

CF NAME: Community Futures Stuart Nechako

Fiscal Year: 2018-19

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 2018-19 Operating Plan

Date of Board Meeting:	January 27, 2018
Motion:	To approve the Operating Plan for fiscal year 2018 -2019
Moved By:	Charles Hutchinson
Seconded By:	Dean Rosvold

2. The 2018-19 Budget

Date of Board Meeting:	January 27, 2018
Motion:	To approve annual budget for 2018 -2019
Moved By:	Charles Hutchinson
Seconded By:	Dean Rosvold

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Development Corporation of Stuart Nechako
Mailing Address:	Box 1078, 2750 Burrard Ave., 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:	Michael Reed
Phone Number:	1-250-567-2800
E-mail Address:	michaelfreed@icloud.com
Website:	https://www.cf-sn.ca/
Facebook Page Link:	https://www.facebook.com/commnityfuturesstuartnechako/?ref=bookmarks
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 currently governed by a Board of four directors; as many as seven additional directors may be added at any time during the fiscal year. CFSN At this time, the directors represent only Vanderhoof and Fort St. James. Our director who represented Fraser Lake was our former Chair who retired from the Board to spend more time on his business.
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	<p>The Board has the following committees:</p> <ol style="list-style-type: none"> 1. Executive Committee: Responsible for formulating policy on operations and the development of the annual budget. 2. Business Loans Committee: Responsible for the approval of business loans and monitoring the performance of the portfolio including collections and bad debt. 3. InvestLocalBC.cs committee: Responsible for the development of CFSN’s crowdfunding platform including monitoring the program to ensure its in compliance with the BC Securities Commission. <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 board members at this time.</p> <p>Board Member Appointment Process:</p> <p>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.</p> <p>Board Meetings:</p> <p>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>
Office locations and coverage of communities (i.e. offices, part time staffing in other communities)	<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 (60KM), Fraser Lake (58KM) and Vanderhoof, and seven Indigenous communities of Nad’leh Whuten (50 KM), Nak’azdli (60 KM), Saik’uz (10 KM), Stelat’en (60 KM), Takla (255 KM), Tl’azt’en (112 KM) and Yekooche (138 KM) as well as the undeveloped rural areas of the Stuart Nechako Region.</p>
Other	

3.2 Board of Directors

- Provide a list of directors below.

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Michael Reed	Chair	Vanderhoof, BC	May, 2012
Charles Hutchinson	Treasurer	Vanderhoof, BC	August, 2013
Dean Rosvold	Secretary	Vanderhoof, BC	October, 2017
Dave Birdi	Director	Fort St. James, BC	January, 2015

<p>Is the board representative of the communities you serve? If not, what are your plans to address this?</p>	<p>At the present time CFSN does not have a director representing Fraser Lake due to turnover in board members for a various number of personal reasons; from retirement to spend more time on business interests, employment transfers and our only woman director who wanted to spend time with her new grandchildren. The Board of Directors and General Manager have initiated a recruitment drive to fill multiple vacancies on the board.</p>
<p>Please indicate how many of your board members identify as a member of the following groups: women, Indigenous, youth, a person with a disability or other underrepresented groups.</p>	<p>CFSN has one board member who identifies himself as Indigenous; Michael Reed, Chair. CFSN currently is in a recruiting drive for board members and ensuring diversification of the board along with appropriate regional representation is a primary focus for the recruitment drive</p>
<p>Please describe your Board's succession plan for departing board members.</p>	<p>Board turnover has been a major issue for CFSN this year. CFSN experienced turnover of three directors in the fiscal year 2017: Randy Turcotte, Chair: Retired to spend more time on his business Kathleen Akeroyd; Secretary: Retired to spend more time and attention on her new grandchildren. Chipman Purdey; Youth Committee: Left area as relocated with employer. The reasons for leaving the board are varied so it is difficult to address one issue to improve board retention. The current board is actively seeking board member recruits and we look to add board members by the first quarter of 2018</p>

<p>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.</p>	
<p>Names of the current Board of Directors and names of any non-board member of the Investment Review Committee.</p>	<p>https://www.cf-sn.ca/about_cfsn/board.php</p>
<p>Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.).</p>	<p>https://www.cf-sn.ca/about_cfsn/board.php</p>
<p>Board Recruitment and nomination processes.</p>	<p>https://www.cf-sn.ca/about_cfsn/volunteer.php</p>
<p>2016-17 Annual audited financial statement.</p>	<p>https://www.cf-sn.ca/pdfs/cfsn_audited_financial_statement_2016.pdf</p>
<p>2016-17 Performance results.</p>	<p>https://www.cf-sn.ca/pdfs/CF-Performance-Reporting-2016-17-2.pdf</p>
<p>Investment Fund redress /appeals process.</p>	<p>https://www.cf-sn.ca/business/business_loans/intro.php</p>
<p>Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available.</p>	<p>https://www.cf-sn.ca/ - there is a button to get to SDE (http://www.sdecb.com/) under a header called "SERVICE EN FRANÇAIS"</p>

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 by 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. While CFSN is working to develop other revenue sources to address the shortfall in this area. To date additional revenue has not been generated however CFSN continues to work on revenue generating initiatives that do not compete with private enterprise.
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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 the establishment of incubators and coworking spaces
2	Mobilizing Local Capital – CFSN has an ongoing project to establish crowdfunding as a community development tool. This initiative was conceived to provide the opportunity for local community members to invest in local business and support local non profit activities. In addition to a crowdfunding platform, CFSN is investigating the opportunity to create a Community Investment Cooperative in Northern BC. This structure allows community members to make a RRSP eligible investment into local businesses.
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. One skill that is required in the region is video production. Video is becoming a primary communication tool for business, artists and non profit organizations. This is an identified gap in our region.

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

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- 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) • Syndicated 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

CF NAME: Community Futures Stuart Nechako

Fiscal Year: 2018-19

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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 you and WD must agree to your 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 were sent to you.

NOTE: The performance indicators are organized by WD’s Program Activities and sub-activities to better illustrate the alignment between your CF activities and WD’s mandate. The titles in italics represent WD-specific terms used to categorize CF activities.

Performance Indicator	2018-19 Target	GROUP 1	GROUP 2	GROUP 3
**Targets for Minimum Performance Standards (MPSs) should be greater than or equal to the MPS in the proper group.				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	Choose a Group			
<i>Strong rural community strategic planning and implementation</i>				
# of local and regionally-based community strategic plan(s) developed and/or updated during the year	2			
# of partners engaged in community strategic planning	10			
Total # of community based projects (New & Ongoing) (MPS**)	6	2	2	2
Total \$ value of the community based projects	0			
\$ leverage value of community based projects	100000			
# of partners engaged in community-based projects	6			
<i>Rural access to business development services</i>				
# of businesses created, maintained, or expanded through business services	2			
# of business training session participants (MPS**)	300	400	400	300
# of business advisory services (MPS**)	125			
<i>Rural access to capital and leveraged capital</i>				
\$ value of loans (MPS**)	400000	\$600,000	\$400,000	\$200,000
# of loans (MPS**)	8	12	8	6
Amount Leveraged through Lending (EDP and non-EDP)	200000			
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	2	3	2	1

5.2 Alignment with 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 (2 – 3 sentences)	How will you measure project/initiative outcomes?
1a	Inclusiveness – primary focus on Indigenous peoples and women	<p>Inclusivity has been a primary value for CFSN for many years. CFSN has partnered with Aboriginal Best to deliver their program in the Indigenous communities in our region.</p> <p>In partnership with the College of New Caledonia CFSN has been conducting workshops for Indigenous people including Business Model Canvas, cash flow planning and business planning with an emphasis on self employment as a viable alternative.</p> <p>CFSN has an ongoing project to develop a Micro Loan program for Indigenous communities. The objective is to produce funding for micro businesses and develop the capacity for operating a small loan portfolio in the communities.</p>	<p>Training session participants</p> <p>No. of loans</p> <p>Value of loans</p>
1b	Inclusiveness – secondary focus on youth and persons with disabilities	<p>CFSN has an ongoing program to teach financial literacy to all community members through the use of the Junior Achievement. The Junior Achievement Program is delivered in the school system. We have approval from Junior Achievement to offer their program in Indigenous communities.</p> <p>CFSN took part in an event where able bodied people spent time trying to get around the business sector of the community. It was an eye opening experience. Lack of accessibility limits employment opportunities and general livability of the community for the mobility challenged. As a result of this event, CFSN will partner with local community groups to improve access to businesses for disabled community members.</p>	<p>Training Session Participants</p> <p>No. of Loans</p> <p>Value of Loans</p> <p>No. of business services</p> <p># partners engaged in community based projects</p>
2	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital industries; clean resources; and health and biosciences.	<p>CFSN will conduct a series of workshops relating to opportunities in specialized agriculture. These workshops include specialty crops for small scale farmers such as Haskap Berries. Other workshops will focus on craft brewing and distilling.</p> <p>Loan and alternative financing relating to a cluster of local fabrication and metalwork shops working towards the common goal of producing a mobile commercial hay dryer for forage farmers. This dryer will improve the quality of the hay as well as eliminating the risk of the crop being rained on. The machine will play a role in improving the operations of the region’s hay pressing plants, supporting the export of forage feeds.</p>	<p>No. of participants to training sessions</p> <p>No. of Loans</p> <p>Value of Loans</p> <p>\$ leveraged value of loans</p> <p>No. of business services</p>

		<p>Ongoing project to establish a BC Products Showcase. CFSN started creating a regional showcase for locally made products and is working with a number of partners to create a Made in BC product showcase.</p> <p>Vanderhoof International AirShow: CFSN provides support in the organization and operation of the Vanderhoof International AirShow. This year the event will include the Canadian Military including the Snowbirds and Skyhawk Team. This is included under cluster development as CFSN supports the aviation in the region, including loan support to a business providing pilot training and aircraft maintenance..</p>	<p>No. of Loans</p> <p>No. of Business Services</p> <p>Amt. \$ Leveraged for Community Projects.</p>
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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 embedded template.

Operations Budget (Total Operations) 2018-19

	<i>1st Qtr. Apr-Jun</i>	<i>2nd Qtr. Jul-Sep</i>	<i>3rd Qtr. Oct-Dec</i>	<i>4th Qtr. Jan-Mar</i>	<i>TOTAL 2017-18</i>
CASH RECEIPTS - REVENUES					
Total WD Contribution**	\$79,007	\$79,007	\$79,007	\$79,007	\$316,028
Other Federal Funds					\$0
Other Provincial Funds	\$8,000	\$8,000	\$8,000	\$8,000	\$32,000
Other Revenue	\$1,500	\$1,500	\$1,500	\$1,500	\$6,000
Other Revenue	\$1,680	\$1,680	\$1,680	\$1,680	\$6,720
Planned Interest Transfer (up to \$50,000) for those with 3 yr Agreements.	\$7,000	\$7,000	\$7,000	\$7,000	\$28,000
Requested Interest Transfer for those with 3 yr Agreements (greater than \$50,000)					\$0
Requested Interest Transfer for those with 1 yr Agreements					\$0
Total Revenues	\$97,187	\$97,187	\$97,187	\$97,187	\$388,748
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$72,510	\$72,510	\$72,510	\$72,510	\$290,040
Administration	\$14,090	\$15,430	\$7,705	\$8,375	\$45,600
Travel, Meals and Accommodations	\$3,340	\$1,260	\$5,440	\$1,418	\$11,458
Office Equipment/ Computers	\$975	\$975	\$975	\$975	\$3,900
Expenses linked to Interest Transfer: CED Activities are included in Wages, Administration and travel					\$0
Other (Occupancy)	\$10,350	\$6,825	\$8,800	\$10,175	\$36,150
Other (Professional Development)			\$1,600		\$1,600
Total Expenditures	\$101,265	\$97,000	\$97,030	\$93,453	\$388,748
RECONCILIATION					
Surplus	-\$4,078	\$187	\$157	\$3,734	\$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

Do you anticipate by March 31, 2019 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?	CFSN had to borrow from the BC Futures Fund in 2017 to fund outstanding loan commitments. We are confident that CFSN will achieve the 75% target. Should CFSN have surplus funds in 2018, the funds will be made available to the BC Futures Fund upon their request.
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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 continues to build its Social Media presence. Social Media allows the networks in the communities to keep connected in a cost effective manner.
2	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 that has had a number of successful small campaigns to date.
3	Co-locating the Vanderhoof Chamber of Commerce: The Vanderhoof Chamber of Commerce was required to relocate after losing funding from the District of Vanderhoof relating to the Tourist Centre. The Chamber office is now located in the CFSN premises. This co-location has brought CFSN and the Chamber closer together and coordinating their efforts on events such as the annual Trade Show.
4	On line Training: In partnership with the Vanderhoof Public Library to expand literacy training and other skills offered through the on line services of the public library.