

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 Liaison Officer by June 30, 2017

SECTION 1
Board Motion

Motion from your Board of Directors that approved the 2016-17 Annual Performance Report.

Date of Board Meeting:	June 22, 2017
Motion:	That the Annual Performance Report be adopted as presented
Moved By:	Andru McCracken
Seconded By:	Trent Gibson

SECTION 2
Executive Summary on Overall Performance for 2016-17

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 to report a successful 2016-17 fiscal year given the challenge of having a large number of staff changes. The staff changes started at the end of 2015-16 with the retirement of our Comptroller and hiring a new Officer of Finance and Administration, the Business Development Officer taking a position at the City of Prince George and a re-hire of a past Business Development Officer, and one of our Project Coordinators deciding not to extend their contract another year. Early in 2016-17, we moved one of our current staff into the Project Coordinator position and hired an Administrative Assistant. In May 2017 we approved a year leave of absence for our Business Analyst and hired an interim Business Analyst; ultimately, this meant the Manager was the only seasoned person as such had to dedicate significant time to supporting and training the new staff. Fortunately, the succession plan in the Finance was well thought out with the past Comptroller being contracted to check the financials quarterly and provide ongoing support the new person.

In June 2016, the Board of Directors embarked on a strategic planning method that was a slower and more reflective method than the traditional one or two day session. The facilitator was a Board member that was required to resign due to being over the nine year allowable term. She volunteered her time and the Board committed to a process that extended over six sessions and several months; each session taking two to three hours of time. The end result is a new revived vision and 5 year strategic plan with an annual review and update to extend an additional year. This strategic plan was used to develop the Annual Operating Plan, as submitted to WD.

CF FFG has had two new Board members appointed during the year and we appointed a Honourary Director as this individual is an invaluable advisor to our CF and had served more than nine years. CF FFG values the history and insight that the honorary director has and without the opportunity to retain him as a honorary member of the Board, we may have lost this knowledge, experience and wisdom.

CF FFG commits to providing our Board with Board Training each fiscal year. This year three modules were selected – Board Responsibilities, CF Lending Program and the newest Module 13 Equity Investment. The Board training sessions were scheduled for late March; however, these were postponed to the new fiscal year when all the Board members are able to commit to being present.

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? <ul style="list-style-type: none"> • 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? <p style="text-align: center;">(6-8 sentences)</p>
Prince George Nechako Aboriginal Employment and Training Association (PGNAETA)	Community planning	<p>WD Priority: Economic Growth Acceleration Opportunities for Indigenous Peoples</p> <p>PGNAETA is a long standing Aboriginal Training Centre that services 14 Bands across north-central BC. CF FFG’s manager participates on the Board of Directors and due to a consultant not fulfilling their contract was asked to facilitate the Leadership Strategic Planning session. The outcomes were: a renewed 5 year strategic plan for aboriginal skills, training and employment (for 14 Bands) that will provide opportunities for community and economic development across the broader northern region and put aboriginal people into skilled jobs. PGNAETA is a leader in Aboriginal training and development as such the strategy will provide positive outcomes to the member of the 14 communities they serve.</p>
Exit Karandeep Singh Rupender Singh	Loan	<p>WD Priority: Innovation</p> <p>An innovative business that is focused on a unique form of entertainment that requires participants to be locked into a themed room. In the theme room there are clues that have to be found to unlock a door to the next room and if you solve all the clues you and/or your team will successfully exit the theme room you chose. This loan created a venue that is a positive addition of safe entertainment for all ages in Prince George and is a unique leadership and team building experience.</p>
Sun House (Sa’ya) Consulting Trish Wright (Naziel)	Business Support	<p>WD Priority: Economic Growth Acceleration Opportunities for Indigenous Peoples</p> <p>Trish participated in the business plan development workshop series and business coaching/mentoring services. During the 48 weeks that she worked with CF FFG she developed and implemented an Indigenous Human Resources Consulting firm which quickly grew. By the end of the 48 weeks Trish had a number of contracts with Aboriginal Bands and Organizations across British Columbia and one government contract. The amount of agreements that Trish was able to secure required her to hire her first employee and, she is confident, her business will continue to expand. This business endeavour not only is a personal success for Trish, it is an opportunity for Aboriginal Bands and organizations to develop their knowledge and capacity in Human Resources.</p>

*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 2016-17 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 Defense 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.

	Strategy	Planned Project/Initiative (2 – 3 sentences)	Outcome Achieved
1	Innovation –support business and initiatives with the development and commercialization of cutting edge technologies.	<p>Collaboration and partnerships with businesses and organizations that support entrepreneurs in the innovation and technology sector through business support services and loans.</p> <p>Collaborate with CF Stuart-Nechako to ensure entrepreneurs that are testing innovation and technology are aware of the opportunity to crowdfund the resources required to continue to design/develop their product.</p> <p>Provide sponsorship of \$250/start-up weekend event and in-kind support to networking initiatives.</p>	<p>Business support and loans for innovation and technology sector: 5</p> <p>Continue to collaborate with CF-SN – supported an options to financing summit that did not have sufficient registration. Referred two clients to crowdfunding.</p> <p>One start-up weekend took place this year. CF FFG sponsored, and our Business Development Officer attended as a ‘business coach,’ as committed. Members of our team attend the Innovation Central Society’s networking initiatives.</p>
2	Skills Development and Training – Support the promotion of skills training opportunities	<p>Entrepreneur Training. Regular business plan training and coaching plus two larger events and quarterly networking events.</p>	<p>CF FFG has finalized the 5 in-house training modules for Business Plan development using the Business Model Canvas. These are delivered in person and via Go-to-Meetings.</p> <p>One business development boot camp was hosted out in the Robson Valley and during small business month, CF FFG hosted larger events in all 4 of our incorporated communities. Our team continues to host a quarterly networking event</p>

3	Trade & Investment – Assist business to enter into global markets	Continue to participate in the Provincial Venture Connect initiative. Utilize resources of export Canada and BC Trade Commission to provide entrepreneurs with access to these programs and services.	Three business clients accessed Venture Connect for valuation purposes (when buying a business). CF FFG was pleased to become a partner with the Ministry of International Trade for the Export Navigator Pilot Program. This has resulted in over 10 local businesses embarking on preparation of exporting opportunities.
4	Building Capacity for Defense Procurement Opportunities – Helping western SMEs take advantage of federal procurement opportunities	Assist businesses with developing proposal response to RFPs	No opportunities to provide support.
5	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of Indigenous peoples in economic development	Collaborate with Aboriginal Business Development Corporation to deliver entrepreneur training program and provide financing for Aboriginal businesses.	In collaboration with CF Nadina, CF FFG provided business development workshops to 12 participants from Lake Babine Nation. Collaborated with Aboriginal Business Development Corporation on the Aboriginal component of the C-BEST initiative. Financing for one aboriginal client, business services for two additional aboriginal clients, and support to maintain one of our aboriginal business (due to shortage of work, loan interest only being charged at this time).

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 2016-17.

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed/Ongoing
1	CF FFG collaborates with the 8 other CF offices in the North in a number of ways. a. All 9 CFs collaborate on the Northern CF Magazine (marketing and promotion) b. All 9 CFs collaborate with the Northern Trade and Finance group c. CF FFG has outreach to CF Stuart Nechako, CF Nadina and CF 16/37 to collaborate on promoting the Beyond the Market Initiative	***Northern Community Futures collaboration and efficiencies	a. Each CF contributes less than \$400 for the distribution of 10,000 copies of the CF Northern magazine b. The Northern Trade and Finance saves a lot of time trying to source our syndication partners	a. Ongoing b. Ongoing c. Complete

	<p>(Agriculture) workshops in their respective regions</p> <p>d. CF FFG collaborates with CF North Cariboo and CF Cariboo Chilcotin on the C-BEST initiative</p> <p>e. Regional Board Training – hosted by CF Nadina</p>		<p>c. Beyond the Market support from the three CFs outside of the Fraser Fort George region saves CF FFG a great deal of time in securing meeting rooms and project cost savings as we often are able to use a CF room of no charge.</p> <p>d. The C-BEST partnership has created cost efficiencies in workshops as CF FFG can deliver their workshops to clients in CF NC via Go-to-Meeting thus reducing their delivery costs.</p>	<p>d. Ongoing</p> <p>e. Complete</p>
2	<p>Collaboration with CFs in the Columbia Basin Trust (CBT) region. The Impact Investment Fund is available to the community of Valemount in our region; as such, CF FFG has an MOU with the CBT and the 4 CFs in this region on this program and the Basin Business Analyst program.</p>	<p>***CFs in the CBT region</p>	<p>To date, CF FFG has had inquiries on the Impact Investment Fund but no specific applications have advanced forward.</p>	<p>Ongoing</p>
3	<p>Venture Connect collaboration and partnership with CF Alberni Clayoquot. CF FFG has reached out to Venture Connect for several business valuations and/or business succession plan reviews.</p>	<p>***CF Alberni Clayoquot</p>	<p>The costs of having business valuations and business succession plan reviews can be expensive – CF FFG has saved thousands of dollars on these reviews by having Venture Connect as a resource.</p>	<p>Ongoing</p>
4	<p>Sharing of a tradeshow booth in Mackenzie with BDC. CF FFG and the BDC refer loans to one another and collaborate on loans when we can.</p> <p>Promotion and referrals to Futurpreneur and Women’s Enterprise</p>	<p>BDC</p> <p>Futurpreneur Women’s Enterprise</p>	<p>Costs savings – 50% of the booth. Benefit of sharing information and how we collaborate on loans to the community. Loan collaboration is strong.</p> <p>CF FFG promotes and refers appropriate clients to Futurpreneur and Women’s Enterprise – efficiencies in working with niche clientele and cross-marketing of workshops</p>	<p>Ongoing</p> <p>Ongoing</p>
	<p>Small Business BC – promote and use workshops and we collaborate on the Export Navigator Pilot Program</p>	<p>SBBC</p>	<p>Efficiencies and cost savings on workshops for our clients</p> <p>SBBC manages the data collection and reporting of the Export Navigator Pilot Programs to the Ministry of International Trade – reduces reporting time.</p>	<p>Ongoing</p> <p>Ongoing</p>

*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	2016-17 Target	2016-17 Actual	<ol style="list-style-type: none"> 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 2017-18.
Indicate which Group the CF is in :		Group 1	
Total # of community based projects (New PLUS Ongoing)	2	27	
# of business training session participants	200	484	
# of business advisory services	200	287	
\$ value of loans (*)	1,340,000	1,156,698	
# of loans (*)	17	25	
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	3	3	

*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

SECTION 7
CF Web Reporting

Please provide the hyperlink to the 2016-17 Performance Results posted on your website. (The template for Performance Results 2016-17 was provided to you along with this document.)

2016-17 Performance Report on Website	Once approved by the Board of Directors, the 2016-17 Performance Report will be found at: http://www.cfdc.bc.ca/who-we-are/reports-publications
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SECTION 8
Loans over \$150,000

Did your CF provide loans over \$150,000 in 2016-17? 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 2016-17? 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 Okanagan-Similkameen	CF Okanagan-Similkameen	\$150,000	\$1,615,515	10

SECTION 10
Investment Fund

1. **WD Investment Fund Activity as of March 31, 2017**

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
\$3,653,357	92	\$649,232	11

2. **Equity Investment / Related Entities / Subsidiaries as of March 31, 2017**

List any CF investments in equity, related entities or subsidiaries as of March 31, 2017

Company Name	Percentage of Shares	Dollar Value
ABC Company	25%	\$25,000

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
Creating the Business Model Canvas workshops	Non-Repayable	\$20,000
Technology upgrades and severance of two employees	Non-Repayable	\$20,000

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.

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	None

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.

