



2022 COMMUNITY PROFILE



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SUPPORT

Community and Regional Economic Support Program

(CARES)

Alberta Government



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A Snapshot of PENHOLD



Location

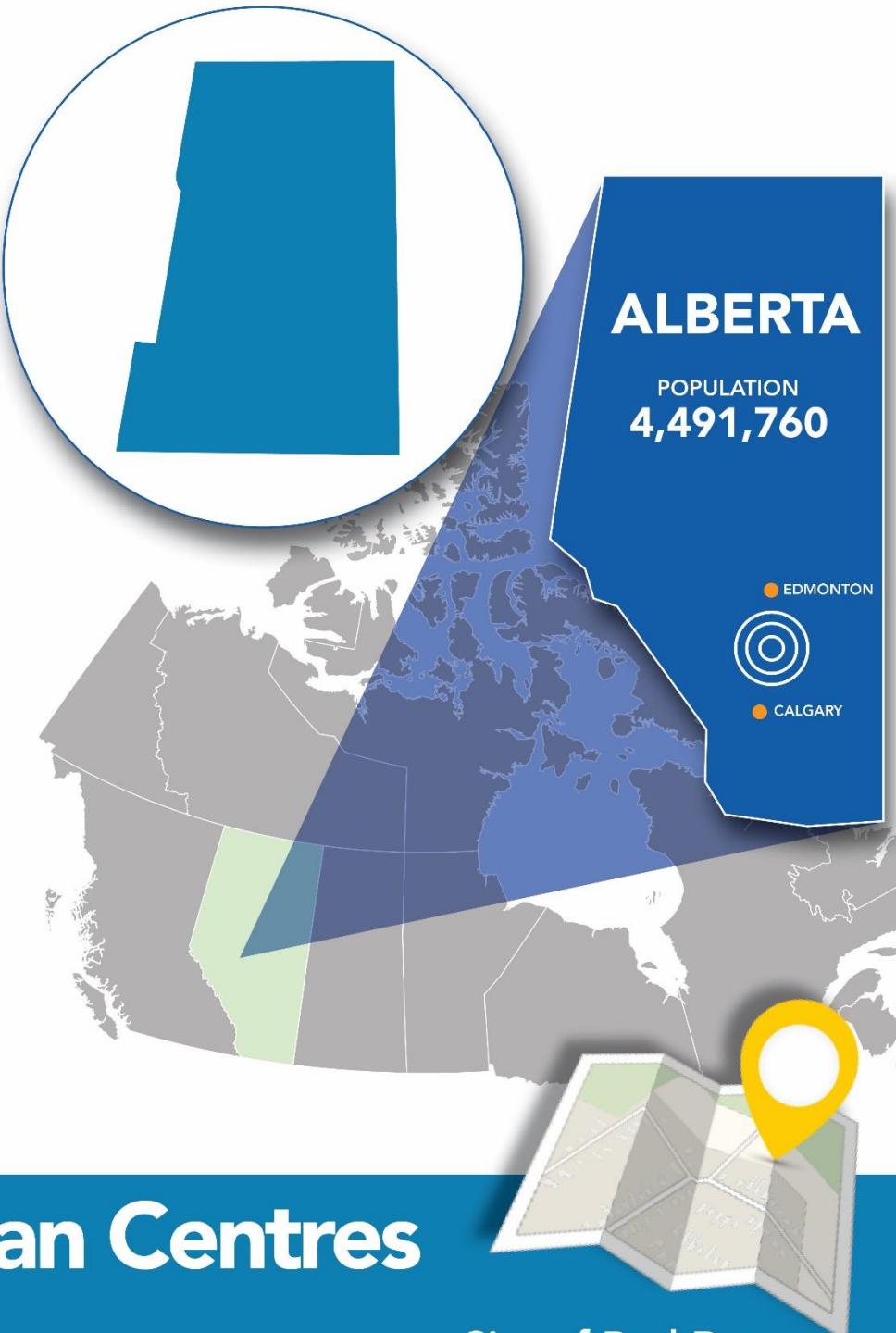
Penhold is a town in central Alberta, Canada. Penhold is surrounded by the county of Red Deer No. 23, 15km south of Red Deer at the junction of Highway 2A and Highway 42. It is located 128 km north of Calgary.

Originally, Penhold was one of the many whistle stops along the Canadian Pacific Railway. It incorporated as the Village of Penhold in 1904.

In 1980, the Village of Penhold incorporated as a town as a result of large population growth in the late 1970s.

Town of Penhold

POPULATION
4,037*



*Source: Alberta Treasury Board

Major Urban Centres

16km	City of Red Deer
130km	Calgary
167km	Edmonton
334km	Lethbridge
398km	Medicine Hat
608km	Fort McMurray

Demographics



3,717

Population 2022
(as per Manifold)

4,273

Estimated
Population 2032

15%

Estimated
Population Growth

36

Median Age

22%

Aged 0-14

67%

Aged 15-64

11%

Aged 65+

Educational Attainment

For the population aged 25-64



31%
Secondary

53%
Post-secondary

Top 6 Major Fields of Study



Architecture,
engineering, and
related technologies



Health and
related fields



Business,
management and
public administration



Personal, protective and
transportation services



Social and behavioural
sciences and law



Education

Household & Earnings

17%

ALBERTA
17%

of Penhold's homeowners spends
30% or more of household total
income on shelter costs.

RENTED
TOWN
15%
ALBERTA
26%

OWNED
TOWN
85%
ALBERTA
73%

Median
Dwelling
Value

\$435,438

ALBERTA MEDIAN
\$443,139

Median
Employment
Income

\$62,667

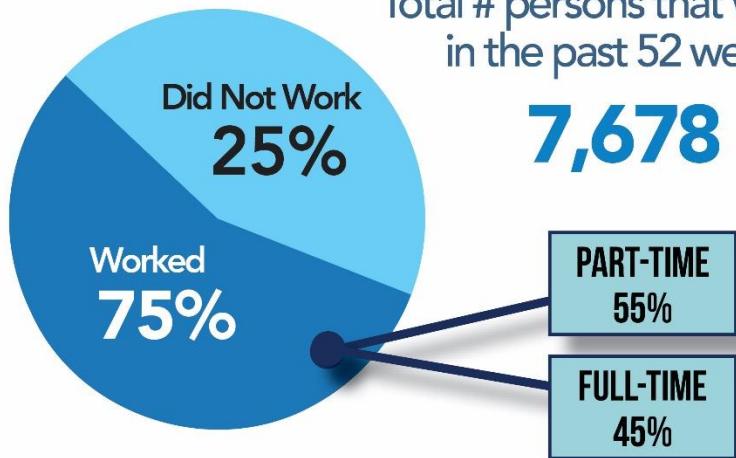
ALBERTA MEDIAN
\$51,869

Labour Force



Labour Force Status

Full-time or Part-time weeks worked



Top 5 Sectors by Industry*



Construction
(12%)



Health care and
social assistance
(12%)



Retail trade
(11%)



Mining and oil
and gas extraction
(9%)



Public
administration
(8%)

Top 5 Sectors by Occupation*



Trades, transport
and equipment
operators
(24%)



Sales and service
(18%)



Business, finance
and administration
(15%)



Education,
law and social,
community and
government services
(12%)



Management
(10%)

DATA SOURCES

Please note that every effort has been made to use the most current data available. The major sources of information for this document are:

- The 2006, 2011, 2016, and 2021 Census from Statistics Canada;
- Manifold SuperDemographics data is 2022 from Manifold Data Mining Inc.; and
- EMSI Analyst Data.



The most recent Census was conducted in 2021. Though most data has not yet been released from this Census, population figures have been updated and included in this document. SuperDemographics 2022 is the most up to date estimation of population characteristics, based on mathematical models that draw from various data sources.

Manifold Projection Method

Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighborhood and regression techniques; and
- Structural coherence techniques.

Manifold Data Sources include:

Statistics Canada	Real Estate Boards/Companies
Health Canada	Canadian Bankers Association
Regional Health Ministries	Bank of Canada
Citizenship and Immigration Canada	Canada Post Corporation
Regional School Boards	Consumer and business directories books
Proprietary survey and research	Flyer Distribution Association
Publications of hospitals, CMHC, BBM and partners	

1. INTRODUCTION

A Great Place to Call Home!



Penhold was incorporated as a village in 1904. In 1940 a Royal Canadian Air Force Manning Depot opened near Penhold (RCAF Station Penhold) and created a flight training school as part of the British Commonwealth Air Training Plan from 1941 to 1944. From 1966, facilities of the former base were leased by the Royal Canadian Air Cadets as the Penhold Air Cadet Summer Training Centre, until it was closed in 2014.

Penhold has remained a clean, modern and family-orientated community which attracts new residents from across Central Alberta and the rest of Canada. With incredible population growth, Penhold is rapidly living up to its motto, "The Home of Future Generations". It's continued growth and expansion is linked to its proximity to Red Deer and major transportation routes.

The Home of Future Generations

Penhold has approximately 1,068 hectares of available land for development and new opportunities which offer unique land value opportunities to investors.

Penhold has the main Canadian Pacific north/south rail connector running adjacent to its industrial lands, and offers access to highways, rail and air transportation in close proximity.

Key Economic Drivers

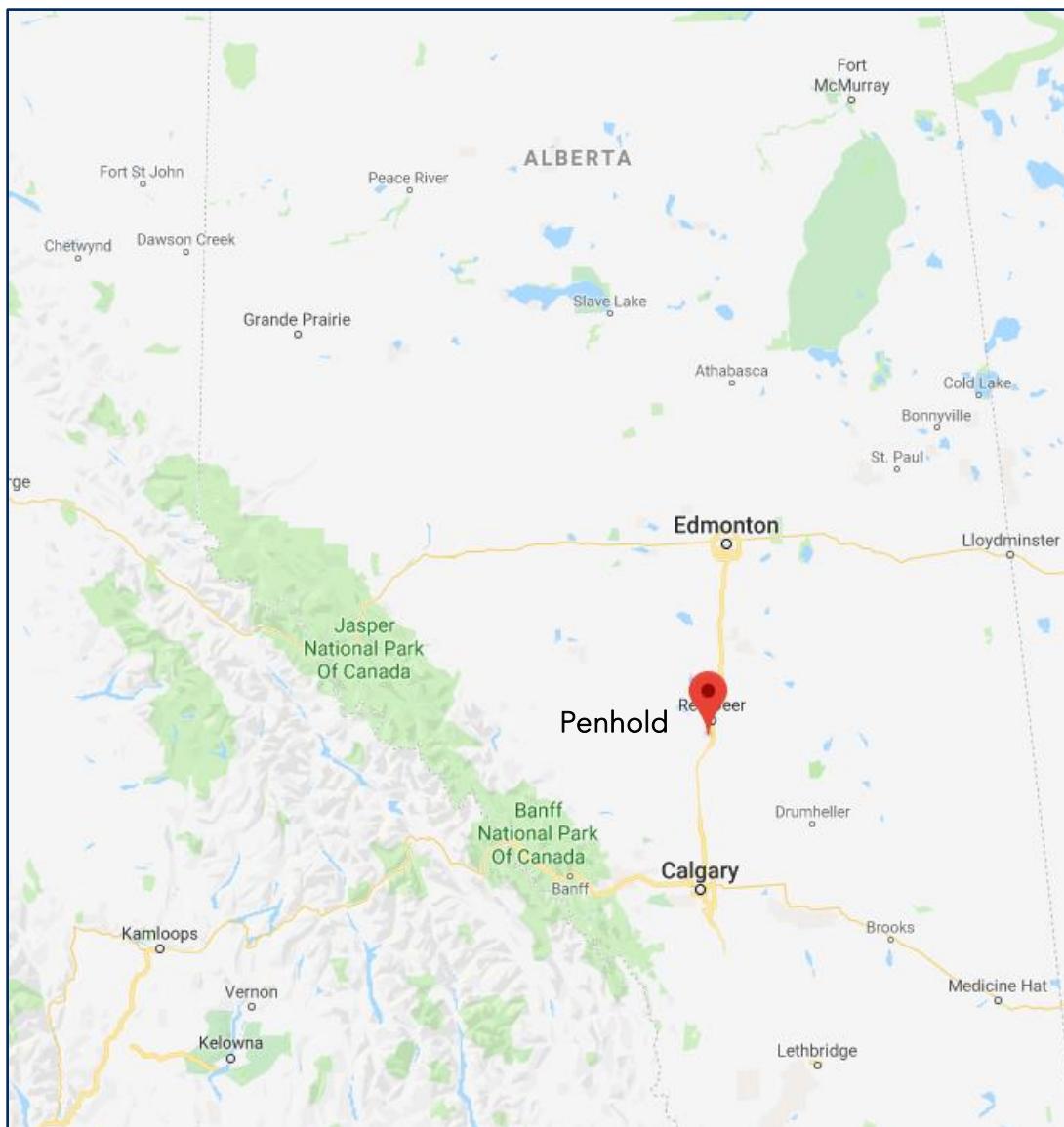
1. Farms
2. Agricultural supplies merchant wholesalers
3. Building contractors
4. Support activities for mining, and oil and gas extraction
5. Architectural and structural metals manufacturing

1.1. Location

Penhold is situated along Highway 2A between Alberta's two most populated urban communities, Calgary and Edmonton, and just 15 kilometers South of Red Deer. Penhold is situated between several major highways including Highway 2A, Highway 42 and Highway QEII, all of which provide access into the community. Penhold is ideally located along the CP Main Rail Connector.



Figure 1: Town of Penhold Location Map



Source: Google Maps, McSweeney & Associates, 2022

1.2. Climate

Town of Penhold climatic data was retrieved from the Government of Canada's Nearest Environment Canada Station. The most recent longitudinal information presents data from 1981-2010. Table 1 and Figure 2 illustrate precipitation levels, average and extreme temperatures.¹

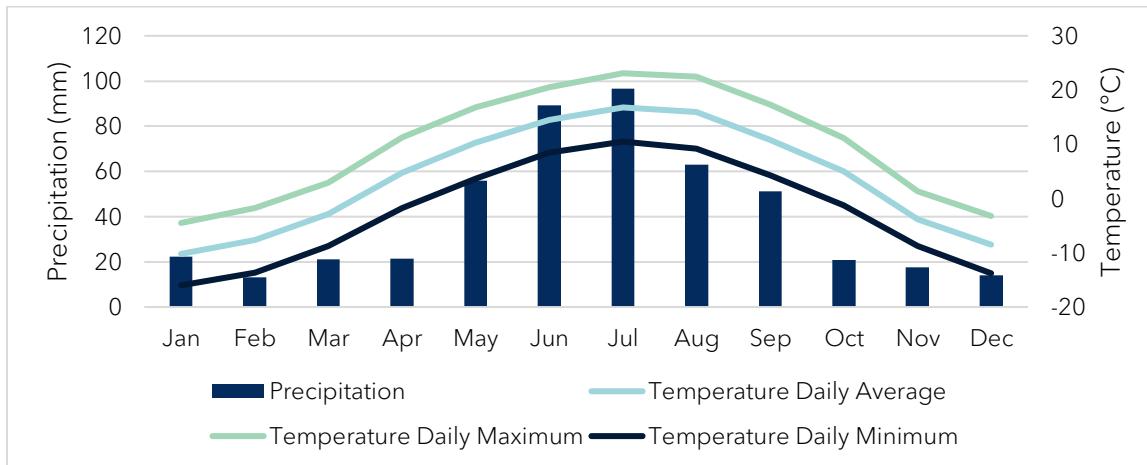


Table 1: Town of Penhold, Average Temperature (°C), 1981-2010

Temp. (°C)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Daily Average	-10.2	-7.7	-2.9	4.8	10.3	14.5	16.8	15.9	10.8	5	-3.8	-8.5
Daily Maximum	-4.5	-1.7	2.9	11.3	16.8	20.5	23.1	22.5	17.3	11.2	1.3	-3.2
Daily Minimum	-16	-13.7	-8.7	-1.7	3.7	8.4	10.5	9.2	4.3	-1.3	-8.8	-13.8
Extreme Maximum	13.5	18	19	29.4	32	33.5	34.5	36	33.5	29	22.8	16.5
Extreme Minimum	-41.5	-41.5	-36.7	-26.7	-8	-1.1	1.7	-2.5	-8	-25	-35	-43.3

Source: Environment Canada, Station. Temperature and Precipitation Graph for 1981 to 2010 Canadian Climate. Weather Station: [Red Deer](#).

Figure 2: Town of Penhold, Temperature and Precipitation Averages, 1981-2010



Source: Environment Canada, Station. Temperature and Precipitation Graph for 1981 to 2010 Canadian Climate. Weather Station: [Red Deer](#).

¹ The most recent data available for climate averages is from 1981-2010. As these data are averages across 30 years, the general trendlines can be expected to hold in more recent years.

2. DEMOGRAPHICS

2.1. Population Size and Growth

Between 2011 and 2021, the census population in Penhold grew dramatically from 2,375 individuals to 3,484 (see Table 2) an increase of approximately 1,109 residents. While the next decade is not expected to see similar double digit growth rates, substantial growth is nevertheless expected to continue. Specifically, by 2032 population estimates suggest Penhold will exceed 4,000 residents (4,273).²



Table 2: Census Population Change³

Population	2011	2016	2021	2022	2027	2032
Penhold	2,375	3,277	3,484	3,717	3,998	4,273
% Change	21.11%	38.00%	6.32%	/	7.55%	6.89%
	2011	2016	2021	2022	2027	2032
Alberta	3,645,257	4,067,175	4,262,635	4,491,760	4,715,899	4,938,018
% Change	10.79%	11.57%	4.81%	/	4.99%	4.71%

Source: Statistics Canada Census Profiles 2011, 2016, 2021 and Manifold SuperDemographics 2022

* = Estimates, n/c = not comparable

15.0%
population growth projection over the next 10 years!

² Please note, different tables within the document may refer to different “total population” figures. These figures represent the total population *for that statistic* – reliable data for those figures may not be available for the entire population and therefore use a slightly smaller sample size.

³ Data for Table 1 projections rely on Manifold estimates. We are aware that other Town documents and projections (including those from the Alberta Treasury Board noted on Penhold’s Snapshot, above) suggest different figures. However, this document relies on Manifold data throughout and in order to compare similar figures throughout, we rely on that data here as well. Please note, these population projections should not be directly compared with other sources’ population figures.

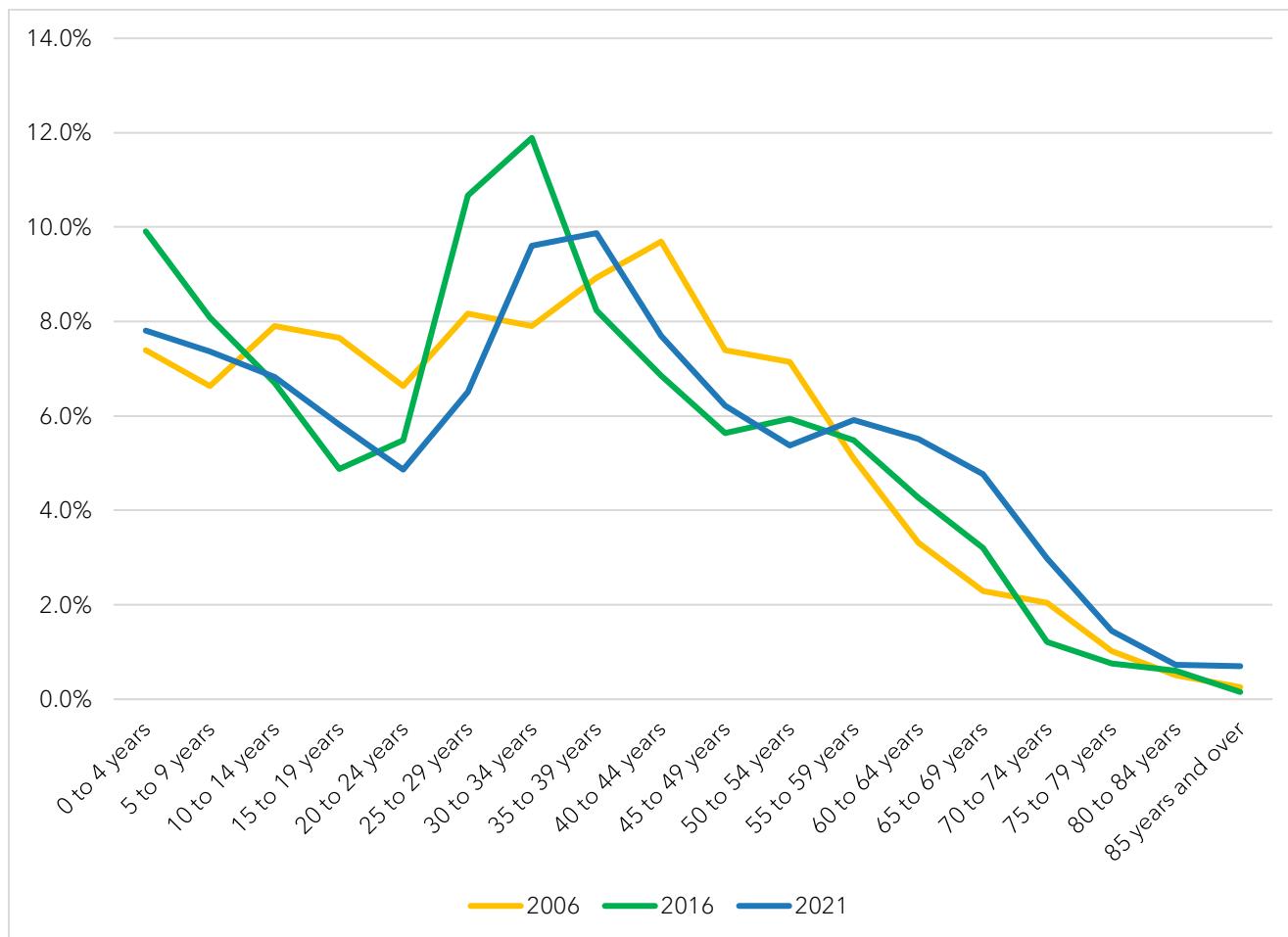
2.2. Age Profile

Figure 3 illustrates changes to Penhold's population by age, over the past 15 years.

Penhold's population has gotten older over the previous 15 years, with its share of youth (ages 0-29) decreasing from 44.4% in 2006 to 39.2% in 2021. Moreover, its population of older adults (60+) has increased from approximately 1-in-10 residents (9.4%) in 2006 to approximately 1-in-6 (16.1%) in 2021. This shifting dynamic will create new opportunities related to the needs of the population, suggesting that a differing approach to community engagement may be needed in the coming years to adjust for this demographic breakdown.



Figure 3: Age Distribution Chart, Town of Penhold, 2006-2021

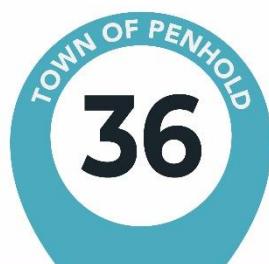


Source: Statistics Canada Census.

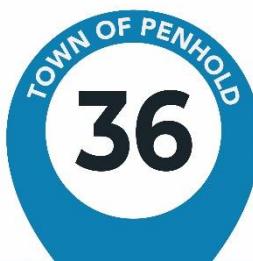
Table 3 shows 2022 population estimates by age group.

Table 3: Age Distribution, Town of Penhold and Alberta, 2022

Characteristics	Town of Penhold	Town of Penhold	Alberta
Total Population	3,717	100%	100%
0 to 4 years	290	7.8%	5.8%
5 to 9 years	274	7.4%	6.1%
10 to 14 years	254	6.8%	6.2%
15 to 19 years	216	5.8%	5.8%
20 to 24 years	181	4.9%	6.1%
25 to 29 years	242	6.5%	6.7%
30 to 34 years	357	9.6%	7.6%
35 to 39 years	367	9.9%	8.0%
40 to 44 years	286	7.7%	7.3%
45 to 49 years	231	6.2%	6.5%
50 to 54 years	200	5.4%	6.1%
55 to 59 years	220	5.9%	6.2%
60 to 64 years	205	5.5%	6.2%
65 to 69 years	177	4.8%	5.3%
70 to 74 years	111	3.0%	3.9%
75 to 79 years	54	1.5%	2.7%
80 to 84 years	27	0.7%	1.7%
85 years and over	26	0.7%	1.8%



ALBERTA AVERAGE AGE
39



ALBERTA MEDIAN AGE
39

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

2.3. Income

Table 4 shows the breakdown of total individual incomes in 2021⁴.

In 2021, median total income for all Penhold residents 15 years and over was \$62,667. Over half (54.5%) of residents earned over \$50,000 in 2021, and 21.0% of residents earned over \$90,000.



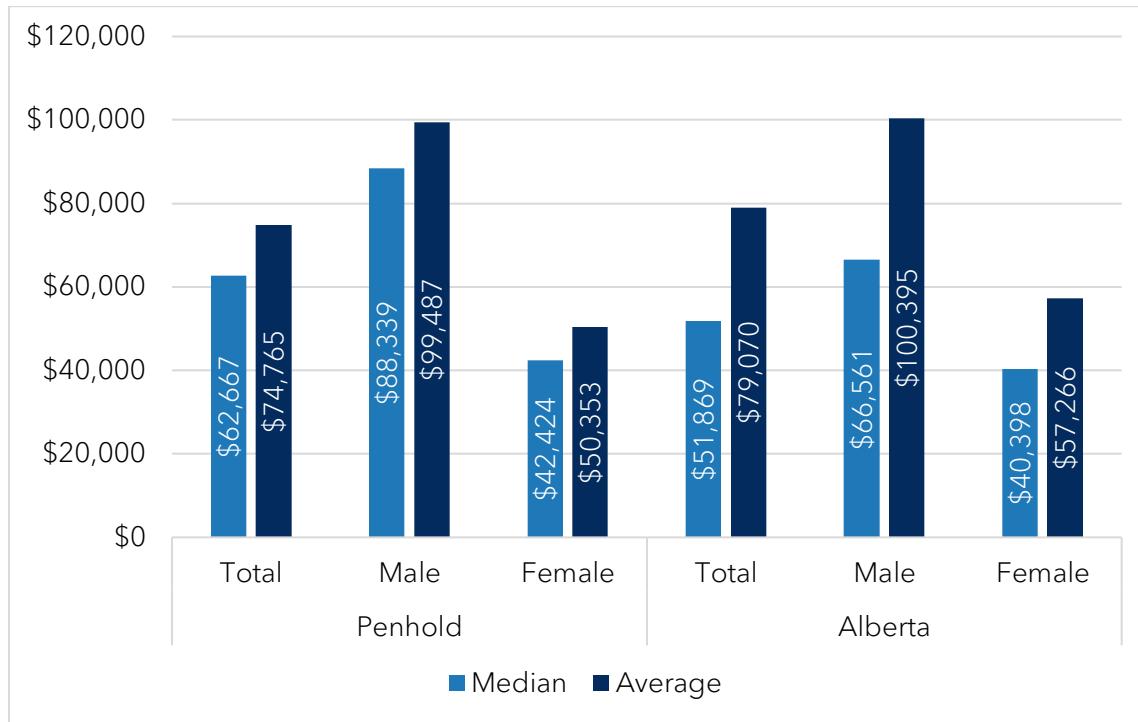
Table 4: Total Individual Income Levels, 2021

Characteristic	Total	Male	Female
Total 15 years and over	2,898	1,451	1,447
Without total income	90	40	50
With total income	2,808	1,411	1,397
Under \$10,000 (including loss)	101	19	88
\$10,000 to \$19,999	282	59	230
\$20,000 to \$29,999	295	83	208
\$30,000 to \$39,999	278	77	195
\$40,000 to \$49,999	273	92	174
\$50,000 to \$59,999	280	121	159
\$60,000 to \$69,999	244	131	112
\$70,000 to \$79,999	236	152	83
\$80,000 to \$89,999	208	151	56
\$90,000 to \$99,999	162	123	34
\$100,000 and over	448	403	57
Characteristic	Total	Male	Female
Median total income \$	\$62,667	\$88,339	\$42,424
Average total income \$	\$74,765	\$99,487	\$50,353

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022 *(2021 incomes).

⁴ Please note that the 2022 Manifold data uses 2021 income data, as it is the most recent information available.

Figure 4: Employment Income Levels, Town of Penhold and Alberta Residents, 15+, 2022



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022

Table 5 illustrates that median and average household income in Penhold are comparable to Alberta figures more broadly. While Median household total income is slightly higher (3.4%), average income is 6.0% lower. Similarly, across both jurisdictions, just over half the population earns \$100,000 or more.

Table 5: Household Income Levels, Town of Penhold and Alberta Households, 2021

Characteristic	Town of Penhold	Town of Penhold	Alberta
Total - Total household income groups for private households	1,403	100%	100%
Under \$5,000	6	0.4%	0.8%
\$5,000 to \$9,999	16	1.1%	0.9%
\$10,000 to \$14,999	12	0.9%	1.1%
\$15,000 to \$19,999	20	1.4%	1.6%
\$20,000 to \$24,999	14	1.0%	2.5%
\$25,000 to \$29,999	30	2.1%	2.5%
\$30,000 to \$34,999	23	1.6%	2.7%
\$35,000 to \$39,999	38	2.7%	2.9%
\$40,000 to \$44,999	38	2.7%	3.0%
\$45,000 to \$49,999	31	2.2%	3.1%
\$50,000 to \$59,999	57	4.1%	4.9%
\$60,000 to \$69,999	89	6.3%	5.8%
\$70,000 to \$79,999	97	6.9%	6.0%
\$80,000 to \$89,999	95	6.8%	6.0%
\$90,000 to \$99,999	113	8.1%	6.0%
\$100,000 and over	724	51.6%	50.2%
Median household total income (\$)	\$117,106		\$113,175
Average household total income (\$)	\$144,911		\$153,665

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022 (2021 incomes).

2.4. Mobility Characteristics

Penhold residents were slightly more likely to change place of residence within one or five years, relative to Alberta residents. Specifically, over the last five years 52.6% of Penhold residents had moved, compared to 46.7% of Albertans (Table 6).



Table 6: Mobility Rates, Town of Penhold and Alberta, 2022

Characteristics	Town of Penhold	Town of Penhold	Alberta
Mobility status - place of residence year ago ⁵			
Total population	3,639	100%	100%
Non-movers ⁶	2,994	82.3%	83.9%
Movers ⁷	645	17.7%	16.1%
Non-migrants ⁸	107	2.9%	10.5%
Migrants ⁹	538	14.8%	5.6%
Internal migrants	518	14.2%	4.4%
Intra-provincial migrants	466	12.8%	3.2%
Interprovincial migrants	52	1.4%	1.2%
External migrants	20	0.5%	1.2%
Mobility status - place of residence status five years ago			
Total population	3,345	100%	100%
Non-movers	1,586	47.4%	53.3%
Movers	1,759	52.6%	46.7%
Non-migrants	360	10.8%	25.5%
Migrants	1,399	41.8%	21.2%
Internal migrants	1,379	41.2%	15.6%
Intra-provincial migrants	1,141	34.1%	9.3%
Interprovincial migrants	239	7.1%	6.3%

⁵ Refers to the relationship between a person's usual place of residence on Census Day and their usual place of residence one year earlier. A person is classified as a non-mover if no difference exists. Otherwise, a person is classified as a mover and this categorization is called Mobility status (1 year ago). Within the category of movers, a further distinction is made between non-migrants and migrants; this difference is called migration status.

⁶ Non-movers are persons who, on Census Day, were living at the same address as which they resided one year earlier.

⁷ Movers are persons who, on Census Day, were living at a different address from the one at which they resided one year earlier.

⁸ Non-migrants are movers who, on Census Day, were living at a different address, but in the same census subdivision (CSD) as the one they lived in one year earlier.

⁹ Migrants are movers who, on Census Day, were residing in a different CSD one year earlier (internal migrants) or who were living outside Canada one year earlier (external migrants).

External migrants	20	0.6%	5.6%
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Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

2.5. Language Characteristics

Table 7 indicates knowledge of Canada's official languages.

Only 0.1% of Penhold residents speak 'neither English nor French', less than the provincial figure (1.5%). The rate of French-speakers in Penhold is also less than the provincial mark, with 1.3% speaking either French, or both English and French (6.7% do so provincially).



Table 7: Knowledge of Official Languages, 2022

Characteristics	Town of Penhold	Town of Penhold %	Alberta %
Total population	3,717	100%	100%
English	3,663	98.5%	91.8%
French	44	1.2%	0.1%
English and French	5	0.1%	6.6%
Neither English nor French	5	0.1%	1.5%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

Table 8 builds upon Table 7 by illustrating the most common languages *outside of the official languages of Canada* that are spoken in Penhold.

Table 8: Most Common Non-Official Languages Spoken, 2022

Characteristics	Town of Penhold	Town of Penhold %
Total population with knowledge of non-official languages	153	100%
Spanish	49	32.0%
German	36	23.5%
Tagalog (Pilipino, Filipino)	30	19.6%
Bosnian	11	7.2%
Polish	9	5.9%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

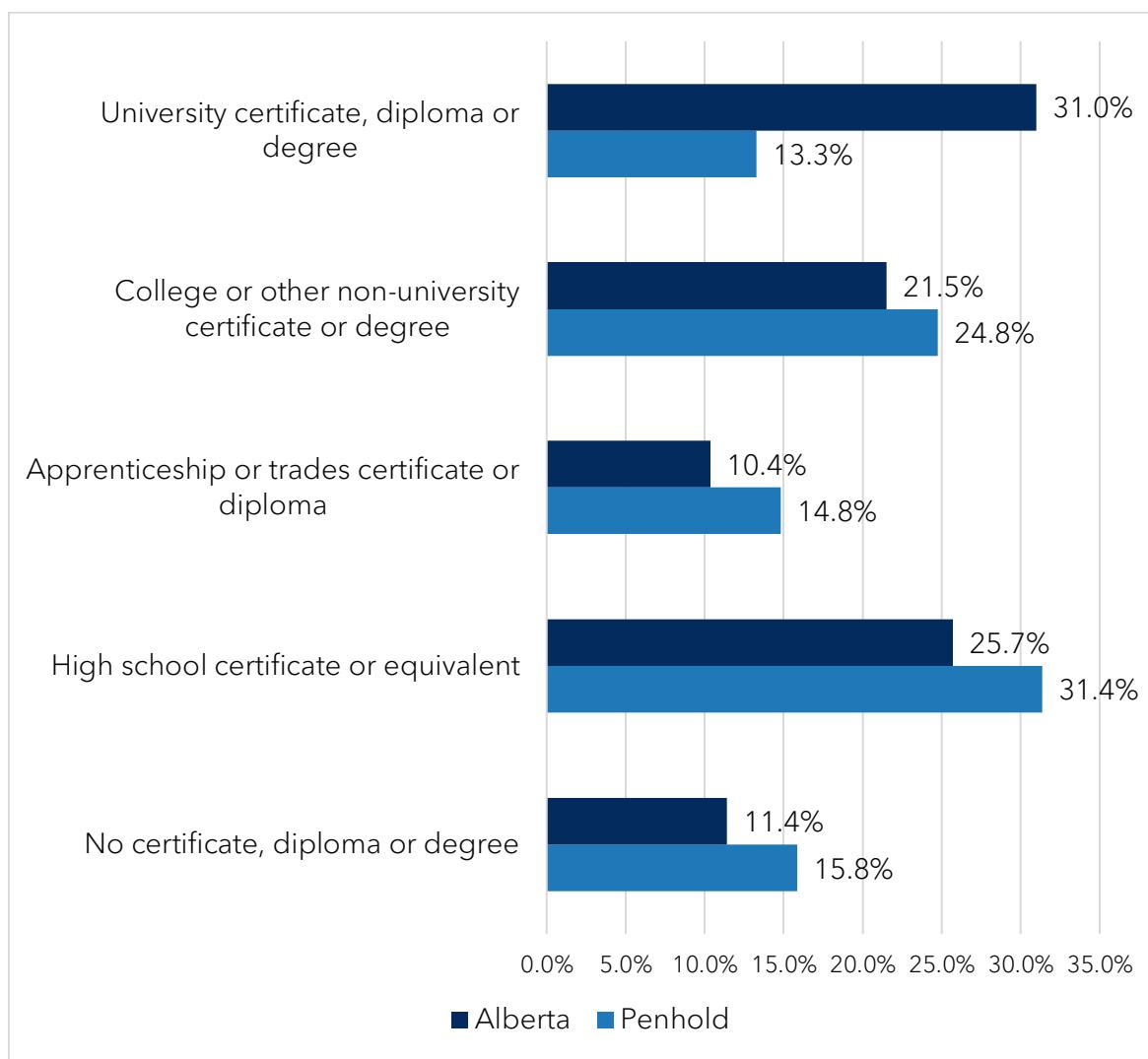
2.6. Level of Education

Figure 5 illustrates educational attainment for residents ages 25 to 64 in Penhold and Alberta. While Alberta's population is more likely to have attained a university certificate, diploma or degree, Penhold residents are more likely to have a *college or other non-university certificate or degree, or apprenticeship or trades certificate or diploma*.



Approximately two in five (39.6%) of Penhold residents have either a "college or other non-university certificate or degree" or "apprenticeship or trades certificate or diploma."

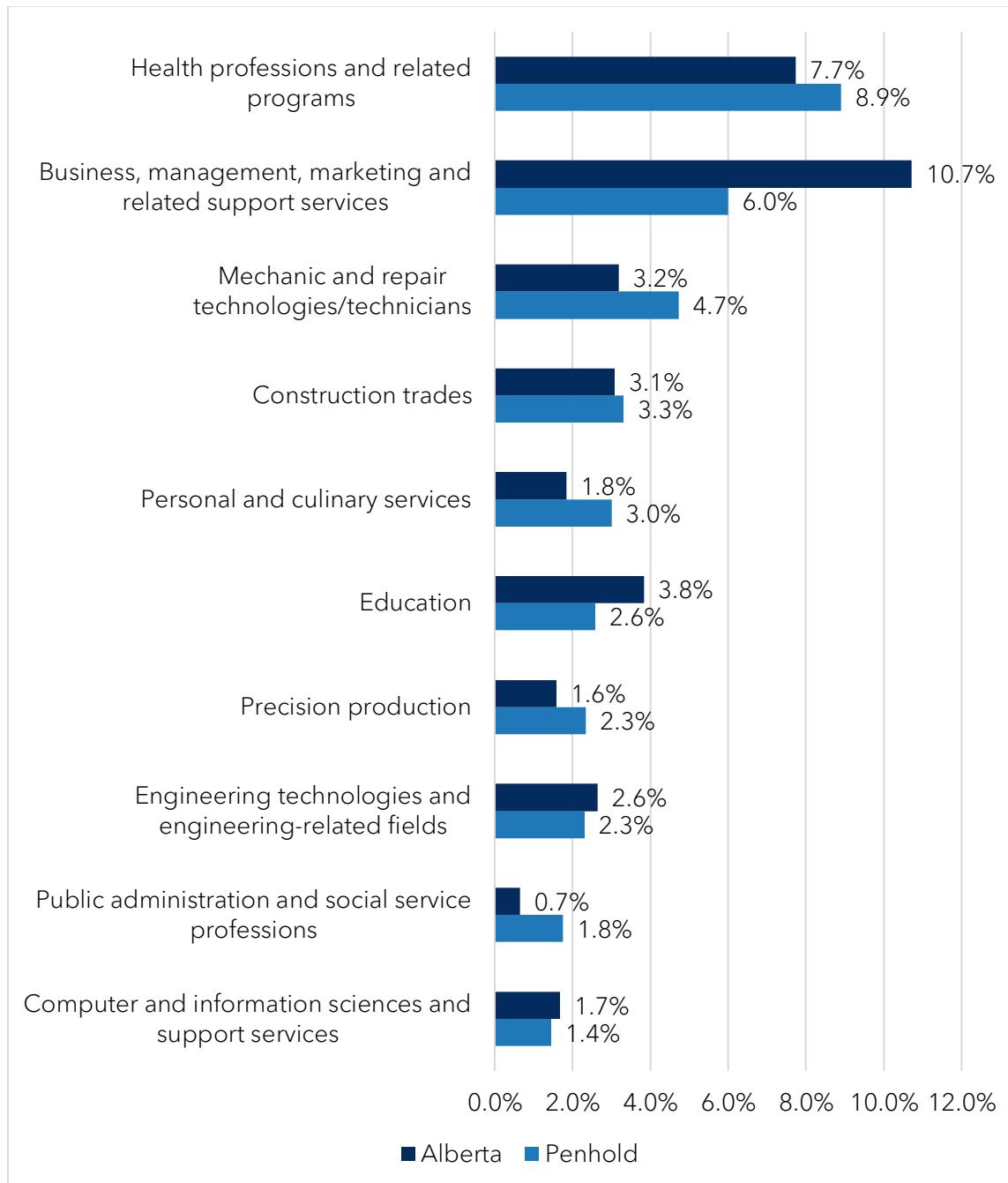
Figure 5: Educational Attainment, Town of Penhold and Alberta Residents ages 25-64, 2022



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

Figure 6 and Table 9 illustrate major subfields of study for residents ages 15 years and older. The two most heavily represented fields of study among Penhold residents are 'health professions and related programs' (8.9% of residents) and 'business, management, marketing and related support services' (6.0%).

Figure 6: Major Field of Study, Population Aged 15 Years or Older, 2022



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

When further breaking down major field of study for residents in the Town of Penhold by sex it becomes clear that there are significant differences in fields of study undertaken. Notably, males over 15 in Penhold are much more likely to have studied *architecture, engineering and related technologies*, while females were much more likely to have pursued educational training in *health and related fields or business, management and public administration*.

Table 9: Major Field of Study, Penhold Residents 15 years and over, 2022

Field of Study	Total	Female	Male
No postsecondary certificate, diploma or degree	51%	47%	56%
Architecture, engineering, and related technologies	14%	1%	27%
Health and related fields	10%	17%	2%
Business, management and public administration	8%	13%	3%
Personal, protective and transportation services	4%	5%	4%
Social and behavioural sciences and law	4%	7%	1%
Education	3%	5%	1%
Humanities	2%	1%	2%
Mathematics, computer and information sciences	2%	2%	1%
Agriculture, natural resources and conservation	1%	1%	2%
Physical and life sciences and technologies	1%	1%	1%
Visual and performing arts, and communications technologies	1%	1%	1%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

3. LABOUR FORCE

3.1. Key Indicators

The Town of Penhold is home to a labour force of approximately 2,102 individuals. As illustrated in Table 10, participation, employment, and unemployment rates are all comparable to provincial marks. This suggests that residents are both engaged in the labour force and finding suitable employment at comparable levels in Penhold as they are across the province.



Table 10: Labour Force Characteristics, 2022

Characteristic	Town of Penhold	Alberta
Total population aged 15 years and older	2,898	3,677,898
In the labour force	2,102	2,576,081
Employed	1,826	2,292,080
Unemployed	276	284,002
Not in the labour force	796	1,101,817
Participation rate %	72.52	70.04
Employment rate %	62.99	62.32
Unemployment rate %	13.14	11.02

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.



Penhold's youth are more likely than youth across Alberta to be engaged in the labour force (74.74% of youth in Penhold are participating in the economy, compared to 64.41% across Alberta). They are also more likely to be working (55.66% employment rate compared to 50.52%), Though the local unemployment rate is slightly higher than the provincial mark (25.52% compared to 21.57%) that is likely due to more youth participating in the economy, and therefore looking for work.

Table 11: Labour Force Characteristics, Youth, 2022

Characteristic	Town of Penhold	Alberta
Total population aged 15 to 24 years old	396	535,544
In the labour force	296	344,953
Employed	220	270,555
Unemployed	76	74,398
Not in the labour force	100	190,591
Participation rate %	74.74	64.41
Employment rate %	55.66	50.52
Unemployment rate %	25.52	21.57

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

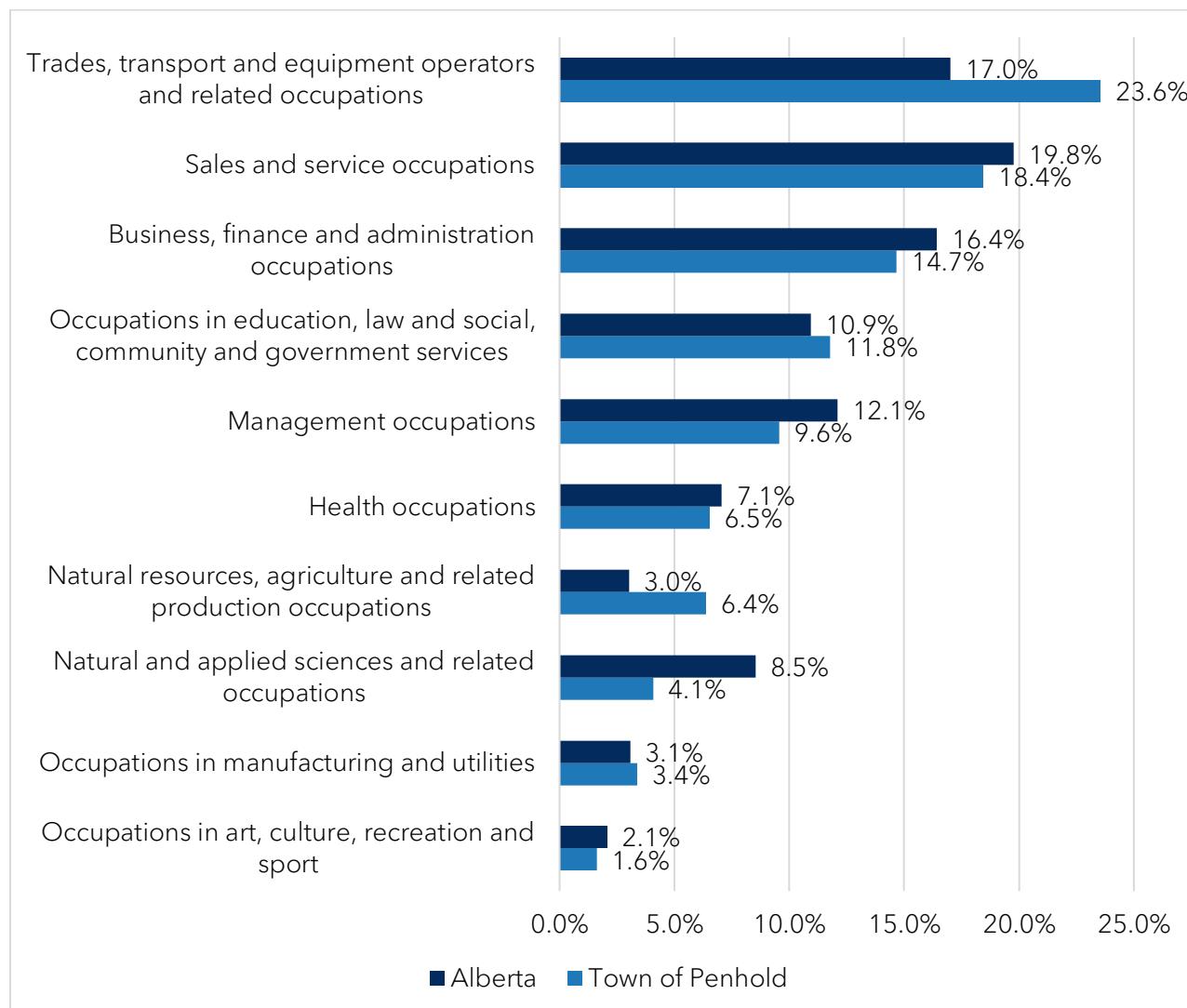


3.2. Labour Force by Occupation

Figure 7 and Table 12 illustrate Penhold's labour force make up by occupation:

- 'Trades, transport and equipment operators and related occupations' are the largest occupation group (23.6% of residents work within this occupation class) in Penhold.
- 'Occupations in art, culture, recreation and sport' are the least intensive in Penhold, representing 1.6% of occupations, slightly less than the provincial mark (2.1%)

Figure 7: Labour Force by Occupation¹⁰, 2022



¹⁰Occupation data are produced according to the NOC 2016:
<http://www.statcan.gc.ca/eng/subjects/standard/noc/2016/index>

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

Table 12 compares male and female employment counts by occupation. As can be seen:

- The occupation class with the highest percentage of females in the workforce are **health occupations (99% female/1% male)**
- The occupation with the highest percentage of males in the workforce are **occupations in trades, transport and equipment operators and related occupations (96% male/4% female)**

Table 12: Labour Force by Occupation, 2022

Characteristic	Male	Percentage of Occupation	Female	Percentage of Occupation
Total labour force 15 years and over by occupation	1,117	53%	985	47%
Occupation - Not applicable	48	75%	16	25%
All occupations	1,069	52%	969	48%
0 Management occupations	103	53%	92	47%
1 Business, finance and administration occupations	69	23%	230	77%
2 Natural and applied sciences and related occupations	65	78%	18	22%
3 Health occupations	2	1%	132	99%
4 Occupations in education, law and social, community and government services	57	24%	183	76%
5 Occupations in art, culture, recreation and sport	27	79%	7	21%
6 Sales and service occupations	124	33%	252	67%
7 Trades, transport and equipment operators and related occupations	461	96%	19	4%
8 Natural resources, agriculture and related production occupations	108	84%	21	16%
9 Occupations in manufacturing and utilities	54	77%	16	23%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

3.3. Labour Force by Industry

Figure 8 illustrates the top 15 employment sectors in Penhold. Penhold's sector distribution is fairly similar to the provincial breakdown. That is, 'construction' locally represents 12.5% of all jobs, compared to 10.0% at a provincial level. Similar distribution is seen in 'health care and social assistance' (12.1% locally and 11.1% at a provincial level) and 'retail trade' (11.5% and 11.0%).

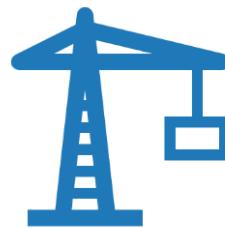
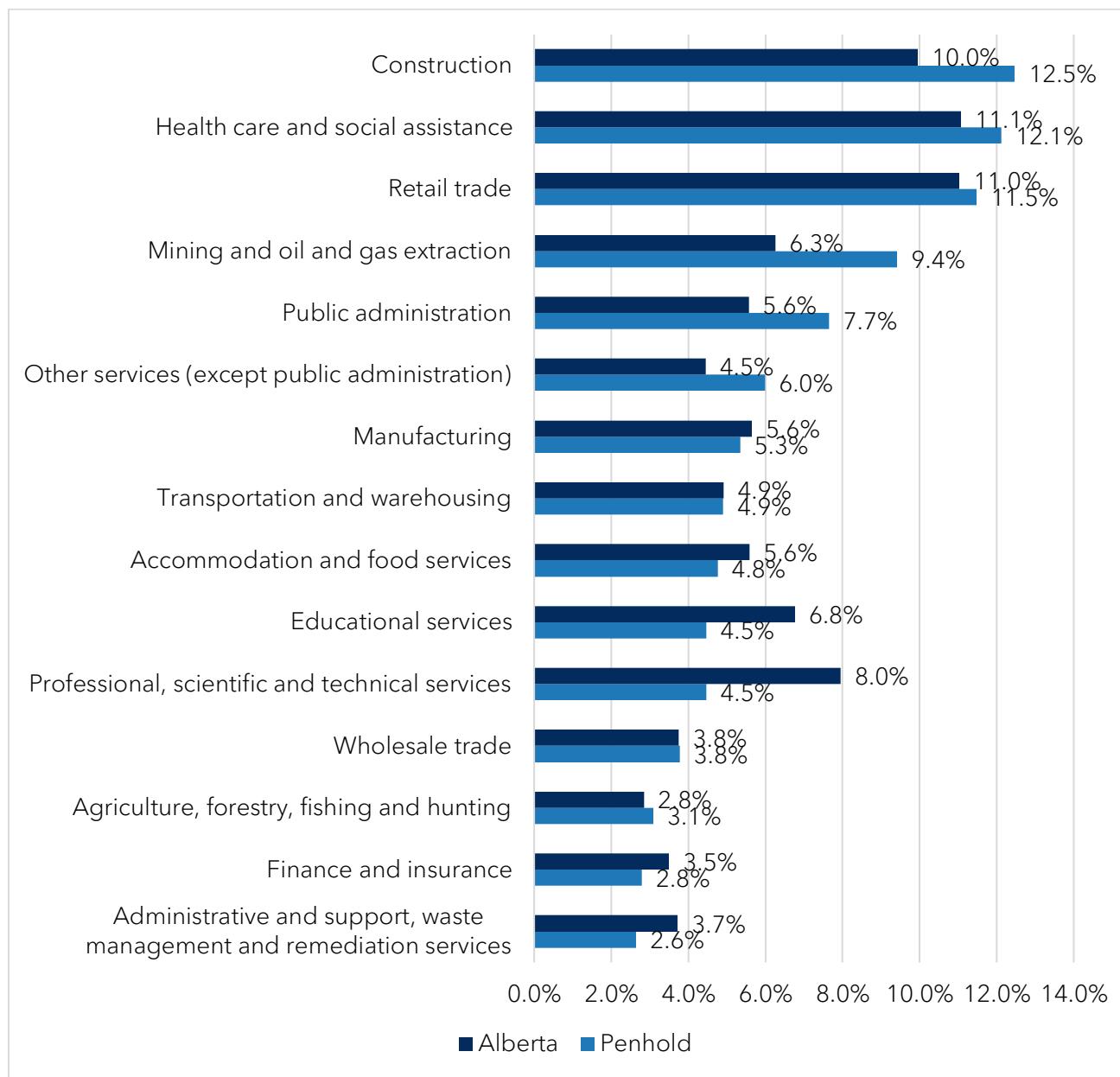


Figure 8: Largest Employment Sectors, Penhold and Alberta, 2022



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

Table 13 compares male and female employment counts by industry. As can be seen:

- The industry with the highest percentage of females in the workforce is 'health care and social assistance' (96% female)
- The industry "management of companies and enterprises" was represented entirely by males.

Table 13: Labour Force by Industry, County Residents, 2022

Characteristic	Male	Percentage of Industry	Female	Percentage of Industry
Total labour force 15 years and over	1,117	53%	985	47%
Industry - not applicable	48	75%	16	25%
All industries	1,069	52%	969	48%
11 Agriculture, forestry, fishing and hunting	25	40%	38	60%
21 Mining and oil and gas extraction	156	81%	37	19%
22 Utilities	19	90%	2	10%
23 Construction	208	82%	45	18%
31-33 Manufacturing	89	81%	21	19%
41 Wholesale trade	45	58%	32	42%
44-45 Retail trade	115	49%	119	51%
48-49 Transportation and warehousing	81	81%	19	19%
51 Information and cultural industries	10	63%	6	38%
52 Finance and insurance	9	16%	47	84%
53 Real estate and rental and leasing	3	10%	26	90%
54 Professional, scientific and technical services	56	62%	35	38%
55 Management of companies and enterprises	9	100%	0	0%
56 Administrative and support, waste management and remediation services	32	59%	22	41%
61 Educational services	12	13%	79	87%
62 Health care and social assistance	9	4%	238	96%
71 Arts, entertainment and recreation	5	28%	13	72%
72 Accommodation and food services	25	26%	72	74%
81 Other services (except public administration)	78	64%	44	36%
91 Public administration	82	53%	74	47%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.

3.4. General Wages by Occupation

Below is a sampling of local wage rates of the highest paying occupations (by median wage) for the closest and most representative region available (Red Deer Region).

For a complete review of all wages by occupation see:
<https://www.jobbank.gc.ca/wagereport/location/22319>



Table 14: General Wages by Occupation¹¹

Category	Low Wage (\$/hour)	Median Wage (\$/hour)	High Wage (\$/hour)
Other managers in public administration	\$29.82	\$60.00	\$74.52
School principals and administrators of elementary and secondary education	\$35.90	\$54.09	\$69.71
Dental hygienists and dental therapists	\$38.54	\$53.00	\$59.00
Engineering managers	\$32.50	\$52.64	\$75.34
Other business services managers	\$23.08	\$52.45	\$60.10
Urban and land use planners	\$38.99	\$52.00	\$63.19
Managers in health care	\$26.42	\$51.55	\$78.37
Banking, credit and other investment managers	\$25.26	\$51.28	\$87.95
Electrical power line and cable workers	\$25.00	\$50.00	\$61.20
Central control and process operators, petroleum, gas and chemical processing	\$31.73	\$50.00	\$65.00
Mechanical engineers	\$34.62	\$48.72	\$72.50
Psychologists	\$46.83	\$48.60	\$64.44
Natural and applied science policy researchers, consultants and program officers	\$28.61	\$47.69	\$62.94
Information systems analysts and consultants	\$27.88	\$47.62	\$67.50
Managers in transportation	\$22.60	\$47.12	\$62.97
Registered nurses and registered psychiatric nurses	\$39.50	\$47.00	\$50.00
Supervisors, petroleum, gas and chemical processing and utilities	\$28.70	\$47.00	\$69.23

¹¹ For more wage rates please visit:

www.jobbank.gc.ca/LMI_report_area.do?&area=29315&reportOption=wage

Source: Produced by Human Resources and Skills Development Canada's Labour Market Information Service. Last updated July 5th, 2022.

3.5. Largest Employers

Tables 15 and 16 identify some of the largest private and public employers by NAICS and employment level in Penhold.



Table 15: Largest Private Sector Employers

Name	Industry (NAICS Classification)
IGA	Retail
Organic Oasis Spa and Salon	Retail
Fas Gas	Oil & Gas
DQ Grill & Chill	Retail
Nutrien Ag Solutions	Agriculture
George's Farm Centre	Agriculture
Penhold Building Supplies	Retail
ATB	Finance
IDA Pharmacy	Retail
Pharmasave	Retail
Tim Hortons	Retail
Subway	Retail

Source: Town of Penhold and McSweeney & Associates



Table 16: Largest Public Sector Employers

Name	Industry
Town of Penhold	
Chinook's Edge School Division	
Penhold & District Regional Library	

Source: Town of Penhold and McSweeney & Associates

Table 17: Key/Target Sectors

Sector
Agriculture
Oil & Gas
Manufacturing
Transportation & Warehousing

Source: Town of Penhold



3.6. Place of Work

Tables 18 and 19 provide information on persons reporting a "usual place of work other than in their home or outside of Canada", and reveal the following:



- More than half (93%) of the Penhold labour force works outside of the community. Most residents that work outside the community commute to Red Deer City and County
- More than half (75%) of the persons working in Penhold are not residents in Penhold. Most of the non-residents working in Penhold live in Red Deer City or County.

Table 18: Place of Work for Residents of Town of Penhold, 2016

Place of Work	Total	Male	Female
Red Deer, CY	665	220	440
Red Deer County	190	100	90
Innisfail, T	145	85	65
Penhold, T	85	30	60
Lacombe County	35	30	10
Calgary, CY	25	25	0
Blackfalds, T	20	20	0
Total workforce with a usual place of work residing in Penhold	1,165	510	665
Total resident labour force with a usual place of work outside Penhold	1,080	480	605
Percent of residents declaring a place of work outside Penhold	93%	94%	91%

Source: McSweeney & Associates, Statistic Canada, 2016 [Commuting Flow](#)

Table 19: Place of Residence for Persons Working in Town of Penhold, 2016

Place of Residence	Total	Male	Female
Red Deer, CY	130	95	35
Red Deer County	100	50	50
Penhold, T	85	30	60
Innisfail, T	20	15	10
Total persons with a usual place of work in Penhold	335	190	155
Total non-resident workforce commuting to work in Penhold	250	160	95
Percent of workers (non-residents) commuting to work in Penhold	75%	84%	61%

Source: McSweeney & Associates, Statistic Canada, [Commuting Flow](#)



4. QUALITY OF LIFE

4.1. Housing Characteristics

Houses in Penhold were relatively affordable in 2022, with average and median dwelling values both under \$500,000. Additionally, Penhold residents have strong home ownership rates, with more than 4-in-5 households (85%) owning the dwelling they are living in. Finally, only 17% of the population spends 30% or more of household total income on shelter costs (a traditional measure of household affordability). This compares favourably to rates across the rest of Alberta (also 17%).

Table 20: Dwelling Characteristics, 2022

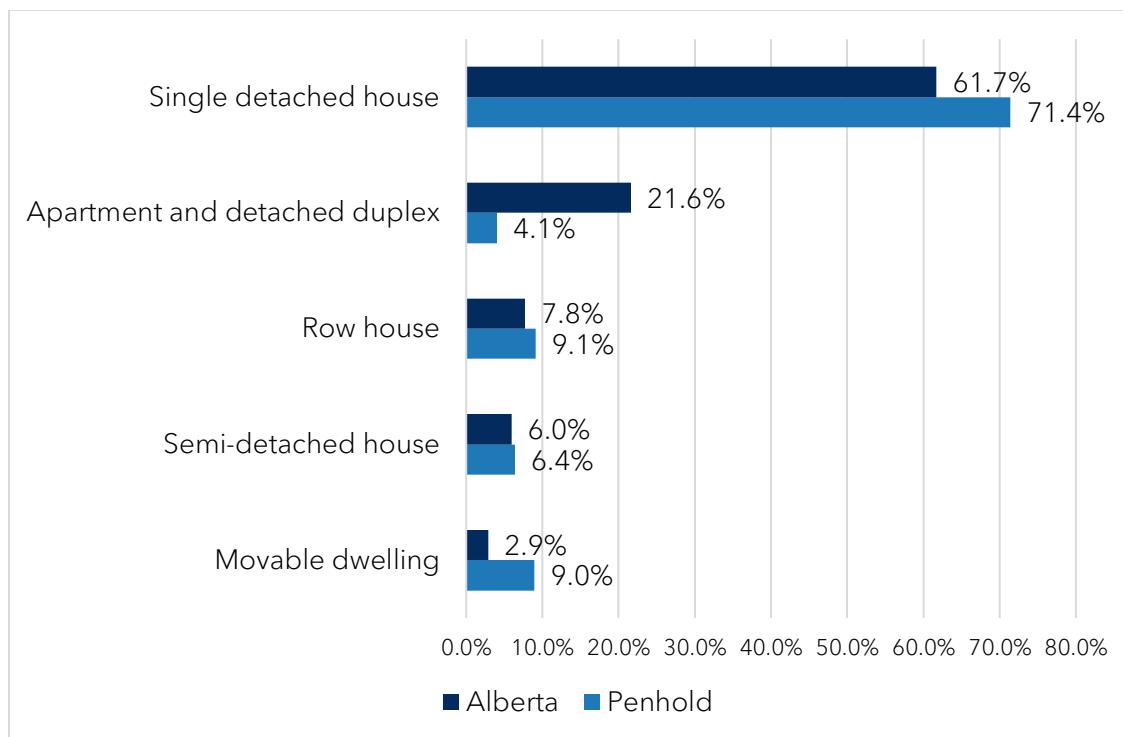
	Penhold
Total number of private households	1,403
Average value of dwelling \$	\$460,692
Median value of dwellings (\$)	\$435,438
Median monthly shelter costs for owned dwellings	\$2,005
Average monthly shelter costs for owned dwellings	\$1,813
% Owned	85%
% Rented	15%
Median monthly shelter costs for rented dwellings	\$1,456
Average monthly shelter costs for rented dwellings	\$1,620
Percent of the population spending 30% or more of household total income on shelter costs	17%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022

Note: The definition of this category refers to occupied dwellings; therefore, it does not incorporate seasonal dwellings (i.e., cottages).

Penhold has more single detached homes compared to Alberta (71.4% of housing units are single detached homes in Penhold, compared to 61.7% across Alberta) and movable dwellings (9.0% compared to 2.9% across Alberta). The Town correspondingly has significantly fewer apartments (only 4.1%, compared to 21.6% provincially), but comparable levels of row houses (9.1% to 7.8%) and semi-detached homes (6.4% to 6.0%).

Figure 9: Structure type by Occupied Dwelling, 2022



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2022.



4.2. Social and Community Services

Table 21: Social and Protective Services

Protective Services		
Service	Service Provider	Contact
Fire	Penhold Fire Department	1001 Minto St, Penhold, AB T0M 1R0 (403) 886-4553
Police Services	Royal Canadian Mounted Police (RCMP) - Innisfail	4904 45 Ave, Innisfail, AB T4G 1S6 (403) 227-3342 or 911
Ambulance/Paramedics	Medavie Health Services West Ambulance	4411 49 St, Innisfail, AB T4G 1P3 911
Emergency Shelters/Resource Centres		
Service	Service Provider	Contact
Family Service Centre	Penhold Senior Resource Centre	3001 Minto St, Penhold, AB T0M 1R0 (403) 886-2999
Daycare	Penhold School Aged Care Program	105 Newton Dr, Penhold, AB T0M 1R0 (403) 886-2416
Daycare	Community TIES Society	1013 Aberdeen St, Penhold, AB T0M 1R0 200 Lincoln Street, Penhold, AB T0M 1R0

Source: McSweeney & Associates and Town of Penhold

Health Care Services

Resource	Service Provider Contact
Penhold Medical Clinic	1380 Robinson Ave #3, Penhold, AB T0M 1R0 (403) 573-4828
Innisfail Health Centre	5023 42 St, Innisfail, AB T4G 1A9 (403) 227-7800 www.albertahealthservices.ca
Red Deer Regional Hospital	3942 50a Ave, Red Deer, AB T4N 4E7 (403) 343-4422 www.albertahealthservices.ca

Source: McSweeney & Associates and Town of Penhold



4.3. Education

Table 22: Elementary and Secondary Schools

Elementary Schools	
Name	Address
Penhold Elementary School	1500 Fleming Ave, Penhold, AB T0M 1R0 (403) 886-4390
Jessie Duncan Elementary School	105 Newton Dr, Penhold, AB T0M 1R0 (403) 886-2233
Secondary Schools	
Penhold Crossing Secondary School	1B Waskasoo Avenue, Penhold, AB T0M 1R0 (403) 886-8604

Source: Town of Penhold



4.4. Recreational Facilities

Below are facilities available to residents.

Recreation Facilities

Name

Community Centers

Lincoln Street Recreation Centre

Community Halls

Penhold Memorial Hall

Sports Facilities

Recreation Lands (Waskasoo Avenue)

Community Hub (Waskasoo Avenue)

Parks and Trails

Hawkridge Blvd. Park

Critters Corner

Hayter Street Park

Penhold Splash Park

Tranquility Park

Windsor Park

Source: Town of Penhold

4.5. Events

The area hosts the following events/festivals on a reoccurring basis:

Event	When
Winterfest	February
Easter Extravaganza	March/April
Canada Day	July
Fall Festival	September
Halloween Spooktacular	October
Remembrance Day	November
Community Christmas	November

Source: McSweeney & Associates and Town of Penhold

4.6. Local Media

Table 23: Radio

Media	Frequency
Shine FM - CKRD-FM (Red Deer)	90.5 FM
Sunny 94 - CKRD-FM (Lacombe)	94.1 FM
Real Country 95.5 - CKGY-FM (Red Deer)	95.5 FM
98.9 Zed FM - CIZZ-FM (Red Deer)	98.9 FM
CBC Radio 2 - CBR-FM-1 (Calgary)	99.9 FM
X100.7 - CKRI-FM (Red Deer)	100.7 FM
KRAZE 101.3 - CKIK-FM (Red Deer)	101.3 FM
CBC Radio Music	102.5 FM
Ici Radio-Canada Première - CHFA-FM-2 (Edmonton)	103.5 FM
Big 105 - CHUB-FM (Red Deer)	105.5 FM
106.7 The Drive - CFDV-FM (Red Deer)	106.7 FM
CKUA - CKUA-FM-6 (Edmonton)	107.7 FM

Source: McSweeney & Associates and Town of Penhold

Table 24: Print

Media	Website
Red Deer Advocate	https://www.reddeeradvocate.com
RDNews Now	news@rdnewsnow.com

Source: McSweeney & Associates and Town of Penhold

4.7. Local Institutions

Table 25: Real Estate Institutions

Name	Address	Contact
Century 21 Advantage	#905, 4747 - 67th Street, Red Deer, AB T4N 6H3	(403) 346-0021
RE/MAX COMPASS	4303 50th Street, Innisfail, AB, T4G 1B6	(403) 227-5571
Royal Carpet Realty Ltd.	4448 - 33 Street, Red Deer, AB T4N 0N4	(403) 342-7700
Royal LePage Network Realty Corp	#6, 3608 50th Avenue, Red Deer, AB, T4N 3Y6	(403) 346-8900
Coldwell Banker Ontrack Realty	232 Spruce Street, #103 Red Deer, AB T4E 1B4	(403) 343-3344
Property Guys		(403) 342-1662

Source: McSweeney & Associates and Town of Penhold

Table 26: Financial Institutions

Name	Address	Contact
ATB Financial	1350 Robinson Ave Bay 2, Penhold, AB T0M 1R0	(403) 886-7833 www.atb.com

Source: McSweeney & Associates and Town of Penhold

4.8. Communications Infrastructure

Table 27: Communications Infrastructure

Cable Services	
Name of Provider	
Shaw Communications	Telus
Valo	
Internet Services	
Name of Provider	
Shaw Communications	Bell Canada
Telus	Vmedia
Xplorenet	Primus
Phone Services	
Name of Provider	
Shaw	Rogers Communications
TELUS	Bell Canada

Source: Town of Penhold



5. POSTSECONDARY AND PROFESSIONAL DEVELOPMENT TRAINING OPPORTUNITIES

This section identifies recognized universities and colleges servicing the Town of Penhold. A comprehensive list of Alberta colleges and universities in Alberta can be found here: <http://www.collegealberta.info/>

The following two tables illustrate institutions located in and near the region and the key programs and strengths of each institution.

5.1. Postsecondary

Postsecondary Institutions		
Institution Name	Key Programs	Location/Contact
Clearwater College	Biblical Studies	Caroline, AB http://www.clearwatercollege.com/
Rocky Community Learning Council	Literacy, high school upgrading, accounting and Microsoft software programs, part of the Campus Central Alberta network which has online diploma and certificate programs	4934 50 St, Rocky Mountain House, AB https://www.rockyclc.ab.ca/
Northern Alberta Institute of Technology (NAIT)	Over 200 degree, diploma and certificate programs in the areas of business, applied sciences and technology, health and life sciences, and skilled trades.	11762 106 St Edmonton, AB
Red Deer Polytechnic	RDC offers more than 100 different credit programs, housed in seven Schools: trades, certificates, diplomas,	100 College Blvd, Red Deer, AB https://rdpolytech.ca/

<p>Southern Alberta Institute of Technology (NAIT)</p> <p>Grant MacEwan University</p> <p>Olds College</p>	<p>graduate certificates and applied degrees.</p> <p>SAIT offers more than 110 career programs across a range of programs. Notably, the School of Hospitality & Tourism and Business are ranked among the best in the world by CEOWorld Magazine.</p>	<p>1031 16 Ave NW Calgary, AB</p>
	<p>MacEwan University is a public undergraduate university offering ten baccalaureate degrees and 43 diploma and certificate programs.</p>	<p>10700 14 Ave Northwest Edmonton, AB</p>
	<p>Offers a variety of certificate, diploma and applied degree options in the 10 Faculties, specializing in agriculture, horticulture, land and environmental stewardship.</p>	<p>4500 - 50th Street, Olds, AB https://www.oldscollege.ca/</p>

Source: McSweeney and Associates 2020

5.2. Private Institutes and Professional Development Training Programs

Private Institutions		
Institution Name	Key Programs	Location/Contact
Lokken College	Certified programs include Occupation-Specific skills a work internship and 6 months of follow-up support (after you are employed). Certifies retail hospitality and industrial workers.	302 - 5201 51 Ave Wetaskiwin, AB

Norquest College	Offer workforce-relevant programs across a wide range of disciplines: health, business, community studies, environment	5502 49 Ave Wetaskiwin, AB
Burman University	Offers over 35 major or track choices in bachelor degree programs in Division of Arts, Division of Science, School of Business, and School of Education.	6730 University Drive Lacombe, AB
Concordia University of Edmonton	The university has five faculties and two schools: Faculty of Arts, Faculty of Education, Faculty of Graduate Studies, Faculty of Management, Faculty of Science, School of Physical Education and Wellness, and School of Music. The university offers 45 majors and minors in the fields of Arts, Science and Management; two after-degree programs, three master's degrees, and several graduate certificates and diplomas.	7128 Ada Blvd NW, Edmonton, AB
CDI College	Business, healthcare and legal studies; professional development opportunities.	5000 Gaetz Ave, Red Deer, AB

Source: McSweeney and Associates 2020



6. TRANSPORTATION AND SHIPPING

6.1. Highways

Penhold is situated between several major highways including Highway 2A, Highway 42 and Highway QEII. Highway QEII is the main North-South Highway in Alberta, which provides access to both the Southern border, known as the Canamex Trade Corridor, linking Canada to Mexico through the United States, and its tidewater, linking Canada to East Asia markets.



Average Annual Daily Traffic (AADT) counts for key roads¹²:

Highway 2A: From 19th Street (Red Deer) to HWY 42

Distance (km): 11 km

Weighted Annual Average Daily Traffic (AADT): 9,690

Highway QEII: From Gaetz Ave Exit (red Deer) to Mackenzie Rd

Distance (km): 13.5 km

Weighted Annual Average Daily Traffic (AADT): 38,310

Highway QEII: From Mackenzie Rd to HWY 592 / HWY 42

Distance (km): 6 km

Weighted Annual Average Daily Traffic (AADT): 35,620

Highway 592: From Range Road 10 (HWY 781) to HWY 2A

Distance (km): 15.5 km

Weighted Annual Average Daily Traffic (AADT): 1,810

Highway 42: From HWY 2A to HWY QEII

Distance (km): 4 km

Weighted Annual Average Daily Traffic (AADT): 2,470

Highway 42: From HWY QEII to HWY 816

Distance (km): 22 km

Weighted Annual Average Daily Traffic (AADT): 2,460

Highway 2A: From HWY 592 / HWY 42 to Township RD 360

Distance (km): 11 km

Weighted Annual Average Daily Traffic (AADT): 3,940

¹² <http://www.transportation.alberta.ca/mapping/>

Highway 2: From HWY 42 to HWY 590 (Innisfail)

Distance (km): 15.5 km

Weighted Annual Average Daily Traffic (AADT): 34,140

Highway 791: From HWY QEI to HWY 590

Distance (km): 14.5 km

Weighted Annual Average Daily Traffic (AADT): 370

The Town includes, within its borders, Highway 2A and Highway 42/592. Highway QEI is the main north-south highway in Alberta, connecting to various urban centres, and border crossings as specified below:

Table 28: Distance to Urban Centres

Distance to Major Urban Centres			
Location	Distance (km)	Distance (miles)	Driving Time
Red Deer	16	10	15 minutes
Calgary	130	81	1 hour 15 minutes
Edmonton	167	104	1 hour 50 minutes
Lethbridge	334	208	3 hours 10 minutes
Medicine Hat	398	61	3 hours 50 minutes
Fort McMurray	608	378	5 hours 50 minutes

Source: McSweeney & Associates from Google Maps

Table 29: Distance to Major US Border Crossings

Distance to Border Crossings			
Border Crossing	Distance (km)	Distance (miles)	Driving Time
Carway (Hwy QEI)	380	236	3 hours 40 minutes
Del Bonita (Hwy QEI)	409	254	4 hours
Sweetgrass (Hwy 4)	442	275	4 hours 5 minutes
Aden (Hwy 1)	509	316	5 hours

Source: McSweeney & Associates from Google Maps.

6.2. Rail Services

The nearest commercial rail services are Calgary, Edmonton, and Red Deer which are serviced by both CN Rail and Canadian Pacific. Red Arrow operates a bus line connecting Red Deer to passenger trains in Edmonton.



VIA Rail and Red Arrow Bus

The closest VIA Rail station is in the City of Edmonton. There is a Red Arrow Bus that connects Red Deer to Edmonton VIA Rail services - <https://www.viarail.ca/en>

Canadian National Rail

CN Rail runs east and west in the eastern part near Red Deer. It connects with main lines going north and south or further east. While there is no official station, there are companies along the line in the county that have drop-off and loading docks. CN provides shippers with more options and greater reach in the rapidly expanding market for north-south trade.

Closest CN Intermodal Station (with speed gate)

Edmonton, AB
12311 - 184th Street NW, T5V 1T3
Phone: 1-866-896-6601
Port Code: 702
Mon-Sun: 24 hours daily

Canadian Pacific Rail

CP Rail runs through Penhold with access for drop off loading sites. It has numerous routing options across Canada and through the U.S. as well as excellent North American reach through gateways with all Class I railways. CP has extensive Canadian and U.S. short line partners and serves to lead Atlantic and Pacific port facilities.

Canadian Head Office: Canadian Pacific 7550 Ogden Dale Road S.E. Calgary, AB T2C 4X9 Canada 1-888-333-6370	Closest Transload Facility: Edmonton TFR 6040 - 99 Street Edmonton, AB Phone: 403-319-6476	Closest Intermodal Facility: Edmonton Intermodal Terminal 10155 - 39 Ave NW Edmonton, AB Phone: 1-888-333-8111
---	---	---

6.3. Airports

Penhold has access to two international airports within 1.5 hours' drive time: Edmonton International Airport and Calgary International Airport. The regional airports that serve Penhold are listed below.

Table 30: Regional Airports

Name	Location	Code/Elevation
Edmonton International Airport	1000 Airport Rd, Edmonton International Airport, AB T9E 0V3 Phone: (780) 890-8900	Code: YEG Elevation: 723 m
Calgary International Airport	2000 Airport Rd NE, Calgary, AB T2E 6W5 Phone: (403) 735-1200	Code: YYC Elevation: 1,084 m
Clearwater Airport	Caroline, AB T0M 0M0	
Red Deer Airport	3801 Airport Dr, Springbrook, AB T4S 2E8 Phone: (403) 886-4388	Code: YQF Elevation: 905 m
Lacombe Airport	3910 63 Ave, Lacombe, AB T4L 0E5 Phone: (403) 896-7175	Elevation: 848 m
Ponoka Industrial (Labrie Field) Airport	Ponoka County, AB T0C 0Y0 Phone: (403) 704-4114	Elevation: 814 m
Rimbey Airport	Rimbey, AB T0C 2J0 Phone: (403) 886-4547	Elevation: 903 m
Innisfail Airport	Markerville, AB T0M 1M0	Elevation: 920 m
Rocky Mountain House Airport	Clearwater County, AB T0M 0C0 Phone: (403) 845-4742	Code: YRM Elevation: 989 m

Source: McSweeney & Associates from Google Maps

7. TAXES AND UTILITIES

This section describes the taxes (local, provincial and federal), cost of water and sewer connection, waste management rates and sites, and natural gas and electricity rates.



7.1. Local Property Tax Rates

Table 31: Local Property Tax Rates, 2022

2022 Rate - Combined (Town, County and Education)			
	Municipal	School Rates	Machinery and Equipment
Residential	8.426	2.56	/
Non-residential	12.	3.672	/
Farmland	/	/	/

Source: Town of Penhold



7.2. Federal and Provincial Income Tax Rates

Table 32: Corporate Taxes - General Corporation (2021/2022)

Corporate Tax Rates - Non-Canadian Controlled	2021	2022
Combined Federal and Provincial	%	%
General/Manufacturing and Processing/Investment	23.0	23.0
General; Active Business Income	23.0	23.0

Source: <https://assets.kpmg/content/dam/kpmg/ca/pdf/2022/01/ca-tax-facts-2021-2022-en.pdf>

Table 33: Corporate Taxes - Canadian Controlled (2020/2021)

Corporate Tax Rates - Canadian Controlled	2021	2022
Combined Federal and Provincial	%	%
Small Business Income up to \$500,000	11	11
General; Active Business Income	23	23
Investment Income	46.7	46.7

Source: <https://assets.kpmg/content/dam/kpmg/ca/pdf/2022/01/ca-tax-facts-2021-2022-en.pdf>

Table 34: Personal Income Tax, 2021- 2022

2021-22 Combined Federal and Provincial Tax Rates				
2022 Taxable Income	Other Income	Capital Gains	Canadian Dividends	
			Eligible	Non-Eligible
first \$50,197	25.00%	12.50%	2.57%	15.86%
over \$50,197 up to \$100,392	30.50%	15.25%	10.16%	22.18%
over \$100,392 up to \$131,220	36.00%	18.00%	17.75%	28.51%
over \$131,220 up to \$155,625	38.00%	19.00%	20.51%	30.81%
over \$155,625 up to \$157,464	41.38%	20.69%	25.17%	34.70%
over \$157,464 up to \$209,952	42.38%	21.19%	26.55%	35.85%
over \$209,952 up to \$221,708	43.38%	21.69%	27.93%	37.00%
over \$221,708 up to \$314,928	47.00%	23.50%	32.93%	41.16%

over \$314,928	48.00%	24.00%	34.31%	42.31%
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Marginal tax rate for dividends is a % of actual dividends received (not grossed-up taxable amount).

Marginal tax rate for capital gains is a % of total capital gains (not taxable capital gains).

Gross-up rate for eligible dividends is 38%, and for non-eligible dividends is 15%.

Basic Personal Amount		
Level	2022 Amount	2022 Tax Rate
Federal	\$14,398	15%
Alberta	\$19,369	10%

Source: <https://www.taxtips.ca/taxrates/ab.htm>

Table 35: Sales Tax

Sales Tax	2022
Federal GST (sales tax)	5%
Provincial GST (sales tax)	0%

Source: <https://www.taxtips.ca/salestaxes/sales-tax-rates-2021.htm>



7.3. Water/Wastewater and Waste Management

Table 36: Water/Wastewater and Waste Management Fees

	Residential	Institutional/Commercial/Multi-Family (more than 2 meters on 1 unit)
Water		
Fixed charge per (unit / meter)	\$17.30	\$24.30
Storm charge	\$5.50	\$5.50
Per cubic meter (m ³)	\$1.46	\$1.46
Sewer (based on water consumption)		
Fixed charge	\$14.75	\$14.25
Per cubic meter (m ³)	\$3.65	\$3.80

Source: <http://rdcounty.ca/158/Waste-Management-Facilities>



Table 37: Landfill and Tipping Fees

Waste Management Fees (effective Feb. 1, 2022) - Red Deer Waste Management Facility		
Materials for Disposal	Rate per Tonne	Minimum Charge
Solid Waste (includes: residential waste, commercial waste, construction and demolition waste)	\$77.50	\$7.00
Special Waste (waste requiring special handling e.g. asbestos) Please note: 24 hours notice is required for Special Waste. Phone 403-340-BLUE (2583)	\$97.50	\$97.50
Recyclable Materials	Rate per Tonne	Minimum Charge
<ul style="list-style-type: none"> - Yard Waste (including grass, garden waste, branches and leaves) - White Wood Pallets, White Dimensional Lumber, and Evergreen Branches - Unpainted Gypsum Drywall - Scrap Metal (including propane tanks and white good appliances - an additional flat fee of \$25 will be charged for appliances containing Freo) 	\$66.00	\$7
Asphalt Shingles	\$66.00	\$7
Flat fee for appliances containing Freon (refrigerators, freezers, air conditioners, water coolers, etc.)	\$25/item (in addition to rate per tonne)	
<ul style="list-style-type: none"> - Household Hazardous Waste - Residential Paint Products - Electronic Waste - Tires 	No charge	No charge

Sources: <https://www.reddeer.ca/city-services/garbage-recycling--organics/waste-management-facility-landfill/>



7.4. Electricity

In Penhold, Fortis is the provider of the electrical infrastructure, but there are numerous retailers that residents and businesses may purchase their services from. Click here for a complete list of retailer and price comparisons: <https://ucahelps.alberta.ca/>



Service Provider: Fortis Alberta

Head Office Address: 320 17Avenue SW
 Calgary, Alberta, Canada T2S 2V1
 Phone: 403-310-WIRE (9473)

Table 38: Commercial Rates

Small General Service	Transmission Component	Distribution Component	Total Distribution Tariff
For the first 6.575 kWh /kW of Capacity/day	0.5626¢/kWh	1.323¢/kWh	1.8856¢/kWh
All additional kWh	All additional kWh 0.5626¢/kWh	–	0.5626¢/kWh
For the first 2 kW of Capacity	\$0.2407¢/kW-day	\$0.53738¢/kW-day	\$0.77808/kW-day
All additional kW of Capacity	\$0.2407¢/kW-day	\$0.27355¢/kW-day	\$0.51425/kW-day
Oil and Gas Service	Transmission Component	Distribution Component	Total Distribution Tariff
Service Charge for the first 3 kW of Capacity y	\$0.2972¢/kW-day	\$0.85004¢/kW-day	\$1.14724/kW-day
For the next 12 kW of Capacity	\$0.2972¢/kW-day	\$0.61202¢/kW-day	\$0.90922/kW-day
For all additional kW of Capacity greater than 15 kW	\$0.2972¢/kW-day	\$0.57835¢/kW-day	\$0.87555/kW-day
For all kWh delivered	0.5701¢/kWh	–	0.5701¢/kWh

Source: Fortis Alberta: https://www.fortisalberta.com/docs/default-source/default-document-library/2019-april-rates-options-riders.pdf?sfvrsn=ab359f1b_4#page=11&zoom=100,0,158

Table 39: General and Large Service Rates, 2019

General Service	Transmission Component	Distribution Component	Total Distribution Tariff
Charge for the first 50 kW of Capacity	\$0.12305¢/kW-day	\$0.24768¢/kW-day	\$0.37073/kW-day
For the next 450 kW of Capacity	\$0.12305¢/kW-day	\$0.11115¢/kW-day	\$0.23420/kW-day
For all kW of Capacity greater than 500 kW	\$0.12305¢/kW-day	\$0.08493¢/kW-day	\$0.20798/kW-day
For all kWh delivered	0.5759¢/kWh	–	0.5759¢/kWh
Large Service	Transmission Component	Distribution Component	Total Distribution Tariff
Service Charge	–	\$20.35¢/day	\$20.35/day
For all kW of Capacity	\$0.10636¢/kW-day	\$0.02045¢/kW-day	\$0.12681/kW-day
For each Contract kilometer	–	\$17.79¢/km-day	\$17.7900/km-day
For all kWh delivered	0.5588¢/kWh	–	0.5588¢/kWh
For all kW of Peak Metered Demand	\$0.23467¢/kW-day	–	\$0.23467/kW-day

Source: Fortis Alberta: https://www.fortisalberta.com/docs/default-source/default-document-library/2019-april-rates-options-riders.pdf?sfvrsn=ab359f1b_4#page=11&zoom=100,0,158



8. PLANNING AND DEVELOPMENT RELATED FEES

8.1. Planning Related Fees/Charges

Table 40: Permit Fee Schedule

Building Permit Fees	
Add 4% Safety Codes Council fee for each permit issued with a minimum of \$4.50 and a maximum of \$560.00	
Minimum building permit fee for Residential \$125.00 and for Commercial \$200.00, unless otherwise stated below	
DP - Development Permit	
Residential	
New Single Detached, Cottage, Duplex, Semi-detached, Multi-attached Dwelling	\$6/\$1000 of construction value
Basement Development - no DP required	\$150.00
Secondary Suites (primary building)	\$200.00
Manufactured /Mobile Home (on blocking or piles)	\$275.00
Fireplaces, Wood Burning Stoves - no DP required	\$125.00
Decks	
Sheds:	
Sheds (less than 107 sq ft) - no DP required	\$ 0.00
Pre-built sheds	\$ 75.00
Constructed shed (built on site)	\$125.00
Attached/Detached Garages	\$150.00
Demolition - no DP required	\$100.00
Hot tubs, swimming pools - no DP required	\$125.00
Institutional, Commercial and Industrial	
Change of use or occupancy review inspection	\$200.00
Tenant Improvement (Leased Bay)	\$7.50/\$1,000 of construction value Min \$200.00

Apartments, Institutional, Commercial, Industrial construction, and Fabric covered structures	\$7.50/\$1,000 of construction cost up to \$5,000,000.00; \$4.50/\$1000 for \$5,000,000.00 or greater of construction cost
Penalty for construction without permit	Double Calculated Fee
Any small residential project listed above that requires only one inspection	\$125.00

Source: Town of Penhold

Table 41: Development Permit Fees

Development Permit Fees	
Minimum development permit fee	\$75.00
Residential	
Sheds exceeding (107 sq ft or larger)	\$75.00
Family Dwelling(s)	\$125.00
Utility Service for new Home (see Utility Bylaw 789/2020, Schedule A)	\$400.00/unit
Commercial/Industrial/Public Buildings	
Tenant Improvement	\$75.00
New Development Structure	\$200.00
Manufactured Homes - transport	\$100.00
Sign Permits	\$75.00/sign
Significant Landscaping & Excavating	\$325.00
Communication Towers	\$500.00
Utility Service for Commercial/Industrial (see Utility Bylaw 789/2020, Schedule A)	See Schedule A
Construction commencing prior to issuance of any Permit	Double the permit fee

Source: Town of Penhold

Table 42: Plan Amendment Fees

Plan Amendments	
Municipal Development Plan (MDP)	\$2,500.00
Intermunicipal Development Plan (IDP)	\$2,500.00
Land Use Bylaw Amendments (minor)	\$1,000.00
Land Use Bylaw Amendments (major)	\$2,000.00
Outline Plan (minor amendments not requiring Public Meeting)	\$1,000.00
Outline Plans (new or major amendments)	\$2,000.00
Municipal Planning Commission (MPC)	\$275.00
Subdivision and Development Appeal Board (SDAB)	\$275.00
Other Development Fees:	
Other Fees:	
Compliance Letters (including land use zoning confirmation)	\$75.00/unit
Research Fee	\$50.00
Encroachment Agreement	\$275.00 + legal fees
Maps - Large Scale	\$25.00/each

Source: Town of Penhold

Table 43: Council Fee Schedule: ASCA Permit Fees

Miscellaneous Fees	
Re-inspection*	\$165.00
No entry fee on previously scheduled inspection*	\$165.00 first occurrence, \$250 each after
Project not ready for scheduled inspection*	\$165.00 first occurrence, \$250 each after
Additional inspections if requested by applicant/permit holder in writing*	\$165.00
Weekend/overtime work on expedited inspections*	\$125/hr (minimum 2 hours)
Construction document review with permit application - electrical, plumbing, and gas*	\$125/hr (minimum 2 hours)
Revisions to previously approved plans*	\$125/hour (minimum 2 hours)
Reopening a permit after failure to submit verification of compliance*	\$165
Alternative solution/variance*	\$125/hour
Cancelled / Refused permit - application accepted*	10% of permit fee (minimum \$75)
Cancelled / Refused permit - construction document review completed*	25% of permit fee (minimum \$100)
Cancelled Permit - any inspections completed*	100% of permit fee
Permit extensions - beyond 18 months*	10% of permit fee (minimum \$100)
Expedited construction document review*	15% of permit fee (minimum \$125)
Starting without a permit*	200% of permit fee (double permit fee)
Travel fees*	\$100: 200 - 299 km round trip \$150: 300 - 399 km round trip

\$200: 400 - 499 km
round trip

\$250: over 500 km
round trip

*Discretionary charge by issuing Agency

1. Safety Codes Council levy applies to the total permit fee at 4%, minimum of \$4.50 to a maximum of \$560.

2. Additional fees may be charged for non-compliance to permit terms.

Source: Town of Penhold



9. BUSINESS SUPPORT PROGRAMS AND SERVICES

9.1. National and Provincial Support

The following organizations support businesses by facilitating commercialization, workforce development, research and development, export growth and, raising capital funding. For a complete list of funding, grants and tax credits available to businesses locating in Penhold please see the [Appendix](#).

Table 44: National and Provincial Business Support Organizations

Federal Departments/National Agencies	
Name	URL
Federation of Canadian Municipalities	https://www.fcm.ca/home.htm
Futurpreneur Canada	http://www.futurpreneur.ca/en/
Business Development Bank of Canada	https://www.bdc.ca/en/pages/home.aspx
Federal Economic Development Agency for Southern Alberta (FedDev Alberta)	http://www.feddevAlberta.gc.ca/eic/site/723.nsf/eng/home
Canada Business - Business Start-up Assistant	https://www.canada.ca/en/services/business/start/support-financing.html
Business Development Bank of Canada	https://www.bdc.ca/en/pages/home.aspx
Export Development Canada	http://www.edc.ca/en/Pages/default.aspx
Innovation, Science and Economic Development Canada	http://www.ic.gc.ca/eic/site/icgc.nsf/eng/home
Economic Developers Association of Canada	https://edac.ca/
Canadian Business Network	https://www.canadabusiness.ca/eng/
Canada Post	www.canadapost.ca
Fundica	https://www.fundica.com/
CoopZone	http://www.coopzone.coop/
Tools and Financing for Aboriginal Business	https://www.ccab.com/tfab/

Source: Town of Penhold and McSweeney & Associates

Provincial Departments/Agencies

Name	URL
Alberta Ministry of Agriculture, Forestry and Rural Economic Development	https://www.alberta.ca/agriculture-forestry-and-rural-economic-development.aspx
Alberta Ministry of Infrastructure	https://www.alberta.ca/infrastructure.aspx
Alberta Ministry of Labour and Immigration	https://www.alberta.ca/labour-and-immigration.aspx
Alberta Ministry of Municipal Affairs	https://www.alberta.ca/municipal-affairs.aspx
Alberta Ministry of Jobs, Economy & Innovation	https://www.alberta.ca/jobs-economy-and-innovation.aspx

Source: Town of Penhold and McSweeney & Associates



9.2. Local/Regional Support

Below is a list of agencies at the local/regional level involved in business support and development.

Table 45: Local Business Support

Regional/Local/Other Departments/Agencies	
Name	URL
Inno-Tech Alberta	https://innotechalberta.ca/
The Business Link	businesslink.ca/
Alberta Women Entrepreneurs	https://www.awebusiness.com/
Community Futures East Parkland	https://eastparkland.albertacf.com/
Community Futures Central Alberta	https://central.albertacf.com/
Economic Development Alberta	www.eda.alberta.ca/
Alberta Chambers of Commerce, AB	http://www.abchamber.ca/
Alberta Innovates	https://albertainnovates.ca/
Western Economic Diversification Canada	https://www.wd-deo.gc.ca/eng/home.asp
Alberta's agri-food industry	https://www.alberta.ca/agri-food.aspx
Central Alberta Access Prosperity	https://accessprosperity.ca/
Central Alberta Economic Partnerships	https://caep.alberta.ca/
Central Alberta Access Prosperity	https://accessprosperity.ca/
Central Alberta Regional Innovation Network (CARIN)	https://www.ca-rin.ca/
Alberta Small Business Resources	www.smallbusiness.alberta.ca/
Red Deer & District Chamber of Commerce	https://www.reddeerchamber.com/

Source: Town of Penhold and McSweeney & Associates

APPENDIX A - PROVINCIAL AND FEDERAL INCENTIVES

Capital	Web
AgriCompetitiveness Program	https://agriculture.canada.ca/en/agricultural-programs-and-services/agricompetitiveness-program
Canada Small Business Financing Program - Industry Canada	http://www.ic.gc.ca/eic/site/csbfp-pfpec.nsf/eng/Home
Futurpreneur Canada Newcomer Program	https://www.futurpreneur.ca/en/get-started/financing-and-mentoring/newcomer/
Investments in Forest Industry Transformation	http://www.nrcan.gc.ca/forests/federal-programs/13139
Metis Voyageur Development Fund	http://www.mvdf.ca/
SD Tech Fund	https://www.sdtc.ca/en/
Strategic Innovation Fund: Stream 2	http://www.ic.gc.ca/eic/site/125.nsf/eng/home
Aboriginal Economic Partnerships Program (AEPP)	https://open.alberta.ca/publications/aboriginal-economic-partnerships-program-application-guidelines
Alberta Investor Tax Credit (AITC)	https://www.alberta.ca/alberta-investor-tax-credit.aspx
Capital Investment Tax Credit (CITC)	https://www.alberta.ca/capital-investment-tax-credit.aspx
Alberta Innovates - Clean Technology Business Innovation (CTBI) Voucher Program	https://albertainnovates.ca/app/uploads/2019/05/Clean-Technology-Business-Innovation-PROGRAM-GUIDE-FINAL-May-23-2019.pdf
Alberta Enterprise Corporation	http://www.alberta-enterprise.ca/
CIP Project-Based Grant	https://www.alberta.ca/cip-project-based-grant.aspx
CIP Operating Grant	https://www.alberta.ca/cip-operating-grant.aspx
CIP Major Cultural and Sport Events Grant	https://www.alberta.ca/cip-major-cultural-sport-events-grant.aspx



Town of Penhold

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Western Diversification Program	https://www.wd-deo.gc.ca/eng/301.asp
Economic Development Initiative	https://www.wd-deo.gc.ca/eng/11564.asp

Source: McSweeney & Associates

Community Development	Web
Tourism Growth Innovation Fund	https://open.alberta.ca/publications/tourism-growth-innovation-fund
Government of Alberta – SPAR: Podium Alberta Grants	https://sportcalgary.ca/grants-funding-awards/government-of-alberta-spar-podium-alberta-grants
Engagement Operating Grant Program	https://open.alberta.ca/publications/engagement-operating-grant-program-guidelines
Leadership and Certification Operating Grant Program Guidelines	https://open.alberta.ca/publications/leadership-and-certification-operating-grant-program-guidelines
Alberta Blue Cross - Healthy Communities Grant	https://www.community.ab.bluecross.ca/programs/built-together.php
Alberta Indigenous Solar Program	https://open.alberta.ca/publications/alberta-indigenous-solar-program-application-guidelines
Alberta Municipal Water/Wastewater Partnership (AMWWP)	http://www.transportation.alberta.ca/2719.htm
First Nations Development Fund Grant Program	https://www.alberta.ca/first-nations-development-fund-grant-program.aspx
Alberta Community Resilience Program	https://www.alberta.ca/alberta-community-resilience-program.aspx

Source: McSweeney & Associates

Commercialization	Web
Canadian Technology Accelerators	https://www.tradecommissioner.gc.ca/cta-atc/index.aspx?lang=eng
AgrInnovate Program	https://agriculture.canada.ca/en/agricultural-programs-and-services/agriinnovate-program
CDMN Soft Landing Program	https://canadastechnetwork.ca/program/soft-landing
Industrial Research Assistance Program (IRAP) - National Research Council Canada	http://www.nrc-cnrc.gc.ca/eng/ibp/irap/about/index.html
Investments in Forest Industry Transformation	http://www.nrcan.gc.ca/forests/federal-programs/13139
SD Tech Fund	https://www.sdtc.ca/en/
Aboriginal Business and Entrepreneurship Development	https://www.isc-sac.gc.ca/eng/1100100032796/1610546385227
Alberta Innovates - Cross Sectoral Investments (Alberta Innovation Voucher and Micro-Voucher Programs)	https://albertainnovates.ca/programs/voucher/
Alberta Innovates - Cross Sectoral Investments (Product Demonstration Program)	https://albertainnovates.ca/programs/product-demonstration-program/
Alberta Innovates - Cross Sectoral Investments (Alberta-Jalisco Innovation and Commercialization Program)	https://albertainnovates.ca/focus-areas/entrepreneurial-investments/alberta-jalisco/
Strategic and International Technology Partnerships	https://www.alberta.ca/international-partnerships.aspx
Alberta-Europe Technology Collaboration Fund	https://eccir.ca/alberta-europe-technology-collaboration-fund/

Source: McSweeney & Associates

Media (Digital and Other)	Web
Canadian Media Fund	https://cmf-fmc.ca/
Film or Video Production Services Tax Credit (PSTC)	https://www.canada.ca/en/canadian-heritage/services/funding/cavco-tax-credits/film-video-production-services.html
Theatre Individual Project Funding	https://www.affta.ab.ca/funding/find-funding/theatre-individual-project-funding-0
Major Arts Presenters Operating Funding	https://www.affta.ab.ca/funding/find-funding/major-arts-presenters-operating-funding
Emerging Curator Fellowship	https://www.affta.ab.ca/funding/find-funding/emerging-curator-fellowship
Visual Arts and New Media Individual Project Funding	https://www.affta.ab.ca/funding/find-funding/visual-arts-and-new-media-individual-project-funding
Public Art Galleries Operating Funding	https://www.affta.ab.ca/funding/find-funding/public-art-galleries-operating-funding
Film and Video Arts Scholarship	https://www.affta.ab.ca/funding/find-funding/film-and-video-arts-scholarship
Indigenous Arts Individual Project Funding	https://www.affta.ab.ca/funding/find-funding
Professional Performing Arts Organizations Operating Funding	https://www.affta.ab.ca/funding/find-funding/professional-performing-arts-organizations-operating-funding
Provincial Arts Service Organizations Operating Funding	https://www.affta.ab.ca/funding/find-funding/provincial-arts-service-organizations-operating-funding
Film and Video Individual Project Funding	https://www.affta.ab.ca/funding/find-funding/film-and-video-individual-project-funding
Arts Presenting Project Funding	https://www.affta.ab.ca/funding/find-funding/arts-presenting-project-funding

Community Support Organizations Operating Funding	https://www.affta.ab.ca/funding/find-funding/community-support-organizations-operating-funding
Music Individual Project Funding	https://www.affta.ab.ca/funding/find-funding/music-individual-project-funding
Dance Individual Project Funding	https://www.affta.ab.ca/funding/find-funding/dance-individual-project-funding
Indigenous Arts Projects for Organizations	https://www.affta.ab.ca/funding/find-funding/indigenous-arts-projects-organizations
Screen-based Production Grant	https://www.alberta.ca/screen-based-production-grant.aspx
Alberta Project Script Development Grant	https://www.alberta.ca/alberta-project-script-development-grant.aspx
Post-Production, Visual Effects and Digital Animation Grant (PPG)	https://www.alberta.ca/post-production-visual-effects-digital-animation-grant.aspx
Cultural Industry Support Organizations Operating Grant	https://www.alberta.ca/cultural-industry-support-organizations-operating-grant.aspx
Cultural Industry Organizations Project Grant	https://www.alberta.ca/cultural-industry-organizations-project-grant.aspx

Source: McSweeney & Associates

Energy	Web
Canadian Industry Program for Energy Conservation (CIPEC)	http://www.nrcan.gc.ca/energy/efficiency/industry/cipec/5153
IESO Conservation Fund	http://www.ieso.ca/get-involved/funding-programs/conservation-fund/cf-overview
ecoENERGY Efficiency for Industry Program: ISO 50001	http://www.nrcan.gc.ca/energy/efficiency/industry/financial-assistance/5387
Save on Energy	https://www.saveonenergy.ca/Business.aspx
SD Tech Fund	https://www.sdtc.ca/en/

Alberta Indigenous Community Energy Program	https://open.alberta.ca/publications/aicep-guidelines
Alberta Innovates - Clean Energy (Clean Technology)	https://albertainnovates.ca/programs/renewable-and-alternative-energy/
Alberta Innovates - Clean Energy (Advanced Hydrocarbons)	https://albertainnovates.ca/programs/cleaner-hydrocarbon-production/
Alberta Innovates - Water and Land (Tailings Management)	https://albertainnovates.ca/programs/water-innovation/
Petrochemicals Diversification Program	https://www.alberta.ca/alberta-petrochemicals-incentive-program.aspx
Coal Community Transition Fund	https://www.alberta.ca/coal-community-transition-fund.aspx
Alberta Indigenous Solar Program	https://open.alberta.ca/publications/alberta-indigenous-solar-program-application-guidelines

Source: McSweeney & Associates

Export	Web
Canadian Commercial Corporation (CCC)	http://www.ccc.ca/
New Exporters to Border States (NEBS)	https://altitudeaccelerator.ca/opportunity/new-exporters-to-border-states-nebs-program/
CanExport Program	https://www.tradecommissioner.gc.ca/funding-finance/canexport/index.aspx?lang=eng
Expanding Market Opportunities Program	http://www.nrcan.gc.ca/forests/federal-programs/13133
Going Global Innovation	http://tradecommissioner.gc.ca/funding-finance/ggi-vmi/index.aspx?lang=eng
SME Export Support Fund	https://www.alberta.ca/export-support-fund.aspx

Source: McSweeney & Associates



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Human Resources and Training	Web
Apprenticeship Job Creation Tax Credit - Canada Revenue Agency	http://www.cra-arc.gc.ca/tx/ndvdls/tpcs/ncm-tx/rtrn/cmpltng/ddctns/lns409-485/412/jctc-eng.html
Canada Summer Jobs	https://www.canada.ca/en/employment-social-development/services/funding/canada-summer-jobs.html
Canadian Institutes of Health Research	http://www.cihr-irsc.gc.ca/e/37788.html
Concierge Service - Government of Canada	https://nrc.canada.ca/en/stories/concierge-service-helping-make-expansion-dreams-reality-small-business
Industrial Research Assistance Program (IRAP) - National Research Council Canada	http://www.nrc-cnrc.gc.ca/eng/ibp/irap/about/index.html
MITACS Accelerate	http://www.mitacs.ca/accelerate
NSERC CRD	http://www.nserc-crsng.gc.ca/Professors-Professeurs/RPP-PP/CRD-RDC_eng.asp
Skills Link Program	http://www.servicecanada.gc.ca/eng/epb/yi/epb/skillsslink.shtml
Youth Employment Program - National Research Council Canada	http://www.nrc-cnrc.gc.ca/eng/irap/services/youth_initiatives.html
Alberta Innovates - Cross Sectoral Investments (Alberta Entrepreneurship Incubator Program)	https://albertainnovates.ca/focus-areas/entrepreneurial-investments/
Alberta Innovates - Clean Technology Development (CTD) program	https://albertainnovates.ca/app/uploads/2019/01/Clean-Tech-Dev-Program-Guide-Open-Call-2.pdf
Alberta Innovates - Clean Technology Networks Program	https://albertainnovates.ca/impact/newsroom/advancing-clean-technology-solutions/

Alberta Innovates - Clean Technology Facilities Support Program	https://albertainnovates.ca/app/uploads/2018/07/Clean-Technology-Facilities-Support-program-guide.pdf
Tourism Entrepreneurship Startup Seminar	https://open.alberta.ca/publications/9781460137598
Tourism Entrepreneurial Support	https://industry.travelalberta.com/
Youth Agriculture Education	https://cap.alberta.ca/CAP/program/YOUTH_EDUCATION
Canada-Alberta Job Grant	https://www.alberta.ca/canada-alberta-job-grant.aspx
Summer Temporary Employment Program (STEP)	https://open.alberta.ca/dataset/e1b352f5-792a-4d7c-b63a-0e5b0bdeac53/resource/75db83cf-fd9a-496b-8fbb-f1ee7f864cfa/download/stepguidelines.pdf
Training for Work programs	https://www.alberta.ca/training-work-programs.aspx
Indigenous Tourism	https://indigenoustourismalberta.ca/
Leadership and Certification Operating Grant Program Guidelines	https://open.alberta.ca/publications/leadership-and-certification-operating-grant-program-guidelines
Indigenous Relations' (IR) First Nations Consultation Capacity Investment Program	https://fcm.ca/en/resources/cedi/first-nation-municipal-funding-resources

Source: McSweeney & Associates

Research and Development	Web
AgriInnovation Program	https://agriculture.canada.ca/en/agricultural-programs-and-services/agriinnovate-program
AgriScience Program	https://agriculture.canada.ca/en/agricultural-programs-and-services/agriscience-program-projects
Canada Foundation for Innovation	http://www.innovation.ca/en/OurFunds
Canadian Institutes of Health Research	http://www.cihr-irsc.gc.ca/e/37788.html
Canadian International Innovation Program (CIIP)	https://www.tradecommissioner.gc.ca/funding-financement/ciip-pcii/index.aspx?lang=eng
Communications Research Centre Canada - Industry Canada	https://ised-isde.canada.ca/site/communications-research-centre-canada/en
Automotive Partnership Canada	http://www.apc-pac.ca/index_eng.asp
Canada Foundation for Innovation	https://www.innovation.ca/awards/innovation-fund
Industrial Research Assistance Program (IRAP) - National Research Council Canada	http://www.cra-arc.gc.ca/sred/
MITACS Accelerate	https://www.mitacs.ca/en/programs/accelerate
NSERC Engage R&D	http://www.nrc-cnrc.gc.ca/eng/irap/services/youth_initiatives.html
Collaborative Technology Development and Demonstration Stream	http://www.ic.gc.ca/eic/site/125.nsf/eng/0002.html
Aboriginal Business and Entrepreneurship Development	https://www.isc-sac.gc.ca/eng/1100100032796/1610546385227
Alberta Innovates - Bio Sector - Guest Speaker Support Program	https://albertainnovates.ca/what-we-offer/funding-grants/

Alberta Innovates - Clean Energy (Advanced Hydrocarbons)	https://albertainnovates.ca/programs/cleaner-hydrocarbon-production/
Alberta Innovates - Clean Energy (Clean Technology)	https://albertainnovates.ca/programs/renewable-and-alternative-energy/
Alberta Innovates - Cross Sectoral Investments (Alberta Innovation Voucher and Micro-Voucher Programs)	https://albertainnovates.ca/programs/voucher/
Alberta Innovates - Cross Sectoral Investments (Alberta Small Business Research and Innovation Initiative)	https://albertainnovates.ca/programs/alberta-small-business-innovation-and-research-initiative/
Alberta Innovates - Clean Technology Development (CTD) program	https://albertainnovates.ca/app/uploads/2019/01/Clean-Tech-Dev-Program-Guide-Open-Call-2.pdf
Alberta Innovates - Clean Technology Facilities Support Program	https://albertainnovates.ca/app/uploads/2018/07/Clean-Technology-Facilities-Support-program-guide.pdf
Alberta Innovates - Clean Technology Large-Scale Demonstration and Innovative Deployment Program	https://albertainnovates.ca/app/uploads/2018/04/CCITF-Programs-April-25_2018-Webinar-Slidedeck-FINAL-V2.pdf
Value-Added Products to Markets	https://cap.alberta.ca/CAP/program/MARKETS_LARGE
Strategic Research and Development Grant Program	https://albertabusinessgrants.ca/grants/strategic-research-and-development-grant-program/
Tourism Growth Innovation Fund	https://open.alberta.ca/publications/tourism-growth-innovation-fund

Source: McSweeney & Associates

Innovation	Web
Alberta Innovates - Bio Sector - New Collaborations (Prion)	https://albertainnovates.ca/programs/alberta-prion-research-institute/
Going Global Innovation	http://tradecommissioner.gc.ca/funding-financement/ggi-vmi/index.aspx?lang=eng
Build in Canada Innovation Program (BCIP)	https://buyandsell.gc.ca/initiatives-and-programs/build-in-canada-innovation-program-bcip/overview-of-bcip
Canada Periodical Fund	https://www.canada.ca/en/canadian-heritage/services/funding/periodical-fund.html
Canadian International Innovation Program (CIIP)	https://www.tradecommissioner.gc.ca/funding-financement/ciip-pcii/index.aspx?lang=eng
MaRS Catalyst Fund	https://impactinvesting.marsdd.com/mars-catalyst-fund/
Connect to Innovate	https://ised-isde.canada.ca/site/connect-to-innovate/en
Matching Investment Fund - Canadian Dairy Commission (CDC)	http://www.milkingredients.ca/index-eng.php?id=127
Centre of Excellence in Next Generation Networks (CENGN)	http://www.nce-rce.gc.ca/NetworksCentres-CentresReseaux/CECR-CECR/CENGN_eng.asp
Canada's New Superclusters	http://www.ic.gc.ca/eic/site/093.nsf/eng/0016.html
Bioenterprise Seed Funding	https://bioenterprise.ca/
Alberta Innovates - Bio Sector - IDEal Program (Prion)	https://albertainnovates.ca/programs/alberta-prion-research-institute/
Alberta Innovates - Bio Sector - Alberta Bio Future	https://albertainnovates.ca/programs/alberta-bio-future/
Alberta Innovates - Health Innovations - Training and Early Career Development	https://albertainnovates.ca/programs/health-innovation-talent-development/

Alberta Innovates - Clean Energy (Advanced Hydrocarbons)	https://albertainnovates.ca/programs/cleaner-hydrocarbon-production/
Alberta Innovates - Clean Energy (Clean Technology)	https://albertainnovates.ca/programs/renewable-and-alternative-energy/
Alberta Innovates - Cross Sectoral Investments (Product Demonstration Program)	https://albertainnovates.ca/programs/product-demonstration-program/
Alberta Innovates - Cross Sectoral Investments (Alberta-China International Technology Partnership Program)	https://albertainnovates.ca/programs/alberta-china-international-technology-partnership/
Alberta Innovates - Cross Sectoral Investments (Alberta-China International Technology Partnership Program)	https://albertainnovates.ca/programs/alberta-china-international-technology-partnership/
Strategic and international technology partnerships	https://albertainnovates.ca/programs/global-partnerships/
Alberta Innovates - Clean Technology Development (CTD) program	https://albertainnovates.ca/app/uploads/2019/01/Clean-Tech-Dev-Program-Guide-Open-Call-2.pdf
Alberta-Europe Technology Collaboration Fund	https://eccir.ca/alberta-europe-technology-collaboration-fund/
Economic Development Initiative	https://www.wddeo.gc.ca/eng/11564.asp

Source: McSweeney & Associates

Environment	Web
Alberta Community Resilience Program	https://www.alberta.ca/alberta-community-resilience-program.aspx
SD Tech Fund	https://www.sdtc.ca/en/
Alberta Innovates - Clean Energy (Advanced Hydrocarbons)	https://albertainnovates.ca/programs/cleaner-hydrocarbon-production/
Alberta Innovates - Cross Sectoral Investments (Alberta Innovation Voucher and Micro-Voucher Programs)	https://albertainnovates.ca/programs/voucher/

Alberta Innovates - Clean Technology Development (CTD) program	https://albertainnovates.ca/app/uploads/2019/01/Clean-Tech-Dev-Program-Guide-Open-Call-2.pdf
Alberta Innovates - Clean Technology Business Innovation (CTBI) Voucher Program	https://albertainnovates.ca/app/uploads/2019/05/Clean-Technology-Business-Innovation-PROGRAM-GUIDE-FINAL-May-23-2019.pdf
Alberta Innovates - Clean Technology Facilities Support Program	https://albertainnovates.ca/funding-clean-technology/climate-change-innovation-and-technology-framework-ccitf/#CTD
Alberta Innovates - Clean Technology Large-Scale Demonstration and Innovative Deployment Program	https://albertainnovates.ca/app/uploads/2018/04/CCITF-Programs-April-25_2018-Webinar-Slidedeck-FINAL-V2.pdf
Alberta Innovates - Water and Land (Tailings Management)	https://albertainnovates.ca/programs/water-innovation/
GreenSTEM	https://www.alberta.ca/greenstem.aspx
Alberta Municipal Water/Wastewater Partnership (AMWWP)	http://www.transportation.alberta.ca/2719.htm
EcoAction Community Funding Program	http://www1.agric.gov.ab.ca/general/procgovserv.nsf/all/pgmsrv221
Bayer Crop Science Canada - Investing in Canadian communities	https://www.cropscience.bayer.ca/Our-Company/Community-Investment.aspx

Source: McSweeney & Associates

