



Growing communities one idea at a time.

**Community Futures: Rural Economic Diversification
Initiative of British Columbia (REDI-BC)**

Governance and Implementation Guidelines

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Contents

REDI-BC Governance and Implementation Guidelines	3
Introduction.....	3
Goals	3
Project Focus.....	3
Project Funding	4
Eligible Project Expenses	5
Ineligible project costs	6
Project Eligibility	6
Examples of Eligible Projects	9
Examples of Ineligible Projects	10
Project Assessment	10
Application Process	11
REDI-BC Staff.....	11
Project Work Plan	11
Submission of the Application Package	14
Eligibility and Assessment	14
Environmental Assessment.....	14
First Nations Engagement.....	15
Selection Process	15
Notice of Decision	15
Funding Agreement	15
Communications	16
Financial Responsibility, Progress Reports, and Evaluation	16
Progress Report Guidelines	17
Final Report Guidelines.....	18
REDI-BC Project Application Form.....	19
Assessment Form	21
Definitions	24
Communications Protocol	27
REDI Adjudication Committee Terms of Reference	28
Job Description – REDI BC Senior Project Manager	34
Job Description – REDI BC Project Officer	37

REDI-BC Governance and Implementation Guidelines

Introduction

The Rural Economic Diversification Initiative of British Columbia (REDI-BC) is a joint initiative between Western Economic Diversification Canada-BC Region (WD) and the Community Futures Development Association of BC, otherwise referred to as Community Futures British Columbia, to support economic diversification in rural communities throughout British Columbia.

Over the course of 42 months, October 1, 2008 to March 31, 2012, WD will provide Community Futures British Columbia with \$3.92 million in federal funding to deliver and administer the REDI-BC initiative. In turn, Community Futures British Columbia will provide \$3 million in funding to support REDI-BC projects submitted by its 34 affiliated Community Futures locations.

Goals

Rural economic diversification is a process with the long-term goal of building a community that has long-term sustainability, resiliency in the face of change, and a broad economic base with a variety of types of businesses and jobs. As a process, rural economic diversification is community-based and rooted in a strategic analysis of the community's strengths and advantages. REDI-BC funds will be used to facilitate informed, strategic investment decisions within coherent regional development strategies with a goal of regional competitiveness. All projects funded by REDI-BC will be rooted in a community economic development strategy that is based on the region's unique strengths and competitive advantages.

Project Focus

A project is made up of incremental activities, outcomes, and benefits with clear start and end dates. A project may be a brand new initiative or it may be a value-added endeavor that is part of an existing initiative. A project is distinct and different from on-going operational activities. As its central theme, any project submitted for funding under REDI-BC must focus on Rural Diversification--projects that will increase the capacity in rural communities to undertake and encourage new opportunities for diversifying the western Canadian economy. Examples of Rural Diversification include:

1. Technology Commercialization--projects that: facilitate the translation of knowledge and technology into commercial opportunities; make strategic investments in technology commercialization; adoption projects leading to an increase in the number of technologies developed in research institutions that have commercialization potential, and an increase in technologies adopted by existing firms.
2. Trade and Investment--projects that: improve international competitiveness and strengthen trade and economic corridors of importance to the West; enhance SME participation in international business development; enhance investment attraction and branding; enhance trade corridors between the U.S., Asia-Pacific and Western Canada.

3. Business Productivity and Competitiveness--projects that: improve access to risk capital and business services to SMEs through programs and services offered in conjunction with other business services organizations and associations, in order to improve general availability, and the coordination and collaboration on investment and service delivery.

Project Funding

Projects submitted for funding under REDI-BC must demonstrate a minimum total project cost of **\$100,000** and must, demonstrate that **at least 40% of the funding is coming from sources other than REDI-BC**. REDI-BC's contribution will **not exceed \$200,000** for any one project. Please note that in-kind contributions may be included in determining total project costs but, will not be included in determining funding percentages. Projects seeking more than one year of funding are eligible. Project costs incurred after March 31, 2012 will not be reimbursed.

As examples:

Total Project Value \$100,000

Funder	Contribution	Cash/In Kind	Percent of CASH
REDI BC	\$ 52,500	Cash	60%
Regional Trust	\$ 30,000	Cash	34%
Industry	\$ 5,000	Cash	6%
Community Futures	\$ 5,000	In-kind	
Community Group	\$ 5,000	In-kind	
Total	\$ 100,000		

Total Project Value \$200,000

Funder	Contribution	Cash/In Kind	Percent of CASH
REDI BC	\$ 110,000	Cash	60%
Regional Trust	\$ 55,000	Cash	30%
Industry	\$ 20,000	Cash	10%
Community Futures	\$ 10,000	In-kind	
Community Group	\$5,000	In-kind	
Total	\$ 200,000		

Total Project Value \$500,000

Funder	Contribution	Cash/In Kind	Percent of CASH
REDI BC	\$ 200,000	Cash	42%
Regional Trust	\$ 250,000	Cash	52%
Industry	\$ 35,000	Cash	6%
Community Futures	\$ 10,000	In-kind	
Community Group	\$ 5,000	In-kind	
Total	\$ 500,000		

In-kind contribution:

Is a non-cash input which can be given a cash value. In-kind contributions are donations, with no exchange of cash, which would otherwise have to be purchased and paid for by the proponent. In-kind contributions must be toward a direct, eligible cost of the project, must be tangible and capable of being objectively valuated.

Examples of in-kind contributions include:

- An organization that “loans” the project meeting space or office space
- An individual who represents the private sector who volunteers his/her time to sit on an advisory committee for the project (to a maximum hourly rate of \$50/hr)
- A staff person from an organization who utilizes his/her time to assist with the project (to a maximum hourly rate of \$50/hr)
- A company or organization that donates equipment or supplies to the project
- A company that gives the project a price-break on a good or service. The difference between the ordinary market price and the cost to the project is the in-kind contribution

Cash contribution:

A cash contribution is the provision of hard, cold cash to the project by an organization, individual, government or private sector company. **Please note:** for the purposes of REDI-BC, the contribution of land or a building to a project is considered to be the equivalent of a cash contribution and may be used for stacking purposes. However, the value of the asset contributed must be supported by a current, independent verification or appraisal in terms of the net value for the project.

Eligible Project Expenses

Community Futures organizations will be reimbursed for eligible project expenses. These include:

Incremental wages associated with the project activities

Wage costs are eligible for reimbursement as long as they are incremental and incurred by:

- A new employee hired to do the project;
- A contractor whose wages are not already paid by WD or any other organization
- An existing part-time employee with the hours available to do the work

Full-time employees paid through WD funding or by any other organization cannot receive additional monies for doing REDI-BC project work.

Incremental consulting fees

Consulting fees associated with the project are eligible expenses. In the event that a consultant is contracted to carry out project work, the consultant must be selected through a competitive process. The consultant selected must offer the best value that fully meets the requirements of the project. A competitive process means that

- All project partners have agreed to the process for selecting the consultant and to the contracting costs
- Two or more quotes from qualified consultants have been reviewed

- If two qualified consultants cannot be found, then the recommended consultant should have unique expertise and all project partners should agree that the cost of this expertise is an effective use of project funds.

All contracted services over \$25,000 must be put out to tender. Any sole sourced services over \$10,000 require written justification.

Incremental benefits

Employee benefits tied to the project are eligible expenses.

Incremental meeting and administrative costs

Meeting and associated incremental administrative costs (i.e. supplies, printing, phone) associated with the specific REDI-BC project are eligible as long as they are supported by an invoice and/or receipt.

Incremental travel costs

Travel costs associated with the project are eligible as long as they are supported by an invoice and/or receipt and consistent with the Government of Canada Treasury Board Guidelines as found on the following website.

http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tbm_113/menu-travel-voyage-eng.asp

Other project costs

Other project costs may be authorized on an exceptional basis. Such costs must be supported by an invoice, receipt or other verification of expenditure.

Ineligible project costs

- Any costs that are already paid for by another organization including staff wages, office expenses, equipment, building rentals, etc.
- Administration fees charged by Community Futures or other organizations to administer a REDI-BC project
- The costs to set up a Society, Association, or Company
- Non-arms length transactions
- Costs incurred prior to the date of signing the contribution agreement

Ineligible project costs will not be reimbursed.

Project Eligibility

REDI-BC proposals are first assessed to ensure that they are eligible for project funding; then, they are ranked using a ranking tool found on page 24 of these guidelines. The table below contrasts eligible projects with ineligible projects.

Eligible projects	Ineligible projects
Rural Diversification: All REDI-BC projects will be targeted at rural economic diversification and show clear, measurable diversification outcomes (i.e. jobs created, investment, increased profits, new business,	Projects that are not targeted at rural economic diversification are ineligible Projects that primarily fund social

etc)	initiatives are ineligible (social services, day cares)
<p><u>Broad/Regional Benefits:</u> REDI-BC projects will provide broad diversification benefits to a community, region, or industry. For example, REDI-BC projects may support industry-wide or multi-company strategies to improve productivity, test or introduce new technology, or develop new markets.</p> <p>An individual company may receive benefit from REDI-BC as long as the benefits to the industry or community outweigh the benefits to the individual company.</p>	<p>Projects that benefit a narrow geographic area or have a limited impact</p> <p><u>Projects that provide direct financial benefit to a single business are not eligible.</u></p>
<p><u>Measurable Results:</u> REDI-BC Projects need to have measurable diversification outcomes.</p> <p>All projects will be assessed using the common REDI indicators</p> <ul style="list-style-type: none"> ○ # of project partners ○ # of new products and/or services developed ○ # of new or expanded businesses ○ # of jobs created ○ # of new markets (geographic or target market) explored or developed 	<p>Projects with a primary focus on planning, fundraising or a single event such as a conference or training event are ineligible.</p> <p>Such activities, if part of the project, should be incidental and should not be the main focus of the project. REDI-BC projects can include such activities but they must be a small part of the project with most of the effort focused on <u>implementation.</u></p>
<p><u>Not Infrastructure:</u> REDI-BC projects may include infrastructure costs but infrastructure must be incremental to the main objectives of the project. REDI-BC is aimed at innovation and cluster development not transportation, roads, water and sewer, recreational buildings or community centers.</p>	<p>Projects aimed at infrastructure such as transportation, roads, water and sewer, recreational buildings or community centres.</p>
<p><u>Not perceived as a grant to a business:</u> An individual for-profit enterprise may receive benefit from REDI-BC as long as the benefits to the industry, community and region outweigh the benefits to the individual company.</p> <p>If a private sector enterprise will receive benefits for an REDI-BC project, the project should show evidence that benefits will be shared. Ways to demonstrate this include:</p> <ul style="list-style-type: none"> ● Involving an industry association in the project to ensure that the industry as a whole will benefit from the project 	<p><u>Projects that are perceived as a grant to a business are not eligible</u></p>

<ul style="list-style-type: none"> • Showing that a number of private sector companies are providing cash or in-kind contributions, not just one company. • Involving community organizations and/or the municipality to indicate that the benefits to the project will be widely shared. 	
<p>Board Support: All REDI-BC projects must be supported by the Board of Director’s of the lead Community Futures. Evidence for this support is as follows:</p> <ul style="list-style-type: none"> • The REDI-BC application shows that the project received the support of the Board of Directors as demonstrated with a Board motion. • The REDI-BC Funding application is signed by the Board chair 	<p>Projects that the Board of Director’s of the lead Community Futures are unaware of and/or do not support, are ineligible</p>
<p>40% Matching Funds: All REDI-BC projects will show that, at least 40% of cash funding for the project will come from sources other than REDI-BC.</p>	<p>Projects with insufficient funding from other sources are ineligible.</p>
<p>Strong Private Sector Support: All REDI-BC projects will show strong and tangible industry and business support.</p> <p>Letters of support, in-kind contributions, and cash contributions are all important indicators of tangible industry and business support.</p> <p>Normally, at least 10% of funding should come from the private sector, industry associations, Chambers of Commerce or Regional Trusts.</p>	<p>Projects with insufficient support from the private sector are ineligible.</p>
<p>Long-term sustainability: REDI-BC projects that are on-going must demonstrate that the initiative has a realistic chance of continuing after REDI-BC funding ends.</p> <p>A successful REDI-BC project will either be complete in itself or have a plan for the long-term through self-funding, private sector funding, or on-going operational funding from another source. The project should describe some kind of exit or transition strategy showing how the community or industry will maintain and sustain the project over the long term</p>	<p>Where applicable projects that do not effectively demonstrate long-term viability are not eligible for REDI funding</p>
<p>Appropriate Partners: All REDI-BC projects will include appropriate partners. If the project falls under the</p>	<p>Ineligible projects include those where:</p>

<p>interests or mandate of another organization, all attempts should be made to invite that organization to be a partner in the project (either through a cash or in-kind contribution).</p> <p>Projects must foster increased partnership and collaboration between Community Futures, other economic development organizations (in particular, Western Economic Diversification Network Partners, members of the Economic Development Association of BC, Regional Districts, Regional Trusts, and the Provincial Government) and other project partners.</p> <p>Letters of support, in-kind contributions, and cash contributions are all important indicators of tangible support from partners.</p>	<ul style="list-style-type: none"> • Project proponents have not sincerely attempted to involve other interested government departments or organizations • Project activities fall under the funding and jurisdictional mandate of another level of government (e.g. municipal)
<p><u>Strong Project Work Plan and Project Management:</u> REDI-BC projects will demonstrate good planning of activities, timelines, performance indicators, and project management</p>	<p>Projects without a clear project work plan are ineligible</p> <p>Projects without a clear role for the Community Futures are ineligible</p>
<p><u>Complete:</u> In order to be eligible, the project proposal must be complete, including an application, signature, work plan, and letters of support (described in more detail below)</p>	<p>Incomplete applications are ineligible</p>

Examples of Eligible Projects

Rural Economic Diversification can include a variety of activities including:

- Assistance with industry development/adjustment or assistance with cluster development.
- Value-Adding to Traditional Sectors: This includes assistance with value-adding in agri-food, oil and gas, forestry, and mining
- Support for and promotion of New Products/Services: This includes the development of innovative products, services, or processes
- Technology Commercialization: Include assistance with commercialization. (The process of turning an idea into a viable financial success, either through the creation of a business, or through the licensing of the idea to a receptor. (Examples: bioscience commercialization, biotech commercialization, intellectual property commercialization, etc.)
- Applied R&D leading to development of technologies with commercial potential, linkages to increase connections and synergies among innovative system (cluster) members.

- Trade and Investment: This includes export development, developing new markets in targeted sectors like procurement, attracting customers/visitors from areas outside of the region.
- Business Productivity: This includes labour force attraction, adoption/adaptation of technology to improve productivity, improved access to information, shared equipment or services through a business incubator-type project, and demonstration sites, etc.

Examples of Ineligible Projects

REDI-BC will not normally provide funding for:

- community centers
- airport-related projects
- roads and related infrastructure
- sustainable funding models for not-for-profit organizations
- downtown revitalization projects
- community beautification projects
- projects where planning and/or feasibility studies are the primary focus
- training that is not related to rural diversification and/or makes up the majority of project activity.
- daycare studies
- social housing
- lobbying (projects designed for the purpose of seeking policy changes or action from the provincial or federal governments)
- fundraising projects
- conferences

Project Assessment

Once a project has been judged to be eligible for REDI-BC funding, it will be assessed using the following criteria:

- Rural Diversification Outcomes: proposals will be reviewed based on the degree to which the project
 - Diversifies the local economy
 - Meets the objectives of REDI-BC
 - Creates short-term economic impact but has the potential to create long-term economic impact
- Need and Support: proposals will be reviewed based on the degree to which the project
 - Is part of a larger strategy, backed up by a motion indicating Board support from the lead Community Futures organization
 - Will meet identified needs
 - Includes letters of support from the private sector, community organizations, other economic development groups, government, or municipalities.
 - Shows strong, tangible industry support.
 - Demonstrates Aboriginal engagement

- **Partnership and Collaboration:** proposals will be reviewed based on the number of active project partners from the following groups:
 - In-kind or cash contributions from other economic development organizations: such as Community Futures organizations, BC Women’s Enterprise Center (WEC), Small Business BC, members of the Economic Development Association of BC, Regional Districts, Provincial trusts and SDE
 - In-kind or cash contributions from community organizations, municipalities, the Provincial government, and/or the private sector: Chambers of Commerce, Industry Associations

- **Planning:** proposals will be reviewed based on the degree to which
 - Project management, structure, project terms of reference, project charters, and partner roles and responsibilities are addressed
 - The project describes the rationale for the project and links activities to project outputs and outcomes.
 - The Community Futures is actively involved in the project
 - Activities and timelines are reasonable and achievable
 - An evaluation plan is in place
 - Performance indicators are in place

Projects will be assessed using the Project Ranking Tool shown in these guidelines. Those with higher scores and a better impact will be given higher priority. Projects will be assessed along 4 main areas – economic diversification outcomes, community and business need and support, partnership and collaboration, and planning – and can receive a maximum of 52 points. (See page 24)

Application Process

REDI-BC Staff

It is strongly recommended that early in the process, you contact a REDI-BC Staff person to provide feedback on your idea, advice on structuring your project, and suggestions on developing a project proposal.

The REDI-BC Staff person can also discuss your project with the Community Futures British Columbia staff team in order to provide you with feedback on your proposal.

Project Work Plan

After each description the approximate assessment weighting has been provided, an “E” is indicated where project eligibility is tested, and “PM” indicates Project Management best Practices. Sample proposals are available on the REDI BC website at: <http://www.communityfutures.ca/provincial/bc/REDI/staff/index.php>

The next step is to write a project work plan. It should include:

- Project Summary/Statement of Work - include a project title; location; length of project, the purpose of the project; goals and objectives; anticipated benefits; and stakeholders. This should be a summary of the project. (E)
- Problem Statement or Needs Assessment - document the needs to be met, opportunity to be explored, or problems to be solved by the proposed project. In other words, what is the rationale for your project? The project should be included in a broader community or Community Futures strategic plan. Include any background research that you have gathered. (E)
- Link to Rural Diversification – Describe how this project will help diversify the local economy. Outline any connections to technology commercialization, trade and investment or increased business productivity. (~ 20%)
- Short Term Economic Impact – Detail expected short-term benefits (6 months from Project completion), this can include expanded or developed markets, job creation, business creation or expansion, wealth generation in the local economy, greater efficiencies, improved ability to expand, increased number of customers, improved strategic position, better strategic alliances. (~10%)
- Long Term Economic Impacts – Describe how this project, in the long run (5 years from project completion) result in a measurable impact on the economy (i.e. effective plans to ensure the project continues to provide benefit, potential for long term wealth generation in the community, potential for improved business/industry productivity.) (~10%)
- Partners/Stakeholders/Sponsors – list all of the partners who are making either an in-kind or cash contribution to this project. Describe the extent of their support (cash/in-kind/in principal) and the role they will play in carrying out the project. Separate out CF support, Strategic Partner, Public Sector/Not for Profit, Private Sector and Aboriginal. (~19%)
- Community Support – Describe how this project will meet identified community strengths or opportunities. Is it included in a larger community economic development plan? Outline any activities undertaken to solicit community support and/or community engagement for the project. (~15%)
- Participation from Aboriginal Organizations – Describe any activities or efforts made to meaningfully engage Aboriginal Peoples. (~8%)
- Board Approval – provide the motion supported by the lead Community Futures’ Board of Directors in support of this project. (E)
- Project Plan/Activities and Timelines– Identify the major tasks to be completed and break them down into activities and timelines. Describe who will be responsible for leading and completing each of the activities, along with the expected timeframes. You may use a Gant chart for clarity. (E/PM/4%)

- Project Measurement– List each of your objectives, along with their associated activities, and develop measurable performance indicators for each objective. In essence, this section answers the questions “what will the project achieve?” and “how will you measure it?” You should ensure that the performance indicators include some hard economic measures that can be achieved during the life of the project. In addition to the specific performance indicators for your project, the REDI initiative will track the following “common REDI Indicators” for each REDI project: (E/~4%)
 - # of project partners
 - # of new products and/or services developed
 - # of new or expanded businesses
 - # of jobs created
 - # of new markets (geographic or target market) explored or developed

- Project Management Team – describe the members of the project management team and their roles. This should include the structure (i.e. project steering committee) and partner roles and responsibilities. Clearly describe the role the Community Futures organization will play in the project. (PM/~4%)

- Communications Plan – Describe the internal communications (such as steering committee meetings) required for the project as well as any external communications (such as press releases, project launches, etc.). Describe how you will communicate with the project partners throughout the project (type of communication and frequency of communication). Describe how you ensure that the federal government, as the funding organization of REDI-BC, receives visibility in the project. (PM/~4%)

- Project Implementation – Describe how you will ensure that the project is implemented, monitored, and controlled effectively. How will you track activities, timelines, costs, revenue and results? If a group other than the Community Futures organization is responsible for the hands-on, day-to-day management of the project, describe how that group will report back to the Community Futures on activities, finances, and results. Describe the role the Community Futures organization will play in implementation. (PM)

- Project Completion and Evaluation - Projects must be evaluated prior to the end of the project funding period and results included in a final report. Present a plan for determining the degree to which objectives are met, activities are undertaken, performance indicators tracked, and lessons learned/best practices shared. Describe what evaluation factors you will review throughout the project and how you will address any needs for project adjustment. (~4%)

- Risk Management Plan - Identify the major risk factors or barriers to successful completion of the project and explain how these risk factors or barriers are to be avoided, transferred or mitigated. (PM)

- Environmental Assessment – Where applicable discuss whether this project will require an environmental assessment and where applicable provide details. (E)

- **Sustainability** - describe a plan for continuation beyond the grant period and/or the availability of other resources necessary to continue with the project. (where applicable) (E)
- **Project Budget** – Please describe which costs that will be met by REDI-BC project funds and those that will be met by funding from other partners. Document why you think the REDI-BC is an appropriate source of funds for this project and describe how you have explored other sources of funding. Provide detailed project costs, revenues and **cash flows** outlining anticipated quarterly project expenses. (E)
- **Letters of Support** - letters from all project partners (including in-kind and cash contributors) are required. You may also include letters from other stakeholders. It is imperative that the letters summarize what the organization is supporting and detail the amount and kind of contribution being made. (E)

Submission of the Application Package

The next step is to complete the application form that is included in this package. Please note that your application must be signed by the Chair of your Board of Directors.

Before sending your application package to the Community Futures British Columbia, please ensure you have:

- Completed and signed the application form
- Answered all questions
- Included letters of support from all partners
- Included a work plan for the project

Once everything is complete **email** the entire package to REDI-BC staff:

Attn: REDI BC

Email: redibc@communityfutures.ca

If you have any questions about REDI-BC project funds or the application process, contact REDI BC staff.

Eligibility and Assessment

Proposals will be reviewed to ensure they meet REDI-BC eligibility criteria. If a project is judged to be ineligible, it will be returned to the lead Community Futures with suggestions for improvement.

Once a project has been judged to be eligible for REDI-BC funding, it will proceed to the assessment committee and will be ranked using the Ranking Tool outlined in these guidelines and submitted to the adjudication committee. (Refer to page 24)

Environmental Assessment

Where a project proposal involves “physical work” as defined by the Canadian Environmental Assessment Act, it is the applicant’s responsibility to ensure that the terms and conditions of the Act have been met prior to submitting the project to the Review Committee. For more information on Environmental Assessments please visit:

<http://www.ceaa.gc.ca/default.asp?lang=En&n=CE87904C-1#wsA9622997>

First Nations Engagement

Where applicable, an applicant must demonstrate that they have fulfilled all legal obligations to consult and, if appropriate, accommodate First Nations in respect of a project. For more information please visit: <http://www.ainc-inac.gc.ca/ai/mr/is/acp/index-eng.asp>

Selection Process

Project applications will be adjudicated on a quarterly basis, April, July, October, and January by the Rural Economic Diversification Initiative of BC Review Committee (RC). The Committee is made up of the members of a:

- Community Futures
 - General Manager
 - Board Chair
 - Aboriginal Representative
- Community Futures British Columbia
 - Board Member
 - Executive Director
- Western Economic Diversification (ex officio),
- Provincial Government
- Economic Development Association of BC

The adjudication committee will use the enclosed Project Ranking Tool in the selection process. Complete project applications must be received by REDI-BC staff by the following dates:

- March 15,
- June 15,
- September 15,
- December 1

Incomplete proposals and/or projects received after a submission deadline will be deferred until the next intake.

Notice of Decision

Lead Community Futures will receive written notice of the Committee's decision within 2 weeks of the adjudication dates.

Funding Agreement

Lead Community Futures for those projects that are approved must be prepared to enter into a contribution agreement with Community Futures British Columbia. This agreement will include the ability to provide advances of up to 90% of the project value, based on cash flows identified

in the project work plan and accompanied by a progress report, and approval for Western Economic Diversification and/or the Community Futures British Columbia to use the project for communication purposes to demonstrate collaboration and/or best practices if appropriate.

10% of project funding will be held back until acceptance of the final report.

Communications

Approved project proposals, final reports, and best practices may be published on the password protected “members” section of the Community Futures British Columbia website. Successful Community Futures therefore, will be asked to provide electronic copies of proposals, applications, and final reports.

Lead Community Futures organizations must ensure that projects funded by REDI-BC provide recognition to Western Economic Diversification Canada.

Financial Responsibility, Progress Reports, and Evaluation

Community Futures with projects funded through the REDI-BC are responsible for administering funds and ensuring that the project proceeds effectively. Community Futures are responsible for tracking all eligible expenses and the matching revenues from project partners associated with the REDI-BC project.

- Community Futures receiving REDI-BC project funds must ensure that standards of recognition, measurement, presentation and disclosure, as set out in the Funding Agreement with Community Futures British Columbia, are followed.
- For purposes of each REDI-BC project, the Community Futures organization is required to establish within their internal accounting system, a process designed to effectively manage, recognize, present and disclose REDI-BC project revenues and expenses. For example, for those Community Futures organizations using “Simply” accounting, they will be required to establish, maintain, and track each REDI-BC project. This will create ease of reporting on the project internally, at year-end audit, and for purposes of any internal audits conducted by Western Economic Diversification.
- In the event that the Community Futures organization has delegated responsibility to another organization for the management of the day-to-day activities of the project, the Community Futures must have a contract in place with the organization. The contract must specify responsibilities, decision-making processes, timelines, deliverables, revenues, and expenses associated with the disbursement of funds. **In our experience this is a crucial part of ensuring project success.**
- Community Futures organizations must complete quarterly progress reports as a final evaluation report at the end of the project. The final funding hold-back (10% of project funding) will be released when the final report has been received and approved by the Community Futures British Columbia.

Progress Report Guidelines

A quarterly Project Progress Report, as required by the Funding Agreement with Community Futures British Columbia, should include sufficient information to inform Community Futures British Columbia of the progress of the project in relation to the approved project plan. Progress reports are typically due March 1, June 1, September 1, and December 1.

Narrative Reports should be about 3 pages long and should be emailed to REDI staff.

1. Project Number and Report Period

You can find your REDI-BC project number at the top of the Funding Agreement. Indicate the period that the report covers, from either the project start or the date of the last progress report.

2. Background and Context

Please summarize the problem/opportunity statement and need for the project

3. Financial Information

Report your actual revenue and expenses to date. If expenses and/or income are different than what you initially proposed for REDI-BC funding, please list the variance, explain why it has happened and how you intend to correct it.

Report your updated sources of revenue from each project partner listed in your proposal. Report the in-kind contributions made by project partners.

If your Community Futures is being reimbursed for incremental wages, meeting, or associated incremental administrative costs, you must provide a listing of such costs. For incremental wages, please provide a list of the hours worked by month, the cost per hour, and the name of the person doing the work. For incremental meeting or associated administrative costs, please provide a list of expense categories, dates, and costs.

This financial information does need to be audited by an accounting firm, and the ensuing expense can be included in your project budget. You need to attach copies of **all** invoices to this report, and retain the originals should it be required by Community Futures British Columbia at a later date. Evidence of payments by other funding sources is also required.

Please note that you are required to use project accounting so that revenue and expenses for each REDI-BC project is accounted for as a project. For example, if you are using “Simply” accounting, you will need to establish and maintain each REDI-BC project as a project within this program to track project income and expense numbers within your Chart of Accounts. This will create ease of reporting on the project internally, at year-end audit, and for the purposes of any internal audits conducted by WD.

4. Project Activities during Report Period

Present a summary of the activities performed and results achieved during the current report period towards the accomplishment of the project objectives. Please refer to the list of proposed Project Activities and Timelines in Attachment A of your Agreement with Community Futures British Columbia.

Describe any major problems that you have encountered that may jeopardize or delay the project success, and your intended action plan to overcome such problems.

Describe any un-planned activities that contributed to the success of the project.

5. Changes to Project Activities

If your project activities or timelines have changed since you submitted your proposal to REDI-BC, please list the new activities along with a new timeline for completion. If there are significant changes, Community Futures British Columbia may need to revise your Agreement.

6. Benefits Resulting from Project

List any measurable benefits that the project has accomplished to date. Please refer to the Performance Indicators listed in Attachment A of your Agreement with Community Futures British Columbia.

There may be additional benefits that you want to mention such as additional project partners participating in the project, additional volunteers, additional in-kind contributions, or best practices.

If you would like to attach copies of brochures, studies, or reports that resulted from this project, please do so. You may also provide links to electronic copies if they are posted on web sites.

7. Media Coverage

Please describe all media coverage your project has received during the reporting period. Attach all media stories. Please refer to the Attachment B in your REDI-BC Funding Agreement, and to the Community Futures Branding protocols and Federal Visibility Guidelines at <http://www.pwcf-brand.ca/>.

8. Signature on Report

The report should be signed and dated by an authorized officer of your Community Futures, indicating the full name and title of the signing officer.

9. Invoice

If your funding Agreement calls for periodic disbursement of funds throughout the life of your project, please attach an invoice as your request for disbursement of the next incremental amount. Please note: the final holdback of project funding will not be disbursed until Community Futures British Columbia receives and approves your final report.

Final Report Guidelines

A Project Final Report, as required by the Agreement with Community Futures British Columbia, should include sufficient information to inform Community Futures British Columbia and WD of the results of the project in relation to the approved project plan. Final reports include the same headings and information as the project activity report and should follow the same format. Final Project Reports are due no later than two (2) months after the project completion date.

REDI-BC Project Application Form

REDI-BC Project Application Form					
Contact Information for Lead Community Futures					
Contact Name and Position:		For Office Use Only			
Community Futures Name:					
Phone:					
Address including postal code:					
Telephone: Fax:					
Part 1- General Information					
Project Name					
Have you read the REDI-BC Project Guidelines?		Yes <input type="checkbox"/> No <input type="checkbox"/>			
Does this project meet the eligibility requirements listed in the REDI-BC Guidelines?		Yes <input type="checkbox"/> No <input type="checkbox"/>			
Project start date (YY/MM/DD)					
Project end date (YY/MM/DD)					
Will this specific project continue beyond March 31, 2012?		Yes <input type="checkbox"/> No <input type="checkbox"/>			
Is the Regional Trust in your area aware of this project?		Yes <input type="checkbox"/> No <input type="checkbox"/>			
Part 2 – Funding Partners					
Please indicate the funding partners for this project including the amount of cash they are contributing, the percentage of cash they are contributing, in-kind contributions, and whether they have committed in writing to the contributions.					
Source of Funding	Name of organizations	Comm itted (Y/N)	Cash (\$)	% of total cash	In- Kind (\$)
REDI-BC Project Funding	Community Futures British Columbia				\$0
Community Futures (s)					
Other WD Network Partners(s)					
Federal Department or Ministry (including WD)					
Provincial					
Municipal					
Private sector (including Regional Trust)					
Other (not-for-profit, educational institution, etc.)					
Total	N/A	N/A	\$	%	\$

Part 3 - Project Proposal			
Please attach your Project Work Plan . As set out in the Project Guidelines, it should include:			
Project Summary	<input type="checkbox"/>	Risk Management Plan	<input type="checkbox"/>
Problem Statement/Needs Assessment	<input type="checkbox"/>	Evaluation Plan	<input type="checkbox"/>
How it fits into Community Futures Strategic Plan	<input type="checkbox"/>	Sustainability	<input type="checkbox"/>
Objectives	<input type="checkbox"/>	Budget	<input type="checkbox"/>
Links to Economic Diversification	<input type="checkbox"/>	Sources of Funding	<input type="checkbox"/>
Project Management Plan including role of Community Futures, partner roles and responsibilities	<input type="checkbox"/>	Federal Visibility	<input type="checkbox"/>
Activities and Timelines	<input type="checkbox"/>	Environmental Assessment	<input type="checkbox"/>
Performance Indicators/Measurements	<input type="checkbox"/>	Project Cash Flows	<input type="checkbox"/>
Part 4 – REDI-BC Indicators			
Please outline the projects “common REDI-BC indicators” (see definitions for details)			
# of project partners			
# of new products and/or services developed			
# of new or expanded businesses			
# of jobs created/maintained or expanded			
# of new markets (geographic or target market) explored or developed			
benefits shared regionally (Y/N)			
Part 5 - Letters of Support			
Please attach a letter from each Project Partner (making an in-kind or cash contribution) that:			
<ul style="list-style-type: none"> • Supports the application; • States the amount and type of contribution being made; • Designates the lead Community Futures to submit the application and conduct all communication with Community Futures British Columbia and/or Western Economic Diversification on behalf of the project partnership; • Indicates agreement that the lead Community Futures will enter into a contract with Community Futures British Columbia regarding receiving, allocating and accounting for funds on behalf of the project partnership. 			
Part 6 – Certification			
We have provided a copy of the Board of Directors motion supporting this project			
We are prepared to enter into an Agreement with the Community Futures British Columbia if this application is approved.			
We understand that Community Futures British Columbia may use any materials developed over the course of this project as samples, or best practices for the benefit of the BC Community Futures network. Community Futures British Columbia reserves the right to make information relating to this project available to the public, including providing limited information on the Community Futures British Columbia website.			
_____ Signature of Board Chair of Lead Community Futures		_____ Print Name	_____ Date

Assessment Form

(Weighted Project Ranking Tool)

REDI-BC Assessment Form		Yes	No
Eligibility		<input type="checkbox"/>	<input type="checkbox"/>
Is this project eligible for REDI-BC Funding?			
Ranking		Max Score	Your Score
Economic Diversification Outcomes			
<p>Diversifies the local economy through:</p> <p>1. Technology Commercialization--projects that: facilitate the translation of knowledge and technology into commercial opportunities; make strategic investments in technology commercialization; adoption projects leading to an increase in the number of technologies developed in research institutions that have commercialization potential, and an increase in technologies adopted by existing firms.</p> <p>And/or</p> <p>2. Trade and Investment--projects that: improve international competitiveness and strengthen trade and economic corridors of importance to the West; enhance SME participation in international business development; enhance investment attraction and branding; enhance trade corridors between the U.S., Asia-Pacific and Western Canada.</p> <p>And/or</p> <p>3. Business Productivity and Competitiveness--projects that: improve access to risk capital and business services to SMEs through programs and services offered in conjunction with other business services organizations and associations, in order to improve general availability, and the coordination and collaboration on investment and service delivery.</p> <p>And/or</p> <p>4. Rural Diversification--projects that will increase the capacity in rural communities to undertake applied R&D and value-added processing and that encourage new opportunities for skilled employment as well as diversifying the western Canadian economy.</p> <p>Will this project help diversify the local economy? Rank along a continuum from 1-10 where a score of 10 = strong diversification outcomes and a score of 1 = weak diversification outcomes.</p>		10	
<p>Short-term economic impact (6 months from Project completion)</p> <p>Five points for a project that will result in a measurable impact on the local economy <u>within the first six months of project completion.</u> (i.e. wealth generation in local economy, increased # of jobs, improved business/industry productivity, higher profits, greater efficiency, improved ability to grow, increased # of customers, improved strategic position for the future, better strategic alliances)</p>		5	
<p>Long-term economic impact (5 years from project implementation)</p> <p>Five points for a project that will, in the long-term, result in a measurable impact on the economy (i.e. effective plans to ensure the project continues to provide benefit, potential for long-term job creation, potential for long-term wealth generation in the community, potential for improved business/industry productivity in the future)</p>		5	
Sub-Total		20	

Community and Business Need and Support		
<p>Is part of larger community economic development strategy Two points if the project is included in a larger community economic development strategy (municipal or other economic development organization), in addition to being supported by a Board motion from the lead Community Futures</p>	2	
<p>Meets identified community strengths and opportunities Two points if the project clearly sets out the rationale and opportunity</p>	2	
<p>Public Support and Community Engagement Demonstration, through a range of activities, of meaningful public engagement and broad based Community Support. This can include community organizations, other economic development groups, government, municipalities, or the private sector. To a maximum of 4 points.</p>	4	
<p>Participation from Aboriginal Organizations Demonstration, through a range of activities, of meaningful Aboriginal engagement. Additionally an applicant must demonstrate that they have fulfilled all legal obligations to consult and, if appropriate, accommodate First Nations in respect of a project. 1 point if efforts have been made to engage Aboriginal Communities, 1 point for a letter of support for the project, 1 point for an in-kind contribution and 1 point for a cash contribution to the project, to a maximum of 4 points.</p>	4	
Sub-Total	12	
Partnerships and Collaboration		
<p>Participation from WD Network Partners: Lead Community Futures, Community Futures organizations, BC Women's Enterprise Center (WEC), Small Business BC, La Société de Développement Économique de la C-B. Add 1 point for every target partner that provides \$. Add .5 point for every target partner that provides in-kind contributions. To a maximum of 2 points.</p>	2	
<p>Participation from REDI-BC Strategic Partners: Members of the Economic Development Association of BC, Regional Districts, and/or the Provincial Government. Add 1 point for every target partner that provides \$. Add .5 point for every target partner that provides in-kind contributions. To a maximum of 2 points</p>	2	
<p>Public Sector or Not for Profits: This includes educational institutions, crown corporations and other appropriate not-for-profits. Add 1 point for each strategic partner who provides reasonable \$. Add .5 points for each partner who provides in-kind contributions. To a maximum of 2 points.</p>	2	
<p>Participation from the Private Sector: This includes businesses, industry associations, and Chambers of Commerce. Add 1 point for each partner who provides \$. Add .5 points for each partner who provides in-kind contributions. To a maximum of 4 points.</p>	4	
Sub-Total	10	

Planning		
Project management Two points for demonstrating the capacity of the Community Futures to manage the project effectively	2	
Rationale Two points for clearly linking rationale and project activities	2	
Activities and Timelines Two points if activities and timelines are realistic and clearly articulated	2	
Evaluation Two points if the proposal contains a sound evaluation plan	2	
Performance Indicators Two points for realistic performance indicators that reflect REDI-BC project objectives and “common indicators”	2	
Sub-Total	10	
Total	52	

Definitions

Activities – Describes what you are doing with your inputs. Common headings can include:

- Promotion/Public Relations
- Group Formation
- Facilitation
- Education
- Research
- Resource Development
- Marketing

Economic Diversification

Rural Diversification: an increase in economic activity through the introduction of a new industry or the expansion of an existing industry through new products, new markets, or new processes. Rural diversification is assisted by innovation, human capital, and cluster development.

Innovation: happens at the level of the business firm and refers to both product/service innovation (new products or services) and process innovation (efficiency or productivity enhancements like adopting new technology, computerization, using new materials, introducing lean manufacturing, etc). REDI-BC can be used to assist industries to become more innovative.

Human Capital: Human capital is the knowledge, skills, talents and abilities that enable people to earn a living. Increased human capital is linked to increased rural diversification. Developing human capital is not a specific target of REDI-BC, but it could form part of an REDI-BC project.

Cluster Development: A cluster is a grouping of linked companies. Effective clusters need: good input conditions, supporting industries (like venture capitalists, market research companies, and R&D companies), demand, and rivalry. REDI-BC can be used to facilitate cluster development.

Indicators - are quantifiable measurements that reflect the critical success factors of a project. They represent the most meaningful identifiers of changes and track identified for Short, Intermediate and Long Term Outcomes.

Indicators should:

- Be both qualitative and quantitative to capture the richness of the project
- Provide information that help the project improve
- Be cost effective to measure

Common REDI Indicators will be used to track each REDI-BC Project are:

- # of project partners
- # of new products and/or services developed
- # of new or expanded businesses
- # of jobs created/maintained or expanded
- # of new markets (geographic or target market) explored or developed
- benefits shared regionally

Inputs – Resources that are invested into a program in order to encourage results through the relevant activities. As examples:

- Staffing: What skill sets? How many staff positions? How many volunteer hours
- Office Equipment or Meeting Space: Size? Location?
- Equipment: Computers? Chairs? Tools?
- Materials: Stationary? Bus Tickets? Textbooks?

Outcomes – Are the changes in individuals and groups that will bring about or influence if the planned activities are undertaken in the proposed way. Unlike objectives that describe what you want to achieve, a good outcome describes:

- Who Changed, i.e. the individuals or groups
- What change has occurred for those individuals or groups?

There are three levels of outcome

- Short term
- Intermediate
- Long-term

Short-term Outcomes – Where an output describes the product of an activity, the short term outcome describes the potential created by the product. There are as many short term outcomes as there are activities. Short Term outcomes may describe:

- An immediate benefit among those people directly participating in an activity
- How people use a product to create the key changes sought by the project
- Capture the “potential” for continued change created through activities and outputs

Intermediate Outcomes – There are fewer intermediate outcomes than short term outcomes, and flow from the unleashing of the potential contained in a combination of several Short Term Outcomes. Intermediate outcomes point to the key changes that directly relate to your project. These are changes that you think your project can create. Intermediate Outcomes often take more time to see but should be achievable within the life of your project or shortly after its termination. You do not have full control over Intermediate Outcomes because there are at least one step removed from your activities and can be easily influenced by external factors.

Long-term Outcomes – This is the goal or vision that your project is aiming for. This describes the bigger picture and longer-term change. It underlines why the project is important to the broader community.

Outputs – Usually each output relates to one activity, which is the direct product or deliverable of that activity. Outputs illustrate the volume of work done under the activity.

Project – a project is made up of incremental activities, outcomes, and benefits with a clear start date and end date. A project may be a brand new initiative or it may be a value-added endeavor that is part of an existing initiative. A project is distinct and different from on-going operational activities.

Partner

Not-for-Profit Partner – includes non-profits, Community Futures organizations, BC Women’s Enterprise Center (WEC), Small Business BC, Societe de developpement economique de la Colombie-Britannique (SDE), other economic development organizations, or educational institutions that provide in-kind or cash contributions to REDI-BC projects. REDI-BC projects

should include the members of the BC WD Business Services Network where possible: other Community Futures, WEC, Small Business BC, SDE.

Private Sector Partner: includes businesses, companies, Industry Associations, or Chambers of Commerce that provide in-kind or cash contributions. Normally, the private sector should cover at least 10% of project cash costs.

Public Sector Partner: a department or level of federal, provincial, or municipal government that provides in-kind or cash contributions

REDI-BC Project Partner: An organization or company that provides in-kind or cash contributions to a project funded through REDI-BC. There are 3 types of project partners: public sector, not-for-profit, and private sector.

Communications Protocol

Commemorative/Milestone Communication Events

1. The Recipient is responsible for planning their own commemorative/milestone events and public information activities. This could include sod turnings, ribbon-cuttings, a project launch, milestone achievement, or celebration of the wrap-up of the Project.
2. WD must have the opportunity to participate in at least one such activity or event related to the Project.
3. Community Futures British Columbia must be advised of any potential planned public events for the Project at least 28 days prior to the event. Community Futures British Columbia will then pass on this information to WD. The Recipient is not required to contact WD directly. This lead time will allow for WD representatives to consider if they can participate in the Project event.
4. The Recipient agrees to allow Community Futures British Columbia to use any materials developed over the course of this project as samples, or best practices for the benefit of the BC Community Futures network. Community Futures British Columbia reserves the right to make information relating to this project available to the public, including providing information on the Community Futures British Columbia website.
5. The Recipient has entered into an agreement with all project partners that outlines the rights of Community Futures British Columbia to discuss and share any materials developed over the course of the project.
6. The Recipient agrees to the implementation of appropriate communication's activities, which Community Futures British Columbia, or WD, may initiate, such as a feature story, official opening, ceremonies, celebrations.

Logos and Acknowledgements

7. All public information and all public materials developed for the Project (reports, news releases, video, internet documents, media stories, trade show booths, web sites, promotional or marketing materials, etc.) should mention that funding for the Project is through the Community Futures Rural Economic Diversification Initiative - BC.
8. All public materials developed for the Project should include the logo of the participating Community Futures(s) with an acknowledgement line stating "Community Futures is supported by Western Economic Diversification Canada".
9. Public materials developed for the Project do not require the WD logo.
10. Please consult with Community Futures British Columbia regarding the use of quotes from Community Futures British Columbia and/or WD representatives in any communication material.

REDI Adjudication Committee Terms of Reference

Terms of Reference for Ad-hoc REDI – BC Committee

This Committee Requires Community Futures British Columbia Board Representation

History

In September 2008 Community Futures British Columbia received \$3,929,263 in funding approval from Western Economic Diversification Canada to support a Rural Economic Diversification Initiative in the amount of \$5,929,263 proposed by Community Futures British Columbia. Working with Community Futures offices in British Columbia, the purpose of the funding is to provide administration support and financial assistance for rural projects that seek to diversify local and regional economies.

Applications for financial support will be accepted quarterly from the 34 Community Futures offices across British Columbia between October 1, 2008 and September 15, 2011. Projects must support rural diversification, on average demonstrate that a minimum of 40% of funding is available from other sources, have a total project costs of no less than \$100,000 and a REDI-BC contribution request not exceeding \$200,000 for any one project.

Successful applications will be reflective of 1 or more of the following themes:

- Technology commercialization
- Trade and investment
- Business productivity and competitiveness
- Rural diversification

Mandate/Objectives

This ad-hoc committee is to provide administrative input into REDI-BC contract delivery, assess proposed funding applications using a pre-approved project assessment tool, and make final decisions on projects to be funded.

- Provide administrative input and expertise into the contract delivery model
- Read and score all applications for funding using an established Assessment Form
- Attend quarterly meetings to make final decisions on projects to be funded

Operating Principles

- To make decisions by consensus.
- To insure that our process is inclusive and responsive to member input.
- To maintain a credible and valid process that is accountable to Community Futures British Columbia.
- To use clear language in all written documentation and where specialized terms are used, to provide a clear and accessible glossary of terms.
- To conduct our business with a quorum that will be constituted by more than half of the active voting Committee members.

Consensus Process

- The objective is to reach consensus.

- Consensus does not mean 100% unanimity or that everyone thinks the decision made is necessarily the best decision possible. Consensus decision-making should ensure no one in the group feels their position was misunderstood and not given a proper hearing. In reaching consensus, the parties involved may not agree with every aspect, but taken as a whole, a decision based on consensus satisfies the major interest and concerns to the extent that the members can all publicly support it.
- Committee members may take one of three positions in a decision:
 1. Support,
 2. Have reservation but will let pass,
 3. Want to revisit the issue.
- Revisiting issues:
 1. When a Committee member wants to revisit an issue, the onus will be on that member to bring it forward at the earliest opportunity. They will provide a written description of the interests that are not accommodated, including suggestions to meet both member and group needs. This document will be part of the public record.
 2. If, after revisiting an issue, the Committee is unable to reach consensus, the member that disagrees will register an objection that will be part of the written record (i.e. minutes).

Meeting Procedures

- Meetings are pre- scheduled as outlined below under “Meeting Dates and Times” however additional meetings may be needed to meet the targeted objectives.
- The majority of Committee meetings will take place via video conferencing. Any in-person meetings will be at the expense of Community Futures British Columbia.
- The following "Code of Conduct" will be applied to members and guests for each meeting:
 - Treat others with respect.
 - If unclear, ask for clarification.
 - Everyone is to have an equal opportunity to speak.
 - Listen actively; think about what others are saying.
 - All participants accept that the concerns and goals of others are legitimate.
 - Participants agree to act in good faith in all aspects of the process.

The Committee Chair will work in cooperation with the Community Futures British Columbia staff to develop the Agenda for each meeting.

The proposed agenda and any additions brought forward by the Committee members will be reviewed and approved by the Committee at the beginning of each meeting.

Written information may be submitted to the Chair prior to the meeting for distribution. The source of the material must be clearly marked.

Members and/or guest speakers wishing to make a formal presentation will submit a (written) request to the Committee Chair and will be either added to the meeting agenda by the Chair or the Chair will notify the Committee at the next meeting as to any speaking requests made that have been unable to be accommodated/responded to at that time; the Committee will advise

the Chair as to the direction to be taken on speaking requests that have yet to be accommodated/responded to at that time.

Membership

- Committee members are to be approved by the Community Futures British Columbia Board unless indicated below.
- The Chairperson will be identified and agreed upon by the Committee members.
- The Recorder role will be fulfilled by Community Futures British Columbia staff.
- Any persons or group who believe that their interests are not represented by the Committee may make a written request to the Chair that a new member be added.
- New members will be decided upon by Community Futures British Columbia Board of Directors.
- Any member wishing to withdraw from the Committee will state their intention, with reasons, in writing.
- If the Committee decides to continue without the departed member, the group will decide how to fill the departed member's seat
- Members of the Committee will:
 - strive to educate themselves on all aspects of the issues
 - read all funding applications and other meeting material prior to each quarterly meetings (estimated at 12 hours of pre-meeting work per quarterly meeting)
 - listen to the opinion of others and strive to understand them
 - speak directly
 - attend scheduled meetings
 - report back to their organizations in a timely fashion with detail and documentation
 - deliver on assignments they accept

Terms of Office

October 1, 2008 to May 1, 2012 (project completion)

Chair

The Chair position will be determined by the Committee and his/her duties shall include, but are not limited to, the following:

- be the official spokesperson for the Committee
- open and close the meetings, present the agenda, and review and accept the minutes
- grant guest status
- ensure that meetings run in an orderly fashion
- ensure that each member listens and is heard
- ensure that agenda items are fully dealt with
- ensure that the will of the Committee is followed
- ensure the full participation of all members, as well as, the well being of group dynamics
- strike sub-committees to assist in the duties of the group

Community Futures British Columbia Board Representative

In addition to the duties outlined for the membership will also be responsible to:

- Report back to the Community Futures British Columbia Board of Directors the progress of the Committee

Recorder

The Recorder of the Committee will be the REDI-BC Project Officer

- is a non-voting member of the Committee
- will make a summary of proceedings and a record of decisions and provide these minutes to the Chair and Senior Project Manager after each Committee meeting for distribution to the members
- will report ideas such that they are not assigned to individuals but, rather, belong to the Committee

A review may be held to update the Recorder's duties, or anytime upon request from the Recorder or Committee.

Time and Issues Management

- The Committee will prioritize and deal with issues relating to the Committee Mandate and Objectives.
- A general time frame will be set up for dealing with each issue.
- Final Report will be presented on or before May 1, 2012
- The Committee will endeavor to meet time-lines but will also allocate time to issues deemed important to the group.
- All issues, positions, and recommendations considered by the Committee will be presented, documented and tracked.
- Members of the Committee will define the meanings and any interpretations of the "Terms of Reference".

Meeting Dates and Times:

Times:

It is estimated that preparation time for each meeting will be approximately 12 hours to review all submissions and summaries as well as complete the REDI-BC Assessment Form for each project. All meeting times will start at 10:00 am until no later than 4:30 pm with a 1 hour nutrition break at midday and 15 minute nutrition break in mid-afternoon.

Venue:

All meetings will be held using video conferencing technology at the closest Community Futures location.

Dates:

2008

November 28, 2008

December 18, 2008

2009

April 9, 2009

July 9, 2009

October 8, 2009

December 17, 2009

2010

April 8, 2010
July 8, 2010
October 7, 2010
December 16, 2010

2011

April 7, 2011
July 7, 2011
October 6, 2011
December 15, 2011

2012

April 19, 2012

Information Sharing / Communication

- All Members of the Committee will:
 - agree to bring all appropriate, relevant, and publicly available information forward
 - develop a common information base from which to work
 - identify areas where available information needs to be shared and/or verified
 - identify where additional information is needed
- The Committee may jointly identify and engage the services of persons with the necessary expertise to respond to information needs, subject to budgetary and contract restraints
- Tentative, sensitive, or confidential information will be respected as such
- Written information may be submitted to the Chair for distribution. The source of the material must be clearly marked.
- Maintain all decisions of the Committee regarding funding applications as confidential until such time as the originating Community Futures offices has been officially notified (verbal notification to be provided within 3 business days of the meeting).

Conflict of Interest

All voting members of the Committee who represent a Community Futures office will abstain from discussions and voting for any initiative in which their Community Futures is actively involved as a primary or secondary applicant to REDI-BC.

Public Outreach

- Public information for distribution on or from the Committee will be decided upon by the members.

Resources

- Committee will receive administrative support for their activities through the Senior Project Manager and his/her appointed staff.
- Technical/facilitator/contractor/budgetary support will be accessed by the Committee when necessary to support the objectives and work of the Committee and any

requested budget sent to the Community Futures British Columbia Board of Directors for approval.

- Each member of the Committee must have access to high-speed internet and printer to download meeting documents including Project Application Forms.
- Each member of the Committee will be required to attend the nearest Community Futures office or a partner organization quarterly to attend meetings using video conferencing technology. Travel costs to the nearest video conferencing equipment will be covered by Community Futures British Columbia

Committee Membership

The Committee will be comprised of 7 voting and one non-voting member. All members of the Committee will represent the best interest of rural British Columbia as a whole in their decision making. No Community Futures volunteer or staff member will be eligible to assess or vote on an application for funding that was initiated by their local Community Futures office.

Members will include:

- Community Futures British Columbia Board Volunteer Representative
- Community Futures British Columbia Executive Director
- Community Futures Chair
- Community Futures Manager
- Community Futures Aboriginal Representative
- Representative from the Economic Development Association of BC Board
- Representative from the Province of British Columbia
- Representative from Western Economic Diversification Canada (non-voting)

Committee member alternates will not be allowed other than the Representatives from the Province of British Columbia and Western Economic Diversification.

Changes to the Terms of Reference

The Terms of Reference may be reviewed or amended as agreed to by the Community Futures British Columbia Board of Directors.

Job Description – REDI BC Senior Project Manager

The REDI-BC Senior Project Manager is responsible for the day-to-day operations of the REDI-BC project as well as the successful delivery of between 10 and 30 economic diversification projects that are submitted and completed by Community Futures network partners and delivered throughout British Columbia. The Senior Project Manager will act as a leader and an inspiration for network partners to embrace economic diversification in their regional and build stronger rural economies as a result. Under the supervision of the Executive Director of Community Future British Columbia, the Senior Project Manager will carry out duties outlined below:

Accountability

- Responsible for the delivery of Contract #7695
- Responsible for the day-to-day management of the REDI-BC project
- Responsible for ensuring that the REDI-BC team completes the project
- Develop the project plan with the REDI-BC team and manages the team's performance of project tasks.
- Secure acceptance and approval of deliverables from the Executive Director and REDI-BC committee
- Ensure the project is delivered on budget, on schedule, and within scope

Policy Development

- Developing and recording governance policies of the REDI-BC project and its committees
- Development of a REDI-BC Policy Manual
- Development of a REDI-BC Communications strategy

Planning

- Define the specific project objectives
- Develop a plan to accomplish the objective

Organizing

- Identify, secure and oversee necessary resources
- Determine tasks that must be completed and assign the tasks
- Delegate authority
- Motivate team members to work together

Communication

- Responsible for overall project communication
- Prepares reports for the Executive Director for delivery to the Community Futures British Columbia Board of Directors
- Responsible for capturing and sharing REDI-BC success stories both internally (to the CF network) and externally
- Prepare quarterly and final reports to Western Diversification and Community Futures British Columbia
- Facilitate REDI-BC project team and Community Futures network client meetings effectively
- Keep REDI-BC project team and REDI-BC committee well informed of changes within the organization and general network news

- Effectively communicates relevant project information to REDI-BC project team and REDI-BC committee
- Deliver engaging, informative, well-organized and well-written presentations
- Participate in presentations about the project to the REDI-BC committee, the Community Futures network and to other key stakeholders as required
- Resolve and/or escalate issues in a timely fashion
- Understand how to communicate difficult/sensitive information tactfully
- Treat all stakeholders in a professional manner and have the ability to communicate effectively both the concerns and best interests of REDI-BC

Controlling

- Minimize exposure and risk on Project #7695
- Track progress and compare it with planned progress
- Report to Community Futures British Columbia in order to measure project performance
- Identify areas for project management improvement
- Prepare reports and ensure compliance with WED reporting

Supervision

- Supervise REDI-BC staff
- Supervise contractors to the REDI-BC project
- Oversee bookkeeper's duties and performance related to the REDI-BC project

Leadership

- Identify, design and articulate REDI-BC proposals from the CF network
- Challenge others to develop as leaders while serving as a role model and mentor
- Inspire REDI-BC team to attain goals and pursue excellence
- Identify opportunities for improvement and makes constructive suggestions for change
- Remain on the forefront of best practices and applies them regularly
- Inspire the CF network to do economic diversification throughout British Columbia

Supervisee Development

- Conduct effective performance evaluations and mentor when necessary
- Train supervisees and Community Futures network through both formal and informal training opportunities

Internal Operations

- Suggest areas for improvement in internal processes and policies along with possible solutions
- Approves supervisee's time and expense reports in a conscientious and timely manner
- Reviews the status reports of team members and addresses issues as appropriate
- Complies with and helps to enforce standard policies and procedures

Relationship Management

- Liaise with the Community Futures network, Western Economic Diversification, Community Futures British Columbia and other partner organizations
- Solicit projects from the Community Futures network for consideration by the REDI-BC committee

- Effectively apply recognized Project Management methodology and enforce project standards throughout the duration of the project
- Minimize Community Futures British Columbia exposure and risk on REDI-BC project
- Serve as a contact and ensure appropriate liaison with the WED and prepare all reports to funders and Community Futures British Columbia Executive Director
- Cooperate fully with the REDI-BC team and committee to complete the project successfully

Teamwork

- Act in good faith as part the lead of a high-functioning, professional REDI-BC team
- Keep track of lessons learned and share those lessons with REDI-BC team members
- Mitigate team conflict and communication problems
- Consistently acknowledge REDI-BC team member's contributions
- Effectively utilize each REDI-BC team member to their fullest capacity
- Motivate REDI-BC team to work together in the most effective manner

Personal Management

- Be professional in all dealings with REDI-BC team members, the Community Futures network and other stakeholders
- Be on time and on task in daily work
- Treat others with respect

Community Futures Network Partner Management

- Manage day-to-day Community Futures network interaction
- Assist Community Futures network partners to develop REDI-BC proposals
- Set and manage Community Futures network expectations
- Develop lasting relationships with Community Futures network personnel that foster positive ties
- Continually seek opportunities to increase Community Futures network satisfaction and deepen Community Futures network relationships
- Support and assist in trouble shooting as project is delivered. Assistance is also offered post-project.

Other Partner Management

- Network with potential rural diversification partners
- Set and manage project partner expectations
- Develop positive relationships with project partners that foster positive ties
- Communicate effectively with all clients to identify needs, evaluate training options and create strong projects for the REDI-BC committee

Financial Management

- Oversight of project cash flows for Project #7695
- Monitoring of proponent cash flows for Project #7695
- Oversight of administration budget
- Authorizes all invoices related to REDI-BC

Capacity Building

- Identify and share ideas and concepts for potential economic diversification projects
- Work with the CF network to help plan, design and articulate proposals to REDI-BC that will result in approved and successful projects
- Assist and mentor CF network partner in best-practices record keeping
- Plan and implement capacity-building opportunities for the Community Futures network and partner organizations
- Supervise appropriate trainers for capacity-building opportunities
- Ensure coordination of capacity-building opportunities

Committee Management

- Assist REDI-BC committee Chair by organizing and liaising with committee members, which is required for smooth committee function
- Attend and act as a resource at all meetings of the REDI-BC committee

Website and Video Conferencing

- Oversight of maintenance the REDI-BC portion of the Community Futures BC website
- Oversight of maintenance and updating of the Community Futures British Columbia website
- Oversight of organization and deliverance video conferencing throughout the Community Futures network.

It is recognized that REDI-BC staff is part of the Community Futures British Columbia team may be required to carry out duties related to the overall successful functioning of Community Futures British Columbia. Therefore the Senior Project Manager may be required to carry out other duties as assigned by the Executive Director of Community Futures British Columbia

Job Description – REDI BC Project Officer

The REDI-BC Project Officer is responsible for assisting in the day-to-day operations of the REDI-BC project as well as support in the successful delivery of between 10 and 30 economic diversification projects that are submitted and completed by Community Futures network partners and delivered throughout British Columbia. In collaboration with the Senior Project Manager the Project Officer will act as a leader and an inspiration for network partners to embrace economic diversification in their regional and build stronger rural economies as a result. Under the supervision of the Senior Project Manager, the Project Officer will carry out duties outlined below:

Relationship Management

- Cooperate fully with the Senior Project Manager to complete the project successfully in a professional and timely manner
- In collaboration with the Senior Project Manager the Project Officer will liaise with the Community Futures network, Western Economic Diversification, Community Futures British Columbia and other partner organizations
- Solicit projects from the Community Futures network for consideration by the REDI-BC committee

- Effectively apply recognized Project Management methodology and enforce project standards throughout the duration of the project
- Minimize Community Futures British Columbia exposure and risk on REDI-BC project
- Serve as a contact and ensure appropriate liaison with the WED and assist in preparation of all reports to funders

Project Management

- Assist in the planning, design and implementation of REDI-BC projects forwarded from the Community Futures network
- Monitor, evaluate and report on project to the required agencies
- Manage project budget with oversight from Senior Project Manager
- Track and report expenses on a monthly basis and report to Senior Project Manager
- Ensure high quality and timely production of all deliverables

Records Maintenance

- Assist in record keeping protocol and design appropriate document organization and storage
- Maintain both hard copy and electronic records for the administration and project management of the REDI-BC project
- Ensure project documents are complete, current, and stored appropriately
- Follow up with Community Futures project proponents and when necessary secure required invoices to maintain excellent project management standards
- Assure project legal documents are completed and signed

Liaise with Project Contractors and Trainers

- Market and champion REDI-BC project including working with marketing contractors
- Effectively convey REDI-BC message in both written and verbal discussions
- Work with trainers to deliver effective project management training to the Community Futures network

Communications

- Facilitate REDI-BC project team and Community Futures network client meetings effectively
- Proactively communicate plans and strategies to the Senior Project Manager and other REDI-BC staff
- Keep REDI-BC project team well informed of changes within the organization and general network news
- Effectively communicates relevant project information to REDI-BC project team
- Deliver engaging, informative, well-organized and well-written presentations
- Participate in presentations about the project to the REDI-BC committee, the Community Futures network and to other key stakeholders as required
- Resolve and/or escalate issues in a timely fashion
- Understand how to communicate difficult/sensitive information tactfully
- Treat all stakeholders in a professional manner and have the ability to communicate effectively both the concerns and best interests of REDI-BC
- Write articles for the Community Futures British Columbia internal newsletter with oversight for Senior Project Manager

- Prepare any news and press releases and other media information for the REDI-BC project
- Assist in preparation of quarterly and final reports to Western Diversification and Community Futures British Columbia

Teamwork

- Act in good faith as part of a high-functioning, professional REDI-BC team
- Keep track of lessons learned and share those lessons with REDI-BC team members
- Mitigate team conflict and communication problems

Community Futures Network Partner Management

- Manage day-to-day Community Futures network interaction
- Network with potential rural diversification partners
- Set and manage Community Futures network expectations
- Develop lasting relationships with Community Futures network personnel that foster positive ties
- Communicate effectively with clients to identify needs, evaluate training options and create strong projects for the REDI-BC committee
- Continually seek opportunities to increase Community Futures network satisfaction and deepen Community Futures network relationships

Personal Management

- Be professional in all dealings with REDI-BC team members, Community Futures British Columbia staff the Community Futures network and other stakeholders
- Be on time and on task in daily work
- Treat others with respect

Capacity Building

- Plan and implement capacity-building opportunities for the Community Futures network and partner organizations
- Engage appropriate trainers for capacity-building opportunities
- Liaise with appropriate organizations to offer venues, appropriate timing and effective training opportunities
- Ensure coordination of capacity-building opportunities

Committee Management

- Assist Senior Project Manager and REDI-BC committee by organizing and preparing for meetings, liaising with committee members, recording and distributing minutes and correspondence required for smooth committee function.
- Attend and act as a resource at all meetings of the REDI-BC committee

Funding

- In collaboration with the Senior Project Manager the Project Officer will research, write and find alternative funding sources to augment REDI-BC funds

Website and Video Conferencing

- Launch and maintain the REDI-BC portion of the Community Futures BC website

- Responsible for maintenance and updating of the Community Futures British Columbia website
- Responsible for assisting Community Futures British Columbia in maintaining, organizing and delivering video conferencing throughout the Community Futures network.

It is recognized that REDI-BC staff is part of the Community Futures British Columbia team may be required to carry out duties related to the overall successful functioning of Community Futures British Columbia. Therefore the Project Officer may be required to carry out other duties as assigned by the Senior Project Manager of REDI-BC.