

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, 2016

SECTION 1
Board Motion

Motion from your Board of Directors that approved the 2015-16 Annual Performance Report.

Date of Board Meeting:	June 15, 2016
Motion:	To approve the APR as presented
Moved By:	Director Dan Bury
Seconded By:	Director Bill Nimmo

SECTION 2
Executive Summary on Overall Performance for 2015-16

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. This is largely thanks to team work and creative use of resources undertaken by all CFTR staff. Our shared BA agreement with CF Capital Region also concluded at the end of this fiscal year.

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.

Fortunately, there have been some positive outcomes in the past years. CFTR has 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 reaching the midpoint and no further information has been released.

The GM continues overseeing the CED portion of our portfolio. At this time all senior staff members at CFTR have been with the organization for more than 6 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. The GM is currently mentoring several other GM from around the province. I believe it is fair to say that CFTR has a reputation for being the “go to office” for onboarding new hires.

Working as a team we were able to exceed our targets for number of loans. 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.

It was also fortunate the CFTR’s Board term policies and appeal policies were closely in-line with those developed during the CF modernization process and we have now added several new policies around social media and ‘whistleblowing’. CFTR reduced its maximum board term to 8 years and had 2 long term board members depart. Board recruitment remains a serious challenge. There was also the opportunity to provide staff training on multiple occasions both through CFNA and externally.

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>
XXXX	Business Service	Under the EDP Program we were able to secure funding that allowed this client to attend training at DECSA in Edmonton. Client completed the program and is waiting to hear if his application for a franchise has been accepted. Client had sufficient capital but benefited greatly from our business advice and assistance in planning.
XXXXX	Loan	Provided working capital that has allowed our client to expand from a fleet of 2 trucks to over 20. Created 18 new jobs and has produced positive cash flow on an ongoing basis. Client was able to secure traditional financing this year and pay out their loan to us.
XXXXXX	Loan	Youth Entrepreneur who returned to Canada after several years abroad. While out of the country he worked for an electric/peddle hybrid bike company and wanted to import similar bikes to Canada. We were able to assist with financing and business planning assistance.

*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 2015-16 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 that can bring new technologies to Canadian and global markets	Remain available to assist as requested by clients.	Newly patented technology being exported to US market. New technology being imported into Canada.
2	Skills Development and Training – Support the promotion of skills training opportunities	Offering ongoing workshops across the region to improve the capacity of local entrepreneurs.	5 workshops completed.
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 – Support businesses to 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. (Very low number of aboriginal persons within the region)	No enquiries received.
6	Other		

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 2015-16.

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed / Ongoing
1	All previously reported			

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	2015-16 Target	2015-16 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 2016-17.
Indicate which Group the CF is in :		Group 2	
Total # of community based projects (New PLUS Ongoing)	2	TBD	
# of business training session participants	25	TBD	
# of business advisory services	375	TBD	
\$ value of loans (*)	400,000	428,000	
# of loans (*)	10	13	
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	2	TBD	

*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 2015-16 Performance Results posted on your website. (The template for Performance Results 2015-16 was provided to you along with this document.)

2015-16 Performance Report on Website	ASAP
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SECTION 8
Loans over \$150,000

Did your CF provide loans over \$150,000 in 2015-16? **Yes**

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
T1516Q1#007	\$200,000	This is a client who has had multiple loans over the last 25 years. We were the third piece in this deal involving two traditional lenders. This client makes \$20,000 payments for 6 months of the year. Due to the speed at which the loan would be reduced to under \$150K it made sense to keep things as simple as possible.

SECTION 9
Syndicated Loans

Did your CF participate in any syndicated loans in 2015-16? **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				

SECTION 10
Investment Fund

1. **WD Investment Fund Activity as of March 30, 2016**

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
\$603,894.46	30	\$133,761.42	4 (3 clients)

2. **Equity Investment / Related Entities / Subsidiaries as of March 30, 2016**

List any CF investments in equity, related entities or subsidiaries as of March 30, 2016

Company Name	Percentage of Shares	Dollar Value
None		

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 Marketing	Non-Repayable	\$6000.00

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
None	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	0
Number of Appeals Denied	0
Number of Appeals Pending Decision	0

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.

CFTR remains committed to collaboration within the province. While we understand that CFNA intends to fill a role in coordinating programming, and buying opportunities they have been largely ineffectual in achieving outcomes of any real benefit to CF's at the ground level. This has presented CFTR with the opportunity to provide mentorship to many incoming CF employees. Our Sr. BA is one of the most experienced and effective analyst in the province, and he is well regarded by his colleagues. CFTR is committed to providing quality training and mentorship to all CF's across the province. Our GM continues to provide mentorship and expertise as requested by incoming or newly promoted GM's. These requests are evolving into a formalized and measurable training program that will be shared across the province ensuring that all BA's have the basic skills to be successful within the organization. Previous examples of this type of collaboration include the Marks' logo program (set-up and managed by this office) and the very successful Global Television program.