

CF NAME: COMMUNITY FUTURES NORTH CARIBOO

Fiscal Year: 2020-21

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 2020-21 Operating Plan and Budget

Date of Board Meeting:	January 20, 2020
Motion:	To approve the 2020/21 Strategic Priorities, Budget, Operations Plan, and Interest Transfer requests as amended.
Moved By:	D’Arcy Henderson
Seconded By:	Shaylin Cooley

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:	Debbie Wiens
Phone Number:	250-991-0940
E-mail Address:	debbie@pmtcpa.com
Website:	www.cfquesnel.com
Facebook:	www.facebook.com/cfquesnel/
Twitter:	N/A
Instagram:	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)	<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.
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	<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
Debbie Wiens	Chair	North Cariboo	Mar 2014
Mitch Vik	Vice-Chair	North Cariboo	May 2014
Jas Sabbarwal	Director	North Cariboo	Jan 2015
Melanie McDonald	Director	North Cariboo	May 2015
D’Arcy Henderson	Director	North Cariboo	Jul 2015
Elizabeth Hunter	Director	North Cariboo	Nov 2015
Rob Borsato	Director	North Cariboo	Apr 2016
Tony Goulet	Director	North Cariboo	Jan 2018
Shaylin Cooley	Director	North Cariboo	Dec 2019

Is the board representative of the communities you serve? If not, what are your plans to address this?													
Please indicate how many of your board members identify as a member of the following groups: women, Indigenous, youth, a person with a disability or other underrepresented groups.	<table border="1"> <thead> <tr> <th></th> <th>Number (A person can be counted more than once)</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>4</td> </tr> <tr> <td>Indigenous</td> <td>2</td> </tr> <tr> <td>Youth (29 and younger)</td> <td>1</td> </tr> <tr> <td>Person with a Disability</td> <td>0</td> </tr> <tr> <td>Other under-represented group</td> <td>1</td> </tr> </tbody> </table>		Number (A person can be counted more than once)	Women	4	Indigenous	2	Youth (29 and younger)	1	Person with a Disability	0	Other under-represented group	1
	Number (A person can be counted more than once)												
Women	4												
Indigenous	2												
Youth (29 and younger)	1												
Person with a Disability	0												
Other under-represented group	1												

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<p>Please describe your Board's succession plan for departing board members.</p>	<p>The objective of the Board Succession and Renewal Plan is to ensure that, collectively, the Directors have the knowledge and skills necessary to enhance the long-term performance of the organization. The Board approved policy on Director tenure is:</p> <ul style="list-style-type: none"> • Maximum tenure of Directors is nine years from date of first election by members. • The Board on its initiative, with the permission of WED, and on an exceptional basis, may exercise discretion to extend the maximum terms specified above where it considers that such an extension is in the best interests of Community Futures North Cariboo. • At no time may more than 2 members of the current Board be in place for more than 9 years.
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<p>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.</p>	
<p>Names of the current Board of Directors and names of any non-board member of the Investment Review Committee.</p>	<p>https://cfquesnel.com/aboutus/</p>
<p>Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.).</p>	<p>https://cfquesnel.com/aboutus/</p>
<p>Board Recruitment and nomination processes.</p>	<p>https://cfquesnel.com/userfiles/file/gov/Recruitment-and-Nomination-Process.pdf</p>
<p>2018-19 Annual audited financial statement.</p>	<p>https://cfquesnel.com/userfiles/file/gov/CFDC-of-the-North-Cariboo-Financial-Statements.pdf</p>
<p>2018-19 Performance results.</p>	<p>https://cfquesnel.com/userfiles/file/gov/WED-CFDCNC-Annual-Performance-Report-2018-2019.pdf</p>
<p>Investment Fund redress /appeals process.</p>	<p>https://cfquesnel.com/userfiles/file/gov/Client-Relations-Guidelines-and-Appeal-Process.pdf</p>
<p>Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available.</p>	<p>https://cfquesnel.com/aboutus/</p>

3.3 Staff

- Provide a list of staff below.

Staff	Position	Core Staff (WD) *	Month & Year Hired
Greg Lawrence	General Manager	84%	Apr 1990
Janet Brooks	Financial Administrator	84%	Nov 2013
Elizabeth Ross	Administrative	84%	July 2017
Ryan Adams	Business Analyst	84%	June 2018

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

3.4 Staff Retention, Recruitment and Training

<p>Describe the challenges, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.</p>	<p>N/A</p>
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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>CFDA Mill Closures Task Force Staff are working with the CFDA Mill Closures Task Force on the development of a proposal to support communities affected by mill closures. Proposed services would include:</p> <ul style="list-style-type: none"> • CED strategy development for communities that do not already have a transition strategy • Business Ambassadors • Business development workshops • Self-directed training for owners and employees • Peer mentoring
2	<p>Red Cross – Self-directed Training Extension It is expected that the Red Cross will sign off on a one-year extension to the Wildfire Business Transition Program. This extension would continue to fund regional workshops as well as self-directed training for owners/managers. Employee training would not be included as this was funded previously through our contract with Western Economic Diversification (WED).</p>
3	<p>Great BC Business Sale The Great BC Business Sale (GBCBS) will take place at the Vancouver Convention Centre October 3, 2020. The sale is an initiative of CF Port Alberni / Venture Connect, and will provide a venue for business owners looking to sell to expose their business to immigrant investors and urbanites looking for opportunities in rural communities. This sale will only work if it has strong support from Community Futures offices across the Province. For CF North Cariboo, this would mean identifying owners looking to sell, and supporting them with succession planning and the development effective selling materials.</p>

4.2 Governance and Accountability

Describe the process and/or tools to provide communication with and accountability to your clients, communities and stakeholders.
<p>Community Futures North Cariboo posts the following elements to our website:</p> <ul style="list-style-type: none"> • Names and Profiles of the Board of Directors • Annual Report • Audited Financial Statements • Privacy Policy • Client Appeal Process <p>Community Futures maintains ongoing communications through our active Facebook account as well as a permission-based e-mail list.</p> <p>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.</p>

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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• Interest Rates (if less than prime plus 2%)	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

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5.0 PERFORMANCE INDICATORS

Performance Indicator	2020-21 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 (New & Ongoing)	6			
# of new community-based projects plus number of ongoing community-based projects (MPS**)	6	2	2	2
# of partners engaged in community-based projects (New & Ongoing)	10			
\$ amount invested in community-based projects (New & Ongoing)	40,000			
\$ amount leveraged from community-based projects (New & Ongoing)	40,000			
<i>Rural access to business development services</i>				
# of businesses created, maintained, or expanded through business services	38			
# of business training session participants (MPS**)	350	400	400	300
# of business advisory services (MPS**)	350			
<i>Rural access to capital and leveraged capital</i>				
# of loans (MPS**)	15	12	8	6
\$ value of loans (MPS**)	1,000,000	\$600,000	\$400,000	\$200,000
Amount leveraged through lending (EDP and non-EDP)	300,000			
# of new community-based projects/initiatives that align with GOC/WD priorities and (PLUS) # of loans that align with GOC/WD priorities	15	3	2	1

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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	Community Futures will work to build on its relationships with Aboriginal communities, and provide support for Aboriginal business and economic capacity-building and project development.	Minimum of 1 networking session with local Aboriginal groups. Minimum of 4 indigenous clients served
1b	Inclusiveness (Primary) - focus on women		
1c	Inclusiveness (Secondary) – focus on youth	Continue to offer loans to 4H participants.	Target of 6 participants
1d	Inclusiveness (Secondary) – focus on persons with disabilities		
2	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital technology; clean resources; and life sciences.	<p>We have identified the following priorities in regard to technology: Assisting businesses to increase sales and implement operational efficiencies:</p> <ul style="list-style-type: none"> • Helping business sell through e-commerce • Helping businesses implement online marketing tools – i.e. Social media; Own your Google listing • Helping businesses to implement operational efficiencies – i.e. POS <p>Supporting the growth of remote workers:</p> <ul style="list-style-type: none"> • Uncover “invisible tech” and support collaboration through meetups and events • Train and support individuals to work remotely as employees or independent contractors • Assisting with the development of co-working spaces 	Successful funding proposal completed

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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.

Operations Budget (Total Operations) 2020-21					
	<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 2019-20</i>
CASH RECEIPTS - REVENUES					
Total WD Contribution**	\$83,163	\$82,643	\$87,448	\$53,318	\$306,572
Other Federal Funds					\$0
Other Provincial Funds					\$0
Other Revenue					\$0
Other Revenue	\$3,570	\$3,570	\$3,570	\$3,570	\$14,280
Planned Interest Transfer (up to \$50,000) for those with 3 yr Agreements.				\$43,330	\$43,330
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	\$86,733	\$86,213	\$91,018	\$100,218	\$364,182
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$65,633	\$65,633	\$65,633	\$65,633	\$262,532
Administration	\$10,620	\$10,400	\$9,405	\$24,405	\$54,830
Travel, Meals and Accommodations	\$1,890	\$490	\$7,390	\$490	\$10,260
Office Equipment/ Computers	\$3,590	\$4,690	\$3,590	\$4,690	\$16,560
Expenses linked to Interest Transfer - projects and events	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Other (specify)					\$0
Other (specify)					\$0
Total Expenditures	\$86,733	\$86,213	\$91,018	\$100,218	\$364,182
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.					

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6.2 Investment Fund Cash on Hand

Do you anticipate by March 31, 2021 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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