

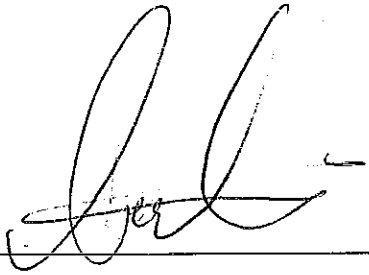
# Operating Plan

FY 2008-2009

*This plan has been approved and submitted  
by the Board of:*

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

Phone: 1.780.865.1224  
Fax: 1.780.865.1227



**Signature\*** *Preferably the Chair*

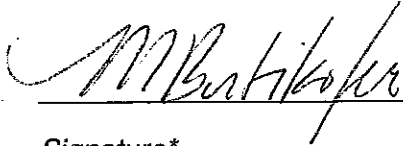
**Ian Duncan**

*January 30<sup>th</sup>/08*

**Date**

**Vice - Chairman**

*On behalf of the CF Management*



**Signature\***

**Marc Butikofer**

*January 30<sup>th</sup>/08*

**Date**

**Executive Director**

**Date Plan Submitted to WD:**

*January 31<sup>st</sup>/08*

# Community Futures West Yellowhead

## 1.0 BASIC INFORMATION (Annual)

### 1.1 Basic information:

CF Legal Name: Community Futures West Yellowhead  
Mailing Address: 221 Pembina Avenue, Hinton Alberta, T7V 2B3  
Location Address: same as above  
Phone Number: 1.780.865.1224  
Fax Number: 1.780.865.1227  
General E-Mail: info@cfwestyellowhead.com  
General Manager's email address: marc.butikofer@cfwestyellowhead.com

Chairperson's contact information, including email address:

Gordon Frentz  
9341 Berge Drive, Grande Cache, Alberta. T0E 0Y0  
1-780-827-2671 [gfrentz@telus.net](mailto:gfrentz@telus.net)

Web site: <http://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
Marc Butikofer	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 Frenz	<a href="mailto:gfrenz@telus.net">gfrenz@telus.net</a>	827.2671	Chair	Town of Grande Cache	Small Business
Ian Duncan	<a href="mailto:ian@yellowheadtours.com">ian@yellowheadtours.com</a>	865.1290	Vice-Chair	Town of Hinton	Tourism
Louise Connolly	<a href="mailto:lconnol1@telusplanet.net">lconnol1@telusplanet.net</a>	723.3350	Sec/Treasurer	Town of Edson	Small Business
Vic Beland	<a href="mailto:beljoan@telus.net">beljoan@telus.net</a>	827.3896	Director	Town of Grande Cache	Small Business
Ralph Melnyk	<a href="mailto:rmelnyk@town.jasper.ab.ca">rmelnyk@town.jasper.ab.ca</a>	852.8626	Director	Town of Jasper	Tourism
Brenda Zinck	<a href="mailto:binck@town.jasper.ab.ca">binck@town.jasper.ab.ca</a>	852.3882	Director	Town of Jasper	Training
Glenn Taylor	<a href="mailto:mayor@hinton.ca">mayor@hinton.ca</a>	817.8950	Director	Town of Hinton	Industry
Leigh Friesen	<a href="mailto:freezenhotmusic@telus.net">freezenhotmusic@telus.net</a>	723.1539	Director	Town of Edson	Small Business
Larry Richter	<a href="mailto:lrichter@yellowheadcounty.ab.ca">lrichter@yellowheadcounty.ab.ca</a>	693.2222	Director	Yellowhead County	Community
George Webster	<a href="mailto:georgewebster@xplornet.com">georgewebster@xplornet.com</a>	727.4370	Director	Yellowhead County	Small Business

## **2.0 DESCRIPTION OF ORGANIZATION**

### **2.1 Organizational Structure and Operation**

**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**
- Community and Government Funding Partners**
- Community and Government Project Partners**
- Programs and Services**

#### **Organizational Structure**

Community Futures West Yellowhead's 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 – Marc Butikofer**

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 they are tasked 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.

##### **Business Analyst: Yvette Donais**

The Business Analyst is responsible for assisting clients with business counseling, 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 2008, 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 & 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, Counseling 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 4<sup>th</sup> 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 2<sup>nd</sup> year of a 3 year agreement.

Beginning in April 2008, Community Futures West Yellowhead will receive \$5000 annually for 3 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.

Beginning in April 2008, Community Futures West Yellowhead will receive \$6000 a year for three years for the execution of the **Junior Achievement** program. 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.

## **COMMUNITY & GOVERNMENT PROJECT 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

Community Futures West Yellowhead also believes in working closely with other Community Futures organizations. Over the past 2 years, the organization has engaged in 7 major projects with other Community Futures organizations. Board Member Louise Connolly has also represented community Futures West Yellowhead provincially for the past 4 years. 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.

## **PROGRAMS & SERVICES**

Community Futures West Yellowhead provides the following technical, counseling, 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 and Expansion up to \$150,000 at a rate of Prime + 3%
- B. Access to loans for Business Beautification at a preferred interest rate
- C. Access to loans for Non-profit organizations showing a strong community benefit at a preferred interest rate

**Business Counseling**

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

Over the past ten 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 COMMUNITY FUTURES WEST YELLOWHEAD POLICIES**

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

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 Counseling
- 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 Community Futures West Yellowhead Region

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	
<b>Total</b>	<b>9738</b>	<b>8098</b>	<b>4265</b>	<b>3783</b>	<b>10045</b>	<b>35890</b>

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

Source: Statistics Canada 2001 Census (2006 Labour Statistics to be released March 4, 2008)

### West Yellowhead Region SWOT

On December 7, 2007 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.

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

## Community Futures West Yellowhead

Fiscal Year: 2008/2009

### OPERATIONAL PLAN

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- 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**

### ***Community Input:***

Each year, the Board of Directors holds a strategic planning session to discuss the situation in 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, in 2007, Community Futures West Yellowhead invited the Mayors and CAOs from each of the municipalities to the Strategic Planning Session. Also invited were partners the Grande Alberta Economic Region (GAER) and Yellowhead Region Education Consortium. This was 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.

### ***Communication:***

Commencing in December 2007 joint presentations have been made with GAER to each council to better inform them on the roles and responsibilities of each organization. This creates knowledgeable councils to assist in the promotion and marketing of the services and programs provided to all the residents and communities of the West Yellowhead Region.

As often as possible, and especially when involved in a project in the community, regular visits to the Chamber of Commerce meetings are carried out to keep a large portion of the community stakeholders informed on the activities of the CFDC.

Following each Board Meeting, a shortened Quick Notes are sent to partners and shareholders on the highlights of the organization as well as to bring awareness to any project related decisions or announcements made at Board Meetings.

By April 1, 2008, posted on the Community Futures West Yellowhead website will be the following information:

- i. A notice with the process the public may follow in order to gain access to this public information
- ii. A current listing of the names of your organization's Board of Directors

- iii. A summary description of the organization's corporate policy with respect to the appointment and/or election of members to its Board?



### 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)** Review Community Futures Lending procedures to ensure policies are relevant to current business market

**Objective c)** Innovate Access to Capital in West Yellowhead Region

**Objective d)** Develop the culture of entrepreneurship within the West Yellowhead region

**Key Focus Area - Rural Diversification:** A diversified West Yellowhead region 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)** 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)** Increase regional access to programs and services

**Objective b)** Increase awareness of the Community Futures program

**Objective c)** Increase organizational capacity

**Objective d)** Review delivery models of Community Futures to increase relevance and efficiency of program

#### 4.0 ACCOMPLISHMENTS FOR PREVIOUS FISCAL YEAR

It is important to review your achievements of the past year as a basis for planning and setting goals for the coming year.

#### 4.1 See Executive Director's Report attached for year to date accomplishments

#### 4.2 Performance Targets for 2007-08

##### PERFORMANCE TARGET ACTIVITY

##### Targets for 2007-2008

Performance Indicators	Targets	Actual (9months)	Projected to Year-end	Variance explanation
# Projects or activities improving leadership and/or expertise	12	22	24	
# Instances facilitating community involvement	12	11	13	
# Partnerships developed/maintained	15	86	86	
# Advisory services provided to clients	800	444	600	- matter being taken up with Common Goals
# Training sessions delivered	33	72	85	
# Clients trained	104	213	260	
# Total volunteers	12	20	20	
# Total hours committed by volunteers	700	380.5	500	Less board meetings were held due to provincial elections and timing of final meeting in March 07
# Loans Approved	12	4	6	- loan assistance has increased; however, this has not resulted in more loans. Loan dollars leveraged from clients assisted has increased to \$6,000,000 +
\$ Loans Approved	\$750,000	\$410,000	\$600,000	See above.
# Instances of increased community stability	6	5	6	
# Instances of increased capacity in community organizations	6	19	21	
# Jobs created/maintained/expanded	30	47.5	53	
# Enhanced community services or facilities	3	3	5	

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

This section provides you plan for the coming year.

### **5.1 Core Services, Objectives and Action Plan for 2008-09 - See Attachment E.**

### **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 Social Economy**

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.

The following are the social issues that we face in West Yellowhead at this time.

#### **Social:**

- Increased social pressures
- Influx of work camps
- Influx of male workers
- Long hours, overworked/stressed
- Affordable/available housing
- Tons of money
- Increased alcohol and drug abuse
- Families abandoned

We will work with identified organizations and assist with planning and development of programs designed to address these issues.

**6.0 PERFORMANCE INDICATORS (Annual)**

<u>PERFORMANCE TARGET ACTIVITY</u>	<u>Targets for 2008-2009</u>
# Projects or activities improving leadership and/or expertise	_____ 13 _____
# Instances facilitating community involvement	_____ 7 _____
# Partnerships developed/maintained	_____ 35 _____
# Advisory services provided to clients	_____ 580 _____
# Training sessions delivered	_____ 70 _____
# Clients trained	_____ 150 _____
# Total volunteers	_____ 12 _____
# Total hours committed by volunteers	_____ 500 _____
# Loans Approved	_____ 9 _____
\$ Loans Approved	_____ \$700,000 _____
# Instances of increased community stability	_____ 10 _____
# Instances of increased capacity in community organizations	_____ 15 _____
# Jobs created/maintained/expanded	_____ 30 _____
# Enhanced community services or facilities	_____ 3 _____

**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 6 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.

**Community Futures West Yellowhead**

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Results for upcoming year:

- 35 Individuals Trained
- 8 Learning Days Completed
- 1 Major Leadership 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 a new curriculum for the camp, sending 1 volunteer and sending 5 campers from the region.

Results for upcoming year:

- 1 volunteer attend
- 5 campers attend

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**7.0 FINANCIAL**

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

**Operations Budget (Total Operations) 2008/2009**

	1ST Quarter Apr- Jun	2nd Quarter Jul- Sep	3rd Quarter Oct- Dec	4th Quarter Jan- Mar	TOTAL
<b>CASH RECEIPTS - REVENUES</b>					
Total WD Contribution**	\$ 65,375.50	\$ 78,611.50	\$ 74,268.50	\$ 70,923.50	289,179
Service Canada	9,356	9,356	9,356	9,356	37,422
Junior Achievement	6,000				6,000
Other Revenue	2,365	1,605	2,307	1,221	7,498
<b>Total Revenues</b>	<b>\$83,096</b>	<b>\$89,572</b>	<b>\$85,931</b>	<b>\$81,500</b>	<b>\$340,099</b>
<b>CASH DISBURSEMENTS - EXPENDITURES</b>					
Wages and Benefits	52,085	51,985	51,685	51,685	207,440
Administration	17,250	25,538	24,285	13,477	80,550
Travel, Meals and Accommodations	6,900	6,900	6,100	6,900	26,800
Professional Services	1,500	2,150	150	6,650	10,450
Video-Conferencing	2,327	262	778	263	4,285
Marketing	1,122	969	1,683	1,275	3,630
Rural Diversification	1,530	365			1,895
Business Development	382	1,403	1,250	1,250	4,285
<b>Total Expenditures</b>	<b>\$83,096</b>	<b>\$89,572</b>	<b>\$85,931</b>	<b>\$81,500</b>	<b>340,099</b>
<b>RECONCILIATION</b>					0
Surplus or Deficit	\$0	\$0	\$0	\$0	0

\*Revenue and expenditure sub-totals should agree with Operational Estimates, above.

\*\*Total WD Contribution breakdown should agree with Cash-Flow Requirements, above.

Note: The following budget is an Excel imbedded template.

**Community Futures West Yellowhead**

**Fiscal Year: 2008/2009**

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<b>Fiscal Year</b>	<b>Fund</b>	<b>Proposed Amount to Transfer</b>	<b>Amount Actually Transferred</b>	<b>Proposed activities which will utilize these transfers</b>	<b>Activities that were achieved using the transferred interest</b>
2007/08	Non-repayable	\$3000.00 April	\$3000.00 April	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 May	\$3000.00 May	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 June	\$3000.00 June	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 July	\$3000.00 July	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 August	\$3000.00 August	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 September	\$3000.00 September	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 October	\$3000.00 October	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 November	\$3000.00 November	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 December	\$3000.00 December	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 January	\$3000.00 January	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 February	\$3000.00 February	Business Development Services	Business Development Services – increased training services
2007/08	Non-repayable	\$3000.00 March	\$3000.00 March	Business Development Services	Business Development Services – increased training services

**Community Futures West Yellowhead**

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**BOARD MOTIONS**

The following motion was APPROVED at the January 23, 2008 Board Meeting of Community Futures West Yellowhead.

Operational Plan

Moved by: Richter

Seconded by: Melnyk

That the Operational Plan for Community Futures West Yellowhead be adopted and implemented for the fiscal operating year April 1, 2008 to March 31, 2009, and that it be forwarded to Western Diversification for approval.

CARRIED

Key Focus Area(s)  (1)	Strategic Goal  (2)	Objectives  (3)	Short term activities for Fiscal Year 2008-09  (4)	Indicators For Fiscal Year 2008-09  (5)	Evaluation /Measurement (if applicable)  (6)	Target Groups if applicable  (7)	For use in reviewing & analyzing your achievements towards your targets. (You may want to complete this section as the year proceeds depending on your targets.)  (8)	
							Achieved in Fiscal Year 2008-09	
<b>Business Development</b>	Increase Entrepreneurship in the West Yellowhead Region	<b>Objective a)</b> Focused Business Development in West Yellowhead Region	Promote Community Futures Lending and Counseling Services	# Loans Approved  # Advisory Services provided	9 Loans			
			Promote Entrepreneurial services/loans for youth, persons with disabilities, aboriginals, women	# Loans Approved	2 youth loans, 1 aboriginal, 1 person with disability, 2 women	Youth Persons with Disabilities Aboriginal Women		
			Promote Canadian Youth Business Foundation Loan Program	# Advisory Services	2 Loans			
			Identify opportunities for Value-added Business Development	# Value-Added Loans Approved	1 Loan			
			Increase support for Home-based business	# Advisory Services	2 New Businesses			
			Promote Entrepreneurial	# Loans approved	2 youth loans,	Youth		

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			services/loans for youth, persons with disabilities, aboriginals, women		1 aboriginal, 1 person with disability, 2 women	Persons with Disabilities Aboriginal Women		
		<b>Objective b)</b> Review Community Futures Lending procedures to ensure policies are relevant to current business market	Review loan application process	Increased Organizational Capacity	1 Loan Process Review			
			Review loan policies for Small Business efficiency	Increased Organizational Capacity	1 Loan Policy Review			
			Review loan policies for Beautification Loans	Increased Organizational Capacity	1 Loan Policy Review			
		<b>Objective c)</b> Innovate Access to Capital in West Yellowhead Region	Develop a listing of business funding opportunities in West Yellowhead region	# instances of Increased Community Stability # Instances of Development of Economic Stimuli	1			
			Facilitate Angel Investment opportunities in West Yellowhead region	# instances of Increased Community Stability # Instances of Development of Economic Stimuli	1			
		<b>Objective d)</b>	Support the development	# Clients Trained	1 Staff attend	Youth		

Community Futures West Yellowhead  
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		Promote and support a culture of entrepreneurship within the West Yellowhead region	and implementation of the Northern Alberta Youth Entrepreneurship Camp		camp 5 youth from region trained at camp			
			Work with Junior Achievement to expand awareness/ implementation of their programs in regional schools	# Clients Trained  # Instances facilitating community involvement	60 youth trained  6	Youth		
			Partner with regional partners to plan/deliver entrepreneurial training	# Clients Trained # Training Sessions delivered	20 2			
			Promote/support Brown Bag delivery through ELC	# Clients Trained # Training Sessions delivered	50 40			
			Develop and promote partnerships with Chambers of Commerce	Marketing Activities	Sponsor 5 Community Events			
			Continue to develop / promote partnerships with conventional lenders, CAs, lawyers	# partnerships developed/ maintained	15			
			Include entrepreneurial focused articles in future marketing strategies – newsletters, webpage – with target info on prioritized sectors (i.e.	Marketing	2 articles			

Community Futures West Yellowhead  
 Fiscal Year: 2008/2009  
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			tourism, value-added forestry, bio-products)					
Rural Diversification	A diversified West Yellowhead region economy	<b>Objective a)</b> Work with shareholders and partners to create a Rural Diversification plan for West Yellowhead Region	With partners, analyze new opportunities for region as a result of Prince Rupert Port Expansion	# partnerships developed/ maintained # Instances facilitating community involvement	2  1			
			With partners analyze new opportunities for region as a result of Mountain Pine Beetle	# partnerships developed/ maintained # Instances facilitating community involvement	2  1			
			With partners analyze new opportunities for region as a result of 2010 Olympics	# partnerships developed/ maintained # Instances facilitating community involvement	2  1			
			Facilitate the development of a Regional Economic Diversification Plan	# partnerships developed/ maintained # Instances facilitating community	8  2			

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				involvement				
		<b>Objective b)</b> Support and develop strategies that may lead to increased tourism business opportunities in the region	With partners, define a region appropriate for regional tourism cluster development	# partnerships developed/ maintained # Instances facilitating community involvement	2  1			
			Engage tourism operators in developing tools for increasing regional packaging, marketing and reservation services	# partnerships developed/ maintained # Instances facilitating community involvement	6  1			
			With municipalities, promote business beautification	# loans approved	4			
		<b>Objective c)</b> Work with industry to identify areas of value-added opportunity in region	Carry out focus groups with sector specific groups on value-added opportunities	# partnerships developed/ maintained # Instances facilitating community involvement	2  1			
			Communicate opportunities to partners throughout the region	# Advisory Services provided to clients	2			
			Develop partnerships with	# instances of	1			

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			organizations which provide support for Value-Added development in region/province	Increased Community Stability # Instances of Development of Economic Stimuli				
		<b>Objective d)</b> Promote a culture of Innovation and Leadership within West Yellowhead Region	Support the growth of the Leadership West Yellowhead program	# Instances of increased capacity in community organizations # Instances of increased community stability # Activities improving leadership and/or expertise	35  35  7			
			Create an Innovation Network in West Yellowhead Region	# Activities improving leadership and/or expertise	1			
<b>OPERATIONS</b>	Increased Operational Efficiency of Community Futures West Yellowhead	<b>Objective a)</b> Increase regional access to programs and services	Provide access to video-conference training opportunities in each shareholder community throughout the year	# Training Sessions Delivered # Clients Trained	5  10			
			Create a regional business library lending service and policy	# Advisory Services offered	10			

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			Through website, advertise opportunity for Community Futures staff to meet clients in the community	# Advisory Services offered				
			Carry out business visitations with each loan client throughout the year	# Advisory Services offered	25			
			Review methods to utilize technology to maximize services in the region	Increased Organizational Capacity	2 methods			
		<b>Objective b)</b> Increased awareness of the Community Futures program	Continue to develop / promote partnerships with conventional lenders, CAs, lawyers	Marketing	Hold 1 open house  Meet with conventional lenders in other communities			
			Circulate flyers advertising Brown Bag sessions throughout the region	Marketing	250 flyers dispersed			
			Attend trade shows to market business lending, counseling and training services of organization	Marketing	2 trade shows			
			Develop a 3 year marketing and communications plan for organization	Marketing	1 plan			
			Complete 2 newsletters throughout year	Marketing	2 newsletters			

Community Futures West Yellowhead  
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			highlighting services, training and lending opportunities of organization					
		<b>Objective c)</b> Increase organizational capacity	Develop a Professional Development Plan for each staff person	Increased Organizational Capacity	5 plans			
			Develop a Board Training Plan with Board of Directors	Increased Organizational Capacity	1 plan			
			Support and implement Community Futures Pan West Certification Program	Increased Organizational Capacity	Work with each employee to be certified by 03.31.2009. Work towards office certification by 03.31.2009.			
			Transfer non-profit business planning and counseling services to community partners	# Instances of increased capacity in community organizations	5			
		<b>Objective d)</b> Review delivery models of Community Futures to increase relevance and efficiency of program	Share operations plans with other Community Futures offices in region	Increased Organizational Capacity  # Partnerships Enhanced or	5 shared plans  5			

Community Futures West Yellowhead  
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				Maintained				
			Investigate areas where Community Futures offices may be able to share services or partner on activities	Increased Organizational Capacity	1 area or shared service			
				# Partnerships Enhanced or Maintained	5			
			Carry out Rural Diversifications projects on a regional basis	# Partnerships Enhanced or Maintained	3			

**Table Notes:**

**Note: Columns (1) and (2) may be switched.**

(1) Please indicate how this project addresses the Core Service Areas. Please specify the Core Service. (See Attachment B)

(3) How do you plan to achieve your strategic goal?

(4) Projects and programs anticipated in the next twelve months, which will contribute to achieving your strategic goal.

(5) Targets (goal) and Indicators (measurables), which will be used to measure (quantitatively or qualitatively) the success of your short-term activities.

(6) The methods used to measure your indicators. E.g. survey, report, etc.

(7) Please indicate how this activity will support specific target groups if applicable, ie. Aboriginal People, Women, Youth, Visible Minorities, Disabled Entrepreneurs, Francophones etc or the Social Economy.

(8) Use to measure/evaluate the achievement of your CF's previous fiscal years targets.

## VISION

### Vision Statement

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

### Mission Statement

**“Community Futures West Yellowhead is a locomotive that leads the region to be innovative and diversified”**

### Values

- Having a professional board and staff;
- Supporting and promoting entrepreneurship;
- Supporting and promoting community economic development;
- Co-operating and having good working relationships and partnerships;
  - Providing quality business education and information;
- Meeting community needs in a practical and common sense manner;
- Acting as a source of information and delivery point for federal, provincial and municipal programs;
  - Producing measurable results;
- Supporting the Programs and activities of Regional Economic Development Officers and Committees.



Community Futures West Yellowhead  
Fiscal Year: 2007-08

Executive Director's Report April – January 14, 2008

**Identified Goal # 1:** Maintained and improved Operational and Governance efficiency of Community Futures West Yellowhead

Objective	Short term activities for Fiscal Year 2007-08	Targets/Indicators For Fiscal Year 2007-08	Performance to Date
<b>Objective a)</b> Increase the focus on CF West Yellowhead Customers	Utilize customer survey materials available through CFA	Survey Completed	<ul style="list-style-type: none"> <li>▪ Survey completed</li> <li>▪ To be used at Succession Planning Sessions &amp; with all Business clients</li> <li>▪ Available at front of office</li> </ul>
	Complete Implementation of the Common Brand – Promote Community Futures	5 Advertisements Complete website, brochure, folder, newsletter	<ul style="list-style-type: none"> <li>▪ Advertisement in White Pages</li> <li>▪ 8 weeks of advertisements run in Grande Cache, Edson and Hinton</li> <li>▪ Website Complete</li> <li>▪ Pop-up display purchased</li> <li>▪ Business Cards purchased</li> <li>▪ Signage changed</li> <li>▪ Notice sent to all municipalities and partners</li> <li>▪ Brochures under construction</li> <li>▪ Folder inserts under construction</li> </ul>
	Complete a service review utilizing service matrix – focus on eliminating/Assigning 15% of existing services	Complete by 09.30.2007	<ul style="list-style-type: none"> <li>▪ Underway</li> <li>▪ To be completed following Board review of services to be done at Strategic Planning session in December</li> <li>▪ Complete – non-profit counseling services to be transitioned to local groups</li> </ul>
	Develop/Implement customer focused market strategy	Complete by March 31, 2008	<ul style="list-style-type: none"> <li>▪ Underway</li> <li>▪ Implementing Branding into the document. Information on this process learned at CFA workshop at end of September – To be completed</li> </ul>
	Complete on-going client focus surveys	On-going	<ul style="list-style-type: none"> <li>▪ Complete</li> <li>▪ To be completed as well through Business Training Needs</li> </ul>



Community Futures West Yellowhead  
Fiscal Year: 2007-08

Executive Director's Report April – January 14, 2008

			survey in conjunction with Chambers of Commerce and Grande Cache Adult Learning Council
	Organize/participate in client service training	3 sessions	<ul style="list-style-type: none"> <li>▪ To be completed spring 2008</li> </ul>
	Complete media releases throughout the year targeting services to customers	Complete 4 throughout year	<ul style="list-style-type: none"> <li>▪ 6 completed               <ul style="list-style-type: none"> <li>○ 1 for EDP computer with 1 story run</li> <li>○ 2 for NAYEC with 4 stories run</li> <li>○ 1 for Leadership Program with 5 stories run</li> <li>○ 1 for Dinosaur Tracks with 1 story run</li> <li>○ 1 for Succession workshops with 0 stories run</li> </ul> </li> </ul>
	Feature client success stories in the newspaper	Complete 2 throughout year	<ul style="list-style-type: none"> <li>▪ Press releases to be sent out for All-terrain Fitness and Liquor Lodge in January 2007</li> </ul>
	Build/maintain customer database	Complete by 05.31.2007	<ul style="list-style-type: none"> <li>▪ Cost prohibitive to have one built - with new server, a shared excel application to be used – under way – hard copy made</li> <li>▪ Complete</li> </ul>
	Leverage database for surveys/promotions/newsletters with customer focused message	Utilize database 2 times during year	<ul style="list-style-type: none"> <li>▪ Hard-copy utilized for circulation of PodCast survey</li> <li>▪ Hard-copy utilized for circulation of Grand Prairie CF conference mailing and CF Peace River Women's Day initiative</li> </ul>
	Produce/ distribute quarterly newsletter	Complete 3 during the year	<ul style="list-style-type: none"> <li>▪ Currently in the process of recruiting an individual to write the newsletter</li> <li>▪ Tabled to Spring 2008 – Quick Notes have been successful and currently looking to increase circulation</li> <li>▪ To be completed January 2008</li> </ul>
	Hold an open house to demonstrate the services available through the organization	Hold by 05.31.2007	<ul style="list-style-type: none"> <li>▪ Due to overwhelming success of marketing initiatives, the organizations profile has been raised sufficiently to not require an open house. With the increased awareness, all staff are very busy with new projects and the time to organize this event is not available.</li> <li>▪ To be reviewed in Fall 2007</li> <li>▪ Staff has agreed to Host an open house in the Spring along with a series of meet and greets throughout 08-09</li> </ul>
<b>Objective b)</b>	Complete an inventory of all strategic/potential	Complete by 6/30/2007	<ul style="list-style-type: none"> <li>▪ Complete</li> <li>▪ 2 strategic partnerships arising from inventory have</li> </ul>



Community Futures West Yellowhead  
Fiscal Year: 2007-08

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Expand the level of strategic partnerships (CFs and others)	partners		<ul style="list-style-type: none"> <li>approached CF West Yellowhead to relocate together</li> <li>▪ On-going – next meeting November 23rd</li> </ul>
	Evaluate/prioritize partners according to mission and goals of organization	Complete by 11/30/2007	<ul style="list-style-type: none"> <li>▪ Complete</li> </ul>
	Develop list of potential projects that can be accomplished through some/ all prioritized partners	Complete by 08.31.2007	<ul style="list-style-type: none"> <li>▪ To be carried out at Strategic Planning Session</li> <li>▪ Complete – key identified partners – GAER, YREC, Foothills Model Forest, GYRD and Municipalities</li> <li>▪ Others – Employment Centers</li> </ul>
	Work with the Northwest Region of CFOs to carry out projects increasing the relevance of the program	2 Projects during year	<ul style="list-style-type: none"> <li>▪ 2 projects submitted for RCED Funding with Northwest partners               <ul style="list-style-type: none"> <li>○ Rural PodCast - approved</li> <li>○ GAER Mountain Pine Beetle Phase 3 - declined</li> </ul> </li> </ul>
	Feature targeted partner success stories in quarterly newsletter	2 stories	<ul style="list-style-type: none"> <li>▪ Tabled to Spring 08</li> </ul>
	Complete a series of information sessions on strategic networks at staff meetings	Complete 2 sessions	<ul style="list-style-type: none"> <li>▪ First held on April 27<sup>th</sup></li> <li>▪ Second held January 9th</li> </ul>
<b>Objective c)</b> Increase organizational capacity	Upon completion and approval of 2007-08 operations plan revise organizational chart and job descriptions	Complete by 05.31.2007	<ul style="list-style-type: none"> <li>▪ With turn-over of staff, the current requirements of the region and organization are under review</li> <li>▪ To be completed January 08</li> </ul>
	Identify skill sets required for each position	Complete by 05.31.2007	<ul style="list-style-type: none"> <li>▪ Completed for current staff – once review completed, the necessary skills for any new positions will be determined</li> </ul>
	Complete Performance	Complete 4	<ul style="list-style-type: none"> <li>▪ Complete</li> </ul>



Community Futures West Yellowhead  
Fiscal Year: 2007-08

Executive Director's Report April – January 14, 2008

	Review on each staff person and discuss revised job descriptions/ skill requirements	assessments by 04.30.2007	
	Based upon activities develop in consultation with staff a Professional Development Plan for each staff person	Complete 5 plans by 05.31.2007	<ul style="list-style-type: none"> <li>▪ Completed for all staff</li> </ul>
	Support and implement Community Futures Pan West Certification Program	Work with each employee to be certified by 03.31.2009. Work towards office certification by 03.31.2009.	<ul style="list-style-type: none"> <li>▪ Sherryl Latimer completed CED Certification Application</li> <li>▪ Yvette Donais currently completing Administrative Assistant and Business Analyst Certification Application</li> </ul>
	Review results of Organizational Assessment (completed Nov 20/2006) to identify top 3 Board Development requirements	Complete by 4/30/2007	<p>Top 3 priorities and Action to date –</p> <p><b>Partnerships</b> – partnership with 2 CFs on PodCast RCED Proposal</p> <ul style="list-style-type: none"> <li>- Board participation (Frentz &amp; Connolly) at NW meeting (May 29 &amp; 30)</li> <li>- Board member (Frentz &amp; Beland) participation in CFA presentation (May 9)</li> <li>- 4 Board Members attended Fall CF Conference</li> <li>- Hosted November CF Chairs/Managers Meeting – 4 Board Members and 3 staff attended</li> </ul> <p><b>Planning</b> – 2006 AGM and 2008-09 Strategic Planning session booked for December 6-8</p> <ul style="list-style-type: none"> <li>- CAOs and Mayors involved in training to create seamless transition of projects to municipalities</li> </ul> <p><b>Leadership</b> - Board member (Frentz &amp; Connolly) tele-conference meeting with MP Rob Merrifield (May 23)</p> <ul style="list-style-type: none"> <li>- 2 CF Board Members to sit on Leadership West Yellowhead Steering Committee</li> </ul>



Community Futures West Yellowhead  
Fiscal Year: 2007-08

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	Support Board to develop and implement strategy	Complete strategy by 05.31.2007. Implement by 03.31.2008	Complete  Complete – strategy above
	Review results of Organizational Assessment (completed Nov 20/2006) to identify top 3 Organization Development requirements	Complete by 04.30.2007	Top 3 priorities identified and Action to Date – <b>Customers</b> – survey developed for business clients and to be circulated through Chambers of Commerce (C of C) - customer satisfaction survey developed – currently under review by WD communications department <b>Communications &amp; Accountability</b> – April, June and September Quick Notes circulated to municipalities - met with MP Rob Merrifield May 23 <b>People</b> – individual training plan developed and implemented
	With operational staff develop/implement strategies to address identified organization development requirements	Complete strategy by 05.31.2007. Implement by 03.31.2008	▪ Complete

**Identified Goal # 2:** Improved access to skilled and un-skilled labour for the Region

	<p><b>Objective a)</b> Identify and work with Stakeholders to implement strategies designed to address skilled and un-skilled labour shortages in the West Yellowhead Region</p>	<p>Complete inventory of applicable studies and reports on improving access to target workforces</p>	<p>Complete by 06.30.2007</p>	<ul style="list-style-type: none"> <li>▪ On-going with GAER. Labour strategy to be launch October 10<sup>th</sup>.</li> <li>▪ Advertised and assisted with launch</li> <li>▪ Brochures and information available in office</li> <li>▪ Complete</li> </ul>
		<p>Complete inventory of programming/ support services available</p>	<p>Complete by 09.30.2007</p>	<ul style="list-style-type: none"> <li>▪ Complete as part of GAER committee project</li> </ul>
		<p>Complete inventory of immigration strategies and supports related to preparing communities for new cultures and people</p>	<p>Complete by 09.30.2007</p>	<ul style="list-style-type: none"> <li>▪ Complete as part of GAER committee project</li> </ul>
		<p>With the regional EDOs/GAER develop a regional strategy designed to attract/retain target workforce</p>	<p>On-going</p>	<ul style="list-style-type: none"> <li>▪ Assisted Yellowhead East with project and reviewed on-going materials</li> <li>▪ Completed– launched October 10th</li> </ul>
		<p>With regional EDOs/GAER complete an inventory of housing options/studies</p>	<p>Complete by 12.31.2007</p>	<ul style="list-style-type: none"> <li>▪ Booked to carry out a 3 hour workshop on Affordable Housing on January 24<sup>th</sup> – postponed by Rural Secretariat</li> </ul>



Community Futures West Yellowhead  
Fiscal Year: 2007-08

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		With EDOs/GAER create coordinated regional worker housing strategies involving regional corporations	Complete by 03.31.2008	<ul style="list-style-type: none"> <li>▪ If seen as a priority, to begin following strategic planning session</li> <li>▪ Not seen as a priority for organization during planning session</li> <li>▪ To be revisited if necessary in future</li> </ul>
		With Regional Education Infrastructure identify <ul style="list-style-type: none"> <li>i) training needs</li> <li>ii) training supports</li> <li>iii) strategies to fill gaps</li> <li>iv) alternative delivery processes</li> </ul>	Complete by 06.30.2007	<ul style="list-style-type: none"> <li>▪ On-going</li> <li>▪ Partership formed with YREC and Grande Prairie Regional Partnership to offer additional assistance to entrepreneurs in region</li> </ul>

**Identified Goal # 3: A diversified West Yellowhead region economy**

	<b>Objective a)</b> Identify and capitalize on diversification strategies (i.e. tourism)	Review Socio-Economic Project Final Report to identify regional diversification opportunities	Complete by 05.31.2007	<ul style="list-style-type: none"> <li>▪ Grande Cache Dinosaur Tracks Project approved for RCED funding - \$50,000.00</li> <li>▪ Complete</li> </ul>
		Complete inventory of other Regional Economic Diversification Reports	Complete by 07.31.2007	<ul style="list-style-type: none"> <li>▪ Complete</li> </ul>
		Complete Asset Inventory of the Region	Complete by 09.30.2007	<ul style="list-style-type: none"> <li>▪ On-going</li> <li>▪ Final stage to be completed with results of survey circulated to 5 municipalities - received</li> <li>▪ To be completed following Statscan release on March 4, 2008</li> </ul>
		With regional partners / corporations develop strategy for diversification of West Yellowhead region	Complete by 12.31.2007	<ul style="list-style-type: none"> <li>▪ To be completed at Strategic Planning Session</li> <li>▪ Step 1 Complete</li> <li>▪ Next steps to be reviewed at January Board Meeting</li> <li>▪ CF West Yellowhead to organization a Economic Diversification Planning session in March 2008</li> </ul>
		Support the development of Forest Based value added opportunities in the region	On-going 2 Forest Based Communities Virtual Cluster Meetings	<ul style="list-style-type: none"> <li>▪ Expression of Interest submitted to Rural Alberta's Development Fund for expansion of the Virtual Cluster - declined</li> </ul>
		Identify technology necessary to support the diversification of the region	Complete review of available resources and communicate to communities	<ul style="list-style-type: none"> <li>▪ Rural PodCast identified as a way to reach busy individuals with training – project approved</li> <li>▪ Complete</li> </ul>

		<p>Support and develop community based leadership program opportunities</p>	<p>Develop program in conjunction with community partners. Launch 11.30.2007</p>	<ul style="list-style-type: none"> <li>▪ Leadership West Yellowhead Business Plan developed</li> <li>▪ Presentations made or information sent to all municipalities</li> <li>▪ Project Received funding from: <ul style="list-style-type: none"> <li>○ RCED - \$40,000.00</li> <li>○ AEII - \$5,000.00</li> <li>○ Rural Secretariat - \$15,000.00 pending</li> <li>○ CEDTAP - \$10,000.00</li> </ul> </li> <li>▪ Launch Dinner held November 14<sup>th</sup> with LGEN Romeo Dallaire as keynote speaker – 400 people in attendance</li> <li>▪ Committee formed</li> <li>▪ Participant recruitment began November 14<sup>th</sup></li> <li>▪ Website launched – <a href="http://www.leadershipwestyellowhead.com">http://www.leadershipwestyellowhead.com</a></li> </ul>
		<p>Support the growth of non-profit organization's in the region</p>	<p>Provide information on Community Futures  Where necessary provide training and assistance</p>	<ul style="list-style-type: none"> <li>▪ Assisted the following organizations to date: <ul style="list-style-type: none"> <li>○ Hinton &amp; District SPCA</li> <li>○ Mother Earth</li> <li>○ Boys &amp; Girls Club of Hinton</li> <li>○ Boys &amp; Girls Club of Edson</li> <li>○ CHEERS</li> <li>○ Jasper Museum</li> <li>○ Yellowhead Rotary Arts Council</li> <li>○ CHIPS</li> <li>○ Art Guild</li> <li>○ Hinton United Way</li> <li>○ Edson Friendship Center</li> <li>○ River Valley Riding Association</li> <li>○ Partners on the Pembina</li> <li>○ Coal Branch Society</li> <li>○ Hinton Tracks and Trails Society</li> </ul> </li> <li>▪ Made presentation to Yellowhead County Volunteer Conference on Community Futures</li> </ul>

				and funding possibilities in Rural Alberta
	<b>Objective b)</b> Promote and support the culture of entrepreneurship within the West Yellowhead region	Support the development and implementation of Northern Alberta Youth Entrepreneurship Camp August 19-25, 07	Dedicate one staff person half time to project  2 Staff attend camp  5 youth from region attend camp	<ul style="list-style-type: none"> <li>▪ Project complete</li> <li>▪ Sponsorships confirmed from Hinton Chamber, Edson Chamber, Evansburg Chamber, Jasper Chamber and Town of Grande Cache</li> <li>▪ Training held June 14/15</li> <li>▪ Camp held August 19-25</li> <li>▪ 4 campers from region attended</li> <li>▪ 13 CF offices participated</li> <li>▪ 3 other partners involved</li> <li>▪ 12 Sponsors</li> </ul>
		Work with Junior Achievement to expand awareness/ implementation of their programs in regional schools	Meet with JA to discuss program and develop strategy for West Yellowhead Region.	<ul style="list-style-type: none"> <li>▪ MOU signed with Junior Achievement</li> <li>▪ Project to begin late September 07</li> <li>▪ Met with JA October 21 – funding pending from RADF – to begin January 08</li> <li>▪ 3 Meetings with JA to date</li> <li>▪ Presentation to be made to GYRD Board of Trustees in February</li> </ul>
		Work in partnership with CYBF to promote entrepreneurship/supports for qualified youth entrepreneurs	2 loans throughout year	<ul style="list-style-type: none"> <li>▪ 1 loan complete in partnership with Microbusiness Centre in Edmonton</li> </ul>
		Partner with regional Chambers of Commerce to plan/ deliver entrepreneurial training	Promote and Deliver 4 joint-training sessions throughout year	<ul style="list-style-type: none"> <li>▪ Business Training Needs to be circulated in January by Chambers</li> </ul>
		Promote/support Brown Bag delivery through ELC	Promote and deliver 30 Brown Bag sessions throughout year	<ul style="list-style-type: none"> <li>▪ Advertisements running in Your Mountain Connection</li> </ul>
		Deliver wealth management strategies (succession planning) information targeted to	Promote and deliver 4 training sessions throughout year	<ul style="list-style-type: none"> <li>▪ Sessions to be delivered on November 20th (Grande Cache), November 21<sup>st</sup> (Hinton) and November 22<sup>nd</sup>(Edson) – cancelled due to a lack of interest in the region</li> </ul>



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		businesses in region		<ul style="list-style-type: none"> <li>To be retried April 2008</li> </ul>
		Adopt and implement youth entrepreneurial succession strategies into region	Adapt strategy to West Yellowhead Region. Work with Chambers of Commerce to implement	<ul style="list-style-type: none"> <li>To be launched with Succession Planning workshops</li> <li>Due to cancellation, new launch strategy to be determined</li> </ul>
		Develop and promote partnerships with Chambers of Commerce	Sponsor 4 Chamber of Commerce events	<ul style="list-style-type: none"> <li>Attended Edson and Hinton Tradeshows</li> <li>Sponsored Edson and Hinton Awards</li> <li>Booked to sponsor Jasper awards</li> <li>Sponsored Grande Cache Small Business Appreciation BBQ</li> </ul>
		Continue to develop / promote partnerships with conventional lenders, CAs, lawyers	Circulate information on Community Futures to identified partners	<ul style="list-style-type: none"> <li>Met with ATB Hinton regarding services</li> <li>Met with Grande Cache CIBC and Servus Credit Union</li> <li>Conventional lenders are partners in October training sessions</li> </ul>
		Include entrepreneurial focused articles in future marketing strategies – newsletters, webpage – with target info on prioritized sectors (i.e. tourism, value-added forestry, bio-products)	Include 1 article in each newsletter – 3 total	<ul style="list-style-type: none"> <li>See above re: Newsletter</li> </ul>
		Promote Entrepreneurial services / loans	6 loans	<ul style="list-style-type: none"> <li>3 new loans completed</li> <li>3 on-going</li> </ul>
		Promote Entrepreneurial services/loans for youth, persons with disabilities, aboriginals, women	2 youth loans, 1 aboriginal, 1 person with disability, 2 women	<ul style="list-style-type: none"> <li>1 youth loan through CYBF complete</li> <li>1 youth CF loan completed</li> </ul>
	<b>Objective c)</b> Support and	Communicate issue/ concern of Community Futures West Yellowhead	Meet with Regional Partner to discuss by	<ul style="list-style-type: none"> <li>Working with WD to make Mountain Pine Beetle dollars available for region</li> </ul>



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	develop strategies that may lead to equitable funding to and for the West Yellowhead region	with regional partners	09.30.2007	
		Support regional partners as they develop strategies to address identified issue	Provide on-going support for work going on in region	<ul style="list-style-type: none"> <li>▪ Supported GAER with MPB RCED applications and work on Pine Beetle</li> </ul>
		Research any existing reports/ discussion papers related to issue and how it addresses the needs of the West Yellowhead Region	Complete by 09.30.2007	<ul style="list-style-type: none"> <li>▪ Complete</li> <li>▪ Reports completed do not compare the local funding to that available on a large scale in other regions. All reports focus on single funding sources and for this reason are not of any value</li> </ul>

**LOAN STATISTICS April 1, 2007 – December 31, 2007**

Statistics

April 1 – December 31, 2007

**1. Loans Approved: 4**  
 New: \$290,000.00  
 Refinanced: \$0  
 Total: \$290,000.00

**2. Leveraged Dollars:**  
 Loans - \$5,906,500.00      Technical - \$1,015,000.00

**3. Jobs Created**  
 Full Time 2  
 Part Time 3  
 Seasonal 0

**Jobs Maintained**  
 Full Time 33  
 Part Time 5  
 Seasonal 15

**4. Number of loans outstanding: 20**

**By Loan Fund:**

Disability 1  
 Repayable 1  
 Non Repayable 14  
 Youth 3

**By Municipality:**

Hinton 5  
 Edson 6  
 Gr Cache 1  
 Jasper 4  
 Yellowhead County 2  
 Other – High Level 1

**Male 10**

**Female 7**

**Age**  
 18 to 29 4  
 30 to 40 6  
 41 to 50 4  
 50 plus 3

**5. Total Balance of loans outstanding: \$996,518.29**

**By Loan Fund:**

Disability \$ 73,248.65  
 Repayable \$ 4,095.40  
 Non Repayable \$ 875,553.26  
 Youth \$ 43,620.98

**By Municipality:**

Hinton \$330,660.57  
 Edson \$117,982.89  
 Gr Cache \$ 28,980.78  
 Jasper \$314,103.60  
 Yellowhead Cty \$ 16,201.12  
 Other – High Level \$115,340.68

**6. Clients Assisted: 447**