

Community Futures Highwood



AGM

March 31, 2018

<http://highwood.albertacf.com>



Western Economic
Diversification Canada

Diversification de l'économie
de l'Ouest Canada

Canada 



OUR SHAREHOLDERS...

TOWN OF BLACK DIAMOND

TOWN OF HIGH RIVER

M.D. OF FOOTHILLS

M.D. OF WILLOW CREEK

TOWN OF NANTON

TOWN OF OKOTOKS

TOWN OF TURNER VALLEY

TOWN OF VULCAN

VULCAN COUNTY

Community Futures Highwood



CFH Purpose Statement

To support and assist entrepreneurs
with business solutions and invest in
community economic growth.

<http://highwood.albertacf.com>

Growing communities one idea at a time.

STRATEGIC PRIORITIES

Key Areas of Emphasis	GOAL	What CFH needs to do or achieve in the next 3 years (potential strategies)
Financial / Business Services	<p>Increase Community Futures Highwood's (CFH) Loan Portfolio to stimulate business diversity and entrepreneurship in our communities</p> <p>CFH has successfully developed partnerships throughout all its member communities</p>	<p>Lend to capacity</p> <p>Provide advisory services and training to support a sustainable healthy business community</p> <p>Annually, increase the number of loan accounts outstanding - net</p> <p>Work with municipal jurisdictions to grow business capacity and diversity</p> <p>Strong Risk Management practises to protect assets in this economic uncertainty</p> <p>Work with CFNA Board to source additional loan dollars and loan fund models</p> <p>Increase competitiveness of client businesses in region</p>
Economic Development	<p>Provide shareholder communities and their community organizations with supportive economic development programs</p> <p>CFH will successfully develop partnerships throughout all its member communities</p>	<p>Support individual community economic development projects</p> <p>Promote municipal partnerships on major projects</p> <p>Be recognized as a facilitator and contributor to the region ... provide advice and guidance, as appropriate, to regional programs</p> <p>Utilize CED and project development opportunities to promote business services</p>
Promotion	<p>Implement a timely, effective and ongoing promotion designed to create awareness and understanding of CFH services</p> <p>Communities are fully aware of the CFH services and programs</p>	<p>Maximize partnered relationships with bankers for business programs, training and loan activities</p> <p>Utilize client testimonials in marketing programs</p> <p>Promote targeted services to existing SMEs</p> <p>Collaborate and partner with the regions Chambers of Commerce, EDCs/EDOs, and business organizations.</p> <p>Municipal Offices – displays, awareness, education, presentations--- promoting CF visibility</p> <p>Work with schools to educate Youth on entrepreneurship</p> <p>Keep all levels of Government and their representatives updated on outcomes and success stories</p>
Human Resources	<p>Ensure CFH is appropriately staffed, and with annual budgets for on-going training for all staff and board members</p> <p>CFH will provide its shareholder communities with strong information to assist in appointing committed board members</p>	<p>Source, train and retain qualified staff</p> <p>Reward personal initiatives by staff</p> <p>Maintain an annual budget for board and staff development</p> <p>Maintain a strong Board orientation and skill development program</p> <p>Work with shareholders to fill vacancies on board including succession plans for replacements</p> <p>Develop succession plan for General Manager's position</p>
Viability	<p>Ensure the long term financial viability of the organization</p> <p>Seek enhanced and additional funding sources for CFH operations</p>	<p>Expand partnership with the Town of Okotoks through the Foothills Business Incubator</p> <p>Increase and diversify facilities to provide more creative responses to potential users</p> <p>Explore additional Federal Government and potential Provincial Government service contracts</p> <p>Maximize CFNA and Pan West best practices and support services and programs</p> <p>Assess member communities for services provided - user pay optional services</p> <p>Maximize client fees for out of pocket unbudgeted costs</p>



April 1993 – March 2018 (25 Years)

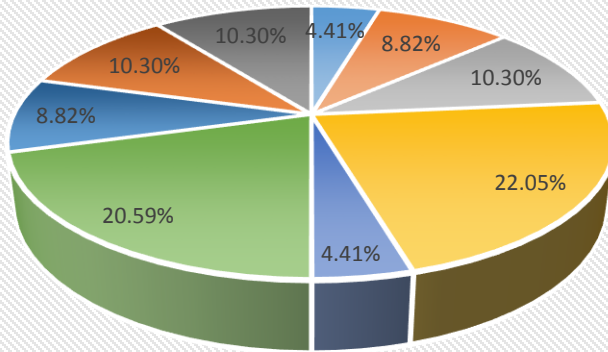
(Stats for the 7 years prior to 1993 unavailable)

Results

CATEGORY	Results 25 years	Avg. Annually	Result 2017-18
General Operations			
# Volunteer Board Members	470	19	23
# Board Member Volunteer Hours	21,573	863	953
# Clients worked with	8,392	336	346
# Additional Clients provided Basic Information Services	14,258	570	535
Total \$ Economic Impact into the Region (Total of Items** below)	\$171,170,727	\$6,846,829	\$8,137,594
Total # Jobs Created through CF Services (Total of Items ^^ below)	8,587	343	208
Community Economic Development			
Government of Canada & other “Community Economic Development” Initiative Funds Sourced, Managed and Leveraged into the Community**	\$45,744,185	\$1,829,767	\$92,000
CED Projects Started/Delivered—Leadership; Planning; Partnered, etc.	2,014	81	104
Business Development			
# Business Loans Advanced	697	28	15
\$ Value of all Loans Advanced**	\$24,567,049	\$982,682	\$879,176
\$ Average Value per Loan	\$35,247		\$58,612
\$ Leveraged by clients or others on top of CF Loan**	\$51,255,324	\$2,050,213	\$1,155,345
\$ Leveraged Value per loan	\$73,537		\$77,023
\$ Leverage per \$ Loaned out	\$2.1 – to - \$1		\$2.1 - to - \$1
# Jobs Created through Lending Services^^	3,983	159	30
# Businesses Assisted in Start-up or Expansion... non-Loans clients	1,519	61	65
\$ Leveraged by non-loan Business Clients opening a business**	\$49,604,169	\$1,984,167	\$6,011,073
# Business Clients attending CFH Training Workshops	5,177	207	438
# Jobs Created by non-loan Business clients^^	4,604	184	178
# Business Advisory Services Provided	5,979	239	376
Loan Write-Off data... total... and as a % of Portfolio	\$1,403,008	2.25%	7.81%

For the 2017 18 operating year... the Community Futures Highwood Program returned to the tax payers of Canada, utilizing conservative tax rates for the jobs created / impacted, “over \$30 for every \$1” it received from the Government of Canada, under its funding contract

LOAN PORTFOLIO INDUSTRY MIX

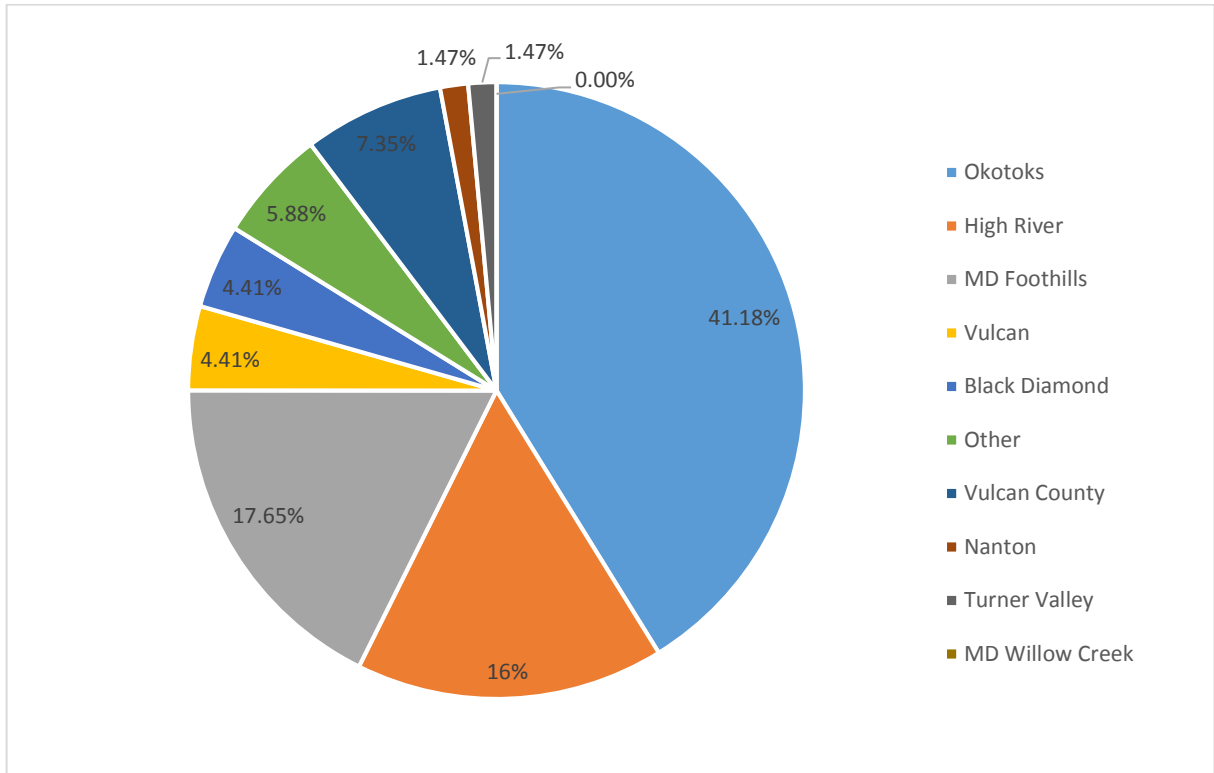


- Agriculture, Forestry, Fishing & Hunting
- Construction
- Manufacturing
- Retail Trade
- Transportation & Warehousing
- Professional, Scientific & Technical Services
- Arts, Entertainment & Recreation
- Accommodation & Food Services
- Other Services (Including Services to Oil & Gas Extraction)

Retail Trade	22.05%	15
Professional, Scientific & Technical Services	20.59%	14
Manufacturing	10.30%	7
Accommodation & Food Services	10.30%	7
Other Services (Including Services to Oil & Gas Extraction)	10.30%	7
Arts, Entertainment & Recreation	8.82%	6
Construction	8.82%	6
Agriculture, Forestry, Fishing & Hunting	4.41%	3
Transportation & Warehousing	4.41%	3
Mining	0%	0
Wholesale Trade	0%	0
Information & Cultural Industries	0%	0
Real Estate & Rental & Leasing	0%	0
Management of Companies & Enterprises	0%	0
Administrative & Support, Waste Management and Remediation Services	0%	0
Total	100.00%	68

LOAN PORTFOLIO SHAREHOLDER DISTRIBUTION

Geographic Distribution of Loans by Municipality



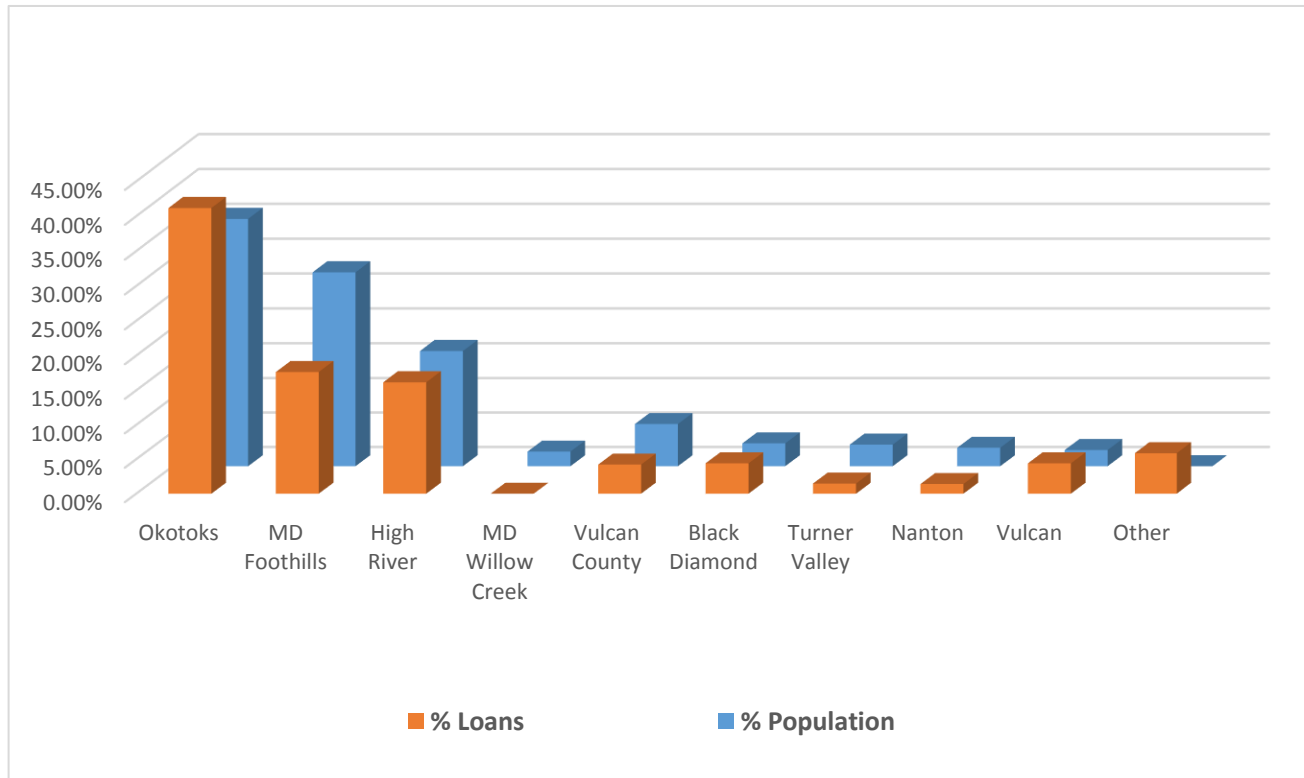
Shareholder % Share vs # Loans

Okotoks	41.18%	28
MD Foothills	17.65%	12
High River	16.18%	11
Vulcan County	7.35%	5
Other	5.88%	4
Black Diamond	4.41%	3
Vulcan	4.41%	3
Nanton	1.47%	1
Turner Valley	1.47%	1
MD Willow Creek	0.00%	0
	100.00%	68



LOAN PORTFOLIO SHAREHOLDER DISTRIBUTION

Geographic Distribution of Municipal Population compared to % of loans

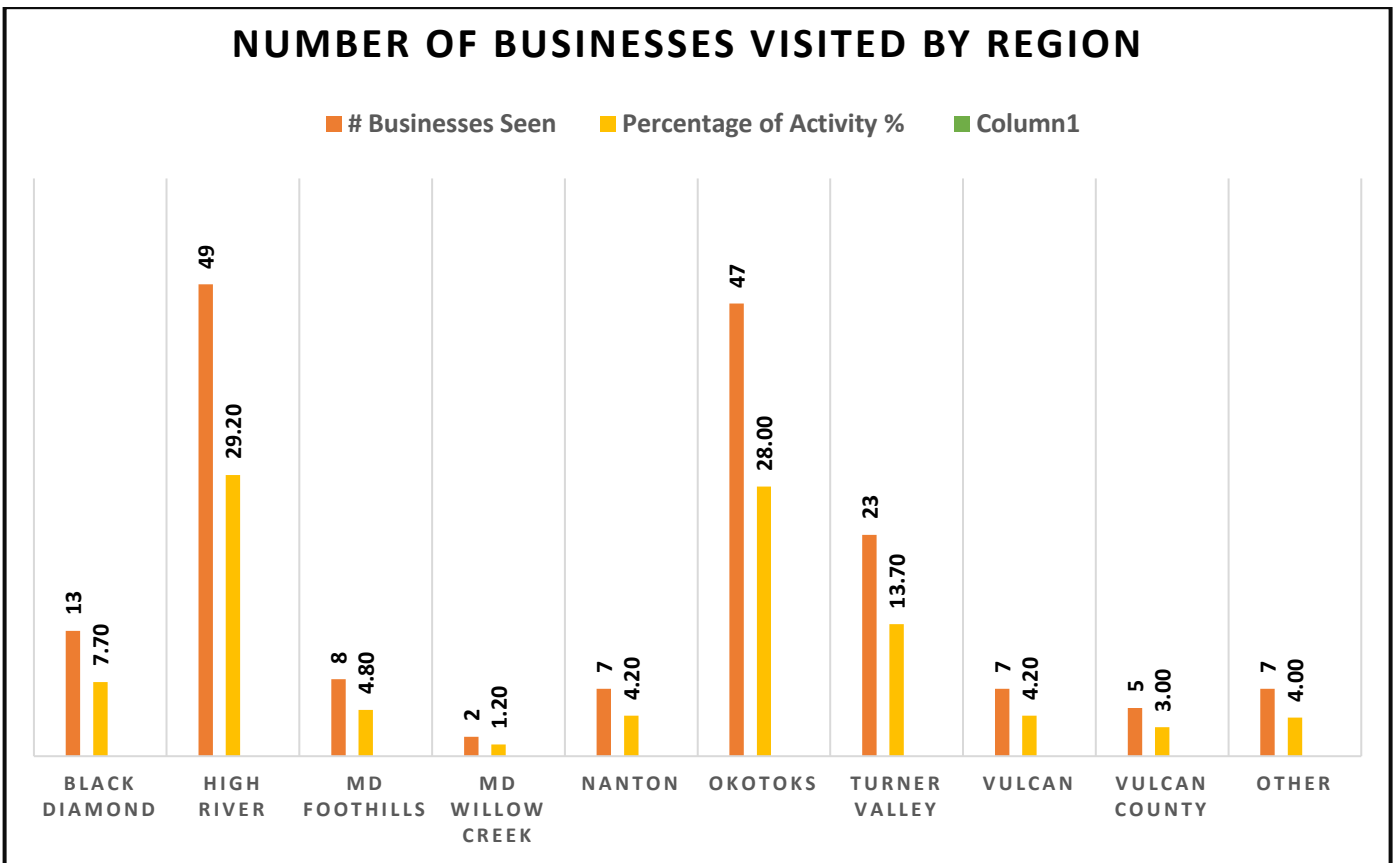
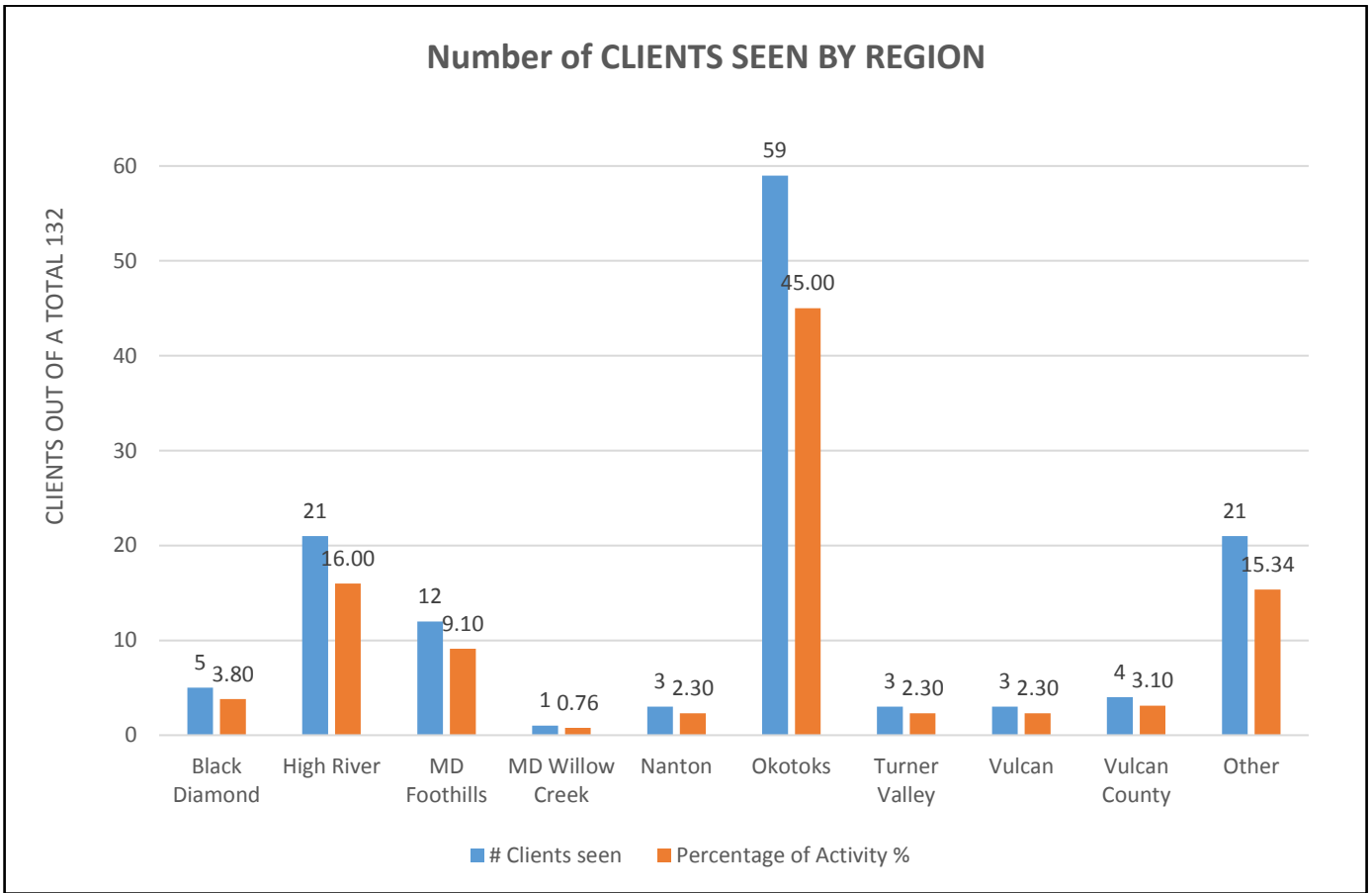


Total Shareholder Region Population 81,416

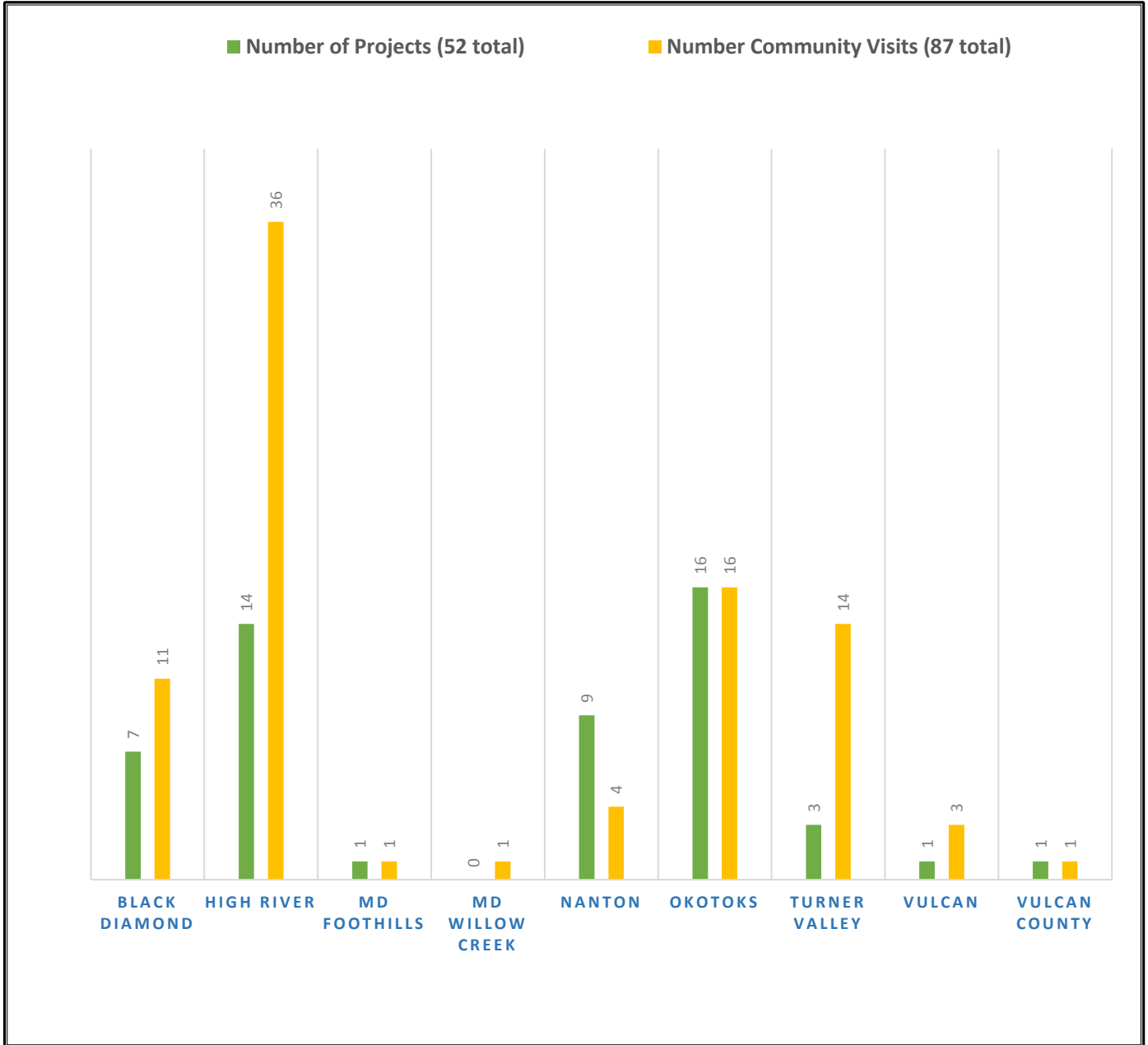
Shareholder Region % Population compared to the % loans

Okotoks	35.62%	41.18%
MD Foothills	27.96%	17.65%
High River	16.68%	16.18%
MD Willow Creek	2.12%	0.00%
Vulcan County	6.13%	4.23%
Black Diamond	3.32%	4.41%
Turner Valley	3.14%	1.47%
Nanton	2.68%	1.47%
Vulcan	2.35%	4.41%
Other	0.00%	5.88%
Total Population / Loans	100.00%	68

CLIENTS AND BUSINESSES SEEN



PROJECTS BY SHAREHOLDER REGIONS





Growing communities one idea at a time.



COMMUNITY FUTURES PROGRAM

WESTERN ECONOMIC DIVERSIFICATION CANADA PERFORMANCE REPORT

**ROUND SEVEN (2009 - 2014)
RELEASED FEBRUARY 2018**

THE REPORT IS A CONTINUATION OF A PERFORMANCE MEASUREMENT STRATEGY THAT EVALUATES COMMUNITY FUTURES (CF) LOAN CLIENT SUCCESS BY COMPARING SEVERAL INDICATORS OF BUSINESS SUCCESS WITH THOSE RESULTS FROM COMPARABLE FIRMS.

- IN THE CATEGORY OF “EMPLOYMENT GROWTH”... CF ASSISTED BUSINESSES INCREASED THEIR NUMBER OF EMPLOYEES BY 8.02% ANNUALLY COMPARED TO A 2.89% GROWTH RATE IN NON- CF ASSISTED BUSINESSES.**

- **FOR SALES GROWTH... CF ASSISTED BUSINESSES EXHIBITED AN 11.24% COMPOUNDED ANNUAL SALES GROWTH RATE COMPARED TO A 6.17% GROWTH RATE FOR NON- CF ASSISTED BUSINESSES.**

- **ADDITIONALLY... COMMUNITY FUTURES 'LOAN CLIENTS' WERE ABLE TO WITHSTAND INITIAL SHOCKS TO ECONOMIC ACTIVITY BETTER THAN THOSE OF BUSINESSES WITHOUT CF ASSISTANCE AND THEIR SALES GROWTH TENDS TO OUT-PERFORM SALES GROWTH FOR COMPARABLE BUSINESSES.**

- **IN THE AREA OF BUSINESS LONGEVITY... CF ASSISTED BUSINESSES EXHIBITED STRONGER FIRM LONGEVITY THAN THOSE BUSINESSES IN THE COMPARABLE GROUP, ESPECIALLY IN THE LONG RUN.**

- **THE REPORT'S "EXECUTIVE SUMMARY" ENDED WITH THIS QUOTE:**
 - **"OVERALL, THE DATA DEMONSTRATES COMMUNITY FUTURES ORGANIZATIONS' LENDING ACTIVITY IS MAKING A DIFFERENCE"**



COMMUNITY FUTURES (CF) PROGRAM

90 CF organizations across Western Canada;
providing support to businesses; and
focusing on creating jobs outside of major urban centres.

CF lending is making a difference!



2016-2017 Study

Compares the business performance of CF loan clients between 2009 and 2014 to similarly-sized incorporated companies in Western Canada, using Statistics Canada's databases.

BOARD MEMBER & STAFF TENURE

(as at Apr 1 2018)

NAME	REPRESENTS	Date On Bd. (# Yrs. / Months Previous Service)	Total # Years of Service YTD	Term Expiry Date (Nov 30 th)
Veronica Kloiber (Council)	Black Diamond	Nov 2017	0 yrs – 5 mos	2021
Robert Cotton (at large)	Black Diamond	March 2018	0 yrs – 1 mos	2021
Carol MacMillan (Council)	High River	Nov 2017	0 yrs – 5 mos	2018
Al Gillis (at large) <i>IRC Chair</i>	High River	Nov 2010 (3/0)	7 yrs – 5 mos	2019
Delilah Miller (Council)	M.D. Foothills	Apr 2016	1 yrs – 12 mos	2018
Wayne Schultz (at large)	M.D. Foothills	Feb 1, 2018	0 yrs – 2 mos	2021
Evan Berger (Council)	M.D. Willow Creek	Nov 2017 (1/8) (2/11)	0 yrs – 5 mos	2018
Don McRae (at large)	M.D. Willow Creek	Nov 2017 (18/11)	0 yrs – 5 mos	2020
John Dozeman (Council)	Nanton	Nov 2017	0 yrs – 5 mos	2018
Rick Everett (at large)	Nanton	Nov 2017	0 yrs – 5 mos	2020
Florence Christophers (Council)	Okotoks	Nov 2017	0 yrs – 5 mos	2018
Amber Chapman (at large) <i>Bd. Secretary</i>	Okotoks	Nov 2014	3 yrs – 5 mos	2020
Jonathan Gordon (Council)	Turner Valley	Nov 2017	0 yrs – 5 mos	2018
(at large)	Turner Valley		0 yrs – 0 mos	2020
Michelle Roddy (Council)	Vulcan	Nov 2017	0 yrs – 5 mos	2018
Gordon McPherson (at large) <i>IRC Vice</i>	Vulcan	May 2015 (6/11)	2 yrs – 11 mos	2018
Serena Donovan (Council)	Vulcan County	Nov 2017	0 yrs – 5 mos	2018
Jason Thornhill (at large)	Vulcan County	Mar 2015	3 yrs – 1 mos	2018

STAFF

John Lockhart	General Manager	June 1993 (24 / 10)
Cory Kunz	Office Administrator	May 2016 (1 / 11)
Ursula Sherwood	Business Analyst (p/t. BA 0/9)	May 2016 (2 / 8)
Megan Watts	p/t Youth Business Co-Ordinator (Admin 7/ 4) (p/t BA 1/11)	April 2018 (9 / 3)
Billie Charlton	Administrative Assistant (P/T)	April 2016 (2 / 0)

Where
COMMERCE
and
COMMUNITY
meet

*In business, what if
nobody asked what if?*



Are you willing to ask "what if"?



2017-2018 AGM... 32 YEARS

SAT. JULY 7, 2018

TOWN OF NANTON

6:00PM

RECEPTION

7:05PM

WELCOME

Evan Berger, Board Chair, MC
Mayor Jennifer Handley, Town of Nanton

GRACE

7:20PM

DINNER

8:30PM

REMARKS

MEGAN BRETT, Catalyst LLP
EVAN BERGER, Board Chair
AL GILLIS, Board Loan Committee Chair

9:30pm

VISIT WITH FRIENDS

Dinner Menu

WHITE AND RED WINES

•••

CASEAR SALAD

•••

**DRIBEYE STEAK W/GARLIC TOAST
AND BAKED POTATO.**

•••

DESSERTS

•••

COFFEES ... TEA

SHAREHOLDERS

Town of Black Diamond
Town of High River
Town of Okotoks
Town of Turner Valley
Town of Nanton
Town of Vulcan
Vulcan County
M. D. of Foothills
M. D. of Willow Creek

FUNDERS

Government of Canada
(Western Economic Diversification)

PARTNERS

Community Futures Network of Alberta
Town of Okotoks
Nattress Kuntz Chartered Accountants
McFarlane Insurance Agencies
MacLean West Law Office
Regional Chambers of Commerce
Economic Development Committees
Bow Valley College
McBride Career Group
Business Link
Servus Credit Union
Business Development Bank of Canada

2018 SPECIAL GUESTS

Nanton Mayor, Jennifer Handley
Nanton Councillor, Dave Mitchell
Nanton Councillor, Beryl West
Carmangay Deputy Mayor, JoAnne Juce
Turner Valley Councillor, John Waring
Okotoks Councillor, Ray Watrin
Randall Nattress, Chartered Accountant
Megan Brett, Senior Manager, Catalyst
Brian West, McLean West Law
Terrance Meyers, McLean West Law
Bill & Karen McFarlane, McFarlane Agencies