

**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 [ABC@wd-deo.gc.ca](mailto:ABC@wd-deo.gc.ca) by May 15, 2015**

**SECTION 1**  
**Board Motion**

**Motion from your Board of Directors that approved the 2014-15 Annual Performance Report.**

<b>Date of Board Meeting:</b>	To be Approved at June 2015 Board Meeting
<b>Motion:</b>	June 11, 2015
<b>Moved By:</b>	Ellis Forest
<b>Seconded By:</b>	Bill Boese

**SECTION 2**  
**Executive Summary on Overall Performance for 2014-15**

**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.)

The most significant challenge this past year has been our inability to secure appropriately skilled Staff, in particular a Business Analyst. This has been overcome with assistance from other NW CF’s and the hiring of Business Development staff member that is establishing support with our Business clients and systems and Loan procedures since December 2014.

The transition to the effective use of TEA 10 upgrade was more difficult and intensive than expected but we are comfortable now with its results.

In addition, our region had not fully recovered from the economic downturn of 2012/2013 and has been significantly impacted again with the recent Oil & Gas Industry cutbacks due to the lower world price of Oil & Gas. This also has effected the other important sectors for the Province

**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?               <ul style="list-style-type: none"> <li>• What role did the CF play?</li> </ul> </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> <b>(6-8 sentences)</b>
LA Music	Counseling, Planning, Market Analysis	LA Music began as a storefront operation to retail musical instruments and lessons in the Hamlet of La Crete. Initially the business did well but with the economic downturns, these became less of a consumer priority.

		LA Music researched other opportunities and initiated a health food and service supply and support which was accepted well. Most recently, LA Music is expanding to undertake hobby ROV (Remote Control) retail and training. Each new service and supply has seen the business remain stable and viable.
Northwest Health Foundation	Business Acumen and Planning	The NW Health Foundation ran into issues around the management of its business operation. CFNWA assisted with a refocusing of the Board of Directors and brought the Society current in all aspects of required reporting. Currently, the Society is developing improved fundraising that is resulting in many improvements to Health Services in the True North Health region.
Regional Economic Development Initiative for Northwest Alberta (REDI)	Business Planning and Management	This past year REDI was having difficulties with recruiting and retention of a REDA Manager. CFNWA assisted with the management of its operations and the recruitment of a new Manager on a more long term stable and effective Management contract.

\*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 2014-15 operational priorities listed below:

**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	Rural Alberta Business Centre – La Crete	Increased capacity for more in depth one on one counselling.
2	Support businesses and initiatives that can bring new technologies to Canadian and global markets	Regional Economic Development Initiative for Northwest Alberta	Generated interest and involvement that is leading accurate and up to date information for Investment Attraction
3	Assist businesses to enter into global markets		
4	Other GOC Priorities	Aboriginal Engagement Initiative	Planning underway to reinstate this endeavor

**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 2014-15.

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed / Ongoing
1	Continue to work with NW CF's on specific projects &/or services to Clients	CF Grande Prairie CF West Yellowhead CF Peace River	Improve expertise and quality of services	Ongoing
2	Audit Services	Partnered with two other NFPs to have audits done at same time and location saving travelling and fee costs.	\$7,500	Ongoing Annually
3	Staff and board Training	Community Futures Network of Alberta	Increased knowledge and skills through training	Completed & Ongoing
4	Alberta CF Redress Model	CFNA	Compliance with WED Agreement	Completed

\*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.

**In the table below, please ensure an explanation is provided in the last column in the following circumstance: where targets were not met or where there is a significant variance of 20% or greater.**

Performance Indicator	2014-15 Target	2014-15 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	2	0	Several Planning Sessions were arranged but were postponed before they took place. They will be rescheduled for the following year.
# of partners engaged in community strategic planning	2	0	Please see above
Total # of community based projects (new PLUS ongoing)	5	4	CFNWA was short staff but have now hired for 2016
Amount Invested in NEW and ONGOING community-based projects	50,000	0	Sponsors and grants were found
\$ leverage value from NEW and ONGOING community based projects	100,000	110,000	
Total \$ value of the community based projects (See Note A)	150,000	110,000	Community Project Postponed
# of partners engaged in community-based projects	5	5	
# of businesses created, maintained, or expanded through business services	10	27	Higher number of business services than anticipated
Dollar amount leveraged through business services	750,000	570,000	Lower amount of dollars leveraged that anticipated
# of business training session participants	65	802	
# of business advisory services	335		Higher number of business services than anticipated and better record keeping in Tea 10.
\$ value of loans (See Note B)	1,050,000	1,105,000	
# of loans (See Note B)	16	11	Our region's economic recovery has been much slower than anticipated.
Amount Leveraged through Lending (EDP and non-EDP)			

**Notes:**

- A) Total \$ value of Community based projects **EQUALS** Amount invested in NEW and ONGOING community-based projects **PLUS** Amount leveraged from NEW and ONGOING community-based projects
- B) Total value of ALL loans and other investments approved where initial disbursements made

Has your CF posted their CF Performance Indicator Results on your website?  Yes  No

**SECTION 7**

**Loans over \$150,000**

Did your CF provide loans over \$150,000 in 2014-15?  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
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		Not Applicable

**SECTION 8**  
Syndicated Loans

Did your CF participate in any syndicated loans in 2014-15?  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
Nil				

**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.

<b>Project Name:</b>	Rural Alberta Business Centre La Crete		
<b>New this year or ongoing from previous year?</b>	Ongoing	<b>Dollar Amount Contributed by CF:</b>	0
<b>Number of Partners involved:</b>	2	<b>Dollar Amount Contributed by Other Sources:</b>	85,000
<b>Was this identified in your organizations' strategic plan and/or operating plan?</b>			Yes
<b>Description (a paragraph or two)</b>			
The RABC concluded its final year of operating in March 2015. This program assisted SME's in the La Crete area with a focus on downtown businesses and the surrounding area. This project was made possible by a funding agreement through the Province of Alberta and a partnership with the La Crete and Area Chamber of Commerce.			

<b>Project Name:</b>	Regional Economic Development Initiative for Northwest Alberta		
<b>New this year or ongoing from previous year?</b>	New project within this REDA	<b>Dollar Amount Contributed by CF:</b>	1,000
<b>Number of Partners involved:</b>	8	<b>Dollar Amount Contributed by Other Sources:</b>	17,500
<b>Was this identified in your organizations' strategic plan and/or operating plan?</b>			
<b>Description (a paragraph or two)</b>			
Undertaken a Shadow Population Study for the three municipalities within our NW Alberta Region. This has also expanded to undertake a Municipal Census of each of the three municipalities. These projects will result in attaining more complete and accurate information which will assist in the development of the region's economic development.			

**SECTION 10**  
Investment Fund

1. Investment Fund Activity as of March 30, 2015

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
\$3,604,169.42	56	\$686,107.65	11
\$		\$	

**2. Equity Investment / Related Entities / Subsidiaries as of March 30, 2015**

List any CF investments in equity, related entities or subsidiaries as of March 30, 2015

Company Name	Percentage of Shares	Dollar Value
Nil		

**SECTION 11 Appeals**

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

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

**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, etc.**

CFNWA works closely with Not For Profits (Social Enterprises) that are interested in building capacity and increasing business procedures and acumen.