

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2022-23

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 2022-23 Operating Plan and Budget

Date of Board Meeting:	January 26, 2022
Motion:	To approve the 2022-2023 Operations Plan & Budget as presented.
Moved By:	Moved by James Dahl to approve the CFCWest 2022-2023 Operations Plan & Budget.
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
Executive Director Cell:	403 389-8272
Chairperson:	James Dahl
Phone Number:	403 470-6989
E-mail Address:	jdahl@blackstoneindustrial.ca
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/

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's Board:</p> <ul style="list-style-type: none">○ Sets policy and provides overall strategic direction○ Oversees appropriate management of funds○ Ensures contribution agreement deliverables are met
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	<ul style="list-style-type: none"> ○ Provides support and mentorship to the Executive Director ○ 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, the Executive Director and the Business Development Advisor (BDA). 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” or “Citizens at Large”.</p> <p>The <u>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 agendas 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"> ○ The 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 ○ The Covid-19 pandemic may reduce the amount of time we access.
<p>Other</p>	<p>Due to the current on again off again “work from home orders” related to the COVID-19 pandemic, staff may continue to work from home or a combination of home and office for the 2022-2023 year. Should health restrictions stay in place in the coming year, it will no doubt affect the ability to work from our satellite offices. Should the pandemic continue to be an issue in the 2022-2023 year, it is likely Municipal, and Chambers offices may remain off limits to contractors and/or project partners. In the instance of an ongoing pandemic, board meetings and/or client meetings will be held using virtual programs or a combination of in person and virtual meetings. Lending meetings will also be held with a combination of virtual and in person. Clients have adapted to a virtual format for meetings quite well and prefer them over in person 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
James Dahl	Chair, CFCWest	Town of Cochrane	January 15, 2018
Joan Traub	Vice Chair, CFCWest	Rocky View County	June 26, 2019
Sid Van Der Meer	Treasurer, CFCWest	City of Airdrie	March 25, 2015
Drew Hyndman	Secretary, CFCWest	Town of Cochrane	September 18, 2015
Stephen Simms	Director/ Past Chair	Town of Cochrane	August 10, 2016
Scott Grattidge	Director	Rocky View County	January 15, 2015
Grant Canning	Director	Town of Banff	April 9, 2019
Geoff Domenico	Director	Town of Canmore	June 29, 2019
Ben Davis	Director	Town of Canmore	June 16, 2019
Jacque Jepson	Director	City of Airdrie	August 11, 2020
Jo-Anne Yau	Director	City of Airdrie	December 4, 2020
Total Number of Board Members:	11		

Is the board representative of the communities you serve? If not, what are your plans to address this?	The board make up demonstrates 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"> <thead> <tr> <th></th> <th>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</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	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	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 												

	Board Recruitment is a standing agenda item on the Board Meeting Outline. 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. In the 2021-2022 year, a recruitment process to fill the vacancy was undertaken, but no perspective applicants applied for the vacancy.
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As per Schedule “D” – Reflecting Community, Transparency, and Accountability, 4.c) 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	https://centrewest.albertacf.com/about/board-of-directors
Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.)	https://centrewest.albertacf.com/about/reports
Board Recruitment and nomination processes	https://centrewest.albertacf.com/about/reports
2020-21 Annual audited financial statement	https://centrewest.albertacf.com/about/reports
2020-21 Performance results	https://centrewest.albertacf.com/about/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 (PrairiesCan) *	Month & Year Hired
Patti-Jay Powell	Executive Director	90%	January 2005
Dianne Graham	Executive Assistant	80%	July 2005
Jodie Eckert	Economic Development Coordinator	100%	April 2007
Position to be reposted Spring 2022	Business Development Advisor	90%	TBA
Total Number of Staff (FTEs): 3			

* Indicate the percentage of salary that is covered by core PrairiesCan 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.	As the cost-of-living increases and with no further increase in <u>regular</u> operational funding from WD, CFCWest is looking at status quo regarding salaries. In the 2021-2022 fiscal year, the newly hired BDA went off on long term medical leave for extended period of times. Recruitment for a new BDA began after CFCWest received his resignation in November of 2021. Unfortunately, the recruitment process did not net a suitable replacement. Past BDA Ken Koob, agreed to work as a contractor in the role of Advisor/Lender. Recruitment for a full time BDA will take place at the end of 2022 fiscal year or the beginning of the 2022-2023 year. Over the past 17 years, CFCWest has had good retention for three out of the four staff positions. The Business
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	<p>Development Advisor position has been vacated and filled several times over past years. The CFNA continues to develop and offer professional development during Spring Training and the Annual CF Symposium of which CFCWest normally attends, albeit training for both events was moved to a virtual format. CFCWest was integral in the development and implementation of training related to developmental lending. This training was presented by Anthony Dekens of Bishop & McKenzie with CF staff from Alberta in attendance. Additional emphasis on board training, either in person or virtual will take place in 2022-2023 fiscal year. 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 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.

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 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 will continue be to be prioritized for the upcoming year. Year to date progress reports is completed and are shared with board members at each board meeting. All appropriate monitoring of project outcomes, advisory and lending targets and outcomes are included in this report.

Social Media: CFCWest is planning to continue with the social media campaign initiated in the 2021-2022 year, as one strategy to make sure clients are aware of relevant programs offered by CFCWest. The board will continue to be updated with contracts, amendments, and processes regarding the RRRF program as they become known to CFCWest.

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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 PrairiesCan (or WD):

Incorporation Documents	Date Document Was Last Updated	Date Submitted
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 Updated	Date Submitted
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 PrairiesCan must agree to your final overall performance targets.

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

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

Performance Indicator	2022-23 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):	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	2			
# of partners engaged in community strategic planning (New & Ongoing)	2			
# 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			
\$ value of loans (MPS**)	\$600,000			
Amount leveraged through lending (EDP and non-EDP)	\$600,000			
# of new community-based projects/initiatives that align with GOC/PrairiesCan priorities and (PLUS) # of loans that align with GOC/PrairiesCan priorities	10			

5.2 Alignment with PrairiesCan Priorities

Please describe how your CF activities align with PrairiesCan’s inclusiveness and cluster growth priorities. Please outline the initiatives and plans that your CF has to address the priorities as outlined in the attached instructions. *PrairiesCan 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) -	Ensure neighboring indigenous communities are	Increase in indigenous clients

	focus on Indigenous peoples	aware of CFCWest programs and other indigenous programming for entrepreneurs.	served.
1b	Inclusiveness (Primary) - focus on women	<p>Partner with the Crossfield Women for the annual Women in Business Conference to provide business training for local Crossfield business owners.</p> <p>SMARTstart Entrepreneurial training program in Airdrie and the SMARTstart Expansion Program.</p> <p>Actively recruit women to fill vacancy on the CFCWest Board.</p> <p>SMARTstart Entrepreneurial training program in Airdrie and the SMARTstart Expansion Program.</p> <p>Business Loans granted to women entrepreneurs.</p>	<p># of women participating in training and entrepreneurial activity.</p> <p>Recruit one more woman to sit on the board.</p> <p>Number of women enrolling in the SMARTstart program.</p> <p>Number of loans disbursed to woman business owners.</p>
1c	Inclusiveness (Secondary) – focus on youth	<p>Involvement in the Rotary Alberta Youth Entrepreneurship Camp (RAYEC).</p> <p>Work with JA Company Program</p> <p>DSS Program</p>	<p>Minimum of 4 youth registered in RAYEC.</p> <p>Number of workshops delivered. Number of community connections made.</p> <p>Number of youths hired as DSS Squad members (4) Number of youth entrepreneurs served. Number of total hours worked by Squad members-4400 Number of businesses served-370 Number of business owners increase their knowledge & Awareness of digital tools & increased digital footprint.</p>
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.	<p>4 EDP clients receive funding for training through the EDP program. Increase in EDP clients from year to year. Number of loans disbursed to EDP clients.</p>
2	Cluster growth – focus on specialized clusters within clean technology; value-added agriculture;	<p>Provide advisory services and loans to priority areas.</p> <p>Be aware of programs offered by Alberta Agriculture to provide training to entrepreneurs</p>	<p>2 loans and 6 advisory services to priority areas. Partnerships developed with organizations in priority areas.</p>

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	advanced manufacturing; digital technology; clean resources; and life sciences.	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.	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.
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6.0 FINANCIAL

6.1 Budget Forecast and Cash Flow (PrairiesCan 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 PrairiesCan core funding, PrairiesCan planned / requested interest transfers (as outlined in *Schedule "C" – Statement of Work – Investment Fund* and *Schedule "H"- RRRF Contribution Terms and Conditions* of the contribution agreement), and other revenues of which there is a high level of certainty, as separate line items. The PrairiesCan core funding will constitute the cash flow by quarter for advance purposes.

Interest earned in the RRRF Investment Fund Account cannot be transferred to the Recipient's Operating Fund account.

PrairiesCan 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 PrairiesCan funding is fully committed.

Note: The following budget is an Excel embedded template.

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CASH RECEIPTS - REVENUES					
Total PrairiesCan Contribution**	\$73,741	\$73,741	\$73,741	\$73,741	\$294,963
Fees for Service	3400	3400	3400	3400	\$13,600
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Digital Service Squad Poject	\$42,830	\$42,830	\$42,830	\$42,830	\$171,320
SMARTstart Expansion Project	\$8,500	\$8,500	\$8,500	\$8,500	\$34,000
Retained Earnings	\$9,329	\$9,329	\$9,329	\$9,329	\$37,316
Lease Revenue	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000
Total Revenues*	\$145,050	\$147,650	\$145,050	\$145,050	\$582,799
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$72,602	\$72,602	\$72,602	\$72,602	\$290,409
Administration	\$7,284	\$7,284	\$7,284	\$7,284	\$29,135
Travel, Meals and Accommodations	\$3,113	\$3,113	\$3,113	\$3,113	\$12,450
Office Equipment/ Computers	\$3,121	\$3,121	\$3,121	\$3,121	\$12,485
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Board Training, Travel, Meals	\$2,675	\$2,675	\$2,675	\$2,675	\$10,700
Legal	\$500	\$500	\$500	\$500	\$2,000
Lease	\$6,550	\$6,550	\$6,550	\$6,550	\$26,200
Marketing & Community Partnerships	\$3,750	\$3,750	\$3,750	\$3,750	\$15,000
SMARTstart ExpansionProgram	\$1,375	\$1,375	\$1,375	\$1,375	\$5,500
Digital Service Squad Poject	\$42,830	\$42,830	\$42,830	\$42,830	\$171,320
Total Expenditures*	\$145,050	\$147,650	\$145,050	\$145,050	\$582,799
RECONCILIATION					
Surplus	\$0	\$0	\$0	\$0	\$0

*Revenue and expenditure totals should agree.

**PrairiesCan'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, 2022 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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