

**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](mailto: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.**

<b>Date of Board Meeting:</b>	July 7, 2016
<b>Motion:</b>	Accept 2015-2016 Annual Performance Report as Presented
<b>Moved By:</b>	<b>Joe Pedersen – Standard AB</b>
<b>Seconded By:</b>	CARRIED

**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.)

2015/2016 Operating Year was successful in that virtually all targets were met, exceeded or within acceptable tolerances from projected goals. Loan numbers were down to 26 (target 30) but the loan disbursements of \$1,763,000 exceeded target by \$563,000. Loan allowances and write-offs were non-existent this fiscal year as the minimal amount occurring was offset by recoveries from previous periods.

Elements of note include the fact targets were essentially met or exceeded, the Business Analyst successfully managed and administered the Investment Fund and provided regional businesses with supports, counselling and training. The CED coordinator commenced several initiatives elevating the profile of the organization and adding value to the region in terms of business training, capacity building, youth entrepreneurship, Chamber engagement, strategic planning, tourism projects and employer workshops.

Community Futures Wild Rose remains in a strong financial position with \$5,800,000 Equity in our Investment Fund and a further \$1,000,000 in unencumbered operating reserves composed of capital assets and deposits. This fiscal position enables the Board of Directors the flexibility to maintain a relatively robust organization in the face of static funding levels by utilizing a portion of Investment Fund revenues to supplement normal operating funding.

Committees for Finance/Audit, Management/Personnel, Sustainability/Succession Planning, Governance and the Loan Sub-Committee continue to fulfill their functions.

Three Board members and three staff members attended the annual CF conference where both Board and Staff training was delivered. Additional Board Development occurred for five Wild Rose Board members at a CFNA sponsored session in March. Planning continues for an orderly transition with anticipated changes in staffing as two long-term employees are expected to leave in the medium term (1to 3Yr)

CF Wild Rose is now sharing excess office space with Ducks Unlimited Canada.

The organization is in the process of changing the way we operate with the acquisition of new computers and the adoption of the CFNA sponsored “Cloud” system in order to enhance our security and operating flexibility.

The organization continues to explore options to implement efficiencies and participation in programs (CFNA sponsored and others) designed to manage escalating operating costs.

**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> <p style="text-align: center;"><b>(6-8 sentences)</b></p>
Real Deals on Home Décor	Business Loan	<p>The client was selected for a retail store franchise called Real Deals on Home Décor, which carry Home décor items, “Industrial Chiche” décor style and rustic styling furniture, chairs, accent tables, lamps, benches, indoor and outdoor pieces. The store also carries boutique clothing, jewelry and scarves. CF Wild Rose was asked to help finance the start-up costs of getting this enterprise going.</p> <p>The competitive advantage of this franchise is their pricing structure and that the store is only open Thursday, Friday and Saturday. There are special events held on off days or evenings, such as fashion shows, plaster paint classes, men’s night, ladies night, bridal showers etc. The store had their grand opening in early November 2015, just in time for Christmas shopping. It was a great success and since then have had a better than anticipated response to the three days a week that they are opened. They have exceeded their projected sales in the first eight months of operation and have been told by the franchisor that they are one of the top performing stores in the country. The store employs four part-time and one full-time persons.</p>
Back to Good Inc.	Business Loan	<p>The clients purchased a commercial condo space with help from CF Wild Rose to open a Whole Food Market and a Fresh Food Deli. The store that opened in November 2015 shelves whole grains, local produce, organic products, gluten free options, organic dairy, grass fed beef, bison, free range chicken &amp; eggs, high quality oils, vinegars, nuts, seeds, coffee, tea and fermented products. The store also has a fresh food deli to eat in or take out, including salads, sandwiches, fresh healthy baking and smoothies.</p> <p>The store has become very popular at lunch time for the local work force to grab a healthy lunch. There is a growing number of people who are more health conscious and want to eat healthier. Also, people are able to purchase produce that is grown locally without having to go to the bigger centres, such as Calgary to find them. This also supports the local growers. The company has experienced a steady climb in revenues since opening, with June being the best month yet. The store employs two full-time and one part-time persons.</p>
Hobo Brewing and Malt Ltd.	Business Loan	<p>Hobo Malt is a beer malting craft business. With assistance from CF Wild Rose the clients required a custom malt facility to create standard or one of a kind recipes available to the smaller, custom craft brewers. The</p>

		<p>product has become well known throughout the craft brewing market and is targeted to microbreweries, brew pubs and home brewers throughout Alberta and. Hobo is actively helping to establish the Farm to Table/Glass Movement within Canada and Alberta. People want to know where their food and beverages come from and Hobo is able to provide the complete story from production to processing of the malt. Hobo sources malt barley from local suppliers allowing farmers to take pride in the products they produce but also witnessing the product being created into a craft beer product.</p> <p>Malt production began in early May 2016 and clients are pleased with the strong demand and orders in the upcoming year and beyond. The facility employs one of the first few malt houses open in the country and without CFWR support Hobo wouldn't be in business. Moving forward they are interviewing candidates from Olds College to begin filling a part-time position in September. They are in the process of remedying some of the issues with the custom equipment. They are able to produce 4 tons a week at capacity; selling by the bag \$1.25 - \$1.50/pound (\$60 per bag). Orders are fulfilled until the end of December and excited about the newest order to Park Distilleries in Banff. Currently all orders are within Alberta; with an increase in interest from other markets; overall the demand is much greater than the supply and Hobo is excited for the opportunity to increase sales opportunities in new markets.</p> <p>Chris and Jessica are also seeking alternative strategies to market their product and are participating in Alberta Open Farm Days and the Coaching Program in 2016.</p>
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\*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 Defense 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	Continue to be involved with a loan client who is/has developed new technologies that are manufactured in the region and have application in the provincial O&G industry and potentially beyond.	Client 1 – production and sales occurring but downturn has depressed anticipated growth

	to Canadian and global markets	Another loan client has developed new processes and technology used in the malt and brewing industry (Value Added)	Client 2- Construction completed and the facility is beginning production with capacity anticipated to be reached in the next year.
2	Skills Development and Training – Support the promotion of skills training opportunities	Initiatives undertaken, planning completed, scheduling finalized to deliver workshops early in the new operating year. The target areas include Tourism Entrepreneurship workshops (3), a larger Solar workshop (60+ registrants) and training for a selected group of regional farms to assist in becoming Tourism ready in conjunction with Open Farm Days. These efforts all involve several partners including the Provincial, Municipal, non-profit and private sectors.	Financial partners recruited, registrants enrolled, marketing materials developed and venues confirmed. Note the coming Open Farm Days project is a follow-up to a current year initiative which registered nine farms from the region
3	Trade & Investment – Assist business to enter into global markets	SEE 1 above- both have international potential	
4	Building Capacity for Defense Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities	N/A – none initiated	
5	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	Nothing was initiated in our region on the First Nations or Metis files.	
6	Other	CF Wild Rose continues to support Priorities of GOC by providing services to rural communities and businesses through our lending, training, advisory services, capacity building and CED	As reported in TEA

**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.**

	<b>Collaborations and/or Cost Efficiencies Implemented</b>	<b>If Applicable, Names of WCBSN Partners Involved</b>	<b>Estimated Cost Savings and/or Benefits</b>	<b>Completed / Ongoing</b>
1	Co-location with Ducks Unlimited		\$30,000	Ongoing
2	Detailed Management of Budgetary expenses			Ongoing
3	Continue to explore opportunities for any cost savings			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.

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 :		<b>Choose your assigned group</b>	
Total # of community based projects (New PLUS Ongoing)	11	32	Robust efforts to initiate/support regional projects
# of business training session participants	200	289	Youth entrepreneurship training
# of business advisory services	200	209	OK
\$ value of loans (*)	1200000	1762800	2 Syndicated Loans for \$270,000
# of loans (*)	<b>30</b>	26	87% - OK
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	1	11	Robust efforts to accurately capture correct categories

\*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	<a href="http://wildrose.albertacf.com/corporate-reports-0">http://wildrose.albertacf.com/corporate-reports-0</a>
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**SECTION 8**  
**Loans over \$150,000**

Did your CF provide loans over \$150,000 in 2015-16?  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 2015-16?  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
Community Futures Northwest	Pari Passu (all)	\$150,000.00	\$450,000.00	3
Community Futures Grande Prairie	Pari Passu (both)	\$120,000.00	\$240,000.00	2

**SECTION 10**  
**Investment Fund**

**1. WD Investment Fund Activity as of March 31, 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
\$4,298,321.29	89	\$8,836.85	3

**2. Equity Investment / Related Entities / Subsidiaries as of March 31, 2016**

List any CF investments in equity, related entities or subsidiaries as of March 31, 2016

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
CED and Research Activities	Non-Repayable	\$48,000
	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.	N/A	N/A
	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)	N/A
Number of Appeals Upheld	N/A
Number of Appeals Denied	N/A
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.

Performance Results for 2015-16 Community Futures Wild Rose

Community Futures (CF) is a program that supports community economic development and builds the capacity of communities to realize their full sustainable potential. The purpose of the CF Program is to help communities develop and implement *local solutions to local problems*.

<b>Community Futures Performance Results</b>	<b>2015-16 Results</b>
<i><b>Strong rural community strategic planning and implementation</b></i>	
1. Number of local and regionally-based community strategic plan(s) developed and/or updated during the year:	<b>3</b>
2. Total number of community based projects (“new” and “on-going”):	<b>32</b>
<i><b>Rural access to business development services</b></i>	
3. Number of businesses created/ maintained/ expanded through business services	<b>4</b>
4. Number of business training session participants	<b>289</b>
5. Number of business advisory services	<b>209</b>
<i><b>Rural access to capital and leveraged capital</b></i>	
6. Dollar value of loans	<b>1,762,800</b>
7. Number of loans	<b>26</b>
<b>Provide additional Information (e.g. Success stories, Links to priorities, leveraging work, communication events, etc...)</b>	
<p>2015/2016 Operating Year was successful in that virtually all targets were met, exceeded or within acceptable tolerances from projected goals. Loan numbers were down to 26 (target 30) but the loan disbursements of \$1,763,000 exceeded target by \$563,000. Loan allowances and write-offs were non-existent this fiscal year as the minimal amount occurring was offset by recoveries from previous periods.</p> <p>Elements of note include the fact targets were essentially met or exceeded, the Business Analyst successfully managed and administered the Investment Fund and provided regional businesses with supports, counselling and training. The CED coordinator commenced several initiatives elevating the profile of the organization and adding value to the region in terms of business training, capacity building, youth entrepreneurship, Chamber engagement, strategic planning, tourism projects and employer workshops.</p> <p>Community Futures Wild Rose remains in a strong financial position with \$5,800,000 Equity in our Investment Fund and a further \$1,000,000 in unencumbered operating reserves composed of capital assets and deposits. This fiscal position enables the Board of Directors the flexibility to maintain a relatively robust organization in the face of static funding levels by utilizing a portion of Investment Fund revenues to supplement normal operating funding.</p> <p>Committees for Finance/Audit, Management/Personnel, Sustainability/Succession Planning, Governance and the Loan Sub-Committee continue to fulfill their functions.</p> <p>Three Board members and three staff members attended the annual CF conference where both Board and Staff training was delivered. Additional Board Development occurred for five Wild Rose Board members at a CFNA sponsored session in March.</p> <p>Planning continues for an orderly transition with anticipated changes in staffing as two long-term employees are expected to leave in the medium term (1to 3Yr)</p> <p>CF Wild Rose is now sharing excess office space with Ducks Unlimited Canada.</p> <p>The organization is in the process of changing the way we operate with the acquisition of new computers and the adoption of the CFNA sponsored “Cloud” system in order to enhance our security and operating flexibility.</p> <p>The organization continues to explore options to implement efficiencies and participation in programs (CFNA sponsored and others) designed to manage escalating operating costs.</p>	

SEE COMPANION DOCUMENT 2015-16 ANNUAL PERFORMANCE REPORT FOR ADDITIONAL INFORMATION