

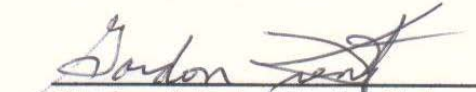
Operating Plan

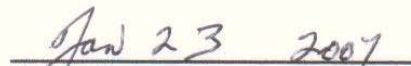
FY 2009-2010


This plan has been approved and submitted
by the Board for

Community Futures West Yellowhead
221 Pembina Avenue
Hinton, AB T7V 2B3
780.865.1224

On behalf of the Board


Signature* Preferably the Chair


Date


Name (Please print)


Title

On behalf of the CF Management

Signature*

Date

Jason Paterson

Executive Director

Name (Please print)

Title

Date Plan Submitted to WD: _____ January 27, 2009 _____

Please Attach Board Motions

Operational Plan

Moved by: Connolly

That the Operational Plan for Community Futures West Yellowhead be adopted and implemented for the fiscal operating year April 1, 2009 to March 31, 2010, and that it be forwarded to Western Diversification for approval.

CARRIED

INTRODUCTION

The Operating Plan provides Western Economic Diversification with insight into the goals, accomplishments and realities of your Community Futures Development Corporation, forms the basis for our funding relationship, and provides an action plan for your CF.

The Operating Plan is based on a multi-year Strategic Plan (normally five-years) with some sections requiring annual updates. All other sections should be updated annually if important changes occur. The performance indicators will need to be updated annually.

The flow is from long-term goals to strategies to short-term activities. Your CF's Strategic Plan sets long-term goals and the Operations Plan gives the short-term strategies to achieve specific accomplishments for the current year. The operating plan is submitted annually.

Please note that although you can use your own format as long as the information required is presented in an understandable manner and the linkages are made to the strategies and goals, it is preferable that you use the template format (Attachment "E") to lay out your plan for the coming year.

1.0 BASIC INFORMATION (Annual)

1.1 Basic information:

CF Legal Name: Community Futures West Yellowhead
Mailing Address: 221 Pembina Avenue, Hinton, AB T7V 2B3
Location Address: Same As Above
Phone Number: 780.865.1224
Fax Number: 780.865.1227
E-Mail: info@cfwestyellowhead.com
General email address: same
Manager's email address: Jason.paterson@cfwestyellowhead.com
Chairperson's contact information, including email address:

Gordon Frentz
9341 Berge Drive, Grande Cache, AB. T0E 0Y0
1-780-827-2671 gfrentz@telus.net

Web site: www.cfwestyellowhead.com

1.2 List of Staff (Annual - please use existing phone lists if possible)

Name	Position	Phone Number	Core Staff	% of Salary covered by WD
Jason Paterson	Executive Director	865.1224	Yes	100%
Donna Humphrey	Office Administrator/ Service Canada	865.1224	Yes	0%
Yvette Donais	Business Analyst	865.1224	Yes	100%
Carol Kihn	CED Coordinator	865.1224	Yes (0.6 time)	100%

1.3 Board of Directors (Annual)

Name	Email Address	Phone Number	Position	Representing	Expertise
Gordon Frentz	gfrentz@telus.net	827.2671	Chair	Town of Grande Cache	Small Business
Ian Duncan	ian@yellowheadtours.com	865.1290	Vice-Chair	Town of Hinton	Tourism
Louise Connolly	lconnol1@telusplanet.net	723.3350	Sec/Treasurer	Town of Edson	Small Business
Vic Beland	beljoan@telus.net	827.3896	Director	Town of Grande Cache	Small Business
Ralph Melnyk	rmelnyk@town.jasper.ab.ca	852.8626	Director	Town of Jasper	Tourism
Brenda Zinck	binck@town.jasper.ab.ca	852.3882	Director	Town of Jasper	Training
Stephen Mitchell	hgcgolf@telus.net	865.2790	Director	Town of Hinton	Small Business
Leigh Friesen	freeze-hotmusic@telus.net	723.1539	Director	Town of Edson	Small Business
Larry Richter	lrichter@yellowheadcounty.ab.ca	693.2222	Director	Yellowhead County	Community
George Webster	georgewebster@xplornet.com	727.4370	Director	Yellowhead County	Small Business

2.0 DESCRIPTION OF ORGANIZATION

2.1 Please provide information on how your organization is structured and operates:

Included in this section:

- **Organizational Structure**
 - Board Governance
 - Executive Committee
 - Investment Review Committee
- **Areas of Responsibility**
 - Executive Director
 - Office Administrator
 - Business Analyst
 - Community Economic Development Coordinator
- **Staff and Board Training Plans**
- **Subsidiaries and Related Entities**
- **Community and Government Partners**
- **Community and Government Funding Partners**
- **Programs and Services**

Organizational Structure

Community Futures West Yellowhead's (CFWY) volunteer Board of Directors is appointed annually from 5 local shareholder municipalities within the region. The shareholder municipalities are the:

- Town of Grande Cache
- Town of Jasper
- Town of Hinton
- Town of Edson
- Yellowhead County

Each Shareholder annually appoints 2 elected Municipal Officials to the Board of Directors. The appointments to the Board of Directors are officially sanctioned according to the current federal process that governs Community Futures West Yellowhead. Through Municipal appointments, the Board of Directors maintains a geographic as well as community representation of the West Yellowhead Region. Once appointed, Board members are accountable to their Municipal Councils on the activities of the Community Futures organization and serve as ambassadors in the municipalities for the Community Futures Program.

Board Governance:

The governing style of the board of directors focuses on strategic leadership that will emphasize:

- The future rather than the past or present;
- A clear distinction between the role of the Board of Directors and Staff;
- Pro-active rather than reactive decision-making.

In this spirit the Board of Directors is:

- Accountable to the shareholders for competent, conscientious, and effective accomplishment of its obligations in accordance with the organization's mission and values. It will allow no officer, individual, or committee of the Board to usurp this role or deter this discipline.
- Responsible for the long-term impact of the organization, not for the operational aspects of the organization.
- To direct, control, and inspire the organization through the careful deliberation and establishment of policies. The Board will initiate policy and not merely react to staff initiatives.
- To enforce upon it whatever discipline is needed to govern with excellence:
 - Attendance at meetings
 - The treatment of individual Board Members with dignity and respect
 - Respect clarified roles
 - Speak with one voice and not stray from rigorous governance
- To monitor and regularly discuss the Board's own process and performance. Ensure the continuity of improvements through some systematic review and updating of Governance Style Policies.

The Board of Directors has two official operational committees, the Executive Committee and the Investment Review Committee. The Board of Directors also has a third project based committee tasked with the delivery of the Leadership West Yellowhead program. Other committees are structured on an adhoc basis.

Executive Committee:

Each year the Board of Directors elects an Executive Committee which is comprised of a Chair, Vice Chair and Secretary Treasurer.

The terms of reference and areas of responsibility for the Executive Committee are:

- At least annually, review and ensure a full understanding of the Corporation's Memorandum and Articles of Incorporation. Where appropriate, recommend to the board necessary updates and/or deletions. Members are asked to be familiar with and to support the strategic plans, initiatives and policies of Community Futures West Yellowhead;
- Oversee and provide specific in-put to the general operating policies and By-Laws of Community Futures West Yellowhead as recommended, implemented and administered by the Executive Director;
- Oversee and provide specific in-put to the development and ongoing management of Community Futures West Yellowhead operating budgets and contracts as recommended and administered by the Executive Director;
- Manage the hiring, evaluation, compensation and other HR policies relating to the Executive Director;
- At least annually, review the performance of the Executive Director and, when appropriate, approve actions to adjust the Executive Director's compensation

- package, personal development, other rewards and/or remedial action. The Executive Committee will keep the full board advised of its actions in these matters;
- Provide the board with recommendations and guidance on strategic planning, program direction, program implementation and partnership development;
 - Ensure the Corporation operates within;
 - The mandate of the Community Futures Program
 - The Corporation's Memorandum & Articles of Incorporation
 - The Board's Governance Model
 - All Funding Contract specifications

Investment Review Committee:

Nominations are accepted by the Board of Directors from the Municipal Governments and are considered for appointment to the Investment Review Committee (IRC). These nominations may be community members or members of the Board of Directors. The current bylaws stipulate that the Investment Review Committee is comprised of up to 10 members, but in any event must have a minimum of 2 Community Futures Board Members. IRC Members have a sound knowledge of small business matters including an understanding of business finances and financial statement analysis, an understanding of their community economic conditions and have a strong desire to support local and regional economic development through job creation programs.

The terms of reference and areas of responsibility for the Investment Review Committee are:

- Oversee the operations of the Investment Program of which the main areas of responsibility are:
- Adjudicating and/or concurring on business loans of up to:
 - \$150,000 - general small business loans;
 - \$150,000 - small business loans for persons with a disability;
 - \$ 25,000 - youth small business loans - 18 to 29 years of age;
- Monitoring & Managing Community Futures West Yellowhead Loan Portfolio along with the associated bank account(s);
- Assess loan applications for ratification or rejection of business loan recommendations as presented by Community Futures West Yellowhead Staff. The Community Futures Investment Program is a Developmental Lending Program and therefore loan applications will traditionally be high risk. It is the role of Community Futures to take calculated risk in its' loans based on the character, business plan and experience of the individual;
- Monitor investment reports and financial documents of the investment portfolio ensuring that:
 - delinquent accounts are being managed within policy,
 - delinquent accounts and potential write-offs are provided due attention
 - return on investment is as per agreed upon annual goals and that discrepancies are rationalized to the committees satisfaction
 - all bank accounts are properly administered and reconciled

- Provide recommendations to the Community Futures West Yellowhead Board of Directors in matters of personnel development, small business development and marketing of IRC programs;
- Maintain Community Futures West Yellowhead Loan Policies at a current and relative state recommending changes to the board where appropriate;

AREAS OF RESPONSIBILITY:

The Board of Directors has one employee, the Executive Director, who is responsible to carry out the Annual Operation Plan of the Board. The Executive Director is responsible to report on a regular basis to the Board on the activities and budget-to-date. The Executive Director has a team of 3 staff persons with whom they work to meet the objectives of the organization.

Community Futures West Yellowhead Operations Team

Executive Director - Jason Paterson

The Executive Director is responsible for the leadership of the Operations Team and the execution of the organization's annual operations plan. With this responsibility, the Executive Director is tasked with the budgeting, reporting, management and community accountability of the organization.

Office Administrator - Donna Humphrey

The Office Administrator is responsible for accurate and timely record keeping of the organizations financials. The Office Administrator is responsible for the monitoring of employee timesheets, office supplies and execution of business training services. As well, the Office Administrator is to work with the Executive Director to ensure timely and on-going communication with the Board of Directors. Finally, the Office Administrator is tasked with the execution of the Service Canada contract held by Community Futures West Yellowhead and first contact with all CFWY clientele.

Business Analyst: Yvette Donais

The Business Analyst is responsible for assisting clients with business counselling, business planning, and making recommendations for lending opportunities. The Business Analyst is responsible for client follow up and ensuring accurate client financial reporting as well as managing Loan Applications and IRC proposals.

Community Economic Development Officer - Carol Kihn

The Community Economic Development Officer (CED Officer) is responsible for implementing rural diversification initiatives to address the needs and concerns in the communities in the West Yellowhead region. These include but are not limited to Junior Achievement, Rural Diversification planning and Leadership West Yellowhead support.

STAFF & BOARD TRAINING

In April of 2009, the Board of Directors will create a Board Training Plan based on their needs for the upcoming year. It is through this plan which training will be planned. A budget is set aside for Board Training on an Annual Basis.

Each individual staff member is given a budget to carry out training throughout the year. Training carried out by staff is required to meet the needs of organization, the future goals of the organization and their personal training and career goals.

Community Futures West Yellowhead supports Community Futures Network of Alberta's professional development programming. All efforts are made to attend training sessions provided. It is also the ambition of CFWY to have every employee attain Pan West Basic Certification for each position.

SUBSIDIARIES AND RELATED ENTITIES

Leadership West Yellowhead began as a project of CFWY. The program was conceived as a means of developing a wider base of leadership across the region. Seed funding was received from Western Economic Diversification Canada, through the Rural Community Economic Development (RCED) Initiative, as well as from the Rural Secretariat, and Alberta Employment Immigration & Industry.

Into its second year, Community Futures West Yellowhead continues to support the program as its host organization of the program which operates on a break even budget. For more information see www.leadershipwestyellowhead.com.

COMMUNITY & GOVERNMENT PARTNERS

Over the years, Community Futures West Yellowhead has established a number of project partners. It is the belief of Community Futures West Yellowhead that in order for the Board of Directors to attain the goals that are set each year, the organization must develop partnerships to attain these goals. On a regular basis, Community Futures West Yellowhead works with the following project partners:

- Alberta Employment Immigration and Industry(AEII)
- Regional Economic Development Authorities (REDA)
 - Grande Alberta Economic Region (GAER)
- Municipal Governments
- The Business Link
- Economic Development Committees
- Canadian Youth Business Foundation
- Business Development Bank of Canada
- Chambers of Commerce
- Regional Employment Centers
- Western Economic Diversification Canada

Community Futures West Yellowhead also believes in working closely with other Community Futures organizations. Over the past 3 years, the organization has engaged in 9 major projects with other Community Futures organizations. Board Member Louise Connolly has also represented community Futures West Yellowhead provincially for the past 5 years. In the fall of 2008 she stepped down and our board member Ian Duncan now represents CFWY provincially on the CFNA board. Community Futures West Yellowhead strongly asserts that accountability, shared services and regional collaboration are integral to the future success of

the program and that through regional Community Futures service delivery, Rural Diversification will truly be achieved.

COMMUNITY & GOVERNMENT FUNDING PARTNERS

Community Futures West Yellowhead has several funding partners that support the ongoing operations and projects of the organization. From time to time, additional funding partners may arise for one-time projects.

Funding Partners

Community Futures West Yellowhead receives core funding from **Western Economic Diversification** for the Operations of the organization including Business Lending, Training, Counselling and Rural Diversification Services. The organization is responsible to WD through regular communication, quarterly reporting and support for WD sponsored initiatives. Funding from Western Economic Diversification is received on a quarterly basis based on a pre-established budget. The contract under which this funding is received is entering the 5th year of a 5 year agreement.

Community Futures West Yellowhead receives funding from **Service Canada** for the management of a Service Canada Community Office. Community Futures West Yellowhead is responsible to Service Canada through monthly reports. Funding from Service Canada is received on a monthly basis based on a pre-establish budget. The contract under which this funding is received is entering the 3nd year of a 3 year agreement.

Continuing in 2009, Community Futures West Yellowhead will receive \$5000 annually for 2 years from the **municipalities of Hinton, Grande Cache, Edson, Jasper, Yellowhead County and Woodlands County** for the operation of the Leadership West Yellowhead program. This funding is received upon invoice and is used solely for the program. This funding is not used for any Community Futures operations or administration and as a result is not included in the WD related Core Budget.

Community Futures West Yellowhead entered a **Junior Achievement** contract for \$10,000.00. Junior Achievement is a key program for the future development of the youth of the region and meets the objectives of the organization. The funds will be used to offset operation incurred in rolling out the program. (This contract is for the 2008/09 school year and will be renegotiated for the following year)

PROGRAMS & SERVICES

Community Futures West Yellowhead provides the following technical, counselling, funding and rural diversification services to small business enterprises and municipalities within the West Yellowhead Region.

Technical Services and Entrepreneurial Training

- A. A complete resource library for the small businessperson, including access to the Business Link Library

- B. Information on government, corporate, and private sources of financing for proposed business opportunities.
- C. Information on Government assistance available to solve individual business problems.
- D. Provide access to the Business Link Brown Bag Lunch presentations through the ELC video conferencing units
- E. Training for youth entrepreneurs through the Northern Alberta Youth Entrepreneurship Camp
- F. On-line training resources for small business through the Podcasts for Business project
- G. Training for youth on the benefits of entrepreneurship through the Junior Achievement program

Access to Capital

- A. Access to loans for Business Start-ups, Expansion and Acquisitions up to \$150,000
- B. Access to loans for Business Beautification at a preferred interest rate in cooperation with local municipalities
- C. Access to loans for Non-profit organizations showing a strong community benefit at a preferred interest rate

Business Counselling

- A. In depth counselling assistance in areas of finance, financial controls, merchandising and other business operating procedures.
- B. Provide financial expertise and assistance in the preparation and/or analysis of cash flows, business plans, and financial statements.
- C. Provide management counselling for Succession Planning, Growth Management, Human Resource Management, Technology Integration, Export Development and others.

Rural Diversification

- A. Provide Leadership Training to prepare the next generation of individuals who will lead the diversification and growth of the region
- B. Provide facilitation services to community groups, economic development committees
- C. Provide assistance in the development of strategic plans, and provide some resources in the implementation of those plans
- D. Work with Municipal Governments, and elected officials in determining the needs of the community and providing assistance in the delivery of those services
- E. Work with Municipal Administrations and Partners to implement projects and resources to meet the needs of the communities and region

In order to provide the best expertise, Community Futures West Yellowhead maintains a liaison with existing agencies. The organization attempts to minimize the duplication of services by developing and maintaining consultation activities with other Government and commercial initiatives. Technical Assistance to partner organizations and their clients include:

- A. Counselling in marketing, finance and day-to-day business operating procedures.
- B. Counselling in preparing business plans, cash flows and financial projections/performance statements.
- C. Management Counselling.
- D. Information on other sources of financing (public and/or private).
- E. Information relating to Small Business Development courses.

Over the past eleven years, Community Futures West Yellowhead has been using The Exceptional Assistant (TEA) program that accurately tracks the involvement of the CFDC in specific projects, tasks completed, and time invested. Some of the other information that this system tracks, is provided to the board for their information (such as the type and amount of services offered, including the time that is spent with the clients of the CFDC). This allows the office to track the information that is required when talking to stakeholders in our region. The development of this software and the ongoing enhancements give the office up to date information that is required by our funding partner, Western Economic Diversification. This TEA program automatically tracks all this information, and produces the quarterly report required by Western Economic Diversification.

The organization is responsible to the communities in the West Yellowhead region. The organization is held accountable through community representation on the Board of Directors and Investment Review Committee as well as the sharing of the Operational Plan with Municipal Councils, community organizations and regional partners.

Community Futures West Yellowhead is responsible to the Community Futures program and its role in the Western Canada Business Service Network. Through support of Community Futures Alberta, and its activities, as well as our partnership with The Business Link, Community Futures West Yellowhead recognizes the importance of this network and its' role in growing community capacity in Alberta.

2.2 Please provide dated copies of your CF's policies (required once only every five years unless there are changes) related to:

The policies for the organization have not been changed significantly in the past two years.

The current General Policy Guidelines were submitted with the 2007-08 Operations Plan and covered the following areas:

- Purpose of the General Policy Guidelines
- Definitions
- Organizational Structure
- Community Futures West Yellowhead
- Operating Policies of Community Futures West Yellowhead
- Community Economic Development
- Business Counselling
- Investment Loan Policies
- Entrepreneurial Training Programs
- Accounting and Financial Control Policy

Submitted with the 2007-08 Operations Plan was the policy related to the Role of the Board of Directors and Committees. They are:

- Board of Directors Job Description
 - Executive Committee
 - Investment Review Committee (IRC)
- Board Governance
 - Board Chair
 - Executive Committee
 - Investment Review Committee
 - Executive Director
- Assessment
 - The Board of Directors and its Chair
 - The Executive Director
- Code of Conduct

The Articles of Association for Community Futures West Yellowhead, which contains the conflict of interest, was submitted with the 2007-08 Operations Plan.

2.3 Please provide a description of your CF's service area including:

- Demographic information

Population by Age and Gender	Hinton	Edson	Jasper	Grande Cache	Yellowhead County	Total
Age 0-4	655	545	175	245	550	2170
Age 5-14	1425	1160	455	590	1450	5080
Age 15-24	1415	1275	790	455	1200	5135
Age 25-34	1360	1225	765	485	1000	4835
Age 35-44	1605	1255	725	610	1515	5710
Age 45-54	1620	1255	685	590	1785	5935
Age 55-64	910	690	355	455	1280	3690
Age 65-74	460	380	165	250	805	2060
Age 75 and Older	285	310	140	95	445	1275
Median Age	35.1	33.8	34.3	36.9	41.2	
Total	9738	8098	4265	3783	10045	35890

- Source: Statistics Canada 2006 Census
-

Industry Statistics	Hinton	Edson	Jasper	Grande Cache	Yellowhead County	Total
Total Labour Force	5365	4290	2975	1840	5480	19950

Agriculture and other resource based industries	860	785	30	335	1490	3500
Manufacturing	1085	615	120	265	1075	3160
Wholesale and Retail Trade	885	730	330	220	560	2725
Finance and Real Estate	140	130	100	45	145	560
Health and Education	625	625	180	155	540	2125
Business Services	560	525	460	255	790	2590
Other Services	1210	885	1760	565	875	5295

- Analysis of the strengths, weaknesses, opportunities and threats of your service area.
- On December 5, 2008 Community Futures West Yellowhead hosted its strategic planning session. To ensure that the plan met the needs of the region as well as to create a seamless transition to project based activity with the municipalities and partner organizations, the Board of Directors invited the Mayors and CAOs from each of the shareholder communities as well as two partners, the Grande Alberta Economic Region and Yellowhead Region Education Consortium. At this meeting, the group was presented the accomplishments of Community Futures West Yellowhead and was led through a discussion of a collective 10-year vision for the West Yellowhead region. This session was the first in a process towards creating a Regional Economic Diversification Plan. A review was conducted of the previous year's SWOT analysis, it was agreed that the following was accurate.

Below is the SWOT analysis from that meeting.

Strengths

- Gateway (port)
- Financial Stability
- People (leadership/entrepreneurial)
- Raw resources
- Diversified Industries
- Global Location
- Potential for Diversification
- Pipeline
- Major highways
- Strong working relationships
- Major railroads
- 3 airports
- Technological (oil/gas)
- Good communications infrastructure
- Strong medical services
- Education
- Tourism (Recreation/Outdoor)

Weaknesses

- Overregulated
- Distance between communities and to major centre
- No big tourism magnet
- Resource dependence
- Conflicting priorities
- Crown land ownership (green zone)
- Limited corporate philanthropy of non-locally owned companies
- Small marketplace
- Transient workers
- Unable to fully take advantage of traffic
- Investor shortage
- Poor planning (forest management)
- Entrepreneurial shortage (mindset)

- Apathetic attitude towards environmental concerns
- Cyclical industry
- Lack of non-resource based industry (little value added)

Opportunities

- Internationalization
- Cost/Revenue Sharing (tremendous fiscal resources)
- Lifestyle of workers
- Cooperation
- Prince Rupert Port
- Manufacturing (value added)
- 2010 Olympics
- Water
- Mountain Pine Beetle – Innovation due to need for change
- Infrastructure (hotels, restaurants)
- Beautification efforts
- Industry tourism (coal, pulp, agriculture, oil/gas)
- Tourism cooperation

Threats

- Environmental Degradation
- Sparse population for size
- Kyoto Protocol
- Mountain Pine Beetle
- Protectionism (entitlement) mindset
- Softwood lumber agreement
- Crumbling infrastructure
- High Input Costs – agriculture
- Diminishing water supplies
- Out-migration of population (youth)
- Shortage of unskilled / skilled workers
- Changing global economy
- Downturn – oil/gas
- Changing demographics
- Leadership capacity disengaged
- Terrorism
- Affordable housing
- Canadian dollar
- High Construction Costs
- Bureaucracy
- Outsourcing

2.4 Community Accountability

Each year, the Board of Directors holds a strategic planning session to discuss the current status of the region and to evaluate the direction of the organization. It is at this time that the Board, when necessary, adjusts the organization's direction to meet the needs of the region. The board has a well-established governance policy in place as a result of this annual strategic planning session.

As mentioned previously, the Board of Directors is representative of the region as a whole. Through their election and service as municipal officials they are well informed of the needs of their communities. It is through their municipal appointments and activities that Community Futures West Yellowhead ensures its annual plan meets the current and future needs of the region.

As well, annually, Community Futures West Yellowhead invites the Mayors and CAOs from each of the municipalities to the Strategic Planning Session. Also invited are partners the Grande Alberta Economic Region (GAER) and Yellowhead Region Education Consortium. This is done to ensure that the plan of Community Futures West Yellowhead met the needs of the Municipalities as well as was aligned with the plans of partner organizations

- Is the following public information posted on your CF's public web page and kept current:
 - i. Your organization's annual audited financial and annual report in either its entirety or in a summary format or, at a minimum, a notice is posted on the partner's public website with information on the process the public may follow in order to gain access to this public information? **YES**
 - ii. A current listing of the names of your organization's Board of Directors (addresses and contact information not required)? **YES**
 - iii. A summary description of your organization's corporate policy with respect to the appointment and/or election of members to its Board? **YES**

Please describe any other efforts to ensure that your CF remains accountable to your community(ies).

SEE ABOVE

3.0 VISION

Vision Statement

“West Yellowhead Region will be a community that is innovative and diversified”

Mission Statement

“Growing Communities One Idea at a Time”

Key Focus Area - Business Development: Increase Entrepreneurship in the West Yellowhead Region

Objective a) Increase business development in the West Yellowhead Region

Objective b) Develop the culture of entrepreneurship within the West Yellowhead region

Objective c) Innovate Access to Capital in West Yellowhead Region

Objective d) Increase LWY program w/ focus on the characteristics of a ‘leader’ in entrepreneurs (entrepreneurial spirit)

Key Focus Area - Rural Diversification: A diversified West Yellowhead regional economy

Objective a) Work with shareholders and partners to create a Rural Diversification plan for the West Yellowhead Region

Objective b) Support and develop strategies that will lead to increased tourism business opportunities in the region

Objective c) Work with industry to identify areas of value-added opportunity in region

Objective d) Continue to promote a Culture of Innovation and Leadership within West Yellowhead Region

Key Focus Area - Operations: Increased Operational Efficiency of Community Futures West Yellowhead

Objective a) Cooperative sharing of CF resources between CF regions - communications, sharing expertise

Objective b) Increase awareness of the Community Futures program by leveraging provincial marketing campaign

Objective c) Address how employee numbers affect ability to serve region and explore possibility of satellite employees

4.0 ACCOMPLISHMENTS FOR PREVIOUS FISCAL YEAR

4.1 Review of previous 12-month activities -

Performance Target Activity 2008

Output	2008/09 Target	3 rd Quarter Total	Discussion	Project ion
# Projects or activities improving leadership and/or expertise	13	14	Achieved	15
# Instances facilitating community involvement	7	24	Achieved	26
# Partnerships developed/maintained	35	66	Achieved	70
# Advisory services provided to clients	580	620	Achieved	660
# Training sessions delivered	70	103	Achieved	120
# Clients trained	150	153	Achieved	165
# Total volunteers	12	25	Achieved	28
# Total hours committed by volunteers	500	288	Ongoing	425
# Loans Approved	9	7	On Target	10
\$ Loans Approved	\$700,000	\$681,000	On Target	\$725,000
# Instances of increased community stability	10	3	Under Review	5
# Instances of increased capacity in community organizations	15	40	Achieved	43
# Jobs created/maintained/expanded	30	40.5	Achieved	46
# Enhanced community services or facilities	3	0	Under Review	1

Community Futures West Yellowhead underwent a management change in 2008. This did influence our target performance to an extent, though upon 3rd Quarter review it does appear that we are well on our way to meeting and in some cases exceeding our goals for this fiscal year

PLEASE SEE ATTACHED EXECUTIVE DIRECTORS REPORT FOR DECEMBER 2008 FOR DETAILED YEARTODATE ACTIVITY

If your Board has provided any loans over \$150, 000, please report the number of loans over this amount, value of each loan, and provide the rationale by which these loans have been awarded by your CF. NONE

2008/2009 Success Stories

1. Leadership West Yellowhead had a successful inaugural year with 12 graduates after the development of a sustainable program model. Community Futures West Yellowhead created the program as a CED project and it will now work towards a 'self sustaining, standalone entity over the next 3-5 years. The program was awarded the Gold, Ministers Award for Excellence and Innovation at this year's CFNA Symposium and has recently been nominated for a National Award at the 2009 Community Futures National Event.
 2. Marc LeBlanc (Youth Client) owns and operates the Liquor Lodge Inc. Marc's vision was to provide a new higher end outlet in Jasper. Our office assisted in financing start up costs for the project and the business opened its doors in mid December 2007. Original revenue projections for first year were \$1.2 million and the business has exceeded this and is showing a profit.
 3. Kristine Haslett owns and operates Insignia Salon & Spa situated at the Jasper Park Lodge. This is a high end salon & spa catering mainly to hotel guests. Kristine originally obtained financing through us as a youth client for initial start up of a hair & esthetic s salon in the Lodge. She had an opportunity to expand her business by purchasing an existing spa in the Lodge and obtained financing again through our office. Kristine is doing very well and has moved her esthetics services into another area at the Lodge. She has maintained professional staff and has been successful in running her business in 3 different areas of the Lodge & now runs a complete high end salon & spa.
 4. Rebecca Herman owns and operates All Terrain Fitness Inc. in Hinton. Rebecca's vision was to offer a fitness program as well as motivational coaching & focusing on community needs. Our office assisted originally with Business Plan coaching. She then approached our office to finance equipment for start-up. Rebecca is very focused on working with the community and providing motivational fitness coaching. She has landed speaking engagements with local school groups focusing on youth fitness and wellness. She has also obtained a contract with Fox Creek Development designing a health and well being program for aboriginal women. She continues to offer various fitness programs to the general public & has a dedicated client base.
- 4.2 Please describe your CF's community involvement for the previous fiscal year i.e. 2008/2009.

- Describe how you obtained input from the community and incorporated the input into your CF's plans. Give examples.

Every December, Community Futures West Yellowhead invites the Mayors and CAOs from each of its stakeholder municipalities to their Strategic Planning Session. Also invited are partners the Grande Alberta Economic Region (GAER) and Yellowhead Region Education Consortium. This is done to ensure that the plan of Community Futures West Yellowhead met the needs of the Municipalities as well as was aligned with the plans of partner organizations.

Through ongoing operations we are continually meeting with partner entities and clients, while doing so we are probing to ensure that we are aligned with their needs and our relevancy continues.

- Give examples of what you did in 2008/2009 to report back to your community.

A monthly practice of our Board of Directors is to report back to their municipal councils on Community Futures West Yellowhead's current events. We also report to our stakeholders through press releases, presentations to Chambers of Commerce and through our marketing campaigns.

- Describe how your Board of Directors is reflective/represents the make up of your CF's community in 2008/2009.

Community Futures West Yellowhead's (CFWY) volunteer Board of Directors is appointed annually from 5 local shareholder municipalities within the region. The shareholder municipalities are the:

- Town of Grande Cache
- Town of Jasper
- Town of Hinton
- Town of Edson
- Yellowhead County

Each Shareholder annually appoints 2 elected Municipal Officials to the Board of Directors. The appointments to the Board of Directors are officially sanctioned according to the current federal process that governs Community Futures West Yellowhead. Through Municipal appointments, the Board of Directors maintains a geographic as well as community representation of the West Yellowhead Region.

- 4.3 Please identify and provide a summary of RDI applications that have been approved by your CF and the RDI Adjudication Committee.

Five Project ideas were brought to the RDI team, all of which were determined not to be within RDI criteria. CFWY will continue to forward ideas.

5.0 CORE SERVICES, OBJECTIVES, PRIORITIES & ACTIVITIES FOR THE NEXT FISCAL YEAR (Annual plan)

This section provides your plan for the coming year.

- 5.1 For each of your CF's strategic goals, please identify the objectives (strategies to achieve goals) and supporting activities (short term projects) in columns 3, 4, 5 of Attachment "E".

PLEASE SEE ATTACHED 2009/2010 TARGETS

5.2 Inclusivity

Community Futures West Yellowhead has in the past and will continue to provide services to all sectors of our community members. Our services, when promoted do not distinguish between the sectors, and we provide full accessibility to all the programs, services and path finding to all residents. The only sector that does not receive full access are the francophone, however, we do have a bilingual staff member that has assisted in the delivery of services in the past.

5.3 Please describe any strategies/activities that your CF may employ to support the social economy and social economy enterprises. (*"This is optional, however if your CF intends to provide support to social enterprise development, please describe."*)

The strategy for Community Futures West Yellowhead will be to work with the Municipalities and social development organizations to determine the needs in the West Yellowhead Region.

We will work with identified organizations who work within the "Social Economy" through assistance with planning and development of programs designed to address current issues

5.4 Planned projects and priorities.

1. Community Futures West Yellowhead's number one priority is to increase its Loan Portfolio. We consider this to be a rebalancing of priorities over the next few years. As an organization we have been very strong on our CED focus and will be realigning resources to elevate our lending activity.
2. Leadership West Yellowhead (LWY) will remain a high priority of our office.
3. Continued participation with Hinton's Post Secondary Study. This is a project in partnership with the Town of Hinton and the Yellowhead Region Education Consortium. We have now brought the project from planning stages to implementation, as the study is now underway by our contracted consultants. The goal is to better understand the need and feasibility of a post secondary education facility in Hinton.
4. CFWY will be active with our local REDA's Pine Beetle Strategy. Our commitment to this effort will be in the assistance with developing diversification plans for the communities in our region.
5. Through LWY, our local REDA, the Hinton Chamber, and AEI we will be working on the development of a regional speaker series. Topics will center on business development and economic diversification.

5.5 Please identify and provide a summary of any RDI applications that are planned or that you anticipate will be submitted.

This is an ongoing process; we continually assess every project which we are involved with for its applicability to RDI.

6.0 PERFORMANCE INDICATORS (Annual)

6.1 Performance target/budget information is required for the coming fiscal year for the following 14 indicators:

# Projects or activities improving leadership and/or expertise	12
# Partnerships developed/maintained	35
# Advisory services provided to clients	550
# Training sessions delivered	80
# Training session participants	625
# Volunteers leveraged	40
# Volunteer hours leveraged	500
# Instances facilitating community involvement	30
# Instances of increased capacity in community organizations	17
# Enhanced community services or facilities	3
# Instances of increased community stability	6
# Jobs created/maintained/expanded	55
# Loans approved (note both Total Investment Fund and Repayable EDP Investment Fund):	
12	
# Loans to new businesses and other investments approved where initial disbursements made +	
	5
# Loans to existing businesses and other investments approved where initial disbursements made	
	7
\$ Value of all loans and other investments approved where initial disbursement made (note both Total Investment Fund and Repayable EDP Investment Fund)	\$850,000.00

Once agreed to by the CFDC and WD Officer, the targets for the 14 indicators must be entered into the Performance Measurement Tool (PMT), that is, "The Exceptional Assistant" (TEA). In order to do this, please log into the WD PMT; open the WD PMT, and create a 'New Target' report for this time period. Note that all information must be entered manually.

Your performance targets will only be accepted if they have been entered into the PMT. They must be entered in the 2009 year. Therefore, you must attach the "print out" of your CF's targets for fiscal year 2009/2010 that your CFDC has inputted. Only the "Print-out" of your CF's targets will be accepted as part of your Operations plan. Other indicators contained in the PMT are for the internal use of your CFDC. If an indicator will not be used, please enter a target of "0".

6.2 Community Economic Development:

2 CED Projects for the upcoming year include:

- **Leadership West Yellowhead**

Leadership Yellowhead West is a 7-month program developed to increase leadership capacity at a business and community capacity in the region. Made up of 2 two-day retreats and 7 one-day learning sessions (held monthly), participants will be taught leadership skills which will allow them to create change and innovation. Individuals will learn how to motivate, communicate and cooperate. When individuals join the program, they'll immediately become part of a network of like-minded individuals from throughout the region – people they can work with to enrich their organization and your community. The program is led by a volunteer steering committee and managed by Community Futures West Yellowhead.

Results for upcoming year:

- 18 Individuals Trained
- 9 Learning Days Completed
- 1 Major Speaking Event

- **Northern Alberta Entrepreneurship Youth Camp**

The Northern Alberta Youth Entrepreneurship Camp is a joint project between 13 Community Futures offices. The goal of the camp is to instill the spirit of entrepreneurship within 50 + children between the ages of 13-15 in Northern Alberta. For the West Yellowhead Region, the organization commits to assisting with the development of curriculum for the camp, sending 1 volunteer and sending 5 campers from the region.

Results for upcoming year:

- 1 volunteer attend
- 5 campers attend

6.3 Minimum Performance Standards:

In an ongoing effort to enhance overall performance and performance reporting, we are asking you to pay particular attention to the following key performance measures which are directly linked to the key goals of the Community Futures Program and for which core funding has been provided to your CFDC:

550 Business Advisory services provided to clients
80 Training sessions delivered
625 Clients trained
12 Loans Approved
\$850,000 Loans Approved

WD Officers will be responsible for ensuring that each CFDC has established targets that reflect its potential to meet their community needs. These targets will meet or exceed the **Minimum Performance Standards** (discussed in the next section) that will be established in each of the five areas noted above.

Community Futures West Yellowhead
Fiscal Year: 2009/2010
OPERATIONAL PLAN

During the year, WD Officers will review CFDC performance against these targets and will identify with your CFDC any significance variances in order to ensure that your CFDC will have an opportunity to address performance issues that may emerge.

The following chart displays the minimum performance standards that must be met or exceed by each CFDC. Please note that there are two sets of Minimum Performance Standards: basic numerical targets and a percentage of performance targets. The approach that yields the highest minimum targets will apply to your CFDC.

The process of setting overall performance targets should take into account considerations such the CFDC's historic performance, status and trends in your region's economy, activities of other business service providers, needs of your community(ies), capacity of the CFDC and so on. Note, both the CFDC and the WD Officer must agree to the final overall performance targets.

Minimum Performance Standards

Area	Performance Indicator	Standard	
		Greater of Columns (1) or (2)	
		(1)	(2)
<i>Lending Services</i>			
	Number of Loans	Minimum of 6	75% of performance targets* for 09/10
	Dollar Value of Loans	Minimum of \$200,000	75% of performance targets* for 09/10
<i>Business Advisory Services</i>			
	Combination of # of Advisory Services & Clients Trained	Minimum of 116	75% of performance targets* for 09/10
<i>Community Economic Development</i>			
	Number of CED Projects that are fully reported to WD	Minimum of 2	75% of performance targets* for 09/10
	Number of Community Plans (Initiating, leading or participating in a community plan <i>or</i> public participation in a Community Futures plan)	Minimum of 1	75% of performance targets* for 09/10

* Negotiated with WD Business Officer

7.0 FINANCIAL

7.1 BUDGET FORECAST and CASH FLOW (WD CORE FUNDING) REQUIREMENTS

Please provide your CF's total budget (revenues and expenses) forecast for the coming year, shown by quarters. For sources of revenue, please include WD core funding, interest transfers (please refer to Attachment "B" *Special Conditions* of the contract), 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.

Note: The following budget is an Excel imbedded template.

**Community Futures West Yellowhead
Fiscal Year: 2009/2010
OPERATIONAL PLAN**

Operations Budget (Total Operations) 2009-10					
	<i>1ST Quarter Apr-Jun</i>	<i>2nd Quarter Jul-Sep</i>	<i>3rd Quarter Oct-Dec</i>	<i>4th Quarter Jan-Mar</i>	<i>TOTAL</i>
CASH RECEIPTS - REVENUES					
Total WD Contribution**	73,741	73,741	73,741	73,741	\$294,963
Service Canada	9,356	9,356	9,356	9,356	\$37,422
Juinior Achievement	3,500	3,000			\$6,500
Other Revenue	5,725	2,525	4,425	2,725	\$15,400
Other Revenue					\$0
Interest Transferred from Investment Funds Specify Fund					\$0
Interest Transferred from Investment Funds Specify Fund					\$0
Interest Transferred from Investment Funds Specify Fund					\$0
Interest Transferred from Investment Funds Specify Fund					\$0
Interest Transferred from Investment Funds Specify Fund					\$0
Total Revenues	\$92,321	\$88,621	\$87,521	\$85,821	\$354,285
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	53,950	54,910	54,925	55,235	\$219,020
Operating	21,436	20,217	24,649	20,120	\$86,421
Travel, Meals and Accommodations	6,900	6,300	7,250	6,000	\$26,450
Professional Services	150	150	150	6,650	\$7,100
Marketing	1,576	2,295	663	1,408	\$5,942
Business Development	571	184	184	184	\$1,122
Video Conferencing	4,136	660	222	531	\$5,550
CED			2,681		\$2,681
Total Expenditures	\$88,719	\$84,715	\$90,724	\$90,127	\$354,285
RECONCILIATION					
Surplus or Deficit	\$3,602	\$3,906	-\$3,202	-\$4,306	\$0
*Revenue and expenditure sub-totals should agree with Operational Estimates above.					
**Total WD Contribution breakdown should agree with Cash-Flow Requirements above.					

BOARD MOTIONS

Operational Plan

Moved by: Connolly

That the Operational Plan for Community Futures West Yellowhead be adopted and implemented for the fiscal operating year April 1, 2009 to March 31, 2010, and that it be forwarded to Western Diversification for approval.

CARRIED