

CF NAME: COMMUNITY FUTURES WOOD BUFFALO

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:	May 1, 2017
Motion:	<i>"That the Operating Plan for the 2017-2018 Operating Year as developed by the Board of Directors be approved as discussed and reviewed."</i>
Moved By:	Jason McClellan
Seconded By:	Elizabeth La

2. The 2017-18 Budget

Date of Board Meeting:	May 1, 2017
Motion:	<i>"That the 2017-2018 Operating Budget be approved as discussed and reviewed."</i>
Moved By:	Elizabeth La
Seconded By:	Jason McClellan

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Wood Buffalo Region
Mailing Address:	105-9912 Franklin Avenue, Fort McMurray AB T9H-2K5
Location Address:	105-9912 Franklin Avenue, Fort McMurray AB T9H-2K5
Phone Number:	780-791-0330
Fax Number:	
General E-mail address:	Woodbuffalo@albertacf.com
Executive Director:	Jon Close
Executive Director E-Mail:	CFWBManager@albertacf.com
Executive Director Cell:	587-834-6060
Chairperson:	Mathew Creighton
Phone Number:	(780) 715-8683
E-mail Address:	mcreighton@mjcpc.ca
Website:	WOODBUFFALO@ALBERTACF.COM
Facebook Page Link:	https://www.facebook.com/CommunityFuturesWB/
Twitter:	

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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>Community Futures Wood Buffalo Region's (CFWB) Articles of Association specify that the board of directors shall be made up of a minimum of seven (7) and a maximum of fifteen (15) directors all being residents of the Region and representative of defined stakeholder groups.</p> <p>Currently, CFWB's board of directors is made up of a ten (10) members. The board's appointed Governance Committee has been tasked, in part, to identify and recommend directors representative of other key stakeholders from the region.</p> <p>CFWB's board of directors is responsible for the effective governance and leadership of the corporation. Governance and leadership includes board leadership in establishing and approving the strategic focus and vision for the corporation.</p> <p>Approved sub-committees of the board include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Lending Committee <input type="checkbox"/> Finance & Risk Management Committee <input type="checkbox"/> Governance Committee <p>The Chair of the corporation serves as ex-officio member on each of the board approved committees.</p> <p>Reporting directly to the board of directors through the board Chair, the Executive Director serves on the board as a non-voting member.</p>
<p>Office locations and coverage of communities (i.e. offices, part time staffing in other communities)</p>	<p>Community Futures Wood Buffalo (CFWB) is co-located with the Chamber of Commerce and the BDC in Wood Buffalo Region's Business Innovation Centre (BIC). The BIC is strategically located in the heart of Fort McMurray's downtown core (105- 9912 Franklin Avenue, Fort McMurray T9H 2K5).</p> <p>Communities within the Regional Municipality of Wood Buffalo Region served by CFWB include</p> <ul style="list-style-type: none"> • Anzac • Conklin • Draper • Fort Chipewyan • Fort Fitzgerald • Fort MacKay • Fort McMurray • Janvier • Sapræ Creek <p>CFWB has provided and will continue to provide itinerate services and collaboration with community partners in order to deliver services into the region.</p>
<p>Other</p>	<p>CFWB's organizational structure consists of two (2) full-time staff and one (1) Part-time.</p> <ul style="list-style-type: none"> • Executive Director/Project Manager and Community Liaison Officer • Administration Officer • Bookkeeper <p>The Executive Director is responsible to the board of directors to successfully implement to strategic priorities and operating plans developed and communicated by the board. Responsible for the successful operations of CFWB, the Executive Director leads and works with staff and contracted staff to:</p> <ul style="list-style-type: none"> ✓ Oversee all aspects of CFWB operations, marketing and community economic development projects; ✓ Provide or cause to be provided, the required levels of business coaching, mentoring and training counselling to and entrepreneurs, small to medium-sized businesses and social enterprises; ✓ Provide leadership and successful management of CFWB's investment fund(s) and loan portfolio; ✓ Oversee the successful review and recommendation of all loan applications for timely review by the board's Loan Committee; ✓ Successfully completing all operational and administrative functions required to successfully operate the corporation; ✓ Provide required levels of administrative support to the successful operation of the BIC; and ✓ Provide the required levels of administrative support to the board of directors and its sub-committees.

3.2 Board of Directors

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- Provide a list of directors below.

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Matthew Creighton	Chair	RMWB	September 2011
Jason McClellan	Vice-Chair	RMWB	November 2013
Elizabeth La	Secretary-Treasurer	RMWB	November 2013
Rolando Inzunza	Director	RMWB	September 2015
Debbie Hahn	Director	RMWB	September 2011
Bill MacLennan	Director	RMWB	January 2013
Jayne-Ann Kent	Director	RMWB	November 2015
Kristi Pinkney-Heins	Director	RMWB	January 2017
Benjamin Gill	Director	RMWB	January 2017
Jason Vargo	Director	RMWB	January 2017

Is the board representative of the community? If not, what are your plans to address this?	<p>Currently comprised of ten (10) directors, CFWB's board is representative of the Regional Municipality of Wood Buffalo Region. The board has tasked its Governance Committee to develop and implement strategies to increase the reach and representation of the board.</p> <p>At its recent planning meeting, the CFWB board identified additional groups to be invited to consider appointing representatives to the board. The intent is to fill the board's commitment to further expand the representation of the corporation.</p>
Please describe your Board's succession plan for departing board members.	<p>The corporation's Articles of Association include board term limits.</p> <p>The board has tasked its newly established Governance Committee to receive necessary information and training required to complete internal strategies related to board/management succession planning processes. The board also tasked this committee to develop and implement an ongoing process of succession planning at both corporate leadership levels.</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://woodbuffalo.albertacf.com/our-board
Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.);	http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/cfwb_board_matrix_with_positioning_roles_-_updated_17.01.pdf
Board Recruitment and nomination processes;	http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/member_criteria.pdf
2015-16 Annual audited financial statement;	http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/cfwb_-_audited_financial_statements_1516.pdf
2015-16 Performance results;	http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/cf_performance_web_site_reporting_2015-16.docx
Investment Fund redress /appeals process; and	http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/loan_appeal_process.pdf
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/

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3.3 Staff

- Provide a list of staff below.

Staff	Position	Core Staff (WD) *	Month & Year Hired
Jon Close (Business Up, Inc.)	Executive Director	100%	Effective 5/15/2017
Sandra Reeves	Bookkeeper	100%	April 2016
TBA	Administrative Assistant	100%	TBD

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

3.4 Staff Retention, Recruitment and Training

<p>Describe the challenges, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.</p>	<p>The Wood Buffalo region has very unique challenges when it comes to staffing and retention.</p> <p>Both historically and currently, the labour market demands compensation at levels considerably higher than other Community Futures averages. Additionally, banks and industry offer top up allowances/incentives to employees as a northern allowance. Labour market conditions continue to make it difficult for the corporation to attract and retain the required levels of qualified staff; particularly at the senior management and business lending positions.</p> <p>Circumstances have been further complicated as a result of the combination of the economic downturn and the May 2016 wildfires. For example, during the May 2016 wildfire evacuation 88,000 community residents left the community. To date approximately 73,000 have returned.</p> <p>The board intends to contract to secure professional and experienced CF management, project management and developmental lending experience. Recognizing this is a one-year strategy, the board is confident the decision to contract professional services to be provided by Business Up, Inc. (Jon Close) will afford the board the opportunity to:</p> <ul style="list-style-type: none"> i) Stabilize the corporation from a management and staffing perspective for at least the next year. This period is considered by the board to be a crucial year for the go-forward success and sustainability of the corporation. The next year is considered as well to be crucial in terms of the organization's ability to meet the service requirements of the business community. The business community has substantial support needs as a result of economic and wildfire recovery; ii) Be positioned to seek and secure access to incremental levels of investment and operations funding from other levels of government. This incremental level of funding is essential to meet the levels of increased service capacity required to assist the business community with recovery; iii) Reestablish and expand operational systems; iv) Assist the board to update governance processes and policies; v) Train and develop existing staff; vi) Provide support to the board in a process of management succession planning to be completed by April 30, 2018.
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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	Provide the region’s entrepreneurs, social enterprises and small and medium-sized enterprises with access to capital.
2	Create, nurture and support a culture of entrepreneurship in our region.
3	Provide efficient and effective business development services to the region’s entrepreneurs, social enterprises and small and medium-sized enterprises.

4.2 Governance and Accountability

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

Governance

- **Board Terms:** CFWB’s Articles of Association specify nine (9) year board term limits. Further, the Articles specify Directors appointed to the corporation’s board of directors may serve a maximum of three (3) consecutive three (3) year terms. At the completion of the maximum number of terms, a Director may be re-appointed to the board after a one (1) year absence from the board.
- **Board Composition:** Comprised of a minimum of seven (7) and maximum of fifteen (15) directors representative of the region served by the corporation, the board’s Governance Committee is responsible for developing and implementing a process of ongoing board succession planning. The process ensures the board’s composition continues to be representative of the community served by the corporation. Section 6.3 of the corporation’s Articles of Association specifies board composition requirements.
- **Board Orientation:** Each newly appointed Director to the corporation’s board receives or will receive:
 - ✓ A formal welcome and orientation information session from the board’s Chair and Executive Director (completed following each October AGM);
 - ✓ A Board Orientation and Information manual containing important governance important legislative and important governance documentation including a listing of roles and responsibilities, plus Code of Conduct, Conflict of Interest, Privacy and Confidentiality policies and related guidelines.
 - ✓ Effective June 2017, all Board members will have ready access to all governance policies and procedures, roles and responsibilities and other critical governance information through a meeting binder and private board information website.
 - ✓ CFWB continues to organize, promote and support ongoing board development training provided in large part through the Community Futures Leadership Institute – Board Development program.
- **Signed Policies:** CFWB ensures all board and staff members have signed a Code of Conduct/Conflict of Interest declarations. Signed declarations are maintained by the corporation in both hardcopy (available for ready access at each board meeting) and electronic copy retained and made available to Directors on-line.

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- **Transparency/Accountability:**

CFWB maintains and commits to maintain the following corporate information is readily available for public access:

- ✓ A listing of all current Directors
- ✓ A listing of current staff (including position title)
- ✓ Profile of Board composition
- ✓ The board recruitment and nomination processes (to be updated 2017-2018)
- ✓ Annual audited financial report
- ✓ Summary report on prior year’s performance results
- ✓ The corporation’s appeal (redress) policy and processes.

4.3 Policies & Incorporation Documents

- Upon submission of Operational 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	April 2016	Included with 2017 Ops Plan
Bylaws (if separate)		

Policies Related To:	Date Policy Was Last Updated	Date Submitted to WD
Investment Fund Management Please include: <ul style="list-style-type: none"> • Appeals and redress mechanism • Loans in excess of \$150,000 (if applicable) • Syndication Loans • Equity Positions 	November 2013	With 2016 Ops Plan
Conflict of Interest	Included in Articles of Association	With 2016 Ops Plan
Board of Directors (policy for appointment/selection, terms of office, etc.)	Included in Articles of Association	With 2016 Ops Plan

5.0 PERFORMANCE INDICATORS

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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.*

	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	CFWB is currently working with Keyano College and the RMWB towards the successful launch and integration of the Regional Innovation Network (RIN) into the region. Under this initiative, an innovation specialist is made available to the region. CFWB will continue to be a RIN partner.	There will be a single FT to collect data and to funnel out people to the correct organizations for support.
1 (b)	Clean Technology – Support business and initiatives related to Clean technology activities		
2	Trade & Investment – Assist business to enter into global markets.	CFWB will work with the Government of Canada, Province of Alberta, RMWB and the BDC to organize and deliver a trade and investment training workshop in the region.	One (1) trade and investment training event to be held. Target a minimum of ten (10) participating businesses.
3	Building Capacity for Defence Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities	CFWB will work with and support the CFNA’s procurement support and training initiative into the region.	One (1) procurement training event to be held with minimum of one (1) small business client participating in the program.
4	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	We are looking at a partnership with the college and NABBA on regional business issues affecting the education and training of Indigenous People. CFWB has already been working with the Nistawoyou Friendship Centre helping aboriginal people create business plans for startups.	CFWB tracks the participants of these programs in TEA. The success of this program is based upon the number of participants completing the program. Target minimum of five (5) participants during the year.

6.0 FINANCIAL

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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.

	1st Qtr. April-June	2nd Qtr. July-Sept	3rd Qtr. Oct - Dec	4th Qtr. Dec-March	Total 2017-2018
CASH RECEIPTS - REVENUES					
Total WD Contribution **	\$ 79,991.00	\$ 89,991.00	\$ 79,991.00	\$ 69,990.00	\$ 319,963.00
Other Federal Funds	-	-	-	-	-
Other Provincial Funds	33,000.00				33,000.00
Other Revenue - Operating Interest	300.00	300.00	300.00	300.00	1,200.00
Other Revenue - BR Revenue	900.00	900.00	900.00	900.00	3,600.00
Other Revenue - Loan Administration Fees	6,625.00	6,625.00	6,625.00	6,625.00	26,500.00
Other Revenue	750.00	750.00	750.00	750.00	3,000.00
Other Revenue - BIC Management	1,200.00	1,200.00	1,200.00	1,200.00	4,800.00
Other Revenue - BDC Referral Income	500.00	500.00	500.00	500.00	2,000.00
Interest Transfer (3-year agreements)	-	-	-	-	-
Interest Transfer (1-year agreements)	-	-	-	-	-
Total Revenues	\$ 123,266.00	\$ 100,266.00	\$ 90,266.00	\$ 80,265.00	\$ 394,063.00
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$ 66,700.00	\$ 73,450.00	\$ 73,450.00	\$ 73,450.00	\$ 287,050.00
Administration	20,513.00	19,050.00	13,050.00	16,780.00	69,393.00
Travel, Meals and Accommodations	11,450.00	2,900.00	4,600.00	3,400.00	22,350.00
Office Equipment/Computers	1,470.00				1,470.00
Marketing	-	-	-	-	-
AGM	-	500.00	-	-	500.00
Expenses Linked to Interest Transfer	-	-	-	-	-
Training and Conferences	400.00	-	2,500.00	1,600.00	4,500.00
BSN Programming	2,200.00	2,200.00	2,200.00	2,200.00	8,800.00
Total Expenditures	\$ 102,733.00	\$ 98,100.00	\$ 95,800.00	\$ 97,430.00	\$ 394,063.00
RECONCILIATION					
Surplus	\$ 20,533.00	\$ 2,166.00	-\$ 5,534.00	-\$ 17,165.00	\$ -

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6.2 Investment Fund Cash on Hand

<p>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?</p>	<p>Demands created by the region’s economic downturn and the wildfire recovery processes, combined with renewed partnerships with the region’s financial institutions, the Regional Municipality of Wood Buffalo (RMWB) – Recovery Task Force and the repositioning of CFWB in the region is expected to create substantial demands on the organization’s investment funds.</p> <p>Additionally, the board of directors intends to promote the Alberta EDP program and its <i>BizAble</i> loan fund program to the region.</p> <p>As result, the board anticipates that the vast majority of investment funds, currently in cash on hand (including EDP funds), will be effectively loaned during the operating year to the region’s entrepreneurs, small and medium-sized enterprises and social enterprises.</p>
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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	CFWB has entered into an agreement with the GoA to manage and operate the Business Service Network (BSN) in the region.
2	The board of directors is working closely with the RMWB – Recovery Taskforce. The RMWB is considering providing CFWB with a portion of RMWB’s recovery funding. Under discussion is the use of these funds to meet incremental demands for access to capital by businesses impacted by the 2016 wildfires.
3	Management has and will continue to collaborate and work with the Regional Innovation Network (RIN) and the Keyano College to effectively utilize the innovation network for training and support.
5	CFWB will continue to work with the social economy and social enterprise communities within the region in an effort to align collaboration with the intended outcome being the provision of required wildfire recovery supports.
6	CFWB will continue to collaborate and where possible, partner with NAABA (Northern Alberta Aboriginal Business Association), the Fort McMurray Chamber of Commerce, Fort McMurray Construction Association and other Indigenous community/business leaders to support Indigenous community and business development.
7	CFWB will work with the CFNA’s procurement development project as a means of enhancing the region’s business skills in the procurement process.
8	As part of its role in providing business training and supports, CFWB will undertake partnerships with CFs in the region and the Business Link.
9	CFWB will promote the services of WCBSN – Alberta partner the Conseil de developpement economique de l’Alberta to businesses preferring access to business support services in French.
10	CFWB will continue to partner and support the services provided by WCBSN partner the Alberta Women Entrepreneurs to businesses in the region.