

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2021-22

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 2021-22 Operating Plan and Budget

Date of Board Meeting:	January 20, 2021
Motion:	To approve the 2021-2022 CFCWest Operation Plan and Budget as presented.
Moved By:	Moved by Sid Van Der Meer to approve the 2021-2022 CFCWest Operation Plan & Budget as presented.
Seconded By:	N/A

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Centre West
Mailing Address:	3209, 101 Sunset Drive, Cochrane, Alberta T4C 0W7
Location Address:	Same as above
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
General Manager Cell:	403 389-8272
Chairperson:	Stephen Simms
Phone Number:	587 888-4714
E-mail Address:	mailto:stephen@coachsimms.com
Website:	http://centrewest.albertacf.com/
Facebook:	https://www.facebook.com/Community-Futures-Centre-West-597577017036101/
Twitter:	https://twitter.com/CFCentreWest
Instagram:	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

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
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	<ul style="list-style-type: none"> ○ Ensures CFCWest participates, collaborates and maintains positive community relations with partners, stakeholders and funders within the region ○ 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>Standing 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 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"> ○ 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. The Covid-19 pandemic may reduce the amount of time we access. ○ 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>Due to a suggested “work from home order” related to the COVID-19 pandemic, staff may continue to work from home or a combination of home and office. Should health restrictions stay in place, this will affect the ability to work from our satellite offices. As some Municipal or Chambers offices may remain closed to outside workers, CFCWest board meetings and/or client meetings will be held using virtual programs. Lending meetings will also be held via virtual meetings.</p>

3.2 Board of Directors

- Provide a list of directors below.

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Stephen Simms	Chair, SIRC	Town of Cochrane	August 10 2016
James Dahl	Vice Chair, SIRC	Town of Cochrane	January 15, 2018
Sid Van Der Meer	Treasurer	City of Airdrie	March 25, 2015

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Drew Hyndman	Secretary	Town of Cochrane	September 18, 2018
David Cooper	Director, Past Chair	Town of Cochrane	September 18, 2013
Scott Grattidge	Director, SIRC Chair	Rocky View County	January 15, 2018
Grant Canning	Director, SIRC	Town of Banff	April 9, 2019
Geoff Domenico	Director	Town of Canmore	June 26, 2019
Joan Traub	Director	Rocky View County	June 26, 2019
Ben Davis	Director, SIRC	Town of Canmore	June 16, 2019
Jacqui Jepson	Director	City of Airdrie	August 11, 2020
Joanne Lau	Director	City of Airdrie	December 4, 2020
Total Number of Board Members:	12		

Is the board representative of the communities you serve? If not, what are your plans to address this?	The board demonstrates good representation of the CFCWest region.												
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.	<table border="1" style="width: 100%;"> <thead> <tr> <th style="background-color: #e1eef6;"></th> <th style="background-color: #e1eef6;">Number (A person can be counted more than once)</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>3</td> </tr> <tr> <td>Indigenous</td> <td>0</td> </tr> <tr> <td>Youth (29 and younger)</td> <td>0</td> </tr> <tr> <td>Person with a Disability</td> <td>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>Other under-represented group</td> <td>N/A</td> </tr> </tbody> </table>		Number (A person can be counted more than once)	Women	3	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	3												
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												
Please describe your Board's succession plan for departing board members.	<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 newcomers 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>												

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.	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
2019-20 Annual audited financial statement.	http://centrewest.albertacf.com/corporate-reports
2019-20 Performance results.	http://centrewest.albertacf.com/corporate-reports
Investment Fund redress /appeals process.	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.	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
Jodie Eckert	Economic Development Coordinator	100%	April 2007
Aqib Waqar	Business Development Advisor	100%	November 9, 2020
Total Number of Staff (FTEs):	3 full time 1 part time		

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

3.4 Staff Retention, Recruitment and Training

Describe the challenges and opportunities, 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 <u>regular</u> operational funding from WD, CFCWest finds itself in the position of status quo regarding salaries. In turn, staff retention is at risk as employees may look to alternate working arrangements. While over the past 15 years, CFCWest typically has had good retention for three out of the four staffing positions, the position of Business Development Advisor has been vacated and filled 5 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>In person Board training is costly, therefore Directors are encouraged to access online board training purchased two years ago. While online training has proven to be an efficient and effective model for training, in person board development opportunities may be offered dependent upon COVID-19 restrictions. 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	Build Strong Communities, Connected to Innovation and Growth-needs assessment and community engagement.
2	Skill Development and Entrepreneurial Training-SMARTstart Expansion Project & Business Succession Project
3	Support business growth through lending and advisory services, targeted at strong economic growth and rural diversification

4.2 Governance and Accountability

Describe the process and/or tools to provide communication with and accountability to your clients, communities and stakeholders.
<p>Governance and Accountability</p> <ul style="list-style-type: none"> 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. <p>Describe the process and/or tools to provide communication with and accountability to your clients, communities, and stakeholders.</p> <ul style="list-style-type: none"> 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 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 communities located within our region. Increased awareness of CFCWest programs and projects has been prioritized for the upcoming year. <p>Social Media: CFCWest routinely use social media to disseminate information out to our communities and clients. RRRF updates are shared with our communities on a regular basis. Funds were allocated in the 2020-2021 budget for the development of a new CF website.</p>

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 Amendments to the Articles on 2019-04-11, 2019-06-26 and 2021-01-20 sent to Alberta Registries	January 30, 2015 January 30, 2020 January 30, 2021
Bylaws	2014-2015	January 30, 2015

Policies Related To:	Date Policy Was Last	Date Submitted to WD
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	Updated	
Investment Fund Management Please include: <ul style="list-style-type: none">• Interest Rates (if less than prime plus 2%)• Interest Transfers• Loans in excess of \$150,000 (if applicable)• Syndicated Loans• Equity Positions• Appeals and redress mechanism	March 24, 2020 January 22, 2020	January 30, 2020
Conflict of Interest	January 2014	January 10, 2015
Board of Directors (policy for appointment/selection, terms of office, etc.)	Articles revised 2019- Director Terms.	January 2020

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 complete the table below, and then submit your performance target information into the [WD Web Portal](#) for the coming fiscal year.

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	2021-22 Target	GROUP 1	GROUP 2	GROUP 3
**Targets for your Minimum Performance Standards (MPSs) should be greater than or equal to your MPS.				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	Choose a Group			
<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	4			
# of partners engaged in community strategic planning (New & Ongoing)	4			
# of new community-based projects plus number of ongoing community-based projects (MPS**)	15	2	2	2
# of partners engaged in community-based projects (New & Ongoing)	20			
\$ amount invested in community-based projects (New & Ongoing)	7,000			
\$ amount leveraged from community-based projects (New & Ongoing)	30,000			
<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>				
# of loans (MPS**)	12	12	8	6
\$ value of loans (MPS**)	\$600,000	\$600,000	\$400,000	\$200,000
Amount leveraged through lending (EDP and non-EDP)	\$600,000			
# of new community-based projects/initiatives that align with GOC/WD priorities and (PLUS) # of loans that align with GOC/WD priorities	10	3	2	1

5.2 Alignment with WD Priorities

Please describe how your CF activities align with WD’s inclusiveness and cluster growth priorities, and the [Western Canada Growth Strategy](#). Please outline the initiatives and plans that your CF has to 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	Ensure neighboring indigenous community is aware of CFCWest programs and other indigenous programming for entrepreneurs	Potential increase in indigenous clients served.
1b	Inclusiveness (Primary) - focus on women	Partner with the Crossfield Women for the annual Women in Business Conference to provide business training for local Crossfield business owners.	# of women participating in training and entrepreneurial activity

		SMARTstart Entrepreneurial training program in Airdrie and the SMARTstart Expansion Program. Actively recruit women to fill vacancy on the CFCWest Board.	Number of women enrolling in the SMARTstart program.
1c	Inclusiveness (Secondary) – focus on youth	Involvement in the Alberta Youth Entrepreneurship Camp. Work with JA Company Program	Minimum of 4 youth registered in 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 Be aware of programs offered by 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 and engage loan clients to work with other loan clients that may be in the same sector.	2 loans and 6 advisory services to priority areas. Partnerships developed with organizations in priority areas. Number of referrals to organizations in priority areas. Number of loan clients working together to share best practice and promote each other's products/services.

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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Total WD Contribution**	\$73,741	\$73,741	\$73,741	\$73,741	\$294,963
Fee for Service	\$3,850	\$3,850	\$3,850	\$3,850	\$15,400
WD Contribution from 2020-2021 (5%)	\$3,687	\$3,687	\$3,687	\$3,687	\$14,748
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Retained Earnings	\$3,510	\$3,510	\$3,510	\$3,510	\$14,040
SMARTstart Expansion Program	\$10,038	\$10,038	\$10,038	\$10,038	\$40,153
Lease Revenue	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000
Total Revenues*	\$102,076	\$104,676	\$102,076	\$102,076	\$410,904
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$68,975	\$68,975	\$68,975	\$68,975	\$275,899
Administration	\$5,709	\$5,709	\$5,709	\$5,709	\$22,835
Travel, Meals and Accommodations	\$4,313	\$4,313	\$4,313	\$4,313	\$17,250
Office Equipment/ Computers	\$5,968	\$5,968	\$5,968	\$5,968	\$23,870
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Board Training & Professional Dev	\$1,175	\$1,175	\$1,175	\$1,175	\$4,700
Legal	\$625	\$625	\$625	\$625	\$2,500
Lease	\$8,125	\$8,125	\$8,125	\$8,125	\$32,500
Marketing & Community Partnerships	\$3,438	\$3,438	\$3,438	\$3,438	\$13,750
SMARTstart Expansion Program	\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
Total Expenditures*	\$102,076	\$104,676	\$102,076	\$102,076	\$410,904
RECONCILIATION					
Surplus	\$0	\$0	\$0	\$0	\$0
*Revenue and expenditure totals should agree.					
**WD's total contribution should be accounted for in the cash-flow requirements above.					

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6.2 Investment Fund Cash on Hand

Do you anticipate by March 31, 2021 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