



CF NAME: Community Futures Development Corporation of Stuart Nechako

Fiscal Year: 2022-23

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 2022-23 Operating Plan and Budget

Date of Board Meeting:	
Motion:	
Moved By:	
Seconded By:	

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 Avenue, Vanderhoof, BC V0J 3A0
Phone Number:	250-567-5219
Fax Number:	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:	250-570-7434
Chairperson:	Eric Scheffers
Phone Number:	250-567-2737
E-mail Address:	ecscheffers@gmail.com
Website:	https://www.cf-sn.ca
Facebook:	https://www.facebook.com/commnityfuturesstuartnechako
Twitter:	
Instagram:	

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)	<p>Community Futures Stuart Nechako is currently governed by a Board of six directors; as many as six additional directors may be added at any time during the fiscal year. CFSN continues to have representation from Vanderhoof and Fort St. James and has added Directors from Fort Fraser and Fraser Lake.</p> <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.
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	<p>2. Business Loans Committee: Responsible for the approval of business loans and monitoring the performance of the portfolio including collections and bad debt.</p> <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 with a brief resume provided which is reviewed by the Board of directors.</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. COVID-19 relief funds have provided funding for an office in Fraser Lake operated on a part time basis.</p> <p>From Vanderhoof, the CFSN staff continues to travel 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), Stellat'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
Eric Scheffers	Chair	Vanderhoof, BC	May, 2018
Jon Rempel	Vice Chair	Fort Fraser, BC	May, 2018
Mike Martens	Secretary / Treasurer	Vanderhoof, BC	August, 2018
Dave Birdi	Director	Fort St. James, BC	January, 2015
Nikki Martens	Director	Vanderhoof, BC	July, 2021
Jennifer Barg	Director	Vanderhoof, BC	July, 2021
Total Number of Board Members:	6		

Is the board representative of the communities you serve? If	CFSN has successfully recruited two women Board Members in the last year. Recruitment continues with an interest in further diversity.
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not, what are your plans to address this?	CFSN continues to attempt to recruit indigenous people for Director position with no result to date.												
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.	<table border="1"> <thead> <tr> <th></th><th>Number (A person can be counted more than once)</th></tr> </thead> <tbody> <tr> <td>Women</td><td>2 members</td></tr> <tr> <td>Indigenous</td><td></td></tr> <tr> <td>Youth</td><td></td></tr> <tr> <td>Person with a Disability</td><td></td></tr> <tr> <td>Other under-represented group</td><td></td></tr> </tbody> </table>		Number (A person can be counted more than once)	Women	2 members	Indigenous		Youth		Person with a Disability		Other under-represented group	
	Number (A person can be counted more than once)												
Women	2 members												
Indigenous													
Youth													
Person with a Disability													
Other under-represented group													
Please describe your Board's succession plan for departing board members.	CFSN is addressing replacing retiring Board members through a continual process of recruitment through networks. CFSN has found that direct person to person recruitment is most effective.												

As per Schedule "D" – Reflecting Community, Transparency, and Accountability, 4.c) 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	https://www.cf-sn.ca/about/board-of-directors/
Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.)	https://www.cf-sn.ca/about/board-of-directors/
Board Recruitment and nomination processes	https://www.cf-sn.ca/about/board-of-directors/
2020-21 Annual audited financial statement	https://www.cf-sn.ca/pdfs/cfsn_audited_financial_statement_2020.pdf
2020-21 Performance results	https://www.cf-sn.ca/pdfs/CF-Performance-Reporting-2019-20.pdf
Investment Fund redress /appeals process	https://www.cf-sn.ca/business-loans/
Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available	https://www.sdecab.com/

3.3 Staff

- Provide a list of staff below.

Staff	Position	Core Staff (PacifiCan) *	Month & Year Hired
Graham Stanley	General Manager	100%	June, 2003
Surbhi Veer	Business Analyst	100%	Nov., 2021
Bookkeeping and Accounting outsourced, reducing staff and reducing costs			Mar., 2021
Total Number of Staff (FTEs):	2 members		

* Indicate the percentage of salary that is covered by core PacifiCan funding.

3.4 Staff Retention, Recruitment and Training

Describe the challenges and opportunities, if any, related to staff retention, recruitment and training. Also, provide your plans to address these challenges.	
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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	
2	
3	

4.2 Governance and Accountability

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

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 PacifiCan (or WD):

Incorporation Documents	Date Document Was Last Updated	Date Submitted
Articles of Incorporation and Association		
Bylaws		

Policies Related To:	Date Policy Was Last Updated	Date Submitted
Investment Fund Management Please include: <ul style="list-style-type: none"> • Interest Rates (if less than prime plus 2%) • Interest Transfers • Loans in excess of \$150,000 (if applicable) • Syndicated Loans • Equity Positions • Appeals and redress mechanism 		
Conflict of Interest		
Board of Directors (policy for appointment/selection, terms of office, etc.)		

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 you and PacifiCan must agree to your final overall performance targets.

5.1 Please complete the table below, and then submit your performance target information into the [WCBSN Web Portal](#) for the coming fiscal year.

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

Performance Indicator	2022-23 Target	GROUP 1	GROUP 2	GROUP 3
**Targets for your Minimum Performance Standards (MPSs) should be greater than or equal to your MPS.				
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				
# of partners engaged in community strategic planning (New & Ongoing)				
# of new community-based projects plus number of ongoing community-based projects (MPS**)		2	2	2
# of partners engaged in community-based projects (New & Ongoing)				
\$ amount invested in community-based projects (New & Ongoing)				
\$ amount leveraged from community-based projects (New & Ongoing)				
<i>Rural access to business development services</i>				
# of businesses created, maintained, or expanded through business services				
# of business training session participants (MPS**)		400	400	300
# of business advisory services (MPS**)				
<i>Rural access to capital and leveraged capital</i>				
# of loans (MPS**)		12	8	6
\$ value of loans (MPS**)		\$600,000	\$400,000	\$200,000
Amount leveraged through lending (EDP and non-EDP)				
# of new community-based projects/initiatives that align with GOC/PacifiCan priorities and (PLUS) # of loans that align with GOC/PacifiCan priorities		3	2	1

5.2 Alignment with PrairiesCan Priorities

Please describe how your CF activities align with PacifiCan's inclusiveness and cluster growth priorities. Please outline the initiatives and plans that your CF has to address the priorities as outlined in the attached instructions. *PacifiCan 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?
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1a	Inclusiveness (Primary) - focus on Indigenous peoples		
1b	Inclusiveness (Primary) - focus on women		
1c	Inclusiveness (Secondary) – focus on youth		
1d	Inclusiveness (Secondary) – focus on persons with disabilities		
2	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital technology; clean resources; and life sciences.		

6.0 FINANCIAL

6.1 Budget Forecast and Cash Flow (PrairiesCan 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 PacifiCan core funding, PacifiCan planned / requested interest transfers (as outlined in *Schedule "C" – Statement of Work – Investment Fund* and *Schedule "H"– RRRF Contribution Terms and Conditions* of the contribution agreement), and other revenues of which there is a high level of certainty, as separate line items. The PacifiCan core funding will constitute the cash flow by quarter for advance purposes.

Interest earned in the RRRF Investment Fund Account cannot be transferred to the Recipient's Operating Fund account.

PacifiCan 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 PacifiCan funding is fully committed.

Note: The following budget is an Excel embedded template.

CF NAME: Community Futures Development Corporation of Stuart Nechako
Fiscal Year: 2022-23
OPERATING PLAN

Operations Budget (Total Operations) 2022-23					
	<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 2022-23</i>
CASH RECEIPTS - REVENUES					
Total PacifiCan Contribution**	\$79,007	\$79,007	\$79,007	\$79,007	\$316,028
Other Federal Funds					\$0
Other Provincial Funds					\$0
Other Revenue					\$0
Other Revenue					\$0
Planned Interest Transfer (up to 75% of net interest or \$100,000)	\$4,843	\$4,843	\$4,843	\$4,843	\$19,372
Requested Interest Transfer (greater than either 75% of net growth or \$100,000)					\$0
Total Revenues*	\$83,850	\$83,850	\$83,850	\$83,850	\$335,400
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000
Administration	\$19,850	\$19,850	\$19,850	\$19,850	\$79,400
Travel, Meals and Accommodations					\$0
Office Equipment/ Computers	\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
CED Special Projects	\$12,500	\$12,500	\$12,500	\$12,500	\$50,000
Bookkeeping	\$9,000	\$9,000	\$9,000	\$9,000	\$36,000
Other (specify)					\$0
Total Expenditures*	\$83,850	\$83,850	\$83,850	\$83,850	\$335,400
RECONCILIATION					
Surplus	\$0	\$0	\$0	\$0	\$0
*Revenue and expenditure totals should agree.					
**PacifiCan's total contribution should be accounted for in the cash-flow requirements above.					

6.2 Investment Fund Cash on Hand

Do you anticipate by March 31, 2022 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?	
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