

Annual Report

April 1, 2008 to March 31, 2009

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Community Futures

Growing communities one idea at a time.



**Photos courtesy of Gold Country Communities Society

Board Chair and General Manager Message

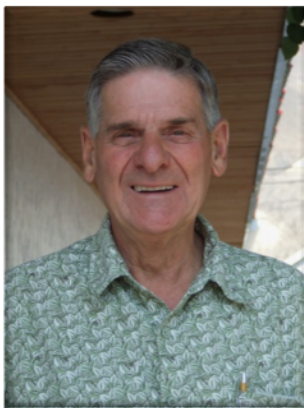
The past year has brought its share of challenges in our area, especially in terms of economic change and uncertainty. Our region, like many others throughout British Columbia, continues to struggle with dependence on the natural resource sector and with an ever changing economic climate. Still, Community Futures Sun Country continues to be proactive and proud of what we have accomplished over the past year. In March of 2010 our current contract with Western Economic Diversification is up for renewal. We are hoping to draw on the support of all our partners to ensure the Community Futures Program continues.

Community Futures Sun Country continues to offer support and loans to new and existing businesses. We pride ourselves on the services provided to businesses in the Sun Country area. As a catalyst in our communities, we are always looking for ways to assist with strengthening local skills and entrepreneurship, and providing opportunities to enhance community capacity and regional prosperity.

Community economic development is an important service Community Futures Sun Country provides. A couple of highlights from this year include our partnership with the Village of Ashcroft facilitating a program focusing on increasing tourist opportunities. We are also working closely with the community of Spences Bridge to develop a vision and community plan. Community Futures Sun Country continues to offer support through community economic development to the entire Sun Country region.

The CF Board of Directors, management and staff look forward to the exciting new opportunities for the region in the coming year.

Sincerely,



John White
Chairperson

Debbie Arnott
General Manager



Community Futures

Regional managers met with the Honourable Stockwell Day, Minister of International Trade and Minister for the Asia-Pacific Gateway, to discuss the Community Futures program. Current Treasury Board Terms and Conditions for the Community Futures Program expire 2010-2011 and existing contribution agreements expire March 31, 2010.



Patrick Lindsay, Debra Arnott, The Honourable Stockwell Day, Phil Lindsay, Marg Davis, Jackie Bandura meet to discuss the Community Futures Program

Community Futures

A number of independent assessments and evaluations of the Community Futures Program have been completed and these include, but are not limited to:

- Evaluation of the Community Futures Program in Western Canada
<http://www.wd.gc.ca/eng/11177.asp>
- The 2008 Senate Report entitled “Beyond Freefall: Halting Rural Poverty”
<http://www.parl.gc.ca/39/2/parlbus/commbus/senate/com-e/agri-e/rep-e/rep09jun08-e.pdf>
- Canada-West Foundation Report – Economic Development Issues for Rural Communities in the Four Western Provinces (2010-2020) and the follow-up Analytical Report
http://www.cwf.ca/V2/cnt/publication_200904091125.php

Full copies of these substantial reports are available at the aforementioned websites.

Without exception, these reports conclude:

- a) The objectives and the mandate of the Community Futures Program remain relevant to Government responsibilities and priorities
- b) There is an ongoing need for the Community Futures Program and there is a growing demand for the Program’s core services
- c) No organization (i.e. government programs, private sector services, etc) fully duplicate or overlap the Community Futures Program.
- d) The challenges of accessing credit in rural Canada have long been recognized at the federal level. Arguably, the most successful program to help address this concern has been the Community Futures program

Arrangements are being made to meet with the Honourable Chuck Strahl, Minister of Indian Affairs and Northern Development, Colin Mayes, MP Okanagan - Shuswap and we have met with Cathy McLeod, MP Kamloops – Thompson – Cariboo to discuss the future of the CF Program.

Mission Statement

“To plan and initiate development of our area through the promotion and facilitation of cooperative activities dedicated to the social, environmental and economical well-being of our citizens and communities.”

2009 – 2010 Strategic Priorities

Short-Term Strategies: (up to 2 years)

- Deliver training to entrepreneurs
- Revitalize partnerships in the region. General Manager to meet with the leaders, Business Development Officer to meet with financial institutions
- Assist community leaders with development of community vision and action plan for implementation
- Approach 3 communities to deliver program to assist youth in starting a business
- Develop a strategy to increase board members

Long-Term Strategies:

- Build capacity of entrepreneurs
- Raise the profile of Community Futures as a one stop office for business information and support
- Support and encourage community visioning exercises
- Build entrepreneurial capacity of youth
- Enhance the profile of the Community Futures board

Our Strategic Priorities 2008 - 2009

Long-Term Goals: (up to 5 years)

- Increase loan fund profile
- Build capacity of business owners/operators
- Raise the profile of the Business Development officer
- Develop a marketing plan
- Revitalize Community Futures – small business center and profile Community Futures as a one stop office for business information and support

Short-Term Strategies: (up to 2 years)

- Update loan policy to add “Green” loan fund
- Develop and deliver training – marketing, bookkeeping, business planning
- Increase amount of Business Development Officer travel
- Revitalize partnerships in the communities and financial institutions
- Implement new Community Futures logo and market in the region

Accomplishments:

- Creation of “Green” loan fund.
- The Village of Ashcroft completed the first step in the “branding” process and is moving to the next step. The assessment was completed March 17, 2009. The General Manager has overseen the process and continues to provide support.
- A Vision continues to be created for Spences Bridge. The General Manager met with community members.
- The Business Development Officer and General Manager make regular trips to the Sun Country communities.
- Partnered with the District of Lillooet for the Venture Investment Program for youth entrepreneurs.
- Developed and delivered training – marketing, bookkeeping, business planning

About Community Futures

What is the origin of Community Futures?

Employment and Immigration Canada (now named Human Resources and Skills Development Canada), starting in 1986, was responsible for establishing 90 Community Futures organizations throughout rural Western Canada.

In 1995, responsibility for Community Futures was transferred to Western Economic Diversification Canada (WD) who continues to provide core funding assistance.

Community Futures Sun Country

Community Futures Sun Country began operations in 1988 as an independent, non-profit corporation.

We are:

- Locally autonomous
- Not-for-profit
- Governed by a volunteer Board of Directors
- Community-driven
- Committed to local and regional economic development in all industry sectors
- Partnership oriented
- Apolitical

Community Futures Sun Country receives funding support from Western Economic Diversification (WD) to assist in delivering programs. The organization is **NOT** a government department or agency, although it often delivers services for all levels of government. The organization collaborates with government, corporate and community partners in order to deliver programs locally. Some of these programs include:

- Business Loans Programs
- OneStop Business Registration
- Business Resource Library
- Business Counseling



Western Economic
Diversification Canada

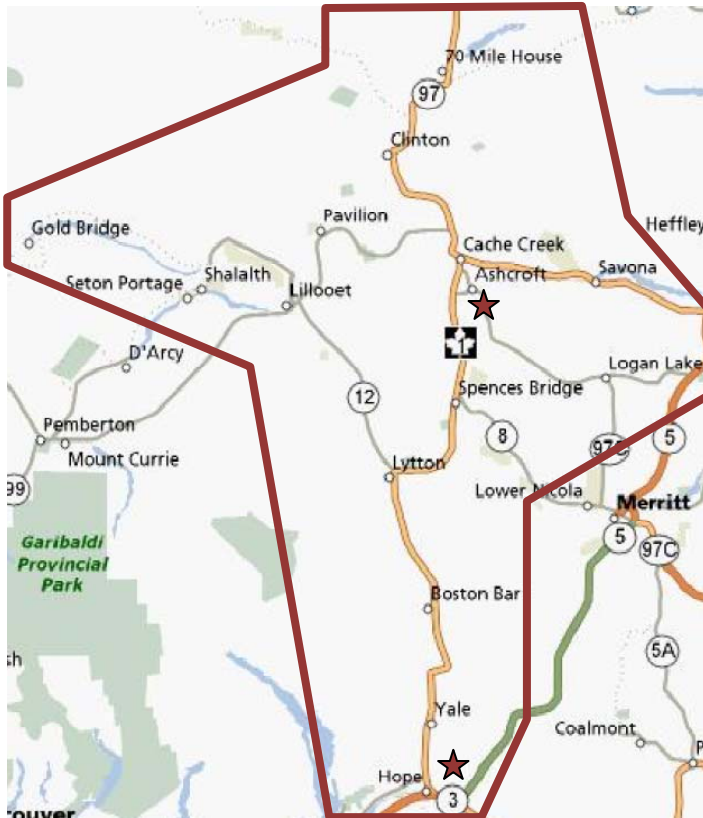
Diversification de l'économie
de l'Ouest Canada

Doing business in BC

Starting, Expanding, or Moving
a Business?



Location & Facilities



Located at 203 Railway Avenue in Ashcroft, Community Futures Sun Country services a large geographical area that stretches from 70 Mile House in the north to Hope in the south and from Logan Lake in the east to Gold Bridge in the west. The service area covers approximately 35,000 square kilometers and the region's population is approximately 25,000.

Recently, a satellite office in Hope has opened at 895 - 3rd Avenue. Our Business Development Officer or General Manager is there on average twice monthly.

The corporation offers a variety of entrepreneurial programs, business counseling, loan programs and business information to community members interested in expanding or starting their own business.

In addition to providing financial and technical support to small business in our area, Community Futures Sun Country is active in delivering a wide range of community economic development programs which benefit local and regional small business.

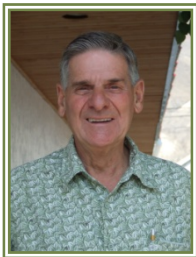
Board of Directors

Community Futures Sun Country is governed by a volunteer Board of Directors who are dedicated to community economic development in the region.

Committees:

- Personnel
- Finance and Loan
- Policy and Development
- Thompson Country Self Employment Selection

The Volunteer Directors:



John White, Resident of Clinton
Chairperson

John has served with CF since 1997 as Director and/ or Vice-Chair. Other experience includes Board and committee membership with the local Chamber, Credit Union, and numerous other community groups. John was a Counselor in local government, and is now a retired Government Agent.



Scott Medlock, Resident of Hope
Vice Chairperson

Scott Medlock is a resident of Hope and manages an auto parts store. Scott is involved in the Hope Lions Club serving as 1st Vice President and also works with the Hope and District Chamber of Commerce as a director. Scott is also a member of the volunteer fire department and a director with the Brigade day committee. Scott was recently elected to the Hope & District Council for a three year term.



Michael Cobbe, Resident of Ashcroft
Honourary Secretary Treasurer

Michael's background is in tourism and he has extensive experience in the resort and restaurant industries. Now retired, Michael serves on the Friends of Historic Hat Creek Ranch and has been a CF Board member since 1995.



Jane Bryson, Resident of Lillooet
Director

Jane has been a resident of Lillooet since 1967. Over the years, she has been a strong advocate and volunteer for Lillooet and has worked extensively to promote tourism, economic and educational services in the region. Jane works with the Thompson Rivers University.



Laurie French, Resident of Hope
Director

Laurie is a long time resident of Hope and has operated a number of local businesses. He has been a dedicated member of our Board for many years, both as Director and as Chair, and has made significant contributions to the Hope Chamber of Commerce and Lions Club. Laurie was recently elected as the Mayor of the District of Hope.



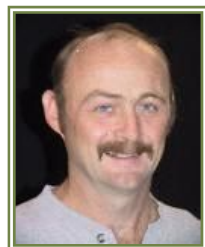
Sandra Gaspard, Cache Creek / Ashcroft
Director

Sandra has a strong background in Business Management and as a leader in the development of the Historic Hat Creek Ranch. Her focus is the culture and traditions of the Shuswap First Nations People. She has also represented the Bonaparte Indian Band as a Councilor.



Al Kemp, Resident of Logan Lake
Director

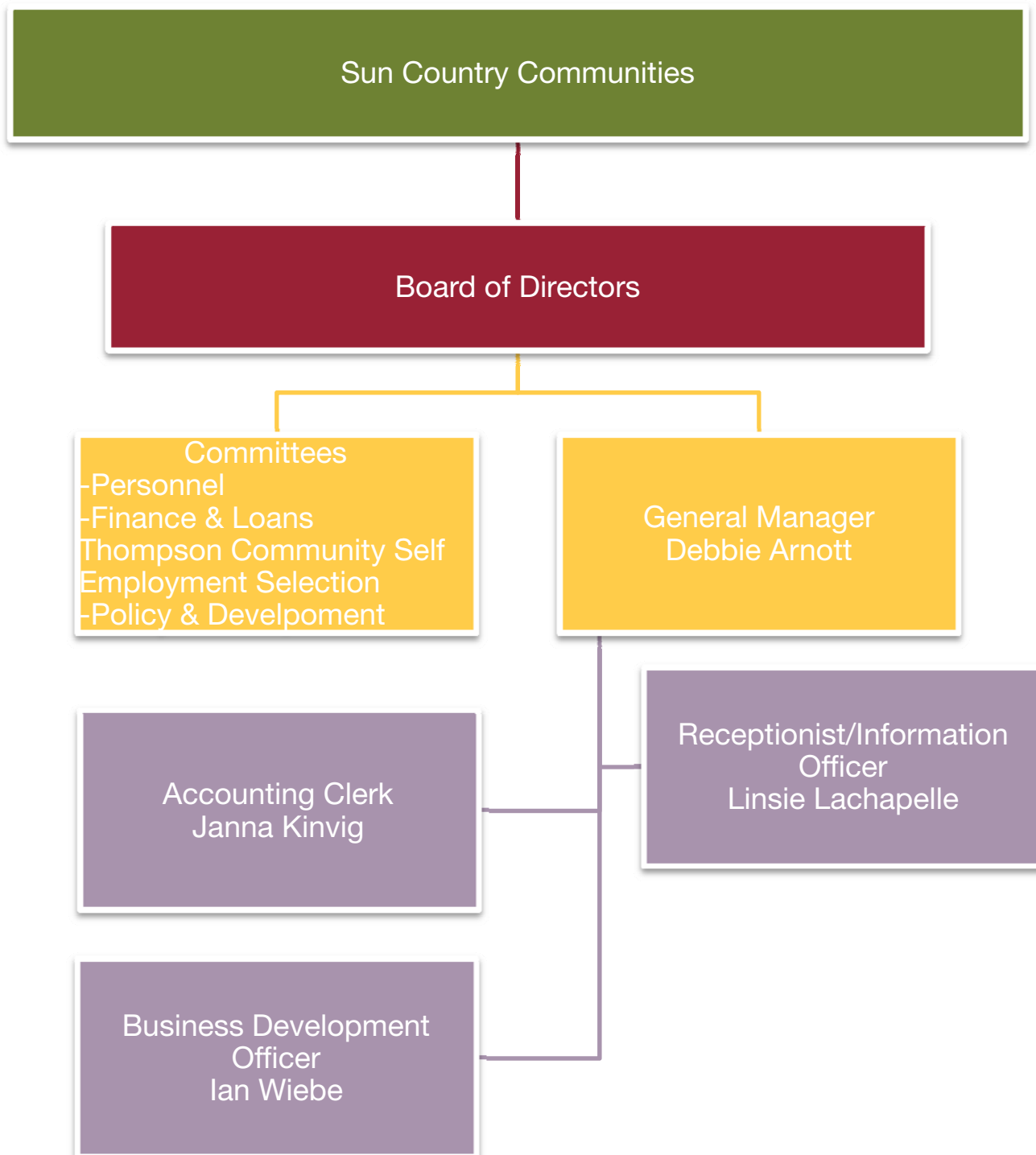
Al has served with CF since 2004. He brings with him a wealth of experience and knowledge regarding the local area, having served on Logan Lake council for 17 years (12 yrs as mayor), and on the TNRD for 12 years (3 yrs as chair).



Jim Ryan, Resident of Spences Bridge
Director

Jim has lived in the area since 1992. He has worked extensively in the tourism industry and is currently employed as a project manager for Telus Corp. Jim spends much of his time volunteering in Spences Bridge.

Community Futures Sun Country Organizational Chart



Community Futures Sun Country Staff Members



Debbie Arnott
General Manager

Debbie is responsible for the overall operations of the Corporation, including negotiating programs for the area. She has a passion and years of experience in community economic development, and works diligently to try and ensure that programs remain in the rural communities that are serviced by Community Futures. Debbie is also a certified Aboriginal Economic Developer.



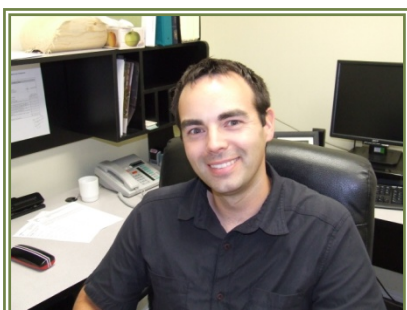
Linsie Lachapelle
Receptionist / Information Officer

Linsie is the Receptionist / Information Officer for Sun Country. She provides secretarial, administrative and reception support to the Sun Country administration office. Linsie also provides research, support and information services to existing and future clients.



Janna Kinvig
Accounting Clerk

Janna is the Accounting Clerk and is responsible for assisting the General Manager in the management and administration of the Corporation's financial affairs, including operations and loans.



Ian Wiebe
Business Development Officer

Ian works with clients interested in starting or expanding their business. He assists with business planning and loan applications. Ian facilitates a number of workshops pertaining to small business including business planning and marketing.

Community Futures Program & Service Delivery



**Photos courtesy of Gold Country Communities Society

General Services

Business Resource Library

The office has hundreds of books available to assist clients in nearly every aspect of business. Everyone is welcome to browse the library and borrow a book or two at no cost. Arrangements can be made to have books delivered to communities within our service area. A wide selection of videos is also available. Please visit the company website for the list at www.cfsun.ca.



Public Computer Access

There is a computer in the reception area complete with the most updated versions of programs including Windows Vista, and Microsoft Office 2007 Professional. Computer use is available to clients and to the general public free of charge to assist with business research and business plan development.

OneStop Business Registry



This service allows clients to complete and submit registrations quickly and efficiently with provincial, federal and municipal departments. Some examples include PST, GST, Corporate Registry and WorkSafe BC to name a few.

Business Counseling Sessions

One-on-one business counseling is available to anyone who is interested. This service is confidential and free of charge.

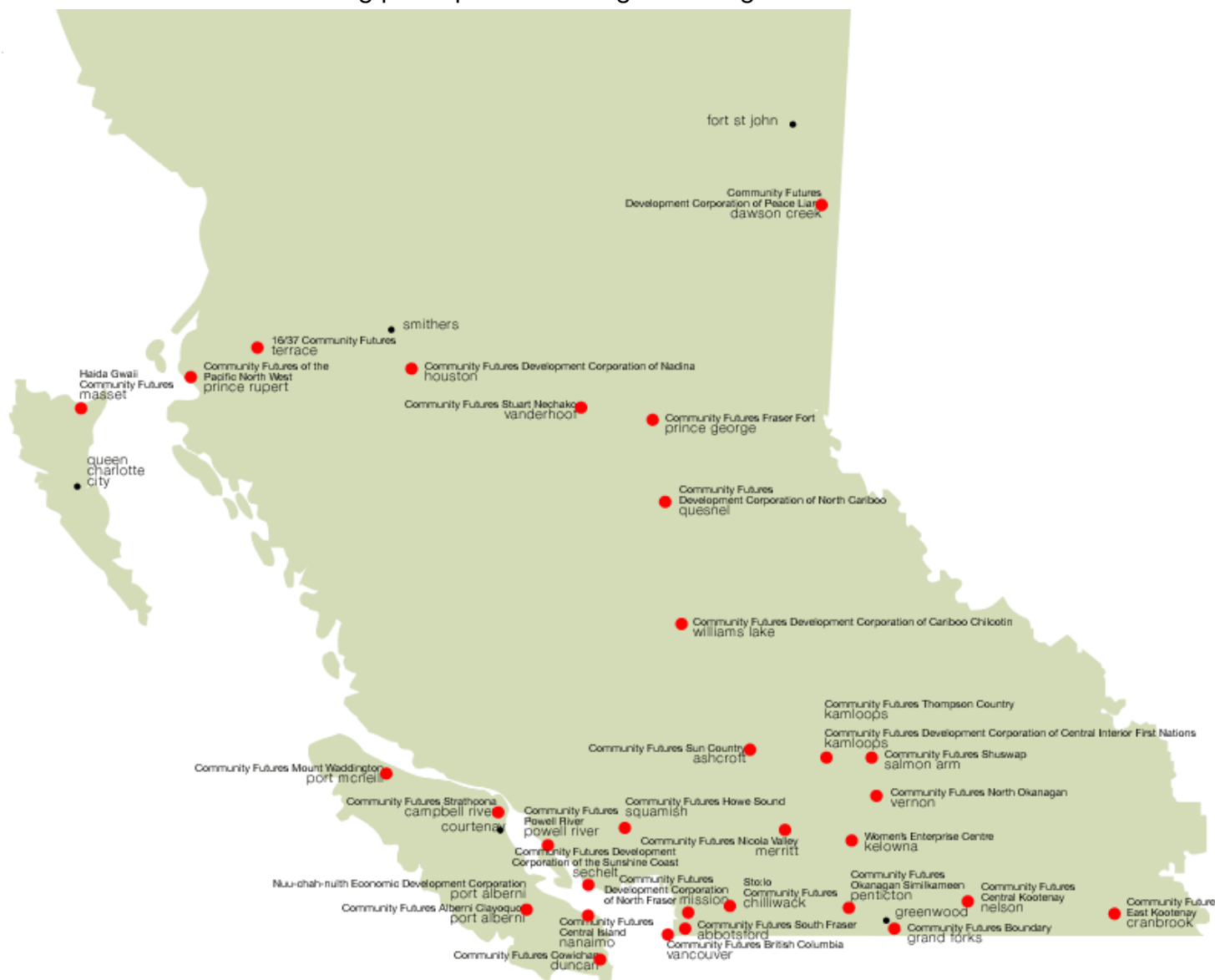
Number of Clients Community Futures Sun Country has assisted with business support

- April 2008 – March 2009 – 3,927
- April 2007 – March 2008 – 1,794
- April 2006 – March 2007 – 3,016
- April 2005 – March 2006 – 4,307
- April 2004 – March 2005 – 5,985
- April 2003 – March 2004 – 5,505
- April 2002 – March 2003 – 5,952
- April 2001 – March 2002 – 7,595
- April 2000 – March 2001 – 5,978
- April 1999 – March 2000 – 5,233
- April 1998 – March 1999 – 2,819

****Community Futures Sun Country has provided over 52,000 client counseling services since 1998****

Video Conferencing

The Community Futures British Columbia Video Conferencing Network can improve your ability to effectively communicate with businesses, organizations and opportunities from across BC. With 33 locations available, this new and innovative way of sharing information using interactive audio, video and computer technologies allows participants to simultaneously see, hear and speak with one another at a distance. The applications of video conferencing are limitless and include training, meetings, announcements, and even staff recruitment, all at a fraction of the time and expense associated with sending participants to a single meeting location.



*Community Futures has also partnered with Small Business BC to deliver training sessions via video conference.

Marketing Initiatives

Community Futures Sun Country engages in a number of marketing initiatives to ensure that programs are both visible and accessible throughout the service area. This year, the following marketing initiatives were carried out:

The Entrepreneurs

- 4-page monthly newsletter
- Announces new programs & upcoming events
- Published in-house with a distribution of approximately 900 businesses and individuals

Mail Drops

- Done regularly to share information about programs
- Distribution - approximately 10,000 homes & businesses

Media Contacts

- Press releases are sent to regional media announcing events and programs offered through the Community Futures Sun Country office

Community Visits

- Participate in Small Business Week in Lillooet
- Presentations made regarding services provided to municipal Councils in region
- Business Development Officer and General Manager visit the communities on a regular basis, meeting with existing and new entrepreneurs. Communities are advised through a flyer distributed via our email database

Website

- The Community Futures Sun Country website (www.cfsun.ca) is updated and maintained on a regular basis to provide key information and resources to the organization's clients and member

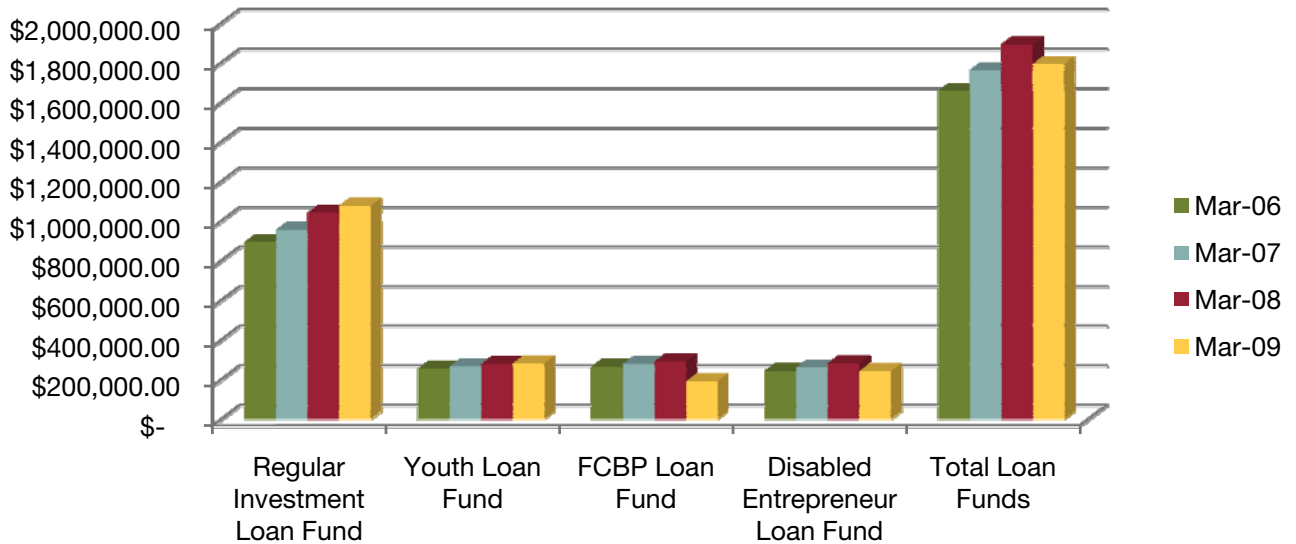
Trade Shows

- Community Futures Sun Country attends local trade shows

Loans Program

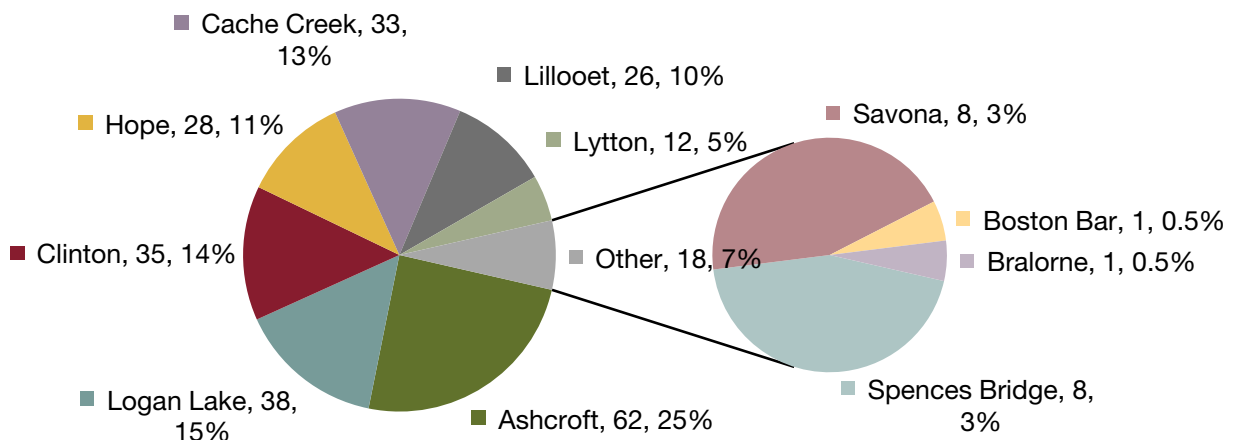
Community Futures Sun Country is *growing communities one idea at a time*. It provides secured, repayable loans to start up or expand business within its region. The organization has direct access to a number of diverse loan funds.

Loan Fund Assets

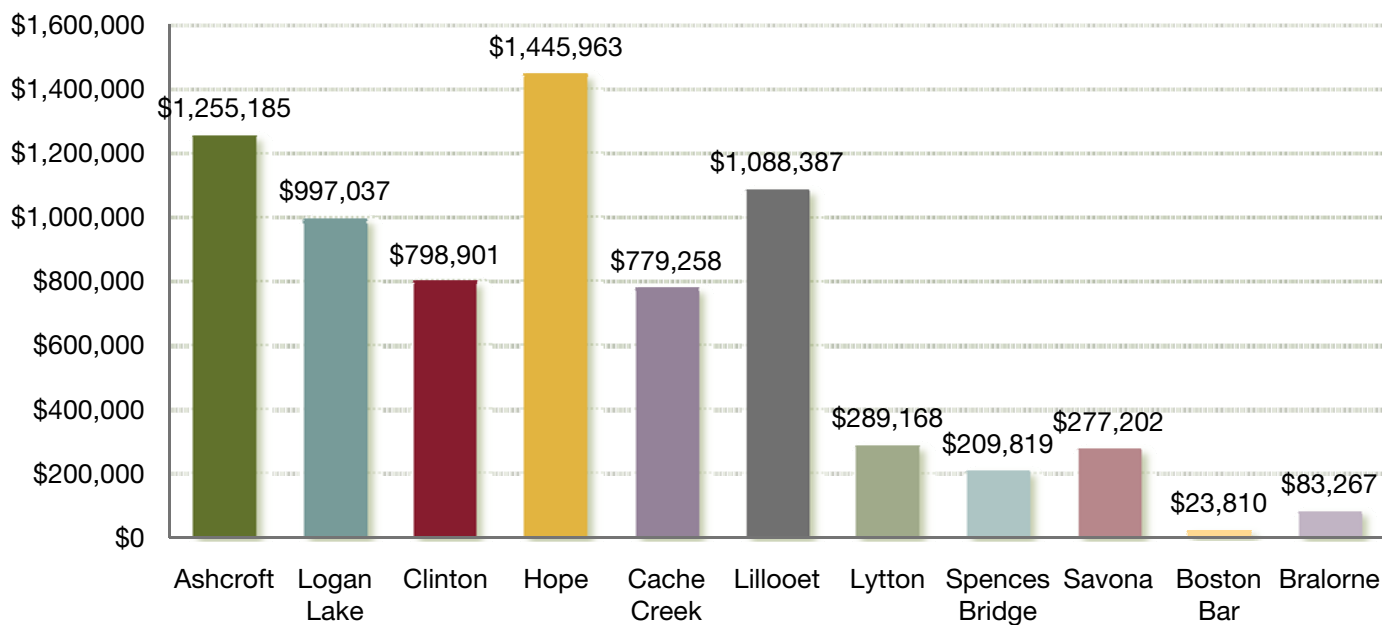


Total Loans (since inception)

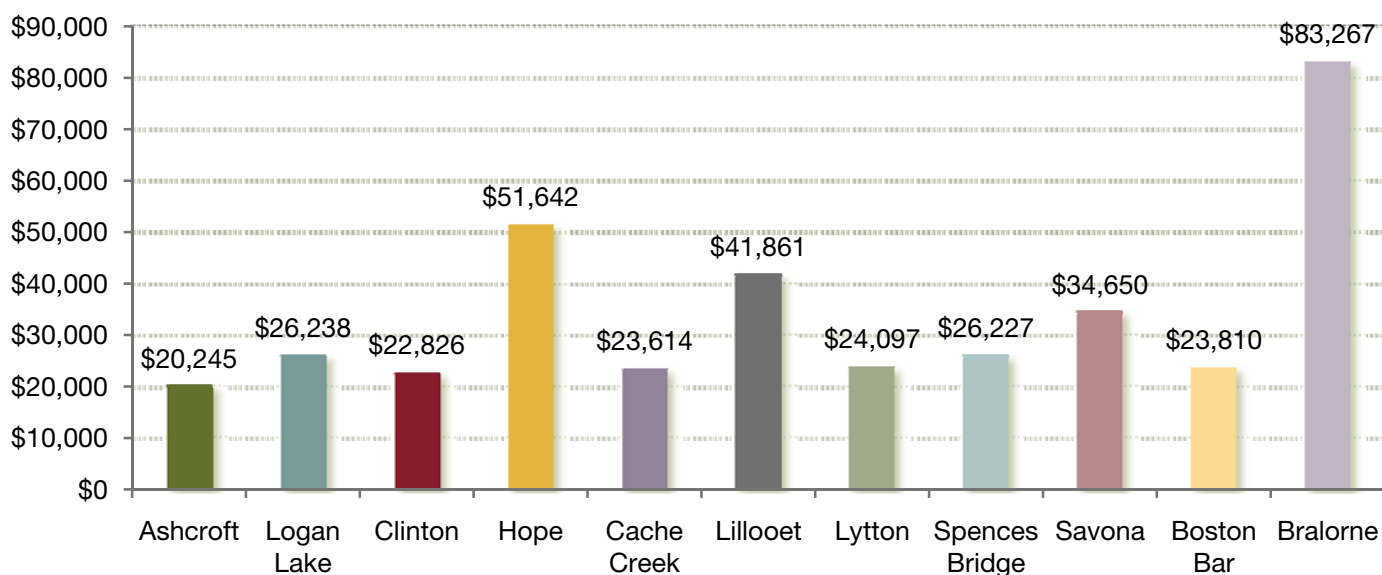
Number of Loans (252 loans since inception)



Value of Loans (\$) (total value \$7,247,996)



Average Loan Amount (\$34,407 for all loans)



Community Futures ...Leaders in Community Economic Development



**Photos courtesy of Gold Country Communities Society

Community Economic Development

Community Futures Sun Country is committed to *Community Economic Development (CED)* in the region. Presentations are made to village councils, chambers of commerce, community organizations and interested groups on a regular basis in order to establish, foster and maintain community partnerships with other agencies, stakeholders and service providers within the region.

Community Futures Sun Country also assists organizations with accessing funding from a variety of sources. Over the past year, Community Futures has been successful in acquiring and/or leveraging CED program funding in the Sun Country region. Some of the projects initiated, completed or participated in during the past year include:

- Planning sessions for Spences Bridge Coalition
- Kickstarting Tourism Project on behalf of the Village of Ashcroft
- Venture Investment Program in partnership with District of Lillooet
- Village of Ashcroft assessment report
- Provided support to local physician setting up medical practice
- BC Regional Skills Council
 - Strategy to provide support to the businesses in the region
- Regional Immigration – Welcoming communities
 - Build awareness of services and support available to immigrants, new and existing, and businesses
- Assisted Friends of Historic Hat Creek Ranch with their Business Plan for ongoing operations
- Thompson Rivers University
 - The General Manager is Chair of local advisory committee working to maintain the Ashcroft and District satellite office
- Aboriginal Women's Conference
 - General Manager participated and presented at Thompson Rivers University

CED Projects

Kickstarting Tourism – Village of Ashcroft

Responding to the need to establish a long-term commitment to the tourism industry, Community Futures Sun Country, on behalf of the Village of Ashcroft, partnered with Western Economic Diversification, Northern Development Initiative Trust, and the Union of British Columbia Municipalities to deliver this project.

The project was successfully completed on Dec 15, 2008 and included the following activities:

- Hiring of student ambassadors
- Schedule of shared advertising for summer events
- Design and installation of a historic theme sign system in downtown Ashcroft
- Superhost training – Ashcroft now has 27 new Superhosts!
- Increased signage on highways
- Installation of historic photos to enhance downtown appearance and accessibility equipment at the Ashcroft Museum
- Design and installation of “Copper Mining History” storyboards
- Installation of benches in downtown Ashcroft



Venture Investment Program (VIP)



The VIP was designed to assist young entrepreneurs in starting up a business. Community Futures Sun Country successfully partnered with the District of Lillooet to bring this program to local students. It is open to students in grades 7-12 in the local schools. Successful candidates are given \$200 to start up their business and a chance to win another \$100 after the summer. The program has been so successful Community Futures Sun Country has expanded to Hope, Clinton and Lillooet next fiscal period.

Village of Ashcroft Assessment

Community Futures Sun Country partnered with the Village of Ashcroft to bring Roger Brooks of Destination Development International to Ashcroft. The assessment is the first step in the branding process that the Village of Ashcroft has decided to undertake.

The next step is the branding session with Roger Brooks which will take place on October 17, 2009.



Looking at a community, or area, through the eyes of a first-time visitor, the assessment provides an honest look at the community. Our team will review the overall appeal, things to see and do, business mix, customer service, amenities (parking, information, restrooms), gateways and entry points and signage ... The assessment also looks at the community's marketing efforts in terms of visibility, ability to close the sale, branding focus, and continuity.

As an honest look from an outside perspective, challenges can be addressed that locals may be afraid to bring up. Each assessment culminates with a two-hour "Assessment Findings & Suggestions" workshop, and is wrapped up with a full-color report including dozens of photos, examples, suggestions and new ideas, and a wealth of information to get the community talking.

-Destination Development International website

Financial Information

Balance Sheet (March 31, 2009) Operating & Loan Funds Total

Statement of Revenues & Expenses (Year End March 31, 2009) Operating & Loan Funds Total

	2009	2008		2009	2008
<u>ASSETS</u>			<u>REVENUES</u>		
Cash	\$ 579,823	\$ 488,720	Federal Gov't contribution	\$ 310,655	\$ 299,677
Investments	192,430	264,324	Interest from loans	106,894	92,541
Accounts receivable	37,755	14,152	Administration billings	3,715	10,796
Interest receivable	22,099	8,228	Interest from investments	22,625	39,603
Loans receivable	999,117	1,131,239	Programs	18,000	9,605
Due from Investment Fund		<u>48,000</u>	Loan processing fee revenue	3,246	3,829
	1,831,224	1,954,663	Write-offs recovered	2,974	300
				<u>\$ 468,109</u>	<u>\$ 456,351</u>
Capital Assets	27,802	39,106			
	<u>\$ 1,859,026</u>	<u>\$ 1,993,769</u>	<u>EXPENSES</u>		
<u>LIABILITIES</u>			Accounting & Legal	\$ 14,318	\$ 13,150
Bank Indebtedness	9,498	42,234	Advertising	9,832	10,808
Accounts payable & accruals	22,799	21,282	Amortization	15,800	9,829
Due to Operating Fund	-	48,000	Conferences & seminars	11,221	20,320
Deferred contributions	<u>5,124</u>	<u>7,226</u>	Insurance	3,180	3,094
	37,421	118,742	Licences, dues & Fees	1,975	1,878
			Office	25,995	29,803
Government Assistance (Loan Portfolio)	400,000	400,000	Projects	1,000	
	<u>\$ 437,421</u>	<u>\$ 518,742</u>	Rent	13,200	30,200
<u>FUND BALANCE</u>			Repairs & maintenance	6,592	7,643
Gov't Contribution	964,052	964,052	Reserve - loan write-off	163,396	45
Fund Balance	457,553	510,975	Programs	9,344	9,611
	<u>\$ 1,421,605</u>	<u>\$ 1,475,027</u>	Telephone & utilities	14,764	14,118
			Travel	16,928	11,777
			Wages & Benefits	195,191	190,336
			Write-down of investments	18,795	
				<u>\$ 521,531</u>	<u>\$ 352,612</u>
			<u>EXCESS OF REVENUES OVER EXPENSES</u>	<u>\$ (53,422)</u>	<u>\$ 103,739</u>
	<u>\$ 1,859,026</u>	<u>\$ 1,993,769</u>			

Community Futures Sun Country

203 Railway Avenue, Ashcroft, BC V0K 1A0

Phone: (250) 453 9165 Fax: (250) 453 9500

Toll Free: 1 800 567 9911

Email: vision@cfsun.ca Website: www.cfsun.ca

Incorporated Communities

- District of Logan Lake • Village of Ashcroft • Village of Cache Creek • Village of Lytton
- Village of Clinton • District of Lillooet • District of Hope

First Nations Communities

- Ashcroft Indian Band • Cooks Ferry Indian Band • Kanaka Bar Indian Band • Lytton First Nations • Nicomen Indian Band • Oregon Jack Indian Band • Siska Indian Band
- Skuppah Indian Band • Bonaparte Indian Band • Skeetchestn Indian Band • Canoe Creek Indian Band • High Bar Indian Band • Pavilion Indian Band • Bridge River Indian Band • Cayoose Creek Indian Band • Fountain Indian Band • Seton Lake Indian Band • Lillooet Indian Band • Boston Bar Band • Boothroyd Band • Chehalis Band • Seabird Island Band • Spuzzum First Nation • Shxw'pw'hamel First Nation
- Sto:lo Naiton/Skwahalook • Yale First Nation

Regional District Communities

Thompson-Nicola Regional District (TNRD)

- Savona • 70 Mile House • Spences Bridge • Walhachin • Electoral Areas E, I, J

Fraser Valley Regional District (FVRD)

- Boston Bar • Yale • Spuzzum • North Bend • Hell's Gate • Electoral Areas A, B

Squamish-Lillooet Regional District (SLRD)

- Bralorne • Pavilion Lake • Goldbridge • Fountain • Seton Portage • Shalalth • Electoral Areas A, B



Western Economic
Diversification Canada

Diversification de l'économie
de l'Ouest Canada

Growing communities one idea at a time.