

2015-2016 Strategic Plan



Community Futures Development Corporation of Stuart Nechako
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1.0 Introduction to the Organization and Community Futures Network

Community Futures Stuart Nechako (CFSN) was incorporated as a not for profit society in British Columbia in 1994 (*formerly known as Community Futures Development Corporation of Stuart Nechako*) as an independent, locally governed organization.

CFSN is linked to the Community Futures Network originally established in 1985 by the Federal Government in response to severe economic and labour market changes faced by rural Canadian communities. In 1995, responsibility for the Community Futures program was transferred from Human Resources Development Canada to the federal Regional Development Agencies that were responsible for economic development in their regions, or Western Economic Diversification (WD) in the western provinces. Community Futures has proven to be a resilient approach to community economic development and diversification.

Over the years, the impact of Community Futures on communities has been significant. For the 15 year period under WD's umbrella, from April 1, 1005 to March 31, 2010, the 34 Community Futures in British Columbia disbursed a combined total of 11,442 loans worth \$330.8 million to support local business development in their communities. They leveraged an additional \$618.9 million from other sources which was invested back into the local and regional economies.

In summary Community Futures are:

- non-profit organizations guided by a volunteer board of directors and staffed with business professionals, who together are actively engaged in helping to develop and implement community-based economic development strategies;
- user-friendly business development centres that control and manage investment funds from which fully repayable loans up to \$150,000 are available to start-up and growing businesses;
- entrepreneurial development centres that provide one-on-one business training to assist individuals who are interested in self-employment or in expanding their businesses; and
- proactive, progressive thinking, community organizations dedicated to strengthening both their community's entrepreneurs and their community's economy as a whole.

CFSN's vision is to contribute and support a robust, diversified economy and healthy sustainable communities.

CFSN' mission is to act as a regional organization to facilitate and support community development by:

- Helping to start and grow businesses
- Fostering community economic development initiatives
- Nurturing skill development and employment opportunities

Community Futures Stuart Nechako serves the following communities:

Cluculz Lake	Germansen Landing	Saik'uz First Nation
Coryville	Lily Lake	Takla Landing
Dog Creek	Manson Creek	Takla Lake First Nation
Endako	Nadleh Whut'en First Nation	TI'azt'en First Nation
Fort Fraser	Nak'azdli Band	District of Vanderhoof
District of Fort St James	Nithi Valley	Willow Vale
Francois Lake	Stella'ten First Nation	Yekooche First Nation
Village of Fraser Lake		

2.0 Geographic Information:

Community Futures Development Corporation of Stuart Nechako operates from head office in Vanderhoof, British Columbia in the Stuart Nechako Region of north central BC, 95 km west of Prince George. The staff of CFSN serves the three municipalities of Fort St. James, Fraser Lake and Vanderhoof, and First Nations communities of Nad’leh Whuten, Nak’azdli, Saik’uz, Stellat’en, Takla, Tl’azt’en and Yekooche and as well as the unincorporated communities of the Stuart Nechako Region, a sub-region of the Bulkley Nechako Regional District.

See Map of Region in [Appendix A](#).

3.0 Population Information:

The Stuart Nechako is a sub-region of the Regional District of Bulkley Nechako and is home to 16,255 people living in small towns, rural settings, remote and First Nation communities. The largest community is the District of Vanderhoof followed by the District of Fort St James and the Village of Fraser Lake.

Electoral Areas D (Fraser Lake Rural), C (Fort St James Rural) and F (Vanderhoof Rural) are three of the seven electoral areas of the Regional District of Bulkley Nechako, and with a land area of 35,419.92 km² account for about 48.2% of the total area of the Bulkley Nechako Regional District. The landscape is mainly rugged with expansive forests dotted with lakes and rivers throughout. The lakeshores are home to many of the rural residents as well as second home owners from the region and from other parts of Canada. Agriculture is intensive around Vanderhoof, Fraser Lake and to a lesser degree south of Fort St James. The population of the three electoral rural areas is 6,865 (2011), with an 11.2% increase since 2006. These geographical areas incorporate the total First Nations Indian Reserves proper that have 1,952 registered band members (2011).

Table 1. Population of the Stuart Nechako Region’s Communities and Region

Communities – Urban and Rural Population	2006	2011	2006-2011 % change	2013 (Estimate)	2011-2013 % change
Regional District Bulkley Nechako*	38,243	39,208	+2.5%	39,589	+0.97%
District of Vanderhoof	4,064	4,480	+10.2%	4,523	+0.96%
Electoral Area F “Vanderhoof Rural”	3,137	3,702	+18.0%	-	-
District of Fort St James	1,350	1,691	+25.3%	1,715	+1.42%
Electoral Area C “Fort St James Rural”	1,355	1,429	+5.5%	-	-
Village of Fraser Lake	1,113	1,167	+4.9%	1,153	-1.2%
Electoral Area D “Fraser Lake Rural”	1,682	1,734	+3.1%	-	-
First Nations Communities	1,817	1,952	+6.92%	-	-
Subtotal Urban & Rural Stuart Nechako	14,518	16,155	+11.28%	-	-

Vanderhoof’s major employer is the wood manufacturing and related services (logging) industry; 42% of the labour market is dependent on the forest industry (2006). Vanderhoof is the main service centre for government services: education, health and provincial government offices. Fraser Lake’s major industry is mining (molybdenum) and Fort St James, after the opening of the new Mount Milligan copper/gold mine, is home to two major industries: mining and wood manufacturing/forestry. Population estimates do not include those workers living in temporary work camps and hotels/motels (estimated at 250).

4.0 Labour Force By Industry

The Nechako region is grouped with the North Coast labour force statistics. The region is the smallest by employment, accounting for less than 2% of the employment of B.C. The unemployment rate is close to the province average (6.6% in 2013). The population is younger compared to the B.C. overall. Labour force participation is higher than that of the provincial average. The minimum sample size of 1,500 is too large to capture some of the key data for the agriculture, financial and health care labour force – all important to the region as both jobs and services provided to the region (refer to Table 3.)

Table 2: Employment and Unemployment Rate by Detailed Industry, 15 years and over, annual

Note: figures of less than 1,500 persons suppressed

Region: North Coast & Nechako	2011		2012		2013		BC 2013	
	Employment	% of total	Employment	% of total	Employment	% of total	Employment	% of total
All Industries (NAICS 2007) (North American Industrial Classification System)	43,300	100%	39,300	100%	39,900	100%	2,308,100	100%
Goods-Producing Sector	11,300	26.1%	12,200	31.0%	11,100	27.8%	446,200	19.3%
Agriculture	-	0.0%	-		-		27,600	1.2%
Forestry, Fishing, Mining, Oil and Gas	2,400	5.5%	2,600	6.6%	3,100	7.8%	49,900	2.2%
Forestry and Logging with support activities	1,500	3.5%	1,800	4.6%	2,000	5.0%	18,700	0.8%
Construction	3,400	7.9%	4,600	11.7%	3,600	9.0%	192,200	8.3%
Manufacturing	4,800	11.1%	4,600	11.7%	3,800	9.5%	163,500	7.1%
Wood Product Manufacturing	2,100	4.8%	2,300	5.9%	1,700	4.3%	28,000	1.2%
Primary Metal Manufacturing	1,900	4.4%	-	0.0%	-	0.0%	5,600	0.2%
Durables	4,400	10.2%	4,200	10.7%	3,400	8.5%	98,200	4.3%
Service-Producing Sector	32,000	73.9%	27,000	68.7%	28,800	72.2%	1,861,900	80.7%
Trade	5,500	12.7%	5,200	13.2%	5,600	14.0%	370,100	16.0%
Retail Trade	5,100	11.8%	4,900	12.5%	4,700	11.8%	285,800	12.4%
Transportation and Warehousing	3,700	8.5%	2,500	6.4%	1,800	4.5%	121,200	5.3%
Transportation	3,600	8.3%	2,400	6.1%	1,700	4.3%	112,200	4.9%
Finance, Insurance, Real Estate and Leasing	-	0.0%	-	0.0%	1,600	4.0%	153,500	6.7%
Professional, Scientific and Technical Services	1,900	4.4%	1,500	3.8%	1,600	4.0%	185,600	8.0%
Educational Services	4,700	10.9%	3,400	8.7%	4,100	10.3%	176,200	7.6%
Primary and Secondary	3,900	9.0%	2,900	7.4%	3,400	8.5%	94,900	4.1%
Health Care and Social Assistance	5,200	12.0%	4,200	10.7%	3,400	8.5%	262,300	11.4%
Hospitals	1,500	3.5%	-	0.0%	-	0.0%	101,600	4.4%
Social Assistance	1,600	3.7%	-	0.0%	-	0.0%	50,600	2.2%
Accommodation and Food Services	3,000	6.9%	2,400	6.1%	2,100	5.3%	173,900	7.5%
Food Services and Drinking Places	2,000	4.6%	1,500	3.8%	1,600	4.0%	137,200	5.9%
Other Services	2,600	6.0%	1,900	4.8%	1,900	4.8%	99,600	4.3%
Public Administration	1,900	4.4%	2,400	6.1%	4,200	10.5%	112,100	4.9%
Federal Gov Public Administration (inc. Defence)	-	0.0%	-	0.0%	-	0.0%	39,200	1.7%
Provincial and Territorial Public Administration	-	0.0%	-	0.0%	1,500	3.8%	32,800	1.4%
Local, Municipal, Regional, Aboriginal Admin	-	0.0%	-	0.0%	1,500	3.8%	40,100	1.7%
Primary Industry Employment	2,800	6.5%	3,100	7.9%	3,400	8.5%	77,500	3.4%
Secondary Industry Employment	8,300	19.2%	9,100	23.2%	7,500	18.8%	355,600	15.4%
Tertiary Industry Employment	32,200	74.4%	27,000	68.7%	29,100	72.9%	1,875,000	81.2%

Sublists of total from BC Stats (may not add up to 100%)

Source: Statistics Canada, Labour Force Survey, Custom Tabulation.

Prepared by BC Stats, April 2014.

Overall, the region’s economy performed well in 2013-2014, until the very recent faltered December 2014 following the drastic drop in oil prices. There remains a solid mining base, a recovery in the forest sector, and spin-offs created by major construction activities in northern BC. Employment in the region expanded, and the creation of many full-time positions means purchasing power has increased for some.

A substantial improvement in the unemployment rate last year means there is less competition for jobs in some communities. However, not all individuals are able to find work that matches their skills as evidenced by the ongoing contraction of regional labour force. Although youth in the area have a more challenging time securing employment than their counterparts, it appears fewer young people are leaving the North, perhaps in hopes of capitalizing on forthcoming developments planned for the region.

Table 3: Largest Employers by Community (2012)

Community	Company	Product/Service	# of Employees
Fraser Lake	Endako Mine (Thompson Creek)*	Mining - Molybdenum	420
	West Fraser Timber	Forestry/ Wood Manufacturing	250
Fort St. James	Mount Milligan Mine (Thompson Creek Metals)	Mining	206 (direct-2012) 400 (indirect-2012)
	Conifex Timber Inc.	Forestry/Wood Manufacturing	130
	Apollo Forest Products	Forestry / Wood Manufacturing	130
	KDL Logging	Logging	96
	School District No. 91 (just Fort St James)	Education	93
	T'loh Forest Products	Dimension Lumber	50
	Ministry of Natural Resource Operations	Provincial Government	62
	Stuart Lake Hospital	Health Care	43
	Northern Interior Forest Products	Wood Manufacturing	40
Overwaitea Foods	Retail Services	36	
Vanderhoof	School District No. 91	Education	725
	Canadian Forest Products – Plateau Mills Division	Forestry / Wood Manufacturing	317
	Sinclar Group – L&M Lumber, Nechako Lumber, Premium Pellet	Forestry / Wood Manufacturing	200
	St. John Hospital	Health Care	200
	BID Group of Companies – NCL Engineering, Nechako Mechanical, Vanderhoof Speciality Wood Products, BID Construction	Engineering / Forestry / Machining / Manufacturing	163
	Vanderhoof & Districts Cooperative Association	Retail Services	126
	Ministry of Natural Resource Operations, Forests and Range \ BC Timber Sales	Provincial Government	70
	Nechako Valley Community Services Society, Riverside Place	Public Services	70
	Gulbranson Logging	Forestry	70

***Endako Mine (Fraser Lake):** On December 11, 2014 Thompson Creek Metals Co. Inc., known as one of the world’s leading molybdenum (moly) producers, announced the suspension of Endako’s mine operations due to weak prices. Molybdenum, used for strengthening steel, has been hard-hit by the lower demand for steelmaking by China and large producers struggling with lower economic forecasts.

About 50% of the mine’s salaried employees will be let go; hourly employees will be laid off as of February 17, 2015. The suspension affects 420 directly employed workers and indirectly employment of additional 600 persons and subcontractors. The provincial government is working with the company to mitigate the impact to the workers, their families, the community of Fraser Lake and the surrounding communities.

5.0 The Region’s Sector Analysis

5.1 Forestry

Another good year is forecast for the BC forest industry, with housing starts on the rise in the US and demand for BC’s wood products from China predicted to continue. However, the impacts of the mountain pine beetle infestation on timber supply is now becoming a reality for some communities. The allowable annual cut has been reduced from 9-million to 6-million cubic metres. The local communities are addressing this issue in part by working towards establishing community forests. New uses of pine beetle killed wood, new technologies for milling pine beetle wood (proposed for the Burns Lake sawmill rebuild) and bioenergy are emerging from the layers of changes affecting industry conditions. Utilizing standing dead timber is going to be vital to both forest health and the forest economy recovery as early as 2015.

Strengths and Advantages of the Forestry Sector

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| <ul style="list-style-type: none"> • Current viable operations • Volunteers with substantial forest sector knowledge willing to assist the establishment of Community Forest Licenses • Excellent rail-based industrial land for expansion of processing • Soaring lumber prices | <ul style="list-style-type: none"> • A large wood basket • Successful range of small to large scale processors • Established skilled workforce • Highly automated production • Well established supply chains |
|--|--|

Weaknesses and Concerns of the Forestry Sector

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- | | |
|--|---|
| <ul style="list-style-type: none"> • Reduction of allowable cut in the region making fibre supply uncertain | <ul style="list-style-type: none"> • Skilled worker shortage • Impact of mountain pine beetle |
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Opportunities through local operators continue to be identified

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- Burns Lake sawmill, owned and operated by Hampton Affiliates, is to be rebuilt at a cost of \$100 million. The new mill will include First Nations ownership stake and required technologies to process small diameter and pine beetle affected timber. The new mill is estimated to produce 200 million board feet, with an expected workforce of 100-130 employees.
 - West Fraser is researching the production of commercial grade charcoal from pine beetle timber and other wood waste.
 - Canada’s largest biomass generating facility is under construction by Dalkia in Fort St James. The facility will utilize wood waste and mill residue to generate power for sale to BC Hydro. The project is estimated at \$235 million and will generate 40 MW, or the electricity to power 40,000 homes per year. Approximately 250 workers are expected to be needed at peak construction period, and the operations will employ 22 full-time employees. Fuel sourcing operations will general additional employment and contracting opportunities.

5.2 Mining

The Mount Milligan (copper/gold) mine operations north of Fort St. James has shifted from construction to operations, with 200 full-time direct jobs and 400 indirect jobs, including commitments to local and First Nations employment. The mine has established man-camps and residences on-site rather than employees being housed in either Fort St. James or Mackenzie. The load-out facility and trucking routes exit Fort St James and access other rail/major highways via Mackenzie.

However, poorer market conditions for some minerals and metals industries put a damper on mineral exploration and several mining developments were deferred, including the New Gold Blackwater project near Vanderhoof. At the time of printing, the Endako mine suspended operations in Fraser Lake. This follows the 2013 shutdown of the Huckleberry Mine in Smithers (to the west of our region).

The cumulative effects of the loss of direct and indirect jobs, as well as the reduced industrial tax base will impact the entire north central region of BC.

Strengths and Advantages of Mining and Exploration

- Current viable operations at Mount Milligan
- First Nations involvement in equity and labour
- Transportation and shipping infrastructure
- Region is proven rich in mineral resources
- Major investments in exploration to date
- Competitively priced electrical power

Weaknesses and Concerns of Mining and Exploration

- Lack of skilled labour available
- World prices for commodities have weakened
- Mount Polley Mine tailing pond failure resulting in changes to environmental reviews
- Maintaining investment climate for mining

Trends in Mining and Exploration

- Land reclamation services related to mine operations may lead to growth of locally derived professional services
- Mining exploration activities are highly leveraged and price sensitive. Casualties of weak market conditions are already apparent and include announcements of indefinite delays to TTM's Chu Molybdenum Mine and New Gold's Blackwater gold/copper project – both near Vanderhoof.
- Environmental regulations remain a key challenge for projects as the recent federal rejection of Taseko's billion dollar New Prosperity Mine and Mount Polley tailing pond failure attest.
- Communities in close proximity to major mines projects and exploration are encouraged to "gear up" to provide services and products, without a timely decision on actual start dates and sudden cancellations of exploration and operations

5.3 Emerging Sector: Oil and Gas (Pipelines)

The natural gas sector performed better than expected in 2013 with significant growth in the number of wells drilled and production levels. The sector is expected to be a persistent growth driver. With liquefied natural gas projects (LNG) expected to proceed, drilling activity, output and the construction of pipelines through the region is anticipated to commence in mid-2015. With those activities, the Stuart Nechako Region is anticipated to benefit from the provision of camp services, and spin-off of direct and indirect spending in the region.

While there are 13 proposed LNG projects spanning B.C., three are expected to start by the end of 2018 and up to five in the next decade. Projects are expected to experience modest delays in commencement and build-out times, reflecting availability of skilled labour and inflationary risks. Project commencements fuel an upshift in oil and gas drilling and pipeline construction in the north, while boosting upstream manufacturing and regional housing activity. Weakness in the mining sector could be a blessing for the LNG industry, as it will free up additional labour.

5.5 Agriculture

The Nechako Agriculture region lies within the fertile Nechako Valley encompassing 8.5 million acres (34,619 sq. km) within subdivision "A" in the Bulkley-Nechako Regional District. Total farm area in the region is 251,422 hectares (621,278 acres), or 10% of BC's total farmland area. Agriculture in the region is primarily ranching (on Crown range land) and hay production. There are five provincially licensed slaughter facilities in the region. Hay pressing (pellets) for both food and fertilizer, a new export product with markets in both Alaska and Asia, has led to reduced hay availability for herds and increased value for agriculture land (an unintended consequence).

Strengths and Advantages of Agriculture Sector

- Agriculture support services include livestock auctions, slaughter facilities, farm equipment and machinery suppliers and the Ministry of Agriculture office
- Local and regional marketing support through NPO's and economic development services
- Growth in diversified products: berries, field vegetables, nursery, hay and field crops
- Total of 840 farms; median size of 261 acres
- Growing season from June to September with 16 hours of daylight in height of summer
- Prices for agriculture products are strong
- Buy Local campaigns growing in the Region

Weaknesses and Concerns of Agriculture Sector

- Limited irrigation in the region leading to uneven production cycles
- Maintaining quality of alfalfa production to qualify for export grade crops
- New regulatory changes restrict local small-scale processing of food products for commercial sale
- High entry prices to enter agriculture sector

5.6 Retail and Commercial Services

A small trade area population, with a linear dispersion of settlement along Highway 16 and dead-end Highway 27 (60 km) from Vanderhoof to Fort St James, and the close proximity to a regional service centre in Prince George means the retail and commercial core of the Stuart Nechako, though stable, is limited. Approximately 50% of the businesses in the region are providing services to residents.

Trades and services are non-basic sectors and as such are closely linked to basic sector performance and population growth. A key area of focus for support is that of succession planning to assist aging business owners to pass on key trade services (plumbing, electrical, etc). Shifts toward e-commerce and e-retailing, as well as changes expected in response to demographic changes and shrinking retail cycle.

Potential for attracting the knowledge and emerging IT sector require retrofitting of old building with high bandwidth fibre-optic cables, microwave antennas and open-plan buildings. Also, the advance in tele-communications technology makes it easier for professionals or start-up businesses to begin their operations in their home.

5.7 Construction /Other Manufacturing

Construction is generally broken down into residential, commercial, institutional and industrial. The future of construction in the region, as a non-basic sector, is dependent on other drivers of the economy. The region saw an increase in the value of building permits, however a number of major projects (Mt. Milligan, St. John's Hospital Renovations, highway improvements) were wrapped up in 2014, requiring less construction workers. Capital investment grew by 6% in 2013, with the value of major projects, either proposed, underway, completed, or on hold, rising to \$6.7 billion. Although no new projects were added to the region's major project inventory, capital cost estimates of several projects were adjusted upward. By the end of the year, there were 20 major projects on the books – 12 in the proposal stage (valued at \$2.8 billion), three under construction (valued at \$356 million), and five on hold (valued at \$3.6 billion).

5.8 Emerging Industry - Applied Technology / High Tech Manufacturing

With the promise of extending or improving high-speed internet access to rural and remote areas, CFSN is viewing that the technology sector improvements hold the greatest potential in terms of accelerating the region and create conditions for our northerly businesses to succeed in the global market. By combining the opportunities developed by the allocation of funds in the most recent federal government budget and the Province of BC's commitment to support commercialization and adoption of technology, including the support of regional technology sectors, the Prince George and area sector council is under development. CFSN plans to participate and be proactive in the areas that are aligned with regional opportunities.

Infrastructure needed to supply the internet and cloud-based economy is massive and growing, as can be seen by recent investments in the Okanagan technology hub. Vanderhoof, and area, have similar winning conditions for technology-company start-ups and technology macro environmental conditions.

Linkages between government services (education) and technology have existed in Vanderhoof for many years – the E-Bus program extends educational services to children around the world, including most recently educational platforms adapted for the Chinese marketplace. CFSN is working with the School District No. 91 business company to develop and distribute educational products to China.

Business support processes and financing are key elements that would lead to the increase of technology companies that may start and grow in the region including: individualized needs assessments, hands-on coaching, mentorship and access to grassroots financing and funds, including crowd-funding support and public access/demonstration 3-D printer.

Strengths and Advantages of the Applied Technology/High Tech Manufacturing Sector

- The Vanderhoof area is geologically stable and out of the flood zones
- Hydro electricity is available and competitively priced
- Area has well developed transportation infrastructure, and within a short flight of Vancouver
- Inexpensive commercial and institutional building space exists
- Unlimited potential in the opportunities available to localize internet services
- Well-establishment online learning hub developed by School District No. 91 (E-Bus) with connections to educational marketplace in China
- Alternate (green) energy technologies and investments serve to spur entrepreneurialism and new approaches to traditional sectors
- Specialized manufacturing and online learning providers are located in Vanderhoof
- Federal and provincial governments are making investments in connectivity and communications infrastructure

Weaknesses and Concerns of the Applied Technology/High Tech Manufacturing Sector

- Limited training options developed locally, but local expertise exists at School District level
- Land available for commercial development is restricted by Agricultural Land Reserve
- Internet services in the region are limited by affordability and bandwidth capability
- Upgrades to major infrastructure are conditional on federal and provincial funds, as large IT companies are more apt to invest in larger population centres

APPENDIX A: MAP OF SERVICE AREA FOR CFSN



APPENDIX B: CFSN STRATEGIC PRIORITIES TABLE FOR 2014-2015

WD Strategic Goal #1: Strong rural community strategic planning and implementation			
WD Priorities	Initiatives / Projects	Indicators	# or \$
Innovation – Support business initiatives that bring new technologies to Canadian and global markets	#1 - Technology / Innovation Centre – incubator for establishment and investment (feasibility study and mentorship linkages). #2 - Loan Program provides financing to support new technologies that expand innovations and export. #3 - 3D Printing: CFSN is working in partnership with School District 91 to place 3D Printers in the region’s high schools. This technology offers significant potential for educational opportunities in the areas of art and design. CFSN has held 3 presentations on 3D Printing to gauge public interest in this technology as there is an interest in establishing a 3D Printer in our facility for public access.	Community based projects	1
		Value of community based projects	\$500,000
		\$ leveraged value of community based projects	\$100,000
		Partners engaged in community projects	2
Skills Development and Training – Support the promotion of skills training opportunities	#1 - Small Business BC CFSN offers small business workshops and seminars through Small Business BC on various topics that develop small business skills #2 - Venture Connect Community Futures Stuart Nechako (CFSN) recognizes the challenges faced by businesses due to a lack of succession planning. To assist our business communities CFSN joined with five other Community Futures offices in the Venture Connect undertaking. Since taking on the partnership we have conducted a series of business succession seminars for various groups including stakeholders: financial institutions, lawyers, accountants, realtors, local government employees and elected officials, and business owners. #3 – Educational Institutions Partnerships Partnerships with local educational institutions to promote business learning	Local or regional community strategic plans developed/ updated	2
		Partners engaged in community strategic planning	10
		Community based projects	1
Trade and Investment – Assist businesses to enter into global markets	#1 - Northern BC Trade and Finance Group The NBCTFG is a continuing project that features loan syndications amongst the nine Northern BC CFs. This program allows CFs to support business opportunities that need funding in excess of \$150,000. #2 - Venture Connect Community Futures Stuart Nechako (CFSN) recognizes the challenges faced by businesses due to a lack of succession planning. To assist our business communities CFSN joined with five other Community Futures offices in the Venture Connect undertaking. Since taking on the partnership we have conducted a series of business succession seminars for various groups including stakeholders: financial institutions, lawyers, accountants, realtors, local government employees and elected officials, and business owners.	Partners engaged in community strategic planning	2
		Partners engaged in community projects	2
Economic Growth Acceleration Opportunities for First Nations	Nak’azdli Farm Project In partnership with Nak’azdli Band, working towards establishing a root cellar as storage for farm produced vegetables.	Partners engaged in community projects	1

WD Strategic Goal #2: Rural access to business development services			
WD Priorities	Initiatives / Projects	Indicators	# or \$
Innovation – Support business initiatives that bring new technologies to Canadian and global markets	#1 - 3D Printer Technology CFSN is working in partnership with School District 91 to place 3D Printers in the district's high schools. This technology offers significant potential for educational opportunities in the areas of art and design. CFSN held three presentations on 3D Printing to measure public interest establishing a 3D Printer in our facility for public access. #2 - Technology Centre CFSN is continuing its multi-year project to determine if a Technology / Innovation Centre can be successfully established with a Community Futures as an anchor tenant. The goal is to develop a centre which works in partnership with the larger technology centres being established throughout the province with a view to providing rural residents with the same opportunities and support they would find in a larger community.	Business training session participants	50
		Business advisory services	25
Skills Development and Training – Support the promotion of skills training opportunities	#1 - Small Business BC Webinars CFSN offers small business workshops and seminars through Small Business BC on various topics that develop small business skills. #2 - Venture Connect Community Futures Stuart Nechako (CF-SN) recognizes the challenges faced by businesses close due to a lack of succession planning. To assist our business communities CF-SN joined with five other Community Futures offices in the Venture Connect undertaking including: <ul style="list-style-type: none"> • Conduct a series of business succession seminars for various groups including stake holders (banks, lawyers, realtors, local government staff and business owners • Partner with local educational institutions to promote business learning #3 - Futurepreneur Partnering with the Futurepreneur program to provide services to young entrepreneurs #4 - CFSN Youth Strategy Programs to provide the region's youth with business-oriented programming and workshops: <ul style="list-style-type: none"> • Facilitating the Junior Achievement Program: "Economics for Success" (financial literacy) • In partnership with School District No. 91 - Junior Achievement's Entrepreneur program for grades 6 and up • NEW - Youth Business Contest 	Community Based Projects	2
		Partners engaged in community-based projects	5
		Businesses created, maintained, expanded through business services	2
		Amount (\$) leveraged through businesses services	\$100,000
		Business training session participants	200
		Business advisory services	75
Trade and Investment – Assist businesses to enter into global markets	#1 - Northern BC Trade and Finance Group The NBCTFG is a continuing project that features loan syndications amongst the 9 Northern CFs. This program allows CFs to support business opportunities in excess of \$150,000. #2 – Development of Educational Export Products CFSN is working with stakeholders to develop educational products for export to China.	Community-based projects	1
		Partners engaged in community based projects	2
		Business training session participants	50
Economic Growth Acceleration Opportunities for First Nations – Support economic development	#1 - Nak'azdli Farm Project In partnership with Nak'azdli Band, working towards establishing a root cellar as storage for farm produced vegetables. #2 - Micro Loan Program The Micro Loan Program is designed to support individuals interested in home-based business in addition to regular employment. To support the activities of artisans and crafters to bring their products to market.	Community-based projects	1
		Partners engaged in community-based projects	1
		Business advisory services	25

WD Strategic Goal #3: Rural access to capital and leveraged capital			
WD Priorities	Initiatives / Projects	Indicators	# or \$
Innovation – Support business initiatives that bring new technologies to Canadian and global markets	#1 - Invest Local BC CFSN is continuing the project to establish a crowdfunding platform which allows for the mobilization of local capital for local purposes. Currently the service is only available to non-profit organizations and community governments, but will be expanded to business once the government regulations have been set.	\$ Value of loans	\$150,000
		# of Loans	2
Skills Development and Training – Support the promotion of skills training opportunities	#1 - 4H Loan Program CFSN continues to provide the 4H Loan Program for youth to support their participation in 4H farm projects.	\$ Value of loans	\$5,000
		# of Loans	2
Trade and Investment – Assist businesses to enter into global markets	#1 - Northern BC Trade and Finance Group The NBCTFG is a continuing project that features loan syndications amongst the 9 Northern CFs. This program allows CFs to support business opportunities that need funding in excess of \$150,000. #2 - Venture Connect Community Futures Stuart Nechako (CF-SN) recognizes the challenges faced by businesses close due to a lack of succession planning. To assist our business communities CF-SN joined with five other Community Futures offices in the Venture Connect undertaking including: <ul style="list-style-type: none"> • Conduct a series of business succession seminars for various groups including stake holders (banks, lawyers, realtors, local government staff and business owners) • Partner with local educational institutions to promote business learning 	\$ Value of loans	\$240,000
		# of Loans	2
Economic Growth Acceleration Opportunities for First Nations – Support of participation in economic development	#1 - Micro Loan Program The Micro Loan Program is designed to support individuals who may be interested in having a small home based business in addition to regular employment. The program will also support the activities of artisans and crafters to bring their products to market. While not intended as an exclusive First Nations project, CFSN believes this program will have a great benefit in First Nation communities.	\$ Value of loans	\$5,000
		# of Loans	2