

CF NAME: Community Futures North Cariboo

Fiscal Year: 2017-18

OPERATING PLAN

1.0 BOARD MOTION

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

1. The 2017-18 Operating Plan

Date of Board Meeting:	December 19, 2016
Motion:	To approve the 2017/18 Targets, Budget and Operations Plan as presented
Moved By:	D'Arcy Henderson
Seconded By:	Elizabeth Hunter

2. The 2017-18 Budget

Date of Board Meeting:	December 19, 2016
Motion:	To approve the 2017/18 Targets, Budget and Operations Plan as presented
Moved By:	D'Arcy Henderson
Seconded By:	Elizabeth Hunter

2.0 IDENTIFICATION AND CONTACT INFORMATION

CF Legal Name:	Community Futures Development Corporation of the North Cariboo
Mailing Address:	335 A Vaughan Street , Quesnel, B.C. V2J 2T1
Location Address:	335 A Vaughan Street , Quesnel, B.C. V2J 2T1
Phone Number:	(250) 992-2322
Fax Number:	(250) 992-7700
General E-mail address:	info@cfquesnel.com
General Manager:	Greg Lawrence
General Manager E-Mail:	greg@cfquesnel.com
General Manager Cell:	(250) 255-7303
Chairperson:	Cameron Fehr
Phone Number:	(250) 991-0033
E-mail Address:	Cam.tgi@shawbiz.ca
Website:	www.cfquesnel.com
Facebook Page Link:	www.facebook.com/cfquesnel/
Twitter:	

3.0 DESCRIPTION OF THE ORGANIZATION

3.1 Description of your organization

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

Board structure and committees (please reference the instructions)	<p><u>Board Committees</u> Community Futures North Cariboo operates under the Carver Governance model. The role of the Board is to accomplish its work through the development of policies and it is the responsibility of Management to implement these policies therefore, administrative and program delivery Staff and Advisory Committees are the responsibility of Management.</p> <p>The Board of Directors may establish Board Advisory Committees for the purpose of researching options and developing recommendations for consideration of the Board of Directors.</p> <p><u>Board Structure/Appointments</u> Potential Board Members may be identified/nominated by the existing Board of Directors, or where unsolicited any resident of the North Cariboo may make an application for Board Membership.</p> <p>The Board of Directors will review all nominations and applications for consistency/fit with Board Composition policy.</p> <p><u>Board Meetings</u> A regular Board of Directors meeting is held monthly with other Committee and Project meetings held as required.</p>
Office locations and coverage of communities (i.e. offices, part time staffing in other communities)	Community Futures office is located in Quesnel. Staff travels to outlying communities (Nazko, Wells, McLeese Lake, Hixon) as required.
Other	

3.2 Board of Directors

- Provide a list of directors below.

Name	Position on Board	Geographic Area of Representation	Month & Year Joined Board
Cameron Fehr	Chair	North Cariboo	May 2009
Titi Kunkel	Vice Chair	North Cariboo	Dec 2011
Debbie Wiens	Director	North Cariboo	Mar 2014
Mitch Vic	Director	North Cariboo	May 2014
Jas Sabbarwal	Director	North Cariboo	Jan 2015
Melanie McDonald	Director	North Cariboo	May 2015
D'Arcy Henderson	Director	North Cariboo	July 2015
Elizabeth Hunter	Director	North Cariboo	Nov 2015
Rob Borsato	Director	North Cariboo	April 2016

Is the board representative of the community? If not, what are your plans to address this?	Community Futures Board works hard to maintain a Board that is representative of the community. The current Board includes members from a variety of business/economic sectors, and the social service sector. Balance regarding First Nations and minority representation, gender, age, community interests and expertise are also considered in developing the make-up of the Board.
Please describe your Board's succession plan for departing board members.	CF North Cariboo has completed their succession process for Directors affected by the 9-year term limit. There is one additional Director whose term is coming due in 2017.

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

3.3 Staff

- Provide a list of staff below.

Staff	Position	Core Staff (WD) *	Month & Year Hired
Greg Lawrence	General Manager	100%	Apr 1990
Siggi Stoldt	Business Analyst	100%	Jan 2009
Janet Brooks	Financial Administrator	100%	Nov 2013
Nicole Loureiro	Administrative Assistant/Training Coordinator	100%	Jun 2014

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

3.4 Staff Retention, Recruitment and Training

Describe the challenges, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.	N/A
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4.0 PLANNING AND POLICIES

4.1 Strategic Priorities

- Identify your top 3 strategic goals.

Description of Top 3 Strategic Goals	
1	<p><u>Innovation and Entrepreneurship</u> Recent mill closures coupled with significant reductions in the Annual Allowable Cut (AAC) will mean fewer opportunities for individuals to pursue high-paying employment and sub-contracting opportunities in the forest sector. Going forward, the community will need to discover new business/employment opportunities to replace those lost in the forest sector. The creation of new employment opportunities will require existing businesses to discover innovative new products, services and markets in order to grow their businesses. It will also require more individuals to explore entrepreneurship as an alternative to paid employment. Community Futures will support programs and projects that assist existing businesses to expand into new markets and/or support individuals to explore and pursue business opportunities.</p>
2	<p><u>Recruitment and Retention</u> Recruiting and retaining skilled workers is a critical component of growing a successful business. As in many rural communities, businesses and the social services sectors in the region experience ongoing challenges in this regard. Employers require skills and support to improve their recruitment and retention efforts. Community Futures will support programs and services that support employers with human resource skills development</p>
3	<p><u>Agriculture</u> Consumers have greater knowledge and demands related to food health and safety including: food security concerns; healthier eating; environmental and farming practice concerns; ethical concerns related to animal welfare and genetically modified foods; food security and interest in local foods systems. The North Cariboo region has a variety of growing conditions, low land costs, limited urban-rural interface issues and a growing regional interest in agricultural opportunities. The development of new agricultural opportunities requires support with agricultural education, research and development, marketing and processing/storage facilities. Community Futures will support projects/programs that support agricultural skills and market/business development.</p>

4.2 Governance and Accountability

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

Community Futures North Cariboo posts the following elements to our website:

- Names and Profiles of the Board of Directors
- Annual Report
- Audited Financial Statements
- Privacy Policy
- Client Appeal Process

Community Futures maintains ongoing communications through our active Facebook and Twitter accounts as well as a permission-based e-mail list of 450 persons.

Governance and Accountability Policies include: Governing manner; Board Job Description; Board Composition; Executive Positions; Relationship to CFDABC; Relationship to Advisory Committees; Board Renewal; Recruitment and Nomination; Board Meetings; Board attendance; Board Awareness and Education; Transparency; Code of Conduct; Conflict of Interest; Harassment; and Client confidentiality.

4.3 Policies & Incorporation Documents

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

Incorporation Documents	Date Document Was Last Updated	Date Submitted to WD
Articles of Incorporation and Association	April 2014	January 2015
Bylaws	April 2014	January 2015

Policies Related To:	Date Policy Was Last Updated	Date Submitted to WD
Investment Fund Management Please include: <ul style="list-style-type: none"> • Appeals and redress mechanism • Loans in excess of \$150,000 (if applicable) • Syndication Loans • Equity Positions 	March 2016	December 2016
Conflict of Interest	April 2014	April 2014
Board of Directors (policy for appointment/selection, terms of office, etc)	April 2014	April 2014

5.0 PERFORMANCE INDICATORS

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

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

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

5.2 Alignment with Government of Canada and WD Current Priorities

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

	Strategy	Planned Project/Initiative/Related Loan (2 – 3 sentences)	How will you measure project/initiative outcomes?
1 (a)	Innovation – Support business and initiatives that can bring new technologies to Canadian and global markets	Community Futures will host the 2017 Provincial CF Conference. The theme for the conference is Innovation and Entrepreneurship. The conference will highlight successful rural innovators from across BC.	Target of 140 participants
1 (b)	Clean Technology – Support business and initiatives related to Clean technology activities and outcomes		
2	Trade & Investment – Assist business to enter into global markets	Community Futures will promote and support clients to access the Export Navigator Program.	Target of 2 participants.
3	Building Capacity for Defence Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities		
4	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	Community Futures will continue its efforts to better connect with First Nations.	At least one meeting with each of the regional First Nations Bands, Friendship Centre and Tillicum Society.

6.0 FINANCIAL

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

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

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

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OPERATING PLAN

Note: The following budget is an Excel imbedded template.

Other Revenue	\$4,190	\$4,690	\$4,190	\$5,200	\$18,270
Planned Interest Transfer (up to \$50,000) for those with 3 yr Agreements.	\$4,575	\$6,575	\$4,575	\$10,075	\$25,800
Requested Interest Transfer for those with 3 yr Agreements (greater than \$50,000)					\$0
Requested Interest Transfer for those with 1 yr Agreements					\$0
Total Revenues	\$82,972	\$85,517	\$83,427	\$106,226	\$358,142
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$63,422	\$63,422	\$63,422	\$63,422	\$253,688
Administration	\$8,325	\$9,270	\$8,680	\$23,679	\$49,954
Travel, Meals and Accommodations	\$600	\$600	\$1,100	\$3,000	\$5,300
Office Equipment/ Computers	\$6,050	\$5,650	\$5,650	\$6,050	\$23,400
Expenses linked to Interest Transfer (Projects and incremental staff support)	\$4,575	\$6,575	\$4,575	\$10,075	\$25,800
Other (specify)					\$0
Other (specify)					\$0
Total Expenditures	\$82,972	\$85,517	\$83,427	\$106,226	\$358,142
RECONCILIATION					
Surplus	\$0	\$0	\$0	\$0	\$0
*Revenue and expenditure sub-totals should agree with Operational Estimates above.					
**Total WD Contribution breakdown should agree with Cash-Flow Requirements above.					

6.2 Investment Fund Cash on Hand

Do you anticipate by March 31, 2018 at least 75% of your investment fund will be invested in (disbursed or committed) eligible Small and Medium Size Enterprises or will be available for your provincial investment pool? If not, what are your plans to address this?	Yes
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6.3 Opportunities for Collaboration and Efficiencies

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

Collaboration and Efficiencies Planned/Under Discussion	
1	Community Futures North Cariboo will continue to work with the Northern Community Futures group on joint initiatives. Examples include: - Marketing: Community Futures Northern Magazine - Lending: Support for syndication loans
	Community Futures North Cariboo will continue to participate in The Venture Connect program established by the Island/Coastal Community Futures group
3	Community Futures North Cariboo is the regional delivery agent for Futurepreneur.