

COMPREHENSIVE PLAN 2023

COMMUNITY FUTURES
DEVELOPMENT CORPORATION OF
CENTRAL INTERIOR FIRST NATIONS



CFDC of CIFN

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“We want to see a generation of young people excited about their future.”



A message from the CIFN Board

More than just a lending institution

As I reflect on CIFN throughout the process of developing this new Comprehensive Plan for our organization, one of the primary things that is coming up for me is how CIFN is so much more than just a lending institution. Our role as a support for community resilience has become more apparent in the last three years since our last Strategic Plan was created. We have pivoted into full action for fire and flood evacuees, communities in grief around the uncovering of Le Estcwicwéy (the missing), and through the pandemic. We have been feeding hungry evacuees camped at the Tk'emlúps Pow Wow Arbour, creating a venue for trading and sales for artisans and farmers when the pandemic collapsed their market options, and delivering emergency funding dollars and supports for those impacted by fires, floods and the mental health toll the past few years have taken.

CIFN recently celebrated 30 years delivering business services to Indigenous communities in our service area, and while things are rapidly changing, the foundation of our organization is strong and allows us to recognize where community needs support most and to deliver it effectively. We are proud to be one of three Indigenous Community Futures in the province and even more proud of the representation among our leadership, staff and fully Indigenous-led Board. Through the challenges we have faced, we continue to provide financing options for businesses, skills training, and sector specific programming. We know that the connectedness to our communities is what provides this rooted and solid foundation that allows us to respond as needed during a crisis and stay focused on our big picture goals. We are grateful to continue to work together towards a vision of thriving cultural livelihoods in our territories and homes.

This plan helps to clearly communicate our goals and how we will work together for the communities in our service area. The opportunities and actions identified make me excited to see what the future will hold.

Sincerely,

Keith Matthew,
CIFN Board Chairman

“Our work helps us become equal with non-Indigenous organizations and creates equality for our clients.”





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. We remain linked to the overall economic, social, and political development of Indigenous people.

Our Guiding Values

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

- Assist and support authentic cultural livelihoods
- Practice collective decision making
- Share information among staff and Board to maximize benefits to clients

Accountability

- Maintain visibility and presence in communities
- Stay current with the most accurate and up to date information available
- Share information on geographic reach and distribution of our service provision
- Keep accountable to partners and funders like PacifiCan, the National Aboriginal Capital Corporations Association , Community Futures BC, and our communities

Empowerment

- Provide training and high quality curriculum
- Promote certification and therefore, growth in clients through quality training
- Provide staff opportunities for professional development
- Nurture and assist clients and others in our communities

Diversity

- Represent geographic areas, languages, cultures, and dialect within our service area
- Maintain diversity in the types of businesses we serve
- Ensure strong Indigenous representation among our board members
- Be flexible by looking for innovative partnerships and leveraging our existing support towards further funding opportunities
- Maintain equity within the communities we serve

Respect

- Maintain respect for self (intellectual, spiritual, emotional and physical)
- Maintain respect for each other
- Maintain respect for the environment
- Maintain kindness at all times
- Maintain respect for clients in all situations

Teamwork

- Collaborate among staff, Board, clients, external partners and the communities we serve
- Ensure systems are in place for effective teamwork
- Cooperate by pulling together to achieve goals



Our Comprehensive Plan Overview

CIFN established a strategic plan in 2020, just as the onset of the COVID-19 pandemic arrived in Kamloops. At this time, there was a distinct need to chart a course in terms of how CIFN can respond to the pandemic and to set a vision and direction. Three years later, the CIFN team wanted to take a comprehensive look at what has changed during the tumultuous period since the last strategic plan was drafted, and how, as an organization, we can respond to this expanded scope of community needs.

Thus, this Comprehensive Plan was born, and is an opportunity to assess how to refocus on the day to day lending, respond to emergencies when needed, as well as best support our communities in new and emerging ways.

As a part of the strategic plan update process, CIFN staff and Board spent time contemplating how to best respond to the current context of the communities in the CIFN service area. We reflected on what we need to be doing more of, what needs we can respond to, what the root causes of the problems we are trying to address are, and what changes because of our work.

Some of the key themes that came up through these questions includes:

- **Access to capital and grants:** This includes gaining access to new sources of lending funds, providing larger loans and in some cases riskier loans, as well as increasing the amount of non-repayable or grant capital that can be provided.
- **Community awareness and outreach:** Providing more communication channels between CIFN and communities, as well as between businesses within the communities CIFN serves is key.
- **Increasing the capacity of CIFN:** Sustainable core funding, administrative systems and departmental restructuring was noted as something that was needed.
- **Focus on youth entrepreneurs:** programs geared to youth and events like Junior Dragon's Den and Pow Wow pitch
- **Skills training:** Community wide and business or sector specific training; including specialized training in areas like financial literacy, bookkeeping, and credit scores as well as industry specific trainings
- **Market access supports:** Including leakage studies, understanding the role of technology in the changing workforce, and identifying business opportunities for Indigenous community members that are currently being lost to non-Indigenous subcontractors outside of communities.

- **Advancing Indigenous content for businesses:** Focus more on preserving Indigenous culture and awareness in businesses, supporting knowledge holders as well as helping to education on Indigenous-specific regulation information such as corporate ownership taxation
- **Relationships and advocacy:** Including government industry, other Community Futures organizations and other Indigenous Funding Institutions.

These themes are woven throughout the five key strategies in the plan below: client services, regional economic development, organizational effectiveness, engaging and communicating with stakeholders, and strategic relationships and partnerships.

Each of the five strategies has two types of actions associated with it: high impact activities and core activities that we're continuing and progressing on. These are differentiated because the high impact activities are primarily one-time or defined duration activities that will help to build the infrastructure required to make the core activities more effective or efficient. The core activities listed in this plan will help to ensure that good work continues on, and is expanded or deepened over time.

Finally, a note on how success would look or feel is included for each strategy, as a touch-point for staff to reflect on and check in with themselves and others regarding how progress towards the goals are advancing.

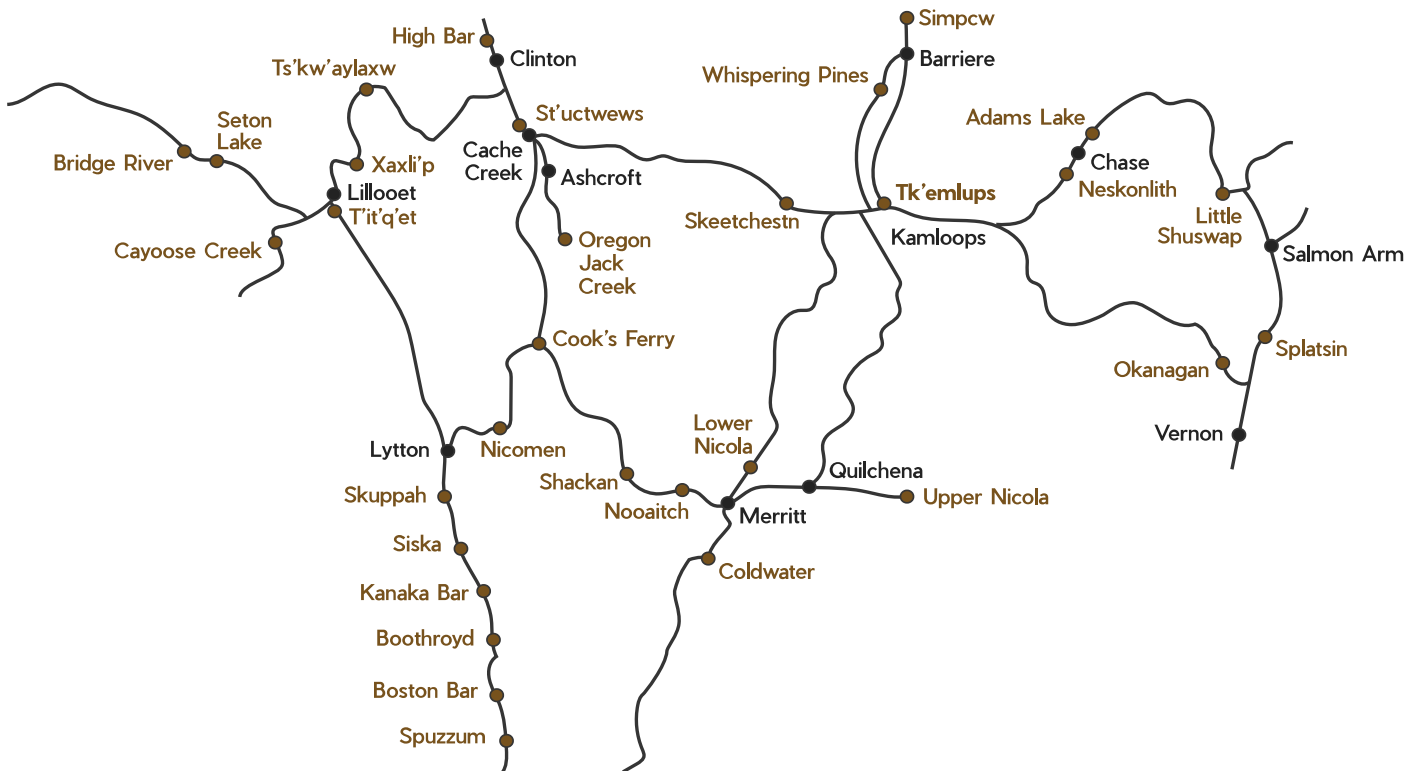


Our Region

Our service area includes Indigenous communities within the central interior region of BC. While this is a general guideline, our organization will service communities outside of this region when invited to do so.

We serve persons, groups, or businesses both on and off reserves as well as in urban or rural settings. The Boards' main objectives are to create and strengthen Indigenous business development and form needed programming and support.

While there are other Community Futures Development Corporations within our geographical area, the CIFN is dedicated to the unique economic development needs of Indigenous communities, Indigenous businesses and Indigenous entrepreneurs.



Strategic Focus Areas

One of the metaphors for CIFN's work that was suggested by the Board of Directors is the tree. The strategic focus areas of this Comprehensive Plan align with this metaphor in the following ways:



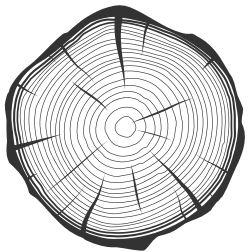
Client Services

The client services are like the branches of the tree; they are reaching out, providing a place for new growth to flourish.



Regional Economic Development

Regional Economic Development is like the fresh air and nutrients thriving trees provide to the atmosphere.



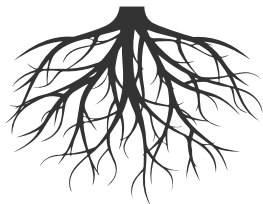
Organizational Effectiveness

The organizational effectiveness is like the trunk of the tree. CIFN needs to be strong and stable to effectively provide client services.



Engaging and Communication with Our Stakeholders

Communicating with stakeholders is like the flow of water in a tree that moves from roots through the trunk and branches. There is constant movement and contact.



Strategic Relationships and Partnerships

The partnerships and relationships are like the roots; this network provides stability, nutrients, and connection to the land.



Client Services



Strategy 1.1: Entrepreneur Support



High Impact Initiatives

A) Aftercare: Implement quality follow-up/aftercare to ensure clients understand what supports we can offer, what they need to be aware of and what their responsibilities, as well as to produce success stories (to allow for/encourage business expansion).

Core Tasks We're Continuing and Progressing On

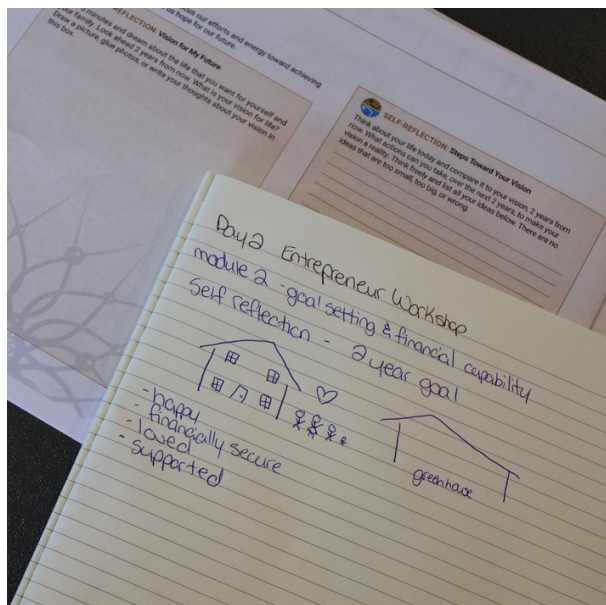


1. Develop simple and easy to follow materials that help clients understand the regulatory requirements for their business operations.
2. Develop certified workshops/presentations that allow clients to work towards a diploma or degree.
3. Continue to assist clients with proper business planning through training and support, as well as prompt communication on phone calls and outreach.
4. Utilize successful clients to act as role models for new entrepreneurs (conference/workshop presenters).



We will know we are successful when...

- Our team is taking time to appreciate our hard work and feel proud of our accomplishments.
- We have more loans, successful entrepreneurs and more partners.
- We have successful curriculum and educated entrepreneurs that can support other businesses.
- We have more new business start-ups.



Strategy 1.2: Skills Training Program Delivery



High Impact Initiatives

B) 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 youth support and micro loan portfolio, as well as a summer training camp for grades 11-12.

Core Tasks We're Continuing and Progressing On



1. Identify ways to increase training and funding that addresses new and upcoming trends and emerging opportunities.
2. Increase financial literacy training.
3. 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).
4. Revise program resources that assist in address literacy and skill gaps, and work with other partners to create education opportunities that allow clients to receive credit towards a degree or diploma.
5. Continue to develop relationships with strong partners like NACCA and ETSI BC.



We will know we are successful when...

- We have more youth, women and other underrepresented sectors accessing training.



Regional Economic Development



Strategy 2.1: Regionally Focused Economic Development Initiatives




High Impact Initiatives

C) **Clear approach:** Develop a theory of change that will guide CIFN in contributing to a thriving regional Indigenous economic development ecosystem.

Core Tasks We're Continuing and Progressing On

1. Continue engaging with partners to develop a robust local food supply chain to foster regional economic development and opportunities for Indigenous food entrepreneurs and resilience through climate related and global supply chain issues.
2. Continue to work with partners to develop local food aggregation and distribution channels that enhance the businesses of our clients and communities.
3. Encourage food resilience through home gardening, new climate change resistant food crops, root cellars, processing facilities, trade with other communities and markets to sell goods.
4. Develop and identify seasonal opportunities for fruit, vegetables, fish and other economically viable goods that take advantage of First Nations taxation laws and benefits.
5. Bring together all producers to develop a food sovereignty strategy.



We will know we are successful when...

- Indigenous communities are recognized as leaders in land management strategies (i.e. unit crews to provide traditional burning for fire safe communities).
- Funding applications have been created for new climate change resilient crops and food products.



Strategy 2.2: Climate Change Readiness



High Impact Initiatives

D) **Widespread readiness:** Develop an emergency preparedness plan handbook that can be delivered to communities within the CIFN service area, and is in a similar format as the Indigenous Agriculture Guide.

Core Tasks We're Continuing and Progressing On

1. Work with partners such as the United Way and Red Cross to create an proactive disaster plan, that articulates the role for CIFN to deliver resilience and recovery programming.
2. Support traditional burning initiatives such as the Salish Fire Keepers to help keep communities safe.
3. Develop and help provide succession and business continuity planning to our clients.
4. Deliver emergency programming as needs of our clients arise (e.g. the emergency loan program of the Indigenous Business Stabilization program).

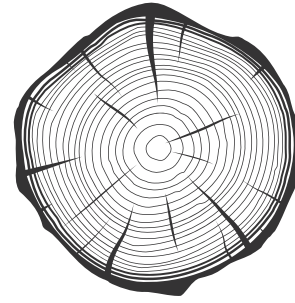


We will know we are successful when...

- We know, in times of emergency, where we need to be, what we are doing, and who to be in touch with.
- We are seeing more and more Indigenous land stewardship practices to reduce the impacts of wildfire.



Organizational Effectiveness



Strategy 3.1: Effective Management

High Impact Initiatives



E) Administration Policy: Create an administration policy that includes office procedures, financial management policies, and internal communication policies, Board/ governance manual, Board selection process and criteria etc.

F) Internal Communication Policy: Including team meeting norms, shared calendar, effective emails, and client information systems.

Core Tasks We're Continuing and Progressing On



1. Work with auditor and within the parameters of an ever-changing financial environment to balance budget.
2. Make FERN/FAASBANK the one go-to location for communications, records and other info.
3. Complete and maintain Equifax certification processes.
4. Create a shared calendar system for internal office organization.



We will know we are successful when...

- The staff team feels relief, clarity, efficiency, job security, a sense of accomplishment, increased productivity, and notices more staff retention.



Strategy 3.2: Effective Governance




High Impact Initiatives

G) Regular Reports: Provide a snapshot report to the board twice a year on the strategic plan using a green/yellow/red evaluation of core work and high impact tasks.

Core Tasks We're Continuing and Progressing On

1. Create strong connections and relationships that lead to recruitment for Board nominations. Strive for more gender equity, LGBTQ2S+ representation and Indigenous women representation on the Board.
2. Review tenure on the Board to ensure there are new ideas and representation on a regular basis.
3. Delegate a Board of Directors Assistant.
4. Support Board engagement through regular meetings and involvement in development and training opportunities.



We will know we are successful when...

- We have Board of Directors training, retention and a staff support for the Board.
- Directors always feel that they are relevant and in reciprocal support with the staff.



Strategy 3.3: Positive/Healthy Work Environment



High Impact Initiatives

H) New Organizational and Role Structure: Develop and approve new role structure and recreate job descriptions and roles and responsibilities to align.

Core Tasks We're Continuing and Progressing On

1. Continue the ongoing work of ensuring that CIFN is a safe, respectful and positive working environment, including ongoing review and updating of policies so that inclusive language is used throughout.
2. Update HR policy post-COVID to reflect changes to health related policies, including sick days, work week options, and cultural days.
3. Engage in training for staff as well as clients related to conflict resolution and trauma.
4. Examine staff retention tools such as pension plans, health benefits and compensation rates.
5. Regularly conduct peer training across roles and departments to help with communication as well as resilience to staff turn over and healthy successions.
6. Review professional development opportunities on a regular basis to foster learning, growth and leadership development.



We will know we are successful when...

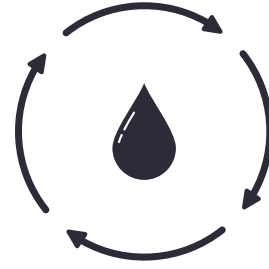
- Staff feel happy, excited, motivated, productive and have a sense of true teamwork.



“We assist with meaningful employment through self-employment.”



Engaging & Communicating with Stakeholders



Strategy 4.1: Staying in Touch With Our Clients and Potential Clients



High Impact Initiatives

I) Community Outreach Habits: Expand community visits and representation in celebrations events so that it is a regularly scheduled part of CIFN's work to be in communities on a monthly or bi-weekly basis.

J) Market Research: Develop a leakage study and community forums to discuss and identify needs that businesses can fill.



Core Tasks We're Continuing and Progressing On

1. Ensure we are meeting community members where they are; via internet, telephone, face to face or through newsletters or Facebook ads.
2. Create regular drop in office hours in person (in summer months), and over zoom in winter with our service area communities.
3. Create follow up surveys for clients and stakeholders following any kind of engagement (workshops, loans etc) and on a regular basis to stay in touch with community needs and stakeholder perception of CIFN.



We will know we are successful when...

- Clients, community members and stakeholders have a positive emotional connection to CIFN, and help to promote CIFN.
- We have regular check-ins with clients who are striving in their businesses. They come back because they want to, not because they have to.
- Clients and potential clients come to us because our programs and staff met their needs and fill a unique need.



Strategy 4.2: Staying in Touch With Our Stakeholders



High Impact Initiatives

K) **Communications Strategy:** Undertake planning for high impact communications to stakeholders in terms of channels, frequency, content etc.

Core Tasks We're Continuing and Progressing On

1. Raise awareness of CIFN's work by creating success story content for web and social media.
2. Set aside budget for ongoing maintenance and updating to website, communications and branding.
3. Share our successes by nominating business clients for awards (BC Aboriginal Business Awards, national/provincial/local awards).
4. Advocate for our clients and communities by actively bring key indigenous issues in front of various organizations and levels of government to increase awareness and create solutions.

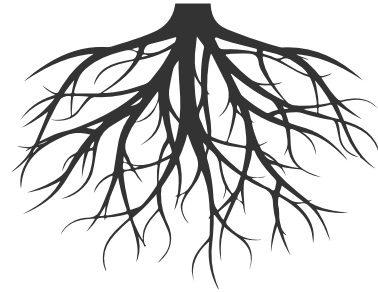


We will know we are successful when...

- We frequently work in collaborative way to reach common goals that we know we are relevant to communities.
- We are leading and developing unique programs and services, which in turn, increases funding.
- We continue to be able to pivot to adapt to complexities.
- We develop new relationships and contracts to meet the changing needs of communities.



Strategic Relationships and Partnerships



Strategy 5.1: Raise the profile of CIFN through building strong external relationships



High Impact Initiatives

L) **Prioritized reciprocal relationships:** Identify key partnerships and involvement with organizational that advance CIFN's key goals: *leveraging funding for the organization and clients, training and workshops provision and celebrating successes.*

Core Tasks We're Continuing and Progressing On



1. Focus on engaging in sector specific conferences, committees, and partnership involvement including tourism, agriculture, forestry, and technology.
2. Foster partnerships with post-secondary institutions to allow clients to obtain certified training,
3. Participate at various levels (e.g. CFBC) to advise on need for indigenous awareness and engagement.
4. Highlight CIFN's position as an Indigenous-led and Indigenous serving organization.



We will know we are successful when...

- We have good media coverage because we have well-developed relationships that have resulted in positive opportunities.



Strategy 5.2: Identify additional funding sources



High Impact Initiatives

M) Government Partnerships: Network with federal and provincial government ministries to identify longer term and ongoing funding opportunities.



Core Tasks We're Continuing and Progressing On

1. Build strong relationships with existing funders and new potential funders.
2. In collaboration with other Indigenous Funding Institutions and Community Futures, advocate to government to obtain resolutions of support for access to funding opportunities that CIFN is currently excluded from.



We will know we are successful when...

- We receive the recognition, in writing, that an unlevel playing field exists for Indigenous organizations like ours striving to assist Indigenous business.
- Our positive relationships translate into funding for our work; our partners have a desire to participate and be involved and provide additional funding.





Contact

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Appendix: Implementation Plans for High Impact Activities

- A. Aftercare: Create and implement quality follow-up/aftercare procedure to ensure clients understand what supports we can offer, what they need to be aware of and what their responsibilities, as well as to produce success stories (to allow for/encourage business expansion)
- B. 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 youth support and micro loan portfolio, as well as a summer training camp for grades 11-12.
- C. Clear approach: Develop a theory of change that will guide CIFN in contributing to a thriving regional Indigenous economic development ecosystem
- C. Widespread readiness: Develop an emergency preparedness plan handbook that can be delivered to communities within the CIFN service area, and is in a similar format as the Indigenous Agriculture Guide
- D. Admin Policy: Create an administration policy that includes office procedures, financial management policies, and internal communication policies, Board/ governance manual, Board selection process and criteria etc.
- E. Internal communication policy: Including team meeting norms, shared calendar, effective emails, and client information systems
- F. Regular reports: provide a snapshot report to the board twice a year on the strategic plan using a green/yellow/red evaluation of core work and high impact tasks
- G. New organizational and role structure: develop and approve new role structure and recreate job descriptions and roles and responsibilities to align
- H. Community outreach habits: expand community visits and representation in celebrations events so that it is a regularly scheduled part of CIFN's work to be in communities on a monthly or bi-weekly basis
- I. Market Research: Develop a leakage study and community forums to discuss and identify needs that businesses can fill
- J. Communications strategy: Undertake planning for high impact communications to stakeholders in terms of channels, frequency, content etc.
- K. Prioritized reciprocal relationships: Identify key partnerships and involvement with organizational that advance CIFN's key goals: leveraging funding for the organization and clients, training and workshops provision and celebrating successes
- L. Government partnerships: network with federal and provincial government ministries to identify longer term and ongoing funding opportunities.

A. Aftercare:

Create and implement quality follow-up/aftercare procedure to ensure clients understand what supports we can offer, what they need to be aware of and what their responsibilities, as well as to produce success stories (to allow for/encourage business expansion)

Who will be responsible?

All department members of the Loans team, under the leadership of the loans manager, will develop and implement the aftercare plan. This also applies to K'wséltkten market and DREAI.

When will this be worked on?

Time set aside in our weekly loan department meetings. The plan is to hold these meetings right after our weekly staff meeting. A realistic timeline would be one hour per week.

When will it be finished?

End of July 2023

What is needed to accomplish this?

Three Action Items:

1. Develop the aftercare program for the loans department.
2. Implement the aftercare for our clients.
3. Produce success stories (to allow for/encourage business expansion)

Structure of aftercare streams for each loan program, inquiries, and workshops, etc. provided need to be developed. What do we want this to look like? Who are we targeting? Efficient tracking and communication within loans and other departments as required. (FERN)

Dedicated time, during work hours, by loans department to develop structure.

Dedicated time, during work hours, to deliver client aftercare on an ongoing basis. The amount of time rolling out the aftercare will depend on the type of client targeted. For example, individual or community. Flexibility will need to be built into the rollout as each client is unique.

Dedicated time, during work hours, to create success stories to be marketed to our network and social media. What do we want the stories to look like? Written, videos, photos, etc. How often are we going to update stories?

Where will this take place?

In our office – may need to use the boardroom.

Rolled out to clients and stakeholders early August 2023

B. 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 youth support and micro loan portfolio, as well as a summer training camp for grades 11-12.

Who will be responsible?

- BoD – identify goals, KPI's, formalize a budget for ongoing support.
- GM – develop a Youth Strategy Plan based off of direction from BoD, find funding, hire a consultant with BEd, and work with consultant on implementing a plan. Oversee and monitor project.
- Loans Department – Support GM with Youth Strategy Plan. Assist youth between the age of 18-29.
- Consultant BEd – develop a Youth Strategy Plan, with direction from BoD and GM.
- Consult with first nation communities, Board of Education, School District(s) - Indigenous Support Workers, Indigenous support organizations, etc.
- Work with CIFN team on implementing Youth Strategy Plan and educating on policies, procedure, etc.

When will this be worked on?

- Sept 29, 2023 – Scheduled BoD Quarterly Meeting/Strat Plan implementation.
- Oct 2, 2023 – Nov 3, 2023 – GM is to develop a business case study and search for potential funding streams and consultants.
- Nov 6, 2023 – Dec 15, 2023 – Apply for funding & funding approval.
- Jan 8, 2023 – Feb 2, 2024 – Hire a Consultant to develop a Youth Strategy Plan
- On going – CIFN Loans team will continue to work with Youth between the ages of 18-29

When will it be finished?

Youth Strategy Plan should be complete by Sept 2, 2024

What is needed to accomplish this?

Delegated time with: BoD, GM, CIFN Administration, Consultant, Communities and businesses, and SD73 Aboriginal Education.

Where will this take place?

- This will take place within the organization, and other communities.

C. Clear approach:

Develop a theory of change that will guide CIFN in contributing to a thriving regional Indigenous economic development ecosystem

Who will be responsible?

General Manager, Board of Directors, Executives and Staff for Implementation of Ideas.

When will this be worked on?

Prior to scheduled Board Meetings

Repeat per scheduled Board Meeting

When will it be finished?

On going basis

What is needed to accomplish this?

Time with the board of directors. Form large ideas and work backwards to identify necessary preconditions to achieve larger goals.

Could have Department leads to sit in on meetings to ensure SMART goals are created.

Where will this take place?

Zoom meetings and in person meetings.

D. Widespread readiness:

Develop an emergency preparedness plan handbook that can be delivered to communities within the CIFN service area, and is in a similar format as the Indigenous Agriculture Guide

Who will be responsible?

A planning team needs to be first established, deciding if staff can manage with the support of partners/professionals with a consultant heading.

When will this be worked on?

Weekly meetings. Time frame of an hour set aside, outline direction, material.

When will it be finished?

Within 6 months. I believe the Ag Guide was just over 7 months to complete. If the project can be finished within a shorter time frame, that would be great.

What is needed to accomplish this?

- budget, funding
- dedicated time
- consultant
- community input as to challenges/experiences. To insure wide variety of emergencies that are most common (Does that make sense, am I explaining it correctly?)
- in person meetings
- interviews -
- material/knowledge/meetings from BC Cattlemens, Gov BC Wildfires, emergency preparedness), Prepared BC, FNESS, Min of Ag, Firesmart BC, cultural burning, open burning,
- specialist in insurance policies, importance of
- other CF's on their business continuity plans - already developed
- researchers

Where will this take place?

If with consultant, they would have space available. Meetings could take place virtually, and in person meetings with team are needed. In person interviews and meetings with professionals are also needed.

E. Admin Policy:

Create an administration policy that includes office procedures, financial management policies, and internal communication policies, Board/ governance manual, Board selection process and criteria etc.

Who will be responsible?

Office procedures: Pat, Barbara & Terry

Financial Mgmt. Policies: George, Pat, Trish (Mgmt.)

Board/Governance Manual, Selection process: George, Pat, Trish (Mgmt.) with input from BOD

When will this be worked on?

Office procedures: I think a collaborative effort is required to ensure all admin. staff are comfortable with any changes. I think this could be a task that has a set time that is flexible - dependent on workload. Perhaps ___ hour(s) per week on _____ day.

Financial Mgmt. Policies: Management

Board/Governance Manual, Selection process & criteria: Seems like a task that the BOD & Management would like to have the main responsibility for...just a guess.

When will it be finished?

Office procedures: December 2023

What is needed to accomplish this?

I think we need a flow chart developed so that everyone in the process can clearly see how the individual tasks may affect others in the process who are "downstream." We may need assistance with developing the flow charts to encompass all of the steps and processes fully. I'm hoping that this process will highlight where gaps in our current system exist, allowing us to develop procedures to fill in those gaps or to eliminate steps that may have become redundant.

Where will this take place?

Office procedures: The work will probably take place in the office.

F. Internal communication policy:

Including team meeting norms, shared calendar, effective emails, and client information systems

Who will be responsible? ALL staff at all levels.

When will this be worked on?

I am thinking that we can dedicate 15 minutes of every weekly staff meeting to work on this as a team with brainstorming and discussion. FERN training dependant upon FERN's availability/willingness to provide training.

When will it be finished?

Mid-July 2023 for internal due to staff holidays etc. and the FERN training component dependent upon FERN

What is needed to accomplish this?

Some additional FERN training along with open-minded participation and willingness to change ingrained habits.

Where will this take place?

Internal – implemented immediately as a team once discussed and approved by Mgmt.

G. Regular reports:

Provide a snapshot report to the board twice a year on the strategic plan using a green/yellow/red evaluation of core work and high impact tasks

Who will be responsible?

Organized departmentally – whichever team (Admin/Loans/Mgmt.) will have different parts of the plan that apply.

When will this be worked on?

Time will be needed – perhaps one month prior to presentation to the board, a specific time is dedicated each week to collaborating on the report information.

Two weeks before have a staff meeting/potluck to discuss and go over the report sections with the rest of the teams.

When will it be finished?

Final drafts for BOD due 1 week prior to formal presentation to the Board.

What is needed to accomplish this?

Time and a sense of importance.

Where will this take place?

To be worked at on-site. Boardroom used for staff presentations to each other 2 weeks prior.

H. New organizational and role structure:

Develop and approve new role structure and recreate job descriptions and roles and responsibilities to align

Who will be responsible?

General Mgr, HR consultant and department managers, and CIFN staff. Once the job descriptions are deliberated and sorted our GM will present them to the executive to take recommendations if needed.

George has already met with staff and provided current job descriptions for review. Pat and Trish are planning to set time aside, meet with staff to go over any questions or changes to be made to current job descriptions. **After this step a Human Resource consultant will be hired to meet with staff and finalize the job descriptions.**

A new organizational structure for CFDC of CIFN was presented to the Board of Directors at the April 15, 2023 meeting, as a discussion item. It will need to be reintroduced and discussed by the board at a further date. It is not on the Agenda for the June 23 meeting. The next scheduled meeting is September 29, 2023.

When will this be worked on?

Discussions should be underway in July 2023. After meeting with the consultant and staff, a schedule should be set to get the org chart developed and aligned with staff roles and job descriptions then upcoming BofD meetings to be presented and eventually approved.

Staff have already been given a copy of their job description to review, note changes, and make any comments. Department managers are to meet individually with staff members to review their position and compensation. Administration Manager will be on vacation from June 21 – July 11, 2023. We would need to set up a couple of days for management and staff to review.

When will it be finished?

Internal reviews could be completed by the end of July. Hiring/meeting with Human Resource Consultant, and completion of job descriptions by September. Hopefully we will complete discussions and recommendations and be ready to present them by September 29 (B of D meeting), if not continue ironing out the kinks and present December 8, 2023, BofD meeting.

What is needed to accomplish this?

Contract for the HR contractor. We have to make time and or schedule weekly or biweekly updates. Annual staff evaluations should also be done by an HR consultant. There are concerns that staff feedback and evaluations may not be as forthcoming as they should be if they are not completed by an external HR consultant or in an anonymous survey. In these formats staff will feel more open to answer the questions and the results will be more accurate. Honest and reflective feedback will be a valuable starting point to work from.

Where will this take place?

This all takes place here at CIFN headquarters and in the BoD meetings.

I. Community outreach habits:

Expand community visits and representation in celebrations events so that it is a regularly scheduled part of CIFN's work to be in communities on a monthly or bi-weekly basis

Who will be responsible?

Staff and BOD will be responsible to represent as needed.

When will this be worked on?

All CIFN departments to be involved in research. An efficient way – each department completes own research, then presented during dedicated time during staff meetings.

When will it be finished?

Research completed by end of July 2023 and ongoing.

What is needed to accomplish this?

- Research to discover what events, host communities, etc., are happening between now and March 31, 2024.
- To be completed in-house by CIFN staff.
- Shared calendar and internal communications.
- Determine most efficient way to get best bang for our buck in promoting our organization.
- Establish & maintain good relationships with organizations that host the events we want to attend.
- Advertise via social media where we are going to be and/or share poster of event attending.

Where will this take place?

Work will begin within CIFN, during office hours, and delivered in community at large during event time frames.

J. Market Research:

Develop a leakage study and community forums to discuss and identify needs that businesses can fill

Who will be responsible?

- BoD – identify goals, KPI's, formalize a budget and length/life cycle of project.
- GM – develop case study based off of direction from BoD, find funding, hire a consultant/project lead, oversee project.
- Consultant/Project Lead – oversee and roll out project deliverables.
- Consult with internal and external support team such as CFIN departments, first nation communities, first nation economic development corporations, indigenous support organizations.

When will this be worked on?

- Sept 29, 2023 – Scheduled BoD Quarterly Meeting/Strat Plan implementation.
- Oct 2, 2023 – Nov 3, 2023 – GM is to develop a business case study and search for potential funding streams and consultants.
- Nov 6, 2023 – Dec 15, 2023 – Apply for funding & funding approval.
- Jan 8, 2023 – Feb 2, 2024 – Hire a Consultant/Project Lead
- Feb 5, 2024 – Mar 1, 2023 – Consultant has all correspondence in place and is ready to begin rolling out project.
- Mar 4, 2024 – Aug 9, 2024 – 6 months to complete surveys in 33 communities
- Aug 12, 2023 – Aug 30, 2023 – complete leakage study

When will it be finished?

Study should be complete by Sept 2, 2024

What is needed to accomplish this?

Delegated time with:BoD, GM, Administration, Consultant, Communities and businesses

Where will this take place?

This will take place within the organization, and other communities.

K. Communications strategy:

Undertake planning for high impact communications to stakeholders in terms of channels, frequency, content etc.

Who will be responsible?

General Manager, Contracted artist, Board of Directors for Approval, Staff approval and support.

When will this be worked on?

Updates on projects and success stories: Quarterly based on client stories.

Social media updates on Projects: Weekly with rotating posts and departments.

Logo design and Rebranding: Based on hire date of artist and approval by BoD

When will it be finished?

On going updates.

Quarterly success stories

Logo based on start date: TBD

What is needed to accomplish this?

Logo: Find funding or budget for new logo design

Rebrand: Legal fees and costs for name change

Update Website: Cost to update and maintain website for news and updates on projects

Time: Weekly time for social media posts

Where will this take place?

All contracting work to be completed off site.

Project updates and stories to be posted on the Website.

L. Prioritized reciprocal relationships:

Identify key partnerships and involvement with organizational that advance CIFN's key goals: leveraging funding for the organization and clients, training and workshops provision and celebrating successes

Who will be responsible?

George, Keante, Tina, Chastity, and Barb who all have external partners they are working with.

When will this be worked on?

This is about asking ourselves which relationships have a significant element of reciprocity, as well as building and maintaining new or existing relationships.

When will this be finished?

This "rightsizing" of relationships will be done over the course of the next year.

What is needed to accomplish this?

A "check-in" point on relationships as a recurring agenda item at a regularly scheduled team meeting. Also potentially a designated thinking partner or professional coach for folks struggling to know when to set boundaries and when to pursue outside partners.

Where will this take place?

At a regularly scheduled CIFN staff meeting.

M. Government partnerships:

Network with federal and provincial government ministries to identify longer term and ongoing funding opportunities.

Who will be responsible?

The general manager is in discussions with our federal funders quarterly. Over the past two years he has been actively lobbying for all CFs to receive an increase in our Core operating funding.

Provincial funding is available on a yearly basis and our GM actively searches for available funding that compliments and aligns with our vision and mission statement.

When will this be worked on?

These are literally an ongoing topic amongst several CFs in the province, there is truth to the adage of strength in numbers. These discussions are common during the annual CFBC spring and fall training forums.

When will it be finished?

Over the past few years our GM has questioned Pacifican if they were considering an increase in CF annual core funding. The fact that finding other sources of revenue for new projects does not fully alleviate the increased duties added to existing resources.

What is needed to accomplish this?

A good relationship between other CFs in the province seems to spur some parallel thoughts and discussions, a sense of comradery.

Where will this take place?

The bulk of conversation takes place at annual and regional CF manager's meetings in various locations in the province, and phone and zoom meetings. Since our current GM took the helm, other CFs, provincial and federal individuals have approached him for his expertise, thoughts, and opinions on various endeavours of business in the Central Interior. It is evident in his vast knowledge and track record with the progress of his community and his untiring promotion of Indigenous Business and partnerships with Indigenous communities and Business.