

COMMUNITY FUTURES WOOD BUFFALO
OPERATING PLAN: 2019 - 2020

1.0 BOARD MOTION

1. The 2019 -2020 Operating Plan and Budget

Date of Board Meeting:	January 29, 2019
Motion:	<i>"That the Operating Plan for the 2019-2020 Operating Year be approved, as amended for implementation and submission to Western Economic Diversification."</i>
Moved By:	J. Vargo
Seconded By:	E. La

2. The 2019 - 2020 Budget

Date of Board Meeting:	January 29, 2019
Motion:	<i>"That the Finance Committee's recommendations related to the 2019 2020 Operating Budget be approved as circulated and discussed."</i>
Moved By:	S. Yamane
Seconded By:	B. MacLennan

2.0 IDENTIFICATION AND CONTACT INFORMATION

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

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3.0 DESCRIPTION OF THE ORGANIZATION

3.1 Description of your organization

<p>Board structure and committees (please reference the instructions)</p>	<p>Community Futures Wood Buffalo’s (CFWB) Articles of Association specify that the board of directors shall be made up of a minimum of seven (7) and maximum of fifteen (15) directors all being residents of the Region and representative of defined stakeholder groups. All Directors are appointed from the community.</p> <p>Currently, CFWB’s board of directors is made up of nine (9) 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. An active Director Recruitment process is currently underway.</p> <p>Under the process, Directors, community partners, and targeted stakeholder groups have been asked to promote this community and business service opportunity. The opportunity is promoted as well through CFWB’s website and Facebook pages.</p> <p>The CWB Board meets the 2nd last Tuesday of every month. CFWB’s board of directors is responsible for effective governance and leadership of the corporation. Governance and leadership include board leadership in establishing and approving strategic focus and vision for the corporation.</p> <p>Approved sub-committees of the board includes:</p> <ul style="list-style-type: none"> • Standing Committee – Lending • Standing Committee – Finance and Risk Management • Standing Committee – Governance • Ad hoc Committee – Board member recruitment <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.</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

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	CFWB has provided and will continue to provide itinerate services and collaboration with community partners in order to deliver services to the region.
Other	CFWB’s organizational structure consists of two and one-half full-time staff and a contracted bookkeeping firm. The Executive Director is responsible to the board of directors to successfully implement the 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 external contractors.

3.2 Board of Directors

- Provide a list of directors below.

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Matthew Creighton	Chair	RMWB	September 2011
Elizabeth La	Secretary-Treasurer	RMWB	November 2013
Debbie Hahn	Director	RMWB	September 2011
Bill MacLennan	Director	RMWB	September 2014
Benjamin Gill	Director	RMWB	January 2017
Jason Vargo	Director	RMWB	January 2017
Shellene Dirk	Director	RMWB	March 2018
Senay Yamane	Director	RMWB	March 2018
Dan Rorke	Director	RMWB	March 2018

Is the board representative of the communities you serve? If not, what are your plans to address this?	<p>Currently, the board is comprised of nine (9) directors and is representative of the Regional Municipality of Wood Buffalo Region. The Board has tasked its 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 and to enhance the planned Director succession strategy. At the same time, the ongoing process of Director recruitment, orientation and training will allow CFWB to increase the reach and representation of the board.</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.	<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>-</td> </tr> <tr> <td>Youth (29 and younger)</td> <td>-</td> </tr> <tr> <td>Person with a Disability</td> <td>-</td> </tr> <tr> <td>Another under-represented group</td> <td>-</td> </tr> </tbody> </table>		Number (A person can be counted more than once)	Women	3	Indigenous	-	Youth (29 and younger)	-	Person with a Disability	-	Another under-represented group	-
	Number (A person can be counted more than once)												
Women	3												
Indigenous	-												
Youth (29 and younger)	-												
Person with a Disability	-												
Another under-represented group	-												

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<p>Please describe your Board's succession plan for departing board members.</p>	<p>The current succession plan for departing board members includes:</p> <ul style="list-style-type: none"> • New Director recruitment; • Board training and New Director orientation; • Providing the opportunity for leaders to Chair committees of the Board
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<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_november_2017.pdf</p>
<p>Board Recruitment and nomination processes.</p>	<p>http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/member_criteria.pdf</p>
<p>2017-18 Annual audited financial statement.</p>	<p>http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/cfwb_audited_financial_statements_2017-2018.pdf</p>
<p>2017-18 Performance results.</p>	<p>http://woodbuffalo.albertacf.com/sites/default/files/woodbuffalo.albertacf.com/2017-2018_performance_report.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>http://www.lecdea.ca/</p>

3.3 Staff

- Provide a list of staff below.

Staff	Position	Core Staff (WD) *	Month & Year Hired
Pamela Ramrup	Executive Director	Yes	January 2019
Julia Doucette	Office Administrator	Yes	September 2018
Jon Close – Business Up, Inc.	Business Analyst	Yes (Contracted)	May 15, 2017
Colette Close – Business Up, Inc.	Project Manager	Yes (Contracted)	May 15, 2017

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 historically experienced unique challenges when it comes to staffing and staff retention.</p> <p>This Regions labor 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. Labor market 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>
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	<p>Circumstances have been further complicated as a result of the combination of the economic downturn.</p> <p>Since May 2017, the board has contracted Business Up, Inc. (Jon/Colette Close) to provide Community Futures management, project management and developmental lending. Recognizing this is a medium-year strategy, the board has recognized that its decision to contract Business Up, Inc. has allowed the organization to:</p> <ol style="list-style-type: none"> 1. Stabilize from a management and staffing perspective; 2. Meet the service requirements of the business community. The Business community has substantial support needs as a result of the economic downturn; 3. Seek and secure necessary access to incremental levels of investment grant monies (\$2.0 million received under the Wood Buffalo Recovery Loan Partnership Program). This level of funding was and is considered essential to meet the levels of increased service capacity required to assist the business community with recovery; 4. Re-establish and expand CFWB operational systems; 5. Assist the board to update governance processes and policies; 6. Train existing staff; and 7. Provide training and support to new Executive Director hired January 2019.
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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.
2	Share Community Futures Wood Buffalo’s success stories and best practices.
3	Strengthen Community Futures Wood Buffalo’s profile in the community through local community partnerships.

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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) 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 implanting 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 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 quarterly 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 declarations. 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/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 all current staff (including position title)
- Profile of Board composition
- The board's updated recruitment and nomination processes. Currently, CFWB's 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 report
- 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 CWWB delivery of this program are submitted to RMWB at December 31 and July 31 of each year. The Board of CFWB has requested opportunity to make program update to the RMWB Council prior to April 30, 2019.

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4.3 Policies & Incorporation Documents

Incorporation Documents	Date Document Was Last Updated	Date Submitted to WD
Articles of Incorporation and Association	April 2016	With 2018 Operations Plan

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 	November 2013	With the 2018 Operations Plan
Conflict of Interest	Included with the Articles of Incorporation	Submitted with CFWB's 2018 Operating Plan
Board of Directors (policy for appointment/selection, terms of office, etc.)	Included with the Articles of Incorporation	Submitted with CFWB's 2018 Operating Plan

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5.0 PERFORMANCE INDICATORS

The process of setting overall performance targets should consider 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.

Performance Indicator	2019-20 Target	GROUP 1
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):		
# of local and regionally-based community strategic plan(s) developed and/or updated during the year	1	
# of partners engaged in community strategic planning	3	
Total # of community-based projects (New & Ongoing) (MPS**)	3	2
Total \$ value of the community-based projects	\$10,000	
\$ leverage value of community-based projects	\$75,000	
# of partners engaged in community-based projects	5	
# of businesses created, maintained, or expanded through business services	75	
# of business training session participants (MPS**)	375	400
# of business advisory services (MPS**)	75	
\$ value of loans (MPS**)	\$600,000	\$600,000
# of loans (MPS**)	12	12
Amount Leveraged through Lending (EDP and non-EDP)		
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	3	3

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5.2 Alignment with WD Current Priorities

	Strategy	Planned Project/Initiative/Related Loan (2 – 3 sentences)	How will you measure project/initiative outcomes?
1a	Inclusiveness (Primary) *Focus on Indigenous peoples	CFWB will deliver leadership development and business training workshops to groups focusing on the Indigenous community.	2 Leadership Development Workshops (Total 40 participants) 2 Business Training Workshops (30 participants)
1b	Inclusiveness (Primary) *Focus on women	CFWB will partner with Alberta Women’s Enterprise and women business groups within the RMWB to deliver a leadership and/or business	1 AWE partnered leadership/or business development workshops targeting women entrepreneurs
1c	Inclusiveness (Secondary) *Focus on youth	CFWB will partner with local secondary schools and Keyano College to deliver training on Youth Entrepreneurship	2 Business Training workshops (Total 40 Participants)
1d	Inclusiveness (Secondary) *Focus on persons with disabilities	CFWB will enhance its promotion of the Alberta Entrepreneurs with Disabilities Program. It will deliver small business training workshops	CFWB marketing materials updated with an increased focus on EDP. 3 Business Training Workshops
2	Cluster growth *Focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital technology; clean resources; and life sciences.	CFWB will continue to promote its services and deliver training and related workshops in collaboration with the Wood Buffalo Regional Innovation Network	CFWB will collaborate on a minimum of 2 Business Training Workshops

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6.0 FINANCIAL

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

Note: The following budget is an Excel embedded template.

OPERATIONS BUDGET (Total Operations) 2019 - 2020	1ST Quarter (Apr 1 – Jun 30)	2ND Quarter (Jul 1 – Sept 30)	3RD Quarter (Oct 1 – Dec 31)	4TH Quarter (Jan 1 – Mar 31)	Total
Total – WD Contributions	\$ 79,990.75	\$ 79,990.75	\$ 79,990.75	\$ 79,990.75	\$319,963.00
Other Federal Funds	-	-	-	-	
Other Revenue: Int. Income WBRLP Program	40,000.00	40,000.00	40,000.00	40,000.00	160,000.00
Allowance for Loan Loss – WBRLPP	-18,750.00	-18,750.00	-18,750.00	-18,750.00	- 75,000.00
Other Revenue	4,750.00	4,750.00	4,750.00	4,750.00	19,000.00
Other Provincial Funds (CARES)					
Other Provincial Funds (BSN)					
Other Revenue – RMWB Grant Monies					
Planned Interest Transfer					
Total Revenue	\$134,740.75	\$134,740.75	\$134,740.75	\$134,740.75	\$498,963.00
CASH DISBURSEMENTS – EXPENDITURES					
Wages and Benefits	\$ 81,375.25	\$ 81,373.25	\$ 81,373.25	\$ 81,373.25	\$325,493.00
Professional Services	7,500.00	7,500.00	7,500.00	7,500.00	30,000.00
Training and Conferences	5,875.00	5,825.00	5,875.00	5,875.00	23,500.00
Travel, Meals and Accommodations	6,675.00	6,675.00	6,675.00	6,675.00	26,700.00
Office Lease (Net)	9,193.75	9,193.75	9,193.75	9,193.75	36,775.00
Office Equipment/Computers	10,575.00	10,575.00	10,575.00	10,575.00	42,300.00
Marketing (Media/Webspace/Promo/CFNA)	3,548.75	3,548.75	3,548.75	3,548.75	14,195.00
Miscellaneous Expenses	-	-	-	-	-
Expenses Linked to Interest Transfer	-	-	-	-	-
Other – BSN Program Delivery	-	-	-	-	-
Other – WBRLPP Loan Disbursements	-	-	-	-	-
Other – WBRLPP Delivery	-	-	-	-	-
Total Expenditures	\$134,692.00	\$134,692.00	\$134,692.00	\$134,692.00	\$498,963.00
RECONCILIATION					
Surplus	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00

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6.2 Investment Fund Cash on Hand

<p>Do you anticipate by March 31, 2020 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, 2019.</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 fund cash on hand (where applicable). The CFWB Board considers related recommendations from its Finance Committee.</p> <p>The next review to be completed by the end of February 2019. Upon Committee recommendation/Board approval, any surplus investment fund cash on hand will be deposited into the Alberta Provincial Pool (CFLIP).</p>
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6.3 Opportunities for Collaboration and Efficiencies

Collaboration and Efficiencies Planned/Under Discussion	
1	Partner with Business Link through its extension available in the Wood Buffalo Region through the Municipality.
2	CFWB operations is committed to leverage terms of the agreement with the FEDO to provide services where required/requested by the client. Currently, CFWB can provide limited francophone services through existing management staff.
3	A primary goal approved by the Board of CFWB is for its 2019-2020 operating year will result in a Disaster Recovery best practices and recommendations “white paper” report. The completed report will be provided as a service by CFWB to WD, Community Futures Pan-West Network, Community Futures of Canada, the Provincial Community Futures Associations, Alberta’s twenty-seven (27) Community Futures Offices and WSBSN partners.
4	CFWB will continue to leverage Alberta Community Futures Analyst support services to meet incremental lending activity requirements.
5	CFWB will continue to promote the programs and services of AWE, the Business Link, and FEDO