

CF NAME: Community Futures North Cariboo

Fiscal Year: 2018-19

OPERATING PLAN

1.0 BOARD MOTION

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

1. The 2018-19 Operating Plan

Date of Board Meeting:	January 15, 2018
Motion:	To approve the 2018/19 Strategic Priorities, Targets, Budget, Operations Plan and Interest Transfers as amended.
Moved By:	Melanie MacDonald
Seconded By:	Debbie Wiens

2. The 2018-19 Budget

Date of Board Meeting:	January 15, 2018
Motion:	To approve the 2018/19 Strategic Priorities, Targets, Budget, Operations Plan and Interest Transfers as amended.
Moved By:	Melanie MacDonald
Seconded By:	Debbie Wiens

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:	Titi Kunkel
Phone Number:	(250) 991-7508
E-mail Address:	titi.kunkel@unbc.ca
Website:	www.cfquesnel.com
Facebook Page Link:	www.facebook.com/cfquesnel/
Twitter:	N/A

3.0 DESCRIPTION OF THE ORGANIZATION

3.1 Description of your organization

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

Board structure and committees (please reference the instructions)	<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. 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. 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
Titi Kunkel	Chair	North Cariboo	Dec 2011
Debbie Wiens	Vice Chair	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
Tony Goulet	Director	North Cariboo	Jan 2018

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Is the board representative of the communities you serve? 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 indicate how many of your board members identify as a member of the following groups: women, Indigenous, youth, a person with a disability or other underrepresented groups.	Women – 4 Indigenous - 1 Other underrepresented groups - 2
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 are currently no Directors whose term is coming due in 2018.

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/
2016-17 Annual audited financial statement.	http://cfquesnel.com/aboutus/governanceandaccountability/
2016-17 Performance results.	http://cfquesnel.com/aboutus/governanceandaccountability/
Investment Fund redress /appeals process.	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	89%	Apr 1990
Siggi Stoldt	Business Analyst	80%	Jan 2009
Janet Brooks	Financial Administrator	86%	Nov 2013
Elizabeth Ross	Administrative	89%	July 2017
Nadine Martin	Business Development Intern	30%	August 2017
Simon Turner	Business Ambassador	0%	December 2017
Laurie Rice	Business Ambassador	0%	December 2017

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

3.4 Staff Retention, Recruitment and Training

Describe the challenges, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.	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	Through the Business Ambassador program, support businesses and not-for-profits in identifying and applying for wildfire related programs and services.
2	Develop and deliver a regional training program to support wildfire-affected businesses and not-for-profits (through the Red Cross).
3	Advocate for a low or no interest, flexible repayment loans program for wildfire affected businesses.

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 598 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) • Syndicated 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 you and WD must agree to your final overall performance targets.

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

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

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Performance Indicator	2018-19 Target	GROUP 1	GROUP 2	GROUP 3
**Targets for Minimum Performance Standards (MPSs) should be greater than or equal to the MPS in the proper group.				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	Group 2			
<i>Strong rural community strategic planning and implementation</i>				
# of local and regionally-based community strategic plan(s) developed and/or updated during the year	1			
# of partners engaged in community strategic planning	20			
Total # of community based projects (New & Ongoing) (MPS**)	2	2	2	2
Total \$ value of the community based projects				
\$ leverage value of community based projects				
# of partners engaged in community-based projects				
<i>Rural access to business development services</i>				
# of businesses created, maintained, or expanded through business services	21			
# of business training session participants (MPS**)	413	400	400	300
# of business advisory services (MPS**)	430			
<i>Rural access to capital and leveraged capital</i>				
\$ value of loans (MPS**)	1,000,000	\$600,000	\$400,000	\$200,000
# of loans (MPS**)	15	12	8	6
Amount Leveraged through Lending (EDP and non-EDP)	200,000			
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	3	3	2	1

5.2 Alignment with WD Current Priorities

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

	Strategy	Planned Project/Initiative/Related Loan (2 – 3 sentences)	How will you measure project/initiative outcomes?
1a	Inclusiveness – primary focus on Indigenous peoples and women	Support the delivery of the Aboriginal Business and Entrepreneurial Skills Training Program in partnership with Canadian Centre for Aboriginal Entrepreneurship and Carrier Chilcotin Tribal Council. Partner with the Quesnel Dakelh Employment and Education Society on initiatives that support relationship development and partnerships between aboriginal people and local business.	Target of 8 participants
1b	Inclusiveness – secondary focus on youth and persons with disabilities	Continue to offer loans to 4H participants.	Target of 6 participants
2	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital industries; clean resources; and health and biosciences.	Support CF-client cheese-manufacturing opportunity	1 business start-up

6.0 FINANCIAL

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

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

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

Note: The following budget is an Excel embedded template.

Operations Budget (Total Operations) 2018-19					
	<i>1st Qtr. Apr-Jun</i>	<i>2nd Qtr. Jul-Sep</i>	<i>3rd Qtr. Oct-Dec</i>	<i>4th Qtr. Jan-Mar</i>	<i>TOTAL 2017-18</i>
CASH RECEIPTS - REVENUES					
Total WD Contribution**	\$71,673	\$75,258	\$73,467	\$86,174	\$306,572
Other Federal Funds	\$0	\$0	\$0	\$0	\$0
Other Provincial Funds	\$9,726	\$9,726	\$9,726	\$9,726	\$38,904
Other Revenue - Ambassador Program	\$18,205	\$18,205	\$6,065	\$0	\$42,475
Other Revenue	\$23,295	\$23,845	\$23,045	\$26,095	\$96,280
Planned Interest Transfer (up to \$50,000) for those with 3 yr Agreements.	\$1,000	\$3,000	\$1,000	\$6,500	\$11,500
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	\$123,899	\$130,034	\$113,303	\$128,495	\$495,731
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$88,754	\$88,754	\$79,681	\$74,412	\$331,601
Administration	\$10,395	\$11,430	\$9,272	\$21,333	\$52,430
Travel, Meals and Accommodations	\$600	\$4,600	\$600	\$2,600	\$8,400
Office Equipment/ Computers	\$4,400	\$4,000	\$4,000	\$4,400	\$16,800
Expenses linked to Interest Transfer (specify)	\$1,000	\$3,000	\$1,000	\$6,500	\$11,500
Other - CED Projects	\$18,750	\$18,250	\$18,750	\$19,250	\$75,000
Other (specify)					\$0
Total Expenditures	\$123,899	\$130,034	\$113,303	\$128,495	\$495,731
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, 2019 at least 75% of your investment fund will be invested in (disbursed or committed) eligible small- and medium-size enterprises or will be available for your provincial investment pool? If not, what are your plans to address this?	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	Work in partnership with CFDC Cariboo-Chilcotin and CFDC Sun Country on the development and delivery of programs and services in support of wildfire-affected businesses.
2	Work in partnership with CFDC Fraser-Fort George in the delivery of the Community Business and Entrepreneurial Skills Training (C-BEST) program.
3	Work in partnership with CFDC Cariboo-Chilcotin, CFDC Sun Country and CFDC Alberni in the delivery of the Planning a Successful Succession (PASS) program.