

**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 [kassandra.westman@wd-deo.gc.ca](mailto:kassandra.westman@wd-deo.gc.ca) by June 16, 2014.**

**SECTION 1**  
**Board Motion**

**Motion from your Board of Directors that approved the 2013-14 Annual Performance Report.**

<b>Date of Board Meeting:</b>	24 June 2014
<b>Motion:</b>	Motion to approve the 2013 – 2014 Report
<b>Moved By:</b>	Netty Tam
<b>Seconded By:</b>	Tony Edgar

**SECTION 2**  
**Executive Summary on Overall Performance for 2013-14**

Community Futures South Fraser (CFSF) realized a number of successes as well as several challenges in 2013 – 2014. Our visibility and reputation continues to improve both in Abbotsford and Chilliwack and we receive requests from other organizations and from government to participate in significant projects and activities.

**OPERATIONS, GOVERNANCE, LOANS AND INVESTMENT FUND**

Operations and Governance - CFSF moved its main office from Abbotsford to Chilliwack in 2013 - 2104. CFSF still maintains a satellite office in Abbotsford that provides Self-Employment services for the region.

The CFSF main office is scheduled to move into the UFV 5 Corners Campus in downtown Chilliwack. However due to construction delays we are temporarily located in the decommissioned UFV North Campus which does not see a lot of street traffic. The 5 Corners Campus is now nearing completion and CFSF will be moving into their permanent location in August of 2014.

In 2013 – 2014 CFSF replaced and filed its letters patent, supplementary letters patent and by-laws with new charter documents and received its new Certificate of Continuance under the new Canada Not-for-Profit Act.

CFSF saw 2 board members resign in 2013 – 2014, however these members were replaced by 2 new members; one representing youth in the 20 – 30 year age group and another representing the aviation and tech sector.

CFSF strategic plan was updated.

Several board committees including a Human Resource, a Loan and a Succession Committee were formed and have been operating during the last year.

Financially, CFSF ended 2013 – 2014 in a strong position due to fee-for-service activities.

Loans and Investment Fund - The total number and dollar value of loans was below expectations. Although 16 loan applications, totaling more than \$1.7 M were received in 2013 – 2014 and partially or fully analyzed, only 6 of these loans with a total value of \$608,000 were approved and of these 6 loans only 3 with a value of \$298,000 were disbursed. Of the approved loans \$295,000 is scheduled to be disbursed in 2014 – 2015.

CFSF replenished its loan fund in 2013 – 2014 with an injection of \$250,000 from the BC Community Futures Provincial Loan Fund.

Write-offs and loan losses are again low for 2013 and 2014.

Past presentations to commercial lenders explaining how our loan programs can complement theirs continue to see results as CFSF is seeing a number of referrals from banks and credit unions.

**BUSINESS ADVISORY SERVICES AND TRAINING PROGRAMS**

Self-Employment-Program - CFSF continues to deliver the Work BC self-employment programs (SEP) in both Abbotsford and Chilliwack with a variety of community partners including Mennonite Central Committee (Agora and Communitas) Abbotsford Community Services, Chilliwack Community Services and GT Hiring Solutions.

In 2013 – 2014 40 individuals enrolled in CFSF SEP and 39 of these clients started their own businesses. At year end there were 44 clients in the program and it is expected that there will be 48 clients in 2014 – 2015.

Providing self-employment services was a significant challenge this year as it was in the previous year. Due to the changes made in 2012 SEP saw both a decrease in the number of clients eligible for SEP services as well as the revenues provided per client. Given these changes a number of difficult adjustments had to be made. However, changes in the funding model made during the 2013 – 2014 as well as an increase in the number of clients received resulted in an improvement in SEP revenues. Recent changes in the provincial SEP funding model have further improved revenues per client and it is anticipated that 2014 – 2015 will be a much better year.

Training Workshops – CFSF is providing practical business training workshops to regional businesses and is an approved training provider for the BC Chamber of Commerce Learning Network.

**COMMUNITY ECONOMIC DEVELOPMENT**

BC Agriculture Centre of Excellence - In April of 2013 CFSF completed a study funded by NRC- IRAP in conjunction with Chilliwack Economic Partners Corporation and the City of Chilliwack to identify the need and feasibility of establishing an Agriculture Centre of Excellence (ACE) at the UFV. This study helped define the need and benefit for the center and helped mobilize community, university and government action that led to the establishment of the BC ACE at the UFV. Shortly after the release of the report the BC Ministry of Advanced Education provided \$1.0 M to fund the BC ACE, the City of Chilliwack provided \$250,000, private companies and individuals have pledged an additional \$500,000 and the UFV has allocated \$750,000 to the establishment of the BC ACE.

Subsequent to these contributions WED has provided an additional \$2.1 M in funding for the BC ACE.

Other Projects – Other projects for 2013 - 2014 include:

- Report for BC Ministry of Agriculture containing recommendations on how to better help new entrants become established farmers,
- Establishment of a customized self-employment program for persons with disabilities. This project has realized \$90,000 in funding from other partners,
- Series of employee handbook training workshops for the BC Ministry of Agriculture for farm employers to assist them to increase their productivity and efficiency,
- Working with Tourism Chilliwack on a project to attract more tourism in the Chilliwack Valley to improve the hiking and backcountry infrastructure and improving the visitor experience to the Chilliwack Valley.
- Partnered with Tourism Abbotsford to develop and promote mountain biking on Sumas Mountain and throughout the Fraser Valley through improved signage, developing and upgrading visitor maps and having the local area featured on Mountain Bike BC; a provincial tourism website.

**SECTION 3  
Success Stories**

Client Name *	Service Provided (loan, bus. services, comm. planning & implementation)	Description should include:
		<ul style="list-style-type: none"> <li>• Did it align with GOC/WD Priorities?                             <ul style="list-style-type: none"> <li>• What role did the CF play?</li> </ul> </li> <li>• Describe how this project/loan/service/initiative made a difference in the clients organization and/or community?                             <ul style="list-style-type: none"> <li>• What were the final outcomes* from the activity?</li> <li>• How has this positively affected your community?</li> </ul> </li> <li>• How has this service enhanced the economy in your community? <b>(6-8 sentences)</b></li> </ul>

<p>UFV Centre of Excellence City of Chilliwack Chilliwack Economic Partnership Corporation</p>	<p>Community Economic Development, planning and implementation</p>	<p>In April of 2013 CFSF completed a study funded by NRC- IRAP in conjunction with Chilliwack Economic Partners Corporation and the City of Chilliwack to identify the need and feasibility of establishing an Agriculture Centre of Excellence (ACE) at the UFV. This study helped define the need and benefit for the center and helped mobilize community, university and government action that led to the establishment of the BC ACE at the UFV. Shortly after the release of the report the BC Ministry of Advanced Education provided \$1.0 M to fund the BC ACE, the City of Chilliwack provided \$250,000, private companies and individuals have pledged an additional \$500,000 and the UFV has allocated \$750,000 to the establishment of the BC ACE. CFSF was a key partner providing support and leadership at all times for this project. This Center will result in increased economic efficiency of SME.</p>
<p>Communitas, Vancouver Foundation, BC Employment Centers in Chilliwack &amp; Abbotsford, BC Community Living, BC Employment Development Strategy Network</p>	<p>Planning and Implementation</p>	<p>Self-employment is a unique and highly skilled endeavor and therefore requires a customized approach. Families and potential business owners may face challenges in finding a way of accessing current programming which meets their individual learning capacities. An individual may be well suited and adept at some of the tasks required in their business yet may not have the capacity to perform all the requirements to operate a viable business. This innovative approach to Customized Self Employment has the potential to change lives by creating systemic change and increasing employability of persons with disabilities. This project will bring together family, willing community partners, funded services and support workers to provide individual assistance and in kind support. This project will result in increased economic activity and jobs.</p>
<p>BC Ministry of Agriculture</p>	<p>Training and Business Advisory</p>	<p>Delivering Human Resource workshops to the Agriculture Industry in BC. The project consists of four full day workshops designed to help farmers to create employee handbooks for their farms. Workshops will be in the Fraser Valley, Vancouver Island, and Interior of BC and will consist of prerecorded video of HR experts, etc. Workshops to be delivered by end of March. This project will help increased economic efficiency of SME.</p>
<p>BC Employment Centers in Abbotsford and Chilliwack, Abbotsford Community Services, Communitas</p>	<p>Training and Business Advisory services</p>	<p>In 2013 – 2014, 40 individuals enrolled in CFSF SEP and 39 of these clients started their own businesses. CFSF SEP also provided more than 220 training workshops to over 630 participants during the year. At year end there were 44 clients in the program and it is expected that there will be 48 clients in 2014 – 2015. This service will result in increased economic activity and jobs.</p>
<p>Tourism Abbotsford</p>	<p>Planning &amp; Implementation</p>	<p>Partnered with Tourism Abbotsford to develop and promote mountain biking on Sumas Mountain and throughout the Fraser Valley through improved signage, developing and upgrading visitor maps and having the local area featured on Mountain Bike BC; a provincial tourism website. This project will result in increased economic activity and jobs.</p>

**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 2013-14 operational priorities listed below:**

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

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

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

	<b>Strategy</b>	<b>Project / Initiative (2 – 3 sentences)</b>	<b>Outcome Achieved</b>
<b>1</b>	Support businesses and initiatives to address productivity issues and/or adopting innovative business technologies, processes, and practices	1) BC Agriculture Centre of Excellence - In April of 2013 CFSF completed a study funded by NRC-IRAP in conjunction with Chilliwack Economic Partners Corporation and the City of Chilliwack to identify the need and feasibility of establishing an Agriculture Centre of Excellence (ACE) at the UFV. This study helped define the need and benefit for the center and helped mobilize community, university and government action that led to the establishment of the BC ACE at the UFV. Shortly after the release of the report the BC Ministry of Advanced Education provided \$1.0 M to fund the BC ACE, the City of Chilliwack provided \$250,000, private companies and individuals have pledged an additional \$500,000 and the UFV has allocated \$750,000 to the establishment of the BC ACE.	1) BC Agriculture Center of Excellence has been established at the UFV and will be addressing productivity issues and/or adopting innovative business technologies, processes, and practices for agriculture SME.
<b>2</b>	Support businesses and initiatives that can bring new technologies to Canadian and global markets	1) BC Agriculture Centre of Excellence - In April of 2013 CFSF completed a study funded by NRC-IRAP in conjunction with Chilliwack Economic Partners Corporation and the City of Chilliwack to identify the need and feasibility of establishing an Agriculture Centre of Excellence (ACE) at the UFV. This study helped define the need and benefit for the center and helped mobilize community, university and government action that led to the establishment of the BC ACE at the UFV. Shortly after the release of the report the BC Ministry of Advanced Education provided \$1.0 M to fund the BC ACE, the City of Chilliwack provided \$250,000, private companies and individuals have pledged an additional \$500,000 and the UFV has allocated \$750,000 to the establishment of the BC ACE.	1) BC Agriculture Center of Excellence has been established at the UFV and will be addressing productivity issues and/or adopting innovative business technologies, processes, and practices for agriculture SME.
<b>3</b>	Assist businesses to enter into global markets		

4	Other GOC Priorities	<p>1) CFSF created and delivered Human Resource workshops to the Agriculture Industry in BC. The project consisted of four full day workshops designed to help farms to create employee handbooks for their farms. Workshops were held in the Fraser Valley, Vancouver Island, and Interior of BC and included an innovative model with prerecorded video of HR experts. Over 50 BC farms participated in the workshops to develop better employee management practices.</p> <p>2) In 2013 – 2014, 40 individuals enrolled in CFSF SEP and 39 of these clients started their own businesses. CFSF SEP also provided more than 220 training workshops to over 630 participants during the year. At year end there were 44 clients in the program and it is expected that there will be 48 clients in 2014 – 2015. This service will result in increased economic activity and jobs.</p> <p>3) Self-employment is a unique and highly skilled endeavor and therefore requires a customized approach. Families and potential business owners may face challenges in finding a way of accessing current programming which meets their individual learning capacities. An individual may be well suited and adept at some of the tasks required in their business yet may not have the capacity to perform all the requirements to operate a viable business. This innovative approach to Customized Self Employment has the potential to change lives by creating systemic change and increasing employability of persons with disabilities. This project will bring together family, willing community partners, funded services and support workers to provide individual assistance and in kind support. This project will result in increased economic activity and jobs.</p> <p>4) Partnered with Tourism Abbotsford to develop and promote mountain biking on Sumas Mountain and throughout the Fraser Valley through improved signage, developing and upgrading visitor maps and having the local area featured on Mountain Bike BC; a provincial tourism website. This project will result in increased economic activity and jobs.</p>	<p>1) Increased economic efficiency for agriculture SME</p> <p>2) Increased jobs and economic activity.</p> <p>3) Increased jobs and economic activity.</p> <p>4) Increased jobs and economic activity.</p>
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**SECTION 5**  
**Cost Efficiencies**

**Please report back on the cost efficiencies\* or collaboration\* efforts (CFs, WCBSN or other business service providers) that the organization implemented during 2013-14.**

	Collaborations and/or Cost Efficiencies Implemented	If Applicable, Names of WCBSN Partners Involved	Estimated Cost Savings and/or Benefits	Completed / Ongoing
1	Relocated to Chilliwack at UFV campus building at 5 Corners that was refurbished by Chilliwack Economic Partnership Corporation as	UFV	\$20,000	Completed

	part of their downtown renewal activities.			
2				
3				
4				

\*Examples could include: co-location and/or collaboration with other WCBSN partners /or other business service providers, sharing internal services, efficient use of technology, participating in group buying opportunities.

**SECTION 6**  
**Performance Indicator Variance**

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

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Performance Indicator	2013-14 Target	2013-14 Actual	Rationale for Variance * Please provide an explanation where targets were not met or where there is a significant variance of 20% or greater
# of local and regionally-based community strategic plan(s) developed and/or updated during the year (See Note A)	9	4	Less demand than expected in 2013 – 2014. In previous years 2012 and 2013 CFSF only participated in 5 planning exercises. 2014 – 2015 target is set at 5.
# of partners engaged in community strategic planning (See Note B)	75	30	The actual is consistent with previous years. In both 2012 and 2013 actual realized was 27. For 2014 – 2015 target is revised to 25.
Total # of community based projects (See Note C)	3	10	More demand and requests than anticipated
Amount Invested in CED or Business Development Projects	\$10,000	0	Not required, found other sources of funding
\$ leverage value of community based projects (See Note D)	\$215,000	\$2.13 M	Success of UFV Agriculture Center of Excellence
Total \$ value of the community based projects (See Note E)	\$225,000	\$2.13 M	Success of UFV Agriculture Center of Excellence
# of partners engaged in community-based projects (See Note B)	75	30	The actual is consistent with previous years. In both 2012 and 2013 actual realized was 27. For 2014 – 2015 target is revised to 25.
# of businesses created, maintained, or expanded through business services	95	21	Changes in SEP program resulted in fewer businesses created
Amount leveraged through business services (See Note F)	\$190,000		We were unable to track this
# of business training session participants	500	460	Changes in SEP program resulted in reduced client numbers  While CFSF is still providing 1-on-1 advisory services, in order to be more cost effective we are directing more clients to group training sessions, hence the number of advisory services is down.
# of business advisory services	650	150	
\$ value of loans (See Note G)	\$500,000	\$198,353	Fewer quality loan applications were received 2013 – 2014 and the quality loan applications received were for larger amounts. An additional \$290,000 in loans were approved in 2013 – 2014, however they are scheduled to be disbursed in 2014 – 2015. CFSF MPS for 2014 – 2015 is \$400,000.
# of loans (See Note H)	12	3	Fewer quality loan applications were received 2013 – 2014 and the quality loan applications received were for larger amounts. Two additional loans were approved in 2013 – 2014 however they are scheduled to be disbursed in 2014 – 2015. CFSF MPS for 2014 – 2015 is 8.
Amount Leveraged through Lending (EDP and non-EDP)			

**Notes:**

- A) Cumulative total from the additional quarterly excel spreadsheet
- B) # of partners engaged in community strategic planning **PLUS** # of partners engage in community-based projects **EQUALS** # Partners developed/maintained (in TEA)
- C) # New CED or Business development projects and/or events (in TEA) **PLUS** # Ongoing CED or Business development projects and/or events (in TEA) **EQUALS** Total # of community based projects
- D) \$ leverage value of community based projects **EQUALS** Amount leveraged from CED or Business Development Projects and/or events (in TEA)
- E) Total \$ value of Community based projects **EQUALS** Amount invested in CED or Business Development Projects (in TEA) **PLUS** Amount leveraged from CED or Business Development Projects and/or events (in TEA)

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- F) Amount leveraged through business services **EQUALS** Amount leveraged from Business Development clients (in TEA)
- G) Total value of all loans and other investments approved where initial disbursements made
- H) Number of all loans and other investments approved where initial disbursements made

**SECTION 7**  
**Loans over \$150,000**

**Did your CF provide loans over \$150,000 in 2013-14? No**

**If yes**, then please provide a list of all loans given over \$150,000 and provide the reasoning/justification behind providing those loans. Please use your internal file or client number and **not client name**. *Note: your policy on loans over \$150,000 should have been provided to WD previously. If not, please attach to this report.*

File #	Amount	Rationale for Loans over \$150,000

**SECTION 8**  
**Syndicated Loans**

**Did your CF participate in any syndicated loans in 2013-14? No**

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

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

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

<b>CED Project Name:</b>	New Entrants Report		
<b>New this year or ongoing from previous year?</b>	New	<b>Dollar Amount Contributed by CF:</b>	0
<b>Number of Partners involved:</b>	2	<b>Dollar Amount Contributed by Other Sources:</b>	\$25,000
<b>Was this identified in your organizations' strategic plan and/or operating plan?</b>			No
<b>Description (a paragraph or two)</b>			
<p>To develop recommendations for the BC Government on how to better help new entrants become established farmers, we:</p> <ul style="list-style-type: none"> <li>Interviewed recently established farmers to determine how they learn, what they wished they had learned and what they value</li> <li>Identified current services for farm business start-ups in BC</li> <li>Evaluated start-up programs in other jurisdictions</li> </ul>			

Reviewed support for other small business start-ups in BC  
 Used this information to develop a set of recommendations to increase the number of successful new farm businesses

<b>CED Project Name:</b>	Employee Handbooks for Agriculture Workshops		
<b>New this year or ongoing from previous year?</b>	New	<b>Dollar Amount Contributed by CF:</b>	0
<b>Number of Partners involved:</b>	2	<b>Dollar Amount Contributed by Other Sources:</b>	\$30,000
<b>Was this identified in your organizations' strategic plan and/or operating plan?</b>			No
<b>Description (a paragraph or two)</b>			
CFSF created and delivered Human Resource workshops to the Agriculture Industry in BC. The project consisted of four full day workshops designed to help farms to create employee handbooks for their farms. Workshops were held in the Fraser Valley, Vancouver Island, and Interior of BC and included an innovative model with prerecorded video of HR experts. Over 50 BC farms participated in the workshops to develop better employee management practices.			

<b>CED Project Name:</b>	BC Centre of Excellence in Agriculture		
<b>New this year or ongoing from previous year?</b>	Ongoing	<b>Dollar Amount Contributed by CF:</b>	0
<b>Number of Partners involved:</b>	5	<b>Dollar Amount Contributed by Other Sources:</b>	\$2.1M
<b>Was this identified in your organizations' strategic plan and/or operating plan?</b>			No
<b>Description (a paragraph or two)</b>			
The establishment of an agriculture centre of excellence at the University of the Fraser Valley has garnered a considerable amount of industry attention. This centre would create an opportunity for the agriculture industry to access a world class set of researchers and educators, addressing the immediate challenges and opportunities, and allowing the sector to remain innovative and competitive. CFSF was instrumental in working with UFV, CEPCO Ag Commission, and other partners to prepare the way for WD to invest \$2.1 M into equipment for the new centre.			

**SECTION 10**  
**Investment Fund**

**1. Investment Fund Activity as of March 30, 2014**

Value of Loans Receivable	Total Number of loans	Aged Accounts Receivable greater than 90 days	Total value of loans over 90 days
\$ 738,537	19	2	\$ 48,759
\$			\$

**2. Equity Investment / Related Entities / Subsidiaries as of March 30, 2014**

List any CF investments in equity, related entities or subsidiaries as of March 30, 2014

Company Name	Percentage of Shares	Dollar Value
Power Disk		\$ 125,000

**SECTION 11 - OPTIONAL**

**Highlights & Social Media**

1. This section is optional and is provided for you to show case anything the CF does that you feel may be different from other CFs. This could include; best practices, interesting processes, unique services, etc.

2. Does the CF have a Facebook account? No
3. Does the CF have a Twitter account? No

If yes, WD would like to follow you on Twitter, what is your Twitter address? \_\_\_\_\_