

**SECTION 1
Board Motion**

Motion from your Board of Directors that approved the 2013-14 Annual Performance Report.

Date of Board Meeting:	Email vote June 16, 2014... 11 of 17 responded by 10:00am June 16... 11 YES votes
Motion:	To accept the 2013 – 14 CF Highwood Annual Performance Report as presented
Moved By:	Jim Deacon, Black Diamond
Seconded By:	Ken Black, MD Foothills

**SECTION 2
Executive Summary on Overall Performance for 2013-14**

Please provide a short narrative (1/2 to one page) summarizing your organization’s overall performance, successes, challenges and issues for the past fiscal year. Highlight any governance improvements undertaken (board training, new policies, etc.)

Of course the largest challenge this past operating year was facing a devastating Flood on June 21, 2013, that basically wiped out the complete downtown business community of our 2nd largest shareholder community... High River... along with many other businesses on the periphery of the down-town. It also crippled most all businesses for several weeks as the town was under a long term state of emergency with almost all homes also flooded. This flood also took out the only connecting bridge between 2 of our other large Shareholder Communities... Black Diamond and Turner Valley... isolating not only their shared service area (Black Diamond has the only grocery store in this area and services both communities as well as nearby villages and hamlets plus the first nations in Eden Valley) but also closed highway 22 from all north south travel through these communities... a highway which these two communities count heavily on for its economic wealth.

The Board and staff reacted with quickness and strength of service by working very closely with High River from first providing a ‘mustering’ point for the formation of the business community task forces; by then taking on the lead for 3 critical task forces; by identifying 15 of its existing businesses serious impacted, and by quickly working with them to create a plan of support and service... all businesses are again back up and functioning and all loan payments current.

The CF Highwood Loan and Management Committees also met with staff, keeping their CF Association office and WED in the loop, and formulated special loan programs to support the many businesses in their recovery.

The CF General Manager, with his international connects through Rotary, and working with the Rotary Club of High River, was able to negotiate a micro flood loan program funded by Rotary International. He was also able to negotiate a special grant program with the Province of Alberta to hire 2 additional staff for 2 years to assist with the Rotary project as well as to share similar services in Black Diamond, Turner Valley and in Bragg Creek, a community serviced by CF Centre West. These 2 projects not only have special loan funds attached but also business education, coaching and counselling services as well as mental health components... these two projects, while designed, negotiated and planned with local leadership in 2013 – 14, were not implemented until April 2014.

The staff GM also joined the Okotoks Regional Post-Secondary Education Committee, sitting as Deputy Chair, in partnership with The Town, Municipal District of Foothills, both school divisions, Bow Valley College, and the community, and though several strategic planning exercises and research meetings with all southern Alberta post-secondary institutions, assisted in the preparation of a “go forward document” to elevate the possibility of bringing a focused Post-Secondary set of programs permanently to the region.

All WED negotiated 2013 14 targets, notwithstanding the many interruptions to service over the summer and fall of the flood, were met or in most cases, exceeded.

The Board also had a 60% turnover at its Board of Directors table, with 11 new faces now at the table. A series of Orientation tools were provided the new members and the full board met in February to attend a Pan West Leadership Institute Facilitated Board Orientation Session as well as 1 additional Module of Board Training. In March it again met for a facilitated 3 year Strategic Planning Session.

The staff of 3 also lost its Business Analyst in March 2013 thus operating as only 2 until June and day 1 of the new Business Analyst was interrupted by the June flood... 1 hour into her orientation she had to run to High River to get what she could before her home became flooded. Notwithstanding this the Business Analyst attended 2 Pan West Leadership training modules as has the Administrative Assistant in 2013 14.

All in all a good outcome for the CF program in the Highwood Region in 2013 - 14, and a very good start to a full recovery of 3 of our larger communities.

SECTION 3

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2013-14

ANNUAL PERFORMANCE REPORT

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? <p style="text-align: center;">(6-8 sentences)</p>
Shareholder Community of High River	Task Force Leader	CFH led 3 Business Community Recovery Task Forces for the Town of High River from day 2 of the flood... Also contacted and recruited 2 other regional agencies to lead 1 Task Force each. Included Strategic Planning Sessions; Planning Town Hall meetings on behalf of the Mayor and Provincial Minister; sitting at the podium with the Mayor and Minister; meeting with business groups; negotiating access to loan programs with the Province and WED; creating special CF Highwood Loan and business service programs; bringing teams of lawyers to the table and coordinating appointment times for them to provide one on one Pro Bona legal advice to many business owners; kept the business community connected on what financial services and businesses services were available to them... providing some sense of comfort that there was help
15 Existing CFH flood impacted businesses	Loan and Business Services	Immediately developed programs and loan plans to assist our 15 clients in High River; Black Diamond; Turner Valley; and Bragg Creek in recovery. Between Jun 2013 & Feb 2014 all clients were able to recover and to get their loan payments regularized and back to a current repayment structure... at the same time 6 non-CF Highwood businesses were assisted with a special Flood Loan Recovery program to get them re-opened in High River
Rotary / Province of Alberta	Loans and Business Services	While searching for much needed capital, services and resources CFH was able to negotiate a \$300,000 project with Rotary International and a \$150,000 grant with the Province of Alberta. Of the \$300,000 from Rotary CFH now had \$240,000 in Flood Recovery Micro Credit Loan dollars to help approximately 10 High River Businesses, and dollars to provide at least 10 Business workshops, 3 mental health workshops and provide between 25 to 50 business and mental health 1 on 1 coaching / counselling sessions. It also means we can provide, in Black Diamond, Turner Valley, and Bragg Creek, another 10 Flood Stimulus Micro Credit Loans to existing community businesses, 10 Business workshops and provide another 15 one on one coaching / counselling sessions. CF Highwood was able to contract 1.25 FTE in services to coordinate and oversee the delivery of these programs in concert with the 3 full time CF Highwood staff.

*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

Please describe the initiatives or project that your organization was involved in that aligned with WD 2013-14 operational priorities listed below:

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2013-14

ANNUAL PERFORMANCE REPORT

Business Productivity and Growth: Improving business productivity and furthering the development of long-term economic growth through access to business and financing services and the adoption of innovative business technologies, processes and practices.

Technology Commercialization: Developing and bringing new technologies to the marketplace.

Trade & Investment Enhancing access to international markets and attracting foreign direct investment to Western Canada.

	Strategy	Project / Initiative (2 – 3 sentences)	Outcome Achieved
1	Support businesses and initiatives to address productivity issues and/or adopting innovative business technologies, processes, and practices	As a community at large member the CF Highwood GM is Deputy Chair of the Okotoks and Region Post-Secondary Education committee charged with expanding a permanent Post-Secondary Education in the region	3 facilitated Strategic Planning sessions conducted... meetings held with 6 Post Secondary Institutions in southern Alberta talking about how the region can attract them to deliver local degree programs out of Okotoks and region
2	Support businesses and initiatives that can bring new technologies to Canadian and global markets	Rented office space to an international Web and Cloud focused IT Business Entered into negotiations with a Government of Canada funded organization... Cybera... Alberta IT entrepreneurs and start-ups use Cybera’s advanced network, cloud computing resources and expertise to help them test ideas and bring products and services to market... they want to set-up CF Highwood as a “Cloud Computing Network site”	Greatly expanding his client base Negotiations on-going
3	Assist businesses to enter into global markets	Loan to Regional a Well Testing company... Company was established to develop and design an extremely precise, environmentally friendly well testing / optimization trailer. The new tester is designed to give real time data with remote access; precise measurement of gas and fluids from a well, with no emissions at all times, and can perform its job unattended. Loan to small Computer business focused upon ... Directional & Horizontal Wellbore design and engineering consulting company. Providing Oil and Gas companies with independent directional plans as required, and to meet Government regulations and in-house record keeping. These directional plans encompass all aspects of the drilling process and forms a cohesive pathway for directional drillers to follow.	Loan assisting him to expand his market beyond Alberta... Loan allowing him to compete internationally
4	Other GOC Priorities		

SECTION 5

Cost Efficiencies

Please report back on the cost efficiencies* or collaboration* efforts (CFs, WCBSN or other business service providers) that the organization implemented during 2013-14.

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed / Ongoing
1	Expand Business Incubator	Town of Okotoks	\$29,645 in new additional revenue	On-going

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2013-14

ANNUAL PERFORMANCE REPORT

2	Participate in the CF Group Benefit program	CFNA		On-going
3	Participate in the CF Pan West Leadership program for Board and staff	CFNA / Pan West		
4	Participate in the Group Insurance programs	CFNA	\$2,400.00	On-going

*Examples could include: co-location and/or collaboration with other WCBSN partners /or other business service providers, sharing internal services, efficient use of technology, participating in group buying opportunities.

**SECTION 6
Performance Indicator Variance**

Please provide a report of your organization’s performance against the targets you established. Shading denotes performance indicator for which a *minimum performance standard* has been established.

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2013-14

ANNUAL PERFORMANCE REPORT

Performance Indicator	2013-14 Target	2013-14 Actual	Rationale for Variance
			* Please provide an explanation where targets were not met or where there is a significant variance of 20% or greater
# of local and regionally-based community strategic plan(s) developed and/or updated during the year (See Note A)	3	9	
# of partners engaged in community strategic planning (See Note B)	10	42	
Total # of community based projects (See Note C)	12	12	
Amount Invested in CED or Business Development Projects	\$5,000	\$2,445	The actual amount exceeds \$5,000 but less than \$6,000 however TEA entry errors did not capture every dollar
\$ leverage value of community based projects (See Note D)	\$50,000	\$33,000	This amount would greatly exceed our target however the busy year and heavy load of projects in unusual circumstances made it impossible to get a true figure
Total \$ value of the community based projects (See Note E)	\$55,000	\$35,445	Actual result is well understated vis a vis the types of projects we were involved in re Flood recovery in our region
# of partners engaged in community-based projects (See Note B)	15	42	
# of businesses created, maintained, or expanded through business services	30	41	
Amount leveraged through business services (See Note F)	\$1,000,000	\$2,560,900	
# of business training session participants	200	1275	
# of business advisory services	250		
\$ value of loans (See Note G)	\$800,000	\$892,263	
# of loans (See Note H)	18	17	2 additional loans disbursed before March 31 but cheques not cashed by clients until after April 1
Amount Leveraged through Lending (EDP and non-EDP)	\$1,000,000	\$1,409,957	

Notes:

- A) Cumulative total from the additional quarterly excel spreadsheet
- B) # of partners engaged in community strategic planning **PLUS** # of partners engage in community-based projects **EQUALS** # Partners developed/maintained (in TEA)
- C) # New CED or Business development projects and/or events (in TEA) **PLUS** # Ongoing CED or Business development projects and/or events (in TEA) **EQUALS** Total # of community based projects
- D) \$ leverage value of community based projects **EQUALS** Amount leveraged from CED or Business Development Projects and/or events (in TEA)
- E) Total \$ value of Community based projects **EQUALS** Amount invested in CED or Business Development Projects (in TEA) **PLUS** Amount leveraged from CED or Business Development Projects and/or events (in TEA)
- F) \$ leverage value of community based projects **EQUALS** Amount leveraged from CED or Business Development Projects and/or events (in TEA)
- G) Amount leveraged through business services **EQUALS** Amount leveraged from Business Development clients (in TEA)
- H) Total value of all loans and other investments approved where initial disbursements made

SECTION 7
Loans over \$150,000

Did your CF provide loans over \$150,000 in 2013-14? Yes No

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2013-14

ANNUAL PERFORMANCE REPORT

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 8
Syndicated Loans

Did your CF participate in any syndicated loans in 2013-14? Yes No

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

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 9
Report on 2 Community Based Projects that were completed during the fiscal year.

Please complete the table and provide a short report on a minimum of two Community Based projects your organization completed during the fiscal year.

Project Name:	Entrepreneurship / business Development		
New this year or ongoing from previous year?	New	Dollar Amount Contributed by CF:	\$500 - \$100 cash / \$400 in staff time
Number of Partners involved:	5	Dollar Amount Contributed by Other Sources:	\$800.00
Was this identified in your organizations' strategic plan and/or operating plan?	Ops Plan		
Description (a paragraph or two)			
Delivered 2 Alberta Advanced Education Department workshops to 27 business attendees... Recruitment Strategies & Skills By Design Providing employers with valuable skills in a tough market... feedback was highly positive			

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2013-14

ANNUAL PERFORMANCE REPORT

Project Name:	Identifying Business Community Needs and Reponses		
New this year or ongoing from previous year?	New	Dollar Amount Contributed by CF:	\$75.00
Number of Partners involved:	1	Dollar Amount Contributed by Other Sources:	\$200.00
Was this identified in your organizations' strategic plan and/or operating plan?			Ops Plan
Description (a paragraph or two)			
<p>Partnered with the EDO for the shareholder Community of Black Diamond Invited all Businesses in the community to a networking and discussion session to try and identify some business needs and potentially through a brainstorming and sharing session have the businesses talk about solutions and working together.</p> <p>Approximately 15 businesses participated</p> <p>They asked for more but the Floods came and this was temporarily put on the back burner to be expanded upon in the fall 2014</p>			

**SECTION 10
Investment Fund**

1. Investment Fund Activity as of March 30, 2014

Value of Loans Receivable	Total Number of loans	Aged Accounts Receivable greater than 90 days	Total value of loans over 90 days
\$1,000,000	111	5	\$25,000
\$3,625,232.20	71	7	\$273,333.64

2. Equity Investment / Related Entities / Subsidiaries as of March 30, 2014

List any CF investments in equity, related entities or subsidiaries as of March 30, 2014

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

**SECTION 11 - OPTIONAL
Highlights & Social Media**

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, etc.

Flood Recovery and Flood Stimulus Micro Credit Loan Programs... loans up to \$30,000 with no payments in first year

Student Summer Business Loan Program... Interest free up to \$3,000... Prime rate up to \$10,000... prime + 2 up to \$25,000 for students returning to school and are between the ages of 14 and 24... loans can be drawn any time after April 1 and paid out before October 31

Student Year Round Loan Program... Bank prime up to \$10,000 and Bank Prime + 2% up to \$25,000 for active full time students between 16 and 24 years of age

Rotating Shareholder Community Hosted Annual General Meetings... each year one of our 10 Shareholder communities tenders to host the annual General Meeting the second Saturday of July each year... each Shareholder Municipality is

CF NAME: COMMUNITY FUTURES HIGHWOOD

Fiscal Year: 2013-14

ANNUAL PERFORMANCE REPORT

obligated to host at least once in every 10 year cycle. They chose the venue, activities, and invite list which is to include local community leadership, chambers, municipal council, municipal staff, media, serving politicians of all levels, etc. We are in year 9 of this cycle with 1 shareholder left to host in 2016.... On July 12, 2015 the host is the Municipal District of Willow Creek.

Business Incubator... 6 fully furnished, private business offices with high speed wireless internet connections; multi use Board/Training facility; 2 hourly/daily use fully furnished private office rentals; Computer lab for day trippers and those wishing a work place rather than drive every day to their office in Calgary;

2. Does the CF have a Facebook account? Yes No

3. Does the CF have a Twitter account? Yes No

If yes, WD would like to follow you on Twitter, what is your Twitter address? _____