

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:	May 25, 2017
Motion:	That the 2016 – 2017 CFYE Annual Performance Report be approved as presented.
Moved By:	Eris Moncur
Seconded By:	N/A

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.)

In fiscal 2014 – 15, the CFYE Board of Directors revised the corporation’s Articles of Association and enacted a new policy that changed the composition of the Investment Review Committee. Under this new policy, all of the Board Members are also members of the Investment Review Committee and attend meetings on a rotational basis, except for two (2) Board Members who are appointed annually as permanent committee members and attend all the meetings during the year. Having been in effect for just over two years, this new policy has proven to be extremely beneficial by strengthening the Board Members’ involvement in, understanding of and commitment to the organization.

Overall performance remained positive. Our lending activity decreased from the previous fiscal year but given the state of the local economy, this had been anticipated and reflected in our target numbers. We met our target number for number of loans approved and exceeded our target for the value of loans approved. We also exceeded our targets for the number of business training session participants and business advisory services. Our office experienced a notable increase in the number of new and existing business owners who were searching for coaching and advisory services on a number of different topics to assist them in dealing with the economic conditions they were experiencing. Many of these were first time clients.

CFYE staff continued to participate in a number of VERY successful community economic development projects during the year, some of which have now become annual events due to their overwhelming success. Our reach into the local communities continues to grow as demonstrated by the increasing number of partnerships, both new and ongoing, that we have been able to foster over the past couple of years. New partnerships were formed during the year and the opportunity to collaborate with both new and existing partners continues to increase.

The events organized during Small Business Week in Whitecourt, Barrhead and Onoway were a resounding success once again this past year. Events held during the week included motivational speakers, business skills training events, the “Top Guns” of Business event held in Whitecourt and the Business Awards Gala events held in both Whitecourt and Barrhead. Planning is already underway for this year’s events.

Low oil prices continue to affect our local economies. Some clients have been experiencing a slowdown in their business and a related loss in revenue. CFYE staff has been working with these clients in an attempt to find a solution either permanently or until such time as the economy begins to improve.

Forestry is the other major industry/employer in our region. The impacts of the new tariffs on softwood lumber will be felt in the coming year.

Agriculture is the third major industry in our region. Even though we do not typically lend directly to agricultural producers, the effects of the late harvest last fall and a wetter than average spring which delayed seeding could potentially affect local businesses as farmers may have less disposable income to spend in their local communities in the coming year.

For more information on our programs, check out our Facebook page at www.facebook.com/communityfuturesye

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 <i>(loan, bus. services, comm. planning & implementation)</i>	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>
Rawad (Rudy) Al Andary	Term Loans, Business Services, Business Coaching	Rudy received his first loan through CFYE in December 2012. The loan was to purchase "The Pizza Joint" an existing business in Fox Creek that was in danger of closing. The business had been in operation since 2005 but the owner was preparing to retire and was beginning to neglect the business. Rudy revitalized and expanded the business by offering new menu items; providing delivery service, including out to the oil field camps etc. on the leases; increasing the hours the restaurant is open; and providing catering services. Rudy hired 3 new full time staff to help facilitate all these improvements. The resulting increase in revenues allowed him to pay off his loan in half the time than what was originally agreed upon. In November 2014, Rudy approached CFYE again for funding, this time to purchase the building his business is located in. The documented success of his business over the last 2 years is evident in the fact that this loan was a joint loan with the CIBC as the majority lender. Again, Rudy repaid his loan to CFYE prior to the agreed upon term. In January 2017 Rudy again approached CFYE for a loan, this time to construct a second story on his building in order to facilitate his planned expansion. Rudy continues to expand his business which gives him the opportunity to give back to his local community by supporting various groups and events.
Sheila Manweiler	Elevate client. Business coaching and business services.	Sheila had been operating a small home based custom upholstery business for over 25 years when significant health challenges led her to explore the Entrepreneurs with Disabilities Program through our office in late 2016. The first item accessed through this program was the purchase of a rotary cutter program to help increase productivity by reducing the strain on her shoulders. With this enhancement in place, Sheila began working with CFYE staff and a specialized business coach (provided through the Elevate Program) to develop a business plan. Her plan is to transition away from upholstery and focus more on the "helicopters" that she designs, manufactures and sells to pilots. As she works through the planning process, she has been making adjustments and process innovations to her operations to improve efficiency and has

		been working on marketing elements. She has worked with a graphic designer to develop a new logo and visual brand and has developed a website that now features her full product range. Though the business plan is incomplete, she’s making steady progress towards improving operations and developing a strong foundation for growth including being in negotiations with potential distributors in the UK, US and South America for the sale of her helicovers.
Career and Education EXPO 2016	Business services, skills training, community economic development, community planning and implementation, partnership development.	The Career and Education EXPO was held in Whitecourt on September 23, 2016. The primary goal of the EXPO was to showcase the employment and career opportunities available in our local communities, with the hope that youth and adults will choose to stay, work and contribute to our local economy and that job seekers will choose to engage in the employment and career opportunities that are available to them locally. The event included a series of in-classroom presentations throughout the day on various topics, such as training programs available, apprenticeship opportunities, social media strategies both for employers and job seekers, resume and interview best practices and presentations by local industry representatives. Approximately 1300 people attended throughout the day. 57 local businesses and 20 post-secondary institutions from around Alberta registered as exhibitors. One local safety company reported hiring 14 people within the first 2 hours of the event. The partners involved in the planning and organization of the event were the Town of Whitecourt, Woodlands County, Northern Gateway Public Schools, Living Waters CRD No. 42, Alberta Labour, Careers the Next Generation and Community Futures Yellowhead East.

*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.	Provide information and path finding assistance for businesses that are involved in the research, development and possible commercialization of new technologies and innovations.	CFYE staff provided a number of information and advisory services to clients who were looking for this type of information. Additionally, we helped organize a public presentation entitled “Technology

			Development, How to Gain Access to Asia/Pacific Markets, Foreign Investment and Entrepreneurial Supports”. Speakers included a Technology Development Advisor from Alberta Innovates and a Senior Trade Investment Officer from Alberta Economic Development and Trade.
2	Skills Development and Training – Support the promotion of skills training opportunities	Explore projects that will help to equip students and the general public with the skills they need to access in-demand jobs and ensure that western Canadian industries have the skilled workers they need to continue to grow and compete in a global economy.	CFYE staff participated in the planning committees for both the Career and Education EXPO held in Whitecourt last September and the School Expo & Career Fair held in Barrhead last September. Both events included local businesses as exhibitors so students (and adults) were able to discuss the career options that are available to them locally, the skills that are required and what training they would need to take advantage of these opportunities. They then had the opportunity to connect with the post-secondary institutions that were on site to further explore their training options.
3	Trade & Investment – Assist business to enter into global markets	Provide information and path finding assistance for businesses that express an interest in entering into global markets. Schedule training initiatives in strategic locations throughout our region as needed. Path find for companies that are researching entry into a foreign market; e.g. connecting them with EDC.	CFYE staff provided information and assistance to clients as requested. The presentation discussed above included information on exporting and the help available to individuals and companies contemplating entry into foreign global markets.
4	Building Capacity for Defence Procurement Opportunities – Helping western SMEs take advantage of federal procurement opportunities	Information and path finding services provided as requested.	Information on various opportunities was circulated to clients as it became available.
5	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	Communicate information on the programs and services available through our office to relevant client groups to ensure that they are aware of the availability of the CF program to help them develop strategies for increasing their participation in the local economy.	Information on the programs and services offered by CFYE was distributed to local aboriginal organizations. In February, staff helped organize a public presentation on Building Indigenous Partnerships. Speakers included representatives from Metis Training to Employment Services, Rupertsland Institute and the Project Manager from the Alexis Nakota Sioux Nation, Training to Employment and Economic Development.

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	CFYE continues to collaborate with other CF offices, local business service providers and various provincial and federal government departments/agencies to provide new and ongoing programs and services to our local residents. Our office is always exploring ways to collaborate with other groups and/or organizations in an ongoing effort to enhance efficiency and effectiveness especially as it relates to program and service delivery.	Various depending on the project/initiative. CFYE has recently partnered with CF West Yellowhead and CF Capital Region on a number of projects.	Collaboration with other CF offices and business service providers helps us to enhance program and service delivery in our region. Sharing resources can assist in reducing the cost to any one single entity.	Ongoing
2	CFYE continues to participate in “group buying” opportunities through the CFNA whenever possible. The most recent example being our ongoing participation in the provincial marketing campaign. We have purchased some of the promotional items available through the new campaign for use at the various trade shows that we attend.	Community Futures Network of Alberta as lead plus the other participating CF offices.	Cost savings not readily known but it would be difficult to do something of this scope on an individual basis.	Ongoing
3	Training opportunities. Our office has participated in a number of the training opportunities facilitated by the CFNA. Currently all staff are registered in training being offered by the CFNA.	Community Futures Network of Alberta	Again, it is difficult to calculate the cost savings realized by having this training available. Perhaps just as important is that the training offered is focused specifically to our needs and addresses the topics that we need to know in order to do our jobs more efficiently and effectively.	Ongoing
4				

*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.

CF NAME: COMMUNITY FUTURES YELLOWHEAD EAST
Fiscal Year: 2016-17
ANNUAL PERFORMANCE REPORT

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	17	CFYE is being asked to participate in an increasing number of community based projects throughout our region, especially in the Whitecourt and Fox Creek areas. Additionally a number of projects that were scheduled to end when our targets were determined have in fact continued and so have increased the number of ongoing projects we are involved in.
# of business training session participants	100	274	A number of the new and continued ongoing projects that CFYE was involved in included providing business training sessions.
# of business advisory services	300	567	Staff continues to actively promote the availability of these services to both new and existing clients. These types of services were in much greater demand given the state of the current local economy.
\$ value of loans (*)	\$450,000	\$688,890	Loan requests were for larger dollar amounts than anticipated.
# of loans (*)	12	13	
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	5	10	Again this relates to the projects that were renewed after the targets were set for the year. All of those projects address the "Skills" priority area.

*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	yellowheadeast.albertacf.com/corporate-reports-policies
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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
123456	\$165,000	Explanation

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
CF Edmonton	CF Edmonton	\$75,000	\$300,000	5

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
\$1,000,000	85	\$25,000	5
\$1,860,213	45	\$290,273	9

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

CF NAME: COMMUNITY FUTURES YELLOWHEAD EAST
Fiscal Year: 2016-17
ANNUAL PERFORMANCE REPORT

Company Name	Percentage of Shares	Dollar Value
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
N/A	Choose an item.	
	Choose an item.	
	Choose an item.	
	Choose an item.	

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.		
	Choose an item.		
	Choose an item.		
	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	
Number of Appeals Denied	
Number of Appeals Pending Decision	

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.