

**CF NAME: COMMUNITY FUTURES HIGHWOOD**

**Fiscal Year: 2017-18**

ANNUAL PERFORMANCE REPORT

Please email the approved Annual Performance Report to [WD.abreports-rapportsab@canada.ca](mailto:WD.abreports-rapportsab@canada.ca) by **May 31, 2018**

**SECTION 1**

**Board Motion**

Motion from your Board of Directors that approved the 2017-18 Annual Performance Report.

Date of Board Meeting:	<b>E-Vote of Board as at May 28, 2018</b>
Motion:	<b>Moved that the 2017 18 Annual Performance Report be accepted as a reflection of our Operating outcomes and experiences for 2017 18</b>
Moved By:	<b>Serena Donovan, Councillor County of Vulcan Rep</b>
Seconded By:	<b>John Dozeman, Nanton Town Councillor Rep</b>

**SECTION 2**

**Executive Summary on Overall Performance for 2017-18**

Community Futures Highwood’s 31<sup>st</sup> annual AGM was hosted by the Shareholder, Town of Okotoks. Special guest for the event was local MP John Barlow.

Attendees joining us for this 31<sup>st</sup> 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 Okotoks leadership including Chamber of Commerce; Rotary; and other community agencies and municipal senior administration; 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 2017 18 key targets and internal Board targets were met or in most cases, exceeded.

This outcome of targets was particularly gratifying in that the organization replaced 14 of its 18 Board Members half way through the year... coupled with 13 years of frozen funding coupled with 13 years of overhead costs rising presented many challenges.

**As a result of the Board turnover Board Members took advantage of Pan West Leadership Institute Facilitated Training Sessions with 6 modules of training being provided with an average attendance of 11 for each one.**

**The board also held a weekend Strategic Planning session with an external facilitator which provided a great opportunity for the members to quickly become acclimatized to the Community Futures Program and to set a road map for the coming 3 years.**

**Staff, all of whom had just completed 1 year in the community futures office, also received both class room and webinar staff training on 6 occasions through the Pan West Leadership Institute**

CF Highwood maintained its Partnership with the Alberta Youth Entrepreneurship Camp sending 10 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. GM John will serve as 2018 Camp Director and Co-Chair of the Combined Rotary – Community Futures Operating Committee (Board of Directors)

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

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In 2017 18 CF Highwood retained its 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.

CF Highwood also facilitated Strategic Plans for 3 of our regions Chambers of Commerce.

To bolster its presence and value in the region, Community Futures Highwood (CFH) retained its partnerships with each region's Community Economic Development representatives, Chamber of Commerce, Bow Valley College and McBride Career Group to focus on bringing consistent business training and education opportunities. CF Highwood also extended its partnerships to include The Business Link and Business Development Bank of Canada Business through their Facilitated workshops

Community Futures Highwood also formed a partnership with the Province of Alberta's Regional Economic Development Field Officers (from Calgary for The High River/Okotoks/Diamond Valley region) (From Lethbridge for Vulcan County; Vulcan; MD Willow Creek; and Nanton) bringing focus to our shareholder communities of the resources available. These field officers have joined our General Manager in joint presentations to our Municipal councils.

These partnerships have allowed CF Highwood to share costs and resources while attracting much stronger speakers and educators along with programs to the region.

The 2017 18 year's CFH report card shows:

- . 346 clients received CFH Services in 2017 18
- . 32 regional community based projects leveraging 51 partners;
- . Loan, Business and CED services leveraged \$6,824,261.00 injected into our region;
- . 65 Business Plan services facilitated;
- . 15 loans booked (1 within Government of Canada Priority Areas);
- . \$879,176.00 in loan dollars advanced creating or maintaining 64 jobs;
- . 12 Loans originally booked totaling \$917,460 and with a total balance of \$395,773 outstanding, were paid out during the year
- . Loan Write-offs were 7.81% of portfolio @ \$252,063
- . Delivered 376 advisory services to business clients and 438 training session participants received CFH Services
- . 4 New Community based projects within Government of Canada Priority areas;
- . 953 man-hours of Board volunteer time;
- . 26 entrepreneurs with Disabilities / 5 Indigenous persons / 5 Social Enterprises received services

All these outcomes point to an overall good CFH program year in the Highwood Region in 2017 – 18.

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**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"> <li>• Did it align with GOC/WD Priorities?</li> <li>• What role did the CF play?</li> <li>• Describe how this project/loan/service/initiative made a difference in the clients organization and/or community?                             <ul style="list-style-type: none"> <li>• What were the final outcomes* from the activity?</li> <li>• How has this positively affected your community?</li> </ul> </li> <li>• How has this service enhanced the economy in your community?</li> </ul> (6-8 sentences)
Town of Okotoks	Business Incubator (Lead)	<p>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</p> <p>In 2017 18 we were able to increase our revenues from this partnership by 19.4%</p>
Collision Solutions Inc	Loan (Lead)	<p>Joel Cannon, owner of Collision Solutions, &amp; his team offer high quality auto body repair services in Okotoks and surrounding communities.</p> <p>Opened in January 2015, the main goal at Collision Solutions is to provide customers with a positive experience during the repair process to go along with our professional auto body repair &amp; paint. At Collision Solutions you are not just a customer. You become a member of the family. We fix every vehicle as if it was our own. This is what separates us from the rest!</p> <p>Starting a new business can be a difficult process according to Joel. “Community Futures Highwood gave us the tools and support we needed to get going. We have the security of knowing that they always have our back. If we have any questions or run into issues, we know the staff at Community Futures is there to help us get through it.”</p> <p>Since opening, Collision Solutions has been privileged enough to have had the opportunity to work in the TV/Film industry by producing over 20 vehicles for the TV show “FARGO SEASON 2”. As well as working on the Bowness Train project for the City Of Calgary and restoring the 4 train cars that were washed away in the floods.</p> <p>Collision Solutions believes in giving back to the community by showing support to local charities, schools &amp; sport teams by donating services as well as multiple sponsorships. Such as the 2016 &amp; 17 &amp; 18 Rotary Golf Tournament and their annual Youth Soap Box Derby’s.</p> <p>This business has grown from 4 to 10 jobs since opening</p>

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Business Education Partnership	CED/BD Partnership (Lead)	<p>After piloting a 5 organization partnership program in one shareholder community in 2016 17 with great success CF Highwood facilitated expansions into two additional regions in 2017 18... recognizing that this would stretch the resources and finances of itself and its partners, CF Highwood, along with the leadership of Bow Valley College, sourced out the additional partnership services of The Business Link and of the Business Development Bank of Canada... the outcome is that we now provide quality business educational workshops; business mentoring; and business one on one coaching in 3 of our CF Highwood Shareholder regions.</p> <p>Our Business training participant numbers have gone up considerable... over 400 in 2017 18... and our costs and lost resource time has been reduced allowing us to do more in the region</p>
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**SECTION 4  
Alignment with Government of Canada and WD Priorities in key areas**

**Please describe the initiatives or project that your organization was involved in that aligned with WD 2017-18 operational priorities listed below:**

	Strategy	Planned Project/Initiative (2 – 3 sentences)	Outcome Achieved
1 (a)	Innovation – Support business and initiatives that can bring new technologies to Canadian and global markets	Partner with local and regional shareholders to assist entrepreneurs in the manufacturing and IT sectors	Recognizing that 2 of our urban rural shareholder communities and 2 of our rural communities will be running high speed fibre by 2019 we piloted our 1 <sup>st</sup> of what we know will be several workshops to educate business owners on the value of using technology every day to handle their daily transactions and activities and also to understand and use Cloud technology to store their data... positive feedback received
1 (b)	Clean Technology – Support business and initiatives related to Clean technology activities	Work with and support those shareholder regions who have identified business park growth industries as clean industries... low water users and high efficiency manufactured products	Worked closely with one Client who has now achieved his federal Government certification to produce cheese using recycled water to complete his milk pasteurization process... water can be circulated safely for up to 30 days thus reducing the high demand on critical water supplies of the municipality
2	Trade & Investment – Assist business to enter into global markets		
3	Building Capacity for Defence Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities		

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<b>4</b>	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development		
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**SECTION 5  
Collaboration & Cost Efficiencies**

**Please report back on the cost efficiencies\* or collaboration\* efforts (CFs, WCBSN or other business service providers) that the organization implemented during 2017-18.**

	<b>Collaborations and/or Cost Efficiencies Implemented</b>	<b>If Applicable, Names of WCBSN Partners Involved</b>	<b>Estimated Cost Savings and/or Benefits</b>	<b>Completed / Ongoing</b>
<b>1</b>	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 \$44,763	On-Going
<b>2</b>	Expanded and retained 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
<b>3</b>	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  6 modules of training in the year for the new board members	On-Going
<b>4</b>	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	3 clients referred in 2017 18	On-Going
<b>5</b>	Collaborated and partnered with excellent new partners to enhance and expand our Business workshops and business mentors	Business Link Business Development Bank of Canada Bow Valley College	in late 2017 early 2018 there were 6 sessions provided in 3 communities of the CF Highwood region... our internal costs and resource usage benefited from these experts coming in to assist us	On-Going

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**SECTION 6  
Performance Indicator Variance**

Please ensure a detailed explanation is provided if the organization did not meet the MPS for their group.

Performance Indicator	2017-18 Target	2017-18 Actual	If you did not meet the MPS for your Group, provide a detailed explanation and plans for ensuring the MPS will be met in 2018-19.
Indicate which Group the CF is in :		<b>Group 1</b>	
Total # of community based projects (New PLUS Ongoing)	2	32	
# of business training session participants	200	438	
# of business advisory services	200	376	
\$ value of loans (*)	\$800,000	\$879,176.38	
# of loans (*)	16	15	
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	4	5	

\*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

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Please provide the hyperlink to the 2017-18 Performance Results posted on your website. (The template for Performance Results 2017-18 was provided to you along with this document.)

2017-18 Performance Report on Website	<a href="http://highwood.albertacf.com/performance-results-0">http://highwood.albertacf.com/performance-results-0</a>
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**SECTION 8****Loans over \$150,000**

Did your CF provide loans over \$150,000 in 2017-18?  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 2017-18?  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, 2018**

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
\$3,041,120	68	\$151,482.22	6

**2. Equity Investment / Related Entities / Subsidiaries as of March 31, 2018**

Does your CF have investments in equity, related entities or subsidiaries as of March 31, 2018?  Yes  No

If yes, please list them below.

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

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

Did the CF transfer interest in 2017-18?  Yes  No

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

Did the CF transfer interest in 2017-18?  Yes  No

If yes, 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
Part Time Business Analyst and P/t Business Admin Assistant	Non-Repayable	\$49,723	
	Choose an item.		
	Choose an item.		
	Choose an item.		

**SECTION 11 Appeals**

**1. Please report on the following.**

<b>Number of Appeals</b>	<b>0</b>
<b>Basis for the Appeals (please list all reasons)</b>	NA
<b>Number of Appeals Upheld</b>	NA
<b>Number of Appeals Denied</b>	NA
<b>Number of Appeals Pending Decision</b>	NA

**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... Increases 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 Organization

Best Practices... Partnership with Business Link; Bow Valley College; Business Development Bank of Canada; Chambers of Commerce to bring already developed business workshop topics to our various shareholder regions rather than using our own resources, time and costs to meet this need

Best Practices... Partnerships with the Provinces Economic Development Field Officers to do joint presentations and service delivery to our Shareholder Municipal Councils and with our Municipal Administration teams on matters of Economic Development planning and strategies