

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 Laura.Rogalski@wd-deo.gc.ca by May 15, 2015

SECTION 1
Board Motion

Motion from your Board of Directors that approved the 2014-15 Annual Performance Report.

Date of Board Meeting:	May 7, 2015
Motion:	That the 2014-15 Annual Performance Report be approved with a revised note that indicates that when CF FFG switched over from TEA IX to TEA X it appears the number of training session participants and business support has not been accurately captured in a manner that properly rolls these statistics into the TEA report.
Moved By:	Cathe Wishart
Seconded By:	Sherry Sethen

SECTION 2
Executive Summary on Overall Performance for 2014-15

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’s performance measures were met or exceeded the required WD targets for 2014-15. Our CF was excited to exceeding \$1,250,000 in disbursed loan funds and achieving over \$1.6 million in approved loans. We were extremely pleased to have over \$3,000,000 in loan applications reviewed by our Finance and Lending Committee this fiscal year and increased our ability to work with clients thus increasing our loan recovery rates. For our office this was an indication that a second Business Analyst is becoming essential in managing our portfolios and client numbers. It is also a sign of the economy rebounding from the downturn and many sectors returning to full production and driving up the demand for small business services across the region. Though, we must add, the entire Fraser Fort George region is not feeling the positive growth, the Robson Valley continues to be challenged in building its economic recovery. They have little opportunity to grow and develop within the natural resource sector as such remain highly dependent on growing the tourism sector with moderate opportunity in co-generation and agriculture. The positive news story for the Robson Valley is the announcement of the ski hill development project being approved.

The revitalization of CFs has increased concerns around the future staff turn-over challenges as CF FFG is considered to be a high performing CF and is in a Tier 1 performance level. The expressed concern to our Program Officer is the fact that the CFs placed in Tier 1 receives the same amount of funding as the other CFs across the Province yet, we have to expect our staff to perform at a higher level, meet more demands, and achieve higher targets than the CFs in Tier 2 & 3. Even with having a second BA, paid out of interest transfers, this will stretch our human resource capacity, likely leading to even quicker turn over and burn out of our employees and reduce the amount of community development work that our office is able to partner in and/or take the lead on.

In order to become compliant with the Canada Not-for-Profit Act, CF FFG completed the Bylaws in the early part of 2014-15 and received our Certificate of Continuance at the end of August 2014. In addition to this, the Board of Directors worked hard to ensure we were meeting the requirements of WD’s revitalization process; for example, the redress policy was completed, adopted and put on the website for public access.

Each fiscal year, CF FFG offers a minimum of two Board Training Modules, through the PanWest Board Development Series, to our Board members. In the 2014-15 fiscal year we, once again, collaborated with CF Nadina and had our Boards come together for Board training. Collaborative Board Training provides an opportunity for the Board members to share their experience(s), best practices, and engage in general discussion thus, building relationships between the Board members. Several of our Board members already had taken the modules offered; however, CF FFG had 5 of their Board members

participate in Module 5, Board Roles and Responsibilities and 6 Board members participated in Module 11, Organizational Assessment.

CF FFG is a strong community based partner in many projects across our region and takes pride in taking the grassroots approach to developing strong programs and services. Beyond the Market (www.beyondthemarket.ca) is a great example of an innovative project that is developed and mobilized through listening to our community volunteers (steering committee) and developing programs and services to meet their needs. This project is supported primarily by the four Regional Districts and the Omineca Beetle Action Coalition and is a model that the Cariboo agricultural community has expressed the desire to participate in and the Province of BC has recognized as a positive contributor to the regional agricultural sector. Two new additions to the BTM program has been a mobile bookstore where the Program Coordinator is able to offer books and literature through online purchases and at local agricultural fairs, farmers' markets and other popular venues and Agriculture Business Planning Bootcamps that have been hosted in rural communities across the project region.

CF FFG has engaged in supporting youth in their entrepreneur journey. In 2014-15 CF FFG supported five youth through the Youth Mean Business Program (Provincial Pilot Project), continued our partnership agreement with Futurepreneurs Canada and sponsored the UNBC Commerce Student Society with their events (i.e. business case competitions). Supporting and collaborating on developing the youth in developing their entrepreneur skills will open up new opportunities for each of these young adults.

CF FFG embraced the Canada Winter Games 2015(hosted in Prince George, BC) and collaborated effectively with Initiatives Prince George and the Prince George Downtown Business Association to host Games Readiness for Business Workshops. In addition to holding bid preparation and process workshops, Ted Topping, an expert in the field of preparing businesses for large games and events, was contracted to provide two workshops – Inventory and staffing and Customer Service Under Pressure (for business owners/managers). Our ultimate goal was to prepare local businesses to seize the opportunities available to them during an event/activity of this magnitude (whether it be the Canada Winter Games or future events). An impact survey among the business community is being completed early in the 2015-16 fiscal year at which time we will be able to identify the measureable results of this event on the local businesses and take away the 'lessons learned' to use for future events and share with other Cities hosting the Canada Winter Games.

The Self Employment Program is delivered via fee for service agreements that CF FFG has with the three Employment Service Centres across the Fraser Fort George Region. The number participants taking part in the program continues to be lower than the prior delivery model; however, CF FFG has experienced a slight uptake in the number of participants over the 2014-15 fiscal year. We continue to believe this is an important program that provides opportunities to foster entrepreneurialism, community outreach, and collaboration with various partners.

CF FFG has launched their online training option for clients to participate in the business workshops offered by our in-house facilitators. This access opens up the opportunity for anyone, from anywhere across our region, to join the regularly scheduled business training workshops. One training component that we were unable to achieve this fiscal year was to deliver an E-Commerce workshop. This was simply due to limited budgets creating a barrier to contract this work during a time when our own human resources capacity was stretched and absorbed by the redesigning of our current workshops and being able to offer them online. We believe we have a much stronger business training model to offer our clients and that this model will support the opportunity for E-Commerce business development; however, we also recognize the need to hold a specific workshop focused on the technical aspect of E-Commerce.

CF FFG strives hard to partner, collaborate and work with our fellow-CFs. As noted in our report below, we continue to work with the 9 northern CFs by coordinating monthly online meetings and producing the annual Northern BC CF magazine. In addition to this, CF FFG took the lead on collaborating with CF North Cariboo and CF Cariboo Chilcotin in developing a proposal for the Ministry of Jobs, Tourism and Skills Training for the Entrepreneur Training portion of their Employment Support Services RFP. Furthermore, with the community of Valemount being located in the Columbia Basin Trust region, CF FFG collaborates with the 5 CFs within the Columbia Basin Trust region on the Basin Business Analyst program and has engaged in discussions to collaborate in other initiatives/activities that would fall within the Columbia Basin Trusts mandate.

In addition to collaborating with CFs, CF FFG partners with the Futurepreneurs program, Women's Enterprise Centre, Business Development Bank and others to ensure clients are able to access the 'right' service for their business success. We also house the Innovation Central Society in our building as a means of continuing to support their growth and development in their early years of operation and to enhance collaboration between our organizations. We were pleased to be approached by Tourism

Prince George to be a partner in developing businesses in the Tourism sector; notably, due to timing of the Canada Winter Games both parties agreed to launch this initiative in the new fiscal year.

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"> • Did it align with GOC/WD Priorities? • What role did the CF play? • Describe how this project/loan/service/initiative made a difference in the clients organization and/or community? <ul style="list-style-type: none"> • What were the final outcomes* from the activity? • How has this positively affected your community? • How has this service enhanced the economy in your community? (6-8 sentences)
James Alexander, Creative Office Fitness Solutions Inc.	Loan	James Alexander of Creative Office Fitness Solutions Inc. has been developing an innovative product to increase movement of those working office jobs. James hopes his product will help tackle the health-related issues linked to prolonged sedentary periods. James was approved for an IRAP grant for 75% of the prototype costs; however, failed to have the personal capacity of providing the remaining 25%. Community Futures approved a loan, providing James the 25% of capital required to secure the IRAP grant. Community Futures involvement helped James move to the next phase of his product development and is currently being developed by BCIT. This loan demonstrates Community Futures is committed in supporting innovation in the Fraser Fort George Regional District.
Konstantinos Maritsas, Leah Hewett, Mr. Jakes Steakhouse	Loan / Planning & implementation	Mr. Jake’s Steakhouse had been a landmark in the Prince George restaurant scene since 1966. Tragically in 2013, the owner had passed away and it appeared Prince George had lost this historic business. Fortunately, Konstantinos Maritsas, son of the owner and his business partner, Leah Hewett had decided to revive Mr. Jake’s Steakhouse. Community Futures coached Konstantinos and Leah through the business planning phase and approved financing to re-open this establishment. This will have a positive impact in our community by providing another popular location in Downtown Prince George, which the community is actively working to revitalize. Mr. Jake’s is projected to employ up to 20 individuals.
Diandra Oliver, Laura Sapergia, Home Sweet Home Grocery and Café	Loan	Diandra Oliver and Laura Sapergia own and operate Home Sweet Home (HSH) Grocery and Café in Downtown Prince George, and describe their business as a “community-driven grocery store”. HSH opened their doors with the help of crowd funding. This small business supports other small business in the area by carrying mostly local products. With the help from Community Futures financing, HSH was able to move to a new location to expand their offerings. HSH has had a positive impact on the

		revitalization of Downtown Prince George.
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*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 2014-15 operational priorities listed below:

Business Productivity and Growth: Improving business productivity and furthering the development of long-term economic growth through access to business and financing services and the adoption of innovative business technologies, processes and practices.

Technology Commercialization: Developing and bringing new technologies to the marketplace.

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

	Strategy	Project / Initiative (2 – 3 sentences)	Outcome Achieved
1	Support businesses and initiatives to address productivity issues and/or adopting innovative business technologies, processes, and practices	Supported and participated in local business readiness workshops that helped entrepreneurs prepare for the Canada Winter Games. This included supporting businesses to evaluate productivity and their abilities to provide positive customer service in a timely manner – for many this required having to streamline processes, focus their inventory and offerings and identify practices that would draw the attention of visitors with the intent of influencing the visitors to return to their business.	Over 36 businesses were trained, coached and guided through the process of evaluating their business for efficiencies and productivity. Out of the 36 businesses, 12 identified methods to increase productivity by streamlining processes and 5 adapted their inventory to simplify offerings as recommended by the facilitator/coach that is highly experienced in supporting businesses in preparing for Games or onetime large events.
2	Support businesses and initiatives that can bring new technologies to Canadian and global markets	Supported an innovation entrepreneur by providing 25% of the capital required to advance forward with prototyping his product (the other 75% was funded via IRAP). Without CF FFG support the client would not have been able to move forward as quickly and would have had to wait to secure additional funding which may have resulted in losing the IRAP contribution.	Client was able to sign agreement with BCIT to complete prototype of his invention and commence testing of this product.
3	Assist businesses to enter into global markets		
4	Other GOC Priorities		

SECTION 5
Cost Efficiencies

Please report back on the cost efficiencies* or collaboration* efforts (CFs, WCBSN or other business service providers) that the organization implemented during 2014-15.

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed / Ongoing
1	Northern CF Magazine – distribution of \$10,000 copies	9 Northern Community Futures	This year the Northern CFs	Final year of our three year

			<p>increased the number of copies in circulation from 2,000 to 10,000. This required a contribution of \$465/CF office to have the magazine put into every registered business mailbox across the Northern Region.</p> <p>The cost savings on the magazine is substantial as we do not have to hire writers, editors, graphic designers, etc. to produce the magazine.</p>	<p>agreement with the publisher – the Northern CFs believe this initiative is a success and will be renegotiating the agreement with the publisher.</p>
2	<p>Basin Business Analyst (Valemount only) – Valemount is in the Columbia Basin Trust (CBT) region as such, CF FFG collaborates with the five CF in the CBT region to deliver the Basin Business Analysts services (a contract with CBT). Collaborating with these offices provides us an opportunity to share travel costs and human resource time when providing business support to Valemount.</p> <p>Discussions with the CBT to support an separate loan funds agreement to the 5 CFs in this region is currently underway.</p>	5 CF offices within the CBT region	<p>Estimated – 2 trips to Valemount and Business Analyst time \$2,700/year plus additional time for client follow-up</p>	Year 2 of a 3 year agreement
3	<p>Proposal submission to the Ministry of Jobs, Tourism and Skills Development for the Cariboo region to deliver the Entrepreneur training program within the Employment Support Services agreement for youth, disabilities and Aboriginal</p>	3 CF offices within the Cariboo Region	<p>Three CFs collaborated on the proposal to strengthen the opportunity of being awarded the contract at the same time covered costs of proposal development.</p> <p>Cost savings came from collaboratively putting one proposal together (rather than 3).</p>	Waiting to hear from the Ministry of Jobs, Tourism and Skills Development on the contract awards.
4	<p>Office sharing/rental – Innovation Central Society rents an office and common area in the CF FFG building</p>		<p>Income for rent offsets the amount of rent CF FFG pays to PGBDC.</p>	Was to be a short-term agreement however, this has been extended for another year

*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

Please provide a report of your organization’s performance against the targets you established. Shading denotes performance indicator for which a *minimum performance standard* has been established.

In the table below, please ensure an explanation is provided in the last column in the following circumstance: where targets were not met or where there is a significant variance of 20% or greater.

Performance Indicator	2014-15 Target	2014-15 Actual	Rationale for Variance * Please provide an explanation where targets were not met or where there is a significant variance of 20% or greater
# of local and regionally-based community strategic plan(s) developed and/or updated during the year	2	2	
# of partners engaged in community strategic planning	10	26	Exceeded targets due to working and partnering with many organizations in strategic planning for services in and around our region
Total # of community based projects (new PLUS ongoing)	28	28	
Amount Invested in NEW and ONGOING community-based projects	0	0	
\$ leverage value from NEW and ONGOING community based projects	\$180,000	\$224,128	
Total \$ value of the community based projects (See Note A)	\$180,000	\$224,128	
# of partners engaged in community-based projects	20	62	Due to the number of community based initiatives that involved CFFFG throughout the fiscal year.
# of businesses created, maintained, or expanded through business services	15	29	Youth Mean Business and Self Employment Services contracts combined to increase our number of new and expanded businesses
Dollar amount leveraged through business services	\$100,000	\$112,823	
# of business training session participants	450	423	<p>Unfortunately, we were obligated to set the target at 750 due to the 25% maximum reduction from year to year. The prior year showed a total target of 1000 for this category. During the last fiscal year we have encountered a drop in participants starting businesses through the Self Employment Program which is where we reached the high levels in previous years. Two reasons for this is that the unemployment rate in the Fraser Fort George area has been very low, which then results in fewer clients being referred to us through this program by Work BC.</p> <p>With all of our statistics being higher this fiscal year, we reviewed this section with our team to try and make sense of why it is significantly lower than usual. In reviewing the information with the CF FFG staff, they strongly felt that data was missing, in particular under business training participants as in TEA IX we use to check a box 'indepth counselling' when entering this data and in the TEA X training session it was indicated that checking this box was no longer necessary. As such, the staff strongly believes there is data missing from the rolled up that has skewed the report.</p> <p>Internally, CF FFG's staff and management has agreed to review the TEA X training on this section and monitor the data closely to mitigate the reoccurrence of this issue.</p>
# of business advisory services	300		
\$ value of loans (See Note B)	\$1,250,2000	\$1,321,422	Exceeded targets

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# of loans (See Note B)	15	31	Exceeded targets due to utilizing an additional experienced BA for part of the year which increased our capacity
Amount Leveraged through Lending (EDP and non-EDP)	\$600,000	\$2,816,885	Exceeded targets – as above

Notes:

- A) Total \$ value of Community based projects **EQUALS** Amount invested in NEW and ONGOING community-based projects **PLUS** Amount leveraged from NEW and ONGOING community-based projects
- B) Total value of ALL loans and other investments approved where initial disbursements made

Has your CF posted their CF Performance Indicator Results on your website? Yes No

SECTION 7
Loans over \$150,000

Did your CF provide loans over \$150,000 in 2014-15? 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

SECTION 8
Syndicated Loans

Did your CF participate in any syndicated loans in 2014-15? Yes No

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

Lead CF	Which CF reported the loan in the reporting system?	Amount Contributed by your CF	Total Loan Amount	Number of Partner CFs

SECTION 9
Report on 2 Community Based Projects that were completed during the fiscal year.

Please complete the table and provide a short report on a minimum of two Community Based projects your organization completed during the fiscal year.

Project Name:	Beyond the Market		
New this year or ongoing from previous year?	Has existed in some form since 2010, but newest initiative currently running 2014-2016	Dollar Amount Contributed by CF:	In-kind
Number of Partners involved:	7	Dollar Amount Contributed by Other Sources:	\$63,000
Was this identified in your organizations' strategic plan and/or operating plan?			Yes
Description (a paragraph or two)			

The Beyond the Market project serves a region encompassed by the Regional Districts of Fraser Fort George, Bulkley Nechako and Kitimat Stikine, and has three goals:

- Goal #1: To provide training and professional development opportunities to farm operators in the project region
- Goal #2: To develop a central information network for regional agricultural contacts, publications, resources and tools and a mobile support library
- Goal #3: To develop a model of financial self-sufficiency to support a community-run extension services network into the future

Activities of the initiative include:

Farm Client Coaching sessions

These one-on-one sessions were held in person or over the phone to provide support and coaching services for a variety of needs from farmers in the region.

Regional Agriculture Discussions

These discussions were often meetings of multiple members to discuss effective relationship building and understanding of the regional agriculture sector for other organizations or individuals. Our coordinator participation is key to building understanding of the regional agriculture sector.

Outreach events

These outreach events were designed to raise the profile of both Beyond the Market's services and the regional agriculture sector, but also to provide a simple and convenient way for local operators to meet and have conversations with the Beyond the Market coordinator. Many 'undocumented' coaching sessions took place during these events.

Training Events

These training events were designed to increase the skill set of regional operators. The initiative's mandate was to provide three training events per year in each community.

The Mobile Farming Bookstore

The Mobile Farming Bookstore was launched in May, 2014 and contains over 100 titles related to farm techniques and management. All titles were offered at 25% of their suggested list price, providing a 20% profit margin on sales. Several free titles and publications are also offered through the bookstore. This pricing strategy was designed to cover the travel costs of the bookstore while also incentivizing farmers to build up their knowledge resources. The bookstore traveled with our coordinator to various outreach events and training sessions.

Project Name:	Youth Mean Business		
New this year or ongoing from previous year?	Ongoing (Renewed - pilot project)	Dollar Amount Contributed by CF:	No financial contribution, in-kind only
Number of Partners involved:	3	Dollar Amount Contributed by Other Sources:	\$74,053.00
Was this identified in your organizations' strategic plan and/or operating plan?			Yes
Description (a paragraph or two)			
<p>Funded by the Ministry of Jobs, Tourism and Skills Training, through the Canada British Columbia Labour Market Agreement, Youth Mean Business (YMB) pilot project was launched in 2011 in five BC communities including Prince George. The objective of the project is to "assist eligible participants residing within Prince George to enter the labour force and develop and/or enhance entrepreneurial, employability, and occupational skills through the development of a formal business plan, mentorship, and training".</p> <p>Eligible youth between the ages of 18 and 29 can take advantage of business planning workshops, business training seminars offered through Small Business BC, networking opportunities, being matched with a business mentor, and continuous coaching and support from the project coordinator. Participants are eligible to receive up to a maximum of \$5,000.00 financial support upon approval of their business plan by the Review Committee which can be used to cover training and living costs, as business seed funding, and/or as an education grant. Through YMB, Community Futures' aim is to provide youth with the opportunity to explore their business idea and consider entrepreneurship as a viable career option.</p> <p>During the 2014-2015 fiscal year 5 youth successfully completed program and 4 opened their business. In total, since 2011, 48</p>			

youth have participated in the program with 80% successfully completing all program components.

SECTION 10
Investment Fund

1. Investment Fund Activity as of March 30, 2015

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
\$3,934,830	82	\$785,280	13

2. Equity Investment / Related Entities / Subsidiaries as of March 30, 2015

List any CF investments in equity, related entities or subsidiaries as of March 30, 2015

Company Name	Percentage of Shares	Dollar Value
Prince George Business Development Corporation	100%	\$204,264

SECTION 11
Appeals

1. Please report on the following.

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

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, etc.

