



**CFDC of CIFN**

COMMUNITY FUTURES  
DEVELOPMENT CORPORATION OF  
CENTRAL INTERIOR FIRST NATIONS

# Strategic Plan

# OVERVIEW

## OUR ROLE:

Community Futures Development Corporation of Central Interior First Nations (CFDC of CIFN) promotes and provides community economic development support services to Indigenous people within the Central Interior of British Columbia.

## OUR COMMITMENTS:

To continue growing and flourishing as a corporation, we strive to uphold the business objectives, maintain program goals, methods, structure and assist with Indigenous Human Resource (in business-related services) and Skill Development, that reflect experience, needs and background of our clients and communities and remain linked to the overall economic, social, political and development of the Indigenous people.

## PURPOSE OF THIS PLAN:

The purpose of this strategic plan is to foster a common understanding of the issues facing the region and establish a strategic approach to addressing our most important opportunities and challenges. The strategic plan will guide the allocation of financial and human resources, provide clear direction to staff and align decisions and policies of the Board with our vision for the future. It will also enable us to track and measure our progress and success over time and report to our clients and stakeholders.



## **OUR VISION:**

To be an Indigenous leader in community economic development

## **OUR MISSION:**

Promoting regional economic growth through business development services and training by supporting Indigenous communities and entrepreneurs and remain linked to the overall economic, social, political and development of Indigenous people.

# OUR GUIDING VALUES:

An organization's culture is driven by its mission, vision and values. Our mission articulates our purpose – why we exist. Our vision is how we seek to deliver on our mission. Our guiding values are those characteristics that we commit to as individuals and as an organization so that we develop a culture that delivers our mission and executes our vision.

## Transparency

- Assisting/supporting – “authentic”
- Collective decision making
- Share information – among staff (to maximize benefits to clients); between Board and staff

## Accountability

- Visibility/presence in communities
- Most accurate and up to date information available – “staying current”
- Share information on geographic reach/distribution: equality of service provision
- To WED and communities, as a NACCA member, CFBC and other partners

## Empowerment

- Provide training and quality of information
- Promote certification, growth in clients through quality training
- Professional staff opportunities for growth/education
- “Nurture” and assist

## Diversity

- In our geographic representation and dialect
- With the types of businesses we serve
- With our board members
- Be flexible – look for innovative partnerships – leverage with other funding opportunities/sources
- Within the Nation groups we serve
- “balance” (all values)

## Respect

- For self (Intellectual, Spiritual, Emotional and Physical)
- For each other
- For the environment
- Kindness
- Respect clients – situation (on/off reserve)

## Teamwork

- Staff, board, clients, external, partners, ACCs, AFIs
- Effective
- Cooperating – pulling together to achieve goals

# OUR STAFF

**George Casimir**  
General Manager

**Gail Joe**  
Economic Recovery

**Tyrone Joseph**  
Agri-Tourism Training

**Pat Lentowicz**  
Administration Manager

**Chasity Jones**  
Economic Recovery

**Shannin Schimmelmann**  
Export Navigator

**Stacie Coutlee**  
Business Analyst

**Trish Donald**  
Loans Clerk

**Monica Parker**  
Kweseltken Project Team

**Tina Malkie**  
Kweseltken Project Team

**Quanah George**  
Kweseltken Project Team

**Jaimin Casimir**  
Kweseltken Project Team



# OUR BOARD



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# MESSAGE FROM THE BOARD AND CHAIR

On behalf of the Board of Directors for Community Futures Development Corporation of Central Interior First Nations, I am pleased to present this Strategic Plan for the organization.

Working with 30+ First Nations throughout the Central Interior, including both on and off-reserve individuals in urban and rural settings, CFDC of CIFN has a wide-ranging mandate to support the economic development needs of Indigenous communities. We have a lot of successes to celebrate. 2020 saw a successful first season of the Kweseltken Farmers' and Artisan Market, for starters. In addition, as of 2021, CFDC of CIFN has supported 111 individuals with financing to start their business and has provided 491 aspiring entrepreneurs with business training and advisory services.

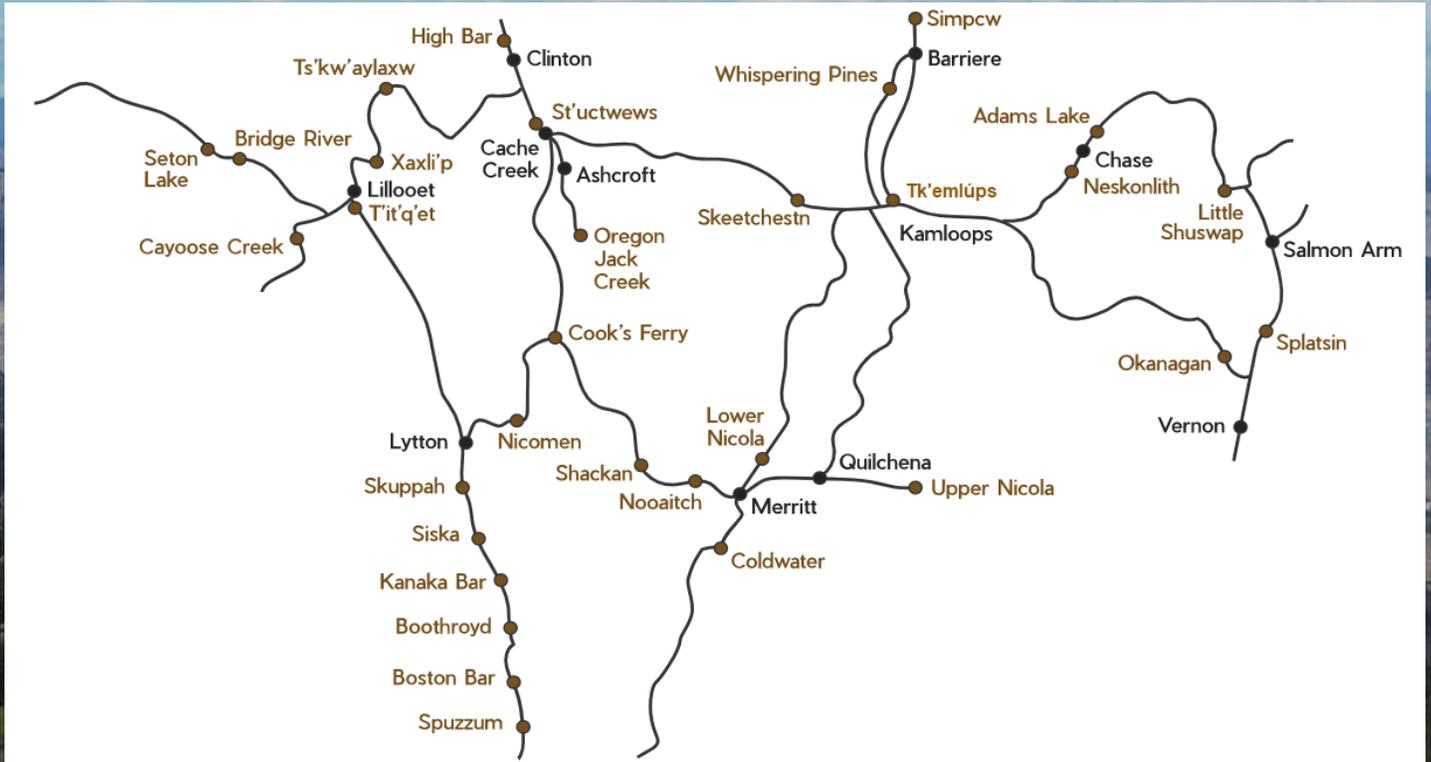
Having recently celebrated the organization's 30<sup>th</sup> anniversary, the Strategic Plan contained in this document represents an opportunity to reflect on our learnings from our work completed to date, while preparing for newly emerging opportunities to grow our impact as an Indigenous leader in community economic development. This Strategic Plan sets tangible goals for our organization over the coming years, such as:

1. Improving organizational effectiveness to increase efficiency and heighten the impact of our work.
2. Enhancing our communications with both internal and external stakeholders to better highlight success stories and encourage greater awareness for our work.
3. Fostering strategic partnerships to increase our impact, ensure organizational sustainability and collaboratively support our communities.
4. Providing superior support to our clients to ensure that they feel empowered by our programs and that our client services are consistent and reliable.
5. Taking a leadership role in stewarding regional economic development through the development and delivery of cutting-edge programming for Indigenous businesses.

As we begin to emerge from the challenges that the COVID-19 pandemic has presented to our communities and funded businesses, CFDC of CIFN is well-positioned to support aspiring Indigenous entrepreneurs to turn their business aspirations into reality. I am confident that the priorities outlined in this document will act as a motivator for CFDC of CIFN's staff and Board of Directors in pursuing our mission to help Indigenous business owners as a catalyst for driving regional economic development.

**Keith Matthew**  
**Board Chairperson**

# OUR REGION



The Indigenous communities cited in the Mission Statement are People living within the Central Interior of BC. While this is a general guideline, the organization will service communities outside of this region when invited to do so.

This includes persons, groups, or businesses living both on and off reserves as well as in urban or rural settings. The Boards' main objectives include the creation and strengthening Indigenous business development and formation of programming and support measures to prepare Indigenous people entering the labour market, including self-employment.

While there are subsequent Community Futures Development Corporations within our geographical area, the Community Futures Development Corporation of Central Interior First Nations is dedicated to the unique economic development needs of Indigenous Communities and individual entrepreneurs.

# STRATEGIC FOCUS AREAS



## STRATEGIC FOCUS AREA 1

## ORGANIZATIONAL EFFECTIVENESS



**GOAL:** To attain sustainable funding for program delivery, while ensuring we have sustainable organizational supports for our team.

**WHY:** Our commitment is to our clients. This means ensuring checks and balances are in place and our team is operating at peak efficiency.

STRATEGIES	PROCEDURES
<b>Effective Financial Management</b>	1: Balanced budget
	2: Implement auditor's plan to reduce deficit
	3: Networking and partnerships (identify funding partners)
	4: Develop financial policy(ies)
<b>Effective Governance</b>	1: Board/governance policy manual (including orientation, succession plan, skills matrix terms of reference ...)
	2: Board Development: Address board membership (committed, participating members) ... selection criteria for board
	3: Regular board meetings with active participation
	4: Explore and participate in Board Development/training opportunities
<b>Positive/healthy work environment</b>	1: Define roles and responsibilities
	2: Promote respectful relationships (explore sensitivity training)
	3: Professional development plan
	4: Revamp/update HR policy to meet strategic goals/actions (HR policy manual) – occupational health/safety manual
	5: Celebrate our victories through regular team building activities
<b>Effective Management</b>	1: FERN/FAASBANK
	2: Effective communication
	3: Subject line by Client or Project





## STRATEGIC FOCUS AREA 2



## ENGAGING AND COMMUNICATING WITH OUR STAKEHOLDERS

**GOAL:** To improve awareness of CIFN's role and obtain feedback from our stakeholders on services we provide.

**WHY:** To build relationships with our communities. CIFN strives to be the go-to for provincial/federal initiatives in supporting our regional Indigenous entrepreneurs. This will include funding, grants, larger loan caps and additional capacity to better serve individual and community businesses.

STRATEGIES	PROCEDURES	TARGETS
Internal Communication	1: Regular staff and board meetings, with active participation by all members	Ongoing
	2: Commitment to the implementation of the strategic plan with quarterly reporting to the board on how operational activities are delivering on strategic goals	2021-22
	3: Develop an internal communications policy <ul style="list-style-type: none"> <li>• FERN/FAASBANK</li> <li>• Effective communication</li> <li>• Subject line by Client or Project</li> <li>• Job Description</li> <li>• Standardized language</li> </ul>	2023
External Communication	1: Enhance public relations and client services	2021-22
	2: Community outreach activities, including visits and other programming to increase our presence and awareness. <ul style="list-style-type: none"> <li>• Current and ongoing online strategy</li> </ul>	2022
	3: Share/feature success stories of our clients <ul style="list-style-type: none"> <li>• Online</li> <li>• Awards strategy</li> </ul>	2022-23
	4: Increased online presence (updated webpage, social media) <ul style="list-style-type: none"> <li>• Current and future on-line presence</li> </ul>	2022
	5: Develop a comprehensive Communications and Engagement Strategy which will inform the best way to improve communications to our clients and stakeholders (ONLINE PRESENCE)	2022-23
Advocacy on Behalf of our Clients	1: Actively bring key indigenous issues in front of various organizations and levels of government to increase awareness and create solutions	Ongoing
	2: Develop external relationships which will enable opportunities for increased awareness and education	Ongoing
	3: Share/feature success stories of our clients	Ongoing
	4: Staff and Contractor responsibility to develop advocacy	Ongoing



## STRATEGIC FOCUS AREA 3



## STRATEGIC RELATIONSHIPS AND PARTNERSHIPS

**GOAL:** Partner with other organizations and our communities to deliver business and training services.

**WHY:** We are stronger when we work together. Collaboration with our partners strengthens our project success. Through strategic relationships we can leverage funding, create efficiencies, strengthen relationships, reduce duplication and enhance our effectiveness for our communities and clients.

STRATEGIES	PROCEDURES
<b>Identify additional funding sources</b>	Seek out longer term funding opportunities by networking with federal and provincial government agencies (Agriculture, WED, INAC, and others); to identify calls for RFPs, funding sources, maintain relationships to enable new opportunities
	Align priorities with government (federal) funders
	Be proactive in reaching out to other groups; foster potential partnerships (CFBC, etc.)
	Identify organization and client needs to identify funding opportunities that meet/suit client needs
<b>External Relationships</b>	Strengthen existing partnerships
	Partnerships with post-secondary institutions to allow clients to obtain certified training
	Provide highest level of business service to clients and communities
	Attend conferences; set up information booths (within and outside geographic area)
<b>Raise profile of CFDC CIFN locally and nationally</b>	Seek nominations for various national/provincial/local awards
	Nominating business clients for awards (BC Aboriginal Business Awards, national/provincial/local awards)
	Develop and maintain relationships with all levels of government (First Nation, provincial, federal)
	Continue to be proactive with partnerships; be active and participate in events of our partners; share the information learned
	Participate at various levels (e.g. CFBC) to advise on need for indigenous awareness and engagement



## STRATEGIC FOCUS AREA 4

## CLIENT SERVICES



**GOAL:** To do everything in our power to support the success of our clients and communities through providing welcoming and approachable programs and delivering innovative new programming based on community needs.

**WHY:** One of the main objectives of Community Futures offices across Canada is to provide support and training to entrepreneurs. Through this support we are driving economic development in our communities for the betterment of all.

STRATEGIES	PROCEDURES	TARGETS
Entrepreneur Support	1: Identify gaps and provide services to fill the gaps (or help to find other services to fill the gaps)	2021
	2: Educate about the need to address regulatory requirements for clients to conduct their business	2021-22
	3: Ensure every client has the ability to prepare proper business plan in place (provide assistance and/or training)	2021-22
	4: Implement quality follow-up/aftercare to produce success stories (to allow for/encourage business expansion)	2021-22
	5: Utilize successful clients to act as role models for new entrepreneurs (conference/workshop presenters)	2021-22
	6: Youth Strategy; Dedicate time and resources on youth entrepreneur support programs. Use the existing strategy to accomplish this with new partnerships and commitments to developing our youth support and micro loan portfolio	2023
Skills Training Program Delivery	1: Deliver/identify training and funding that addresses new and upcoming trends and emerging opportunities	2021-22
	2: Provide consistent and reliable services across all clients (to ensure success, comfort and trust with existing and new clients to promote our reputation in community economic development)	2022
	3: Assist in addressing literacy and numeracy skill gaps (theme based – e.g. agricultural, tourism, entry level business, forestry, financial literacy, pre-employment training)	2022
	4: Youth Strategy; Dedicate time and resources on youth training. Use the existing strategy to accomplish this with new partnerships and commitments to developing our youth training.	2023
Enhance client support by creating partnerships	1: Effective outreach services covering entire geographic area	2020
	2: Develop partnerships and align with other organizations that clients will require (AFIs, ANTCO, insurance ... etc)	2021-22
	3: Work with other partners to identify client needs (e.g. literacy/numeracy)	2023
	4: Regularly perform client satisfaction/follow-up surveys so that we can continue to deliver excellent services to our clients	2023



## STRATEGIC FOCUS AREA 5



## REGIONAL ECONOMIC DEVELOPMENT

**GOAL:** To support and deliver services and amenities that support livable and sustainable communities throughout our region and protect our natural values and assets.

**WHY:** Economic development projects in our communities enhances the quality of life for our residents, supports the retention of workers and families, and attracts growth and development.

STRATEGIES	PROCEDURES	TARGETS
<b>Regionally Focused Economic Development Initiatives</b>	1: Explore Rural Economic Development Projects. These are investments made in communities to help support economic development and job creation.	<b>2021</b>
	2: Agri-tourism Strategy: COVID-19 has brought a highlight to food sovereignty as a major issue/opportunity. Furthermore, industry outlooks are showing that agri-tourism is an exploding industry.	<b>2021-22</b>
	3: Support and enhance a "local supply chain" by highlighting local businesses and ways to support them. This will also increase community resilience in a disaster.	<b>2021-22</b>
	4: Build on the success of the Kweseltken Farmers and Artisans Market by exploring ways to take it online or expand the impact.	<b>2021-22</b>
<b>Emergency Response</b>	1: Help communities to develop an Emergency Response Plan <ul style="list-style-type: none"> <li>• Agriculture assessment study</li> <li>• Agriculture emergency response handbook</li> </ul>	<b>2020</b>
	2: Develop partnerships and align with other organizations that can empower CIFN to be a leader in Economic Resilience and Recovery (EMBC, CFBC and the First Nations Emergency Services Society)	<b>2021-22</b>
	3: Develop and help provide business continuity planning to our clients	<b>2023</b>
	4: Develop and deliver on other emergency programming as needs of our clients arise (e.g. the emergency loan program of the Indigenous Business Stabilization program)	<b>2023</b>



**COMMUNITY FUTURES DEVELOPMENT CORPORATION OF CENTRAL INTERIOR FIRST NATIONS**



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