

BOARD OF DIRECTORS MEETING MINUTES
LOCATION: Overlander Mountain Lodge, Jasper East, AB
Friday, December 2, 2022, at 9:30 am

PRESENT:

Tyler Olsen	Chair, MD of Greenview
Dawn Mitchell	Vice Chair, Yellowhead County
Ed Moore	Director, Town of Edson
Albert Ostashek	Secretary/Treasurer, Town of Hinton
Ken Groat	Director, Yellowhead County
Ralph Melnyk	Director, Municipality of Jasper
Krystal Baier	Director, Town of Edson
Winston Delorme	Alternate, MD of Greenview
Marcel Michaels	Alternate, Town of Hinton
Kevin Zahara	Alternate, Town of Edson
Kathleen Waxer	Alternate, Municipality of Jasper

APOLOGIES :

Duane Didow	Director, MD of Greenview
Brian LaBerge	IRC Chair, Town of Hinton
Rico Damota	Director, Municipality of Jasper
Damon Irwin	Digital Services Squad Member

STAFF PRESENT:

Nancy Robbins	General Manager
Benita Smit	Business Analyst
Heather Cokes	Community Economic Development Coordinator
Nathalie Lacoste	Office Manager

1. CALL TO ORDER

Chair **OLSEN** called the meeting to order at 9:32 am

2. ADDITIONS TO THE AGENDA

There were no additions to the agenda

3. APPROVAL OF THE AGENDA

MITCHELL Motion to approve the agenda
(CARRIED)
(Unanimous)

4. BOARD ORIENTATION

Staff from Community Futures West Yellowhead presented an intensive orientation which included an overview of the Community Futures program, business coaching, business training, business financing and community economic development. The board orientation presentation will be shared with those in attendance for future use.

Coffee break at 10:30 am
Lunch at 12:00 pm and reconvene at 1:00 pm

5. STRATEGIC PLAN REVIEW

Notes on the discussion are below and will be brought to the January meeting of the Board of Directors for approval and further discussion for the 2023/2024 fiscal year.

5.1. SWOT Analysis

Strengths (Internal): What is being done well? What unique resources can be drawn upon? What do others see as our strengths? What strengths do we want to focus or build on?

- Access to government re: municipal reps
- Access to railway/airport (transportation)
- Very knowledgeable staff
- Pool funding from federal, municipal and private
- Good listeners
- Strength of stable staff & strong relationships with partners
- Business expertise
- Support from other CF offices
- Highway 16/highway 40 location
- Having a community presence
- Adapting to change
- Operational ability to change / adapt / pivot
- Diversity in programming
- Loan diversity
- Finances
- Collaboration
- Gap filling
- Direct access to municipal councils

Weakness (Internal): What are others likely to see as our weaknesses? What could be improved? Where do we have fewer resources than others do? What weaknesses do we want to address in the next year?

- Proximity to larger urban areas
- Lack of CF marketing
- Structured industry
- Board is comprised of elected officials (not necessarily qualified)
- Opportunity to minimize loan defaults
- Outreach to small self-sufficient diverse minority groups
- Operational funding / grant dependent

Opportunities (External): What good opportunities are available? What trends could we take advantage of? How can we turn our strengths into opportunities? What opportunities do we want to invest in?

- Keeping up with the Jones' on every aspect of business
- Opportunity to find partners to help market & promote CFWY's activities (i.e. communications thru municipal coms; paid promotion on social media for important things)
- DSS
- Awareness to organization
- Funding opportunities for revenue streams
- Open the door to diverse/minority groups
- Captured audience

Threats (External): What trends can lead to harm? What is our competition doing? What threats do our weaknesses expose us to? What threats will have the most impact on us?

- Economic downturn
- Interest rates
- Post pandemic fatigue
- Municipal funding reductions
- Threat of negative public perception
- Unfair claims of poor client treatment
- Wildfire
- Loss of grants (DSS)
- RRRF loans changes and effect
- Possibility of small internal being taken over by large external companies
- Workforce capacity decreases due to buyouts
- Interest rate increases
- Global recession
- Recession longer than expected
- Funding cuts to CF
- CF clients' businesses at increased risk of failure

5.2. Pillar #1: Entrepreneurial Services

- Review of core services: business coaching, business training, business financing, strategic planning
- Review of GOC priorities: women, persons with disabilities, youth (15-39), indigenous, cluster growth (clean technology, clean resources, life sciences, value-added agriculture, advanced manufacturing, digital technology)
- Review of strategic planning priorities through SMARTstart, included in training programs, upon request for non-profits
- Activities with new Canadians
- 2023/2024 commitments and ideas for discussion:
 - o Lemonade Day 2023
 - o Alberta Open Farm Days 2023
 - o Entrepreneurs with Disabilities Program (EDP)
 - o Capital Growth Initiative – Women's Loan Fund (CGI)
 - o Youth Entrepreneurship Training Initiative (YETI)
 - o SMARTstart
 - o RRRF loan repayment deadline
 - o Town of Edson loan program

5.3. Pillar #2: Community Economic Development

- Community profiles: Jasper, Hinton, Edson, Yellowhead County, Grande Cache
- PrairiesCan CED project categories: 1. Development of knowledge and/or tools to diversify the local economy; 2. Labour market skills development; 3. Capacity building of community organizations; 4. Enhanced services and infrastructure; 5. Promotion of entrepreneurship / business development (including business skills)
- 2023/2024 commitments and ideas for discussion:
 - o Alberta Open Farm Days 2023
 - o Town of Edson Loan program
 - o Triage BR&E follow up by community
 - o SMARTstart
 - o Fall & Spring Business Walks
 - o Annual council presentations
 - o Partnerships with similar organizations
 - o Workshop Wednesdays

5.4. Pillar #3: Regional Collaboration

- Review of municipal funding requests
- 2023/2024 commitments and ideas for discussion:
 - o Small Business Continuity and Disaster Recovery Project
 - o Follow up on regional Report from WY Triage BR&E
 - o RRRF program ends December 31, 2023
 - o Board of Directors diversity & inclusion statement
 - o Municipal funding requests for 2023

5.5. Pillar #4: Organizational Sustainability

- Review of Revenue and Expenses over past 10 years
- 2023/2024 commitments and ideas discussed:
 - o Succession planning for all core positions (GM, BA, CED, Office Manager)
 - o Onboarding planning for all core positions (GM, BA, CED, Office Manager, grant and general positions)
 - o Follow up on RRRF needs assessment and WY Triage BRE priorities
 - o December 31, 2023 deadline for RRRF forgivable portion of loans
 - o RRRF admin dollars plan to 2025
 - o Loan strategic plan for BOD
 - o Review of Core Capacity Assessment Report by BOD
 - o Professional development plans for core staff & BOD
 - o Implement internal program evaluation procedures for programs (CED, training & loans)
 - o Review loan fees structure
 - o

Break at 2:50 pm and reconvene at 3:00 pm

Community Economic Development Coordinator Heather Cokes, Business Analyst Benita Smit and Office Manager Nathalie Lacoste left the meeting

6. APPROVAL OF MINUTES

6.1. Board of Directors meeting minutes October 27, 2022

BAIER Motion to approve the Board of Directors meeting minutes for October 27, 2022
(CARRIED)
(Unanimous)

6.2. Investment Review Committee meeting minutes October 27, 2022

OSTASHEK Motion to approve the Investment Review Committee meeting minutes for October 27, 2022
(CARRIED)
(Unanimous)

6.3. Investment Review Committee meeting minutes November 10, 2022

MITCHELL Motion to approve the Investment Review Committee meeting minutes for November 10, 2022
(CARRIED)
(Unanimous)

7. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes

8. NEW BUSINESS

8.1. Board of Directors Evaluation Section A: Accountability

General Manager Nancy Robbins reviewed the first component of the Board of Directors evaluation on an accountability framework, financial awareness and efficient board operations under the broad category of Accountability. The results will be reviewed at the next Executive Committee meeting to determine future action for board discussion. The next survey will be sent in January and board alternates are included in the invitation to complete the survey.

9. OLD BUSINESS

9.1. Regional Round Table Discussion

Vice Chair **MITCHELL** discussed the standing agenda item of the Regional Round table. It was decided that each municipality would submit information to be included in the Board of Directors package one week prior to the meeting and then this information would be shared in the board minutes.

10. GENERAL MANAGER'S UPDATE

10.1. Correspondence

General Manager Nancy Robbins updated the board on the municipal funding requests and letters sent to the school boards on youth entrepreneurship opportunities in the West Yellowhead.

GROAT Motion to approve the General Manager's update for information
(CARRIED)
(Unanimous)

11. FINANCIAL REPORTS

11.1. Financial Reports for October 2022

BAIER Motion to approve financial reports for October 2022
MOORE (2nd)
(CARRIED)
(Unanimous)

11.2. Cheque Log for October 2022

MITCHELL Motion to approve the cheque log for October 2022
GROAT (2nd)
(CARRIED)
(Unanimous)

11.3. Budget Update as of October 31, 2022

BAIER Motion to move the budget update to the January meeting
(CARRIED)
(Unanimous)

12. NEXT MEETING: 9:00 am Town of Edson Council Chambers on January 19, 2023

13. ADJOURNMENT

BAIER Motion to adjourn at 3:25 pm
(CARRIED)
(Unanimous)



Chair



Secretary / Treasurer