

CF NAME: CF CENTRE WEST

Fiscal Year: 2019-20

OPERATING PLAN

1.0 BOARD MOTION

Please include the date of the meeting and the motion from your Board of Directors that approved each of the following.

- 1. The 2019-20 Operating Plan and Budget

Date of Board Meeting:	January 24, 2019
Motion:	Moved by Stephen Simms to approve the 2019-2020 Operation Plan as presented.
Moved By:	Moved by Drew Hyndman to approve the 2019-2020 Operation Plan as presented.
Seconded By:	No seconder required as per CFCWest bylaws.

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Centre West
Mailing Address:	3209, 101 Sunset Drive, Cochrane, AB. T4V 0W7
Location Address:	3209, 101 Sunset Drive, Cochrane, AB. T4V 0W7
Phone Number:	403 464-2572
Fax Number:	403 932-6824
General E-mail address:	dgraham@albertacf.com
Executive Director:	Patti-Jay Powell
Executive Director E-Mail:	ppowell@albertacf.com
Executive Director Cell:	403 389-8272
Chairperson:	David Cooper
Phone Number:	403 862-7819
E-mail Address:	dcooper@evolutioneng.com
Website:	http://centrewest.albertacf.com/
Facebook:	https://www.facebook.com/Community-Futures-Centre-West-597577017036101/
Twitter:	https://twitter.com/CFCentreWest
Instagram:	https://www.instagram.com/cfcentrewest/?hl=en

3.0 DESCRIPTION OF THE ORGANIZATION

3.1 Description of your organization

- In the table below, please outline your board and staff structure

Board structure and committees (please reference the instructions)	<p>CFCWest ensures a strong presence in our regional communities through Board of Directors who act as ambassadors for CFCWest. Our team consists of a dedicated group of professionals who provide strategic direction of the organization. A regionally represented and diverse Board provides strategic direction for the organization. Each Director brings a high level of experience, expertise and community participation to the Board.</p> <p>CFCWest Board:</p> <ul style="list-style-type: none"> ○ Sets policy and provides overall strategic direction ○ Oversees appropriate management of funds ○ Ensures contract deliverables set by WD are met ○ Provides support and mentorship to the Executive Director ○ Ensures CFCWest participates, collaborates and maintains positive community relations
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	<p>with partners, stakeholders and funders within the region</p> <ul style="list-style-type: none"> ○ Participates in and promotes professional development and training for its members ○ Ensures overall organizational transparency is maintained and reporting is completed in a timely manner <p>Board Committees are as follows: A Director must chair all committees and the Board Chair acts as ex-officio on Standing and Ad-hoc committees.</p> <p><u>Standing Investment Review Committee</u> (SIRC) adjudicates loan proposals and oversees the administration of the loan funds. The SIRC consists of Board of Directors, including the Executive Director and the Business Development Advisor. SIRC members represent different geographic areas and levels of expertise, possess an understanding of financial management and are familiar with the operation of small and medium sized business operations. The SIRC, currently includes, two “non-director service professionals”.</p> <p><u>The Executive Committee</u> (EC) consists of the Chair, Vice Chair, Treasurer, Secretary and the Executive Director. The role of this committee is to deal with tactical matters requiring board input as they arise and is the designate sub-committee for board recruitment. This may include answering inquiries from board members as well as the general public, reviewing issues and making recommendations or present options to the board for full discussion and review. This committee also provides guidance to the Executive Director including completion of the Executive Director’s annual performance appraisal and collectively sets the agenda for board meetings.</p>
<p>Office locations and coverage of communities (i.e. offices, part time staffing in other communities)</p>	<p><u>Main office:</u></p> <ul style="list-style-type: none"> ○ Located in Cochrane, Alberta <p><u>Additional Office Space:</u></p> <ul style="list-style-type: none"> ○ City of Airdrie provides CFCWest office space at City Hall on Wednesday afternoons. CFCWest has the option of booking additional days as required. ○ Space sharing agreement with E=MC2 Canmore Centre for Business Excellence, on Thursdays ○ The Town of Crossfield provides office space at the municipal office on the last Wednesday of each month
<p>Other</p>	<p>N/A</p>

3.2 Board of Directors

- Provide a list of directors below.

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
David Cooper	Chair	Cochrane	September 18, 2013
Stephen Simms	Vice Chair	Cochrane	August 10, 2016
Sid Van Der Meer	Treasurer	Airdrie	March 25, 2016
Drew Hyndman	Secretary	Cochrane and area	September 13, 2018
James Dahl	Director & Shareholder	Cochrane	January 15, 2018
Scott Grattidge	Director & Shareholder	Cochrane	January 15, 2018

<p>Is the board representative of the communities you serve? If</p>	<p>While CFCWest actively recruits members from the entire CFCWest region but does not always receive applications from all communities in our region. However, CFCWest</p>
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<p>not, what are your plans to address this?</p>	<p>endeavors to recruit representation on the board from the three larger communities in our region, Canmore, Cochrane and Airdrie.</p>												
<p>Please indicate how many of your board members identify as a member of the following groups: women, Indigenous, youth, a person with a disability or other underrepresented groups.</p>	<table border="1"> <thead> <tr> <th data-bbox="578 331 1024 394"></th> <th data-bbox="1024 331 1435 394"> Number (A person can be counted more than once) </th> </tr> </thead> <tbody> <tr> <td data-bbox="578 394 1024 428">Women</td> <td data-bbox="1024 394 1435 428">0</td> </tr> <tr> <td data-bbox="578 428 1024 462">Indigenous</td> <td data-bbox="1024 428 1435 462">0</td> </tr> <tr> <td data-bbox="578 462 1024 495">Youth (29 and younger)</td> <td data-bbox="1024 462 1435 495">0</td> </tr> <tr> <td data-bbox="578 495 1024 657">Person with a Disability</td> <td data-bbox="1024 495 1435 657">It is entirely possible board members may be included in underrepresented groups, as per Statistics Canada data, less than 1% of Canadians report a disability.</td> </tr> <tr> <td data-bbox="578 657 1024 690">Other under-represented group</td> <td data-bbox="1024 657 1435 690">N/A</td> </tr> </tbody> </table>		Number (A person can be counted more than once)	Women	0	Indigenous	0	Youth (29 and younger)	0	Person with a Disability	It is entirely possible board members may be included in underrepresented groups, as per Statistics Canada data, less than 1% of Canadians report a disability.	Other under-represented group	N/A
	Number (A person can be counted more than once)												
Women	0												
Indigenous	0												
Youth (29 and younger)	0												
Person with a Disability	It is entirely possible board members may be included in underrepresented groups, as per Statistics Canada data, less than 1% of Canadians report a disability.												
Other under-represented group	N/A												
<p>Please describe your Board's succession plan for departing board members.</p>	<p>Five steps are considered in succession planning by the CFCWest Board.</p> <ol style="list-style-type: none"> 1) Development of a demographic profile for the board i.e. how long the current members have been on the board, roles, skill level, education, areas of expertise, and areas of influence. Survey for board members has been created in Office 365 demonstrating the importance of demographics, Knowledge and skills, Work experience, Certificates Courses and Equivalent Experience, Areas of Influence and Cultural Fit within the organization. 2) Identification of key positions to be vacated within a specific period. 3) Key roles (Executive) and Terms of Reference for key positions are kept up to date in order to maintain intellectual property. 4) Identification of well qualified new comers to the board 5) Ongoing professional development and retention of intellectual property to be passed on to new members <p>Board Recruitment is a standing agenda item on the Board Meeting Agenda. Prior to a Director term ending, the board actively recruits new Directors. Careful consideration is given to the current skill sets or areas of expertise of the existing board. Gaps in areas of expertise/experience are closely considered when selecting interviewing & selecting new directors. In the event a director resigns unexpectedly, the board will go through a similar process to replace that director. CFCWest has developed a board recruitment package and board orientation process that is utilized for succession planning.</p>												

<p>As per Section 5.5 in the contribution agreement, please confirm that the following are posted on your website. Please provide the hyperlink to your website for each item listed below.</p>	
<p>Names of the current Board of Directors and names of any non-board member of the Investment Review Committee.</p>	<p>http://centrewest.albertacf.com/our-board</p>
<p>Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.).</p>	<p>http://centrewest.albertacf.com/corporate-reports</p>
<p>Board Recruitment and nomination processes.</p>	<p>http://centrewest.albertacf.com/corporate-reports</p>
<p>2017-18 Annual audited financial statement.</p>	<p>http://centrewest.albertacf.com/corporate-reports</p>
<p>2017-18 Performance results.</p>	<p>http://centrewest.albertacf.com/corporate-reports</p>
<p>Investment Fund redress /appeals process.</p>	<p>http://centrewest.albertacf.com/corporate-reports</p>
<p>Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available.</p>	<p>FEDO has been linked to the CFCWest website using the following URL: http://www.lecdea.ca/</p>

3.3 Staff

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- Provide a list of staff below.

Staff	Position	Core Staff (WD) *	Month & Year Hired
Patti-Jay Powell	Executive Director	100%	January 2005
Dianne Graham	Executive Assistant	100%	July 2005
Jodie Eckert	Economic Development Coordinator	100%	April 2007
Ken Koob	Business Development Advisor	100%	April 2017

* Indicate the percentage of salary that is covered by core WD funding.

3.4 Staff Retention, Recruitment and Training

Describe the challenges, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.	<p>As the cost of living increases and with no further increase in operational funding, CFCWest finds its self in the position of status quo regarding salaries. In turn, staff retention is at risk as employees may look to alternate working arrangements. While CFCWest typically have had strong retention for three out of the four staffing positions over the past 10 years, the position of Business Development Advisor has been vacated and filled 3 times. The CFNA continues to develop and offer professional development during Spring Training and the Annual CF Symposium of which CFCWest normally attends.</p> <p>Additional professional development/staff training is offered when opportunities arise. An online board training program is currently being utilized by Board Members of CFCWest. At least one board training module is delivered at each board meeting. In between each board meetings, Directors access other training modules online. While online training has proven to be an efficient and effective model for training, in person board development opportunities continue to be offered throughout the year. As staff training is costly, CFCWest takes a very strategic approach to ensure each staff member receives relevant training. Training opportunities are reviewed annually during staff performance appraisals. On many occasions CFCWest has taken advantage of either partner training at little or no cost or has applied for bursaries or grants in order to take advantage of other training opportunities. In addition, CFCWest takes full advantage of any training opportunities and/or funding that are promoted through the EDP program.</p>
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4.0 PLANNING AND POLICIES

4.1 Strategic Priorities

- Identify your top 3 strategic goals.

	Description of Top 3 Strategic Goals
1	Foster activities & initiatives to help build resilient entrepreneurial communities.
2	Improve the business support system to early stage entrepreneurs.
3	Build strong adaptable and diverse business communities.

4.2 Governance and Accountability

Describe the process and/or tools to provide communication with and accountability to your clients, communities and stakeholders.

Governance and Accountability

- All corporate documents, including Annual Performance Reports, Operations Plans, Priority Plans, Audited Financial Statements, Board Recruitment, Appeals Processes and Board Polices are posted on the public side of the CFCWest website.

Describe the process and/or tools to provide communication with and accountability to your clients, communities and stakeholders.

- Reports and Operation Plans are shared with municipalities and communities within our region. Staff formally meet with EDO's from our communities and Chambers in our region at least once per year in order to gain insight into community and regional issues and/or needs. Staff routinely meet with community and project stakeholders and are kept abreast of regional projects and priorities in the communities located within our region. Increased awareness of CFCWest programs and projects has been prioritized for the upcoming year.
- CFCWest is currently in the process of building on the Make a Profit, Make a Difference, Provincial Marketing Campaign and have recently hired a marketing firm to facilitate the "Marketing Compass" workshop. This workshop helped to identify our target market, hence, should result in appropriate client intake that ultimately increases lending numbers. Currently we are in the process of creating a Social Media and Communications Plan.

4.3 Policies & Incorporation Documents

- Upon submission of Ops Plan, please provide copies of the following only if they have been updated since last submitted to WD:

4.3 Policies & Incorporation Documents

- Upon submission of Ops Plan, please provide copies of the following only if they have been updated since last submitted to WD:

Incorporation Documents	Date Document Was Last Updated	Date Submitted to WD
Articles of Incorporation and Association	2014-2015	January 30, 2015
Bylaws	2014-2015	January 30, 2015

Policies Related To:	Date Policy Was Last Updated	Date Submitted to WD
Investment Fund Management Please include: <ul style="list-style-type: none"> • Appeals and redress mechanism • Loans in excess of \$150,000 (if applicable) • Syndicated Loans • Equity Positions • Lending Policy & Process Guide Revisions 	September 20, 2018	January 2016 January 2016 September 2018

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Conflict of Interest	January 2014	January 30, 2015
Board of Directors (policy for appointment/selection, terms of office, etc.)	March 2014	January 30, 2015

5.0 PERFORMANCE INDICATORS

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

Note, both you and WD must agree to your final overall performance targets.

5.1 Please submit your performance target information into the [WD Web Portal](#) for the coming fiscal year for the indicators that are listed in the Ops Plan Instructions that were sent to you.

NOTE: The performance indicators are organized by WD’s Program Activities and sub-activities to better illustrate the alignment between your CF activities and WD’s mandate. The titles in italics represent WD-specific terms used to categorize CF activities.

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Performance Indicator	2019-20 Target	GROUP 1	GROUP 2	GROUP 3
**Targets for Minimum Performance Standards (MPSs) should be greater than or equal to the MPS in the proper group.				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	Group 1			
<i>Strong rural community strategic planning and implementation</i>				
# of local and regionally-based community strategic plan(s) developed and/or updated during the year	3			
# of partners engaged in community strategic planning	5			
Total # of community-based projects (New & Ongoing) (MPS**)	12	2	2	2
Total \$ value of the community-based projects	31,000			
\$ leverage value of community-based projects	26,000			
# of partners engaged in community-based projects	30			
<i>Rural access to business development services</i>				
# of businesses created, maintained, or expanded through business services	15			
# of business training session participants (MPS**)	200	400	400	300
# of business advisory services (MPS**)	200			
<i>Rural access to capital and leveraged capital</i>				
\$ value of loans (MPS**)	\$600,000	\$600,000	\$400,000	\$200,000
# of loans (MPS**)	12	12	8	6
Amount Leveraged through Lending (EDP and non-EDP)	800,000			
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	5	3	2	1

5.2 Alignment with WD Current Priorities

Please outline the initiatives and plans that your CF has that will address the priorities as outlined in the attached instructions. *WD acknowledges that circumstances are different across CFs and therefore your CF may only be able to address select priorities instead of each priority.*

	Strategy	Planned Project/Initiative/Related Loan (2 – 3 sentences)	How will you measure project/initiative outcomes?
1a	Inclusiveness (Primary) - focus on Indigenous peoples	CFCWest Board Members, Stephen Simms, Drew Hyndman and Scott Grattidge are involved in the development and implementation of a series of educational seminars aimed at deepening the understanding of a core group of Cochrane community	Number of participants joining the sessions. Number of collaborations or projects between the Stony Nations, Rotary and the Town of Cochrane post project. Increased understanding of history and issues facing the Stony Nation.

		<p>members about the history, culture and identify of indigenous people living our region and other parts of Canada. The project has a special focus on the Stoney Nakoda neighbors, and they involved their participation in program development. The modules are as follows: Module 1 Introductory Session, Module 11: A Long, Long Time Ago, Module 111: The Unraveling of the World and the Making of Canada, Part 1, Module IV: The Unraveling of the World and Marking of Canada, Part 2, Module V: Contemporary Issues, Challenges and Innovations, Module V1 The Journey of Reconciliation. Module V11: Experiencing Collaboration Towards Viable Partnerships.</p>	
<p>1b</p>	<p>Inclusiveness (Primary) - focus on women</p>	<p>Partner with the Crossfield Women for the annual Women in Business Conference to provide business training for local Crossfield business owners. SMARTstart Entrepreneurial training program in Airdrie and the SMARTstart Expansion Program. Actively recruit women to fill vacancy on the CFCWest Board</p> <p>CFCWest is embracing an innovative model for the creation of economic value by building and nurturing an innovative organization culture. The Rainforest project will function as a framework to foster growth, services and enterprises and to create high-wage, knowledge-based jobs; and for enhancing sustainable economic competitiveness. Past Rainforest summits have determined there are not enough women active in the creation of entrepreneurial ecosystems. Implementing processes to make it easier for women to participate is one of the quickest and most powerful ways to grow a pool of talent and human energy.</p>	<p># of primary focus clients attending the conference and training. # of advisory clients resulting from the training. # of women completing training. # of new communities coming on board with SMARTstart. # of women recruited to the CFCWest Board.</p> <p># of women participating in entrepreneurial activity Creation of event like the “Boss Lady seminars. Creation of a landing page or blog for women entrepreneurs to share experiences and/or resources</p>
<p>1c</p>	<p>Inclusiveness (Secondary) –focus on youth</p>	<p>Building Futures (combined robust educational experience and life-relevant skills, including business plan training and loan information for future business development.</p>	<p># of students receiving business training & assistance. # of students successfully complete the Building Futures Training. Minimum of 4 youth registered in</p>

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		Involvement in the Alberta Youth Entrepreneurship Camp. Work with JA Company Program	Youth Entrepreneurship camp. Number of workshops delivered. Number of community connections made.
1d	Inclusiveness (Secondary) –focus on persons with disabilities	Access Pan West EDP Program and promotion of program to EDP clients across the CFCWest region. Promote the EDP program through business after hours and website	4 EDP clients receive funding for training through the EDP program. Increase in EDP clients from year to year. Lending to EDP clients.
2	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital technology; clean resources; and life sciences.	Provide advisory services and loans to priority areas Partner with Alberta Agriculture to provide training to entrepreneurs working in value added agriculture ventures. Foster an entrepreneurial environment that helps clusters grow. Build referral processes with organizations working in priority areas. Educate ourselves about all priority areas and seek out opportunities to engage in the sectors.	2 loans and 6 advisory services to priority areas. Partnerships developed with organizations in priority areas. Number of referrals to organizations in priority areas.

6.0 FINANCIAL

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

Please provide your CF’s total budget forecast (revenues and expenses) for the coming year, shown by quarter. For sources of revenue, please include WD core funding, WD planned / requested interest transfers (as outlined in Attachment "B" *Special Conditions* of the contribution agreement), and other revenues of which there is a high level of certainty, as separate line items. The WD core funding will constitute the cash flow by quarter for advance purposes.

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

Note: The following budget is an Excel embedded template.

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Operations Budget (Total Operations) 2019-20					
	<i>1st Qtr. Apr-Jun</i>	<i>2nd Qtr. Jul-Sep</i>	<i>3rd Qtr. Oct-Dec</i>	<i>4th Qtr. Jan-Mar</i>	<i>TOTAL 2019-20</i>
CASH RECEIPTS - REVENUES					
Total WD Contribution**	\$73,741	\$73,741	\$73,741	\$73,741	\$294,964
Fee for Service	\$3,850	\$3,850	\$3,850	\$3,850	\$15,400
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Retained Earnings	\$5,145	\$5,145	\$5,145	\$5,145	\$20,581
SMARTstart Expansion Program	\$10,463	\$10,463	\$10,463	\$10,463	\$41,850
Lease Revenue	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000
Total Revenues	\$100,449	\$103,049	\$100,449	\$100,449	\$404,395
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$64,604	\$64,604	\$64,604	\$64,604	\$258,416
Administration	\$7,716	\$7,717	\$7,717	\$7,717	\$30,867
Travel, Meals and Accommodations	\$3,863	\$3,863	\$3,863	\$3,863	\$15,450
Office Equipment/ Computers	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Board Training and Professional Dev	\$1,800	\$1,800	\$1,800	\$1,800	\$7,200
Legal	\$625	\$625	\$625	\$625	\$2,500
Lease	\$7,948	\$7,948	\$7,948	\$7,948	\$31,790
Marketing & Community Partnerships	\$3,500	\$3,500	\$3,500	\$3,500	\$14,000
SMARTstart Expansion Program	\$8,191	\$8,191	\$8,191		\$24,572
Total Expenditures	\$102,496	\$105,097	\$102,497	\$94,306	\$404,395
RECONCILIATION					
Surplus	-\$2,047	-\$2,048	-\$2,048	\$6,143	\$0

6.2 Investment Fund Cash on Hand

Do you anticipate by March 31, 2020 at least 75% of your investment fund will be invested in (disbursed or committed) eligible small- and medium-size enterprises or will be available for your provincial investment pool? If not, what are your plans to address this?	Yes
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