

**STRATEGIC PLAN 2024-2027  
December 2023**

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**INTRODUCTION:**

This Strategic Plan (Plan) is the result of discussions convened at a workshop on December 9, 2023, in Sandspit. This workshop was attended by the current and past chairs of Haida Gwaii Community Futures (HGCF), its directors, executive director, and staff. A consultant, Bill Beamish, W. Beamish Consulting, facilitated the discussion.

This Plan builds on the work done in 2017 and the 2018-2021 Strategic Plan that was completed and adopted at that time. In preparation for the workshop, Mike Racz, executive director, reviewed the 2018 Plan and updated the status of projects included in that plan (refer to Appendix). From this update it was apparent that many projects are currently ongoing and some, although not yet started, are still relevant and need to remain on the Plan. Other projects that are completed or no longer relevant can be removed from the plan. No new projects were identified during the workshop with the result that the updated Plan is reduced in scope and very focused to reflect actual work performed or services provided on an ongoing basis.

However, it is understood that although no new projects were added at this time, the Plan can be updated at any time by the board to add (or delete) projects that are implemented as a result of new direction, regulation or funding over the term of the Plan. It was also understood that the Plan should be reviewed and updated annually with a view to ensuring that year 1 of the Plan reflects the current years workplan and that it is extended as needed for additional years keeping the plan up-to-date and fresh. This process provides opportunity for the board to reflect on the status of projects and any new projects at least annually and reflects the quote by Winston Churchill that, **“Plans are of little importance, but planning is essential”**. Put another way: **“The act of planning prepares organizations to adapt to changing circumstances and make informed decisions, even if the specific plan needs to be modified.”**

Besides reviewing and updating the Strategic Priorities and Goals, there was consensus agreement to add statements of Purpose, Mission and Values to the Plan in order to provide the reader with an overall understanding of the role of HGCF in the community.

**PURPOSE:**

The purpose of the CF Program is to help communities develop and implement local solutions to challenges and opportunities, and to foster strategic community economic development. Funding provided by this program is to further the ultimate objective of assisting communities to successfully pursue:

- a) Economic stability, growth and job creation;
- b) Diversified and competitive local rural economies; and
- c) Economically sustainable communities.

**MISSION:**

To support small and medium enterprises and social enterprises through our programs and financing.

**VISION:**

An economically diversified and sustainable future for Haida Gwaii

**VALUES:**

Haida Gwaii Community Futures guiding values include:

- **YAHGUUDANG (Haida concept of respect & reconciliation)**
- **Inclusivity and Diversity**
- **Accountability**
- **Transparency**
- **Accessibility**
- **Integrity**
- **Approachable**

**STRATEGIC PRIORITIES:**

Building the foundations of a vibrant island community through business and community economic development, capacity building, collaborative leadership and local sustainability.

Our Strategic Priorities are:

1. **INDIVIDUAL** - Promote and Support Entrepreneurship by Encouraging and Assisting Individuals In Starting and Growing Their Own Businesses and by Fostering a Culture Of Innovation and Self Reliance
2. **BUSINESS** – Provide Resources, Training and Support to Help Businesses Succeed
3. **COMMUNITY** – Encourage and Support Sustainable Business Practices and Development of a Diverse Island Community
4. **ENHANCE ORGANIZATIONAL EFFECTIVENESS** – Committed to Responsible Governance, Ethical Practices and Open Communication within the Organization and with Stakeholders

**STRATEGIC PRIORITY 1: INDIVIDUAL - PROMOTE AND SUPPORT ENTREPRENEURSHIP BY ENCOURAGING AND ASSISTING INDIVIDUALS IN STARTING AND GROWING THEIR OWN BUSINESSES AND BY FOSTERING A CULTURE OF INNOVATION AND SELF RELIANCE**

Goal	Activities: Year 1 (April 2024 – March 31, 2025)	Activities: Year 2 (April 2025 – March 31, 2026)	Activities: Year 3 (April 2026 – March 31, 2027)	Measures of Success	Status
<b>1.1 Increase the business acumen/capacity of entrepreneurs in all island communities through business advisory</b>	.1 Establish 4 in-person or on-line workshops focused on individual development	Continue to offer program of workshops	Continue to offer program of workshops	Minimum of 4 workshops offered annually (i.e. Taking Care Of Business, Book-Keeping & Accounting)	
	.2 Implement Youth Policy to advance youth entrepreneurship opportunities and initiatives	Identify key relationships/activities to advance youth entrepreneurship	Initiate those relationships with key partners	Create 2 new youth entrepreneurship opportunities/activities	
<b>1.2 Partner with educational organizations to provide individual and business financial literacy training</b>	.1 Undertake a needs assessment with a view to designing and implementing a financial literacy program with community partners (e.g. NSCU, Literacy Haida Gwaii)	Implement a financial literacy program (pilot year) across communities	Evaluate pilot year of financial literacy program, adapt program as needed and deliver in future, as needed	Establish and evaluate financial literacy program	
	.2 Continue maintaining existing relationships (HO&O, Small Business BC)				

**STRATEGIC PRIORITY 2: BUSINESS – PROVIDE RESOURCES, TRAINING AND SUPPORT TO HELP BUSINESSES SUCCEED**

Goal	Activities: Year 1 (April 2024 – March 31, 2025)	Activities: Year 1 (April 2025 – March 31, 2026)	Activities: Year 1 (April 2026 – March 31, 2027)	Measures of Success	Status
<b>2.1 Maintain and increase a healthy business loan portfolio</b>	.1 Approve a minimum of four new loans, totaling \$200,000, per year	Approve a minimum of four new loans, totaling \$200,000, per year	Approve a minimum of four new loans, totaling \$200,000, per year	Approval of 4 new loans per year, totaling \$200,000 per year	
	.2 Grow loan portfolio to \$1.5 million by March 2027	Grow loan portfolio to \$1.5 million by March 2027	Grow loan portfolio to \$1.5 million by March 2027	Loan portfolio grown to \$1.5 million by March 2027	
<b>2.2 Support business diversification and access to capital</b>	.1 Research and plan Community Investment Fund (CTF) and applicability to Haida Gwaii		Implement CTF	Decision made regarding CTF on Haida Gwaii - implemented and assessed if applicable, and documented if inapplicable.	
	.2 Develop an HGCF specific product marketing plan to improve communication of products offered by HGCF	Implement and review marketing and communications plan	Review and update marketing and communications plan	Client and community feedback on marketing plan – number of inquiries to HDCF that were prompted by marketing products	
	.3 Design and conduct CF orientations for all communities, in partnership with local organization	Offer orientations annually (mixers)	Offer orientations annually (mixers)	Conduct 2 orientations annually North and South Island	
<b>2.3 Support the development of Entrepreneurial Skills</b>	.1 Host Business to Business Trade Show (B2BTS)	Review successes and challenges of first B2BTS, plan for second	Plan and host 2nd B2BTS	2 Trade shows offered, assessment of trade show conducted (participant and community satisfaction) Track Number of Participants and Public	

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<b>2.3 Support the development of Entrepreneurial Skills cont...</b>	.2 Evaluate business training needs: talk to business owners themselves to understand what training and services would be helpful to them	Develop or enhance training opportunities and service provision based on business owner feedback and needs	Adjust training and services based on expressed needs of local business operators.	Offer 2 training opportunities annually based on business owner feedback	

**STRATEGIC PRIORITY 3: COMMUNITY – ENCOURAGE AND SUPPORT SUSTAINABLE BUSINESS PRACTICES AND DEVELOPMENT OF A DIVERSE ISLANDS COMMUNITY**

GOAL	Activities: Year 1 (April 2024 – March 31, 2025)	Activities: Year 2 (April 2025 – March 31, 2026)	Activities: Year 3 (April 2026 – March 31, 2027)	Measures of Success	Status
<b>3.1 Support the advancement of emergent and existing industries</b>	.1 Participate in on-island workshops and forums that focus on emerging technologies and support sustainable and resilient business practices (i.e. Energy Forum)	Participate in on island workshops and forums that focus in emerging technologies and support sustainable and resilient business practices (i.e. Energy Forum)	Participate in on island workshops and forums that focus in emerging technologies and support sustainable and resilient business practices (i.e. Energy Forum)	Number of forums and workshops attended or sponsored	
<b>3.2 Improve community outreach and engagement</b>	Host Seafood Wars;  Participate in Harvest Festival	Host Seafood Wars;  Participate in Harvest Festival	Host Seafood Wars;  Participate in Harvest Festival	Increased diversity or attendees and participants	

**STRATEGIC PRIORITY 4: ENHANCE ORGANIZATIONAL EFFECTIVENESS – COMMITTED TO RESPONSIBLE GOVERNANCE, ETHICAL PRACTICES AND OPEN COMMUNICATION WITHIN THE ORGANIZATION AND WITH STAKEHOLDERS**

GOAL	Activities: Year 1 (April 2024 - March 31, 2025)	Activities: Year 2 (April 2025 - March 31, 2026)	Activities: Year 3 (April 2026 - March 31, 2027)	Measures of Success	Status
<b>4.1 Ensure effective internal communications</b>	.1 Maintain a consistent schedule of staff meetings	ongoing	ongoing	Continued schedule of staff meetings	
	.2 Continue in-Person Board Updates (3 in person)	ongoing	ongoing	Board satisfaction with updates and knowledge of programs and staff activities	
	.3 Prepare an Annual Report to the Board detailing HGCF programs, activities and loan balances	Prepare an Annual Report to the Board detailing HGCF programs, activities and loan balances	Prepare an Annual Report to the Board detailing HGCF programs, activities and loan balances	Annual reports completed and submitted to the Board in for FY 25, FY26 and FY27	
<b>4.2 Maintain effective external Communications</b>	.1 Develop an external communications plan, including: signage, elevator pitch, communications champions (HGCF clients with positive stories), social media plan	Implement, evaluate and update communications plan and associated materials as needed, identify staff training opportunities for social media communications, enhance social media plan	Evaluate and update communications plan and associated materials as needed	Establishment of a communications plan; continued refinement of communications plan; improved awareness of organizational services in all communities	
	.2 Continue memberships and/or participation with, CFBC, NACCA, Aboriginal Awareness Engagement Committee and the Northern Managers Roundtable	Continue memberships and/or participation with, CFBC, NACCA, Aboriginal Awareness Engagement Committee and the Northern Managers Roundtable	Continue memberships and/or participation with, CFBC, NACCA, Aboriginal Awareness Engagement Committee and the Northern Managers Roundtable	Memberships and/or participation maintained	
	3. Continually review and update HGCF website and client information package to ensure that they reflect current programs and opportunities and incorporates client feedback; add the Strategic Plan to the website			Client information package remains current and available for distribution to new and existing clients.	

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<b>GOAL</b>	<b>Activities: Year 1 (April 2024 - March 31, 2025)</b>	<b>Activities: Year 2 (April 2025 - March 31, 2026)</b>	<b>Activities: Year 3 (April 2026 - March 31, 2027)</b>	<b>Measures of Success</b>	<b>Status</b>
<b>4.3 Evaluate and improve CF programs and services</b>	.1 Review loans process against HGCF client needs and document the loan application checklist	Revise the loans process when possible based on client needs		Collection of client feedback on the loans process, revisions to the process	
	.2 Acquire and develop baseline data to review & evaluate programs and services	Review, Evaluate and refine programs and services annually	Review, Evaluate and refine programs and services annually	Collection of baseline program data; annual evaluations of programs with revisions where possible	
<b>4.4 Improve Board Governance</b>	.1 Provide ongoing opportunities for board training including board governance for new members	Provide ongoing opportunities for board training including board governance for new members	Provide ongoing opportunities for board training including board governance for new members	Board governance training held as needed with feedback from Board to guide improvements in training; additional training opportunities offered as needed	
	.2 Review one topic of Strategic Plan / board meeting	Review and update strategic plan	Review and update Strategic Plan	Strategic plan is frequently accessed to track and guide work plans for staff and board	
	.3 Review & amend Society By-laws			Bylaws updated and submitted to BC Societies	Electronic meetings
	.4 ensure continuity by developing a succession plan for the ED and BDO			HGCF has a succession plan for the ED and BDO positions to ensure continuity and transition as and when needed	

**APPENDIX: REVIEW AND STATUS OF 2018 STRATEGIC PLAN**

**2018 – 2021 Strategic Workplan**

<b>Goals</b>	<b>Stage of Completion</b>	<b>Notes</b>
<b>Priority 1 - Individual</b>		
Workshops (4)	Complete (6)	Export Navigator 2x, Branding 2x Tradeshow 2x. (6),LHG,SBBC,TACO
SEB (6)	Complete (3)	Discontinued Program
Youth Activities (2)	Ongoing	Internship (1)
Bus Training Needs	Ongoing	Applications in for 3x Training Programs - Sawmill, Tree Plant, Safety,Paramedics, Airbrakes
Literacy Training	Ongoing	Literacy Training 2x Workshops - NSCU, LHG
<b>Priority 2 - Business</b>		
Loans (8) Portfolio (1Mil)	Ongoing	Completed 4x Loans Approx. \$422K
Community Investment Fund	On-Track	Approx \$1.2Mil
HGCF Marketing plan	Not Started	Explored Initial Concept 2017/18
CF Orientations	Started	Initial Discussions only - NM Regional Plan
Business Incubator Trade Show	On-going (6)	4X Community Orientations - SEB Focus - Mixers 2x
Business Directory	Not Started	Interns looked briefly into this - Business Licensing Committee
Matched Savings Program	Started - Ongoing	Program started through Financial Lit Workshops
	Ongoing	

**Priority 3 - Community**

Community Outreach	Ongoing	Seafood Wars, Mural, Mixers.	
Advancement of New Industry	Ongoing	Scallops, Tidal NRG, Kelp	
Start-Up Generators	Not Started		
Programs for Self Confidence	1x Complete	Old Massett/NSCU, IBDS Ways of Knowing	
Support Local Buying	Ongoing	LHG, Tradeshow, Kiosks	
Internship	Completed	1x Internship	

**Priority 4 - Organizational Effectiveness**

Elevator Pitch	Recently Started	NM Regional Plan	
Staff Meetings	On-going	need to be more formalized since post covid	governance
Board Updates	On-going	every board meeting - recorded in minutes	governance
Loan Evaluation Training	BDO Complete	NSCU Loans Course, Jon Close	
Entrepreneurial Spirit Column	On-going	4x Articles/year	
External Communication Plan	Started	Social Media Plan, Need to formalize plan, NM Regional Plan	
Memberships	Complete - On-going	NACCA, IBDS, IEAC, NM	
Update Client Package	On-Going	Application, Cash flows etc... Internal Loan Audit Complete - Review of Loans Policy	
Loans Process Review	Ongoing		
Evaluate Programs and Services	Not Started		governance
Review by-Laws	Started - Not Complete	Membership 2023	governance
Governance Training	Not Complete		governance
Review Strategic Plan	On-going	done at each board meeting	governance
policy development?			governance
update SP	23-Dec	to be completed 2023	governance