

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 Dugley.Wong@canada.ca by May 31, 2018

SECTION 1
Board Motion

Motion from your Board of Directors that approved the 2017-18 Annual Performance Report.

Date of Board Meeting:	May 30,2018
Motion:	That the 2017-18 Annual Performance Report be adopted with the following corrections: 1. page 7 of 9 : Change Total Value of Loans Receivable over 90 day from \$1,184,187 to \$779,166.42 2. page 8 of 9 : #4. Interest Transfers above \$50,000 Did the CF transfer interest - change from no to yes; Activity = Export Navigator \$35,000 Non-Repayable, Date approved = Sept 7, 2016
Moved By:	Sherry Sethen
Secinded By:	Trent Gibson

SECTION 2
Executive Summary on Overall Performance for 2017-18

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 has had a successful 2017-18 fiscal year. Aside from an active loans program, we continued to successfully deliver the Self Employment Program, Cariboo Business Entrepreneur Skills Training Program and the Export Navigator Pilot Program. In addition to these programs, CF FFG added a new Clean-tech partnership project with the City of Prince George’s Economic Development and successfully launched three rural dividends projects. CF FFG also participated in the Communities in Transition team’s work in McBride.

The Board of Directors had a stable year with one of our Board members reaching the nine year term and moving to a honorary director role. One Board member resigned at the end of the fiscal year as such, we are currently seeking another representative from the Robson Valley for the Board. The CF FFG Board continues to complete, at minimum, one Board Training Module each fiscal year. 2017-18 was no exception as the Board successfully completed the Legal Responsibilities of Boards and was offered to participate in joint board training with other CFs within the Northern region.

CF FFG redesigned our website and enhanced its features; this includes, being able to register and pay for workshops online, a fillable loan application, a chat feature, and we have enhanced our business profiles to include the option of going to our clients’ website directly from our own website. Over the past fiscal year, CF FFG developed 9 client profile videos and 1 CF FFG promotional video; these will launch early in the 2018-19 fiscal year. These profiles will be used in social media campaigns and will be hosted on a CF FFG YouTube channel.

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? (6-8 sentences)
Patricia (Trish) Wright, owner/operator of (Sun House (Sa'ya) Consulting	-Start up business planning services -Skill development workshops - Mentoring support services for the 1 st year of business implementation	The business aligned with priority Economic Growth Acceleration Opportunities for Indigenous Peoples. Through education services the business has built the capacity of northern rural indigenous communities through the delivery of services related to life skill coaching, essential skills development, job readiness workshops, aboriginal training to employment, resume & cover letter building and Workplace Essential Skills Testing. The business has positively impacted northern rural indigenous communities through service delivery by a business owned and operated by an indigenous person. The services of the business are in high demand and in the future there is potential for hiring and mentoring additional employees.
Michael Lewis and Rundi Anderson owners/operators of Anderwis Holdings Ltd./Three Ranges Brewing Company Ltd	-Business growth planning services -Business expansion financing	The purchase of property previously leased, has provided the Brewery the ability to grow and expand its capacity. The Brewery has been instrumental in bringing an increase in tourism to the Robson Valley and it is anticipated that with increased production additional jobs will be created. The brewery is located in Valemount, along what is considered an Ale Trail, bringing additional travelers to the area who visit the brewery, often spending the night in Valemount, thereby providing additional tourist dollars to the community. Additionally, the brewery delivers its craft beer to over 70 business in BC and numerous accounts in Alberta.
Jerett Girard owner/operator of Angell Property Management (2018) Ltd.	-Business succession planning services -Purchase new business planning services -Business skill development services -Business financing	Services to support to the succession of this business have resulted in retaining a highly valued business in the community that otherwise would have closed. Services include janitorial work, parking lot sweeping, snow removal, window washing for commercial and industrial businesses. The benefits from transitioning ownership to an employee include maintaining services to 23 customers, 7 full time jobs and various secondary business related to suppliers and professional services. The acquisition of the business by an employee with a new perspective has built capacity for business growth opportunities in the future.

*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 2017-18 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.

Innovation Clean Technology: Defined as any process, product, or service that reduces environmental impacts: through environmental protection activities, through the sustainable use of natural resources, or through the use of goods that have been specifically modified or adapted to be significantly less energy or resource intensive than the industry standard. The industry standard or most commonplace technology means the most prevalent or dominant technology available for use in a given market (e.g. 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.

	Strategy	Planned Project/Initiative (2 – 3 sentences)	Outcome Achieved
1 (a)	Innovation – Support business and initiatives that can bring new technologies to Canadian and global markets	CF FFG continues to support the Innovation Centre Society in working with technology and innovation initiatives and entrepreneurs.	Co-hosted one event and CF Staff attended innovation events to support this sector; including participating as a ‘judge’ at the Startup weekend focused on Innovation in Healthcare
1 (b)	Clean Technology – Support business and initiatives related to Clean technology activities	CF FFG supported the City of Prince George’s Economic Development in an application for Clean-tech cluster development. The City’s application was successful as such CF FFG entered into a 3 year partnership to support the cluster development in the clean-tech sector – primarily in Prince George with outreach throughout the Fraser Fort George region.	Funding for a 3 year clean-tech initiative. One clean-tech workshop was held 68 businesses were identified as potential participants – each were profiled into specific clean-tech components
2	Trade & Investment – Assist business to enter into global markets	Export Navigator Pilot Program was extended for the fiscal year. This program supports businesses in market expansion opportunities outside of BC	23 businesses from across the Cariboo region have accessed support through the Export Navigator Pilot Program. Three businesses to date have expanded, into markets outside of BC, due to the support of the Export Navigator Pilot Program
3	Building Capacity for Defence Procurement Opportunities – Support businesses to take advantage of federal procurement opportunities		
4	Economic Growth Acceleration Opportunities for Indigenous Peoples – Support participation of	1. Cariboo Business Entrepreneur Skills Training (C-BEST) program is targeted at developing entrepreneurial skills in Aboriginal (youth and disability) populations.	1. CF FFG has enhanced business support for Indigenous peoples, the C-BEST program; this provides an opportunity for this population to leverage no charge training and

Indigenous peoples in economic development	2. Collaboration with Aboriginal Business Development Corporation (ABDC)	<p>support to develop their entrepreneur skills. To date, an average of 80% of the Indigenous clients that participate in the program launch their business.</p> <p>2. CF FFG sub-contracts ABDC to deliver the Aboriginal Financing to the C-BEST clients, our two organizations refer clients to one another and CF FFG hosts an annual staff-to-staff luncheon each year as a means of maintaining relationship building with one another.</p>
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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 2017-18.

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed/ Ongoing
1	<p>CF FFG collaborates with the 8 other CF offices in the North in a number of ways.</p> <ul style="list-style-type: none"> a. All 9 CFs collaborate with the Northern Trade and Finance group b. CF FFG collaborates with CF North Cariboo and CF Cariboo Chilcotin on the C-BEST initiative c. Regional Board Training – hosted by CF Nadina d. Business Model Canvas – Train-the-Trainer session (CF FFG training – CF Nadina and CF Pacific Northwest trainees) e. Planning A Successful Succession – a partnership that CF Cariboo Chilcotin leads and CF FFG and CF North Cariboo partner on. This initiative supports succession planning in rural communities. 	<p>***Northern Community Futures collaboration and efficiencies</p>	<ul style="list-style-type: none"> a. The Northern Trade and Finance saves a lot of time trying to source our syndication partners b. 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. Enhanced trust which has led to a second cross-regional partnership initiative. c. Board Training that includes several CFs enhances the knowledge exchange between Board members d. CF FFG has developed workshops and business plan templates using the Business Model Canvas – CF Nadina and CF Pacific Northwest requested to be trained to use these tools (CF FFG provided workshop curriculum including PowerPoint slide 	<ul style="list-style-type: none"> a. Ongoing b. Ongoing c. Complete d. Complete e. Ongoing

			decks, handouts, business plan and the training to the 2 CFs at no charge) e. One planning booklet has been developed to support succession planning. This reduced the cost of each CF developing these materials.	
2	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.	***CFs in the CBT region	To date, CF FFG has had inquires on the Impact Investment Fund but no specific applications have advanced forward.	Ongoing
3	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.	***CF Alberni Clayoquot	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. CF FFG is a partner in a spin-off initiative from Venture Connect – Planning a Successful Succession (PASS) is lead by CF Cariboo Chilcotin with our CF and CF North Cariboo being active partners in the initiative.	Ongoing Ongoing
4	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. Promotion and referrals to Futurpreneur and Women’s Enterprise	BDC Futurpreneur Women’s Enterprise	Costs savings – 50% of the booth. Benefit of sharing information and how we collaborate on loans to the community. Loan collaboration is strong. CF FFG promotes and refers appropriate clients to Futurpreneur and Women’s Enterprise – efficiencies in working with niche clientele and cross-marketing of workshops. **note: a loan was set up by CF FFG that leveraged Futurepreneur, BDC and CF FFG funding	Ongoing Ongoing
	Small Business BC – promote and use workshops and we collaborate on the Export Navigator Pilot Program	SBBC	Efficiencies and cost savings on workshops for our clients	Ongoing

		SBBC manages the data collection and reporting of the Export Navigator Pilot Programs to the Ministry of International Trade – reduces reporting time.	Ongoing
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*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 a detailed explanation is provided if the organization did not meet the MPS for their group.

Performance Indicator	2017-18 Target	2017-18 Actual	If you did not meet the MPS for your Group, provide a detailed explanation and plans for ensuring the MPS will be met in 2018-19.
Indicate which Group the CF is in :		Group 1	
Total # of community based projects (New PLUS Ongoing)	23	28	
# of business training session participants	200	497	
# of business advisory services	200	318	
\$ value of loans (*)	\$1,450,000	\$1,350,030	
# of loans (*)	25	24	
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	3	7	

*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 2017-18 Performance Results posted on your website. (The template for Performance Results 2017-18 was provided to you along with this document.)

2017-18 Performance Report on Website	https://cfdc.bc.ca/reports-publications/
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SECTION 8
Loans over \$150,000

Did your CF provide loans over \$150,000 in 2017-18? 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 2017-18? 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 North Cariboo	CF North Cariboo	\$143,333	\$580,000	4
CF East Kootenay	CF East Kootenay	\$110,000	\$470,000	4

SECTION 10
Investment Fund

1. WD Investment Fund Activity as of March 31, 2018

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
\$4,030,987	90	\$779,166	11

2. Equity Investment / Related Entities / Subsidiaries as of March 31, 2018

Does your CF have investments in equity, related entities or subsidiaries as of March 31, 2018? Yes No
 If yes, please list them below.

Company Name	Percentage of Shares	Dollar Value
Prince George Business Development Bank	100%	\$196,269

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

Did the CF transfer interest in 2017-18? Yes No

If Yes, please list all interest transfers amounts, the activities, and the WD Investment Fund type.

Activity	WD Investment Fund Source	Amount Transferred
Marketing initiatives (new website, 10 promo videos), and having a second part-time BA to ensure loan portfolios are performing	Non-Repayable	\$50,000
	Choose an item.	
	Choose an item.	
	Choose an item.	

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

Did the CF transfer interest in 2017-18? Yes No

If yes, 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
Export Navigator	Non-Repayable	\$35,000	Sept 7 2016
	Choose an item.		
	Choose an item.		
	Choose an item.		

SECTION 11 Appeals

1. Please report on the following.

Number of Appeals	0
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, meaningful community based projects or events, etc.**

CF FFG provided a Train-the-Trainer session to CF Nadina and CF Pacific Northwest on the Business Model Canvas workshops that we have spent over two years developing and refining. These materials, training, and curriculum are available to all CFs across BC and majority of the nine CFs in Northern BC are now using these tools.