



CF NAME: ENTER CF CENTRE WEST

Fiscal Year: 2023-24

OPERATING PLAN

1.0 CONTACT INFORMATION

Legal Name:	Community Futures Centre West
Mailing Address:	3209, 101 Sunset Drive, Cochrane, AB T4C 0W7
Location Address:	As above
Phone Number:	403 389-8272
Fax Number:	403 932-6824
General E-mail address:	dgraham@albertacf.com infofcwest@albertacf.com
Executive Director:	Patti-Jay Powell
E-Mail:	ppowell@albertacf.com
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/

2.0 ORGANIZATION INFORMATION

2.1 Description of your Organization

<p>Please outline any changes to your office, board or staff structure in the past year (e.g. office locations, coverage and staffing, board and committee structures). If none, please indicate ‘not applicable.’</p> <p>CFCWest ensures a strong presence in our regional communities through the 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. Two members resigned over the past year and three new board members were brought onto 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 ○ 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>The <u>Standing Investment Review Committee</u> (SIRC) adjudicates loan proposals and oversees the administration of the loan funds. The SIRC consists of the 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>

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

The Executive Committee (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.

Staffing:

Over the 2022-2023 fiscal year three recruitment processes were initiated due to resignations. The third BDA recruitment process was initiated in the fall of 2022, which netted hiring our current BDA, Steven Paolasini. In October 2022, Jodie Eckert, CED Coordinator, submitted her resignation after 15 years of service. Recruitment for the CED position was completed in late fall. In December 2022, Lauren Levay was hired as the new CED Coordinator. New staff are currently undergoing orientations to their portfolios.

2.2 Board of Directors

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
Ryan Cameron	Treasurer, CFCWest	City of Airdrie	June 14, 2022
Drew Hyndman	Secretary, CFCWest	Town of Cochrane	September 18, 2015
Stephen Simms	Director, Past Chair	Town of Cochrane	August 10, 2016
Scott Grattidge	Director Chair SIRC	Rocky View County	January 15, 2018
Sid Van Der Meer	Director, Past Treasurer	City of Airdrie	March 25, 2015
Goeff Domenico	Director, CFCWest	Town of Canmore	June 29, 2019
Jacque Jepson	Director, CFCWest	City of Airdrie	August 11, 2020
Jo-Anne Yau	Director, CFCWest	City of Airdrie	December 2, 2020
Michelle Carre	Director, CFCWest	City of Airdrie	June 14, 2022
Palwinder Singh	Director, CFCWest	Town of Cochrane	June 14, 2022
Total Number of Board Members: 12			

2.3 Board Diversity

Please indicate how many of your board members identify as a member of the following groups (a person can be counted more than one):	
Women	4
Indigenous	0
Youth	0
Person with a Disability	members may be included in underrepresented groups, as per Statistics Canada data, less than 1% of Canadians report a disability.
Other under-represented group	1

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

2.4 Staff

Staff Name	Position	Salary Percentage Covered by PrairiesCan Core Funding	Month & Year Hired
Patti-Jay Powell	Executive Director	90%	January 2005
Dianne Graham	Senior Operations Coordinator	80%	July 2005
Lauren Levay	CED Coordinator	90%	December 12, 2022
Steven Paolasini	Business Development Advisor	90%	December 12, 2022
Total Number of Staff (FTEs): 3			

3.0 PLANNING

3.1 External and Internal Environment – Opportunities and Challenges

Describe the external opportunities and challenges facing your organization (e.g. your area’s economic realities, operating context and strategic priorities). Briefly outline your plans to take advantage of these opportunities as well as to address potential challenges.

As 2022 ends, many countries, including Canada are edging closer to recession due to tighter monetary policy, slower global growth, geopolitical strife, and the lingering pandemic. The Alberta Economy can’t avoid these headwinds, but it will continue to advance on the back of its resource industries and growing population. Our current forecast pegs Alberta’s real GDP growth at 5.0% for 2022 (unchanged from our August forecast) and 2.8% in 2023 (down from 3.0% in August). In addition to the boost being received from the natural resource sector, Alberta’s strong GDP numbers in 2022 reflect the fact that it has more catching up to do. Alberta lost more economic ground than any other province in 2020 due to the pandemic and oil price crash. As a result, the province’s GDP at the end of 2021 was still 3.6% below the 2019 level compared to a shortfall of just 0.3% for the country. The Bank of Canada’s trendsetting policy interest rate has risen six times so far this year and has reached the highest level since March 2008. Given October’s encouraging job market report and headline inflation still sticky at almost 7% in October, it is widely expected the Bank of Canada will retain its hawkish stance in the short-term. As a result, we expect economic momentum in Canada to slow in 2023 with Alberta one of the bright spots due to the lift it will continue to receive from softening, but still relatively high, commodity prices and strong agricultural output. Inflation and interest rates continue to weigh on Alberta as it faces the same challenges as the rest of the world. But the province is economically well positioned and will forge ahead because of its natural resource industries and growing population. ATB Financials’ economic outlook for Alberta expects real GDP growth of 2.8% in 2023. The weakness is more apparent if we examine consumer spending levels in the province. Inflation-adjusted retail activity in Alberta was down 2.5% over the first nine months of 2022 relative to where things stood back in 2021. We expect this trend to get worse as higher prices and borrowing costs continue to cut into the disposable incomes of regular Albertans. Unadjusted revenues, however, are still upbeat and we expect a modest 6.7% jump in nominal retail sales this year, beating the inflation rate by a small margin. As the impact of the interest rate hikes work their way through the economy and add to the ongoing headwinds generated by still-elevated inflation, the war in Ukraine and the pandemic (witness the dampening economic effects of recent public health measures in China), economic growth in Alberta will slow and this will be felt by households and businesses alike. However, with growth of 2.8%, Alberta will buck the trend in most provinces and avoid the recessionary or near-recessionary conditions that will prevail in the country as a whole. The unemployment rate in both Alberta and Canada is expected to stay low with labour shortages rather than rising job losses the main theme going forward.¹

¹ ATB Economics Forecast

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

What opportunities can CFCWest deliver on?

During 2022 CFCWest played an integral role with the provincial wide RRRF Business Needs Assessment project. Along with Kelly Kourlick, Manager of CF Central Alberta, Executive Director, Patti-Jay Powell, Chaired the Steering Committee for the project. The Steering Committee just received the final findings from the consultants and now will work with the committee and CFNA to implement the recommendations, including the development and implementation of the training program and resources for RRRF clients. CFCWest will continue expanding the SMARTstart Program and partner with the City of Airdrie for ADVANCEsmart project.

Describe the internal opportunities and challenges facing your organization (e.g., staff/board retention, recruitment and training. Briefly outline your plans to take advantage of these opportunities as well as to address potential challenges.

As the cost-of-living increases to levels unseen for quite some time, and with no further increase in regular operational funding from WD, CFCWest is looking at status quo regarding salaries with potential increase due to cost of living. In the 2022-2023 fiscal year, the newly hired BDA resigned due to ongoing serious medical issues. Recruitment for a new BDA was initiated in the early fall of 2022. In the interim, past BDA Ken Koob was contracted to assist with the lending portfolio in the role of Advisor/Lender. Steven Paolasini, BDA was hired in December of 2022. Over the past 17 years, CFCWest has had good retention for three out of the four staff positions. The Business Development Advisor position has been vacated and filled several times over the past years. In the summer of 2022 Jodie Eckert, CED Coordinator advised she would be submitting her resignation after 17 years in the position. A CED recruitment process was initiated and in December of 2022 a well-qualified and experienced candidate was hired to the position. Needless to say, CFCWest is in the rebuilding phase as far as staffing is concerned.

The CFNA continues to offer professional development during Spring Training and the Annual CF Symposium which CFCWest normally attends. 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 promoted through the EDP Program. In fall of 2022, CFCWest sent Senior Operations Coordinator, Dianne Graham to training through the University of Alabama. Agile Leadership (Strategic Doing) was offered online through their professional development department. New CED, Lauren Levay is also registered for the program beginning January of 2023. BDA Steven Paolasini will take Commercial Lending training in the spring of 2023. Ensuring there is a succession plan for management of the CFCWest is integral as the current ED is a couple years off retirement.

3.2 Strategic Priorities

	Identify and describe your top three 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.

3.3 Alignment with PrairiesCan Priorities

Please outline your organization’s plans or activities (e.g., projects/initiatives) to address PrairiesCan’s inclusiveness or cluster growth priorities. PrairiesCan acknowledges that circumstances are different across organizations and therefore your organization may only be able to address select priorities instead of each priority.

Priority	Planned Projects/Initiatives (2 – 3 sentences)
Inclusiveness:	Ensure neighboring indigenous communities are aware of CFCWest programs.

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

<ul style="list-style-type: none"> • Women • Indigenous people • Youth (aged 15-34) • Persons with Disabilities 	<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 vacancies on the CFCWest Board. SMARTstart & ADVANCEsmart Entrepreneurial training program in Airdrie and the SMARTstart Expansion Program. Business Loans granted to women entrepreneurship indigenous programming for entrepreneurs. Continue to advise and assist women clients who have received CGI funding through CFCWest CGI loan/grant program. Continue our partnership with RAYEC and Southern Alberta JA Program. Work with women clients in the DSS project and continue to utilize the services of the Pan West EDP program. Implementation of the RRRF Business Needs Assessment findings will happen over the 2023-2024 fiscal year. (Advisory, business training and support)</p>
<p>Cluster growth:</p> <ul style="list-style-type: none"> • Clean technology • Digital technology • Value-added agriculture • Precision healthcare • Advanced manufacturing • Clean resources 	<p>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.</p>

4.0 GOVERNANCE AND ACCOUNTABILITY

4.1 Incorporation / Policy Updates

Please provide copies of the following only if they have been updated since last submitted to PrairiesCan (or WD):

Incorporation / Policy Documents:	Date Document Was Last Updated	Date Submitted
Articles of Incorporation and Association	January 25, 2023	January 30, 2023
Bylaws	2014-2015	January 30, 2015
<p>Loan fund management Please include:</p> <ul style="list-style-type: none"> • Interest Rates (if less than prime plus 2%) • Interest transfers • Loans more than \$150,000 (if applicable) • Syndicated Loans • Equity Positions • Appeals and redress mechanism 	January 25, 2023	January 30, 2023
Conflict of interest	January 25, 2023	January 30, 2023
Board of Directors (policy for appointment/selection, terms of office, etc.)	January 25, 2023	January 30, 2023

4.2 Cyber-Security

<p>Please indicate when your electronic security measures and processes were last reviewed, and any subsequent upgrades.</p>
<p>All Cyber security protocol including hardware and software to ensure digital integrity was completed in 2022. Quarterly</p>

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

reviews and inspection of software and hardware is done quarterly by Tremar Computers a local technology provider.

4.3 Transparency and Accountability

As per the contribution agreement section on Reflecting Community, Transparency and Accountability, please confirm below that the most current, up-to-date information is posted on your website for the following items:	
Names of the current Board of Directors (and names of any non-board members of the Investment Review Committee – if applicable)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Profile of Board composition (i.e., geographic representation, sector/area of expertise, gender, etc.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Board Recruitment and nomination processes	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Annual audited financial statement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Performance results	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Investment/Loan Fund redress /appeals process	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Please comment below if current information is not yet available on your website.	
N/A	

5.0 PERFORMANCE INDICATORS

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

***Ensure that targets entered in the table below match those entered in the WCBSN portal.**

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

Performance Indicator	2023-24 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	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**)	14	12	8	6
\$ value of loans (MPS**)	700,000	\$600,000	\$400,000	\$200,000
Amount leveraged through lending (EDP and non-EDP)	700,000			
# of new community-based projects/initiatives that align with GOC/PrairiesCan priorities and (PLUS) # of loans that align with GRC/PrairiesCan priorities	20	3	2	1

6.0 FINANCIAL

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

Please provide your 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 (if applicable – CFs and WEIs only), and other revenues of which there is a high level of certainty, as separate line items. PrairiesCan core funding will constitute the cash flow by quarter for advance purposes.

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.

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

Operations Budget (Total Operations) 2023-24					
	1st Qtr. Apr-Jun	2nd Qtr. Jul-Sep	3rd Qtr. Oct-Dec	4th Qtr. Jan-Mar	TOTAL 2023-24
CASH RECEIPTS - REVENUES					
Total PrairiesCan Contribution**	\$73,741	\$73,741	\$73,741	\$73,741	\$294,964
Fees for Service	\$3,400	\$3,400	\$3,400	\$3,400	\$13,600
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,248	\$4,998
SMARTstart Expansion Project	\$12,500	\$12,500	\$12,500	\$12,500	\$50,000
Retained Earnings	\$9,976	\$9,976	\$9,976	\$9,977	\$39,906
Lease Revenue	\$1,517	\$1,517	\$1,517		\$4,550
Total Revenues*	\$102,384	\$104,984	\$102,384	\$100,866	\$410,618
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$71,699	\$71,699	\$71,699	\$71,699	\$286,794
Administration	\$7,334	\$7,334	\$7,334	\$12,105	\$34,105
Travel, Meals and Accommodations	\$3,113	\$3,113	\$3,113	\$3,113	\$12,450
Office Equipment/ Computers	\$3,750	\$3,750	\$3,750	\$3,750	\$15,000
RAYEC		\$2,600			\$2,600
EDP	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
Board Training, Travel, Meals	\$2,075	\$2,075	\$2,075	\$2,075	\$8,300
Legal	\$375	\$375	\$375	\$375	\$1,500
Lease	\$6,290	\$6,290	\$6,290		\$18,869
Marketing & Community Partnerships	\$2,750	\$2,750	\$2,750	\$2,750	\$11,000
SMARTstart Expansion Project	\$3,750	\$3,750	\$3,750	\$3,750	\$15,000
Total Expenditures*	\$102,384	\$104,984	\$102,384	\$100,866	\$410,618
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.					

7.0 ATTESTATION

I attest that the information contained in this document is true and correct, and that the operating plan and budget has been presented to and approved by the board.

CF NAME: ENTER CF NAME HERE

Fiscal Year: 2023-24

OPERATING PLAN

Completed by:

Name:	Patti-Jay Powell
Title:	Executive Director
Date:	January 25, 2023

Submission Instructions

- Please utilize the [PrairiesCan portal \(https://account.wd-deo.ca/en-CA\)](https://account.wd-deo.ca/en-CA) to upload this document by **January 31, 2023**.
 - Please upload a copy of your Operating Plan in WORD format only. Please do not submit a PDF version.
 - Make sure to click the "Notify Officer & Exit" button to complete the upload.
 - Please follow up with an email to your PrairiesCan Officer advising that it has been submitted.
-