

CF CENTRE WEST
Fiscal Year: 2017-18
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 2017-18 Operating Plan

Date of Board Meeting:	January 25, 2017
Motion:	Motion to approve the 2017-2018 CFCWest Operations & Priority Plan as presented.
Moved By:	Moved by Maggie Armstrong to approve the CFCWest Operations Plan & Priority Plan as presented.
Seconded By:	No seconder required as per bylaws.

2. The 2017-18 Budget

Date of Board Meeting:	January 25, 2017
Motion:	Motion to approve the 2017-2018 Operating Budget as presented.
Moved By:	Moved by Duane Maluga to approve the 2017-2018 Operating Budget as presented.
Seconded By:	Seconded by David Cooper to approve the 2017-2018 Operating Budget as presented.

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Centre West
Mailing Address:	3209, 2 nd Floor, Building B, 101 Sunset Drive, Cochrane AB T4C 0B4
Location Address:	3209, 2 nd Floor, Building B, 101 Sunset Drive, Cochrane AB T4C 0B4
Phone Number:	403 932-5220
Fax Number:	403 932-6824
General E-mail address:	dgraham@albertacf.com
Executive Director:	Patti-Jay Powell

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General Manager E-Mail:	ppowell@albertacf.com
General Manager Cell:	403 389-8272
Chairperson:	David Cooper
Phone Number:	403 862-7819
E-mail Address:	dcooper@evolutioneng.com
Website:	www.centrewest.albertacf.com
Facebook Page Link:	https://www.facebook.com/Community-Futures-Centre-West-597577017036101/
Twitter:	https://twitter.com/CFCentreWest

3.0 DESCRIPTION OF THE ORGANIZATION

3.1 Description of your organization

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

<p>Board structure and committees (please reference the instructions)</p>	<p>CFCWest ensures a strong presence in our regional communities through Board of Directors acting as ambassadors for the organization. Our team consists of a dedicated group of professionals who provide input to the development of the yearly plan. A regionally represented and diverse Board of Directors provides strategic direction to 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"> ○ Set and provide overall strategic direction and policies for CFCWest ○ Ensure proper management of funds ○ Ensure the contract agreement between WD and CFCWest has been met ○ Support and assess the products and services delivered ○ Provide support and mentorship to the Executive Director ○ Ensure CFCWest participates, collaborates and maintains positive community relations with partners, stakeholders and funders within the region ○ Participate in and promote Board of Director professional development and training opportunities ○ Ensure 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 sits as ex-officio on any committee.</p> <p><u>Standing Investment Review Committee (SIRC)</u> 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. CFCWest currently has one “non-director service professional” currently volunteering as a member of this committee.</p> <p><u>The Executive Committee (EC)</u> 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. This may include answering inquiries from board members as well as the general public, reviewing issues and making recommendations or presenting 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"> ○ Shared office space with the provincial CF office, 3209, 2nd Floor, Building B, 101 Sunset Drive, Cochrane Alberta. <p><u>Additional Office Space:</u></p> <ul style="list-style-type: none"> ○ The City of Airdrie provides CFCWest office space at City Hall on Wednesdays. CFCWest has the option of booking additional days as required. ○ E=MC2 Canmore Centre for Business Excellence provides office space for the Business Development Advisor on Thursdays.

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
Maggie Armstrong	Vice Chair	Airdrie	March 20, 2013
Cheryle Renwick	Secretary	Cochrane	September 15, 2015
Ralph Sliger	Treasurer	Canmore	November 21, 2013
Matt Beck	Director	Cochrane	March 24, 2011
Duane Maluga	Director	Cochrane	October 16, 2014
Sid Van Der Meer	Director	Airdrie	March 25, 2015
Elaine McPherson	Director	Canmore	September 15, 2015
Stephen Simms	Director	Cochrane	August 10, 2016

Is the board representative of the community? If not, what are your plans to address this?	CFCWest endeavors to include representation on our board from all areas of our region but at times this is not possible. However, CFCWest ensures there is representation in our three larger communities, Canmore, Cochrane and Airdrie.
Please describe your Board’s succession plan for departing board members.	<p>Five major steps are considered during succession planning for the 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 of the members, skill level and expertise. 2) Identify key positions that may be vacated within a specific period of time. 3) Ensure key roles (Executive) and Terms of Reference for key positions are kept up to date in order to maintain intellectual property. 4) Identify potential new comers to the board 5) Ensure board members are given learning opportunities and that they transfer this knowledge on to new members. <p>Board Recruitment is a standing agenda item on the meeting agenda. Prior to Directors terms ending, the board will actively recruit a new Director. 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 interviewing upcoming directors. In the event a director resigns unexpectedly, the board will go through a similar process to replace the director who has resigned. CFCWest has developed a board recruitment package and process that is used by both staff and board.</p>

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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.

Names of the current Board of Directors and names of any non-board member of the Investment Review Committee;	Under "About" on the public side of our website http://centrewest.albertacf.com/our-board
Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.);	http://centrewest.albertacf.com/corporate-reports

Board Recruitment and nomination processes;	http://centrewest.albertacf.com/corporate-reports
2015-16 Annual audited financial statement;	http://centrewest.albertacf.com/corporate-reports
2015-16 Performance results;	http://centrewest.albertacf.com/corporate-reports
Investment Fund redress /appeals process; and	http://centrewest.albertacf.com/corporate-reports
Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available	FEDO has been linked to the CFCWest website using the following URL: http://www.lecdea.ca/

3.3 Staff

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
Bruce Tannas	Business Development Advisor	100%	May 2011
Jodie Eckert	Economic Development Coordinator	100%	April 2007

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

3.4 Staff Retention, Recruitment and Training

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<p>Describe the challenges, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.</p>	<ul style="list-style-type: none"> ○ As the cost of living increases, CFCWest finds it's self in a position not able to increase salaries in alignment with other nonprofit organizations. This places staff retention at risk as employees may look to alternate work arrangements. Increased training opportunities utilizing online training through Pan West and our Alberta provincial organization have increased over the past year and staff utilize this training for professional development. Opportunities to share best practices have been created through a Management Forum. Similar opportunities for other CF portfolios will be created by our provincial organization in the upcoming year. ○ Professional development/staff training is offered when opportunities do arise. Alternative on-line board training programs are currently being reviewed to boost participation and promote efficient delivery of relevant nonprofit governance training to board members. 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 training opportunities. In addition CFCWest takes full advantage of any training opportunities and/or funding that are promoted through the EDP program.
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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	Area of Focus 1: Support business & initiatives that can bring new technologies to Canadian and Global markets including support of business and initiatives related to Clean Technology activities.
2	Area of Focus 2: Support the promotion of skills and training opportunities.
3	Area of Focus 3: Assist businesses to enter the global market.

4.2 Governance and Accountability

- Describe the process and/or tools to provide communication with and accountability to your clients, communities and stakeholders.
 - All corporate documents, including Annual Performance Reports, Operations Plan, Audited Financial Statements and Board Matrix are posted on the public side of the CFCWest. CFCWest Annual Performance Reports and Operation Plans are shared with municipalities and communities within our region. The CED Coordinator meets formally with the EDO's in our region at least once per year in order to gain insight into community and regional issues and/or needs. The Executive Director and CED Coordinator routinely attend Calgary Regional Economic Partnership meetings, therefore are kept abreast of regional projects and priorities in communities located within our region.

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 year	January 30, 2015
Bylaws	2014-2015 year	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"> <input type="checkbox"/> Appeals and redress mechanism <input type="checkbox"/> Loans in excess of \$150,000 (if applicable) <input type="checkbox"/> Syndication Loans <input type="checkbox"/> Equity Positions 	March 3, 2015 Signed March 25, 2015	January 2016 January 2016
Conflict of Interest & Confidentiality	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 your CF and WD must agree to the 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 was sent to you.

5.2 Alignment with Government of Canada and 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.*

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	Strategy	Planned Project/Initiative/Related Loan (2 – 3 sentences)	How will you measure project/initiative outcomes?
1 (a)	Innovation-Support business and initiatives that can bring new technologies to Canadian and Global markets	<ul style="list-style-type: none"> <input type="checkbox"/> Partner with EDO's to identify businesses that may be export ready <input type="checkbox"/> Build relationships with traditional lenders, Angel Investors, Calgary Economic Development, Foreign Affairs and International Trade Commission and other Investment Specialists linked to specific Federal Programs <input type="checkbox"/> Work with Airdrie Economic Development on the next phase of its supply chain initiative designed to ultimately support growth of the manufacturing sector through training, thought leadership, fostering connections and the sharing of best practices <input type="checkbox"/> Work with the City of Airdrie on the planning phase of a business incubator project <input type="checkbox"/> Cultivate relationships with technology funders such as IRAP, Alberta Technology Futures, Innovate Calgary, A100 and Alberta Deal Generator <input type="checkbox"/> Form one strategic alliance with an upstream technology incubator that will feed market ready companies into the CFCWest loan portfolio 	<ul style="list-style-type: none"> <input type="checkbox"/> # of businesses entering the global market <input type="checkbox"/> # of opportunities created locally to lay down the foundation for global expansion <input type="checkbox"/> Research and implementation plan developed <input type="checkbox"/> Best practice researched <input type="checkbox"/> Mapping out next stages to create building blocks. <input type="checkbox"/> Project concept developed during the next year <input type="checkbox"/> Planning phases of the project completed in the 2017-2018 year <input type="checkbox"/> \$100,000 leveraged from technology grants and financing <input type="checkbox"/> One strategic alliance with an upstream technology incubator formed that will feed market ready companies into the CFCWest loan fund
1 (b)	Clean Technology – Support business and initiatives related to Clean technology activities	<p>Ensure staff is aware of Federal Clean Technology Incentive programs & services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understand the role in Canada's transition to a lower-carbon economy, open access to new markets, reduction of greenhouse gas emissions, and the creation of well-paying jobs 	<ul style="list-style-type: none"> <input type="checkbox"/> Build alliances & relationships with clean technology producers <input type="checkbox"/> Partnerships created with business groups or organizations that result in loans or projects in the green technology priority sector

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2	Trade & Investment – Assist business to enter into global markets	<ul style="list-style-type: none"> <input type="checkbox"/> For micro businesses (less than five employees): BDA will encourage clients to expand by forming entrepreneurial clusters, entering new markets or investing in and developing new technologies <input type="checkbox"/> Identify technology companies in the region which have market ready products and services that need capital <input type="checkbox"/> Cooperate with local EDO's to identify wealth generating businesses <ul style="list-style-type: none"> o NEXTstep-Growth Strategy-Understanding Options, Beyond the Business Plan, How to Identify new market trends and opportunities, Understanding how changes in industry will affect your company, Globalization and the free movement of capital, goods & services across countries o Exporting to provincial, Canadian markets & across the pond, Finding business opportunities in export markets, International Trade training programs 	<ul style="list-style-type: none"> <input type="checkbox"/> # of loans and business clients introducing new technology to an existing business in order to expand their product(s) into the global market place <input type="checkbox"/> # of growth companies identified <input type="checkbox"/> Identified 2-4 growth companies in each center of the region <input type="checkbox"/> # of participants registered in Growth Strategy & Export sessions <input type="checkbox"/> # of collateral partnerships and relationships formed with NEXTstep participants interested in trade & investment
3	Building Capacity for Defence Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities	<ul style="list-style-type: none"> <input type="checkbox"/> At this time CFCWest does not plan any direct projects related to Defence Procurement. However we do make our service clients aware of the opportunities for procurement contracts as they become available. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure CFCWest applicable business is made aware of specific procurement opportunities
4	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure neighboring indigenous community is aware of CFCWest programs. 	<ul style="list-style-type: none"> <input type="checkbox"/> Book meeting with neighboring indigenous business officers and economic development staff at least twice per year

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) 2017-18					
	<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 2017-18</i>
CASH RECEIPTS-REVENUES					
Total WD Contribution**	\$73,741	\$73,741	\$73,741	\$73,741	\$294,963
Fees for Service	\$5,525	\$5,525	\$5,525	\$5,525	\$22,100
Other Provincial Funds (CIP Grant)	\$50,000				\$50,000
NEXTstep Summit Revenue	\$198,540				\$198,540
NEXTstep Summit - from retained earnings	\$50,000				\$50,000
AYEC (Youth Camp)		\$2,600			\$2,600
EDP Program	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
GIC Interest				770	\$770
Total Revenues	\$379,056	\$83,116	\$80,516	\$81,286	\$623,973
CASH DISBURSEMENTS- EXPENDITURES					
Wages and Benefits	\$63,950	\$63,950	\$63,950	\$63,950	\$255,800
Administration	\$5,852	\$5,852	\$5,852	\$5,852	\$23,408
Travel, Meals and Accommodations	\$4,763	\$4,763	\$4,763	\$4,763	\$19,050
Office Equipment/ Computers	\$6,041	\$6,041	\$6,041	\$6,041	\$24,162
AYEC (Youth Camp)		\$2,600			\$2,600
EDP Program	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Board Training & Professional Dev	\$1,031	\$1,031	\$1,031	\$1,031	\$4,124
Legal Cost	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Rent	\$5,110	\$5,110	\$5,110	\$5,110	\$20,440
Marketing & Partnerships	\$3,550	\$3,550	\$3,550	\$3,550	\$14,200
NEXTstep Summit	\$250,189				\$250,189
					\$0
					\$0
Total Expenditures	\$82,886	\$85,486	\$82,886	\$82,886	\$623,973
RECONCILIATION					

6.2 Investment Fund Cash on Hand

Do you anticipate by March 31, 2018 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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6.3 Opportunities for Collaboration and Efficiencies

- Please outline your plans to explore additional opportunities for collaboration (CFs, WCBSN or other business service providers) or efficiencies in support of improved service delivery to your clients.

Collaboration and Efficiencies Planned/Under Discussion	
1	CFCWest will continue to collaborate with other Alberta CF's to facilitate potential lending to CF clients.
2	CFCWest utilizes on-line training opportunities for board and staff. Most SIRC meetings and a percentage of the Special Board Meetings utilize teleconferencing and Adobe Connect.
3	CFCWest has an understanding of the role of the WCBSC partners and will continue to examine strategies for collaboration. Potential collaboration on the NEXTsteps projects is slated for the 2017-2018 year.
4	Cost saving efforts were completed on the operations side during the 2014-2015 fiscal year. Therefore, our organization does not foresee further cost cutting in 2017-2018. CFCWest Executive Director is mindful of efficiencies and will remain diligent in this regard. CFCWest completed the 2015-2016 Financial Audit utilizing technology which created cost savings for future audits. Utilizing a cloud based server approach, WD and PriceWaterHouseCooper LLP partnered for the first WD Loan Portfolio Review. Cost savings and additional efficiencies for this project were realized for CFCWest and PriceWaterHouseCooper LLP. WD should examine this best practice as this process may result in reduced Investment Review costs for WD. CFCWest will share this best practice with other Alberta CF's.