

Community Futures Stuart Nechako

Fiscal Year: 2017-18

OPERATING PLAN

1.0 BOARD MOTION

Please include the date of the meeting and the motion from your Board of Directors that approved each of the following.

1. The 2017-18 Operating Plan

Date of Board Meeting:	January 25, 2017
Motion:	To Approve the Operating Plan for Fiscal 2017- 2018
Moved By:	Charles Hutchinson
Seconded By:	Michael Reed

2. The 2017-18 Budget

Date of Board Meeting:	January 25, 2017
Motion:	To Approve the Operating Budget for Fiscal Year 2017 - 2018
Moved By:	Michael Reed
Seconded By:	Charles Hutchinson

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Development Corporation of Stuart Nechako
Mailing Address:	Box 1078, Vanderhoof, BC V0J 3A0
Location Address:	2750 Burrard Ave., Vanderhoof, BC V0J 3A0
Phone Number:	1-250-567-5219
Fax Number:	1-250-567-5224
General E-mail address:	info@cf-sn.ca
General Manager:	Graham Stanley
General Manager E-Mail:	graham.stanley@cf-sn.ca
General Manager Cell:	N/A
Chairperson:	Randy Turcotte
Phone Number:	1-250-699-6688
E-mail Address:	technopure@bcgroup.net
Website:	www.cf-sn.ca
Facebook Page Link:	https://www.facebook.com/search/top/?q=communities%20futures%20stuart%20nechako
Twitter:	N/A

3.0 DESCRIPTION OF THE ORGANIZATION

3.1 Description of your organization

- In the table below, please outline your board and staff structure

Board structure and committees (please reference the instructions)	Community Futures Stuart Nechako is governed by a board of six directors; as many as five additional directors may be added at any time during the fiscal year. At this time, the directors represent the communities of Vanderhoof, Fraser Lake and Fort St. James.
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	<p>The Board has the following committees:</p> <ol style="list-style-type: none"> 1. Executive Committee: Responsible for formulating board policy on operations and the development of the annual budget 2. Business Loan Committee: Responsible for the approval of business loans and monitoring the performance of the portfolio including collections and bad debt. 3. Investlocalbc.ca Committee: Responsible for the development of CFSN's crowdfunding platform including monitoring the program to ensure it is in compliance with the BC Securities Commission. 4. Youth Committee: A Youth Committee has been struck to develop strategies to engage Youth in entrepreneurial activities. <p>Sub-committees and steering committees are struck from time to time to undertake specific projects and initiatives. The Chairperson, members of the board, business experts, and community volunteers from the region are encouraged to participate on our committees and sub-committees</p> <p>Board Structure: All board members are elected by a vote of the board members at this time.</p> <p>Board Member Appointment Process: Board members are recruited from the public. CFSN has a program to recruit members from the public, have new members volunteer for a period and then invite them to join the board. CFSN added one Youth to the board during the past year in the interests in having a Millennial perspective.</p> <p>Board Meetings The CFSN Board meets quarterly after quarter end to review results and provide direction to the Staff. Special meetings to review performance reporting, strategic planning, review operating plans, special projects, etc. are held as required. CFSN utilizes email, social media and internet forums to provide information to Board Members between meetings to keep the Board informed of office activities.</p>
<p>Office locations and coverage of communities (i.e. offices, part time staffing in other communities)</p>	<p>CFSN's main office is in Vanderhoof, BC</p> <p>From Vanderhoof, the CFSN staff travels out to the three communities of Fort St. James(60 KM), Fraser Lake(58 KM) and Vanderhoof, and seven First Nations communities of Nad'leh Whuten(50 KM), Nak'azdli(60 KM), Saik'uz(10 KM), Stelat'en(60 KM), Takla(255 KM), TI'azt'en(112 KM) and Yekooche(138 KM) as well as the undeveloped rural areas of the Stuart Nechako Region</p>
<p>Other</p>	

3.2 Board of Directors

- Provide a list of directors below.

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Randy Turcotte	Chair	Fraser Lake, BC	May, 2012
Michael Reed	Vice Chair	Vanderhoof, BC	May, 2012
Charles Hutchinson	Treasurer	Vanderhoof, BC	August, 2013
Kathleen Akeroyd	Secretary	Vanderhoof, BC	May, 2013
Dave Birdi	Director	Fort St. James, BC	January, 2015

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Chipman Purdey	Director	Vanderhoof, BC	September, 2015

Is the board representative of the community? If not, what are your plans to address this?	CFSN has a growing, more diverse board which is more representative of the region than in the past. A Youth member was added to the board in the past year. A priority for the next year is to recruit indigenous representation for the board.
Please describe your Board's succession plan for departing board members.	CFSN continues its program to recruit new members for the board by first bringing in the potential recruit to work on a project or serve on a committee and attend several board meetings before nominating the individual to the board. Currently we have a young board with our longest serving board member is our Chair who joined in 2012.

As per Section 5.5 in the contribution agreement, please confirm that the following are posted on your website. Please provide the hyperlink to your website for each item listed below.	
Names of the current Board of Directors and names of any non-board member of the Investment Review Committee;	http://www.cf-sn.ca/about_cfsn/board.php
Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.);	http://www.cf-sn.ca/about_cfsn/board.php
Board Recruitment and nomination processes;	http://www.cf-sn.ca/about_cfsn/volunteer.php
2015-16 Annual audited financial statement;	http://www.cf-sn.ca/pdfs/cfsn_audited_financial_statement_2016.pdf
2015-16 Performance results;	http://www.cf-sn.ca/pdfs/CF-Performance-Reporting-2016-17.pdf
Investment Fund redress /appeals process; and	http://www.cf-sn.ca/business/business_loans/intro.php
Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available	http://www.sdec.com/

3.3 Staff

- Provide a list of staff below.

Staff	Position	Core Staff (WD) *	Month & Year Hired
Graham Stanley	General Manager	100%	June 2003
Janine Payne	Financial Support Officer	100%	November 1998
Tammy Lyell	Business Analyst	100%	October 2012
Tom Bulmer	Community Economic Development Coordinator	100%	February 2014

* Indicate the percentage of salary that is covered with core WD funding.

3.4 Staff Retention, Recruitment and Training

Describe the challenges, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.	The core budget is restrictive and does not provide sufficient funds to conduct employee training. CFSN is working to develop other revenue sources to address the budget shortfall in this area.
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4.0 PLANNING AND POLICIES

4.1 Strategic Priorities

- Identify your top 3 strategic goals.

Description of Top 3 Strategic Goals	
1	Innovation- Support business and initiatives that create the conditions for innovation to thrive in the region; including specialized training (coding) as well as establishing incubators
2	Mobilizing Local Capital- Establish crowdfunding as a community development tool to create the opportunity for local people to invest / support local projects, business and non profits.
3	Skill Development and Training- Support the promotion of skills training opportunities in rural, remote and Indigenous communities targeting youth in the region with financial literacy and entrepreneurial training.

4.2 Governance and Accountability

- Describe the process and/or tools to provide communication with and accountability to your clients, communities and stakeholders.

Governance refers to the act of governing - providing leadership, direction and ensuring sound management. Risk management is one of the key responsibilities of the Board of Directors and while it can delegate the management of risk, it cannot delegate its responsibility for oversight.

The board is the governing body of Community Futures Stuart Nechako, a society incorporated in the Province of BC. Accountable for the operations of the foundation, within the parameters established by mandate and law, its overall responsibility is that of governance. A legal entity, the board is accountable for:

- Where the organization is going - its vision, mission and strategic plan
- Ensuring the organization does what it says it will do
- Meeting the legal requirements as set out by the organization’s bylaws and by the law
- Ensuring the organization is well run
- Providing the funds the organization needs to do its work
- Ensuring funders, partners and key stakeholder are kept informed

The board will assess its effectiveness on an annual basis in the following areas:

- Board orientation
- Financial viability and accountability, including strong internal controls
- Understanding the board’s responsibilities
- Effectiveness of planning direction and priorities of the organization
- Management of board meetings
- Board’s commitment to the funder’s and organization’s mission and values
- Compliance with constitution, bylaws, legal and legislative requirements
- Conflict of interest

To mitigate governance risk:

- The Board nominates members of the community to ensure the Board has diverse skills and community representation, and that the directors are appropriately qualified to offer oversight
- The Board may appoint permanent committees to assist with oversight and decision making, and that report regularly to the whole Board on their respective mandates:
 - Executive Committee
 - Business Loans Committee
 - Investlocalbc.ca Committee
 - Youth Committee

CFSN maintains communication with the communities it serves through contact with partners and stakeholders on a regular basis, events to showcase products and services and social media to continue a dialogue with community members. CFSN has found the best way to develop effective partnerships is through

innovative projects. In using projects to develop partnerships and move initiatives forward CFSN is increasing its presence in the Region.

4.3 Policies & Incorporation Documents

- Upon submission of Ops Plan, please provide copies of the following only if they have been updated since last submitted to WD:

Incorporation Documents	Date Document Was Last Updated	Date Submitted to WD
Articles of Incorporation and Association	February , 2014	January 31, 2015
Bylaws	September, 2014	January 31, 2015

Policies Related To:	Date Policy Was Last Updated	Date Submitted to WD
Investment Fund Management Please include: <ul style="list-style-type: none"> • Appeals and redress mechanism • Loans in excess of \$150,000 (if applicable) • Syndication Loans • Equity Positions 	September, 2014	January 31, 2015
Conflict of Interest	January, 2013	January 31, 2015
Board of Directors (policy for appointment/selection, terms of office, etc)	November, 2014	January 31, 2015

5.0 PERFORMANCE INDICATORS

The process of setting overall performance targets should take into account considerations such as your CF’s historic performance, status and trends in your region’s economy, activities of other business service providers, needs of your community(ies), capacity of your CF, etc.

Note, both your CF and WD must agree to the final overall performance targets.

5.1 Please submit your performance target information into the [WD Web Portal](#) for the coming fiscal year for the indicators that are listed in the Ops Plan Instructions that was sent to you.

5.2 Alignment with Government of Canada and WD Current Priorities

Please outline the initiatives and plans that your CF has that will address the priorities as outlined in the attached instructions. *WD acknowledges that circumstances are different across CFs and therefore your CF may only be able to address select priorities instead of each priority.*

Strategy	Planned Project/Initiative/Related Loan	How will you measure
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		(2 – 3 sentences)	project/initiative outcomes?
1 (a)	Innovation – Support business and initiatives that can bring new technologies to Canadian and global markets	<p>#1 -3D Printer Technology CFSN continues its program to place 3D Printers in community spaces for community access. The first 3D Printer was placed into the Men’s Shed, a community workshop, in Vanderhoof. This action has led to a community member acquiring their own 3D Printer. A new robotics company has been formed with support of a business loan from CFSN.</p> <p>#2- Technology Centres CFSN continues its ongoing project to establish technology centres / incubators in the communities of the region. CFSN has entered into an agreement to support the first centre to be established in Fort St. James, BC</p> <p>#3-Invest Local BC The crowdfunding portal has been operating for approx.. 1 year as a full service portal. There has been a successful campaign to repair the roof of a building owned by the Courtenay Museum. Other current campaigns include a start up for a gold mine, support for junior rodeo and fundraising for the Prince George Arts Council.</p> <p>#4- Loan Program CFSN continues to use the Loan Program to support innovation through the access to capital.CFSN is working with clients to create repayment schemes in line with their cash flow due to the changing landscape or client needs.</p>	<p># of community projects</p> <p>\$ leverage value of community projects</p> <p># Business Training Participants</p> <p># Business advisory services</p> <p># of loans</p> <p>\$ value of loans</p> <p>\$ leverage value of loans</p> <p># partners engaged in community based projects</p>
1 (b)	Clean Technology – Support business and initiatives related to Clean technology activities and outcomes	<p>Charcoal (Activated Carbon) CFSN suggested the establishment of an activated carbon industry for the Region in its previous operating plans as an opportunity to consider due to the Pine Beetle epidemic and what to do with fibre unfit for lumber. In 2015 Takla Band Development Corporation contacted CFSN regarding this project. CFSN advised that lab testing of the bio-carbon to assess its filtration properties was to be done. Takla Band has acquired the funds for the lab testing and will be conducting them in 2017 in conjunction with UNBC and The College of New Caledonia.The objective is to develop a processing facility in Takla. CFSN will participate in the planning of the project through a partnership with Takla Development Corp. Activated carbon is used in air and water filtration and represents a new clean industry for Northern BC Waste carbon from this process can be used for soil additive (BioChar) or as a biofuel.</p>	<p># Businesses created, maintained, expanded through Business Services</p> <p># Business advisory services</p> <p># partners engaged in community based projects</p>
2	Trade & Investment – Assist	CFSN will commence a project to establish an on	# Business created, maintained,

	business to enter into global markets	line product showcase with ecommerce capabilities for products made in the Bulkley Nechako Regional District	expanded through Business Services # of loans Value of loans # partners engaged in community based projects
3	Building Capacity for Defence Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities	N/A	
4	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	#1 Social Media Presence for Artisans CFSN has an ongoing project to create and maintain a Facebook Showcase for their work. The Artisans are displaying their work and have created a local following. #2-Micro Loan Program (Indigenous Communities) The Micro Loan Program is designed to support individuals who may be interested in having a small home based business. The plan is to have the loan program administered jointly between CFSN and a community board within the Indigenous communities. While the initial benefit of this program is the development of home based businesses, there is an additional benefit of teaching community residents how to operate a loan pool. This could be a great benefit to the communities over time.	# partners engaged in community based projects # of loans Value of loans \$ leveraged value of loans

6.0 FINANCIAL

6.1 Budget Forecast and Cash Flow (WD Core Funding) Requirements

Please provide your CF’s total budget forecast (revenues and expenses) for the coming year, shown by quarter. For sources of revenue, please include WD core funding, WD planned / requested interest transfers (as outlined in Attachment "B" *Special Conditions* of the contribution agreement), and other revenues of which there is a high level of certainty, as separate line items. The WD core funding will constitute the cash flow by quarter for advance purposes.

WD will not accept a deficit operational budget. If there is a surplus please provide details as to why this is the case. When including other funders, please ensure WD funding is fully committed.

Note: The following budget is an Excel imbedded template.

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Other Revenue	\$4,980	\$4,980	\$4,980	\$4,980	\$19,920
Other Revenue					\$0
Planned Interest Transfer (up to \$50,000) for those with 3 yr Agreements.	\$11,379	\$11,379	\$11,379	\$11,379	\$45,516
Requested Interest Transfer for those with 3 yr Agreements (greater than \$50,000)	\$0	\$0	\$0	\$0	\$0
Requested Interest Transfer for those with 1 yr Agreements					\$0
Total Revenues	\$95,366	\$95,366	\$95,366	\$95,366	\$381,464
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$59,976	\$59,973	\$59,973	\$59,973	\$239,895
Administration	\$9,932	\$18,357	\$7,467	\$7,902	\$43,658
Travel, Meals and Accommodations	\$3,380	\$1,320	\$5,480	\$1,489	\$11,669
Office Equipment/ Computers	\$1,119	\$1,119	\$1,119	\$1,119	\$4,476
Expenses linked to Interest Transfer: Wages for CED Project Coordinator	\$11,379	\$11,379	\$11,379	\$11,379	\$45,516
Occupancy	\$10,300	\$6,850	\$8,150	\$9,350	\$34,650
Professional Development			\$1,600		\$1,600
Total Expenditures	\$96,086	\$98,998	\$95,168	\$91,212	\$381,464
RECONCILIATION					
Surplus	-\$720	-\$3,632	\$198	\$4,154	\$0
*Revenue and expenditure sub-totals should agree with Operational Estimates above.					
**Total WD Contribution breakdown should agree with Cash-Flow Requirements above.					

6.2 Investment Fund Cash on Hand

<p>Do you anticipate by March 31, 2018 at least 75% of your investment fund will be invested in (disbursed or committed) eligible Small and Medium Size Enterprises or will be available for your provincial investment pool? If not, what are your plans to address this?</p>	<p>CFSN anticipates having at least 75% of the investment funds on loan by March 31, 2018. Currently our loan funds advanced vary between 70% and 80% of our portfolio giving consideration to payments received.</p> <p>CFSN has also made funds available through the Provincial investment pool as well.</p>
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6.3 Opportunities for Collaboration and Efficiencies

- Please outline your plans to explore additional opportunities for collaboration (CFs, WCBSN or other business service providers) or efficiencies in support of improved service delivery to your clients.

Collaboration and Efficiencies Planned/Under Discussion	
1	Social Media- CFSN has found Social Media has become an effective way to advertise events, create blogs, and generally communicate with the communities served. This year CFSN plans to expand its Social Media activities by utilizing various platforms to develop projects in the Region.
2	Online Product Showcase- CFSN, in partnership with the local Arts Council, will work to develop an online portal to showcase products made in the Region.
3	Online Conferencing- CFSN is exploring different platforms to suggest the best method to hold online meetings for CF offices. In addition to meetings, this initiative may lead to the development of online education programs for business and community development.
4	Investlocalbc.ca is an initiative by CFSN to establish a crowdfunding portal designed to be used as a community development tool. This is an ongoing project which has experienced some initial successes.