

**CF NAME: Community Futures North Cariboo**

**Fiscal Year: 2019-20**

**OPERATING PLAN**

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**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 2019-20 Operating Plan and Budget

<b>Date of Board Meeting:</b>	January 21, 2019
<b>Motion:</b>	To approve the 2019/20 Strategic Priorities, Budget, and Operations Plan as presented.
<b>Moved By:</b>	Elizabeth Hunter
<b>Seconded By:</b>	Mitch Vik

**2.0 IDENTIFICATION AND CONTACT INFORMATION**

<b>CF Legal Name:</b>	Community Futures Development Corporation of the North Cariboo
<b>Mailing Address:</b>	335 A Vaughan Street , Quesnel, B.C. V2J 2T1
<b>Location Address:</b>	335 A Vaughan Street , Quesnel, B.C. V2J 2T1
<b>Phone Number:</b>	(250) 992-2322
<b>Fax Number:</b>	(250) 992-7700
<b>General E-mail address:</b>	info@cfquesnel.com
<b>General Manager:</b>	Greg Lawrence
<b>General Manager E-Mail:</b>	greg@cfquesnel.com
<b>General Manager Cell:</b>	(250) 255-7303
<b>Chairperson:</b>	Debbie Wiens
<b>Phone Number:</b>	250-991-0940
<b>E-mail Address:</b>	debbie@pmtcpa.com
<b>Website:</b>	www.cfquesnel.com
<b>Facebook:</b>	www.facebook.com/cfquesnel/
<b>Twitter:</b>	N/A
<b>Instagram:</b>	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

<b>Board structure and committees (please reference the instructions)</b>	<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>
<b>Office locations and coverage of communities (i.e. offices, part time staffing in other communities)</b>	Community Futures office is located in Quesnel. Staff travels to outlying communities (Nazko, Wells, McLeese Lake, Hixon) as required.
<b>Other</b>	

**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
Titi Kunkel	Director	North Cariboo	Dec 2011
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

<p><b>Is the board representative of the communities you serve? If not, what are your plans to address this?</b></p>	<p>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.</p>												
<p><b>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.</b></p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="background-color: #d9ead3;"></th> <th style="background-color: #d9ead3;">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>1</td> </tr> <tr> <td>Youth (29 and younger)</td> <td>0</td> </tr> <tr> <td>Person with a Disability</td> <td>0</td> </tr> <tr> <td>Other under-represented group</td> <td>2</td> </tr> </tbody> </table>		Number (A person can be counted more than once)	Women	4	Indigenous	1	Youth (29 and younger)	0	Person with a Disability	0	Other under-represented group	2
	Number (A person can be counted more than once)												
Women	4												
Indigenous	1												
Youth (29 and younger)	0												
Person with a Disability	0												
Other under-represented group	2												
<p><b>Please describe your Board's succession plan for departing board members.</b></p>	<p>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 2019.</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><b>Names of the current Board of Directors and names of any non-board member of the Investment Review Committee.</b></p>	<p><a href="http://cfquesnel.com/aboutus/stafflist/">http://cfquesnel.com/aboutus/stafflist/</a></p>
<p><b>Profile of Board composition (i.e. geographic representation, sector/area of expertise, gender, etc.).</b></p>	<p><a href="http://cfquesnel.com/aboutus/governanceandaccountability/">http://cfquesnel.com/aboutus/governanceandaccountability/</a></p>
<p><b>Board Recruitment and nomination processes.</b></p>	<p><a href="http://cfquesnel.com/aboutus/governanceandaccountability/">http://cfquesnel.com/aboutus/governanceandaccountability/</a></p>
<p><b>2017-18 Annual audited financial statement.</b></p>	<p><a href="http://cfquesnel.com/aboutus/governanceandaccountability/">http://cfquesnel.com/aboutus/governanceandaccountability/</a></p>
<p><b>2017-18 Performance results.</b></p>	<p><a href="http://cfquesnel.com/aboutus/governanceandaccountability/">http://cfquesnel.com/aboutus/governanceandaccountability/</a></p>
<p><b>Investment Fund redress /appeals process.</b></p>	<p><a href="http://cfquesnel.com/aboutus/governanceandaccountability/">http://cfquesnel.com/aboutus/governanceandaccountability/</a></p>
<p><b>Referral Reference to the FEDO to make it known to members of the public that business services for Francophone entrepreneurs are available.</b></p>	<p><a href="http://cfquesnel.com/home/">http://cfquesnel.com/home/</a></p>

**3.3 Staff**

- Provide a list of staff below.

Staff	Position	Core Staff (WD) *	Month & Year Hired
Greg Lawrence	General Manager	74%	Apr 1990
Janet Brooks	Financial Administrator	62%	Nov 2013
Elizabeth Ross	Administrative	74%	July 2017
Nadine Martin	Self-Employment Program Coordinator	5%	August 2017
Ryan Adams	Business Analyst	77%	June 2018
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	Complete a branding, marketing and communications strategy.
2	Research opportunities to utilize the competitive advantages inherent in the Community Futures network to support rural innovation in partnership with other Community Futures.
3	Develop and implement an Aboriginal Relationship Development strategy.

**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"> <li>• Names and Profiles of the Board of Directors</li> <li>• Annual Report</li> <li>• Audited Financial Statements</li> <li>• Privacy Policy</li> <li>• Client Appeal Process</li> </ul> <p>Community Futures maintains ongoing communications through our active Facebook and Twitter accounts as well as a permission-based e-mail list of 640 persons.</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
<b>Investment Fund Management</b> Please include: <ul style="list-style-type: none"> <li>• Appeals and redress mechanism</li> <li>• Loans in excess of \$150,000 (if applicable)</li> <li>• Syndicated Loans</li> <li>• Equity Positions</li> </ul>	March 2016	December 2016
<b>Conflict of Interest</b>	April 2014	April 2014
<b>Board of Directors</b> (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.

**CF NAME: Community Futures North Cariboo**

**Fiscal Year: 2019-20**

**OPERATING PLAN**

Performance Indicator	2019-20 Target	GROUP 1	GROUP 2	GROUP 3
<b>**Targets for Minimum Performance Standards (MPSs) should be greater than or equal to the MPS in the proper group.</b>				
Indicate which Group your CF is in (groupings can be found in the attached Instruction Manual):	<b>Choose a Group</b>			
<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	6			
Total # of community based projects (New & Ongoing) (MPS**)	2	2	2	2
Total \$ value of the community based projects	40,000			
\$ leverage value of community based projects	40,000			
# of partners engaged in community-based projects	10			
<i>Rural access to business development services</i>				
# of businesses created, maintained, or expanded through business services	39			
# 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.*

	<b>Strategy</b>	<b>Planned Project/Initiative/Related Loan (2 – 3 sentences)</b>	<b>How will you measure project/initiative outcomes?</b>
<b>1a</b>	Inclusiveness (Primary) - focus on Indigenous peoples	Develop and implement an Aboriginal Relationship Development strategy.	Strategy completed
<b>1b</b>	Inclusiveness (Primary) - focus on women		
<b>1c</b>	Inclusiveness (Secondary) – focus on youth	Continue to offer loans to 4H participants. Support and sponsor Youth Entrepreneurship events – i.e. Lemonade Day.	Target of 6 participants
<b>1d</b>	Inclusiveness (Secondary) – focus on persons with disabilities		
<b>2</b>	Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital technology; clean resources; and life sciences.	Research opportunities to utilize the competitive advantages inherent in the Community Futures network to support rural innovation in partnership with other Community Futures.	1 business start

**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.

OPERATING PLAN

<b>Operations Budget (Total Operations) 2019-20</b>					
	<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>
<b>CASH RECEIPTS - REVENUES</b>					
<b>Total WD Contribution**</b>	<b>\$68,812</b>	<b>\$70,841</b>	<b>\$72,254</b>	<b>\$94,665</b>	<b>\$306,572</b>
Other Federal Funds					\$0
Other Provincial Funds	\$16,565	\$17,142	\$13,175	\$14,920	\$61,802
Other Revenue	\$17,490	\$17,490	\$14,160		\$49,140
Other Revenue	\$3,545	\$3,545	\$3,545	\$5,845	\$16,480
Planned Interest Transfer (up to \$50,000) for those with 3 yr Agreements.					\$0
Requested Interest Transfer for those with 3 yr Agreements (greater than \$50,000)					\$0
Requested Interest Transfer for those with 1 yr Agreements					\$0
<b>Total Revenues</b>	<b>\$106,412</b>	<b>\$109,018</b>	<b>\$103,134</b>	<b>\$115,430</b>	<b>\$433,994</b>
<b>CASH DISBURSEMENTS - EXPENDITURES</b>					
Wages and Benefits	\$86,408	\$86,408	\$83,078	\$76,418	\$332,312
Administration	\$10,004	\$11,010	\$10,456	\$24,012	\$55,482
Travel, Meals and Accommodations	\$450	\$2,450	\$450	\$5,450	\$8,800
Office Equipment/ Computers	\$4,550	\$4,150	\$4,150	\$4,550	\$17,400
Expenses linked to Interest Transfer (specify)					\$0
Other - Projects and Events	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Other (specify)					\$0
<b>Total Expenditures</b>	<b>\$106,412</b>	<b>\$109,018</b>	<b>\$103,134</b>	<b>\$115,430</b>	<b>\$433,994</b>
<b>RECONCILIATION</b>					
<b>Surplus</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
*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, 2020 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?	<b>Yes</b>
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