

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 2021-22 Operating Plan and Budget

Date of Board Meeting:	December 21, 2020
Motion:	To approve the 2021/22 Budget, Operations Plan, and Interest Transfer requests as presented.
Moved By:	Debbie Wiens
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:	Mitch Vik
Phone Number:	250-992-8343
E-mail Address:	K_max@telus.net
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)	<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
Mitch Vik	Chair	North Cariboo	May 2014
Elizabeth Hunter	Vice Chair	North Cariboo	Nov 2015
Debbie Wiens	Director	North Cariboo	Mar 2014
Jas Sabbarwal	Director	North Cariboo	Jan 2015
Melanie McDonald	Director	North Cariboo	May 2015
D'Arcy Henderson	Director	North Cariboo	Jul 2015
Rob Borsato	Director	North Cariboo	Apr 2016
Tony Goulet	Director	North Cariboo	Jan 2018
Shaylin Cooley	Director	North Cariboo	Dec 2019
Total Number of Board Members:	9		

<p>Is the board representative of the communities you serve? If not, what are your plans to address this?</p>	<p>Yes</p>													
<p>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.</p>	<table border="1"> <thead> <tr> <th data-bbox="591 401 1036 457"></th> <th data-bbox="1036 401 1450 457"> Number (A person can be counted more than once) </th> </tr> </thead> <tbody> <tr> <td data-bbox="591 457 1036 491">Women</td> <td data-bbox="1036 457 1450 491">4</td> </tr> <tr> <td data-bbox="591 491 1036 525">Indigenous</td> <td data-bbox="1036 491 1450 525">2</td> </tr> <tr> <td data-bbox="591 525 1036 558">Youth (29 and younger)</td> <td data-bbox="1036 525 1450 558">1</td> </tr> <tr> <td data-bbox="591 558 1036 592">Person with a Disability</td> <td data-bbox="1036 558 1450 592">0</td> </tr> <tr> <td data-bbox="591 592 1036 625">Other under-represented group</td> <td data-bbox="1036 592 1450 625">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													
<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. 													

<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>2019-20 Annual audited financial statement.</p>	<p>https://cfquesnel.com/userfiles/file/2019-20%20CFDC%20NC%20Financial%20Statements%20-%20Signed.pdf</p>
<p>2019-20 Performance results.</p>	<p>https://cfquesnel.com/userfiles/file/2019-20%20CFDC%20NC%20Financial%20Statements%20-%20Signed.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	98%	Apr 1990
Siggi Stoldt	Loans Manager	95%	Aug 2020
Janet Brooks	Financial Administrator	95%	Nov 2013
Elizabeth Ross	Marketing and Project Coordinator	0%	April 2020
Samantha Hesselgrave	Administrative Assistant	95%	Nov 2020
Total Number of Staff (FTEs):			

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

3.4 Staff Retention, Recruitment and Training

Describe the challenges and opportunities, if any, related to staff retention, recruitment and training. Also provide your plans to address these challenges.	Insufficient core operating budget to meet client needs and retain staff.
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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	Pursue funding/partnerships to continue delivery of the Taking Care of Business Program in partnership with Northern CFs.
2	Continue to offer digital marketing support, and develop new client service offerings through fee-for-service / contracting opportunities.
3	Support the recruitment and retention of digital workers to the North Cariboo region.

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>

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
<p>Investment Fund Management Please include:</p> <ul style="list-style-type: none"> • Interest Rates (if less than prime plus 2%) • Interest Transfers • Loans in excess of \$150,000 (if applicable) • Syndicated Loans • Equity Positions • Appeals and redress mechanism 	<p>April 2020 December 2020 March 2016 March 2016 March 2016 March 2014</p>	December 2020
Conflict of Interest	April 2014	December 2020
Board of Directors (policy for appointment/selection, terms of office, etc.)	April 2014	December 2020

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 complete the table below, and then submit your performance target information into the [WD Web Portal](#) for the coming fiscal year.

Performance Indicator	2021-22 Target	GROUP 1	GROUP 2	GROUP 3
**Targets for your Minimum Performance Standards (MPSs) should be greater than or equal to your MPS.				
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**)	300	400	400	300
# of business advisory services (MPS**)	300			
<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

5.2 Alignment with WD Priorities

Please describe how your CF activities align with WD’s inclusiveness and cluster growth priorities, and the [Western Canada Growth Strategy](#). Please outline the initiatives and plans that your CF has to 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.	Supporting the growth of remote workers: <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

6.0 FINANCIAL

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

Operations Budget (Total Operations) 2021-22					
	<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 2021-22</i>
CASH RECEIPTS - REVENUES					
Total WD Contribution**	\$76,643	\$76,643	\$76,643	\$76,643	\$306,572
Other Federal Funds					\$0
Other Provincial Funds					\$0
Other Revenue	\$3,150	\$3,650	\$3,650	\$3,150	\$13,600
Other Revenue					\$0
Planned Interest Transfer (up to 75% of net interest or \$100,000)	\$7,573	\$12,563	\$7,333	\$21,831	\$49,300
Requested Interest Transfer for those with 3 yr Agreements (greater than either 75% of net growth or \$100,000)					\$0
Requested Interest Transfer for those with 1 yr Agreements					\$0
Total Revenues*	\$87,366	\$92,856	\$87,626	\$101,624	\$369,472
CASH DISBURSEMENTS - EXPENDITURES					
Wages and Benefits	\$63,948	\$63,948	\$63,948	\$63,948	\$255,792
Administration	\$8,952	\$9,442	\$9,212	\$23,210	\$50,816
Travel, Meals and Accommodations	\$450	\$5,450	\$450	\$450	\$6,800
Office Equipment/ Computers	\$4,016	\$4,016	\$4,016	\$4,016	\$16,064
Expenses linked to Interest Transfer - CED Projects	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Other (specify)					\$0
Other (specify)					\$0
Total Expenditures*	\$87,366	\$92,856	\$87,626	\$101,624	\$369,472
RECONCILIATION					
Surplus	\$0	\$0	\$0	\$0	\$0
*Revenue and expenditure totals should agree.					
**WD's total contribution should be accounted for in the cash-flow requirements above.					

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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