



SMILE ALWAYS
EVER UP
EXPECT SUCCESS
THINK OUTSIDE THE BOX
COMMUNICATE WITH IMPACT & EMPATHY
BREATHE PERSEVERE
THERE ARE NO FAILURES ONLY LESSONS
DREAM + WORK = SUCCESS

2016/2017

ANNUAL REPORT



EXECUTIVE DIRECTOR GORD SAWATZKY

Stronger together

In 2016, our organization celebrated 20 years of providing services to entrepreneurs and small business owners across Alberta. A lot has changed over that time; we have responded to advances in technology and our clients' preferences as we shaped our service offerings and methods for delivering information. We have moved from a large office with room for a lending library, resource centre, and video conference room to a bright and open downsized space focused on providing information through technology that wasn't practical or even available 20 years ago. Our current website, live webinars, and social media presence have all progressed in response to the evolving needs of our clients. But perhaps no change is as apparent as in our branding. As you flip through the pages of this report, you will see the evolution of our logo and look as we revisit our organization's branding over the years.

What hasn't changed at Business Link is the passion to provide exceptional client service. It is our mission to ensure that everyone who comes to us benefits from making that contact, whether that's through learning a new business concept, being directed to relevant business information, or being connected to another organization, professional, or entrepreneur who could help along the way. We are fortunate to have a number of dedicated partners committed to building relationships and working together to give entrepreneurs the best possible supports. It's essential for our clients to know that being in business for themselves doesn't mean they're in business by themselves.

On our 20th year, I think it's important to recognize all of the staff who have worked at Business Link over the years, especially our current team members who work passionately to help our clients along their entrepreneurial journey. In particular, I would like to recognize the dedication and leadership of our previous Executive Directors – Holly Palmer, Rodger Cole, Cathy Goulet, and Brent Bushell – who helped to grow and guide Business Link to what it is today.

With that, I invite you to review this report and discover a snapshot of some of the successful businesses we have assisted over the past 20 years. We look forward to many more years of providing support to Alberta's small business community.



Sincerely,
Gord Sawatzky
Executive Director

PAUL BELLOWS AND DAVE BELLOUS

GETTING IN ON THE GROUND FLOOR

Paul Bellows and Dave Bellous admit they started their business a little naively. Communication and technology was an interest for both of these brothers, and they were fascinated with the emerging industry. Their business was built out of necessity. They secured their first big contract building a website for Peter Gabriel's multi-media company in the nineties, before anyone was building websites.

There wasn't a website development "industry" when these two started, and they both recall asking themselves, *"Will someone pay us to do this work?"*

So, in 1996, Yellow Pencil was born. It was one of Edmonton's first website development companies, and still exists today with offices in both Edmonton and Vancouver.

What significant milestones have you reached?

"One of our biggest milestones was in 2003 when we hired our first employee and got an office," says Dave. "We could go to a place to work that wasn't someone's house."

Paul remembers a time, not so long ago, in 2014 when their business was struggling due to the market decline. *"I had a lot of grief and felt like, after 17 years in the business, we might close because of my mistakes. I felt embarrassed."* Because of this experience he realized the importance of separating himself from the business.

Are there any challenges you have had to overcome?

"The challenges are always people: finding, retaining and managing people. We're a people-centric business and it's a challenge to keep them. In Alberta, when oil booms it's tough on us," says Paul.

Paul also shares that you need to grow your business beyond your own personal values and beliefs. *"The business is your character and your personality but when your business grows, you have to build that into the organization. It's like parenting. You realize that you are trying to create an independent person with their own story. This is true of a business as well. You need to build the organization to be its own."*

How did we help you?

"I recall that I didn't know how anything was done in a business. I had an enormous list of questions, and I didn't know where to start," says Paul. "I remember coming into the library at the time to review the books on the shelf, as a place to start."

Dave remembers the people at Business Link. *"Having someone to talk to was important for us."*

Going to the Business Link library was easy because it wasn't intimidating. You could be anonymous and you do the research on your own."

What tips would you share with other entrepreneurs?

Paul says: *"Ask yourself: Are you building something more than just your own job?"* You really need to think about why you are starting a business beyond just employment and money. This will help you with business planning and future decision making.

Ask for help! *"20 years ago, talking to another business owner didn't even register as an option for me. It was very intimidating to admit that you don't know what you're talking about. It's all 'fake it until you make it.'"*, says Paul.

Dave reiterates that asking for help and finding someone you can trust is key. *"Find someone who you can trust to talk to. Get advice. Find someone with more experience than you who you can reach out to."*



**"WOULD PEOPLE ACTUALLY
PAY US TO DO THIS WORK?"**

- PAUL BELLOWS AND DAVE BELLOUS

CHARMAINE HAMMOND

WORKING IN YOUR GENIUS

When Charmaine moved from Ontario to Fort McMurray in 1991, she left her job at a correctional facility for new adventures in Alberta. Once here, she finished her degree and started on a Master's degree in conflict analysis and management. Her education led to her first business venture in 1997: a mediation company that she began part-time. Within 6 months, the company had grown so much that she quit her government job and dove into the world of entrepreneurialism. Having grown up in an entrepreneurial family, Charmaine felt comfortable taking that jump.

"I love what I do... there is not a day gone by that I regret being an entrepreneur or that I say I want to throw in the towel and go get a job."

- Charmaine Hammond

Charmaine's business has now expanded to include:

- **Hammond International** – provides professional speaking and corporate training to help companies build strong, resilient teams through mediation and conflict resolution.
- **Raise a Dream** (co-owned with Rebecca Kirstein) – provides consultation and professional speaking to help entrepreneurs use collaboration, partnerships, and sponsorship to build a successful business.

What significant milestones have you reached?

"Definitely one significant milestone was having five books published, and having them become best-selling, award-winning books. That success helped us create a business model around the content. Another milestone was really defining what I wanted to do in my business; I realized that the core of my business was speaking and training, which meant letting go of my mediation practice. We learned that when you work in your genius and within a niche, your business has a much better chance for success."



Are there any challenges you have had to overcome?

"I had some painful learning experiences as I was growing the business, including a realization that I needed a better understanding of certain parts of the business. I took courses to fill some gaps while also seeking out external expertise in business planning, business structures, legal requirements, and accounting. I constantly work with business coaches now and am always taking a program to develop and further my skills."

"Another challenge, and I see this with a lot of entrepreneurs, was a fear of putting myself out there. Probably the biggest challenge that I had to overcome was getting comfortable creating that financial transaction with customers; in my first year of business I lost a lot of money because I was afraid to ask people to pay their bills. Sometimes we don't place enough value on what we do in the world. I also had challenges staying organized and working in the business, but also working on the business. Working on your business is so important, as is setting boundaries and knowing when to say 'no'."

How have we helped you?

"Business Link was very instrumental for me. When I first came to Business Link, we didn't have the internet yet, so I was able to access materials and resources at the office on business planning, marketing, etc. I also attended a number of networking events and those were very powerful, especially when I moved from Fort McMurray to Edmonton. Nobody knew me, and nobody knew my business, so I was essentially starting over and those events enabled me to meet new entrepreneurs as well as potential clients. I also attended a number of different courses and workshops that you offered, and – as technology grew – I joined some of the webinars. Now we refer our clients to Business Link and your resources because we know they're credible."

What tips would you share with other entrepreneurs?

"One tip is the importance of having a plan: a marketing plan, a business plan, and a succession plan. Those were critical for me. You also need to make sure that you're getting good advice and have professionals like an accountant and a lawyer to help you set up your business properly. Another piece of advice I would offer is to be really clear on what your goals are and recognize that your business goals will likely change, and to be open to that change. How you see your business today may not be how it will look in 20 years; be open to that so that you continue work in your genius and on something that fuels your passion."

SILVIA SANCHEZ AND JHOENNA ROSA

BEAUTY FROM THE EYE OF THE ENTREPRENEUR

Silvia Sanchez and Jhoenna Rosa both knew from an early age that they were entrepreneurs at heart. In fact, when they came to Business Link over seven years ago, you could definitely sense their shared tenacity and passion for business.

Finding the right opportunity is a crucial first step for any would-be entrepreneur looking to launch a new venture. Silvia and Jhoenna were no exception. Together, they spent tons of time, energy, and resources conducting extensive research into potential business opportunities. Eventually the best friends and business partners decided on the right business idea to pursue.

Together they started Executive Spa Group (ESG) – a career and employment centre proudly serving Alberta's beauty industry in the Edmonton area.

Before they opened their doors, what really helped was that both Silvia and Jhoenna also had extensive knowledge and experience in their respective professional fields – consulting and beauty. Silvia's experience in the career and employment consulting field taught her about working with and building relationships with clients as well as case management. On the other hand, Jhoenna's experience related to all aspects of the beauty industry, including harnessing key industry connections.



What significant milestones have you reached?

"A number of things come to mind. These include everything from making it past our third anniversary and moving out of our startup location and onto Whyte Avenue to launching our first billboard marketing campaign and securing our first government contract!"

"We were always thinking of different ideas to bring to life."

– Silvia Sanchez

Are there any challenges you have had to overcome?

"Definitely learning how to work together after being best friends for over 10 years prior to opening the business together." Silvia also mentions that they needed to learn how to complement each other's skill sets rather than clash, which also included respecting their differences. "Trust was a really important factor."

How have we helped you?

"Business Link assisted us in understanding and collecting information on anything and everything to help us design our business, including the different types of business structures, the laws that we had to be aware of, various marketing techniques, and how to access information and research on our industry and competition."

"The team at Business Link, including David Bayda, was there for us when our three and a half year old business was but a seed!"

What tips would you share with other entrepreneurs?

Silvia's number one piece of advice for budding entrepreneurs:

"Don't give up!"



MASSEY WHITEKNIFE

STAYING TRUE TO YOURSELF



After working in the oil sands as a safety officer, Massey realized his passion was not to clean and work in the office, but to own the building. That is when his company, ICEIS Safety (now ICEIS Group), was born. Growing up, Massey always possessed an entrepreneurial spirit; even as a kid playing house, he would play store and upsell his supply.

As a result, Massey took a business course, and started consulting with Aboriginal businesses to help them gain access to industry. At the time, there were a lot of Aboriginal businesses that were not qualifying for contracts, so Massey helped them to qualify, and that's when his business took off. He grew the business from there and expanded to include everything from supplies to training.

Massey shared his experiences building a business with us and provided some tips for aspiring entrepreneurs.

What significant milestones have you reached?

"I am most proud of the fact that a lot of the people in the industry had closed the door on me and said I would not succeed because I was openly gay. In 2011, I won the Youth Entrepreneur Award of Distinction from the Alberta Chamber of Commerce, and then in 2015, I won Small Business of the Year Award from Fort McMurray Chamber. This year (2016), I won the Alberta Business Eagle Feather Award of Distinction. To me, to win those awards, were my proudest moments."

Are there any challenges you have had to overcome? What would you have done differently?

"I had to learn – in the Fort McKay Business Incubator Program – to adapt to the ways and acumen that business was done. I always wanted to do it my own way. Looking back now, I would have stuck to my guns and did what I believed in first, which was my business plan. I would not have followed suit in what every other company does, and I would have done it my own way. It wasn't until I started running my business my way that I started to see huge success."

How have we helped you?

"Business Link has helped me tremendously. I remember when I first started my business, I came to Business Link for resources. They were very welcoming, and helped me link up with other organizations and gave me leads, which has helped me get more support and meet other organizations that advanced my success further and educated me."

What tips would you share with other entrepreneurs?

"One of the biggest tips I can give to an entrepreneur starting their business is to be willing to sacrifice and to set aside your current life. You have to make a goal and follow through with it because to start a business you have to give it 100%, and you have to have a passion for what you are going to do. I think that working with organizations like Business Link that give you some homework to see if you are able to become a successful business is a huge help. A lot of people get into business thinking it's easy, and usually, a lot of businesses fail in the first 3 years because they did not set up the right way the first time and they end up failing."

"I was always an entrepreneur."
- Massey Whiteknife



SUPPORTING AND HONOURING ABORIGINAL COMMUNITIES AND ENTREPRENEURS

Our team acknowledges the traditional territories and histories of Métis and First Nation communities in Treaty 6, 7 and 8. We honour the diverse cultures, languages, identities, and protocols of First Nation, Métis, and Inuit clients in both urban and rural areas.

Our Aboriginal Business Development Services (ABDS) team made tremendous strides in serving Aboriginal entrepreneurs and communities this year. It was a year of growth, re-focusing, and adding innovative offerings to support Aboriginal businesses and communities.

Collaborative partnerships

We continue to develop collaborative partnerships that are inclusive of Aboriginal and non-Aboriginal organizations, post-secondary institutions, and industry stakeholders. We work with stakeholders that share our passion for promoting Aboriginal entrepreneurship, youth, and showcasing the success of these groups and communities within Alberta.

Filling Gaps

We take a holistic approach to building relationships with aspiring entrepreneurs, and help them advance their businesses by providing access to educational tools, resources, and referrals. This past year, our ABDS team worked to identify gaps in service for Aboriginal entrepreneurs and lead collaborative efforts to fill those gaps.

We're proud to celebrate the success of our Aboriginal clients. This year, two of our clients were acknowledged for their work and dedication:

Aretha Greatrix, Producer & Founder, Miyo Pimatisiwin Productions Inc.

Winner of the Women of Inspiration Award for the Cultural Ambassador category through Canadian Business Chicks

Amy Willier and Yvonne Jobin of Moonstone Creation

Winners of the 2016 Indigenous Entrepreneurship Award through the Calgary Chamber Small Business Awards



KEY ACHIEVEMENTS THIS YEAR

31 Aboriginal jobs created

18 Aboriginal businesses launched

Responded to 2,161 inquiries with one-to-one guidance and support

Visited 35 First Nations and Métis communities

Delivered 67 presentations on Aboriginal-specific business training

Reached out to 107 service providers to increase program awareness with Aboriginal clients and communities

Hosted social media workshops in Treaty 6 (Edmonton) and Treaty 7 (Calgary)

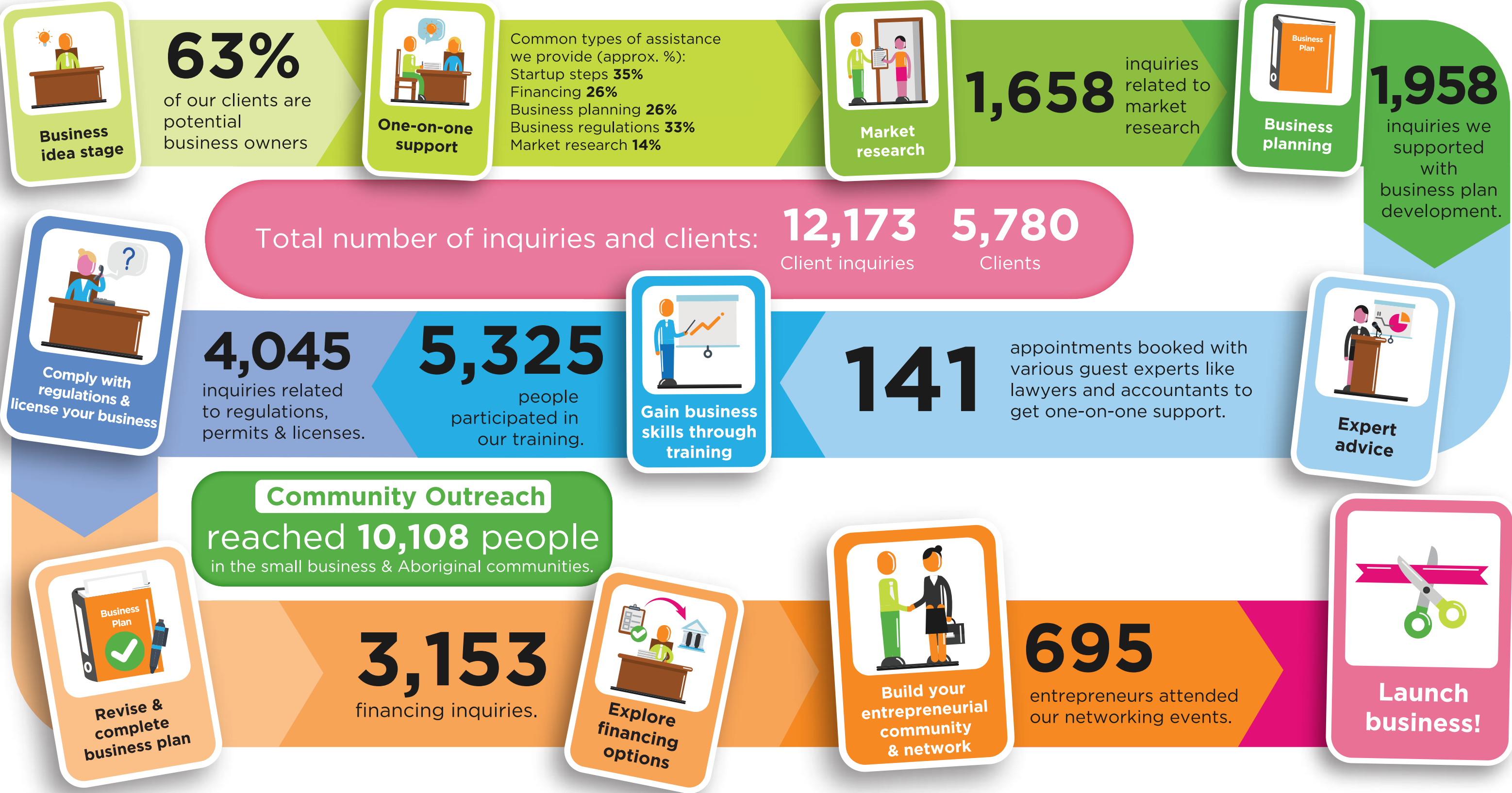
Hosted Aboriginal entrepreneur workshops in Treaty 6 (Edmonton) and Treaty 7 (Calgary)

Hosted 2 movie screenings of Elder in the Making in Treaty 6 (Edmonton) and Treaty 7 (Calgary)



PATH TO STARTING YOUR BUSINESS

YOU'VE GOT THE INNOVATIVE IDEA AND THE MOTIVATION TO TAKE THE NEXT STEP. NOW WHAT? WE'LL GIVE YOU THE TOOLS TO MAKE YOUR BUSINESS IDEA A REALITY, AND CONNECT YOU WITH THE MOST RELEVANT SMALL BUSINESS RESOURCES TO HELP BRING YOUR IDEA TO LIFE.



We are Alberta's entrepreneurial hub

*all statistics based on 2016-2017 data

WORKING COLLABORATIVELY TO BETTER SERVE ALBERTA'S SMALL BUSINESS COMMUNITY

"It takes a village to raise a child."

– Helen Keller

We believe that providing quality advice, support, and resources for entrepreneurs all across Alberta is something no organization can do alone. We're fortunate in Alberta to have so many organizations that work together to support entrepreneurs, and we're proud to be part of it.

This past year, we expanded and formalized our partnerships allowing us to be more accessible to a diverse range of entrepreneurs across Alberta, even in the most remote areas of the province.

Some of our key partnerships are based on joint employee positions with other organizations, which results in shared costs, efficiencies and accessibility. By sharing our resources, we can be more effective at reaching more entrepreneurs and have greater diversity in our support services available.



OFFERING ADVICE FOR SMALL BUSINESSES AT REGISTRATION

The moment a small business owner decides to take the leap and register their business is often a big step. The opportunity to provide greater support to business owners at this point is one we've recognized for many years. Alberta Motor Association (AMA) also recognized this opportunity and wanted to add more value to their over 950,000 members across Alberta through their registry services. When the AMA approached us to help bridge that gap, we jumped on the opportunity.

After a year of a successful pilot of on-site advisory business support at Edmonton AMA Kingsway, we expanded the partnership to a full-time on-site Business Facilitator. In addition to offering advisory support at the Kingsway location in Edmonton, we've also been able to reach all 17 AMA centres across the province, once again making our services more accessible to more Alberta businesses.

Partnered with over

35

ORGANIZATIONS

across Alberta

Partnered on

60

EVENTS
with partners



momentum

SUPPORTING ENTREPRENEURS FACING SOCIAL AND ECONOMIC BARRIERS

We believe that given the opportunity and resources, anyone can be a successful business owner. That's why working with an organization like Momentum is so vital to us. Momentum uses a Community Economic Development (CED) approach that offers hope and opportunity to people living in poverty. Our in-house shared staff member provides support through education and guidance to help them overcome barriers and launch a successful business.



REACHING THE GROWING DEMOGRAPHIC OF WOMEN ENTREPRENEURS

Women-run businesses account for 38% of Alberta small and medium-sized businesses, according to a 2014 report by ATB Financial, and that number is growing. Working with organizations like Alberta Women Entrepreneurs (AWE) is vital to reaching and supporting this important demographic. Having worked collaboratively with AWE for several years through partnered events meant we were in an ideal position to take the partnership to the next level. Market demands on both organizations in the Calgary region made it apparent that sharing staff resources was vital for both organizations. In January, we welcomed on board a joint Business Facilitator. This shared position creates greater accessibility for women in the early stages of starting a business, as well as providing educational opportunities on everything they need to know to be successful.



CONNECTING AND BUILDING RELATIONSHIPS WITHIN THE ABORIGINAL COMMUNITY



Our Aboriginal Business Development Services (ABDS) team has a long history of building strong connections and relationships with not only Aboriginal entrepreneurs, but also the communities. Strengthening relationships with Treaty Seven First Nations was a key focus for us this year, so we reached out to Community Futures Treaty 7 (CFT7) to help us establish a presence in Southern Alberta. CFT7 provides lending services, business support, and community economic development for members of the Treaty Seven First Nations, so the fit was ideal. Having an Aboriginal Business Facilitator on site at the CFT7 office in Calgary allows us to be better accessible in the region, and by embedding ourselves in the organization, allows us to strengthen our ties within the community.

REACHING YOUNG ENTREPRENEURS



Over the last two years, our market research has validated that Albertans aged 18-34 are the largest demographic of people thinking of starting a business. Having worked closely with futurapreneur, a national non-profit supporting young entrepreneurs, it made sense to have their newest staff position co-locate with us.

Over the course of the year, the collaboration has allowed us to better support young startups with one-on-one support and market research, in addition to partnering with futurapreneur on events and outreach.

REACHING ALL CORNERS OF THE PROVINCE



Connecting with entrepreneurs in Southern Alberta

Having a provincial mandate and a head office in Edmonton makes it challenging to support entrepreneurs in the far regions of the province. We're fortunate to have an amazing Board of Directors who help us connect with organizations all across the province, and specifically into southern Alberta. This year, we built a strong collaborative relationship with Tecconnect in Lethbridge, a centre of Excellence for Entrepreneurship and Innovation. Tecconnect is a startup business incubator owned and operated by Economic Development Lethbridge, and is a key stakeholder for us.

This relationship has allowed us to reach and support the vibrant entrepreneurial ecosystem in southern Alberta by providing one-on-one advisory support on site, as well as educational workshops.

Supporting small business in the Wood Buffalo region

It is sometimes through disaster that groups of people are brought together. This was the case with the Regional Municipality of Wood Buffalo (RMWB). The impact of the 2016 Horse River Wildfire was devastating for both residents and businesses of Wood Buffalo. An opportunity arose when RMWB Economic Development began developing the "Back to Business Resource Centre" (BBRC). Business Link immediately stepped up to help by supporting RMWB's initial efforts to help impacted businesses by providing resources. As the BBRC evolved, Business Link established a partnership with RMWB to provide on-site advisory support throughout the year. Being able to help a region that was devastated by fire was a cause very dear to us and we're proud to have been part of the team helping get businesses back on their feet.

Collaborating with our small business network on events and activities throughout the province

We collaborate with numerous organizations and stakeholders all across the province to better serve Alberta's small business community. Our partnerships reach far beyond the ones highlighted above through events, outreach, and workshops.

2016-2017

ALBERTA WIDE EVENTS



Hosted or participated in

475

EVENTS

REACHED

11,916

PEOPLE

across the province

ALBERTA WIDE

We use technology like webinars, Skype and on-demand training to connect with entrepreneurs across the province. We held 47 webinars, helping nearly 850 people learn about startup steps, market research, marketing, accounting, legal, selling to the government, social entrepreneurship, accounting and more. We also provided access to experts like lawyers and accountants to over 140 entrepreneurs. In addition, we educated over 120 people in business essentials via our on-demand video series.

FORT MCMURRAY

Our partnership with the Regional Municipality of Wood Buffalo provided us the opportunity to support small business owners affected by the wildfire. We frequently visited the region to provide workshops and one-on-one support in their Back to Business Resource centre.

SMALL BUSINESS WEEK

This past year we celebrated Small Business Week by hosting events in Edmonton and Calgary, with a focus on marketing during a recession. We featured a keynote speaker, round table discussions with marketing experts, a panel of entrepreneurs sharing their experiences, a community business resource fair, and the opportunity for attendees to get a professional headshot. Through these efforts, we reached 126 small business owners in the Edmonton and Calgary regions.

ELDER IN THE MAKING

This year, we took a creative approach to educating people on Aboriginal history in Alberta. We hosted movie screenings of "Elder in the Making" in Edmonton and Calgary. This documentary follows a Blackfoot Aboriginal and a Chinese-Canadian as they rediscover their shared heritage. We also provided an opportunity to share the unique entrepreneurial perspective of the movie producers. Through these screenings, nearly 150 people learned an important part of our untold past.

TSUU T'INA

Connecting with Aboriginal entrepreneurs and communities is an important component of our mandate. We frequently hosted presentations for entrepreneurs, and participated in trade shows and job fairs in Tsuu T'ina, reaching over 225 people in the region.

LETHBRIDGE

Lethbridge has an active entrepreneurial community and tecconnect is a key part of that community. In October, we participated in their '3 Day Startup', providing advice and coaching to participants developing their business idea. We also supported a variety of outreach activities in the community reaching over 75 people in the region.

2016-2017 BUSINESS LINK TEAM

LEADERSHIP

Gord Sawatzky, Executive Director
Suzanne Ebelher, Director, Client Services
Cherie Klassen, Marketing Manager
Lori Todd, Controller

CLIENT SERVICES

David Bayda, Senior Business Facilitator
Sabrina Grover, Business Facilitator
Heidi Hoover, Senior Business Advisor
Jean-Jacques Mitakaro, Business Facilitator
Kari Morton, Business Facilitator
Meredith Perich, Senior Business Advisor
Dale Schaub, Senior Business Advisor
Sheila Shand, Senior Business Advisor
Dart Wooden, Senior Business Advisor
Barry Yewchuk, Research Advisor

ABORIGINAL BUSINESS DEVELOPMENT SERVICES (ABDS)

Holly Atjecoutay, Aboriginal Business Facilitator
Angela Carifelle, ABDS Program Specialist
Tina Lanceleve, Aboriginal Business Facilitator
Delilah Mah, ABDS Program Specialist
Sammy Zoerb, Aboriginal Business Support Facilitator

MARKETING

Amber MacMillan, Events & Programs Coordinator
Brittany Prout, Marketing Coordinator

ADMINISTRATION

Conan Wong, IT Specialist

About Business Link

Business Link is Alberta's entrepreneurial hub. We are a non-profit organization that helps people start their own businesses. We provide one-on-one support and guidance, market research, access to experts, training and networking opportunities, and specialized support for Aboriginal entrepreneurs.

BOARD OF DIRECTORS

David Allwright
Dean, Chiu School of Business
Bow Valley College
Calgary

Renae Barlow
VP, tecconnect & Business Development
Economic Development Lethbridge/Tecconnect
Lethbridge

Tema Frank
Founder and President
Frank Reactions
Edmonton

Bob Marshall
Consultant
Edmonton

Shawna Miller
President/CFO/Franchisee
Smithco Enterprises (o/a Subway)/Louco Enterprises
Grande Prairie

Angus Ng
Barrister and Solicitor
Alberta Motor Association
Edmonton

Michael Reid
Manager, Corporate Social Responsibility
Statoil Canada
Calgary

Chad Saunders
Assistant Professor (Entrepreneurship & Innovation)
Haskayne School of Business
University of Calgary
Calgary

GOVERNMENT OBSERVERS

Government of Canada:
Bev Therrien
Manager, Business Development and Partnerships
Western Economic Diversification Canada

Government of Alberta:
Tom Mansfield
Executive Director, Entrepreneurship &
Regional Development
Economic Development and Trade

BUSINESS LINK IS PROUDLY SPONSORED BY

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Canada Business Network





2016-2017 BUSINESS LINK FINANCIAL SUMMARY

Statement of Financial Position

as of March 31, 2017

Assets	2017	2016
Current Assets	\$ 345,064	\$ 601,172
Tangible Capital Assets	120,896	46,805
	\$ 465,960	\$ 647,977

Liabilities and Net Assets

Current Liabilities	\$ 144,233	\$ 340,406
Other Liabilities	5,275	16,234
Net Assets	316,452	291,337
	\$ 465,960	\$ 647,977

Statement of Operations

year ended March 31, 2017

Revenue	2017	2016
Federal Funding - Core	\$ 851,407	\$ 851,407
Provincial Funding - Core	693,087	775,876
Project Funding	616,502	723,853
Amortization of Deferred Contribution	10,959	18,411
Other	79,225	28,135
	\$ 2,251,180	\$ 2,397,682

Expenses

Salaries and Benefits	\$ 1,441,069	\$ 1,397,900
Occupancy	248,719	351,813
Client Outreach	57,869	77,499
Travel	71,468	62,986
Amortization	47,021	76,325
Other	359,919	348,306
	\$ 2,226,065	\$ 2,314,829

Excess of Revenue over Expenses	\$ 25,115	\$ 82,853
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CELEBRATING 20 YEARS OF SUPPORTING SMALL BUSINESS IN ALBERTA

 **BUSINESSLINK.ca**
1-800-272-9675