

Community Futures Pan West Network

ANNUAL REPORT

APRIL 1, 2021 – MARCH 31, 2022



www.communityfuturespanwest.ca

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MESSAGE FROM THE CHAIR



Welcome to our Annual Report for 2021-2022

It has been another roller-coaster year as we continue to pivot operations to respond to the demands created by the global pandemic. I am so impressed and proud of our volunteers and staff across the West for their resilience and commitment to finding new ways of supporting businesses during this challenging time.

In 2021 – 2022, Community Futures (CF) Pan West Network focused their efforts in the following areas:

Rural Opportunities Fund projects continued to be a success. In the previous reporting period, we received \$4.1 million from Western Economic Diversification Canada (WD) for the Rural Opportunities Fund. The project ended March 31, 2022 with 24 Projects being approved for a total of \$4,053,901.19. The impact on the communities will leave a legacy for years to come.

Over the last year, the Cyber Security Project was a key area of focus. CF associations in partnership with CFPWN worked with SysGen to establish a baseline for Cyber Security Risks. Recognizing the costs associated with the Cyber Security changes and upgrades, CFPWN provide financial support to the provincial association to assist each CF office with the recommended upgrades and or changes.

Two events were held this year in person by CFPWN. The first in September 2021 to discuss the Vision for Community Futures 2030. The second event held in March 2022 was the Rural Opportunities Fund Showcase. Community Futures staff and volunteers representatives participated from across the West.

Staff Development and Board Development continued to be a key focus. Fostering our commitment to ongoing learning, we improved both programs.

We are proud of our accomplishments this year and look forward to the coming year.

Troy Dungate
Community Futures Pan West Network
March 31, 2022

VISION | MISSION | HISTORY

VISION:

CF Pan West Network Inc. is recognized as a well-resourced, proactive, influential leader of the CF program in Western Canada and nationally.

MISSION:

The CF Pan West Network Inc. is a proactive network that undertakes collaborative activities designed to support and strengthen the efforts of the CF organizations in Western Canada.

HISTORY:

The CF Pan West Network was established in 1996 as a joint initiative of the four provincial associations in Western Canada – CF British Columbia, Alberta, Saskatchewan and Manitoba. Its goal is to support the network of 90 CF organizations across the West. Formally incorporated as a not-for-profit organization on June 14, 2018, the CF Pan West Network receives funding from PrairiesCan.

The CF Pan West Network is part of a larger network of 268 CF organizations across Canada.



Meet the **EXECUTIVE DIRECTORS**



Colette Close
CF Pan West Network



Phyllis Maki
CF Alberta



Jason Denbow
CF Saskatchewan &
Manitoba



Wendy McCulloch
CF British Columbia

Meet the **BOARD OF DIRECTORS**



Troy Dungate

Chair, CF British Columbia



John Husch

Vice Chair, CF Alberta



Patty Hughes

Treasurer/Secretary,
CF Saskatchewan



Jim MacMillan

Past-Chair, CF Manitoba



Steve Lupky

Board Member, CF Manitoba

REGIONAL FUNDING AND SUPPORT

DID YOU KNOW?

This year, the CF Pan West Network allocated funding among the four provincial associations towards the following initiatives:

MORE THAN \$75,000 FOR EVENTS, SPECIAL PROJECTS, MARKETING AND TRAINING

\$35,000 TO PROVINCIAL ASSOCIATIONS FOR TRAINING AND TECHNICAL SUPPORT

\$32,000 FOR PROVINCIAL ASSOCIATION CONFERENCES

\$25,000 TO SUBSIDIZE THE COMMUNITY FUTURES BOARD TRAINING PROGRAM

\$24,000 TO THE COMMUNITY FUTURES NETWORK OF CANADA (CFNC)

\$245,000 TO PROVINCIAL ASSOCIATIONS FOR A WESTERN CYBER SECURITY PROJECT FUNDED BY THE RURAL OPPORTUNITIES FUND



RURAL OPPORTUNITIES FUND

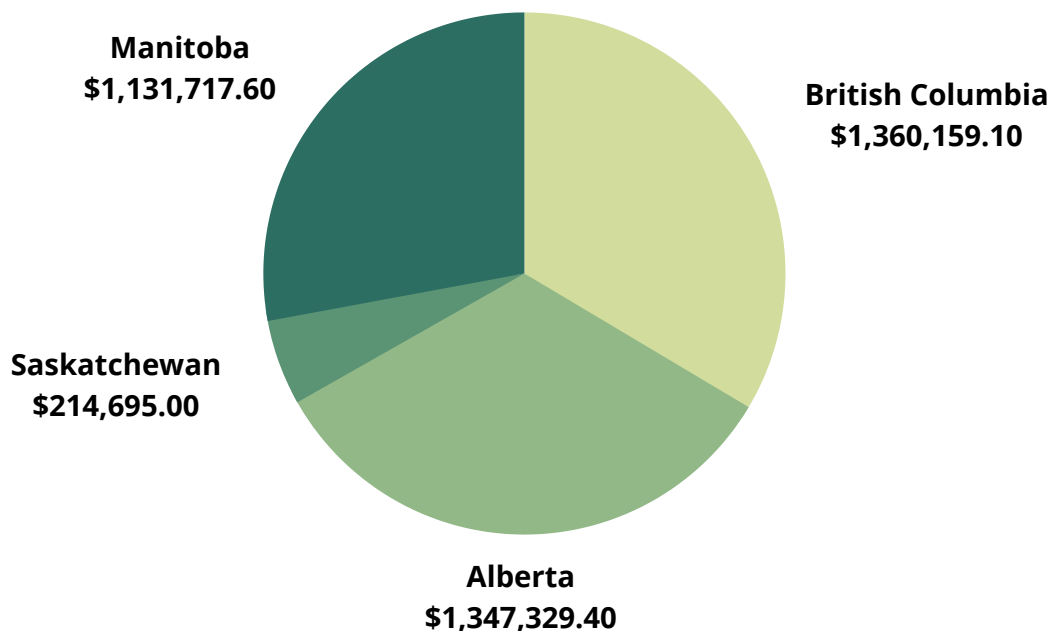
In October 2019, PrairiesCan, formerly known as Western Economic Diversification Canada (WD), launched the ROF Program by providing \$4.1 million to the Community Futures Pan West Network (CFPWN). The goal of this first phase was to build resilient rural communities through community economic development projects. The full \$4.1 million has been allocated to 24 projects in British Columbia, Alberta, Saskatchewan and Manitoba.

The benefits of the ROF Program will continue to help communities for many years to come.

ROF PROJECT APPROVALS BY PROVINCE



DOLLAR VALUE OF ROF PROJECT APPROVALS BY PROVINCE



RURAL OPPORTUNITIES FUND

Many communities benefited from ROF projects focused on business retention and succession. These projects helped showcase the great business opportunities available in rural communities. The coaching and training provided by the projects helped business owners with succession plans. It also encouraged youth to become entrepreneurs and international businesses to invest in rural communities. This enhanced the economic competitiveness of both the rural communities and their regions. ROF also helped to enhance local business training, attract more workers, support employee skill development, build tourism in the area, and implement digital marketing.

SUCCESSION PLANNING

\$1,643,888.60

The training, coaching, and support for pivoting businesses that was made possible by the Rural Opportunities Fund provided valuable resources to communities. Many of the projects supported by this fund relied on in-depth expertise, referrals, and training to help small businesses in rural communities survive, recover, and pivot. The training, coaching, and support funded by this program received an overwhelmingly positive response.

TRAINING COACHING PIVOTING BUSINESSES

\$853,955.40

IMMIGRATION PILOT

\$475,874.10

Through immigration pilots supported by the Rural Opportunities Fund, rural communities were able to spread the good news of the economic benefits of living and operating a business in their community. This benefited local employers, the labour market, and the local economy. Strong relationships were established, and employers were helped with labour shortages and unemployment in their region.

The Rural Opportunities Fund supported Business Start-Up Programs. This connected existing community assets to local businesses. It also provided programming for youth innovation events, succession planning sessions, women in tech events, lectures, and networking events. As part of developing provincial Business Start-Up Programs, some of the projects also built resources around small business planning, growth, retention, succession, and a model for community acquisitions. Working on these resources forged new partnerships and expanded others, which was key to the overall success of these initiatives.

BUSINESS START UP PROGRAM

\$446,653.00

TOURISM

\$459,300.00

During the COVID-19 pandemic Community Futures Development Corporations utilized resources provided by the Regional Relief and Recovery Fund and the Rural Opportunities Fund to work with the tourism industry. The funds used initiated great projects as a way to promote and market small business.

The Rural Opportunities Fund helped many communities develop e-commerce platforms that allow businesses to sell their local products and services online. This made it easier for customers to purchase and for sellers to keep operating their businesses during the COVID-19 pandemic. Prior to the pandemic, shoppers were already moving to online platforms. With help from the fund, vendors were given essential training and support to get their businesses online, and to advertise their products and services on the e-commerce platforms.

E-COMMERCE

\$174,230.00

RURAL OPPORTUNITIES FUND

Rural Opportunities Fund Event

On March 18, 2022, CF Pan West Network (CFPWN) held a Rural Opportunities Fund (ROF) event in Calgary, Alberta. During this event, nine CF organizations were selected to present their ROF project to the CFPWN, ROF Adjudication Committee and PrairiesCan. The event was a success!

During the ROF initiative, 36 projects were approved. To ensure all Community Futures organizations across Western Canada have an opportunity to celebrate and learn from these projects, the CF Pan West Network is planning a virtual showcase event in May of 2022. An invitation to attend this virtual event will be sent to all CF offices across Western Canada.



Pictured Above: Wendy Gerbrandt, CF Wild Rose presenting on the project: Agri-Tourism Innovation Cluster Challenge

EVENTS

Annual General Meeting Held June 2021

The CF Pan West Network held its third Annual General Meeting on June 24, 2021. Originally created in 1996 as an informal network, the CF Pan West Network was formally incorporated as a not-for-profit on June 14, 2018.

CF Pan West Network Hosts Visionary Event

In September, twenty-two CF staff and volunteer representatives from each province were invited by the four provincial associations to a visionary session in Calgary, Alberta. The visionary session was coordinated by CF Pan West Network to discuss the future of Community Futures.

Prior to this visionary session, the group held a virtual information gathering in August aimed at what Community Futures organizations believed should be considered as the direction for the next five to ten years. Across the four western Provinces, 153 Community Futures representatives participated in the Thought Exchange.



Consortium of Community Futures Associations' Partners

The Government of Canada continues to be committed to advancing gender equality and women's economic empowerment, and to supporting women entrepreneurs through the Women Entrepreneurship Strategy (WES). The new Women Entrepreneurship Loan Fund will help ensure that more women entrepreneurs have the tools and financing they need to succeed. The Community Futures (CF) Network of Alberta responded to the request for proposals for the Women Entrepreneurship Loan Fund on September 17, 2021 on behalf of the consortium of CF Associations' Partners. The consortium includes CF Alberta, CF British Columbia, CF Saskatchewan, CF Manitoba, CF Ontario, and CF Pan West Network.

CYBER SECURITY



CF Pan West Network Cyber Security Initiative

CF associations in partnership with CFPWN have been working with SysGen to establish a baseline for Cyber Security Risks. This initiative is being implemented throughout the CF offices.

A Cyber Security Assessment was completed for each CF office this year and a Security Assessment Report was shared with each CF office that participated.

The next steps for each CF office are:

- Identify any gaps specific to their location.
- Review the Security Recommendations document for suggested changes and upgrades.

Recognizing the costs associated with the Cyber Security changes and upgrades, CFPWN provided financial support to the provincial association to assist each CF office with the recommended upgrades and or changes. Each CF office was eligible to access up to a maximum of \$6500.00 from their provincial association.

CFPWN also recognized the importance of training and allocated Cyber Security training dollars to each province.

Cyber Security will be an ongoing project moving forward in the next fiscal year.

CF Pan West Network Cyber Works Toward Cyber Security Certification

The CFPWN board and staff recognize the importance of Cyber Security. That is why we are working toward certification with CyberSecure Canada. The Cyber Security Certification Program offered by CyberSecure Canada is designed for small and medium-sized organizations.

DID YOU KNOW?

Did you know that CF Pan West Network offers FREE Cyber Security training for CF staff and volunteers across Western Canada? Nine topics are available through the [CF Leadership Institute](#).

Cyber Security Topics:

- Basic Cyber Security Training
- Moderate Cyber Security Training
- Advanced Cyber Security Training
- Mobile Device Security
- Identifying Phishing Emails
- Social Media Platform Security Training
- 2021 Cyber Security Trends
- Microsoft Security and Best Practices
- What If You Get Hacked - Incident Response



STAFF DEVELOPMENT



Cyber Security Best Practices Manual

We appreciate the hard work of the CF Network of Alberta in leading the creation of the Cyber Security Policies and Best Practices Manual. CF Pan West Network collaborated with CFNA to share this valuable resource throughout the Western region. This will help all CF offices navigate cyber security. Special thanks to the CFNA Board and Executive Director, Phyllis Maki, for their leadership.

CF Pan West Network Modernizes Website

CF Pan West Network modernized their website to include mobile access and a higher level of security. The website now has the same branding look and feel across the four Western Associations.

Revised Staff Development Website

Community Futures (CF) Pan West Network recently revised the Community Futures Leadership Institute (CFLI) Staff Development website. The new Staff Development website is more user friendly, easily accessible and modernized.



Share your passion. Shape your future. Build your professional capacity with the Community Futures Leadership Institute.

The Community Futures Leadership Institute brings together all the professional development opportunities available for Community Futures Board and staff members. We recognize that the individuals who come to work in our unique environment bring with them a wide variety of experience, skills, and knowledge. The goal of the Leadership Institute is to build on these skills.



Staff Development Certification Program

The Community Futures' Staff Development program is not a training program per se, but a certification program combining self-assessment, performance evaluations and training.

Our certification program is based around the competencies – that is, the skills, knowledge, and values – required to do a job effectively. There are 18 shared competencies and many specific competencies for each position.

[LEARN MORE](#)

STAFF DEVELOPMENT



CF Pan West Network Revamps the Brand Portal

CFPWN is dedicated to keeping pace with the rapidly changing online world. To meet the needs of Community Futures organizations, we have revised the Brand Portal. The platform is now more user friendly. We have also added social media templates, an updated image bank, CF logos in additional formats, as well as the legacy portal. To access the Brand Portal, [click here](#).

BRANDING PORTAL

Find Everything You Need to Work With the Community Futures Common Brand Program

Our Community Futures common brand creates a unified profile for all our member organizations, allows us to leverage our 'strength in numbers' and increases our ability to build awareness at the community and regional levels. This brand provides all participating Community Futures members with access to professional resources, streamlined communications tools and marketing synergies that can only be realized when we are speaking with one voice.



SOCIAL MEDIA



IMAGE BANK



LOGOS



LEGACY PORTAL

STAFF DEVELOPMENT



Community Futures Leadership Institute Learning Centre Platform

The Community Futures Leadership Institute (CFLI) Learning Centre continues to be very active. This platform provides 24-hours/7-days-a-week access to online professional development training for CF staff to build their competencies in interpersonal and business skills. To gain access to the CFLI Learning Centre, contact reanne@communityfuturespanwest.ca.

Staff Certification



The CF Staff Certification program is not a training program, but a program combining self-assessment, performance evaluations, and training. The certification program is based on the competencies required to do a job effectively. These competencies are built around skills, knowledge, and values.

The CF Staff Certification Program is voluntary and flexible. The program takes into account the person's experience and education. Staff members can attain certification in the following positions: General Manager, Business Analyst, Community Economic Development Coordinator, and Administrative Coordinator.

Congratulations to Gwen Schmidt from CF North Fraser for attaining Basic Certification in the position of General Manager.

STAFF CERTIFICATION AWARDS SENT FOR FURTHER RECOGNITION

Over the years, many CF staff members have taken advantage of the growth opportunities provided by the CFLI. We applaud the professional dedication of the General Managers, Business Analysts, CED Coordinators, and Administrative Coordinators who have completed the Staff Certification Program. To further honour their commitment and dedication, we have started sending a plaque along with each certificate. We will also send plaques to any staff who were certified within the last 5 years.



BOARD DEVELOPMENT



The CFLI offers professional development opportunities for CF Board Members. By taking advantage of these opportunities, members help ensure that CFs have the tools to live up to its promise of excellence. The Board Professional Development series includes 15 modules on a range of topics. These modules are delivered face-to-face, via webinar or by online streaming video vignettes.

PROVINCE	Q1	Q2	Q3	Q4	TOTAL
BRITISH COLUMBIA	9	1	9	10	29
ALBERTA	2	0	0	18	20
SASKATCHEWAN	0	0	5	2	7
MANITOBA	0	0	0	0	0
ONTARIO	0	0	1	0	1
ATLANTIC	0	0	0	0	0
TOTAL	11	1	15	30	57

846 Volunteers Participated in Board Development Training



HALL OF FAME AWARD INDUCTEES

Congratulations to Gwen Schmidt, John Sutherland, Marlene Lindquist, Sylvain Godbout, Jeanne Campbell, Karma Kubbernus, and Andrew May, recipients of the Board Development Programs Hall of Fame Award.

This award is given to those who have completed modules 1-13 in the CFLI Board Development Program.

Pictured to the Left:

Board of Director Jeanne Campbell being awarded the Hall of Fame Award presented by Executive Director Jennifer Wetmore.

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HALL OF FAME
AWARD INDUCTEES

BOARD DEVELOPMENT



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STREAMING
CERTIFICATES
DISTRIBUTED

VOLUNTEER STREAMING CERTIFICATES

Leadership Stream : 13

Corporate Leadership Stream: 13

Financial and Lending Leadership Stream: 17

Online Board Training - Video Vignettes

To support the existing Board Development Program, we have added additional online streaming video vignettes to the existing platform. This series of short training videos was designed to provoke discussion around the Board table.

There are now 13 Video Vignettes available online.

Module 1	Community Economic Development
Module 2	Operations Board and Staff
Module 3	Legal Responsibilities of Boards
Module 4	Financial Management of a Non-Profit
Module 5	Board Development and Performance
Module 6	Community Futures Lending
Module 7	Management, Recruitment, Performance, Evaluation and Development
Module 8	Board Leadership
Module 9	Cultural Awareness
Module 11	The Role of Planning
Module 12	The Role of the Chair
Module 13	Strategic Loan Fund Management
Module 14	Is Your CF Prepared for Natural and Economic Disaster?