

WD does not require a signed copy of the Annual Performance Report as the Board Motion will demonstrate Board approval. Please email, in WORD format only, a copy of the approved Annual Performance Report to WD.abreports-rapportsab.DEO@canada.ca by June 30, 2017

SECTION 1
Board Motion

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

Date of Board Meeting:	June 21, 2017
Motion:	To accept the Annual Performance Report as presented.
Moved By:	Director Dafoe
Seconded By:	Director Brooks

SECTION 2
Executive Summary on Overall Performance for 2016-17

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.)

This year has seen CFTR continue its efforts to improve efficiencies and exceed client expectations. CFTR is pleased to report that they have exceeded all of the goals set for 2016/17. This is largely thanks to team work and creative use of resources undertaken by all CFTR staff.

In recognition of her efforts to this end, our Administration and Communication Coordinator was recognized at our Fall Symposium as the recipient of the Ev Arlidge Unsung Hero Award. This award recognizes the creativity and dedication that Amanda Robinson brings to our team, and we value her ongoing commitment to our organization.

The GM continues overseeing the CED portion of our portfolio. With the assistance of Admin/Comm, CFTR has offered numerous training seminars across the region which have been phenomenally successful in raising awareness of our program offerings across the region. On a provincial level, CFTR is one of the pilot offices for the new suite of workshops available to all CF’s. The opportunity to be part of this program has allowed CFTR to position itself as a valuable resource to other CF offices, both for training development, and also for potential training delivery.

At this time all senior staff members at CFTR have been with the organization for more than 7 years, and this continuity is allowing for deeper relationships and a higher level of trust with local municipalities, institutions and community members. The level of experience which our staff brings to the table is certainly reflected in our achievements this year. Currently our Sr. Analyst is working with a number of BA’s across the province in a mentoring role due to his expertise in his field. I believe it is fair to say that CFTR has a reputation for being the “go to office” for onboarding new hires.

CFTR was looking forward to the new TEA 10 program and hoped it would bring about improved reporting. Due to a number of factors beyond our control, this is not the case. Continued errors in reporting via the WD portal have taken many hours to resolve, wasting staff time better spent on serving our clients.

CFTR continues to meet the needs of its existing clients and has seen several loans paid in full, and earlier than scheduled. Our continued successful involvement in various Chambers of Commerce, Economic Development Committees, regional/local trade shows and symposiums and other CED activities has contributed to our success in the past year, as well, both in the area of lending and client satisfaction.

CFTR was also able to undertake some board training. There was also the opportunity to provide staff training on multiple occasions both through CFNA and externally. GM received her Certificate from SAIT (Train the Trainer), BA continued to explore opportunities in Mentorship training. Admin/Comm. is receiving ongoing training in Social Media and Internet Marketing.

CFTR created one new policy this year allowing the GM to electronically advance funds on existing LOC without waiting for approval, under certain circumstances. This has resulted in a greater level of client satisfaction, and improved CFTR’s ability to serve client who may be working in more remote locations.

The past year has not been without some significant challenges, most notably our inability to replace our BizKids coordinator, although that situation has since been rectified. We anticipate offering the program in the coming year.

CFTR had received a 3 year contract, allowing for greater staff retention and the ability to plan on a multi-year basis, however that contract is also passed the midpoint and no further information has been released.

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? <p style="text-align: center;">(6-8 sentences)</p>
Angela Missler	<ul style="list-style-type: none"> • Business Training Session Participant 	<p>“Once again, another interesting, thought provoking, and educational course. Kelly and Amanda are informed, engaged, and enthusiastic about sharing their knowledge base with their students.</p> <p>I'm finding the information I'm learning extremely important (and practical) with my non-profit work and in my own business career.</p> <p>I'm signing up for as many as I'm able to fit into my schedule! Thanks so much, Kelly and Amanda! See you at the next class!”</p> <ul style="list-style-type: none"> • Aligned with GOC priority for skills & training • Improved entrepreneurial knowledge base.
Jim Veenbaas MagnetSigns Edmonton North	Loan Client	<p>I would like to thank Community Futures Tawatinaw and the staff there for the extraordinary service and support I have received from the agency over the last six years.</p> <p>My name is Jim Veenbaas from Westlock. I approached Community Futures Tawatinaw six years ago about financing to purchase a portable sign business in Edmonton.</p> <p>I had already been turned down for financing by the bank I've done business with for more than 20 years, even though I never missed a payment of any kind for anything during that time.</p> <p>I really wasn't expecting a positive response from Tawatinaw when I approached them, but I was pleasantly surprised when I did. From the very beginning Kelly and Ron went out of their way to be supportive and helpful.</p> <p>They were looking for ways to make the financing possible, rather than putting up roadblocks to prevent it. Tawatinaw agreed to finance the business for \$120,000 without hesitation. As long as the business plan made sense and it looked to be successful, they were willing to help.</p>

		<p>And without that help, there's no way I could have purchased the business.</p> <p>Their support, however, went beyond mere financing. Anytime I had questions or needed information, Kelly and Ron were happy to help. During my first year of operations, it seemed like I was always dropping by the office looking for information and I was always made to feel welcome.</p> <p>Once the business was up and running and operating smoothly, the staff at Community Futures stepped back and let me run the business without interference. I never felt like they were intrusive or demanding.</p> <p>I will be eternally grateful to Kelly, Ron, and Community Futures Tawatinaw for their support and financing. Without it, I would have never purchased the business, which has grown and thrived over the last six years. They will never know the difference they made in the lives of everyone in my family, and I have grown to truly appreciate how important the agency is to our community.</p>
Laurie McKay	<ul style="list-style-type: none"> • Business Services • Business Plan Assistance • Business Training Session Participant 	<p>“My partner and I decided to begin a new venture and wanted to ensure we were equipped with as much knowledge as we could prior to committing ourselves. When we heard CFTR was offering Social Media marketing courses at a very reasonable price we jumped at the opportunity! We have so far attended 4 of the courses offered and plan on attending more. They have helped us immensely and we will continue to use the knowledge to grow our business. Kelly and Amanda are a wealth of knowledge and present the workshops in a way that is both informative as well as enjoyable. Looking forward to the next one! We would also like to thank Ron (the numbers guy!) for all his help in preparing our Business Plan. We really appreciate the fact that we could call him up or meet with him and he was able to answer our questions and concerns, all at no cost to us! His assistance was valuable in helping us secure the loan we required. Overall CFTR is an awesome resource to anyone thinking of starting or expanding a business in rural Alberta and we feel very fortunate to have been able to access them. Keep up the great work guys, you're AWESOME!”</p> <ul style="list-style-type: none"> • Aligned with GOC priority for skills & training • Improved entrepreneurial knowledge base.

*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 2016-17 operational priorities listed below:

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.	Continue providing access to capital when appropriate. Explore new partnership opportunities with Productivity Alberta and similar organizations including NABI and TEC Edmonton.	Ongoing partnerships maintained
2	Skills Development and Training – Support the promotion of skills training opportunities	Delivery of Entrepreneurial Training Seminars, using a one day format	224 training participants in the first year of the program, improving the entrepreneurial skill base in our region.
3	Trade & Investment – Assist business to enter into global markets	Remain available to assist as requested by clients	No enquiries received.
4	Building Capacity for Defence Procurement Opportunities – Helping western SMEs take advantage of federal procurement opportunities	Remain available to assist as requested by clients	No enquiries received.
5	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	Remain available to assist as requested by clients	No enquiries received.

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 2016-17.

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed / Ongoing
1	Sr. Business Analyst shared with CF Wood Buffalo	CF Wood Buffalo	9500.00	On going
2	Migrating away from traditional advertising into online & social media advertising	N/A	4500.00	On going
3	Eliminated janitorial contract	N/A	Funds reallocated to an Admin position	On going
4	CFNA website program	CFNA	1500.00	Ongoing

5	Adobe Connect	CFNA	Estimated several thousand	Ongoing
6	Maintained "Mark's" group logo program	All Alberta CF's	Unknown	Ongoing
7	Provincial Advertising Campaign	Western Canada CF's	Unknown	Ongoing
8	Repaint office using staff	N/A	4,000	Complete
9	Install new laminate flooring (GM)	N/A	4,000	Complete
10	Outsourced payroll and bookkeeping services	(Bookkeeper also serves Capital Region and would like to take on more CF clients)	Funds reallocated to BA/Admin positions	Ongoing

*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

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	<ol style="list-style-type: none"> 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 2	
Total # of community based projects (New PLUS Ongoing)	2	16	We had underestimated the interest in training programs significantly.
# of business training session participants	400	224	
# of business advisory services		245	
\$ value of loans (*)	400000	403170	
# of loans (*)	10	19	More loans of smaller value
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	2	3	

*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

SECTION 7
CF Web Reporting

Please provide the hyperlink to the 2016-17 Performance Results posted on your website. (The template for Performance Results 2016-17 was provided to you along with this document.)

2016-17 Performance Report on Website	
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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
N/A	N/A	N/A

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
N/A	N/A	N/A	N/A	N/A

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
727,383	25	30,230.12	3

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
N/A	N/A	N/A

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
Provincial Advertising Campaign	Non-Repayable	3,000

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
N/A	Choose an item.		

SECTION 11
Appeals

1. Please report on the following.

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

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.