



# 2014 - 2016 Strategic Plan

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## Northern Development Initiative Trust Region



# Overview and Mandate of the Northern Development Initiative Trust

## ABOUT NORTHERN DEVELOPMENT

### By northerners, for northerners

The Northern Development Initiative Trust board, regional advisory committees and staff have a passion for growing the economy of central and northern British Columbia. When the Premier of British Columbia announced the Northern Development Initiative Trust, it was on the premise that, “The best economic development decisions for the North should be made in the North.”

Northern Development is an independent, non-profit corporation; a catalyst stimulating economic growth through investments in grassroots, community-led projects.

### Established through provincial legislation

On October 6, 2004 the Province of British Columbia introduced Bill 59, the Northern Development Initiative Trust Act.

On September 21, 2005, the Province of British Columbia introduced Bill 6, the Northern Development Initiative Trust Amendment Act, 2005.

Established through these acts of legislation, and infused with two deposits totaling \$185 million, Northern Development is a regionally operated economic development funding corporation for central and northern British Columbia. Northern Development operates independently from government and provides the funding and ability to identify and pursue new opportunities for stimulating economic growth and job creation within the region.

### Investing in a sustainable future for our vibrant, growing region

Northern Development’s legislation requires that project investments must fall within one of the following ten areas:

- |                        |                         |
|------------------------|-------------------------|
| § Agriculture          | § Olympic Opportunities |
| § Economic Development | § Pine Beetle Recovery  |
| § Energy               | § Small Business        |
| § Forestry             | § Tourism               |
| § Mining               | § Transportation        |

## Vision

Northern B.C. has world-class industries, diversified regional economies and growing, energetic communities.

## Mission

To be a catalyst for northern B.C. to grow a strong diversified economy by stimulating sustainable economic growth through strategic and leveraged investments.

## Organizational Objectives

- § Capacity building – To maintain and increase the Trust’s reputation as a sustainable organization that contributes to the continuous growth and development of economic development skills, abilities and scope in all communities in the Northern Development region.
- § Funding – To develop and maintain critical grant, loan and other programs that sustainably dispense funding to high value projects that support community and economic development throughout the Trust area.
- § Investment attraction – To raise the profile of central and northern B.C. in regions beyond our own in an effort to attract new residents, workers and investors to the region.
- § Business development – To facilitate the growth of manufacturers and suppliers and independent retailers in the region, enabling local economic growth associated with major resource developments and infrastructure projects.
- § Demonstrating best practices – To responsibly steward the capital base of the Trust for the benefit of member communities and maintain a reputation for the highest standards of responsiveness, client service and collaboration in regional economic development.

## Corporate Ethics

As stewards of a public trust incorporated under legislation by the Province of British Columbia, we promise to:

- § Dedicate ourselves to building economic capacity and sustainability throughout the Trust area.
- § Responsibly steward a capital base to support Trust area communities in perpetuity.
- § Develop strong partnerships throughout the region and uphold the values of the communities and businesses we work with.

## Strategically Building a Stronger North

Northern Development Initiative Trust's primary goal is to directly and through leveraged investment, bring between \$1 and \$2 billion into communities of the region to aid in realizing their economic potential by 2020, and to have a sustainable base of at least \$175 million to do it again every decade. From inception in 2005 through September 30<sup>th</sup>, 2013, total project funding of \$115.4 million was approved. This has been leveraged with other funding to bring a total commitment of \$1.15 billion in project funding to the region over the past six years.

### Goals

Originally the Trust set a number of strategic goals to guide progress until 2020 and measure success. A number of these have already been achieved and are detailed in annual reports including the 2012 Annual Report, which is published at [www.northerndevelopment.bc.ca](http://www.northerndevelopment.bc.ca).

At this point, goals will be reframed for the mid-term period of 2014 to 2016 and previously achieved long term goals will no longer be reported on. The board updates the strategic plan annually on December 31<sup>st</sup>. The board annually reviews strategy and mandates policy and programs to implement strategy.

- Northern Development seeks a Return on Investment (ROI) of 5% on investments from a balanced investment portfolio on a capital base of at least \$175 million. From 2014 to 2016, the goal is to maximize the approval of grant and loan funding opportunities for the region up to the 5% sustainable income level based on applications received to programs.
- Northern Development's goal is to approve funding for over 200 projects annually through 2016 across the region which leverage over \$5 for every \$1 from the Trust and collectively create over 500 jobs.
- To streamline the "get to yes" process to average less than 20 days for complete applications.
- To engage the private sector (business/investment dollars) in over 25% of all projects because growing the economy is a shared responsibility.
- To provide exceptional client service with annual surveys exceeding 85% client satisfaction approval ratings through 2016.

In order to achieve the foregoing goals, the board endorsed the following strategies in 2013.

### Strategies

- Maintain the Trust programs and investment portfolio to maintain a capital balance equal to or exceeding \$175 million.
- Explicitly set a floor of \$20 million in uncommitted funds in each account, and require any surplus investment earnings in the Cariboo-Chilcotin/Lillooet and Northwest accounts to rebuild them to \$20 million which will enable a sustainable \$1 million to be approved from each account every year.
- Set a sustainable grant ceiling of 5% for all nominal accounts, and require any surplus investment earnings to rebuild any accounts in a deficit position to the original pro-rata capital balance.
- Allow any surpluses above the original capital balance to be granted to applications consistent with program policies.
- Maintain the capital base of the Cross Regional Account at or above \$50 million. This will include loan receivables and will enable commitments of business loan guarantee commitments from the capital base.
- Maintain the Pine Beetle Recovery Account above \$20 million, with annual granting 5% the capital balance.
- Provide loans rather than grants from the Economic Diversification Infrastructure program for sewer or water infrastructure projects in small communities less than 2,000 population.
- To proactively introduce new programs that meet needs identified by our regional stakeholders
  - § During the 2013 year, the Business Façade Improvement program was introduced and 12 communities throughout the region participated. The goal is to have 60% of communities and regional districts participate by the end of 2016.
  - § The Local Government Management Internship program was successfully introduced in 2013 with six university graduates being placed into seven local government offices for one year paid internship opportunities. The goal is to develop a program with a target of up to eight internships offered annually in addition to the two to four economic development interns mentored each year by Northern Development management.
  - § The Small Town Love-Buy Local pilot program was introduced in 2013. The pilot program includes six small communities with a population of fewer than 5,000. The focus of the program is to raise the profile of the unique independent retail businesses in the community to residents and visitors, and increase the customer base resulting in stronger sales to ultimately keep more money in the local economies. The goal by the end of 2016 is to have Small Town Love websites across 75% of communities in the region with a population of fewer than 5,000.

- § The Supply Chain Connector is a free public industrial supply and service database of business located in central and northern British Columbia that was launched in September 2013 with over 1,000 businesses. The procurement of local supplies and services is critical to the success of industries investing in northern British Columbia. The Supply Chain Connector makes it quick and easy for project proponents to search and identify local expertise they need to build the mines, mills, roads, transmission lines and provincial projects such as hospitals planned for the next two decades. Northern Developments goal is to have 75% of the regions suppliers (approximately 3,000 businesses) on the website within three years.
- § The Contractor-Supplier Boot Camps helps local business prepare for the procurement opportunities created by the more than \$50 billion of industrial development planned and underway in central and northern British Columbia. The boot camp is delivered in a three hour workshop, with industry endorsed curriculum including information on the scope of industrial development planned in the region, the critical steps businesses need to take, certifications required, the procurement process and vendor qualifications. In 2013, boot camps were hosted by the following communities: Dawson Creek, Fort St. John (two), Fort Nelson, Williams Lake, Lillooet, Houston, and Quesnel. To date, 18 boot camps have been delivered to more than 350 businesses throughout the northern region in partnership with local economic development offices, industry organizations and Chambers of Commerce. Over the next three years, an advanced version will be delivered to over 20 communities and First Nations.
- § To enable the hiring and training of up to 46 community and First Nations grant writers annually and provide support to non-profit organizations in the form of at least four grant writing training sessions annually through to 2016.

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
<b>Economic Development</b>				
Review more than 200 funding applications and provide comprehensive due diligence for decision makers.	303 applications were received and comprehensively reviewed for decision makers.	Review more than 200 funding applications and provide comprehensive due diligence for decision makers.	Review more than 200 funding applications and provide comprehensive due diligence for decision makers.	Review more than 200 funding applications and provide comprehensive due diligence for decision makers.
Encourage at least 85% utilization of Grant Writing Support program resources – 46 positions.	57 community grant writers were approved through the 2013 Grant Writing Support program. Since inception of the program (2007), a total of 338 grant writers have been supported.	At least 85% utilization of Grant Writing Support program resources – 46 positions.	At least 85% utilization of Grant Writing Support program resources – 46 positions.	At least 85% utilization of Grant Writing Support program resources – 46 positions.
Deliver the 'Unlock Your Funding Potential' proposal writing workshop in four communities and train a minimum of 100 community grant writers via the online 'Unlock Your Funding Potential' interactive webinar.	Eight 'Unlock for funding Potential' proposal writing workshops were completed in Terrace, Prince George, Lillooet, Mackenzie, Houston, Smithers, Quesnel, and Valemount with a total of 204 participants. 1,154 members of the public accessed the online webinar.	Deliver the 'Unlock Your Funding Potential' proposal writing workshop in four communities. Update the online 'Unlock Your Funding Potential' interactive webinar.	Deliver the 'Unlock Your Funding Potential' proposal writing workshop in four communities.	Deliver the 'Unlock Your Funding Potential' proposal writing workshop in four communities.
Support community success and economic self-determination in over 90% of communities through their participation in the Economic Development Capacity Building program.	96% of local governments participated in the Economic Development Capacity Building program and reported on outcomes.	Support community success and economic self-determination in over 90% of local governments through their participation in the Economic Development Capacity Building program.	Support community success and economic self-determination in over 90% of local governments through their participation in the Economic Development Capacity Building program.	Support community success and economic self-determination in over 90% of local governments through their participation in the Economic Development Capacity Building program.
Partner in the development and delivery of four economic development workshops for local government (Fort St. John, Terrace, 100 Mile House and Prince George).	Partnered with Province of British Columbia on four collaborative regional economic development workshops in Fort St. John, Terrace, 100 Mile House and Prince George.	Not applicable	Not applicable	Not applicable

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
Implement new programs in regions that have moved to a combined investment management approach.	New programs implemented – Local Government Management Interns, Business Façade program and expanded Economic Diversification Infrastructure grants up to \$250,000.			
	Develop a new program and hire/mentor and place six Local Government Management Interns in communities.	Increase Local Government Management Interns from six to eight.	Recruit six to eight Local Government Management Interns.	Recruit six to eight Local Government Management Interns.
Recruit and train two to four economic development interns including community based experience and achieve 100% placement into full time employment or post graduate studies.	Three interns were trained with community based experience and 100% placement into careers or post graduate studies relevant to their training and education; two additional internships are ongoing.	Recruit and train two to four economic development interns including community based experience and achieve 100% placement into full time employment or post graduate studies.	Recruit and train two to four economic development interns including community based experience and achieve 100% placement into full time employment or post graduate studies.	Recruit and train two to four economic development interns including community based experience and achieve 100% placement into full time employment or post graduate studies.
Facilitate 10 regional economic development professionals, interns and Chief Administrative Officers to participate in economic development courses.	Six regional economic development professionals, interns and Chief Administrative Officers participated in economic development courses with Trust tuition funding. In addition, six First Nations economic development professionals and band councillors from northern B.C. participated in the course.	Develop and host a Northern economic development conference for the local government and First Nations economic development staff in the region.	N/A	Develop and host a Northern economic development conference for the local government and First Nations economic development staff in the region.
Support five communities in the implementation and maintenance of business retention and expansion tools.	Developed, implemented or maintained business retention and expansion tools in Vanderhoof, Telkwa, and Ashcroft with two more planned to the end of 2013. Additional business retention and expansion was provided through the development of the Supply Chain Connector and Small Town Love.	Support five communities in the implementation and maintenance of business retention and expansion tools.	Support five communities in the implementation and maintenance of business retention and expansion tools.	Support five communities in the implementation and maintenance of business retention and expansion tools.
Partner with communities to develop/update 40 investment ready community profiles including 2011 census data.	Work is ongoing on updating 47 investment ready community profiles.	Partner with communities to develop or update 40 investment ready community profiles.	Partner with communities to develop or update 40 investment ready community profiles.	Partner with communities to develop or update 40 investment ready community profiles.

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
Partner with communities to develop or update five Industrial Investment Opportunity brochures.	Four new Industrial Investment Opportunity brochures were developed for Chetwynd, Fort St. James, Smithers and Atlin. Two Industrial Opportunity brochures were updated for Northern Rockies and Vanderhoof.	Partner with communities to develop or update five Industrial Investment Opportunity brochures.	Partner with communities to develop or update five Industrial Investment Opportunity brochures.	Partner with communities to develop or update five Industrial Investment Opportunity brochures.
Complete one regional branding initiative and introduce initiative to the remaining three regions.	Communities and regional advisory committees determined that a regional branding initiative was not a priority for them.			
<b>Business Development</b>				
Develop comprehensive business program brochure.	Business program flyer produced for event hand out. More comprehensive brochure in progress (complete by year end).	Identify and implement additional marketing methods to promote business programs.		
Deliver 50 Competitiveness Consulting projects across all four regions with a minimum of seven First Nations projects and budget of up to \$500,000.	Delivered 35 consulting projects approved for ~ \$300,000. Two projects were with First Nations businesses. \$450,000 was allocated to competitiveness consulting projects while \$35,000 was allocated to development of the Supply Chain Connector database and \$15,000 allocated to boot camps. Both initiatives are focused on supporting northern businesses to increase their competitiveness.	Deliver 40-50 Competitiveness Consulting projects across all four regions. Include eligible enterprising non-profits and First Nation businesses. Allocate up to \$500,000 to competitiveness projects.	Deliver 40-50 Competitiveness Consulting projects across all four regions. Include eligible enterprising non-profits and First Nation businesses. Allocate up to \$500,000 to competitiveness projects.	Deliver 40-50 Competitiveness Consulting projects across all four regions. Include eligible enterprising non-profits and First Nation businesses. Allocate up to \$500,000 to competitiveness projects.
Award Supply Chain Connector database contract January 2013. Launch website and work with Economic Development Officers and Northern Development interns to populate database. Database to be established and actively used by major industry for procurement. Target a minimum of 500 businesses in 2013.	Supply Chain Connector website launched September 9 <sup>th</sup> , 2013 with over 1,100 businesses. Project was launched on budget and on time with double the planned number of published businesses. The database has garnered significant interest from both major industry and government as the LNG Buy BC initiative is being contemplated.	Database established and actively used by major industry for procurement. Add new features such as industry profile with links to procurement and employment opportunities for each major company. Target 2,000 businesses published in database.	Database established and actively used by major industry for procurement. Target 3,000 businesses in database.	Database established and actively used by major industry for procurement. Target over 3,000 businesses in database.

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
Deliver a minimum of 10 additional contractor/supplier boot camps throughout the regions. Identify content for Boot Camp II.	Delivered 11 contractor supplier boot camps in Fort St. John, Fort Nelson, Mackenzie, Dawson Creek, Houston, Quesnel, Williams Lake, Lillooet and Fort St John (Treaty 8) and two customized for First Nations businesses. Identified additional content for next iteration of boot camps.	Deliver a minimum of 10 additional contractor/supplier boot camps throughout the regions. Build bootcamp content with industry input to focus on business development for First Nations. Deliver five to 10 boot camps to First Nations.	Deliver a minimum of five additional contractor/supplier boot camps throughout the regions. Modify program contact for industry specific requirements.	Deliver a minimum of five additional contractor/supplier boot camps throughout the regions. Modify program contact for industry specific requirements.
Work with NRC-IRAP and Innovation Central, Northwest and Northeast Science Councils to deliver two productivity programs.	Hosted workshop - Intellectual Property Protection presented by Gowlings LLP. Hosted workshop - What Angels Really Want presented by New Ventures BC.	Deliver three programs or events on productivity or profitability.	Deliver three programs or events on productivity or profitability.	Deliver three programs or events on productivity or profitability.
Collaborate with Innovation Central to deliver two additional regional workshops on innovation topics.	Hosted session with Innovation Central Society and Canadian Manufacturers & Exporters on US Market intelligence for Canadian manufacturers. Supported Investor Ready workshop with Innovation Central Society and Angel Forum.	Collaborate with Innovation Central to deliver two additional regional workshops on innovation topics.	Collaborate with Innovation Central to deliver two additional regional workshops on innovation topics.	Collaborate with Innovation Central to deliver two additional regional workshops on innovation topics.
NEW PROGRAM (not in original 2013 Workplan) Business Façade Improvement Program	New Business Façade Improvement program implemented in 12 communities.	Implement Business Façade Improvement Program in 10 additional communities.	Implement Business Façade Improvement Program in 10 additional communities.	Implement Business Façade Improvement Program in 10 communities.
NEW PROGRAM (not in original 2013 Workplan) Small Town Love buy – local program	New Small Town Love buy local pilot program developed and implemented in six communities – Burns Lake, Vanderhoof, Fort St. James, Valemount, 100 Mile House and Logan Lake. Over 200 independently owned small businesses participated in the pilot program. Small Town Love websites launched in each community November 1, 2013. The program is designed to support communities with populations of less than 5,000.	Formalize the Small Town Love buy-local program for a two year period in communities with populations under 5,000. Develop the program in five to ten additional communities based on demand.	Develop the Small Town Love buy-local program in five to ten additional communities based on demand.	Identify additional ways to support the marketing efforts of communities having implemented the Small Town Love buy-local programs.

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

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<b>Communications Development</b>				
Carry out communications plan objectives; track metrics, and update the plan at quarterly intervals.	Objectives carried out, metrics tracked and plan updated.	Carry out communications plan activities and track metrics.	Carry out communications plan activities and track metrics.	Carry out communications plan activities and track metrics.
Complete communications plans for six local governments.	Communications plans built for nine local governments.	Complete communications plans for four to six local governments.	Complete communications plans for four to six local governments.	Complete communications plans for four to six local governments.
Provide strategic communications templates, strategy and advice to at least 20 communities or organizations.	Communications templates, strategy, advice and support provided to 21 communities.	Complete 25 regional communications support initiatives.	Complete 25 regional communications support initiatives.	Complete 25 regional communications support initiatives.
Publish one original 'northern' economic story or news update on the website per week.	49 original 'northern' economic stories or news updates published on the website.	Author 25 articles focused on northern B.C. issues.	Author 25 articles focused on northern B.C. issues.	Author 25 articles focused on northern B.C. issues.
Generate at least 50 positive media hits about Northern Development, and 100 stories about northern B.C., 75% of which in southern and national outlets.	More than 50 positive media hits about Northern Development generated during 2013, and more than 40 stories about northern B.C. generated in southern and national outlets.	Earn 50 positive media stories about the Trust.	Earn 50 positive media stories about the Trust.	Earn 50 positive media stories about the Trust.
Deliver 10 communications workshops to local governments.	16 communications workshops delivered to local governments.	Deliver eight to ten communications workshops to local governments.	Deliver eight to ten communications workshops to local governments.	Deliver eight to ten communications workshops to local governments.
Update YouTube page with new videos regularly.	Eight new videos added to YouTube page, bring total video count to 10.	Build and public eight to ten new community vignettes on the Trust's YouTube page.	Build and public eight to ten new community vignettes on the Trust's YouTube page.	Build and public eight to ten new community vignettes on the Trust's YouTube page.
Increase recognition for Trust.	One application submitted to recognize an employee for the northern 40 under 40 awards.	Develop and submit more than one application for awards to recognize Trust programs or employees.	Develop and submit more than one application for awards to recognize Trust programs or employees.	Develop and submit at least two applications for awards to recognize Trust programs or employees.

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Participate and speak at eight regional events supporting regional economic development.	<p>Northern Development staff participated and spoke at the following regional economic development events:</p> <ul style="list-style-type: none"> <li>• 2013 BC Energy Conference –Fort St. John</li> <li>• National Aboriginal Business Opportunities Conference – Prince Rupert</li> <li>• First Nations Economic Development Forum – Lytton</li> <li>• Four regional economic development collaborative forums – Lytton, Quesnel, Clinton and Burns Lake</li> <li>• Four Province of BC’s Economic Development Workshops for Local Government Leaders – Prince George, Fort St. John, 100 Mile House and Terrace</li> </ul>	Facilitate the CEO and management team having at least six to eight Northern BC focused speaking opportunities.	Facilitate the CEO and management team having at least six to eight Northern BC focused speaking opportunities.	Facilitate the CEO and management team having at least six to eight Northern BC focused speaking opportunities.
Identify and find at least 12 speaking opportunities for the Trust CEO, and pursue recognition of the Trust’s activities and pursuits through regional, provincial, national and international awards.	<p>The Chief Executive Officer spoke at the following events:</p> <ul style="list-style-type: none"> <li>• North Central Local Government Association 2013 – 100 Mile House</li> <li>• Korea-Canada LNG Forum – Vancouver</li> <li>• North Wind Blowing – Why We Should Care - Vancouver</li> <li>• BC Chapter of Association for Corporate Growth - Vancouver</li> <li>• ASTT breakfast meeting – Panel discussion with Shirley Bond, Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour – Prince George</li> </ul>	Identify and find at least six speaking opportunities for the Trust CEO, and pursue recognition of the Trust’s activities and pursuits through provincial, nation and international awards.	Identify and find at least six speaking opportunities for the Trust CEO, and pursue recognition of the Trust’s activities and pursuits through provincial, nation and international awards.	Identify and find at least six speaking opportunities for the Trust CEO, and pursue recognition of the Trust’s activities and pursuits through provincial, nation and international awards.
	Support the concept development for a partnered media project focused on Northern B.C.	Support the development and publication of Glacier Media’s Northern B.C. media project.		
	Director Communications was Master of Ceremonies (MC) for the 2013 BC Energy Conference in Fort St. John.	MC at least one major event or conference.	MC at least one major event or conference.	MC at least one major event or conference.

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Corporate rebranding initiative – Northern Development.	Phases 1 and 2 of the rebranding Initiative are being completed– expect that Phase 3 will be completed early in 2014.	Complete the Trust brand alignment and update.		
Communications audit.	Communications audit carried out and completed.			
Update and maintain Northern Development website.	Improvements incorporated into the Northern Development website included: <ul style="list-style-type: none"> <li>• Digital newsletter created</li> <li>• Website updated to be mobile responsive</li> <li>• Landing page updated for social media menus, news menus, program menus</li> <li>• Supply Chain Connector link added to landing page</li> <li>• Program descriptions updated</li> <li>• Internships section created</li> </ul>	Continuous improvement and maintenance of the Northern Development website.	Continuous improvement and maintenance of the Northern Development website.	Continuous improvement and maintenance of the Northern Development website.
Survey clients and attain at least 85% overall client satisfaction; 85% satisfaction with application review and feedback responsiveness, and 85% satisfaction with contract development and disbursement responsiveness.	98% overall satisfaction. Process improvements implemented to improve client satisfaction based on comments received in the annual survey.	Survey clients and attain at least 85% overall client satisfaction.	Survey clients and attain at least 85% overall client satisfaction.	Survey clients and attain at least 85% overall client satisfaction.
Update, maintain content and add new major projects to the four regional investment portals.	Investment portal photos and major projects updated and maintained.	Update, maintain content and add new major projects to the four regional investment portals.	Update, maintain content and add new major projects to the four regional investment portals.	Update, maintain content and add new major projects to the four regional investment portals.
	Developed a strategy for photo asset management.	Audit all photo assets and create a list to gather all missing project and community photos. Increase photo assets by 30% on a Flickr photo database.	Build and maintain a comprehensive photo library.	Build and maintain a comprehensive photo library.

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
Publish four more issues of the newsletter in 2013, increase the quality and 'newsiness' of the stories, increase subscriptions by 1,000 people and transition the newsletter toward a digital-only form.	Four issues published in 2013, quality of stories increased, subscriptions remained static at slightly above 5,000 and digital-only form of newsletter created.	Increase readership of the digital newsletter, including monthly news feed of northern B.C. content.	Increase readership of the digital newsletter, including monthly news feed of northern B.C. content.	Increase readership of the digital newsletter, including monthly news feed of northern B.C. content.
Double Twitter and Facebook followers.	Twitter and Facebook followers quadrupled to more than 1,200 and 300 respectively.	Increase social media audience by 30% across all channels.	Increase social media audience by 30% across all channels.	Increase social media audience by 30% across all channels.
	Project approval and announcement protocol developed and implemented.	Ensure 90% of all Trust projects are publicly promoted.	Ensure 90% of all Trust projects are publicly promoted.	Ensure 90% of all Trust projects are publicly promoted.
	Project signage protocol approved and implemented.	Ensure signage is posted for 90% of all projects approved.	Ensure signage is posted for 90% of all projects approved.	Ensure signage is posted for 90% of all projects approved.
Add/update 75 success stories to the Northern Development website.	Goal not achieved due to lack of staff capacity.	Add/update 75 success stories to the Northern Development website.	Add/update 75 success stories to the Northern Development website.	Add/update 75 success stories to the Northern Development website.
		Ensure all content on the Supply Chain Connector website is current and promote through a sustained advertising campaign.	Ensure all content on the Supply Chain Connector website is current and promote through a sustained advertising campaign.	Ensure all content on the Supply Chain Connector website is current and promote through a sustained advertising campaign.
		Ensure all content on six Small Town Love websites is current with website maintenance and content audits.	Ensure all content on the Small Town Love websites is current with website maintenance and content audits.	Ensure all content on the Small Town Love websites is current with website maintenance and content audits.

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<b>Financial Management</b>				
Deliver between 3 – 4.5% of capital base in sustainable grant funding to central and northern B.C. \$5,667,396 in grant funding is anticipated to be disbursed.	3.4% of the capital base was approved in grant funding, equating to \$6,125,638 (this is 17% greater than the amount approved in 2012). Regional approvals in 2013 increased between 45% in the Northwest to a high of 603% in the Cariboo-Chilcotin/Lillooet. Total increase in regional project approvals with the combined account approach was 274% in 2013 over 2012. As of October 30 <sup>th</sup> , 2013, \$3.4 million in grant funds was disbursed in alignment with project Schedule A's.	Approve between 4 - 5% of capital base in sustainable grant funding to central and northern B.C.	Approve between 4 - 5% of capital base in sustainable grant funding to central and northern B.C.	Approve between 4 - 5% of capital base in sustainable grant funding to central and northern B.C.
Complete reporting and remit a projected \$4,183,821 in loan repayment flowing back to Western Economic Diversification from seven business loans.	\$ 4,183,821 million collected in loan repayments and forwarded to the Federal Government. No loans in default.	Complete reporting and remit a projected \$4,183,821 in loan repayment flowing back to federal Western Diversification.	Complete reporting and remit a projected \$3,543,054 in loan repayment flowing back to federal Western Diversification.	Complete reporting and remit a projected \$85,355 in loan repayment flowing back to federal Western Diversification.
Audit Services – not applicable.	Audit Services – not applicable.	Audit Services Request for Proposal process to select an audit firm for January 2015 audit as current contract expires.		
Update Finance Manual; propose 2013 program changes and allocation reviews by Northern Development board at July board meeting.	Finance manual was updated. Proposed program changes and allocation reviews provided to board at the July board meeting.	Review and update board, financial and program policies.	Review and update board, financial and program policies.	Review and update board, financial and program policies.
Familiarize all staff with budget and instill budget accountability.	The forecasted operational budget for the end of the year is a surplus of \$9,665.29 or 0.57% of budget.	Familiarize all staff with budget and instill budget accountability with monthly meetings.	Familiarize all staff with budget and instill budget accountability with monthly meetings.	Familiarize all staff with budget and instill budget accountability with monthly meetings.

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
<p>Continuous improvement of Catalyst software.</p> <p>Maintenance upgrade with addition of new module.</p> <p>Upgrade visual basic program to a web-based program.</p> <p>Reconfigure catalyst modules (dependent on implementing combined investments for regional development accounts).</p>	<p>Competitiveness Consulting Rebate and Northern Industry Expansion program modules were added and significant upgrades made to reporting capabilities, scorecards development for Competitiveness Consulting Rebate. Re-write of Catalyst from visual basic to a C minus Microsoft language code. This re-write brings the database up to a more current programming language, with better capabilities from both the programming and user functionality.</p>	<p>Continuous improvement of Catalyst software.</p>	<p>Continuous improvement of Catalyst software.</p>	<p>Continuous improvement of Catalyst software.</p>
<p>10% sample size internal audit with all learnings implemented.</p>	<p>100% of 2012 contracts were audited in 2013.</p>	<p>10% sample size internal audit with all learnings implemented.</p>	<p>10% sample size internal audit with all learnings implemented.</p>	<p>10% sample size internal audit with all learnings implemented.</p>
<p>Consult with three regions towards a combined investment management approach.</p>	<p>All four regional development accounts moved to a combined investment management approach.</p>			
<h3>Board and Staff Collaboration</h3>				
<p>Facilitate timely filling of one projected director vacancy by Board Resourcing and Development Office.</p>	<p>One director was appointed in a timely manner by government.</p>	<p>Facilitate timely filling of up to 11 projected director vacancies by Board Resourcing and Development Office and regional advisory committees due to local government elections.</p>	<p>Facilitate timely filling of potential projected director vacancies.</p>	<p>Facilitate timely filling of potential projected director vacancies.</p>
<p>Sustain strong alignment (&gt;90%) between staff recommendations, regional advisory committees and board decisions.</p>	<p>99% of the applications reviewed by the board in 2013 were approved.</p>	<p>Sustain strong alignment (&gt;90%) between staff recommendations, regional advisory committees and board decisions.</p>	<p>Sustain strong alignment (&gt;90%) between staff recommendations, regional advisory committees and board decisions.</p>	<p>Sustain strong alignment (&gt;90%) between staff recommendations, regional advisory committees and board decisions.</p>

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
Review implementation of recommendations made by Five Year Independent Legislative Review Committee.	All actions within control of Northern Development have been implemented.	N/A	N/A	N/A
Review Economic Development Infrastructure and Community Hall and Recreation Facilities and Feasibility Studies programs to improve policy and delivery.	Review undertaken and board approved changes to policy implemented.	Review the Northern Industry Expansion program and determine effectiveness and future direction.	Review selected programs for effectiveness and policy refinement.	Review selected programs for effectiveness and policy refinement.
Review and update board, financial, human resource and program policies and manuals.	Finance manual, human resources manual, board and regional advisory committee orientation manuals and program policy manual are updated on a continuous basis based on board direction. Proposed program changes and allocation reviews provided to board at the February and July board meetings. User manuals were developed for the regional investment portals and the "Supply Chain Connector".	Review and update board, financial, human resource and program policies based on board direction. Develop user manuals for "Small Town Love" websites.	Review and update board, financial, human resource and program policies based on board direction.	Review and update board, financial, human resource and program policies based on board direction.
Advise Ministers, MLAs, and senior executives in government and industry to the benefit of the northern economy.	The Chief Executive Officer participated in 25 meetings with Ministers, MLA's and senior government executives. Northern Development's Chief Executive Officer and management team participated in over 159 meetings with industry executives.	Advise Ministers, MLAs, and senior executives in government and industry to the benefit of the Northern economy.	Advise Ministers, MLAs, and senior executives in government and industry to the benefit of the northern economy.	Advise Ministers, MLAs, and senior executives in government and industry to the benefit of the northern economy.

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
<p>Chief Executive and Northern Development management team to participate in 60 meetings and presentations in communities with local and regional government leaders and municipal staff.</p>	<p>Northern Development CEO and management team participated in over 200 meetings (in-person and via telephone) to local and regional government leaders, municipal staff and First Nations communities. Provided a variety of presentations including the following:</p> <ul style="list-style-type: none"> <li>• Chamber of Commerce luncheon – Quesnel</li> <li>• Chamber of Commerce luncheon – 100 Mile House</li> <li>• Enbridge conference – small business session – Prince George</li> <li>• Initiatives Prince George economic roundtable – Prince George</li> <li>• Two economic development summits - Burns Lake and New Hazelton</li> <li>• Grant writing workshop for Aboriginal youth workers – Prince George</li> <li>• Hosted four community branding webinars with local government staff and regional advisory committee members</li> <li>• Delivered 18 in-person presentations to local government councils and boards – various central and northern B.C. municipalities and regional districts</li> </ul>	<p>Participate in 75 meetings and presentations in communities with local and regional government leaders and municipal staff.</p>	<p>Participate in 75 meetings and presentations in communities with local and regional government leaders and municipal staff.</p>	<p>Participate in 75 meetings and presentations in communities with local and regional government leaders and municipal staff.</p>

## 2013 Workplan Goals and Achievements and 2014-2016 Workplan Goals

2013 Workplan Goals	2013 Workplan Achievements	2014 Workplan Goals	2015 Workplan Goals	2016 Workplan Goals
<p>Participate in six regional/provincial local government and economic development conferences and tradeshows on behalf of Northern Development.</p>	<p>The following regional/provincial local government and economic development roundtables, conferences and tradeshows were participated in 2013:</p> <ul style="list-style-type: none"> <li>• Economic Development Association of British Columbia 2013 Conference - Vancouver</li> <li>• Union of British Columbia Municipalities 2013 Conference and Tradeshow - Vancouver</li> <li>• Natural Resources Forum 2013 – Prince George</li> <li>• UNBC Fall Career Fair – Prince George</li> <li>• BC Business Summit - Vancouver</li> <li>• Canadian Innovation Summit – Powering Progress Together - Vancouver</li> <li>• SFU Public Roundtable on BC Economy – Vancouver</li> <li>• British Columbia Business Council Senior Executives Roundtable with David Black, Charles Reid, Mike DeJong, Pipeline CEO's and others - Vancouver</li> <li>• International Site Selectors Guild Information Forum – Prince George</li> <li>• Strategic Marketing and Branding Workshop – Prince George</li> <li>• UBCM Tools, Resources and Funding for Local Governments - Vancouver</li> <li>• Canadian Innovation Summit – Vancouver</li> </ul>	<p>Participate in six to eight regional/provincial local government and economic development conference and tradeshows.</p>	<p>Participate in six to eight regional/provincial local government and economic development conference and tradeshows.</p>	<p>Participate in six to eight regional/provincial local government and economic development conference and tradeshows.</p>