

**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 REGIONALEMAIL@canada.ca by June 30, 2016**

**SECTION 1**  
**Board Motion**

**Motion from your Board of Directors that approved the 2015-16 Annual Performance Report.**

<b>Date of Board Meeting:</b>	June 23, 2016
<b>Motion:</b>	That the 2015-16 Annual Performance Report be approved as presented (OR with the following changes...)
<b>Moved By:</b>	
<b>Seconded By:</b>	

**SECTION 2**  
**Executive Summary on Overall Performance for 2015-16**

**Please provide a short narrative (1/2 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.)

CF FFG is pleased that we have met or exceeded the required WD targets for 2015-16 and are excited that we reached approximately \$1,340,000 in loans approved as this provided financing to over 28 businesses and created 70+ full and part-time jobs across the CF FFG region. As the year ended, CF FFG had 82% of its loan funds disbursed, and working to support small businesses, in the communities. The \$1.4 million is a slight drop from last fiscal year of \$1.6 million being approved; however, this likely is a reflection of moving from having two Business Analysts on staff in 2014-15 to one Business Analyst on staff in 2015-16.

CF FFG was also pleased to host a luncheon for organizations that provide services to persons with disabilities where the Provincial Entrepreneurs Disabilities Program (EDP) Coordinator, Garry Angus, delivered an overview of the services provided within this program and the EDP loan funds. The return on this luncheon was quickly realized as we leveraged business plan development support for three of the EDP clients and saw an increase in EDP loan request which reduced our cash on hand in the EDP loan portfolio from over 56% to less than 20%.

We celebrated the departure of two long term Board members in 2015-16 and welcomed two new members and are in the process of seeking out a few new members for our Board and our Committees. The CF FFG Board had an opportunity to participate in one Module of Board Training as our CF hosted the regional Community Futures BC Board meeting and training. It was a great opportunity for our new board members to meet Board members from across the North, along with those on the CFBC Board, and to develop an understanding of CFBC and their roles and responsibilities. In addition to this, the CF FFG Board has embarked on pilot project, experimenting with using a series of six strategic planning sessions to develop their 3-5 year strategic plan, rather than diving into a one or two day strategic planning session; this is a pilot program that will run into 2016-17 and will be evaluated at the end of the process to identify whether the longer process proves to be more engaging and provides what the Board considers to be ‘better results.’

CF FFG continues to contract our services (via fee-for-service agreements) to the three Employment Service Centres across the Fraser Fort George region. Although increasing participant numbers has been slow, we have seen a steady increase, year over year. In addition to this, the Ministry of Jobs, Tourism and Skills Training (MJTST) concluded the Youth Mean Business Pilot Program in September 2015. However, CF FFG, in partnership with CF-Cariboo Chilcotin and CF-North Cariboo were able to be successful with a project submission to MJTST and we launched the Cariboo-Business Entrepreneurial Skills Training program in November 2016; this program provides (no charge) entrepreneurial training to youth, Aboriginal and persons with disabilities.

In 2015-16, CF FFG completed the launch of our revised entrepreneur training program and moved to being able to provide the workshops online to our outlying communities. The initial pilot program has been a success, even with having a change in Business Development Officers mid-stream of running the pilot program we have seen an increase in the number of participants in the workshops and a decrease in the number of one-on-one time that the Business Development Officer has with clients. Clients have indicated they leave each of the workshop sessions feeling they understand the next step and are more prepared on what is required to research, develop and launch their business ideas.

CF FFG is a strong community based partner in many projects across our region and takes pride in the fact that we use a grassroots approach to developing strong programs and services. Beyond the Market ([www.beyondthemarket.ca](http://www.beyondthemarket.ca)) is a solid example of an innovative project that is developed and mobilized by listening to our community volunteers (Steering Committee) and developing the programs and services to meet the needs of the agricultural sector. This project is a cross-regional initiative that is financially and actively supported by three Regional Districts, one municipality, and Omineca Beetle Action Coalition. In 2015-16, CF FFG had identified that without the Provincial Government support we would likely wind the project down at the end of the fiscal year; however, those whom have been supporting the initiative (financially and actively) pulled their funds together for an additional year and have politically elected to put a motion to the floor at UBCM to advocate for the financial contribution from the Province of BC to expand this program into a Provincial model. Although the project is continuing across the region, we have endured a shift in staffing as our long-term Coordinator, Jillian Merrick chose not to extend her employment agreement as such Christine Kinnie assumed this position as of April 1, 2016.

As outlined later in this report, CF FFG strives hard to partner, collaborate and work with our fellow-CFs. We continue to be the lead CF in coordinating the 9 CFs in the North to meet monthly as a means of identifying where we can collaborate on initiatives and CF FFG coordinates the *Growing the North* CF Magazine (published annually). In addition to this, CF FFG took the lead on developing the Cariboo-Business Entrepreneur Skills Training program which is a partnership initiative with CF Cariboo Chilcotin and CF North Cariboo. Furthermore, CF FFG collaborates with the 5 CFs in the Columbia Basin Trust region on the Basin Business Analyst program and the Infrastructure Investment Fund initiative; we continue to embrace these collaborative efforts even with only one of our rural communities being part of the Columbia Basin Trust region. This fiscal year CF FFG also collaborated with CF Stuart-Nechako in hosting a Crowdfunding summit which was the first of its kind in Northern BC. This event was highly educational on the 'how to' use Crowdfunding platforms to raise capital and utilize these forums for conducting market research. In addition to the education, the Crowdfunding summit provided an opportunity to educate and excite the participants about the launch of CFs' own crowdfunding platform (*Investlocalbc.ca*). Outside of the North, CF FFG also is a partner with Venture Connect, CF Alberi-Clayoquot's business succession planning initiative. We have held two succession planning workshops this fiscal year and have tapped into the solid resources provided through this program (i.e. business valuation for a loan review).

CF FFG collaborates with community and Provincial partners, some of which includes: Futurpreneurs, Women's Enterprise, Junior Achievement, Business Development Bank and many others. CF FFG has co-hosted two partnership luncheons late in the fiscal year in which brought our staff together with the staff from the Prince George Business Development Bank and Aboriginal Business Development Corporation (two separate luncheons). These simple meet and greets provided our teams the chance to learn about what each organization does and an opportunity to get to know the contacts at our office while our team members were able to connect with the individuals they would collaborate or be in contact with at the respective offices. After four years of incubation at the CF FFG office, the Innovation Central Society relocated from our office to a new facility at the end of November 2015. CF FFG continues to support their endeavours and refers our clients to their resources and/or to the Hubspace that they launched in December 2015.

CF FFG has experienced a number of staffing changes in 2015-16 – our Business Development Officer moved on to the City of Prince George as such, after only 2 short years we had to rehire this position. Our Beyond the Market Coordinator's contract was up and she chose not to renew after being the lead person for the past 5 years; fortunately, we were able to advance an internal employee into this role which also left her Administrative Assistant position vacant as such, we filled this before the end of the fiscal year. This fiscal year also ended with a long-term employee retiring, this meant recruiting and hiring a new Officer of Finance and Administration and, although we know this individual will be excellent in the position, we also know it will take time for her to be fully trained and diverse in this role.

Ultimately, CF FFG strongly believes our success is built from the grassroots as such, maintaining the partnerships and supporting small business development through training and access to loan funds continues to be our primary focus. Without our highly skilled volunteers (that serve on our Board and Committees) and a visionary Board of Directors, along with ongoing collaboration on many initiatives, both with our fellow-CFs and external partners, our programs would not thrive.

**SECTION 3**  
**Success Stories**

**Please provide 3 success stories with a short description, the role your organization played and why you feel this is a success for your 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 Canadian communities 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? <ul style="list-style-type: none"> <li>• What role did the CF play?</li> </ul> </li> <li>• Describe how this project/loan/service/initiative made a difference in the clients organization and/or community? <ul style="list-style-type: none"> <li>• What were the final outcomes* from the activity?</li> <li>• How has this positively affected your community?</li> </ul> </li> <li>• How has this service enhanced the economy in your community?</li> </ul> <p style="text-align: center;"><b>(6-8 sentences)</b></p>
Shawn Mueller	Business planning, implementation and loan	Shawn started an ecofriendly seal coating business for driveways, brick/cement patios, and garage floors. This aligns with the Government of Canada’s priorities in innovation and their green plan. Furthermore, Shawn is a young entrepreneur that has participated in the Community Futures workshops, and continued mentorship program. Shawn continues to learn, grow and develop his entrepreneurial skills and his business. His service is a positive addition to seal coating in the Fraser Fort George region as there are few options of eco-friendly products available and even fewer that are being applied by a person with the knowledge, skills and abilities in this industry.
Bart Wagner	Business succession – loan	After a couple of years in business, Bart bought out his partner via a loan from Community Futures. Bart’s business, Business to Mobile, is an innovation and technology based business of which, he has the skills and expertise to design apps and computer software that increase efficiencies and productivity in/for small businesses. An example of this is his recent app allows restaurants to track kitchen supplies based on their sales. The app connects to the computer data base, decreases the amount of supplies on hand, based on the ingredients used to make the orders. The app will then either auto order supplies or the restaurant can used the ‘shopping list’ for placing an order or purchasing supplies at a venue that may not accept digitally placed orders (from the app). Bart has also been retained to instruct coding workshops in the Stuart-Nechako region; thus increasing innovation and technology across the broader regions.
Derek Peterson	Business planning, implementation and loan	Derek is an entrepreneur with disabilities client. He is a Red Seal Carpenter that is unable to obtain full-time employment as his disability limits how many hours he can physically withstand the intensive labour required to work as a full-time carpenter. However, he is able to be the lead on construction sites, providing he is not having to do the heavy labour; as such, he has chosen to become an entrepreneur that is able to project manage his contracts while also being able to do apprenticeships in carpentry. Derek’s expertise will provide an opportunity for him to create jobs for trade workers along with being capable of increasing the number of carpenter apprentices in this field.

\*Example 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 4**  
**Alignment with Government of Canada and WD Priorities in key areas**

**Please describe the initiatives or project that your organization was involved in that aligned with WD 2015-16 operational priorities listed below:**

**Innovation:** Helping support the development and commercialization of cutting edge technologies. Facilitating and enabling western Canadian businesses to capitalize on research, development and commercialization opportunities.

**Skills Development and Training:** Helping to promote skills training opportunities in key sectors across Western Canada.

**Trade & Investment:** Enhancing access to international markets and attracting foreign direct investment to Western Canada.

**Building Capacity for Defence Procurement Opportunities:** Helping western SMEs take advantage of federal procurement opportunities, for instance, by acting as a business facilitator and/or promoting western Canadian companies and their capabilities to domestic and international audiences.

**Economic Growth Acceleration Opportunities for Indigenous Peoples:** Engaging with Indigenous groups to explore opportunities to increase the economic participation of Indigenous peoples with a particular focus on business and economic development, and skills and training.

	<b>Strategy</b>	<b>Planned Project/Initiative (2 – 3 sentences)</b>	<b>Outcome Achieved</b>
1	Innovation – Support business and initiatives that can bring new technologies to Canadian and global markets	Collaborated with Community Futures Stuart-Nechako in hosting a Crowdfunding summit in Prince George. This introduced the community the concept of how the technology (in particular Investlocalbc.com) can utilize crowdfunding for testing markets and to raise capital for innovation and technology developments, business, non-profits and artisans.	Over 50 people attended the Crowdfunding conference in Prince George and grew their knowledge in how to plan a successful crowdfunding campaign and how to utilize this technology to test market demand and raise capital for their specific business or community focus.
2	Skills Development and Training – Support the promotion of skills training opportunities	Community Futures Fraser Fort George has developed thorough workshops that we deliver on a regular bases to enhance skills development in entrepreneurs. These workshops are designed to be delivered online through Go-to-Meetings and in a formal classroom setting supported through the Self Employment Program and, previously our Youth Mean Business agreement along with our new program Cariboo-Business Entrepreneur Skills Training program (collaborative initiative between the three CFs in the Cariboo region). Building entrepreneur capacity along with connecting entrepreneurs to resources is a key focus of these programs and client success.	Over 40 individuals have taken our entrepreneur training program in 2015-16. CF Fraser Fort George has experienced a steady increase in workshop participants since redesigning our workshops (using the business model canvas) and offering the workshops in both an online and in-class format.
3	Trade & Investment – Assist business to enter into global markets		
4	Building Capacity for Defence Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities		

5	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	In partnership with CF Nadina, CF FFG entered into an agreement with Lake Babine Nation to deliver the entrepreneurial skills training workshops. The first of seven workshops were delivered in March 2016 and the remainder will be delivered in the 2016-17 fiscal year.	Fourteen Aboriginal participants attended the Business Model Canvas Workshop.
6	Other		

**SECTION 5  
Collaboration & Cost Efficiencies**

**Please report back on the cost efficiencies\* or collaboration\* efforts (CFs, WCBSN or other business service providers) that the organization implemented during 2015-16.**

	<b>Collaborations and/or Cost Efficiencies Implemented</b>	<b>If Applicable, Names of WCBSN Partners Involved</b>	<b>Estimated Cost Savings and/or Benefits</b>	<b>Completed / Ongoing</b>
1	<p>Northern CFs Collaboration:</p> <p>a. Northern CF Magazine – distribution of 10,000 copies again in 2015-16. Approximately 6,000 magazines are directly mailed to northern businesses and local governments, MLAs and MPs. This publication has become a ‘signature promotion’ for the Northern CFs as community members seek out the new publication each year.</p> <p>b. Northern Trade and Finance</p>	The 9 Northern Community Futures	<p>Each CF contributes less than \$400 for the distribution of this publication.</p> <p>Ability to collaborate efficiently and effectively on syndications at no cost to each CF</p>	<p>The Northern CFs agree this initiative is a success as such, have entered into another 3 year agreement with the publisher.</p> <p>Ongoing</p>
2	Collaboration in hosting a Crowdfunding summit in Prince George	CF-FFG & CF-SN	Cost sharing of people time and resources to put the summit together.	One time initiative – however, because of this, CFs across BC have picked up the momentum to support InvestLocalbc
3	<p>Cariboo – Business Entrepreneur Skills Training (C-BEST)</p> <p>The C-BEST program is funded by the Ministry of Jobs, Tourism and Skills Training to support entrepreneurial education and training of youth, Aboriginal and person with disabilities. This initiative spans from 100</p>	CF-FFG CF-CC CF-NC	The three CFs in the Cariboo region receive funding for delivering this program.	One year agreement with the MJTST with the opportunity to renew

	Mile House to Mackenzie and out to the Robson Valley providing the three CFs in the region to provide no charge entrepreneurial workshops and support to these target groups.			annually for up to three years.
4	In collaboration with the four Community Futures in the Columbia Basin Trust (CBT), CF FFG partners in two program offerings: Basin Business Analyst Program and the Impact Investment Fund (IIF) program. These initiatives are only open to the community of Valemount in our region; however, they do offer additional support and financing for entrepreneurs in this community and across the Columbia Basin Trust region which is critical in a community with no primary industry.	5 offices in the CBT region	Savings on business support when as the CBT covers some costs for services from the Basin Business Analyst program, if a client in Valemount uses the IIF, CF FFG would receive revenues for the administration of the loan.	This is the last year of the current agreement to deliver the Basin Business Analyst program. The IIF is ongoing, there is no identified end date though once \$2 million is lent there will be a renegotiation of loan funds.

\*Examples could include: co-location and/or collaboration with other WCBSN partners /or other business service providers, sharing internal services, efficient use of technology, participating in group buying opportunities.

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

In the table below, please ensure an explanation is provided for the following circumstances:

1. Targets were not met or where there was a significant variance of 20% or greater.
2. The organization did not meet the MPS for their group.

Performance Indicator	2015-16 Target	2015-16 Actual	1. If you did not achieve your targets or exceeded them by 20% or more, please provide a detailed explanation. 2. If you did not meet the MPS for your Group, provide a detailed explanation and plans for ensuring the MPS will be met in 2016-17.
Indicate which Group the CF is in :		<b>Group 1</b>	
Total # of community based projects (New PLUS Ongoing)	22	29	CFFFG has a large number of ongoing community based projects that we participate in and/or are involved with on a regular basis
# of business training session participants	200	645	A larger uptake in training sessions due to SE Services contracts.
# of business advisory services	200	226	
\$ value of loans (*)	\$1,340,000	\$975,330	Achieved advances to 73% of target. 4 additional loans were approved but not yet advanced totaling \$205,000.
# of loans (*)	17	28	2015/16 was a very busy year for the number of loans advanced during the year. We were very active in networking with banks, other organizations and businesses. We also hold CF information sessions each week which gets the word out.
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	3	8	Exceeded target due to unexpected uptake in loans advanced to "Indigenous Economic Development Sector"

\*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 (PLUS) # of Loans that align with GOC/WD priorities	3	2	1

**CF Web Reporting**

Please provide the hyperlink to the 2015-16 Performance Results posted on your website. (The template for Performance Results 2015-16 was provided to you along with this document.)

<b>2015-16 Performance Report on Website</b>	<a href="http://cfdc.bc.ca/uploads/reports/WD_2015-16_Annual_Performance_Report.pdf">http://cfdc.bc.ca/uploads/reports/WD_2015-16_Annual_Performance_Report.pdf</a> (**Note: this report will be uploaded to the website after the Board approves our Annual Performance Report and no later than the reporting deadline of June 30th)
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**SECTION 8**

**Loans over \$150,000**

Did your CF provide loans over \$150,000 in 2015-16?  Yes  No

If **yes**, then please provide a list of all loans given over \$150,000 and provide the reasoning/justification behind providing those loans. Please use your internal file or client number and **not client name**. **Note: your policy on loans over \$150,000 should have been provided to WD previously. If not, please attach to this report.**

File #	Amount	Rationale for Loans over \$150,000
123456	\$165,000	Explanation

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

Did your CF participate in any syndicated loans in 2015-16?  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 16/37	CF 16/37	\$74,250	204,000	2

**SECTION 10**  
**Investment Fund**

**1. WD Investment Fund Activity as of March 30, 2016**

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
\$1,000,000	85	\$25,000	5
\$3,967,930	92	\$1,034,160	24

**2. Equity Investment / Related Entities / Subsidiaries as of March 30, 2016**

List any CF investments in equity, related entities or subsidiaries as of March 30, 2016

Company Name	Percentage of Shares	Dollar Value
ABC Company	25%	\$25,000
Prince George Business Development Corporation	100%	\$198,483

**3. FOR THOSE WITH A 3 YEAR AGREEMENT : Interest Transfers up to \$50,000**

Please list all interest transfers amounts, the activities, and the WD Investment Fund type.

Activity	WD Investment Fund Source	Amount Transferred
Succession planning – covered costs of overlapping the Officer of Finance and Administration position with the Comptroller to ensure there is a smooth transition when the Comptroller retires, partnership contribution to CF-Stuart Nechako for the Crowdfunding summit, hosting the EDP and Venture Connect luncheon to promote programs/services in these respective programs, and strategic planning community dialogues (five sessions - one held in each of our communities and two in Prince George)	Non-Repayable	\$28,146

**4. Interest Transfers above \$50,000 (not included in Section 3) and Interest Transfers for those with 1 year agreements**

Please list all interest transfers amounts, the activities, the WD Investment Fund type, and WD approved date.



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

**SECTION 11**  
**Appeals**

1. Please report on the following.

<b>Number of Appeals</b>	None
<b>Basis for the Appeals (please list all reasons)</b>	
<b>Number of Appeals Upheld</b>	
<b>Number of Appeals Denied</b>	
<b>Number of Appeals Pending Decision</b>	

**SECTION 12 - 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.