



Annual Report 2013 - 2014

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Message from the Chairperson and General Manager

For over 25 years Community Futures Sun Country has been working hard to mitigate the challenges faced by our rural communities. Changes over time to our economy and labour market have led to the focus on improving the economic stability of communities in our region. This challenge although not unique to our region, has given Community Futures Sun Country the mission of growing communities and increasing economic development in rural areas.

Community Futures Sun Country has developed partnerships with many key organizations to ensure entrepreneurs are equipped with the knowledge and tools to build for their future. One challenge communitys face is a shortage of business owners and employees. Through partnering with Venture Connect we were able to provide workshops and mentoring for succession planning. Our office is committed to strengthening our relationships with the communities in our region. We continue to partner with local municipalities and organizations to offer the Venture Investment Program (VIP) Program, Literacy Now and the Self Employment Program.

The core services of business counseling, financing and education remain a focus for our organization. We offer confidential counseling, flexible loans program, small business seminars and training that can be tailored to fit the changing needs of entrepreneurs.

The Board of Directors, Management and Staff look forward to the year ahead and are excited to see the many successes that are to come.

Sincerely,

Scott Medlock, Chairperson



Debra Arnott, General Manager



2014 – 2015 Strategic Priorities

The Board of Directors and Staff complete an operation plan every year. The team sets priorities for the coming year as well as long term strategies.

Short-Term Strategies: (up to 2 years)

- Maintain travel for Business Development Officer and General Manager
- Figure 3. Foundation % Foundation % Foundation %
- Provide support and mentorship to youth starting and running a business during the summer months of 2014
- Foster partnership with Venture Connect providing support and counseling

Long-Term Strategies:

- Continue to provide regular community visits by General Manager and Business Development Officer
- Support initiatives that bring new technologies to global market
- Support businesses that address productivity issues, adopting innovative technologies processes and practices.
- ✤ Assist businesses to enter global markets

2013 – 2014 Strategic Priorities

Short-Term Strategies: (up to 2 years)

- Maintain travel for Business Development Officer and General Manager
- ✤ Enhance partnerships
- Provide support and mentorship to youth starting and running a business during the summer months of 2013
- Partner with Venture Connect providing support and counseling as businesses develop their profile.
- ×

Long-Term Strategies:

- Continue to provide regular community visits by General Manager and Business Development Officer
- ✤ Raise the profile of Community Futures as leaders in business development
- Provide capacity to youth-entrepreneurial skills and small business as an option-job creation youth to start a business
- Prepare business owners for succession planning

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."

Accomplishments: (2013 – 2014)

- Partnered with Venture Connect to deliver Succession Planning Workshops Debbie Arnott and Patty Kinvig trained to deliver workshops in the Region
- ✤ Partnered with Canadian Youth Business Foundation
- Soffered the Venture Investment Program in partnership with the District of Logan Lake.
- Sompleted a business survey, identifying the needs of small business owners and the public perception of Community Futures.
- % 8, number of activities improving leadership and expertise
- ✤ 1, Community planning exercises undertaken
- ✤ 13, number of partnerships developed or maintained
- % 540, number of advisory services provided to clients
- % 26, number of training sessions delivered
- ✤ 25, number of training session participants
- 36.5, number of jobs created, maintained or expanded due to our services through financing



Logan Lake trade show From Left to Right: Jerry Sucharyna, Debra Arnott, Derek de Candole.

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 <u>Western</u> Canada.

In 1995, responsibility for Community Futures was transferred to Western Economic Diversification Canada (WD) who continues to have contribution agreements with Community Futures.

Community Futures Sun Country

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

We are:

- Social States
 Locally autonomous
- ✤ Not-for-profit
- Governed by a volunteer Board of Directors
- % Community-driven
- Sommitted to local and regional economic development in all industry sectors
- Fartnership 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:

- Susiness Financing Programs
- Some Stop Business Registration
- Susiness Resource Library
- Business Counselling
- Sommunity Economic Development



Western Economic Diversification de l'économie de l'Ouest Canada

Doing business in BC Starting, Expanding, or Moving a Business?



Location & Service Area



Community Futures Sun country is located in Ashcroft at 203 Railway Avenue. To accommodate our large service area, the General Manager or Business Development Officer is available to meet our clients in any of our communities at their request.



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 kilometres and the region's population is approximately 23,000 people.



Staff left to right Patty Kinvig, Lana Rae Brooks, Linsie Lachapelle, Terra Winter & Debra Arnott





Community Futures Team, June 2014

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.

Community Futures Sun Country held their Annual General Meeting June 26, 2014.

Committees:

- Fersonnel
- Finance including Loans
- Solicy and Development
- ✤ Self Employment Selection

The Volunteer Directors:







Left to Right:**Scott Medlock,** Chairperson; **John White**, Vice-Chairperson; **Dona Radomsky,** Secretary/Treasurer

Scott Medlock, Hope Chairperson Board member since 2007

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 is currently a Councilor for the District of Hope.





John White, Clinton Vice-Chairperon Board member since 1997

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

Dona Radomsky, Resident of Logan Lake Honorary Secretary/Treasurer

Board member since 2010

Dona became a resident of Logan Lake in 2003 as the communities Pharmacist - Manager. She was instrumental in the formation of the Logan Lake Business Association and took the lead as chairperson in 2004. Dona is very involved in her community.





Jane Bryson, Resident of Lillooet Director Board member since 2003

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.

Jim Ryan, Resident of Spences Bridge

Director

Board member since 2003

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 any spare time he has volunteering in Spences Bridge.





Introducing Our New Board Members!

Willow Anderson, Resident of Ashcroft Director

Willow was raised in the region and works in the retail sector. She is presently co-managing the local building center. She is very involved with youth groups which support her focus regarding family. Willow has a keen interest working with the local businesses and understands the importance of providing entrepreneurs support and has been involved with the Chamber of Commerce.

Damian Couture, Resident of Cache Creek Director

Damian brings a variety of skills. For an individual under 30 years of age he has a lot to offer. Damian is very involved in the region with local organizations including the local fire department and being the computer tech for the local TV and Radio Station to name a few. Damian will bring a youth's perspective to the table...not to mention the energy.





Farewell to Laurie

The Board of Directors and Staff bid a farewell to Laurie French at this year's Annual General Meeting on June 26, 2014. Laurie has served on the board since 1995. We thank him for his hard work and dedication over the years.

Debra Arnott "Laurie is an amazing mentor and continued to challenge me as I grew in my position, I will miss him"



Director Laurie French, Chairperson Scott Medlock



Director Laurie French



One of our long time volunteers passed away this past year. Michael Cobbe served on our board since 1995. Michael enjoyed strategizing around the issues in our service area. He would comment at Board meetings how grateful he was to be a part of our organization that had a vision, and the skill set, locally and provincially.

Community Futures Sun Country Organizational Chart



Community Futures Staff Members



Debra Arnott

General Manager

Debra 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. Deb has been with the organization since February 1992 and is also a certified Aboriginal Economic Developer.

Terra Winter Business Development Officer

Terra is the Business Development Officer, and is responsible for the planning, marketing, coordination and administration of the Lending Program; research and identification of community needs; the counselling and monitoring of clients; and providing support and recommendations to the Loans Committee.





Patty Kinvig, CMA Accounting Clerk

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



Linsie Lachapelle/Lana Rae Brooks Receptionist / Information Officer

Linsie & Lana Rae are the Receptionist / Information Officers for Sun Country. They provide secretarial, administrative and reception support to the Sun Country office. They also provide research, support and information services to existing and future clients.



Community Futures Program & Service Delivery

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 our website for the list at www.cfsun.ca.



Business Counselling Sessions

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



Public Computer Access

There is a computer in the reception area complete with the most updated versions of software programs. 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 GST, Corporate Registry and WorkSafe BC to name a few.

Small Business BC Seminars

Community Futures has also partnered with Small Business BC to deliver training sessions. Our board room facilities are available for anyone who has registered for

these seminars and needs access to internet to participate in them. You can register through our office <u>www.cfsun.ca</u> click on Small Business training.





Starting, Expanding, or Moving

a Business



one stop

bc business registry.c

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 Futurescape

- Section Sec
- Features business articles and tips for entrepreneurs
- Distributed through email, Facebook and website to approximately 225 businesses and individuals

Mid-Month Updates

- I-page newsletter distributed via email and Facebook.
- Keeps clients informed about upcoming events and new programs and services
- ✤ Features a loan program each month

Trade Shows

Community Futures Sun Country attends local trade shows

Media Contacts

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



Debra Arnott with MLA Linda Larson (past Chair of the Community Futures British Columbia Board)



Director Radomsky at the Logan Lake trade show

Community Visits

- Presentations made regarding services provided to municipal Councils in region
- Business Development Officer and General Manager visit the communities on a regular basis. Communities are advised through a newsletter distributed via our email database, Facebook, and Twitter.
- Attend Council and Chamber meetings



Director White overseeing Linsie and Lana Rae as they cook for the AGM

Website

Community Futures Sun Country has just launched their updated website (<u>www.cfsun.ca</u>) it is maintained on a regular basis to provide key information and resources to the organization's clients, members and partners.

Print Ads

- ✤ 2 page spread in the Thompson Rivers University Brochure
- * 1 page spread in the Logan Lake Program and Resource Guide
- ✤ ½ page spread in the Clinton Lariat
- ✤ 1 page insert in the Valley Brew
- ✤ Ad in the Valley Brew
- * Ad in the Venture Connect booklet Quarterly Publication
- Solution State State
- ✤ 1 page partnership ad with Worksafe BC
- Sack page of Ashcroft Journal in partnership with Work BC and E Fry Society

Facebook

You can find us at www.facebook.com/cfsuncountry

Twitter

✤ You can find us at www.twitter.com/cfsuncountry

Workshops

- Venture Connect partnered with the Province of BC and Community Futures to provide a Business Succession Planning Workshop in 30 communities around BC, Ashcroft and Hope were two communities from our region.
- Small Business BC





Loans Program

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



Loan Fund Assets as of March 31, 2014



Value of Loans (\$) at March 31, 2014 (total value since inception \$10,037,927)



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Average Loan Amount Per Community (\$29,786 for all loans)



Our Loan Products

Flexible, affordable Community Futures loan products are specifically designed to help entrepreneurs grow their businesses. Each one is tailored to meet a particular business need – and loan decisions are made locally and quickly.

Opportunity Loan » Fast access to capital – so you can make a decision to change, taking advantage of opportunities when they happen



In business, there are times when you just need a bit of cash to be able to react to a great opportunity. And during an economic downturn, the businesses that survive are often the ones that continue to pursue opportunities and keep moving forward.

If you see an opportunity that could help your established business, come see us at Community Futures. We've just launched an exciting new line-up of loan

products — including Opportunity Loan — especially for the quick-thinking entrepreneur ready to seize an opportunity.

TechBlazer Loan » Financing for key investments in technology – to help stay competitive in our world of change.



During these tough economic times, investing in innovation can be more important than ever for businesses wanting to stay competitive and cater to a shrinking clientele. Developing new products and markets, value-adding, or training staff to use new techniques or equipment could give you the edge you need to survive.

If you're ready to take that extra step, come see us at Community Futures.

We've just launched an exciting new line-up of loan products — including TechBlazer — especially for the innovative entrepreneur wanting to stay competitive.

GlobalReach Loan » Access to funds to reach into new markets – nowadays, every business has the potential to go global.



An economic downturn can mean opportunity for those who are focused, persistent and creative. Maybe your competition is pulling back, making more space for you and creating the perfect opening for expansion into new markets.

If you need to grow, come see us at Community Futures. We've just launched an exciting new line-up of loan products — including GlobalReach — especially for the forwardthinking entrepreneur looking for new places to grow. BizBuyout Loan » Financing to buy an established business – sometimes, buying a successful business is the best way to go.



Great little businesses can be great little investments.

And in times like these, with unemployment rates climbing, buying an established business can make a lot of sense. If you have the dedication, commitment and creativity to be your own boss, self-employment could be exactly what you're looking for.

If you're interested in buying a successful business, come see us at Community Futures. We've just launched an exciting new line-up of loan products — including BizBuyout — especially for the entrepreneur who sees opportunity waiting.

FranchiseRoute » Funding to franchise your business – we can help with financing and professional franchising advice.



If you've got the right kind of business, franchising is a proven way to achieve success. And in uncertain economic times, it can make sense to get support from an established corporation.

If you're thinking of franchising your business, come see us at Community Futures. We've just launched an exciting new line-up of loans products –

including FranchiseRoute – especially for entrepreneurs wanting to explore growth options.

NewBiz Loan » Funds for starting up a new business – if you've got what it takes to be an entrepreneur, we can help you get up and running.



You'd be amazed how many successful businesses were started during a recession. If you plan carefully and work hard, this could be the perfect time to launch your dream. Supplies may be cheaper, good people more available and customers could be looking for change.

If you've got a dream, come see us at Community Futures. We've just

launched an exciting new line-up of loan products — including NewBiz — especially for the start-up entrepreneur with a great idea and the drive to make it reality.

NextGen Loan » Financing for young people who want to be entrepreneurs – we're here to see that you get your first chance to try.



If you think you have what it takes, maybe you can channel your ideas, energy and drive into becoming your own boss. An economic downturn is the perfect environment for fresh thinking, out-of-the-box solutions - and youthful perspectives.

If you're a young person with a business idea, come see us at Community Futures. We've just launched an exciting new line-up of loan products - including NextGen especially for the young entrepreneur who wants a chance to make a start.

BizAble Loan » For people with disabilities – because entrepreneurship can be the best



way to get back into the workforce.

If you're a person with a disability, self-employment can be a great option.

In good times or bad, it can offer people with disabilities the opportunity to create a work situation adapted to their particular needs. If you've got the right commitment and attitude, starting a business could be the perfect way to get into the workforce.

If you're a person with a disability with a great business idea come see us at Community Futures.

4H Loan » For current 4H members



Community Futures Sun Country introduced a loan program specifically designed for 4H members. It allows the youth to borrow funds for purchase of a 4H project with a low interest rate and customized repayment terms. We could not be happier to support such a great organization; one that teaches youth about respect, hard work and caring for others.

Community Futures Leaders in Community Economic Development

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 is also a member of the Chamber of Commerce's in 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:

- ✤ Venture Investment Program
- Wenture Connect
- Self Employment Program

CED Projects

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 Logan Lake to



(from L-R) Director White, Director Bryson and Director French

bring this program to local students. It is open to students from grades 6-12 in the local schools. Successful candidates are given \$200 to start up their business and an opportunity to leverage another \$100 at the end of the program (September).

Venture Connect

Over the next few years nearly ¼ of all BC Businesses will end up on the market for sale. The current population growth and demographics will no longer support the number of businesses that will be for sale. This shortage is expected to last for a couple of decades and will put many rural communities at risk.



Communities Futures has partnered with Venture Connect to assist business owners to prepare for successful sale and continuity of business in their communities. This partnership will improve communications and create new linkages to potential buyers in groups most likely to buy B.C. businesses, including immigrants, young people and vacationers aged 50 and over. This program has created electronic and print materials that highlight businesses for sale in B.C. matching sellers to buyers.



Generally it can take 1-3 years to complete a good exit and 83% of small business owners don't plan their exit until they are ready to leave. To help entrepreneurs become aware of this succession planning workshops were offered throughout our region. These seminars provided business owners with the tools to be prepared and plan for a good exit.

Self Employment Program

The Self-Employment Program, supported by the Provincial Government, helps people who are unemployed and wish to start their own business. The Self-Employment Program offers entrepreneurs assistance with writing their business plan, income benefits and business counseling for the duration of the contract to assist new entrepreneurs in managing their business.



Board members received certificates for training modules

Chairperson Medlock, Director White, Director Bryson, Director Radomsky & Director Fandrich

	2013	Iotal	\$ 7	4,416	1,0	2,500		7,826	\$ 1,890,028	\$ 92,300	4,683	400.000	-	496,983	964,052	428,993 1.393.045	
	Total	10101	926,132	30,301	977,198	1,949,996	4,569	9,481	1,964,046 \$	72,231	72.231	400,000	4,569	476,800	964,052	523,194 1,487,246	9,481 \$ 1,964,046 \$
NTRY	Capital Fund				•	. .		9,481	9,481 \$	5	. .	'n	.	-	-	9,481	9,481 S
<u>ON OF SUN COU</u> ION	2014 Loan · · ·		800,479 \$	30,301	9/1,198	1,807,978	,	.	1,807,978 \$	6 9 1	. .	400,000	400.000	000,001	964,052 443 076	1,407,978	\$ 1,807,978 \$
NT CORPORATI MANCIAL POSIT	SE Fund		34,044 \$	343 3		34,044	•	 	34,044 \$	۶ ۱۰	.		4,569		29.475	29,475	34,044 \$
<u>URES DEVELOPMENT CORPORATION (STATEMENT OF FINANCIAL POSITION (</u> <u>March 31, 2014</u>	Operating Fund		91,609 \$ 16,365			107,974	4,569		112,543 \$	72,231 \$ _	72,231	ı	72,231		-40,312	40,312	112,543 \$
Exhibit A <u>COMMUNITY FUTURES DEVELOPMENT CORPORATION OF SUN COUNTRY</u> <u>STATEMENT OF FINANCIAL POSITION</u> <u>March 31, 2014</u>		ASSETS CURRENT Cash	Accounts receivable (Note 1)	Loans receivable (Note 2)	Prepaid expenses		INTER-FUND RECEIVABLE TANGIBLE CAPITAL ASSETS (Note 5)		LIABILITIES CURRENT	Accounts payable and accruals (Note 6) Government remittances payable		GOVERNMENT ASSISTANCE (Note 7) INTER-FUND PAYABLE		GOVERNMENT CONTRIBUTIONS (Note 8)	FUND BALANCES (Exhibit B)		COMMITMENTS (Note 13)

Financial Information – Audited Financial Statements

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TENISCI PIVA CHARTERED ACCOUNTANTS

Exhibit C

COMMUNITY FUTURES DEVELOPMENT CORPORATION OF SUN COUNTRY STATEMENT OF OPERATIONS For the year ended March 31, 2014

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				2014			2013
	0	Operating Fund	SE		Loan Funde	I TTOE	E
					r unus	I DIGI	1 otal
REVENUES							
Federal Government contributions (Note 9)	69	324,241	8	69 1	•	324,241 \$	299,792
Interest from loans		•			94,640	94,640	90.212
Administrative billings (Note 10)		7,056		,		7,056	9.846
Interest from investments and deposits		1,642			7,624	9.266	8.572
Other contract revenue (Note 11)		5,169	12,6	12,600		17,769	26.700
Loans processing fee		4,055				4,055	5.481
		342,163	12,600	000	102,264	457,027	440,603
EXPENSES							
Audit and legal		19,897		,		19.897	16 240
Advertising		30,541		,	,	30.541	16.096
Amortization		4,865				4.865	5 358
Conferences and seminars		17,106		,		17,106	18,538
Insurance		3,168				3,168	3.040
Licence, dues and fees		1,934				1,934	2.187
Office		21,954			,	21,954	34,323
Other contract expenses (Note 12)		·	3,6	3,619		3,619	1,266
Rent		13,500			•	13,500	13,500
Repairs and maintenance		5,996			,	5,996	3.426
Reserves for loan impairment and loan write-offs		•		,	33,500	33,500	117,067
Telephone and utilities		15,336		,		15.336	13.505
Travel		10,673				10,673	9.204
Venture investment program		1,200		,	•	1,200	1.000
Wages and benefits		163,825	2,1	2,169		165,994	178,755
		309,995	5,7	5,788	33,500	349,283	433,505
EXCESS OF REVENUES OVER EXPENSES							
BEFUKE UTHER EXPENSES		32,168	6,8	6,812	68,764	107,744	7,098
OTHER EXPENSE Repayment of prior year Federal Government							
contribution		(13,543)		 		(13,543)	1
EXCESS OF REVENUES OVER EXPENSES	\$	18,625 \$		6,812 \$	68,764 \$	94,201 \$	7,098

TENISCI PIVA CHARTERED ACCOUNTANTS

Financial Information – Audited Financial Statements continued

OUR SERVICE AREA

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	Skeetchestn Indian Band	Boston Bar Band
Cooks Ferry Indian Band	Canoe Creek Indian Band	Boothroyd Band
Kanaka Bar Indian Band	High Bar Indian Band	Chehalis Band
Lytton First Nations	Pavillion Indian Band	Seabird Island Band
Nicomen Indian Band	Bridge River Indian Band	Spuzzum First Nation
Oregan Jack Indian Band	Coyoose Creek Indian Band	Yale First Nation
Siska Indian Band	Xaxl'ip Indian Band	Sto'lo Chawathil Band
Skuppah Indian Band	Seton Lake Indian Band	Naiton/Skwahalook
Bonaparte Indian Band	T'it'q'et Indian Band	Shxw'pw'hamel 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



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