

# COMMUNITY FUTURES NORTH CARIBOO

Fiscal Year: 2020-21

## ANNUAL PERFORMANCE REPORT

**WD does not require a signed copy of the Annual Performance Report as the Board Motion will demonstrate Board approval. Please email, in WORD format only, a copy of the approved Annual Performance Report to your WD Officer by May 31, 2021.**

### SECTION 1 Board Motion

**Motion from your Board of Directors that approved the 2020-21 Annual Performance Report.**

<b>Date of Board Meeting:</b>	May 17, 2021
<b>Motion:</b>	To approve the WED Annual Report for the year ending March 31, 2021
<b>Moved By:</b>	Debbie Wiens
<b>Seconded By:</b>	Rob Borsato

### SECTION 2 Executive Summary on Overall Performance for 2020-21

**Please provide a short narrative (half- to one-page) summarizing your organization’s overall performance, successes, challenges and issues for the past fiscal year.** Highlight any governance improvements undertaken (board training, new policies, etc.)

COVID-19 disrupted the majority of planned activities for 2020-21. Community Futures took immediate and substantive action to support small business affected by COVID-19.

Operational activities included:

- Establishing COVID-19 procedures.
- Purchase and implementation of technology to allow staff to work from home as needed.
- Sourcing of PPE equipment and supplies.
- Re-branding CF to “Taking Care of Business”.

CED and business support activities included:

- Delivery of emergency cash-flow relief loans providing up to \$5,000 in the form of an interest-free, no payments for 12 months loan to help businesses deal with the effects of the initial COVID-19 lock-down.
- Delivery of RRRF loans
- Supporting businesses to establish an online presence through the Love Quesnel program.
- Supporting a variety of not-for-profits with CED activities.

### SECTION 3 RRRF Summary – Overall Performance for 2020-21

**1. Please describe how your organization used the additional operating funding (\$66,000) you received under RRRF.**

#### **CED Projects**

Community Futures sponsored a number of CED projects intended to address COVID-19 impacts:

#### **Business Support Hotline**

Costs associated with establishing the Business Support Hotline – see Section 13 below.

#### **Love Quesnel**

Sponsored businesses to obtain an online presence on the Love Quesnel site.

#### **Quesnel and District Chamber of Commerce**

- Improvements to web site to promote Chamber businesses.
- Online delivery of the Business Excellence Award program.
- Tents for outdoor trade show.
- Superhost certification.

#### **Quesnel Downtown Association**

- Social media takeover week promoting local business.
- Review and update of QDA business plan.

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West Quesnel Business Association

- Tents and lighting for Night Market.
- RedisCover postcard campaign.

Quesnel Technics Gymnastics Club

- Equipment to support continued activities through COVID-19.

Quesnel Art Gallery

- Creation of a consignment database and online sales function.

Cariboo Regional District

- Creation of a regional business attraction website.

South Quesnel Business Association

- PPE equipment for South Quesnel businesses

Quesnel & District 4H

- PPE equipment for annual Show and Sale

**Operations**

- Purchase and implantation of technology to increase efficiencies and allow staff to work from home as needed.
- PPE equipment and supplies.
- Overtime costs associated with delivery of the RRRF program.
- HVAC improvements to minimize COVID-19 transmission.
- Re-branding CF to "Taking Care of Business".
- Staff training to support enhanced business coaching services.

**2. Please outline below the results you achieved with RRRF Funds.**

RRRF Loans	# of Loans (Total)	63	\$-Value of Loans (Total)	\$1,700,640	# of Jobs Created, Maintained or Expanded	130
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**RRRF Results: Please outline below 1 or 2 success stories achieved with RRRF funds (2-3 sentences). This could be initiatives the CF implemented and/or client success stories.**

Fehr Game Outfitters

We (Fehr Game Outfitters) would like to take this opportunity to thank Community Futures North Cariboo for the opportunity to participate in the Regional Relief & Recovery Fund.

To say our small tourism business was negatively impacted by the COVID-19 pandemic would be an understatement! When the international border was closed to non-essential travel, we lost 90% of our clientele. We did not qualify for the wage subsidy or the loans provided initially by the Federal government but still needed assistance in managing our operations through these challenging times. Community Futures North Cariboo provided our small business with temporary financial assistance, this assistance will remain in the community and will continue to support other small businesses. The RRRF has helped us recover from the initial shutdown in 2020 and continues to support us now in 2021 as all planned expeditions along with any future expeditions continue to remain paused until further notice.

Community Futures North Caribou has given Fehr Game Outfitters and the community the essential tools needed to grow and sustain during this unprecedented time. Fehr Game Outfitters chose to apply for the Regional Relief & Recovery Fund over the Canada Emergency Business Account for the number one reason that it was being offered through our local business resource center, Community Futures North Caribou.

We look forward to working with Community Futures North Caribou in the future and applaud you for supporting our industry. It is with great admiration that we watch CFNC as they secure future funding and resources for our community and business.

**SECTION 4**

**Success Stories**

Please provide three success stories with a short description, the role your organization played and why you feel this is a success for the community. *Note: Client approval should be obtained to share information about them.*

WD uses these stories to demonstrate the impact of the CFs in Western Canada and to outline concrete examples of positive outcomes for western Canadian stakeholders.

Client Name	Service Provided (loan, bus. services, comm. planning & implementation)	Description should include: <ul style="list-style-type: none"> <li>• Did it align with GOC/WD Priorities?</li> <li>• What role did the CF play?</li> <li>• Describe how this project/loan/service/initiative made a difference in the client's organization and/or community?</li> <li>• What were the final outcomes* from the activity?</li> <li>• How has this positively affected the community?</li> <li>• How has this service enhanced the economy in the community?</li> </ul> (6-8 sentences)
Hixon Falls Company	Loan and Advisory Services	COVID-19 has had an impact on our business and plans for expansion. Before the pandemic hit, we had projected monthly revenues. Our target numbers were significantly higher than what we were able to achieve due to the pandemic. We lost revenue with the closure of a number of summer markets, and all Christmas markets. Our plans of travelling to different communities to visit wineries and markets to promote our crackers were cancelled and we were unable to expand and reach new customers. While attending a meeting at Community Futures, we were informed of the RRRF loan and we immediately began our application. Since being accepted into the program, we have been able to secure a more suitable work environment with better facilities which provide us with more opportunities. We have been able to upgrade equipment, provide service and maintenance on existing equipment and hire another hand. The pandemic has given us an unexpected opportunity to shift to online marketing in an attempt to reach a larger customer base. Online sales have helped to provide shipping to greater areas of Canada and reach vendors we otherwise would be restricted to. With the growth of our online sales and social media, and with our equipment and location upgrade, we have been able to increase production and better provide to our customers. We believe that the assistance of Community Futures and the RRRF Program will help us to continue to advance as a successful small business and assist us in meeting our goals.
Bigfoot Disposal	Loans and Advisory Services	In 2020, we were sitting on the cusp of developing Bigfoot Disposal further, and hopefully becoming the go to company for household and small business garbage removal.....The RRRF provided us with the funding that enabled us to expand in response to the queries we were receiving, and the money was used to purchase the bins and truck needed to move forward. Our customer base is growing quickly and word is spreading, so we look forward to providing Quesnel and area with terrific service for years to come.
Clan Logging Ltd.	Advisory Services	Community Futures have been a lifesaver to our company. They have gone above and beyond to help us with the Covid relief. Any time I call they have the answer or look into it and find the answer for me. Community Futures is always keeping us informed of what is going on around our community and what grants, etc. we should be looking at.

\*Examples of possible outcomes: jobs created, impact on the community, successfully assisted companies to enter global markets, new export sales for businesses, new office(s) opened in Western Canada, investment attracted to a business, new product(s) created or new service(s) created, successful joint venture established, etc.

**SECTION 5**

**Alignment with Government of Canada and WD Priorities in key areas**

**Please describe the initiatives or projects your organization was involved in that aligned with the WD 2020-21 operational priorities listed below:**

**Inclusiveness:** Enhance economic well-being and prosperity of under-represented groups in Western Canada. WD’s primary focus for this priority is on supporting Indigenous peoples and women, with a secondary area of focus on youth and persons with disabilities.

**Cluster Growth:** Clusters are networks of interrelated companies, researchers, investors and other partners working in a specific industry or region. WD will focus on supporting select clusters within: clean technology; value-added agriculture; advanced manufacturing; digital industries; clean resources; and health and biosciences.

	<b>Strategy</b>	<b>Project/Initiative (2 – 3 sentences)</b>	<b>Outcome Achieved</b>
<b>1 (a)</b>	Inclusiveness – primary focus on Indigenous peoples and women	Planned outreach activities deferred due to COVID-19	
<b>1 (b)</b>	Inclusiveness – secondary focus on youth and persons with disabilities	Continue to offer loans to 4H participants.	8 - 4H loans were approved
<b>2</b>	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital industries; clean resources; and health and biosciences.	CF has a fulltime Digital Marketing professional providing training and support to small businesses looking to increase their online presence. Workshops and one-on-one coaching are provided on a ongoing basis	99 workshop sessions delivered to 299 participants

**SECTION 6**  
**Performance Indicator Variance**

In the table below, please ensure a detailed explanation is provided if your organization did not meet an MPS.

Performance Indicator	2020-21 Target	2020-21 Actual	If you did not meet an MPS, please provide a detailed explanation and a plan for ensuring the MPS will be met in 2021-22.
Indicate which Group the CF is in :		<b>Choose your assigned group</b>	
Total # of community based projects (New <b>PLUS</b> Ongoing)	6	29	
# of business training session participants	350	1382	
# of business advisory services	350	759	
\$ value of loans (*)	1,000,000	2,701,514	
# of loans (*)	<b>20</b>	128	
# of Projects/Initiatives that align with GOC/WD priorities and <b>(PLUS)</b> # of Loans that align with GOC/WD priorities	15	5	Planned projects and initiatives were deferred due to COVID-19

\*Total value of ALL loans and other investments approved where initial disbursements made

**FOR REFERENCE ONLY:**

MPS	GROUP 1	GROUP 2	GROUP 3
Total # of community based projects (New PLUS Ongoing)	2	2	2
# of business training session participants	400	400	300
# of business advisory services			
\$ value of loans	\$600,000	\$400,000	\$200,000
# of loans	12	8	6
# of Projects/Initiatives that align with GOC/WD priorities and <b>(PLUS)</b> # of Loans that align with GOC/WD priorities	3	2	1

**SECTION 7**  
**CF Web Reporting**

Please provide the link to the 2020-21 Performance Results posted on your website.

<b>2020-21 Performance Report on Website</b>	<a href="https://cfquesnel.com/aboutus/">https://cfquesnel.com/aboutus/</a>
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**SECTION 8**  
**Loans over \$150,000**

Did your CF provide loans over \$150,000 in total to an organization in 2020-21 (i.e. include previous loans still outstanding)?  Yes  No

If **yes**, then please provide a list of all loans given over \$150,000 in total to an organization and provide the reasoning/justification behind providing those loans. Please use your internal file or client number and **not client name**.

**Note: Your updated policy on loans over \$150,000 should have been provided to WD. If not, please attach to this report.**

File #	Amount	Rationale for Loans over \$150,000
2020-501	\$166,080	Clients have a satisfactory history of repayment to date, to support and provide sufficient funding for the clients needs and goals, and as loans continue to reduce / be completely repaid the loan will be back within policy by October 2020. Amount over \$150k not sufficient to justify syndication process.

**SECTION 9**  
**Syndicated Loans**

Did your CF participate in any syndicated loans in 2020-21?  Yes  No

If **yes**, please provide a list of any syndicated loans your organization may have been a part of.

Note: As per the Contribution Agreement (Attachment B, Investment Fund Terms and Conditions), each participating CF may only provide up to \$150,000.

Lead CF	Which CF reported the loan in the reporting system?	Amount Contributed by your CF	Total Loan Amount	Number of Partner CFs
CF Edmonton	CF Edmonton	\$75,000	\$300,000	5

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**SECTION 10**

**Loans with Interest Rates Less than Prime Plus 2% (Excluding RRRF Loans)**

In 2020-21, did your CF provide loans with interest rates less than prime plus 2%, excluding RRRF Loans?  Yes  No

If yes, then please provide a list of all loans given and provide the reasoning/justification behind providing those loans with interest rates less than prime plus 2%. Please use your internal file or client number and **not client name**. **Note: Your new policy on interest rates less than prime plus 2% should have been provided to WD. If not, please attach to this report.**

File #	Amount	Interest Rate	Rationale for interest rate less than prime plus 2%
2020-601-4H	\$1500	0%	4H loan, less than 1 year term.
2020-605-4H	\$1500	0%	4H loan, less than 1 year term.
2020-606-4H	\$1000	0%	4H loan, less than 1 year term.
2020-607-4H	\$1500	0%	4H loan, less than 1 year term.
2020-608-4H	\$800	0%	4H loan, less than 1 year term.
2020-609-4H	\$800	0%	4H loan, less than 1 year term.
2020-610-4H	\$1500	0%	4H loan, less than 1 year term.
2020-611-4H	\$1500	0%	4H loan, less than 1 year term.
2020-701-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-703-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-704-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-709-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-710-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-711-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-713-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-715-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-716-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-719-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-722-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-723-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-725-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-726-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-727-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-730-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-731-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-732-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-733-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-734-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-735-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-736-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-738-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-739-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.
2020-740-CFR	\$5000	0%	Emergency COVID-19 cash-flow relief loan. 1 year term.

**SECTION 11  
Investment Fund**

**3. WD Investment Fund Activity as of March 31, 2021**

Total Value of Loans Receivable	Total Number of Loans Receivable	Total Value of Loans Receivable over 90 days	Number of Loans Receivable over 90 days
\$5,435,176	142	\$3,421	1

**4. Equity Investment / Related Entities / Subsidiaries as of March 31, 2021**

Does your CF have investments in equity, related entities or subsidiaries as of March 31, 2021?  Yes  No  
If yes, please list them below.

Company Name	Percentage of Shares	Dollar Value

**5. FOR THOSE WITH A 3 YEAR AGREEMENT : Interest transfers up to 75% of net interest up to a maximum of \$100,000**

Did the CF transfer interest in 2020-21?  Yes  No

If Yes, please list all interest transfers amounts, the activities, and the WD Investment Fund type. Note: Your updated policy on interest transfers should have been provided to WD. If not, please attach to this report.

Activity	WD Investment Fund Source	Amount Transferred
	Choose an item.	

**6. Interest transfers above 75% of net interest or \$100,000 (not included in Section 3) and all interest transfers for those with 1 year agreements**

Did the CF transfer interest in 2020-21?  Yes  No

If yes, please list all interest transfer amounts, the activities, the WD Investment Fund type, and WD approved date. Note: Your updated policy on interest transfers should have been provided to WD. If not, please attach to this report.

Activity	WD Investment Fund Source	Amount Transferred	Amount and Date WD Approved
	Choose an item.		

**SECTION 12**

**Appeals**

1. Please report on the number of appeals the CF received in 2020-21. If there were no appeals, please enter “0” in the first box below.

<b>Number of Appeals</b>	<b>0</b>
<b>Basis for the Appeals (please list all reasons)</b>	N/A
<b>Number of Appeals Upheld</b>	N/A
<b>Number of Appeals Denied</b>	N/A
<b>Number of Appeals Pending Decision</b>	N/A

**SECTION 13 - OPTIONAL**

**Highlights**

1. This section is optional and is provided for you to show case anything the CF does that you feel may be different from other CFs. This could include; best practices, interesting processes, unique services, meaningful community based projects or events, etc.

Regional Business Liaison

Building on the success of the Business Ambassador program delivered through the Wildfire Business Transition initiative, Regional Business Liaisons were established throughout the Northern Development Initiative Trust region to provide support for business affected by COVID-19.

Taking Care of Business

The Taking Care of Business program was developed in response to permanent mill closures in the North-Central Interior region. The program was a partnership involving 7 Community Futures offices and CFDABC and was funded through Western Economic Diversification.

The Taking Care of Business (TaCoBiz) program launched November 1, 2020. In the 5-month period ending March 31, 2021, the following was accomplished:

- A client management portal/website was established.
- Business Ambassadors and Regional Business Liaisons were placed.
- 253 customized training applications were approved totaling \$723,783.
- 87 workshops were delivered to 1116 participants.
- Five Peer mentoring groups were established.

Cash-Flow Relief Loans

In April 2020, the Board of Directors approved the Instant Loan Policy to support the immediate cash-flow needs of COVID-19 affected businesses. Loans of up to \$5,000 were approved by phone and structured as no fees, payments or interest for the first 12 months. 41 loans were approved for a total of \$210,000.

Business Support Hotline

The Business Support Hotline was developed in partnership with the City of Quesnel, Quesnel and District Chamber of Commerce, Quesnel Downtown Association, West Quesnel Business Association, South Quesnel Business Association and the Wells Economic Development office. Using a VOIP phone system, “volunteers” from the partnering agencies called all businesses in the North Cariboo region to determine COVID-19 impacts and make referrals to appropriate support programs. It was estimated that 22 businesses accessed over \$4 million in government supports with the assistance of the Business Support Hotline and related referrals.

Shop Local

Worked with the City of Quesnel on a "Shop Local" campaign to run throughout the year.

Digital Marketing Support

The graduates of the Alacrity Bootcamp formed a group offering free coaching to local businesses in the North Cariboo region. There were a total of 32 participants and 19 connections for coaching sessions.

Zoom for Non-Profits

CF offered a Zoom link for local NFP's to meet online. Set up meetings for QBN, Quesnel Fall Fair, Quesnel Fire Department, and the Chamber of Commerce