business Visitation – CFWY

Table 3:



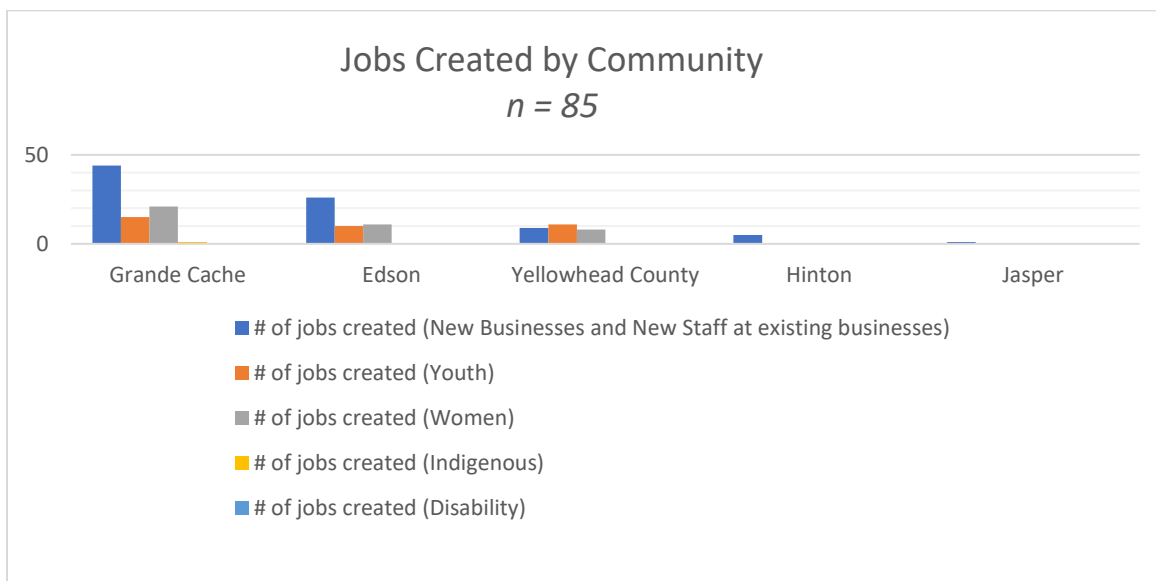
SOURCE: Fall 2021 Business Visitation - CFWY

Targeted training for the next quarter and into the 2021-2022 fiscal year will include HR/labour retention, financial, marketing and energy transition. Interestingly, overall interest in business cluster development appears to be significantly lower this year when compared to last year's percentages.

Jobs Created

A total of 241 businesses were visited in the West Yellowhead region during this quarter. Of those businesses visited, there were 85 new jobs created since the beginning of COVID. The aggregate data does not represent the total number of jobs created in the region as the sample group was randomly selected and therefore the data is only represented of those businesses visited.

Table 4:



Source: Fall 2021 Business Visitation - CFWY

Of the total 85 jobs created, 36 employed youth (42.3%), 40 employed women (47.1%), and one employed an indigenous person (1.2%). It is important to note that a few jobs created were categorized in more than one category (youth, women, indigenous). No new jobs were created that specifically employ persons with disabilities or new Canadians.

- 49.4 % of the jobs created in the last quarter of businesses surveyed (n=241) were in retail. (42 of the total of 85 jobs created)
- 18.8 % of the jobs created in the last quarter of the businesses surveyed were in accommodation and food services. (16 of total 85 jobs created)

- 31.8 % of the jobs created in the last quarter of the businesses surveyed were in other services (27 of the total 85 jobs created).

Alberta Labour Market Notes indicate that full-time jobs in Alberta were back to pre-pandemic levels after October 2021. Although employment losses in October 2021 were led by part-time positions, full-time positions grew and have fully recovered the jobs lost between February-April 2020.¹

Business Cluster Development

A Business Cluster is a geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field.² Community Futures West Yellowhead is interested in supporting the culture of business cluster developments across our region as part of our strategic plan. Interestingly, the number of businesses interested in this type of support were non-existent in Edson, Yellowhead County, Hinton, and Jasper yet the MD of Greenview's hamlet of Grande Cache did reflect interest in cluster development in the following industries:

Total number of businesses surveyed in Grande Cache: 44

Total number of businesses interested in Business Cluster Support: 3

- Construction (1)
- Healthcare and Social Assistance (1)
- Accommodation and Food Services (1)

Though the 2021 Business Visitation survey data does not reflect a high demand for business cluster networking resources when compared to the surveys from 2020 Fall Business Visitation results, it would appear that there is an opportunity within the West Yellowhead Region to develop these clusters at a regional level. We would recommend that a more thorough review of the qualitative and quantitative data is be considered prior to initiating a project in this domain.

¹ <https://open.alberta.ca/dataset/6ce8baf7-74dd-4955-80c5-ead827d38690/resource/71413d8c-deab-4d67-a3ca-524968014586/download/tbf-labour-market-notes-2021-11-05.pdf>

² https://en.wikipedia.org/wiki/Business_cluster

Health and Safety

Training in health and safety for small businesses has been promoted virtually throughout the pandemic at Community Futures West Yellowhead.

Of the 241 businesses visited in the Yellowhead County, eight (8) businesses (3.3%) indicated they would be interested in Health and Safety Training. Of the eight (8) industries expressing interest in Health and Safety Training, two (2) were in retail trade, two (2) were from construction, two (2) were from accommodation and food services and two (2) were from other services. Remarkably, there were zero businesses in Hinton, Edson, and Jasper, interested in Health and Safety training.

Emergency Preparedness

Emergency preparedness includes all activities, such as plans, procedures, contact lists and exercises undertaken in anticipation of a likely emergency. The goal of these preparedness activities is to ensure organizations (governments) are ready and able to respond quickly and effectively in the event of an emergency.³

Of the 241 businesses visited in the West Yellowhead region, four (4) businesses (1.7%) indicated interest in training related to emergency preparedness. Of those interested in emergency preparedness training, one (1) business was in construction, the other three (3) were in the other services. Interestingly, businesses surveyed in Yellowhead County, Hinton, and Jasper were not interested in emergency preparedness training.

Technical or IT

With the increasing use of technology there is a growing requirement for businesses to demonstrate competence in using technology for daily operations. From those surveyed, 2.3% of the businesses surveyed were interested in technical or IT training and support. From those industries surveyed, one (1) was from

³ <https://www.canada.ca/en/health-canada/services/health-concerns/emergencies-disasters/emergency-preparedness.html>

construction, two (2) from retail trade, one (1) from accommodation and food services, and two (2) from other services.

Succession Planning

Succession planning is a strategy for passing on leadership roles—often the ownership of a company—to family members, an employee or group of employees. Also known as "replacement planning," it ensures that the business continues to run smoothly after a company's most important person moves on to new opportunities, retires, or passes away.⁴ Of the 241 businesses visited in Yellowhead Region, less than 1%, expressed interest in succession planning follow-up.

HR & Labour

2021 Fall Business Visitation data reflects that 16.2% (39) of the businesses visited in Yellowhead County expressed they were struggling with labour and retention. The provincial average for labour shortages across all industries for the same quarter was 21.6%.⁵ When compared to the national average across all industries in Canada (30.3%)⁶, it appears that the West Yellowhead region of Alberta has been able to source and secure a labour pool from across multiple industries at a better rate than the rest of the province and country in the same period.

When looking at labour shortages across communities in the West Yellowhead region,

- 13.6% (6 out of 44) of businesses visited in Grande Cache indicated they were struggling with labour retention.
- 16.9% (9 out of 53) of businesses visited in Edson indicated they were struggling with labour and retention.

⁴ <https://www.investopedia.com/terms/s/succession-planning.asp>

⁵ Statistics Canada. [Table 33-10-0364-01 Business or organization obstacles over the next three months, third quarter of 2021](#)

⁶ Statistics Canada. [Table 33-10-0364-01 Business or organization obstacles over the next three months, third quarter of 2021](#)

- 4.8% (2 out of 42) of business in Yellowhead County indicated they were struggling with labour and retention.

Respectively, 17.9 % (10 out 56) of businesses in Hinton and 26.0% (12 out of 46) of businesses in Jasper indicated they were struggling with labour and retention.

Our data reflects that 12.8% of the total business ($n = 241$) struggling with hiring qualified and competent staff were in the construction sector compared to aggregated 21.6 % of the overall construction sector in Alberta during the third quarter of 2021.⁷ From this comparison it does not appear the construction sector in the West Yellowhead region is struggling as much as the province on a whole during the same timeframe. Provincially, the construction sector saw increases in jobs (+2.9%) in the last quarter.⁸

Fall 2021 Business Visitation data reflects that 2.8% of businesses struggling with hiring qualified and competent staff were in wholesale trade compared to 21.3 % for wholesale trades in Alberta during the same timeframe.⁹ From this comparison, it appears that the West Yellowhead region is doing better in maintaining staffing in this industry compared to the rest of Alberta. It should be noted that the total percentage of wholesale trade industries in our rural region is lower than the total percentage of wholesale trade industries in urban centres. Hence, the proportional representation of this sector is not equal across rural and urban centres in Alberta.

The data collected this year reflects that 33.3% of those struggling with hiring qualified and competent staff were in the retail trade sector compared to 33.7% across Canada and 13.5% in Alberta for this sector in the same time period.¹⁰ It appears that the West Yellowhead region is experiencing higher than average labour shortages in the retail trade sector compared to the rest of Alberta.

Though, when compared to Canada, our region appears to be on par with the national average in the last quarter.

⁷ Statistics Canada. [Table 33-10-0364-01 Business or organization obstacles over the next three months, third quarter of 2021](#)

⁸ [Unemployment rate in Alberta unchanged in November | ATB Financial](#)

⁹ Statistics Canada. [Table 33-10-0364-01 Business or organization obstacles over the next three months, third quarter of 2021](#)

¹⁰ Statistics Canada. [Table 33-10-0364-01 Business or organization obstacles over the next three months, third quarter of 2021](#)

Our data reflects that 10.4% of those struggling with labour and retention were in Professional, Scientific, and Technical Services compared to 15.8% of this industry reporting labour shortages in the third quarter of this fiscal year in Alberta.¹¹

The data reflects that 10.4% of those struggling with hiring qualified and competent staff were in Accommodation and Food Services compared with the Alberta average in the same quarter where 54.5% of businesses in this sector were struggling with labour shortage. From this comparison, it appears that the West Yellowhead region has been able to maintain staffing in this industry at a higher rate than the province in the same time frame.

Data collected reflects that 30.3% of those struggling with hiring qualified and competent staff were in Other Services (except public administration) compared with 16.7% of businesses in this sector experiencing labour shortages in Alberta. The Other Services sector comprises establishments not classified to any other sector, are primarily engaged in repairing, or performing general or routine maintenance, on motor vehicles, equipment, and other products to ensure that they work efficiently; and businesses providing personal care services, funeral services, and laundry services.¹² From our analysis, appears that in the West Yellowhead region, the Other Services sector is experiencing higher than average challenges with hiring qualified and competent staff during the same quarter when compared to the provincial average for the same time frame. Employment data reflects that the Other Services sector saw an increase in jobs openings in this sector by 8.5 % during the last quarter.¹³

According to the Restaurant Outlook Survey, 93% of food service operators experienced staffing shortage in the third quarter of this fiscal year.¹⁴

Our data reflects that the total number of food service operators visited in Yellowhead Region were 34. The total number of food service operators expressing labour shortages were 4, therefore, data reflects that 11.76% of food

¹¹ Statistics Canada. Table 33-10-0364-01 Business or organization obstacles over the next three months, third quarter of 2021

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<https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464&CVD=118465&CPV=81&CST=01012012&CLV=1&MLV=5>

¹³ [Unemployment rate in Alberta unchanged in November | ATB Financial](#)

¹⁴ [Q3-2021-Restaurant-Outlook-Survey.pdf \(restaurantscanada.org\)](#)

service operators in the West Yellowhead Region ($n=34$) have indicated they are struggling with labour shortages. At first glance, it does not appear that the West Yellowhead region is struggling to the same degree as the rest of Canada regarding labour shortages in the Accommodation and Food service industry though it should be noted our sample group ($n=34$) is small when considering the validity of this data. Further data and a larger sample group would be valuable in understanding the limitations and challenges of hiring qualified and competent staff in this sector.

Marketing

Marketing support requests from businesses visited totaled 21 out of the total 241 businesses surveyed (8.7%). Marketing covers a vast area of business operations including understanding how you communicate, businesses branding, pricing, understanding competition, market research, and strategic targeting using consumer psychology, and measuring effectiveness of marketing efforts.

Of the 21 requests for marketing support, 47.6% of requests were from Retail Trade, 23.8% were from Accommodation and Food Services, 23.8% were from Other Services and 4.8% were from the Construction Sector. requests for marketing support was in construction (4.8%).

Financial Management

Training in Financial Management includes financial record keeping and financing management strategies. 5.0% of businesses visited in the Yellowhead Region indicated they would like support with financials and securing funds either through grants or loans.

- 7 of 12 requests for Financial Training were in Grande Cache (58.3%)
- 3 of 12 requests for Financial Training were in Yellowhead County (25.0%)
- 2 of 12 requests for Financial Training were in Hinton (16.7%)
- 0 requests for Financial Training were received from business visited in Edson and Jasper (0.0%)

- 8.3% of requests for Financial Training were in the Construction sector
- 16.7% were in the Retail Trade sector
- 16.7% were in the Accommodation and Food Services sector
- 58.3 5 were in the Other Services sector

Targeted training for the next fiscal year will look to market to those industries indicating they would like support in financial management.

Energy Savings

Businesses were asked if they monitor their energy consumption as part of their business operations and were advised of the Energy Savings for Business (ESB) Program through Energy Reductions Alberta (ERA).

- 60 of the total 241 businesses surveyed indicated they do measure and monitor their energy consumption each month (24.9%).
- 62 of the total 241 businesses surveyed indicated they were interested in the Energy Savings for Business Program through the ERA (25.7%).

Businesses interested in upgrading technology to improve energy consumption by industry sector:

- 6 out of the total number of businesses interested in the ESB program were from the Construction Sector (9.7%).
- 22 out of the total number of businesses interested in the ESB program were from the Retail Trade Sector (35.5%).
- 2 out of the total number of businesses interested in the ESB program were from the Professional, Scientific and Technical Services Sector (3.2%).
- 2 out of the total number of businesses interested in the ESB program were from the Health Care and Social Assistance Sector (1.6%).
- 12 out of the total number of businesses interested the ESB program were from the Accommodation and Food Services Sector (19.4%).

- 19 out of the total number of businesses interested in the ESB program were from Other Services (30.6%).

In the community of Grande Cache, 21 of the total number of 44 businesses surveyed were interested in Energy Savings (47.7%). 18 of those 44 businesses reported that they measure their energy consumption monthly (40.9%).

In the community of Edson, 10 of the total number of 53 businesses surveyed indicated they were interested in Energy Savings (18.9%). 16 of those 53 reported that they monitor their energy consumption monthly (30.2%).

In the Yellowhead County 42 businesses were surveyed and 8 indicated they were interested in energy saving (19.0%). 6 of those 42 businesses surveyed reported that they measure their energy consumption monthly (14.3%).

In the community of Hinton, 56 businesses were surveyed and 10 indicated they were interested in energy savings for their business operation (17.9%). 12 of those 56 businesses indicated that they monitor their energy consumption monthly (21.4%).

In the community of Jasper 13 of the 46 businesses surveyed indicated they were interested in energy savings for their business (28.2%). 8 of the 46 businesses surveyed reported they monitor their businesses energy consumption monthly (17.4%).

When considering the fact that less than 25% of businesses surveyed across the region are monitoring their energy consumption regularly, there is room for targeted energy consumption and monitoring education across all industry sectors. It is recommended that energy consumption and monitoring be incorporated in business coaching strategies moving forward.

Qualitative Data

The following qualitative data has been collated from the Business Survey Tool employed during the business visitation process. Note that the comments below were collated by theme and are reflective of individual business owners'

experiences in the local economy between October 2020 and October 2021. The qualitative data was not aggregate by community.

“Everyone’s support has been wonderful” – Accommodation and Food Service

“We feel supported and now business is coming back; we have had supply chain issues” – Retail Trade

“Saw a big intake of Canadian travellers with a balance of US travellers but it has been very difficult to find summer help as no-one applied” – Retail Trade

“Outdoor gear is selling well because people are going outside” – Retail Trade

“This year business has been okay; summer was great; it has been tougher finding staff this summer and we have had lots of delays with supply chain” - Retail Trade

“Keeping up with sanitizers and safety measures and following updates from AHS is challenging – we are new business owners from BC” – Other Services

“A struggle has been having to keep up with regulations” – Accommodation and Food Services

“Financially we have made enough to pay the bills though we feel vulnerable” – Retail Trade

“We have two staff and can’t afford to hire more; our business is not busy but we are surviving” – Retail Trade

“Business is very slow and not good. We have three staff and had to lay one off” – Retail Trade

“Business is not great; we struggle with staffing – we had nine staff now we have four; we have had to adjust schedules and condensed hours and we still get appointment cancellations at the last minute, and we cannot serve customers for walk-in appointments” – Other Services

“Business is slow, and we are short staffed; Vaccine passports have restricted business” – Accommodation and Food Services

“Covid restrictions have slowed business down” – Retail Trade

“We are fully staffed; we have shortened our business hours” – Accommodation and Food Services

“We are running reduced hours and working all the time to keep up. There is no one available to work” – Retail Trade

“Business could be better; we are worried about hotel insurance in the future” – Accommodation and Food Services

“We need more housing for staff in our community” – Retail Trade

“Childcare is a huge issue in our community as we have few licenced day homes with openings (impacts staffing)” – Retail Trade

“Rent has gone up about 50% since Covid began” – Retail Trade

“We have been having trouble hiring skilled labour” – Construction

“We can’t make ends meet and we are closing in November; have four staff” – Retail Trade

“Staffing is an issue; hiring qualified certified people has been difficult but the staffing issues in our industry is an Alberta problem as the industry is not regulated” – Other Services

“Business is terrible; we need to see more international tourists; it is not even worth being open” – Other Services

“Sales are down by 75% and our lease is up next year so we will be moving because we can only afford a smaller space” – Accommodation and Food Services

“We do have trouble finding skilled labour; people tend to want to stay in the city” – Professional, Scientific and Technical Services

“We are a smaller store and do not have enough money to hire more employees” – Accommodation and Food Services

“Our community needs a coffee shop and a flower shop. There are a lot of empty spaces and no bus services” – Retail Trade

“We have hired more staff because of the pipeline; we are closed to the public but busy contracting and will need more staff come November” – Professional, Scientific and Technical Services

“We have been having trouble hiring qualified workers” – Mining, quarrying and oil and gas extraction

“Business is picking up but with COVID, people can’t afford the deductible. We have also had a hard time finding workers; we could use help with marketing and advertising” – Retail Trade

“Business has been slow, and we have had to reduce hours” – Retail Trade

“Business walk-ins are okay. Have an on-line business too and this really helped through COVID as we maintained sales on-line” – Retail Trade

“We are finding it hard to get inventory” – Retail Trade

“We have not purchased inventory because we have no money” – Retail Trade

“We have moved a lot of inventory because of people buying pets and we have adapted to curbside pick up” – Retail Trade

“The cost of products has gone up” – Other Services

“We have had supply chain issues and maintaining inventory levels” – Retail Trade

“Inventory isn’t great, but it is improving” – Other Services

“The price of lumber hurts but also has other retail to sell; the demand for lumber has not gone down” – Retail Trade

“We have had late inventory, but it is arriving” – Retail Trade

“The cost of pipe and materials (construction) have increased by 25%” –
Construction

“Stock is slow arriving and prices are high. Some products have gone up in cost by 200%” – Retail Trade

“We purchased extra inventory this year and have been lucky for the most part though we are concerned about next years prices and the cost of shipping” – Retail Trade

“We are purchasing more Canadian made inventory as prices haven’t changed much and there is supply” – Retail Trade

“Supply Chain is okay, but we expect prices to go up in January by 10 – 15% and some products are just not available.” – Retail Trade

“Business is good, but we are having trouble sourcing some inventory and have had to adjust by ordering more volume to keep supplies in stock” – Retail Trade

“Business is good though having trouble with shipping cost increases and pricing product price increases by 30-40%; our customers realize it is not me putting the price up but that price increases are everywhere” – Retail Trade

“We have slowed down but have been able to retain our staff” – Accommodation and Food Services

“Utilities keep going up – we need to switch out lights for LED” – Retail Trade

“We have updated equipment to reduce waste” – Retail Trade

“We have adapted operations to reduce energy consumption” – Accommodation and Food Service

“We got rid of the big fridges and saved a lot of money” – Retail Trade

“Utility bills are going up and it has been affecting our bottom line” – Retail Trade

“We don’t have money to invest in energy saving upgrades, but we are absolutely interested – would like to change all lights to LED” – Other Services

“[A post-pandemic recovery strategy] our municipality could help businesses in maintaining health requirements and provide assistance with communications” – Other Services

“[A post-pandemic recovery strategy] our municipality could promote shop local and bring things back for kids” – Healthcare and social assistance

“[A post-pandemic recovery strategy] our municipality could focus on shop local” – Other Services

“[A post-pandemic recovery strategy] our municipality could focus on safety and better communication between government and business owners and doing wellness checks to support mental wellness” – Other Services

“[A post-pandemic recovery strategy] focus on bulletins and places for businesses to post business stuff; farmers markets or flea markets for home-based businesses and local businesses” – Accommodation and Food Services

“[A post-pandemic recovery strategy] focus on shop local. The government is not helping” – Accommodation and Food Services

“[A post-pandemic recovery strategy] shop local and a focus on small businesses and providing advertising help” – Retail Trade

“[A post-pandemic recovery strategy] could include marketing support and a focus on tourism” – Accommodation and Food Services

“[A post-pandemic recovery strategy] would be to focus on shop local and recycling” – Other Services

“[A post-pandemic recovery strategy] would be more education and communication from municipalities around consistency with regards to safety and signage” – Construction

“[A post-pandemic recovery strategy] to get more people out shopping local; reduce water rates and more financial assistance like small business grants” – Other Services

“[A post-pandemic recovery strategy] would be for more federal funding programs for small businesses; right now, that is the only reason we are surviving” – Retail Trade

“[A post-pandemic recovery strategy] would be to have local discount days” – Retail Trade

“[A post-pandemic recovery strategy] would be for communities to support home-based businesses.”

As a direct result of this project, Community Futures West Yellowhead followed up via email with business owners and managers who directly requested follow-up in the following categories:



- Restrictions Exemption Program Grant (\$2000) - 6
- Marketing Referral - 7
- Health & Safety Referral - 6
- CFWY Business Directory Information - 1
- Alberta Jobs Now Program - 12
- Energy Saving for Small Business - 8