

ANNUAL REPORT 2018-2019

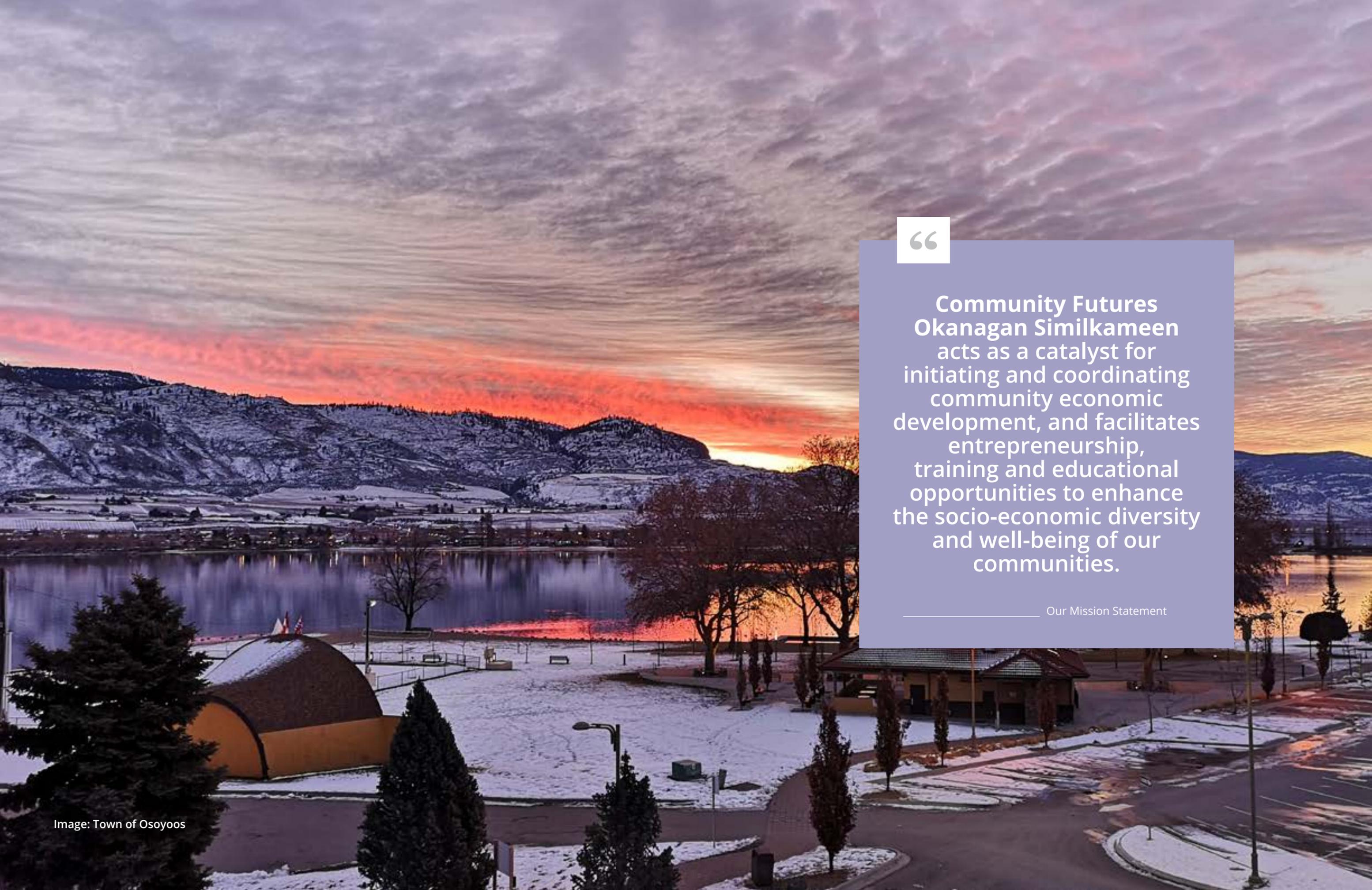


Prepared by

Mr. Michael Lamont
Digital Content Marketer
mlamont@cfokanagan.com
1 250 493 2566

Company Address

Community Futures Okanagan-Similkameen
102-3115 Skaha Lake Rd
Penticton, BC
1 888 493 5566



“

**Community Futures
Okanagan Similkameen**
acts as a catalyst for
initiating and coordinating
community economic
development, and facilitates
entrepreneurship,
training and educational
opportunities to enhance
the socio-economic diversity
and well-being of our
communities.

Our Mission Statement



TABLE OF CONTENTS

On Behalf of the Board	06
Board of Directors	08
Meet the CFOS Team	10
Introducing the BMC	12
Our Coaching Program	14
Client Profile	16
Our Financing Program	18
Client Profile	20
Community Projects	22

On behalf of the board, Community Futures Okanagan-Similkameen would like to acknowledge that we operate on the unceded traditional territory of the Penticton, Osoyoos, Upper and Lower Similkameen Indian Bands.

We are grateful for the relationships that we have developed with some of these Syilx and Similkameen communities over the past year.

We would also like to thank the Community Futures British Columbia and our CF network partners including the coaches, mentors, and volunteers who assisted our organization to meet or exceed the strategic priorities which have guided our work in 2018-2019.

This has been an exciting year for our organization. We have experienced big changes in all aspects of our operations including recruiting a largely new team of staff, becoming a fully digital and mobile non-profit, and introducing a new business plan development program, the Business Model Canvas - featuring workshops facilitated by local entrepreneurs.

We welcome seven new board members: Eric Corneau, Derek George, Diana Stirling, Chris Bower, Perry Grago, Sukh Kaile, and Tessa King, as we thank Janet Willson and Kathy Reich for lending their knowledge and experience as they retire from their Chair and Treasurer duties.

With all the changes, this was still an active year for our organization. We held our hugely successful 2018 Open House at Craft Corner Kitchen which engaged the community and helped to successfully recruit new coaches and board members, and brought the staff and board members together for our first 2019 Winter Retreat, a strategic planning session and series of meetings, held at Chute Lake Lodge which identified our strategic priorities for the year to come.

We look forward to 2019-2020 as an opportunity to interact with and bring technology to our local non-profit community, continue to support additional social enterprises, collaborate to further the South Okanagan Food and Agriculture Hub (formerly Okanagan Agricultural Innovation Centre) all while maintaining focus on our goal of assisting 1,000 coaching clients, 200 which are financing.

Brenda Gould
Vice Chair



Brenda Gould
Vice Chair



Image: Similkameen River Bench - Jeff Shemilt, Keremeos, BC



STRATEGIC PRIORITIES IDENTIFIED

Community Futures Okanagan-Similkameen's 2018-2019 Strategic Priorities, set during the previous year's Strategic Planning Session, are highlighted throughout this document in this indicated area.

Board of Directors 2018-2019



BRENDA GOULD
VICE CHAIR



TESSA KING*
TREASURER



CHRIS BOWER*
DIRECTOR



ERIC CORNEAU*
DIRECTOR



DEREK GEORGE*
DIRECTOR



RICK GIROUX
DIRECTOR



PERRY GRAGO*
DIRECTOR



SUKH KAILE*
DIRECTOR



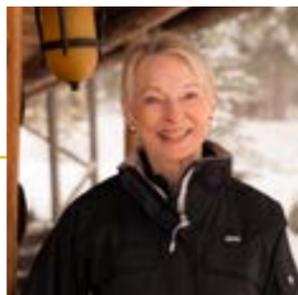
GEORGE STAYBERG
DIRECTOR



DIANA STIRLING*
DIRECTOR



GIL SZABO
DIRECTOR



JANET WILLSON
DIRECTOR



IMPROVE BOARD DIVERSITY

In 2018-2019, CFOS welcomed SEVEN NEW Board of Directors.* We continue to diversify the board and are actively recruiting new members to represent the Oliver / Osoyoos and Summerland Regions.



Image: Oliver Tourism Association / Envirophoto

Meet the CFOS Team

Introducing a team of professionals with the tools to support your entrepreneurship journey.

ANTHONY MONDIA GENERAL MANAGER

Anthony graduated from McGill University in Economics. He first joined Community Futures in 2012 as a Business Advisor as he completed his CPA designation but left in 2013 to pursue successive technology and social enterprise startups.

Anthony rejoined Community Futures in 2018 as General Manager because it enables him to use his unique skill set in finance and entrepreneurship to support his community.



ANITA LARGE COACHING MANAGER

Anita, of the Saddle Lake Cree Nation, has worked in numerous organizations globally. She holds a degree in International Studies from the University of Saskatchewan, and a certificate in Executive Management from Queens University School of Business Executive Program.

She has 15 years experience running and owning small businesses, and has lead Theytus Books to win 24 Book Awards in the US and Canada as well as a BC Outstanding Business Achievement Award.



HOLT HAIR FINANCE MANAGER

Holt is CFOS' newest team member has deep roots in the Okanagan-Similkameen region.

After graduating from Summerland Secondary School, Holt had an extensive junior hockey career playing for many local teams in our area. After completing his Bachelor of Science at Duquesne University, he returned to the Okanagan and later joined the CFOS team following a successful a career with Bank of Montreal where he had titles of Financial Services Manager, Senior Banker and most recently Branch Manager.



SHARON ALLEN TEAM COORDINATOR

Sharon joined CFOS two years ago and is the longest serving team member. She has had over 30 years mastering her office skillset.

Prior to coming to the Okanagan, Sharon acquired her Event Management Certificate from Mount Royal University while holding an Executive Assistant position for Senior Management in the oil and gas and telecommunications sectors. She credits her attention to detail helping to ensure successful coordination on any project she undertakes.

MICHAEL LAMONT DIGITAL CONTENT MARKETER

Michael "Mikey" relocated from Vancouver Island to the South Okanagan with his partner in January 2018.

Michael is a broadcast professional bringing experience in both new and traditional media. He has previously worked as a Morning Segment Producer for CTV News, a Digital Account Executive, and Digital Strategist & Coordinator for Vista Radio supporting their Canada-wide sales team through coaching and social media management.



IMPROVE BRAND AWARENESS

In 2018-19, CFOS hired a full-time Digital Content Marketer (DCM). The DCM has helped to lead the review of all aspects of the organization's branding, update the marketing strategy and improve the CFOS customer journey.

Starting in October 2018, Community Futures Okanagan-Similkameen adopted the Business Model Canvas workshop.

Made popular by Strategyzer, the two-day BMC workshop is designed to provide clarity and demonstrate why your business exists. Comprised of nine segments, the BMC provides a visual plan to make money and sustain your business.

In the workshop, individuals learn how to apply the BMC and the Value Proposition Canvas (or VPC) while learning how to formulate Customer Discovery Questions to test their idea with their target demographic before bringing their product or service to market.

The VPC is built around a big idea; that successful innovation is all about creating value through utility (*helping people achieve what they want to get done in their work and life*).

The BMC creates value for its users by providing a shared language, leading to better strategic conversations (*and better ideas on the table*).



SALES CHANNELS & PARTNERSHIPS 01

Sales Channels & Partnerships focuses on how to utilize digital and physical channels to communicate your product or service to your customer while navigating your way through relationships with distributors and exploring different product delivery systems. **Workshop Lead:** Kelsey Hoy, Tickleberry's

CUSTOMER RELATIONSHIPS 02

Customer Relationships further explores how your customers interact with you while utilizing the GET / KEEP / GROW concept of creating repeat customers. **Workshop Lead:** Michael Lamont, CFOS

REVENUE & PRICING STRATEGIES 03

Revenue & Pricing Strategies helps to determine a revenue model that reflects how your product or service delivers value while covering the costs associated. You'll choose the right pricing strategy to maximize price and sales by sizing the market and your customer's willingness to pay, **Workshop Lead:** Jane Campardo, Engage, Business & People Solutions

BUSINESS PLANNING 04

Business Planning ties your plan together! Focused on financials and business plan creation, this full-day workshop shows you how to create projected financial statements, determine your break-even and cash burn rate, and determine the amount of financing necessary for your venture. **Workshop Lead:** Holt Hair, CFOS

Next Wave: 'Deep-dives'

Building off of the Business Model Canvas, CFOS introduced a NEW series of core workshops (numbered from 01 to 04 above) designed to 'deep-dive' further into the Business Model Canvas.



EXPAND PROGRAM OFFERINGS TO DIFFERENT TARGET MARKETS

In 2018-2019, CFOS delivered the Customer Relationships and Sales Channels & Partnerships workshops alongside our flagship Business Model Canvas workshop, in Princeton, BC as part of the youth skills-based program hosted at the Princeton & District Community Skills Centre

Introducing our growing network of coaches and program offerings.

We have engaged with over 35 individuals in our community who have expert skills in the art of launching and scaling a business or social enterprise. As a result, we have onboarded eight new coaches and facilitators, with the intention of expanding this program in 2019/2020.

5683
TRAINING HOURS
YEAR - 2018/2019

428
TRAINING PARTICIPANTS
YEAR - 2018/2019

105
COACHING SESSIONS
YEAR - 2018/2019

ACCELERATOR PROGRAM

Community Futures financing clients benefit from complimentary workshops and coaching to accelerate their business or social enterprise venture. This includes a starter investment of \$25,000 unsecured dispersed when milestones are achieved. Depending on performance, participants have the opportunity to apply for further investment in the form of equity or loans. Individuals who have completed workshops prior to financing approval can benefit from fee re-imbusement.

WORKBC SELF EMPLOYMENT

Since 1987, Community Futures Okanagan-Similkameen has proudly delivered the WorkBC Self-Employment Program to help eligible individuals receive business coaching and possible financial supports for up to 48 weeks while they launch their business.

The program extends financial supports for qualifying clients referred by a WorkBC Employment Coach who must currently be receiving EI benefits or previously received EI benefits within the past 5+ years, meet Persons with Persistent Multiple Barriers criteria or be designated as a Persons with Disability.

CF ENTREPRENEURS WITH DISABILITIES

Community Futures is your local resource for coaching and financing services and your access to the Community Futures Entrepreneurs with Disabilities Program (EDP) services in the South Okanagan-Similkameen region. The program provides additional assistance to entrepreneurs with disabilities or ongoing health conditions to start or grow their businesses.

Entrepreneurs who self-disclose a disability or ongoing health issue, and need additional support to overcome barriers to entrepreneurship, can access a network of business professionals to receive one-on-one coaching or mentorship and networking opportunities.

Jane Campardo

Engage, Business & People Solutions



"I love that the program identifies at the very front whether the person wants to be an entrepreneur. For those that do, they have an opportunity to be coached and trained by a solid team of 'superstars' who help them solidify their business model and plan to become a successful, viable business. It is like entrepreneurship on training wheels!"



BECOME A DIGITAL NONPROFIT

In 2018-2019, the CFOS coaching program went paperless utilizing Microsoft Office 365 introducing digital calendar bookings and web meetings, e-mail marketing campaigns for the WorkBC Self Employment Program and the popular 2018 Open House event.



Client Name

Alma Masuskapeo

Business Name

Traditional Starblankets
and Indigenous Gifts

Location

Osoyoos, BC

Provider

Open Door Group

Program Highlighted

WorkBC Self
Employment Benefit
Program

Alma Masuskapeo of the Cree tribe of Ahtahkakaop First Nations (meaning star blanket in English) started sewing blankets as a hobby over twenty years ago. The hobby became a therapeutic and healing experience as she set out to reconnect with her roots, but as interest grew in the items she created, her entrepreneurial spirit grew to match.

Growing up in Northern Saskatchewan, as part of Alma's home life, they often sewed and did beadwork. "[It was] that kind of an environment where we had to work to make our money so kind of our background in my family is, we are ... entrepreneurs" said Alma. "They are craft-oriented artisans" she added.

For centuries, the people of the plains have used star blankets to honour individuals at the time of life changing events. The items hold a tradition of generosity and blessing. To give one shows the utmost respect, honour and admiration, and to receive one indicates the giver holds you in very high esteem.

Alma always knew she wanted to own her own business. Even when she returned to school to complete her business administration certificate, she knew it was taking a step towards employment in the short term and moving her closer to her long-term goal of self employment.

She had previously worked under the political umbrella working for chiefs, and during that time, her co-worker's interest in her items began to grow. "It started as a hobby and they saw my work and it exposed me to my current clientele." Alma said.



Next, Alma set her sights on British Columbia where she sought to grow her business to a full-time occupation. She found support from Community Futures Okanagan-Similkameen (CFOS) and enrolled in the Work BC Self Employment Benefit Program.

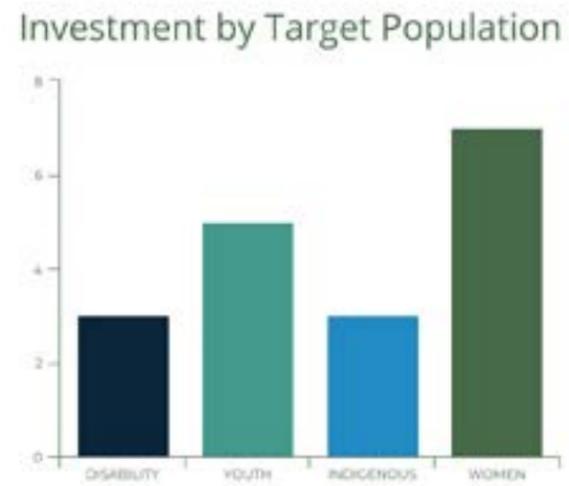
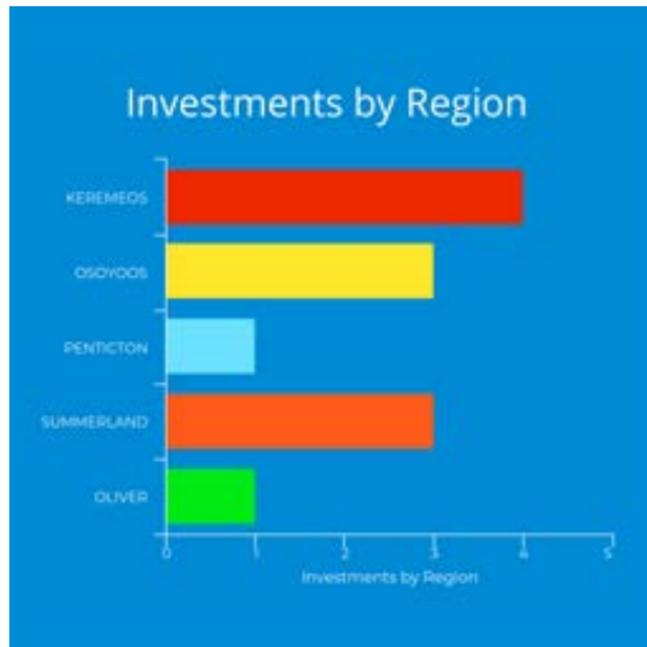
After completing her training with CFOS, Alma was ready to officially start her business. She was able to attend conferences, market her business, and create a stunning website with the help of Community Futures. "They are very supportive, and they did help with some funding ... it was good for me to start my business and it assisted me in my transition, to continue growing my inventory and not having to worry about day-to-day funding" Alma shared.

The conferences she attended generated over twenty orders while giving her the exposure she needed to create repeat customers. "The main thing is that people like my work ... so they always come back, and they want more for their family members." Alma shared. "...It seems like everyone who got my gifts were so emotional about it and happy and it helped shape my meaning of success and that's how I would like to help people." she said.

Alma, pictured above with CFOS Business Advisor, Adam Ova, continues to manage her own company, offering her collection of twelve blankets, each with different meanings. Her gifts, including smudge kits, are available to all walks of life and can be found on her website www.starblankets.com.

Western Economic Diversification: Our Financing Program

Western Economic Diversification (WD) is the regional economic development arm of the Federal Government covering the provinces of Manitoba, Saskatchewan, Alberta, and British Columbia. On April 1st, 2018, Community Futures Okanagan-Similkameen secured a three-year contract providing \$300,000 to manage the investment fund and coordinate training programs.



Our Financing Process



- 2.8M** FUNDS LEVERAGED IN FINANCING & BUYOUTS
- 782K** DOLLARS INVESTED (2018)
- 232** COACHING SESSIONS
- 15** BUSINESSES SUPPORTED



BECOME A DIGITAL NONPROFIT
In 2018-2019, the CFOS financing program went paperless using digital invoicing, and introduced online document signing and loan applications.



Client Names

Meagan & Ian Young-Bibby

Business Name

The Lake Village Bakery

Location

Osoyoos, BC

Provider

Community Futures
Okanagan-Similkameen

Program Highlighted

Financing

Investment Target Population

Women / Youth

What would you do when faced with the difficult decision to sell the business you have been growing successfully for years?

You pass it on to good friends. When Sean and Shannon Peltier opened The Lake Village Bakery (LVB) they never imagined that shortly after opening Sean would develop a severe allergy to one of the bakery's key ingredients – flour.

Shannon carried the physical operations of the bakery while building a reputation in the small center as a must-see community gem. However, eventually the time came when Sean and Shannon decided to focus on family and pass the operation along to their trusted friends, and former coworkers, Meagan Bibby and Ian Young.

The difficult decision made perfect sense; Meagan and Ian were the perfect candidates.

Meagan had been working at the LVB for over a year when the offer to purchase the business was presented. The Level 2 Canadian Red Seal baker had learned the ins and outs of bread baking from Chantel, LVB's Head Baker, and Shannon who still acts as her apprentice master.

Ian is a successful hospitality professional who was previously employed at Spirt Ridge Resort and several other well-known establishments from Kelowna to Osoyoos, but you may have also seen him at the bakery helping the team as-needed during its peak season. The Okanagan College graduate holds a Business Administration Diploma which allowed him to create a bakery business plan during his studies that he was able to adjust to reflect the sale of the LVB.

...And this wasn't the first time the two have had baking on the brain.

You may remember their smiling faces from the Kelowna and Osoyoos markets where the pair sold their plant-based



baked goods as 'The Ginger Baker'. The side project was successful, and they often sold out by day's end, but they never imagined being able to bake full-time.

Despite their credentials, the qualified couple were unable to secure funding through traditional financial institutions to finance the sale without collateral assets – a common roadblock for many young entrepreneurs.

"For us it was devastating, because we had a 42-page document of a business plan, we had done all the financials and we just didn't have the assets..." Meagan said.

After a recommendation from a friend, they contacted Community Futures for help. Community Futures was able to complete the business succession deal allowing Meagan and Ian the opportunity to add owner/operator to their resumes.

They launched the "new" LVB with some small site improvements, the same great products, and the same friendly faces tourist and locals alike will remember from previous visits.

It's not uncommon to see a line-up an hour prior to opening and, after a recent positive review by The Food Network, the bakery's popularity continues to grow.

A word of advice: be sure to arrive early to claim one of their exquisite daily creations featuring three-day sourdough ferments and locally sourced ingredients, including flour and seasonal fruit, which reflects their love for the region and the community they feel lucky to call home.



Building communities
one idea at a time.

We are proud to offer
support to
South Okanagan
communities.

FORTIFY CONFERENCE

Community Futures was represented at the SOLD-OUT Fortify Conference. The one-day business conference and tradeshow for artisan fermenters and distillers featured presentations from industry professionals, and 30 tradeshow exhibitors including Community Futures Okanagan-Similkameen, presenting our core services alongside the brands we have supported, and Community Futures North Okanagan's Connie Vizlai, representing the Export Navigator program.

OSOYOOS INDIAN BAND YOUTH ENTERPRENEURSHIP

In partnership with the Osoyoos Indian Band, Community Futures Okanagan-Similkameen's Coaching Manager, Anita Large, delivered the flagship Business Model Canvas workshop to the Osoyoos Indian Band's Youth Council. The group spent two days creating their social enterprise-themed businesses which they pitched to Chief Clarence Louie and members of the band council.

ABORIGINAL BEST PROGRAM

As a response to the enormous growth seen in indigenous women entrepreneurship, Community Futures Okanagan-Similkameen (CFOS) partnered the Native Women's Association of Canada (NWAC) to host the Aboriginal Business and Entrepreneurship Skills Training (BEST) program. The nationwide entrepreneurship program offered 20 local indigenous women the opportunity to participate in the free, 12-part training series designed to guide participants through the steps of building a business, including creating a business plan.

OKANAGAN NATION ALLIANCE / BRIDGES YOUTH ENTREPRENEURSHIP

Community Futures delivered the 'Entrepreneurial Spirit Business Kickoff!' event in partnership with Okanagan Nation Alliance's BRIDGES program. The BRIDGES program, for Syilx unemployed or under-employed youth aged 15 to 30, brought nine youth to participate in the a three-day workshop, featuring the flagship Business Model Canvas, and a 'Life Goals' vision-board exercise. Derek George, CFOS Board Member and Owner/Operator of Boston Pizza, and IndigenEYEZ Co-Founder, Kim Haxton, were among the volunteer local mentors to participate in the event.

SOUTH OKANAGAN AGRICULTURAL INNOVATION CENTRE

South Okanagan Food and Agriculture Hub (formerly Okanagan Agricultural Innovation Centre):
SOFA Hub is a collaboration between the Okanagan College, City of Penticton, District of Summerland, Summerland Chamber of Commerce and CFOS. A feasibility study was completed in 2017 and a business plan in 2018 for the Summerland/South Okanagan region with \$50,000 in federal and provincial support. The RFQ submission for the B.C. food processing and innovation hub program is due July 5th, 2019. If successful, the group will be able to bid on the RFP which is estimated to be \$1.6M over 5 years.



EXPAND PROGRAM OFFERINGS TO DIFFERENT TARGET MARKETS

In 2018-2019, CFOS delivered the Business Model Canvas workshop to three indigenous youth programs and hosted the popular workshop in Oliver, Princeton, and Penticton.



Community Futures Development Corporation of Okanagan-Similkameen

Company Address

102-3115 Skaha Lake Rd
Penticton, BC
V2A 6G5

Contact

Main: (250) 493 2566
Toll Free: (888) 493 5566
Fax: (250) 493 7966



Western Economic
Diversification Canada

Diversification de l'économie
de l'Ouest Canada