



Operating Plan 2013-2014

This plan has been approved and submitted by the Board for:

Community Futures Development Corporation of Stuart Nechako
P.O. Box 1078, Vanderhoof, BC V0J 3A0 1-800-266-0611 info@cf-sn.ca

On behalf of the Board



Signature Preferably the Chair

Feb 20, 2013

Date

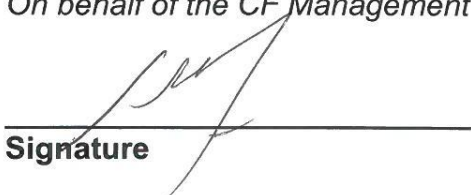
JOHN THORBO-CARLSON

Name (Please print)

CHAIR

Title

On behalf of the CF Management



Signature

FEB. 20, 2013

Date

GRAHAM STANLEY

Name (Please print)

GENERAL MANAGER

Title

Date Plan Submitted to WD: February 22, 2013
Copy sent to WD Officer and Betsy.McAra@wd-deo.gc.ca

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1.0 BASIC INFORMATION

1.1 Contact Information

CFDC Legal Name:	Community Futures Development Corporation of Stuart Nechako
Mailing Address:	PO Box 1078, Vanderhoof, British Columbia V0J 3A0
Location Address:	2750 Burrard Avenue, Vanderhoof, BC
Phone Number:	(250) 567-5219
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General E-Mail:	info@cf-sn.ca
Manager's Email:	gm@cf-sn.ca
Web site:	http://www.cf-sn.ca
Chairperson:	Mr. John Thobo-Carlsen
Address:	Box 70, Fort St James, BC V0J 1P0
Chair's Email:	jsthoca@fsjames.com

1.2 List of Staff (Annual)

Name	Position	Phone	% WD Core
Graham Stanley	General Manager	(250) 567-5219	100
Tammy Lyell	Business Analyst	(250) 567-5219	100
Janine Payne	Financial Support Officer	(250) 567-5219	100

1.3 Board of Directors: 2013-2014

Name	Position on Board	Representation	Yr. Joined Board
John Thobo-Carlsen	Chair	Fort St. James, BC	1999
Randy Turcotte	Vice-Chair	Fraser Lake, BC	2012
Michael Reed	Secretary-Treasurer	Vanderhoof, BC	2012
George Winter	Director	Cluculz Lake, BC	1998
Miguel Romero	Director	Fort St. James, BC	2012
Kevin Wilson	Director	Fort St. James, BC	2012

1.3.1 How does the board ensure representativeness of the communities

- Since CFSNs' inception we have always tried to incorporate the need for engaging volunteers from the various areas in our region, taking into account age, gender, skills and a commitment to the Region in order to give the Board the broadest possible blend of expertise required.
- Since circumstances constantly change, the Board is continually and actively recruiting skilled leadership that cares about and represents our communities best.
- CFSN has formalized the representativeness recruitment into our Policy Manual.

1.3.2 What is the board's recruitment and retention strategy?

Planning for the Board's succession is an on-going activity. The following criteria are considered when recruiting new members:

- Profile of the current Board's composition
- Gaps in skills, knowledge, and representation that will exist upon the completion of current members' terms or required to complement existing board
- Special skills or qualities that will be required to achieve the organization's strategic plan & goals
- The Board's commitment to diversity

As our Board is shifting from retirees (due to attrition or moving south) to a younger group of working volunteers we must change our strategy to retain them through the following operational and strategic implementation plans:

- Quarterly Board and Committee meetings
- Utilizing our Website forum to communicate in between meetings and keeping members abreast of applicable upcoming events or happenings
- Conducting all meeting using computer generated Projector/Video conference projection for all relevant material to be discussed. Said information sent to members electronically a week prior to schedule meeting, to be digested so as to create meaningful dialogue and discussion(s)
- Time limit of 2 hours for all meetings
- Updated CFSN Directors Policy & Regulation Handbook now available in hard copy or electronic form
- Asking for input from all Board or Committee members to ensure inclusion

1.3.3. Describe the orientation process for new board members

We have the following Volunteer Information package in either hard copy or electronic form:

- Introductory Information
- CFSN's Mission, Vision, Values and current goals
- CDFS's Board Governance Model and Guiding Principle
- Board of Directors Privacy Policy
- CFSN Conflict of Interest
- CFSN Role of Committees
- Draft Questions for prospective Member Interview
- Volunteer Application Form
- CFSN Board of Directors Oath of Confidentiality
- CFSN Agreement of Association

Once a prospective individual has been accepted on the Board, a complete Policy & Regulation Manual is given out (hard copy or electronic form) and explained by the General Manager /Board Chair.

1.3.4 Policies and by-laws for length of board service and rotation of board members

Term:

- Subject to the provisions of this by-law, Directors shall be elected yearly by the active members at an annual meeting
- The Directors term of office shall be from the date of the meeting at which they are elected until the next annual meeting or until their successors are elected
- The whole Board shall retire at the annual meeting at which the election of Directors is to be made but, subject to the provisions of the By-laws, shall be eligible for re-election

Rotation:

- With four (4) new and two (2) long-term Board Members, we do not employ rotation, except possibly through the elections procedures at each Annual General Meeting
- We are actively looking to increase our board to include nine (9) directors

2.0 DESCRIPTION OF ORGANIZATION

Community Futures Development Corporation of Stuart Nechako (CFDC-SN) is a federally incorporated (1995) not-for-profit organization governed by a volunteer Board of Directors that represents the various communities of the Stuart-Nechako region. Our organization has been known as Community Futures Stuart Nechako (CFSN) since rebranding and organizational restructuring in 2006.

2.1 Organization Structure and Operations

2.1.1. Board Structure and Committees

The CFSN Board of Directors is currently made up of six members; as many as five additional directors can be added to the board at any time in the future. Directors, at this time, represent the communities of Cluculz Lake, Vanderhoof, Fraser Lake and Fort St. James. The Board meets quarterly to determine the overall direction, monitor achievement of goals and objectives and policies of CFSN and maintains several working committees that deal with the following areas of focus:

1. Executive Committee
2. Business Loans Committee

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.

2.1.2. Organizational Structure & Responsibilities

The current full-time staff compliment at CFSN consists of a two staff that report directly to the General Manager while implementing action plans, projects and carrying out daily tasks. Full job descriptions for all positions are available upon request.

- (1) **General Manager** - reports directly to the Board of Directors and is responsible for overall CF operations;
- (2) **Business Analyst** - responsible for business development and loans;
- (3) **Financial Support Officer** - responsible for bookkeeping, accounts and budget administration;

Temporary employees and/or sub-contractors are hired to implement specific projects that CFSN initiates. CFSN currently has one such on-call contractor to handle the technical aspects of the website maintenance and another for contract writing as required from time-to-time.

2.1.3 Office Locations and Coverage of Communities

From offices in Vanderhoof the staff of CFSN serve the three municipalities of Fort St. James, Fraser Lake and Vanderhoof; the seven First Nations communities of Nad'leh Whuten, Nak'azdli, Saik'uz, Stelat'en, Takla, Tl'azt'en and Yekooche and numerous unincorporated communities throughout the Stuart Nechako Region.

2.1.4 Services Offered

1. Business Loans Program
2. Business Development Counseling
3. Regional & Community Economic Development
4. Aboriginal Outreach
5. Meeting/Training Facilities
6. Video Conferencing Facilities
7. Business and Entrepreneurial Skills Training

Fraser Lake, BC



Sinkut Lake, BC



2.1.5 Partners

Funding Partners	Community Partners	Government Partners	Project Partners
Western Economic Diversification Canada (WD)	Vanderhoof Chamber of Commerce	Service Canada	Junior Achievement of Canada
Nechako Kitamaat Development Fund Society	Fort St James Chamber of Commerce	Regional District of Bulkley Nechako (Areas C, D & F)	Royal Bank of Canada
Northern Development Initiative Trust	Fraser Lake Chamber of Commerce	District of Fort St. James	College of New Caledonia
		Village of Fraser Lake	Ministry of Small Business, Technology & Economic Development
		District of Vanderhoof	School District No. 91 – Nechako Lakes
		Nak'azdli First Nation	John Rustad, MLA
		Saik'uz First Nation	Integrus Credit Union
		Takla Lake Band	Community Futures: 1. Nadina 2. 16/37 3. Pacific Northwest 4. Haida Gwaii 5. Fraser Fort George 6. North Cariboo 7. Cariboo Chilcotin 8. Peace Liard
		Tl'azt'en Band	
		Yekooche Band	

2.2. CFSN Policy Updates

Policies	Date Policy was updated	Date submitted to WD
Board Governance Model and Guiding Principles	January 24, 2013	February 2013
Financing Programs Policies and Procedures	January 24, 2013	February 2013
Board Policy Handbook (includes Conflict of Interest)	January 24, 2013	February 2013

2.3 Description of Community Futures Stuart Nechako Service Area



2.3.1 Population Data (Census: 2011)

The Stuart Nechako is a sub-region of the Regional District of Bulkley Nechako and is home to 14,230 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. The sub-region of the Regional District of the Bulkley Nechako called the Stuart Nechako.

Figure 2.2.1. Population of the Stuart Nechako Region's Communities and Region

Communities – Urban and Rural Population	2006	2011	2006-2011 % change
Regional District Bulkley Nechako*	38,243	39,208	+2.5%
District of Vanderhoof	4,064	4,480	+10.2%
Electoral Area F “Vanderhoof Rural”	3,137	3,702	+18.0%
District of Fort St James	1,350	1,691	+25.3%
Electoral Area C “Fort St James Rural”	1,355	1,429	+5.5%
Village of Fraser Lake	1,113	1,167	+4.9%
Electoral Area D “Fraser Lake Rural”	1,682	1,734	+3.1%
First Nations Communities	1,817	1,952	
Subtotal Urban & Rural Stuart Nechako	18,470	14,203	+11.17%

*Includes Burns Lake, Granisle, Electoral Area B and Electoral Area F experienced overall decline in population(-9.45% overall) – in part due to the massive fire that destroyed the Burns Lake Saw Mill (Hampton Industries).

The District of Vanderhoof, (2011 pop. 4,480), located 97 km west of Prince George at the junction of Highways 16 and 27, is the regional service centre. Vanderhoof straddles the banks of the Nechako River flowing from Kenney Dam to the Fraser River. The landscape is the foundation of the forestry and agriculture industries that have dominated the economy since Vanderhoof's origins in 1926. Canfor's Plateau Mill is located within the boundaries of the District, as are a number of medium to small sawmilling operations and forestry related consulting firms. Vanderhoof is the home to regional government offices, School District 91 administration, and the St. John Hospital.

The District of Fort St James (2011 pop. 1,691) is located on Highway 27 along the southern shores of Stuart Lake 2006. Fort St James is a service centre for the smaller communities and remote residences scattered through the northern Stuart Nechako area. Fort St. James benefited from the expansion of the Endako Mine and construction on BC's first new major metal mine in 15 years, the Mount Milligan Mine development. Road access to the mine, which is located in the Cariboo Development Region, is via Fort St. James.

Village of Fraser Lake (2011 pop. 1,167), the third largest community in the Stuart-Nechako Region, sits at the southwest end of Fraser Lake. The economy and population depends heavily on forestry and mining, and to a lesser degree, on tourism. The Endako Mine (now owned and operated by Thompson Creek Mines Ltd.) has been a significant economic presence since operations began in 1965. The published mine reserves (January 1, 1995) of 117.6 million tones are enough for another 14-years mine life.

Cluculz Lake, just south of Highway 16 and 45 km east of Vanderhoof, lies within the Nechako portion of the Fraser River drainage. This sizable, deep lake is roughly 20 km long, is used by residents and visitors for recreation. Land use within the watershed includes lakeshore development, forestry and agriculture. There are 659 lakeshore lots, of which roughly 460 are known to have summer or permanent residences. The area includes one gated community, one convenience store and one rest stop.

Fort Fraser (pop. 1,354 in 2011) is one of the oldest settlements in British Columbia, located on the Yellowhead Highway, 44 km west of Vanderhoof. The pioneer roots of the area's history date back to the fur trade, with the establishment here of a fur-trading post in 1806 by Simon Fraser. The town was built 4 km east of the original site of Simon Fraser's fort, and is also the site of the last spike of the Grand Trunk Pacific Railway, driven on April 7th, 1914. The celebration is commemorated with a plaque marking the spot, and the railway is now the Winnipeg-Prince Rupert line of Canadian National (CN).

Manson Creek (pop. ~ 40) is located in the northern interior of British Columbia, 140 miles (225 km) north of Fort St. James and 125 miles (200 km) northwest of Mackenzie and McLeod Lake. Various deposits of gold placer can be found in the Manson Creek and surrounding area, as well as jade, rhodonite, jasper, and agate.

Germansen Landing (pop. ~ 25), located in the Omineca Valley, is approximately a 200-km drive north east of Fort St. James. The community consists of 25 year-round residents who live within a 20-mile stretch of road known as the Germansen Corridor. The Corridor is surrounded by the newly created Omineca Provincial Park.

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 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).

The electoral areas of the Stuart Nechako region, and agriculture lands within municipal boundaries, are defined as "Subdivision A" by Statistics Canada with respect to Agriculture. The Nechako Agriculture region is located at the geographic centre of the Province of British Columbia. It lies within the fertile Nechako Valley encompassing 8.5 million acres (34,619 sq. km) within subdivision "A" in the Bulkley-Nechako Regional District. The agricultural sector according to Statistics Canada Census 1996 covers 295,554 acres deeded, rented or under lease, which represents approximately 3.5% of the total land area of the 8.5 million acres in subdivision "A."

2.2.2 First Nations Communities Description, Location and Population Stats*

First Nations Communities Total On Reserve	2006	2011	% change 2006-2011	Notes about community
<i>Nak'azdli First Nation</i>	495	534	+7.9%	Main community adjacent to Fort St. James; 16 reserves on 1,458 hectares
<i>Tl'azt'en First Nation</i>	375	409	+9.1%	Main communities north of Fort St. James; 49 reserves on 2,785 hectares
<i>Saik'uz First Nation</i>	384	332	-13.5%	Main community south of Vanderhoof; 10 reserves on 3,235 hectares
<i>Takla Lake First Nation</i>	131	183	+39.7%	Main community at Takla Landing; 17 reserves on 809 hectares
<i>Nadleh Whu'ten Nation</i>	153	201	+31.4%	Main community on Nautley Reserve near Fort Fraser; 7 reserves on 969 hectares
<i>Stella'ten First Nation</i>	186	205	+10.2%	Main community on Stellaquo Reserve; 2 reserves on 851 hectares
<i>Yekooche First Nation</i>	93	88	-5.4%	Main community on Stuart Lake (Fort St. James area); 4 reserves 380 hectares
Total Population Registered BC Stats 2011	1,817	1,952	6.9%	

*Source: BC Stats, 2011 Census Total Population Results Indian Reserves web pages, <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Census/2011Census/PopulationHousing/IndianReserves.aspx>

Nadleh Whut'en First Nation (formerly Fraser Lake), has 412 band members, and their main community is on Nautley Indian Reserve #1, near Fort Fraser, approximately 130 km west of Prince George (seven reserves in total on 969 hectares).

Nak'azdli Band (formerly Necoslie) has approximately 1,695 band members, with 495 living on reserve in 2006, a 5.5% increase from 2001 (469 on reserve). The main community is on Nak'azdli Indian Reserve #1, adjacent to Fort St. James, approximately 45 km northwest of Vanderhoof (total of 16 reserves on 1,458.2 hectares.) An economic development agreement signed between the Province and Nak'azdli First Nation supports economic opportunity and provides greater certainty for the Mount Milligan Mine project over the life of its operation. Among the benefits Nak'azdli First Nation will receive as a result of the agreement is a share of the mineral tax on the Mount Milligan Mine, representing what is expected to be approximately \$24 million over the life of the mine.¹

Saik'uz First Nation (formerly Stony Creek) has approximately 863 band members and the main community is on Stony Creek Indian Reserve #1, approximately 15 km south of Vanderhoof (10 reserves on 3,235.7 hectares). Saik'uz First Nation has one reserve within the District of Vanderhoof called Noonla Reserve that is adjacent to the CN Rail Line and Highway 16.

¹ Province of BC Press Release, Ministry of Aboriginal Relations and Reconciliation, Economic Development Agreement signed with Nak'azdli First Nation, web page accessed on February 3, 2013, http://www2.news.gov.bc.ca/news_releases_2009-2013/2012ARR0011-000842.htm

Stellat'en First Nation (*formerly Stellaquo*) has approximately 417 band members with 186 on reserve in 2006, 8.1% increase from 2001 when 172 lived on reserve. The main community is on Stellaquo (Stella) Indian Reserve #1, at the mouth of the Stellako River, approximately 150 km west of Prince George (total of two reserves on 851.5 hectares.) Stellat'en First Nation is a member of the Carrier Sekani Tribal Council.

Takla Lake First Nation has approximately 644 band members and the main community is on North Takla Lake Indian Reserve #7, at Takla Landing on the east shore of Takla Lake, approximately 130 km north of Fort St James (total of 17 reserves on 809.4 hectares).

Tl'azt'en Nations (*formerly Stuart-Trembleur*) has approximately 1,524 band members and 485 are living on reserve in 2006, a 13.0% increase in on reserve population from the 422 residents in 2001. Most band members live on the Tache, Nancut and Pinchie reserves, approximately 50 km northwest of Fort St James on the north shore of Stuart Lake (49 reserves on 2,785 hectares). The small settlements of Middle River on Trembleur Lake and Grand Rapids, along the Tache River between Stuart Lake and Trembleur Lake also belong to Tl'azt'en Nation. Tache is the location of the administration, elementary school, daycare, health and RCMP offices.

Yekooche First Nation is based 75 kilometers northwest of Fort St. James, British Columbia at the north end of Stuart Lake on Yekooche reserve and lands (about 6,340 hectares in size). There are 214 band members of which 93 live on reserve (2006) which is a 31% increase from 71 in 2001. The Yekooche First Nation Agreement-In-Principle (stage five) was officially signed on August 25, 2006, and is negotiating a treaty settlement with the British Columbia Treaty Commission six-stage process.

2.3.3 Outline of Key Challenges and Opportunities Stuart Nechako Service Area

CFSN tends to serve business clients that provide business services in support of the large resource sector businesses or the consumers that are provided compensation from the natural resources business operators. Businesses in the region benefit from the historic agriculture sector, and to a smaller extent, are supported by wilderness opportunities in the tourism sector. CFSN agrees with the provincial and national prediction that forestry and agriculture, the other major sectors in the Stuart Nechako Region, will remain at similar levels of activity as in recent years with a mix of opportunities and constraints.



The Stuart Nechako Region is well positioned to see increasing growth opportunities in small businesses that serve the larger businesses operating in mining, in particular.

The Institute of Chartered Accountants of British Columbia publishes an annual report called the “*Live, Work and Invest in BC: 2012 BC Check-Up*.”² While the Nechako Development Region incorporates more area than our service area, the main economic indicators are concentrated in the Bulkley Nechako Regional District, and therefore are deemed valid for our discussions.

Prior to the downturn, softwood lumber was BC’s top export, but the steep decline in lumber shipments over the past five years, coupled with dramatic growth in coal exports, lead to coal exports nearly doubling lumber exports in 2011. Regardless, manufacturing of forest products still remains the top industry in the NDR. The pine beetle infestation has created new opportunities to diversify the forest sector, including pulp and pellet-plant operations, bio-energy facilities, and value-added wood production.

The economy of the NDR began to show signs of economic revitalization in 2011, and most of our indicators confirm that the worst of the recession is over. Labour market activity picked up, driving the unemployment rate downwards in 2011, but it remains the highest in BC. New work opportunities for people with a higher education boosted the educational level of the labour force in 2011, improving productivity and incomes. And jobs for young people were abundant as worker shortages in the resource sector created new prospects for youth.

Although the value of capital investment in the NDR rose considerably in 2011, the largest share of these investments is still in the proposal stage. An increase in the number of business establishments and rising numbers of new incorporations verify that the business climate is gradually building strength. Construction is forecast to play a key role in economic growth in 2012, with three mining projects—Mount Milligan, Tulsequah Chief, and Huckleberry—already in progress or ready to go. Mount Milligan Mine is BC’s first metal mine in 15 years.

With lumber prices relatively stable over the past year the region’s forest industry experienced an operating year that saw the lack of skilled labour as a significant challenge to operations. The Provincial government struck a committee to address concerns regarding fibre supply for the region’s manufacturers. There is also an initiative put forward by the District of Vanderhoof to establish a community forest program.

The education level of an economy’s labour force is tied to productivity and its potential for generating future wealth. In 2011, the share of Northwest BC’s labour force, age 25 to 54, with a post-secondary certificate/diploma or higher rose for the fourth straight year to reach 59.3%. Last year’s gain was the second largest in the province. Despite this improvement, Northwest BC still ranks fifth among the Development Regions in educational attainment.

Fort St. James is experiencing significant growth in building as permit values for both 2010 and 2011 will exceed \$3.5 million up from less than \$250,000 in 2009. CFSN services and loan funds will be tapped into by new businesses and the expansion of existing business particularly in Fort St. James. The mining

² Institute of Chartered Accountants of BC, BC Check Up 2011: http://www.bccheckup.com/pdfs/reg_n_2011.pdf.

activity in Fort St. James should start in 2013 and continue for the three years following the mine going into production.

Major mining projects currently under construction with over \$1.4 billion dollars being invested from 2009 to 2013. Both mines can be viewed on the Thompson Creek Metals website at:

www.thompsoncreekmetals.com.

1. **Endako Mine** expansion project, near Fraser Lake, BC, is scheduled for completion in the first quarter of 2012. In September 2011 the total investment was estimated at \$527 million. The mine expansion involves replacing the existing mill with a new technology to mill and re-mill molybdenum; mine life is 18 years.
2. **Mount Milligan** project near Fort St. James, an estimated \$900 million investment, is scheduled to go into production in the fourth quarter of 2013. The property reserves are composed primarily of gold (2nd largest reserve in Canada) and copper, with a forecasted life of 22 years. It is estimated the mine will employ 600 workers during construction and 350 full-time workers during operations.
3. **New Gold Blackwater Property Development/Exploration** - The project involves exploration of gold and silver reserves south of Vanderhoof. NewGold intends to continue to conduct exploration activity with the ultimate goal of developing a productive mine. The New Gold Blackwater Mine Project is going proceeding into the environmental assessment phase. Construction is estimated to start in 2015 and operations scheduled to commence in 2017. The company estimates 1,000-1,500 workers at peak during the construction phase and 500 workers during operations. The current level of investment to date is in excess of \$130 Million.

Forest Sector – Regional Outlook

1. **Western Bioenergy Ltd.** has approval from BC hydro to produce approximately 40 Megawatts of electricity from wood biomass in Fort St. James. The project should translate into 16 jobs at the facility, and the additional jobs associated with the procurement of over 200,000 tonnes of biomass wood fiber annually. It is anticipated that Bioenergy projects utilizing wood residuals will continue to be added in the region. There are no large projects, but it is expected that the small projects will contribute to strengthening the profitability in the forest sector, increase forest utilization and contribute to the stability in the forest sector.³
2. **The Northern Bioenergy Partnership** predicts there is a potential to utilize up to 3,000,000 cubic meters of wood biomass from the Prince George Forest District for bioenergy production. Much of this will come from the Stuart Nechako Region and could lead to more bioenergy projects resulting in increased employment in wood harvesting, and operating the resulting bioenergy facilities producing electricity, wood pellets or other products.⁴

Serving major industry projects: The economy of the Stuart Nechako Region has benefitted from the natural resource development projects that are currently in progress. However local governments have

³ Ruth Lloyd, "Bioenergy approved for Fort St. James," Caledonia Courier, August 9, 2011, <http://www.caledoniacourier.com/news/127554893.html>

⁴ Northern Bioenergy Partnership, "Resource Inventory web page," http://www.bioenergypartnership.ca/resource_inventory.html#biomass

expressed concerns about the ability of locally owned and operated family, small or micro businesses to leverage the opportunities represented by these large projects due to a lack of capacity.

In response, the primary focus of CFSN in the next fiscal year is to provide education services and a loan program that will develop capacity in local business to work with major corporations on their projects.

The capacity gaps identified include:

- Safety Certification
- Labour Law
- Project Management
- Cash Flow Management

In partnership with CNC, CFSN is working on developing workshops to address these issues. The workshops will be made available to businesses and individuals who are thinking about starting businesses and wish to pursue the opportunities made available by the large projects.

Assisting Agriculture Sector: Due to the unique opportunities in the agriculture sector education and support of agricultural organizations will be a strategy of CFSN for the upcoming year:

- Expansion of agricultural industry exports of hay and forage feeds through the establishment of two hay pressing plants in the Vanderhoof area.
- The quality of hay required for export requires an upgrading of farmers' fields and harvesting practices. This may be aided by the addition of a regional Agrolgist.
- Cattle prices have remained high over the past year and there is some indication that the local herds will see an increase over the next fiscal year. CFSN has anecdotal information that Farm Credit Canada is active in the region financing property for new farmers.



3.0 VISION, MISSION AND STRATEGIC GOALS

VISION: “To contribute and support a robust, diversified economy and healthy sustainable communities.”

MISSION: As a regional organization that facilitates and supports community development, we will:

- Help start and grow businesses
- Foster community economic development initiatives
- Nurture skill development and employment opportunities

STRATEGIC GOALS:

Strategic Goals	Long Term Strategies	Core Activities
1. Business Productivity & Growth	a. Support businesses that are finding ways to address productivity issues	<ul style="list-style-type: none"> • Provide one-on-one business counseling • Promote Bizshift Loan Campaign to provide capital to address productivity issues for small business • Establish micro-business support network providing one on one and group support • Deliver small business training courses by video conferencing • Work with College of New Caledonia to develop workshops to provide contractors with skills needed to work on large projects • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication
	b. Support businesses in the adoption of innovative business technologies, processes and practices	<ul style="list-style-type: none"> • Provide one-on-one business counseling • Promote Bizshift Loan • Campaign to provide capital for new technologies • Deliver small business training courses by video conferencing • Work with CNC to develop workshops to provide business with the skills needed to work on large projects. • Support the “Beyond the Market initiative” in their development of regional agricultural clusters and local markets • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication • In partnership with <i>First Nations Agricultural Lending Assn.</i> coordinate “Education in Agriculture” course for First Nations members who have an interest in agriculture as a business
2. Technology Commercialization	Support business and initiatives that can bring new technologies to Canadian and global markets	<ul style="list-style-type: none"> • Provide one-on-one business counseling • Promote Bizshift Loan • Campaign to provide capital for technology advancement • Deliver small business training courses by video conferencing

		<ul style="list-style-type: none"> • Work with CNC to develop workshops on how small business can participate in global supply chains • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication • In partnership with First Nations Agricultural Lending Association coordinate “<i>Education in Agriculture</i>” course for First Nations members who have an interest in agriculture as a business
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Strategic Goals	Long Term Strategies	Core Activities
3. Trade and Investment	Assist business to enter into global markets	<ul style="list-style-type: none"> • Provide one-on-one business counseling • Work with College of New Caledonia to develop workshops to provide contractors with skills needed to participate in supply chains of the region’s large companies that market globally: e.g mining and forestry companies • Promote Bizshift Loan Program • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication
4. Strategic Planning & Implementation	Strong rural community strategic planning & implementation	<ul style="list-style-type: none"> • Attend local Chamber of Commerce meetings • Attend Official Community Planning Sessions • Attend planning sessions for economic development organizations • Encourage community involvement in community planning • Work with local community organizations to assist in their capacity development • Participate in local meetings regarding the proposed new campus for CNC • Encourage community involvement in community planning
5. Business Development Services	Rural access of business development services	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with CNC to develop workshops to provide contractors with skills needed to work on large projects • Provide one-on-one counseling
6. Access to Capital and Leveraged Capital	Rural access to capital and leveraged capital	<ul style="list-style-type: none"> • Promote and develop partnerships with Bizshift Loan Program through a direct mail campaign • Develop partnerships with other lenders • Promote Bizshift Loan Program through a direct mail campaign • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication

4.0 STRATEGIES, OBJECTIVES, PRIORITIES & ACTIVITIES FOR THE NEXT FISCAL YEAR (Annual Plan for 2013-2014)

4.1 Long-term and Short-term Strategies, Activities, Targets/Indicators

Long-Term/Short-Term Strategy	Short-Term Activities	Targets/Indicators
Support businesses that are finding ways to address productivity issues	<ul style="list-style-type: none"> • Provide one-on-one business counseling • Promote Bizshift Loan • Campaign to provide capital to address productivity issues for small business • Establish micro business support network providing one on one and group support 	20 instances of business advisory services
	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with CNC to develop workshops to provide contractors with skills needed to work on large projects 	20 participants in business training provided
	<ul style="list-style-type: none"> • Promote Bizshift Loan Campaign • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication 	2 loan approved
	<ul style="list-style-type: none"> • Promote Bizshift Loan Campaign 	\$200,000 value of loans approved
Support business in the adoption of innovative business technologies, processes and practices	<ul style="list-style-type: none"> • Provide one on one business counseling • Promote Bizshift Loan • Campaign to provide capital for new technologies 	10 instances of business advisory services
	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with College of New Caledonia to develop workshops to provide business with the skills needed to work on large projects. • Support the “<i>Beyond the Market</i>” initiative in their development of regional agricultural clusters and local markets 	20 participants in business training services
	<ul style="list-style-type: none"> • Promote Bizshift Loan Campaign • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication 	2 loans approved
	<ul style="list-style-type: none"> • Promote Bizshift Loan Campaign 	\$100,000 value of loans approved
	<ul style="list-style-type: none"> • In partnership with First Nations Agricultural Lending Assn. coordinate “Education in Agriculture” course for First Nations members who have an interest in agriculture as a business 	2 First Nation community projects

Long-Term/ Short-Term Strategy	Short-Term Activities	Targets/Indicators
Support business and initiatives that can bring new technologies to Canadian and global markets	<ul style="list-style-type: none"> • Provide one on one business counseling • Promote Bizshift Loan • Campaign to provide capital for technology advancement 	5 instances of business advisory services
	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with CNC to develop workshops on how small business can participate in global supply chains 	10 participants in training services
	<ul style="list-style-type: none"> • Promote Bizshift Loan Campaign • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication 	1 loan approved
	<ul style="list-style-type: none"> • Promote Bizshift Loan Campaign 	\$50,000 value of loans approved
Assist business to enter into global markets	<ul style="list-style-type: none"> • Provide one-on-one business counseling 	5 business advisory services
	<ul style="list-style-type: none"> • Work with CNC to develop workshops to provide contractors with skills needed to participate in supply chains of the region's large companies that market globally. eg mining and forestry companies 	20 business training services provided
	<ul style="list-style-type: none"> • Promote Bizshift Loan Program • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication 	1 loan approved
	<ul style="list-style-type: none"> • Promote Bizshift Loan Program 	\$50,000 value of loans approved
Strong rural community strategic planning & implementation	<ul style="list-style-type: none"> • Attend local Chamber of Commerce meetings • Attend Official Community Planning Sessions • Attend planning sessions for economic development organizations. • Participate in local meetings regarding the proposed new campus for College of New Caledonia (Vanderhoof) 	24 events attended
	<ul style="list-style-type: none"> • Encourage community involvement in community planning 	10 partners engaged in community strategic planning
	<ul style="list-style-type: none"> • Work with local community organizations to assist in their capacity development • Participate in local meetings regarding the proposed new campus for CNC 	5 community-based projects

Long-Term/ Short-Term Strategy	Short-Term Activities	Targets/Indicators
Strong rural community strategic planning & implementation	Participate in local meetings regarding the proposed new campus for College of New Caledonia	\$15M value of community-based projects
	Participate in local meetings regarding the proposed new campus for College of New Caledonia	\$15M leverage value of community based projects
	Encourage community involvement in community planning	10 partners engaged in community-based projects
Rural access to business development services	<ul style="list-style-type: none"> • Provide one-on-one business counseling 	\$200,000 leveraged through business services
	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with CNC to develop workshops to provide contractors with skills needed to work on large projects • Provide one-on-one training sessions 	10 participants in business training sessions
	<ul style="list-style-type: none"> • Provide one-on-one counseling 	10 instances of business advisory services
Rural access to capital and leveraged capital	<ul style="list-style-type: none"> • Promote Bizshift Loan Program through a direct mail campaign • Develop partnerships with other lenders 	\$200,000 leveraged through business services
	<ul style="list-style-type: none"> • Promote Bizshift Loan Program through a direct mail campaign • Participate in the Northern BC Trade Finance Group to provide capital through loan syndication • Develop Partnerships with other lenders 	\$200,000 value of loans approved
	<ul style="list-style-type: none"> • Promote Bizshift Loan Program through a direct mail campaign • Develop partnerships with other lenders 	\$500,000 amount leveraged through lending (EDP and non-EDP)

4.2 Inclusivity

Promoting the inclusion and participation of all community members fully and effectively in the local and regional Socio-Economic Development is a core value of CFSN. Where applicable, strategies will target exclusive sectors that we provide (e.g. First Nations, Women, Youth, Disabled Entrepreneurs, Francophones, Social Enterprise clients, and others that are identified from time to time). Our plans for board member development to include these groups and better represent our communities that we serve were underway in 2007/08 and will continue to be implemented in 2013/2014.

4.3 Alignment with Government of Canada and WD priorities in key areas

	Strategy	Planned Project/Initiative (2-3 sentences)	How will you measure project / initiative outcomes?
1	Support businesses and initiatives to address productivity issues and/or adopting innovative business technologies , processes and practices	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with CNC to develop workshops to provide contractors with skills needed to work on major projects • Loan program • Participate in Northern BC Trade Finance Group to provide syndicated loans • One on one business counseling 	<ul style="list-style-type: none"> • # Business Advisory Services • #Business Training Services • # loans • \$ value of loans • Amount leveraged through lending activity
2	Support businesses and initiatives that can bring new technologies to Canadian and global markets	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with CNC to develop workshops to provide contractors with skills needed to work on major projects • Loan program • Participate in Northern BC Trade Finance Group to provide syndicated loans • One on one business counseling 	<ul style="list-style-type: none"> • # Business Advisory Services • #Business Training Services • # loans • \$ value of loans • Amount leveraged through lending activity
3	Assist businesses to enter into global markets	<ul style="list-style-type: none"> • Deliver small business training courses by video conferencing • Work with CNC to develop workshops to provide contractors with skills needed to work on major projects • Loan program • Participate in Northern BC Trade Finance Group to provide syndicated loans • One on one business counseling 	<ul style="list-style-type: none"> • # Business Advisory Services • #Business Training Services • # loans • \$ value of loans • Amount leveraged through lending activity

5.0 PERFORMANCE INDICATORS

5.1 Alignment with Government of Canada and WD priorities

Performance Indicators	2013-2014 Target
<i>Strong rural community strategic planning and implementation</i>	
# of local and regionally-based community strategic plan(s) development and/or updated during the year	2 plans
# partners engaged in community strategic planning	10 partners
Total # of community-based projects	5 projects
Total \$ value of community based projects	\$ 15,000,000
\$ leverage value of community based projects	\$ 15,000,000
# of partners engaged in community-based projects	10 partners
<i>Rural access to business development services</i>	
# of businesses created, maintained, or expanded through business services	7
Amount leveraged through business services	\$200,000
# of business training session participants	350
# of business advisory services	50
<i>Rural access to capital and leveraged capital</i>	
\$ value of loans	\$ 600,000
# of loans	10
Amount leveraged through lending (EDP and non-EDP)	\$500,000

5.2 Community Economic Development (CED)

#1 The Northern BC Trade Finance Group has reviewed nine (9) applications in the fiscal year and has expanded to include four new members:

- CF Fraser-Fort George
- CF North Cariboo
- CF Cariboo Chilcotin
- CF Peace Liard

The initiative continues to provide opportunities to participate in syndicated loans for the members. CFSN is projected to participate in two loan syndications for 2013/2014 through the Northern BC Trade Finance Group.

#2 In partnership with First Nations Agricultural Lending: CFSN will offer the program “*Education in Agriculture*” to provide background and mentoring opportunities to First Nations interested in exploring business or employment opportunities in agriculture. CFSN believes there is opportunity for the region’s First Nations to become involved in the local agriculture industry through taking advantage of new export markets for hay production for export. CFSN is forecasting one event held with a participation of ten individuals.

#3 4H Youth Program: CFSN has adopted the 4H Youth Loan Program from CF North Cariboo to support youth who wish to participate in the 4H Program but do not have the resources available to purchase livestock and feed. The loans are to be repaid from the sale of livestock at the 4H sale that is held in conjunction with the annual Fall Fair.

#4 College of New Caledonia’s Partnership on Contractor’s Workshops

Local government has a concern that local businesses are not prepared to provide services to the large projects currently in development in the region. This is due to small business not qualifying as contractors / suppliers under the procurement guidelines established by these large companies. In partnership with the College of New Caledonia CFSN is developing a series of workshops to address these issues with a view to providing the information necessary for local businesses to take advantage of the opportunities presented by these major projects. The major projects are primarily in the mining and heavy construction, but the workshops will be of value to any business considering expanding their market.

5.3 Minimum Performance Standards (MPS)

Performance Indicator	2013-14 Targets*	Minimum Performance Standard (MPS) (Greater of 75% of Target or Column C)	Column C
	(A)	(B)	(C)
Number of local and regionally-based community strategic plan(s) developed and/or updated. <i>(formally # of Community Planning exercises undertaken)</i>	2	1	1
Combination of # of Advisory Services & Training Services	400	300	116
Number of Loans	10	8	6
Dollar Value of Loans	\$600,000	\$450,000	\$200,000
Total # of CED Projects	5	4	2

* Discussed with WD Business Officer

Schedule A. Community Futures Stuart Nechako – Strategic Goals, Objectives, Priorities and Activities for 2013-2014

Strategic Goal #1 – Business Productivity and Growth				
Long term / Short Term Strategy (3)	Core Service Area(s) (1)	Short term Activities (4)	Targets/Indicators & Measures (5 & 6)	Target Groups (7)
1.1 Support businesses that are finding ways to address productivity issues	None planned for 2013/2014	<ul style="list-style-type: none"> Local and regionally-based community strategic plan(s) developed and/or updated Community-based projects 	N/A	None
	Business Advisory Services Provided	<ol style="list-style-type: none"> Provide one on one business counseling Promote Bizshift Loan Campaign to provide capital to address productivity issues for small business Establish micro business support network providing one on one and group support 	20 of business advisory services 20 business loans	SMEs
	Business Training Services provided	<ol style="list-style-type: none"> Deliver small business training courses by video conferencing Work with CNC to develop workshops to provide contractors with skills needed to work on large projects 	20 participants in Business Training Services	SMEs
	Loans approved	<ol style="list-style-type: none"> Promote Bizshift Loan Campaign Participate in the Northern BC Trade Finance Group to provide capital through loan syndication 	2 Loans Approved	SMEs
	Value of loans approved	Promote Bizshift Loan Campaign	\$200,000 in value of loan approved	SMEs
1.2 Support business in the adoption of innovative business technologies, processes and practices	None planned for 2013/2014	<ul style="list-style-type: none"> Local and regionally-based community strategic plan(s) developed/updated Community-based projects 	N/A	None
	Business Advisory Services Provided	<ol style="list-style-type: none"> Provide one on one business counseling Promote Bizshift Loan Campaign to provide capital for new technologies 	10 instances of Business Advisory Services Provided	SMEs
	Business Training Services provided	<ol style="list-style-type: none"> Deliver small business training courses by video conferencing Work with CNC to develop workshops to provide business with the skills needed to work on large projects. In partnership with First Nations Agricultural Lending Assn. coordinate “Education in Agriculture” course for First Nations members who have an interest in agriculture as a business Support the Beyond the Market initiative in their development of regional agricultural clusters and local markets 	20 participants of receiving Business Training Services	*SMEs *General Public
	Loans approved	<ol style="list-style-type: none"> Promote Bizshift Loan Campaign Participate in the Northern BC Trade Finance Group to provide capital through loan syndication 	2 Loans Approved	SMEs

	Value of loans approved	Promote Bizshift Loan Campaign	\$100,000 in value of loans approved	SMEs
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Strategic Goal #2 – Technology Commercialization

Long term / Short Term Strategy (3)	Core Service Area(s) (1)	Short term Activities (4)	Targets/Indicators & Measures (5 and 6)	Target Groups (7)
2.1 Support business and initiatives that can bring new technologies to Canadian and global markets.	None planned for 2013/2014	<ul style="list-style-type: none"> Local and regionally-based community strategic plan(s) developed/updated Community-based projects 	N/A	None
	Business Advisory Services Provided	<ol style="list-style-type: none"> Provide one on one business counseling Promote Bizshift Loan Campaign to provide capital for technology advancement 	5 instances of Business Advisory Services	SMEs
	Business Training Services provided	<ol style="list-style-type: none"> Deliver small business training courses by video conferencing. In partnership with First Nations Agricultural Lending Assn. coordinate “Education in Agriculture” course for First Nations members who have an interest in agriculture as a business Work with CNC to develop workshops on how small business can participate in global supply chains 	10 participants receiving Business Training Services	*SMEs *General Public *First Nations
	Loans approved	<ol style="list-style-type: none"> Promote Bizshift Loan Campaign Participate in the Northern BC Trade Finance Group to provide capital through loan syndication 	2 Loans Approved	SMEs
	Value of loans approved	<ul style="list-style-type: none"> Promote Bizshift Loan Campaign 	\$50,000 in value of loans approved	SMEs

Strategic Goal #3 – Trade & Investment

Long term / Short Term Strategy (3)	Core Service Area(s) (1)	Short term Activities (4)	Targets/Indicators & Measures (5 and 6)	Target Groups (7)
3.1 Assist business to enter into global markets	None planned for 2013/2014	<ul style="list-style-type: none"> Local and regionally-based community strategic plan(s) developed/updated Community-based projects 	N/A	None
	Business Advisory Services Provided	Provide one on one business counseling	5 instances of Business Advisory Services	SMEs
	Business Training Services provided	Work with CNC to develop workshops to provide contractors with skills needed to participate in supply chains of the region’s large companies that market globally. eg mining and forestry companies	20 participants receiving Business Training Services	All Audiences
	Loans approved	<ol style="list-style-type: none"> Promote Bizshift Loan Program Participate in the Northern BC Trade Finance Group to provide capital through 	1 Loan Approved	SMEs

		loan syndication		
	Value of loans approved	<ul style="list-style-type: none"> Promote Bizshift Loan Program 	\$50,000 in value of loans approved	SMEs

Strategic Goal #4 – Strategic Planning and Implementation

Long term / Short Term Strategy (3)	Core Service Area(s) (1)	Short term Activities (4)	Targets/Indicators & Measures (5 & 6)	Target Groups (7)
4.1 Strong rural community strategic planning & implementation	Local and regionally-based community strategic plan(s) developed and/or updated	<ol style="list-style-type: none"> Attend local Chamber of Commerce meetings Attend Official Community Planning Sessions Attend planning sessions for economic development organizations. Participate in local meetings regarding the proposed new campus for College of New Caledonia 	24 instances of events attended	All Communities
	Partners engaged in community strategic planning	Encourage community involvement in community strategic planning	10 partners engaged in community strategic planning	*Local Government *Community Orgs *General Public
	Community-based projects	<ol style="list-style-type: none"> Work with local community organizations to assist in their capacity development. Participate in local meetings regarding the proposed new campus for College of New Caledonia 	5 community-based projects	Community Organizations
	Value of the community-based projects	Participate in local meetings regarding the proposed new campus for College of New Caledonia	New College Campus \$15,000,000 value of community-based projects	*Local Government *General Public
	Leveraged value of community-based projects	Participate in local meetings regarding the proposed new campus for College of New Caledonia	New College Campus \$15,000,000 leveraged through community-based projects	*Local Government *General Public
	Partners engaged in community-based projects	Encourage community involvement in community planning	10 partners engaged in community-based projects	*Local Government *Community Orgs *General Public

Strategic Goal #5 – Business Development Services

5.1 Rural access to business development services	Amount leveraged through business services	Provide one-on-one business counseling	\$ 200,000 leveraged through business services	SMEs
	Business training sessions	<ol style="list-style-type: none"> Deliver small business training courses by video conferencing Work with CNC to develop workshops to provide contractors with skills needed to work on large projects 	10 participants in business training sessions	SMEs General Public

	Business advisory services	Provide one-on-one business counseling	10 participants in business advisory sessions	General Public
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Strategic Goal #6 – Access to Capital and Leveraged Capital				
Long term / Short Term Strategy (3)	Core Service Area(s) (1)	Short term Activities (4)	Targets/Indicators & Measures (5 & 6)	Target Groups (7)
6.1 Rural access to capital and leveraged capital	\$ value of loans	<ol style="list-style-type: none"> Promote Bizshift Loan Program through a direct mail campaign Develop partnerships with other lenders 	\$200,000 in value of loans approved	General Public
	# of loans	<ol style="list-style-type: none"> Promote Bizshift Loan Program through a direct mail campaign Participate in the Northern BC Trade Finance Group to provide capital through loan syndication Develop Partnerships with other lenders 	4 Loans approved	*General Public *Banks and Credit Unions *Northern Development Initiative Trust
	Amount leveraged through lending (EDP and non-EDP)	<ol style="list-style-type: none"> Promote Bizshift Loan Program through a direct mail campaign Develop partnerships with other lenders 	\$ 500,000 leveraged through lending	*General Public *Banks and Credit Unions *Northern Development Initiative Trust