

CF NAME: COMMUNITY FUTURES WOOD BUFFALO

Fiscal Year: 2020-21

OPERATING PLAN

1.0 BOARD MOTION

- 1. The 2020-2021 Operating Plan and Budget

Date of Board Meeting:	January 28, 2020
Motion:	<i>"That the Operating Plan for the 2020-2021 Operating Year be approved, as amended for implementation and submission to Western Economic Diversification."</i>
Moved By:	Bill MacLennan
Seconded By:	Elizabeth La

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Wood Buffalo
Mailing Address:	105-9912 Franklin Avenue, Fort McMurray AB T9H 2K5
Location Address:	(same)
Phone Number:	1-780-291-0330
Fax Number:	1-780-791-0086
General E-mail address:	cfwbadmin@albertacf.com
General Manager:	Pamela Ramrup
General Manager E-Mail:	CFWBManager@albertacf.com
General Manager Cell:	1-587-644-5180
Chairperson:	Matthew J. Creighton
Phone Number:	1-780-715-8683
E-mail Address:	mjcreigh@gmail.com
Website:	http://woodbuffalo.albertacf.com/
Facebook:	https://www.facebook.com/CommunityFuturesWB/
Twitter:	https://twitter.com/CFWoodBuffalo
Instagram:	woodbuffalo.albertacf.com

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	Board Structure: Community Futures Wood Buffalo's (CFWB) Articles of Association specify that the affairs of the Corporation shall be managed by a Board of Directors of not less than seven (7) or more than fifteen (15) Directors, and in the event of number of Directors is being less than seven (7) they shall not act other than to appoint or request the appointment of a Director or Directors, or to call a General Meeting of the Corporation, until the number of Directors is seven (7) or more.
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Currently, CFWB’s Board of Directors is made up of nine (9) active 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.

Board Member Appointment Process:

CFWB’s Directors, community partners, and targeted stakeholder groups have been asked to promote this community and business service opportunity within their sphere of influence.

The opportunity is also promoted through CFWB’s website, Facebook page, and Twitter account.

Once suitable candidates are sourced, they would:

- a. Complete a Board of Director Application Form
- b. Interview with the Board of Director Chair
- c. Board of Director would then recommend the Applicant to the Board of Directors who would then vote on their application
- d. If successful, the Applicant would form part of the Board of Directors

Approved Board Sub-Committees:

a. **Standing Finance and Risk Management Committee**

- This committee is responsible for Financial Monitoring and Audit, Risk Management, and Internal Controls for the organization.

b. **Standing Lending Committee**

- This committee is responsible for board approved changes to the Lending Policies and Priorities required to meet the Wood Buffalo Region’s changing economic needs. In addition, they are aware of any changes to the Western Economic Diversification (WD) Contribution Agreement, and the impact of those changes on Governance and Operation of the Corporation’s Investment Loan Fund.
- They make recommendations to the Board regarding potential changes to the Lending Policies, including Loan Pricing, Lending and Loan Portfolio Performance Targets and Implement Board Policies related to the organization’s Investment Loan Fund, make decisions on Loans presented by Management, and provides oversight and direction to the effective operations and management of the organization’s Investment Loan Fund.

c. **Standing Governance Committee**

- This committee is responsible for the effective leadership of the organization. It includes leadership in establishing and approving strategic focus and vision for the organization.

Frequency of Committee Meetings:

- a. Finance and Risk Management Committee: Quarterly
- b. Lending Committee: Minimum every two months

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	<p>c. Governance Committee: Every month, as part of the Board Meeting d. The Board of Directors meets on the last Tuesday of every month.</p> <p>The Board of Director’s Chair serves as an 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</p>	<p>Community Futures Wood Buffalo (CFWB) is located with the Fort McMurray Chamber of Commerce, BDC, and Fort McMurray Sports Association in Wood Buffalo Region’s Business Innovation Centre (BIC). The BIC is strategically located in the heart of Fort McMurray’s downtown core.</p> <p>Communities within the Regional Municipality of Wood Buffalo served by CFWB includes:</p> <ul style="list-style-type: none"> - Anzac - Conklin - Draper - Fort Chipewyan - Fort Fitzgerald - Fort McKay - Fort McMurray - Janvier - Sapræe Creek <p>CFWB works alongside other local and Municipal service providers to deliver relevant programming and services to the Region.</p>
<p>Other</p>	<p>CFWB’s organizational structure consists of three (3) staff and a contracted Accounting Firm.</p> <p>The Executive Director is responsible to the Board of Directors to successfully implement the strategic priorities and operating plans developed and communicated to the Board of Directors. She is responsible for the successful operations of CFWB and leads to work with staff and external contractors.</p>

3.2 Board of Directors

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Matthew J. Creighton	Board of Directors Chair	RMWB	September 2011
Jason Vargo	Vice-Chair	RMWB	January 2017
Bill MacLennan	Treasurer	RMWB	September 2014
Dan Rorke	Director	RMWB	March 2018
Senay Yemane	Director	RMWB	March 2018
Deb Hahn	Director	RMWB	September 2011
Elizabeth La	Director	RMWB	November 2013
Lisa Sweet	Director	RMWB	June 2019
Shellene Dirk	Director	RMWB	March 2018

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<p>Is the board representative of the communities you serve? If not, what are your plans to address this?</p>	<p>The Community Futures Wood Buffalo (CFWB) Board of Directors is made up of a diverse board with varying skills and abilities. They are comprised of professionals, business owners, and an Accountant.</p> <p>The Board has tasked the Governance Committee with effectively implementing its Director recruitment, orientation and training strategy.</p> <p>The intent is to expand the experience and diversity of Directors to enhance the planned Director Succession strategy. At the same time, ongoing recruitment, orientation, and training will allow CFWB to increase the reach, and representation of the Board.</p>												
<p>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.</p>	<table border="1" data-bbox="591 657 1450 888"> <thead> <tr> <th></th> <th style="text-align: center;">Number (A person can be counted more than once)</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td style="text-align: center;">4</td> </tr> <tr> <td>Indigenous</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Youth (29 and younger)</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Person with a Disability</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Other under-represented group</td> <td style="text-align: center;">1</td> </tr> </tbody> </table>		Number (A person can be counted more than once)	Women	4	Indigenous	-	Youth (29 and younger)	-	Person with a Disability	-	Other under-represented group	1
	Number (A person can be counted more than once)												
Women	4												
Indigenous	-												
Youth (29 and younger)	-												
Person with a Disability	-												
Other under-represented group	1												
<p>Please describe your Board's succession plan for departing board members.</p>	<p>Succession Planning for departing board members includes:</p> <ul style="list-style-type: none"> - New Board Recruitment - Board Training and New Director Recruitment - Providing the opportunity for Leaders to Chair committees of the Board 												

<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.</p>	
<p>Names of the current Board of Directors and names of any non-board member of the Investment Review Committee.</p>	<p>http://woodbuffalo.albertacf.com/our-board</p>
<p>Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.).</p>	<p>http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/cfwb_board_matrix_with_positioning_roles - updated dec 2019.pdf</p>
<p>Board Recruitment and nomination processes.</p>	<p>http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/cfwb_recruiting_board_members - updated sept 2019.pdf</p>
<p>2018-19 Annual audited financial statement.</p>	<p>http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/cfwb - mar 3119 fs - 485487.pdf</p>
<p>2018-19 Performance results.</p>	<p>http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/2018-19_cfwb_performance_results.pdf</p>
<p>Investment Fund redress /appeals process.</p>	<p>http://woodbuffalo.albertacf.com/loans-appeal-process</p>
<p>Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available.</p>	<p>https://www.wd-deo.gc.ca/eng/257.asp</p>

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3.3 Staff

Staff	Position	Core Staff (WD) *	Month & Year Hired
Pamela Ramrup	Executive Director	Yes – 100%	01/2019
Julie MacLennan	Manager, Community Programs	Yes – 100%	06/2019
Techoro Tebug	Business Analyst	Yes – 100%	12/2019
(Vacant)	Office Administrator	No	

* Indicate the percentage of salary that is covered by 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 Regional labour market demands compensation at levels considerably higher than other Community Futures averages. Additionally, banks and industry offers top-up allowances/incentives to employees as a northern allowance quite often, this includes a housing allowance. Labor markets conditions continues 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>We were successful in hiring our Business Analyst, and the Executive Director is training him to ensure his continued success.</p>
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4.0 PLANNING AND POLICIES

4.1 Strategic Priorities

	Description of Top 3 Strategic Goals
1	Develop and implement a succession planning process for Board Members which includes recruitment.
2	Strengthen Community Futures Wood Buffalo’s profile in the Indigenous Communities throughout Wood Buffalo through local community partnerships, collaboration with local schools, and delivering workshops to aspiring and existing entrepreneurs.
3	Develop and deliver targeted training for Youth from Grade 3 to Grade 12.

4.2 Governance and Accountability

<p>Describe the process and/or tools to provide communication with and accountability to your clients, communities and stakeholders.</p>
<p>Governance:</p> <ul style="list-style-type: none"> ➤ Board Terms CFWB’s Articles of Association specify nine (9) years board limits. Further, the Articles specify Directors appointed may serve a maximum of 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 a 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 succession planning. The process ensures the board’s composition continues to be representative of the community served by the corporation.

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Section 6.3 of the corporation’s Articles of Association specifies Board’s Election and Appointment process.

➤ **Board Orientation**

Each newly appointed Director to the corporation’s board receives or will receive:

- A formal welcome and orientation session from the Board’s Chair and Executive Director;
- A Board Orientation and information manual containing governance legislative and documentation including a listing of roles and responsibilities, plus Code of Conduct, Conflict of Interest, Privacy and Confidentiality policies and related guidelines;
- CFWB continues to organize, promote, and support ongoing board development training provided in large part through the Community Futures Leadership Institute – Board Development Program.
- The Board agrees to participate in one (1) Board Development Training event delivered by Community Futures Leadership Institute via videoconferencing or in person.

➤ **Signed Policies**

CFWB ensures all board and staff members have signed a Code of Conduct/Conflict of Interest declaration. Signed declarations are maintained by the corporation by both hardcopy (available for ready access at each board meeting) and electronic copy retained and made available to Directors on-line.

➤ **Transparency and Accountability**

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

- A listing of all current Directors
- A listing of all current staff (including position title)
- Profile of Board Composition
- The Board’s updated recruitment and nomination processes. Currently, CFWB Director recruitment process and support information is posted to social media sites and web pages operated by CFWB. All current Directors are actively promoting board recruitment through their personal and professional networks.
- Annual Audited Financial Statements for the prior year
- Summary report on prior year’s performance results
- The corporation’s appeal (redress) policy and processes
- Regular reports on the Wood Buffalo Recovery Loan Partnership Program are delivered to the RMWB. Formal reports on CFWB delivery of this program are submitted to RMWB at December 31 and July 31 each year.

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	November 2019	January 2020
Bylaws	November 2019	January 2020

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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)• Syndicated Loans• Equity Positions• NEW Interest Rates (if less than prime plus 2%)	October 2019	January 2020
Conflict of Interest	October 2019	January 2020
Board of Directors (policy for appointment/selection, terms of office, etc.)	November 2019	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 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 were sent to you.

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	2020-21 Target	GROUP 1	GROUP 2	GROUP 3
**Targets for Minimum Performance Standards (MPSs) should be greater than or equal to the MPS in the proper group.				
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	1			
# of partners engaged in community strategic planning (New & Ongoing)	3			
# of new community-based projects plus number of ongoing community-based projects (MPS**)	2	2	-	-
# of partners engaged in community-based projects (New & Ongoing)	5			
\$ amount invested in community-based projects (New & Ongoing)	\$48,875			
\$ amount leveraged from community-based projects (New & Ongoing)	\$10,000			
<i>Rural access to business development services</i>				
# of businesses created, maintained, or expanded through business services				
# of business training session participants (MPS**)	300	400	-	-
# of business advisory services (MPS**)	100			
<i>Rural access to capital and leveraged capital</i>				
# of loans (MPS**)	12	12	-	-
\$ value of loans (MPS**)	\$600,000	\$600,000	-	-
Amount leveraged through lending (EDP and non-EDP)	\$100,000			
# of new community-based projects/initiatives that align with GOC/WD priorities and (PLUS) # of loans that align with GOC/WD priorities	3	3	-	-

5.2 Alignment with 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?
1a	Inclusiveness (Primary) - focus on Indigenous peoples	The primary focus will be to gain exposure of Community Futures in Indigenous Communities through community open houses. This will allow us to engage residents on the types of training they	The Success of our Open House projects will be determined by the number of community members that visits our booths, completes our surveys, and through their

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		are looking for so that our training is relevant to their needs. In addition, we will be delivering Youth based training in the school system through a variety of indigenous communities over 2020-2021.	direct feedback, we will customize training to support the needs identified for self-employment. Youth targeted training will be measured by the # of participants in attendance.
1b	Inclusiveness (Primary) – Focus on Women	In collaboration with other stakeholders, we are delivering workshops geared towards Women Entrepreneurs. We are also supporting the delivery of Project Gazelle in the Wood Buffalo Region.	Measurement will be by # of loans processed for women entrepreneurs, # of women who attend the events, and through surveyed feedback.
1c	Inclusiveness (Secondary) – Focus on Youth	We have signed a partnership agreement with Junior Achievement Northern Alberta & NWT, to deliver “Project Headway”, school-based programming that is meant to supplement curriculum that students are already learning within their classroom. The educational components of the curriculum is about providing education on entrepreneurship, financial literacy, and work readiness.	This will be measured through direct feedback, surveyed results, and # of participants engaged.
1d	Inclusiveness (Secondary) – Focus on Persons with Disabilities	We are looking to expand our Entrepreneurs with Disabilities Program, in collaboration with other community stakeholders, provide workshops on how key community members can access financing to develop their business plan.	Project will be measured by increase in # of EDP Loans, and workshop participants.
2	Cluster growth – focus on specialized clusters within clean technology; value-added agriculture; advanced manufacturing; digital technology; clean resources; and life sciences.	In collaboration with the Wood Buffalo Regional Innovation Network, its programs are designed to accelerate technology and knowledge-based small band medium-sized enterprises (SME) by increasing connectivity and coordination in Alberta’s innovation ecosystem through programs and services, thus strengthening the entrepreneurial culture.	This is measured by the success of participation, ie, # of attendees at events, and direct surveyed results. In addition, success may be measured by # of loans booked to support this cluster group.

6.0 FINANCIAL

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

Please provide your CF’s total budget forecast (revenues and expenses) for the coming year, shown by quarter. For sources of revenue, please include WD core funding, WD planned / requested interest transfers (as outlined in Attachment "B" *Special Conditions* of the contribution agreement), and other revenues of which there is a high level of certainty, as separate line items. The WD core funding will constitute the cash flow by quarter for advance purposes.

WD will not accept a deficit operational budget. If there is a surplus, please provide details as to why this is the case. When including other funders, please ensure WD funding is fully committed.

Note: The following budget is an Excel embedded template.

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Operations Budget (Total Operations) 2020-21					
	<i>1st Qtr. Apr-Jun</i>	<i>2nd Qtr. Jul-Sep</i>	<i>3rd Qtr. Oct-Dec</i>	<i>4th Qtr. Jan-Mar</i>	<i>2020-2021</i>
CASH RECEIPTS - REVENUES					
Total WD Contribution**	\$79,991	\$79,991	\$79,991	\$79,991	\$319,963
Other Federal Funds	\$0	\$0	\$0	\$0	\$0
Other Provincial Funds	\$0	\$0	\$0	\$0	\$0
Other - JA	\$12,219	\$12,219	\$12,219	\$12,218	\$48,875
Other - WBRLPP	\$19,500	\$19,500	\$19,500	\$19,500	\$78,000
Other - Rentals and Fees	\$1,791	\$1,791	\$1,791	\$1,791	\$7,162
Planned Interest Transfer (up to 75% of Net Interest up to a maximum of \$100,000) for those with 3 yr Agreements.	\$0	\$0	\$0	\$0	\$0
Requested Interest Transfer for those with 3 yr Agreements (greater than 75% of Net Interest or \$100,000)	\$0	\$0	\$0	\$0	\$0
Requested Interest Transfer for those with 1 yr Agreements	0	0	0	0	\$0
Total Revenues	\$113,500	\$113,500	\$113,500	\$113,500	\$454,000
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$80,775	\$80,775	\$80,775	\$80,775	\$323,100
Professional Fees	\$6,500	\$6,500	\$6,500	\$6,500	\$26,000
General Expenses (rent/premises exp)	\$10,150	\$10,150	\$10,150	\$10,150	\$40,600
Travel, Meals and Accommodations	\$3,535	\$3,535	\$3,535	\$3,535	\$14,140
Office Equipment/ Computers	\$0	\$0	\$0	\$0	\$0
General Office Expenses	\$3,950	\$3,950	\$3,950	\$3,950	\$15,800
Technology and Communications	\$4,265	\$4,265	\$4,265	\$4,265	\$17,060
Community Sponsorship	\$1,125	\$1,125	\$1,125	\$1,125	\$4,500
Advertising and Marketing	\$2,075	\$2,075	\$2,075	\$2,075	\$8,300
Other General Expenses	\$1,125	\$1,125	\$1,125	\$1,125	\$4,500
Expenses linked to Interest Transfer (specify)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$113,500	\$113,500	\$113,500	\$113,500	\$454,000
RECONCILIATION					

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6.2 Investment Fund Cash on Hand

<p>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?</p>	<p>CFWB does not anticipate surplus investment funds on hand at March 31, 2021.</p> <p>CFWB management is required to review its investment fund cash on hand on a quarterly basis. The Finance Committee reviews related reports and recommendations from Management regarding surplus investment funds on hand (where applicable). The CFWB Board considers related recommendations from its Finance Committee.</p> <p>The next review is to be completed by the end of February 2020. Upon Committee recommendation/Board Approval, any surplus investment funds cash on hand may be deposited into the Alberta Provincial Pool (CFLIP)</p>
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