

**SECTION 1
Board Motion**

Motion from your Board of Directors that approved the 2016-17 Annual Performance Report.

Date of Board Meeting:	
Motion:	Move to accept the 2016 – 2017 Community Futures Highwood Annual Performance Report for information and forward the Report to WED as a true assessment of the CFH 2016 17 operating year
Moved By:	Jakob Hensel, Council Representation for the Shareholder, Town of Nanton
Seconded By:	Amber Chapman, Board Secretary and Community Representative for the Shareholder, Town of Okotoks

**SECTION 2
Executive Summary on Overall Performance for 2016-17**

Highlight any governance improvements undertaken (board training, new policies, etc.)

Community Futures Highwood’s 30th annual AGM was hosted by the Shareholder, Town of High River the original shareholder community that spearheaded the region’s Community Futures Development Corporation charter application in 1986. The guest speaker for the event was local MP John Barlow.

Attendees joining us for this 30th anniversary event were Mayors and Reeves from other CFH shareholder communities, villages and hamlets; media from local radio and newspaper; past and present Board Members; Town of High River leadership including Chamber of Commerce; Rotary; and other community agencies and municipal senior administration; CFNA and Pan West representation along with many other local and regional dignitaries.

Independent Corporate Auditors, Catalyst, reported to the Shareholders, and later, to the gathering that they found all activities, finances and operations of CFH to be well managed and meeting the mandate of its funding contract.

All but 1 of our 2016 17 key targets and internal Board targets were met or in most cases, exceeded.

This outcome of targets was particularly gratifying in that the organization had to replace most staff positions due to funding issues... 10 + years of frozen funding coupled with 10 + years of overhead costs rising. The GM had 4 new people in their roles starting between April and June 2016.

Board Members took advantage of Pan West Leadership Institute Facilitated Training Sessions in 2016... 7 members attended 2 modules of training in September 2016 plus all 4 new Staff (2 f/t and 2 p/t) began the on-line training offered by the Pan West Leadership Institute

CF Highwood maintained its Partnership with the Alberta Youth Entrepreneurship Camp sending 4 youth and 2 camp volunteers. The Staff General Manager was again re-elected to the AYEC Board of Directors as well as becoming Co-Director of the camp. In his role the CFH General Manager also took the lead in bringing a new long term partner into the AYEC program... Rotary District 5360 (central and south Alberta plus south west Saskatchewan) and its 49 Rotary Clubs will, in 2017 18, become a full ½ partner in the camp program.

Staff and Board Executive made 3 Shareholder presentations on the program and outcomes in their individual communities as well as the region

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2016-17

ANNUAL PERFORMANCE REPORT

In 2016 17 CF Highwood entered into a Partnership Agreement with all 5 regional Chambers of Commerce wherein the Chambers will market the programs and services of Community Futures Highwood and CFH will provide a 1% reduced loan rate to any Chamber Member... plus.... Bring to the attention of anyone applying for a loan, the benefits of joining their local Chamber. The purpose was to assist the Chamber in growing its membership, to assist the region with business growth and for CFH to increase its presence in the region as part of its own marketing and promotion efforts. This program will be reviewed on-going to determine ways to improve it and to making it successful for both parties.

To bolster its presence and value in the region, Community Futures Highwood (CFH) entered into partnerships with three of its regions... Okotoks; High River; and Diamond Valley. The partnership brings together, as a minimum, each region’s Community Economic Development group and Chamber of Commerce with regional agencies such as Community Futures Highwood, Bow Valley College and McBride Career Group to focus on bringing consistent business and employee training and education opportunities and well as to bringing focus to its communities of the resources available in that community. This has allowed for these partnerships to share costs and resources while attracting much stronger speakers and educators to the region.

The CFH report card shows:

- . 34 regional community based projects leveraging 38 partners;
 - . Loan and CED services leveraging over \$2,682,849;
 - . 76 Business Plans Facilitated;
 - . 21 loans booked (3 within Government of Canada Priority Areas);
 - . \$1,247,885 in loan dollars advanced creating 55 jobs;
 - . 13 Original Loans totalling \$869,329, and with a total balance of \$317,624 outstanding, were paid out from business revenues
 - . Loan Write-offs were limited to 1.53% of portfolio @ \$54,474
 - . 763 advisory services and training session participants;
 - . 7 New Community based projects within Government of Canada Priority areas;
 - . 553 man-hours of Board volunteer time;
 - . 17 entrepreneurs with Disabilities / 3 Indigenous persons / 11 Social Enterprises assisted
- All these outcomes point to an overall good CFH program year in the Highwood Region in 2016 – 17.

SECTION 3

Success Stories

Please provide 3 success stories with a short description, the role your organization played and why you feel this is a success for your community. Note: Client approval should be obtained to share information about them.

WD uses these stories to demonstrate the impact of the CFs in western Canadian communities and to outline concrete examples of positive outcomes for western Canadian stakeholders.

Client Name	Service Provided (loan, bus. services, comm. planning & implementation)	Description should include: <ul style="list-style-type: none"> • Did it align with GOC/WD Priorities? <ul style="list-style-type: none"> • What role did the CF play? • Describe how this project/loan/service/initiative made a difference in the clients organization and/or community? <ul style="list-style-type: none"> • What were the final outcomes* from the activity? • How has this positively affected your community? • How has this service enhanced the economy in your community? (6-8 sentences)

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2016-17

ANNUAL PERFORMANCE REPORT

Town of Okotoks	Business Incubator (Lead)	In 2008 amidst the freezing of GoC funding the organization found itself struggling with the types of rent we felt was required to provide a quality program in this growing region... the Town of Okotoks provided that relief at a budget level we could support plus allowing us to add revenues through using their building for a business incubator... in 2016 17 the town reviewed our leasing arrangements and by presenting our budget to them they not only allowed us to expand the Business Incubator to increase revenue they also retained the same rent arrangement from 2008 based upon the fact that we still had the same GoC funding
Highwood Natural Foods	Loan (Lead)	The support our original loan provided this young couple to start their High River Business and the add on loan after the 2013 flood using Rotary International Flood Loan dollars helped this business grow, then survive, then come back.... They actually recovered so well from the 2013 flood that they were able to take over a 2 nd store in the Okotoks community, again with our financial help
Okotoks Business Education Partnership (OBEP)	CED/BD Partnership (Lead)	Recognizing that the Okotoks Chamber of Commerce and the Towns Economic Development team were extremely busy with workshop / education demands CFH proposed a partnership to form a local group of agencies which would provide the communities training and educational components thus reduce resource demands for all; reducing costs by sharing; and increase awareness of the valuable resources available in the community... we formed the OBEP utilizing the Community Futures Training Centre (Board Room) and our contacts in catering, etc. The chamber and CFH agreed to share the logistics and administration. The 3 partners added Bow Valley College and McBride Career Centre into the partnership... we sourced free top quality facilitators and educators to come once a month to provide exceptional topical 3 hour facilitated workshops using Bow Valley's Business Diploma program Outline and mixed in additional 2 hour panel discussion topic specialists every 2 months... provides CFH with is partnership and training participant targets... the chamber can focus its luncheons on other needed topics of information and the town and other partners continue to draw strength from the awareness and needs of the region

*Example of possible outcomes: jobs created, impact on the community, successfully assisted companies to enter global markets, new export sales for businesses, new office(s) opened in western Canada, investment attracted to a business, new product(s) created or new service(s) created, successful joint venture established, etc.

**SECTION 4
Alignment with Government of Canada and WD Priorities in key areas**

- Innovation:** Helping support the development and commercialization of cutting edge technologies. Facilitating and enabling western Canadian businesses to capitalize on research, development and commercialization opportunities.
- Skills Development and Training:** Helping to promote skills training opportunities in key sectors across Western Canada.
- Trade & Investment:** Enhancing access to international markets and attracting foreign direct investment to Western Canada.
- Building Capacity for Defence Procurement Opportunities:** Helping western SMEs take advantage of federal procurement opportunities, for instance, by acting as a business facilitator and/or promoting western Canadian companies and their capabilities to domestic and international audiences.
- Economic Growth Acceleration Opportunities for Indigenous Peoples:** Engaging with Indigenous groups to explore opportunities to increase the economic participation of Indigenous peoples with a particular focus on business and economic development, and skills and training.

	Strategy	Planned Project/Initiative (2 – 3 sentences)	Outcome Achieved
1	Innovation –support business and initiatives with the development and commercialization of cutting edge technologies.	Through our partnership with the chambers and the Municipal Economic development groups we are inclusive in bringing an awareness and stronger voice to the need for better data	Speakers, studies and discussion groups have brought this topic to the front where Municipal councils are looking and listening

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2016-17

ANNUAL PERFORMANCE REPORT

		communication links in our rural communities	
2	Skills Development and Training – Support the promotion of skills training opportunities	In partnership with the Town of Okotoks; Okotoks Chamber of Commerce; McBride Career Group and Bow Valley College we led a partnership to deliver monthly breakfast business training sessions and bi monthly business dinner panel sessions to the community in our Business Incubator training centre	3 training sessions delivered to 60 attendees and 2 panel sessions delivered to 30 attendees... Jan – March 2017
3	Trade & Investment – Assist business to enter into global markets		
4	Building Capacity for Defence Procurement Opportunities – Helping western SMEs take advantage of federal procurement opportunities		
5	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	Led the forming of Economic Development Partnerships with our shareholder communities to strengthen community economic development initiatives through multiple partner participation	Formed strong partnerships in Okotoks and High River and created some inroads in 3 other regions delivering 34 regional community based projects leveraging 38 partners... multiple surveys and town hall and chamber meetings garnered further community participation... booklets of community services developed to be handed out to all businesses applying for permits and business licences

**SECTION 5
Collaboration & Cost Efficiencies**

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed / Ongoing
1	Expanded our Partnership with the Town of Okotoks in expanding our Business Incubator program services and space	Town of Okotoks	Increased our net operating Revenues by over \$37,500	On-Going
2	Developed and expanded our Regional Chamber of Commerce partnerships to all 5 regional chambers from 1 the previous year	Chambers of: Okotoks; High River; Diamond Valley; Vulcan; and Nanton	Chambers provides us with valuable marketing and community business awareness ... Chamber benefit from expanded memberships and our loans program grows	On-Going

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2016-17

ANNUAL PERFORMANCE REPORT

3	Continue to access the Pan West and the CFNA staff Training and Benefits programs	CFNA Pan West	Valuable benefit program that aids in staffing attraction; valuable training mechanisms that benefit both the Board members and Employees while strengthening the CF operation	On-Going
4	Continue with a practice to ensure every female entrepreneur is aware of the benefits and services provided by AWE as an alternative to the local CF	AWE	4 clients referred in 2016 17	On-Going

**SECTION 6
Performance Indicator Variance**

In the table below, please ensure an explanation is provided for the following circumstances:

1. Targets were not met or where there was a significant variance of 20% or greater.
2. The organization did not meet the MPS for their group.

Performance Indicator	2016-17 Target	2016-17 Actual	1. If you did not achieve your targets or exceeded them by 20% or more, please provide a detailed explanation. 2. If you did not meet the MPS for your Group, provide a detailed explanation and plans for ensuring the MPS will be met in 2017-18.
Indicate which Group the CF is in :		Group 1	
Total # of community based projects (New PLUS Ongoing)	2	34	Stronger partnerships in the region allowed us to accomplish more than expected
# of business training session participants	200	372	Strong new partnership created a new opportunity
# of business advisory services	250	391	Due to the depressed economy we found we needed to do much more with our clients hen in the past... risk management played a big part in 2016 17
\$ value of loans (*)	\$800,00	\$1,247,885	An extra P/T BA through the funding help of Loan Interest
# of loans (*)	16	21	"" ""
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	2 / 1	9 / 3	As per above

*Total value of ALL loans and other investments approved where initial disbursements made

FOR REFERENCE ONLY:

MPS	GROUP 1	GROUP 2	GROUP 3
Total # of community based projects (New PLUS Ongoing)	2	2	2
# of business training session participants	400	400	300
# of business advisory services			
\$ value of loans	\$600,000	\$400,000	\$200,000
# of loans	12	8	6
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	3	2	1

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2016-17

ANNUAL PERFORMANCE REPORT

CF Web Reporting

Please provide the hyperlink to the 2016-17 Performance Results posted on your website

2016-17 Performance Report on Website	After the 2016 17 AGM on July 8 th ... www.cfhighwood.net
---------------------------------------	--

SECTION 8

Loans over \$150,000

Did your CF provide loans over \$150,000 in 2016-17? Yes No

If **yes**, then please provide a list of all loans given over \$150,000 and provide the reasoning/justification behind providing those loans. Please use your internal file or client number and **not client name**. *Note: your policy on loans over \$150,000 should have been provided to WD previously. If not, please attach to this report.*

File #	Amount	Rationale for Loans over \$150,000
123456	\$165,000	Explanation

SECTION 9

Syndicated Loans

Did your CF participate in any syndicated loans in 2016-17? Yes No

If **Yes** please provide a list of any syndicated loans your organization may have been a part of.

Note: As per the Contribution Agreement (Attachment B, Investment Fund Terms and Conditions), each participating CF may only provide up to \$150,000.

Lead CF	Which CF reported the loan in the reporting system?	Amount Contributed by your CF	Total Loan Amount	Number of Partner CFs
CF Edmonton	CF Edmonton	\$75,000	\$300,000	5

SECTION 10

Investment Fund

1. WD Investment Fund Activity as of March 31, 2017

Total Value of Loans Receivable	Total Number of Loans Receivable	Total Value of Loans Receivable over 90 days	Number of Loans Receivable over 90 days
\$1,000,000	85	\$25,000	5
\$3,499,785	66	\$214,302	5

2. Equity Investment / Related Entities / Subsidiaries as of March 31, 2017

List any CF investments in equity, related entities or subsidiaries as of March 31, 2017

Company Name	Percentage of Shares	Dollar Value
ABC Company	25%	\$25,000

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2016-17

ANNUAL PERFORMANCE REPORT

3. FOR THOSE WITH A 3 YEAR AGREEMENT : Interest Transfers up to \$50,000

Please list all interest transfers amounts, the activities, and the WD Investment Fund type.

Activity	WD Investment Fund Source	Amount Transferred
Part Time Business Analyst and P/t Business Admin Assistant	Non-Repayable	\$46,258
CFNA Marketing Project	Non-Repayable	\$3,000
	Choose an item.	
	Choose an item.	

4. Interest Transfers above \$50,000 (not included in Section 3) and Interest Transfers for those with 1 year agreements

Please list all interest transfers amounts, the activities, the WD Investment Fund type, and WD approved date.

Activity	WD Investment Fund Source	Amount Transferred	Date WD Approved the Transfer
	Choose an item.		
	Choose an item.		
	Choose an item.		
	Choose an item.		

SECTION 11

Appeals

1. Please report on the following.

Number of Appeals	0
Basis for the Appeals (please list all reasons)	
Number of Appeals Upheld	
Number of Appeals Denied	
Number of Appeals Pending Decision	

SECTION 12 - OPTIONAL

Highlights

1. This section is optional and is provided for you to show case anything the CF does that you feel may be different from other CFs. This could include; best practices, interesting processes, unique services, meaningful community based projects or events, etc.

Best Practices... Chamber of Commerce Partnership... they market us in those rural areas they serve while we provide a loan Interest reduction incentive for any business that is a Chamber member or joins the chamber before we advance the loan. Reduces our costs for marketing and travel... increase our awareness and loan numbers... increases Chamber Membership and provides us a spring board into multiple project partnerships and training initiatives with the Chambers and other Community organizations