



# RURAL OPPORTUNITIES FUND

STRENGTHENING  
OUR COMMUNITIES

# RURAL OPPORTUNITIES FUND PROJECT

# FINAL REPORT

Dated: March 31, 2022



## Summary

In late 2019, Western Economic Diversification Canada (WD) announced the creation of a \$4.8 million Rural Opportunities Fund (ROF) Project. The ROF gave Community Futures (CF) organizations in Western Canada more resources to help businesses in their communities. Part of the ROF Project is the Cyber Security Project, through which cyber security training was developed and delivered to CF staff across the West. This strengthened CF cyber security and addressed vulnerabilities.

CF Pan West Network administered the projects made possible by the ROF. The ROF provided \$25,000 to \$300,000 of funding for eligible projects.

As stated by WD, the purpose of the ROF Project was to support project activities that would centre on *"building resilient rural communities through community economic development projects that support immigration into rural communities and targeted initiatives for Indigenous, rural, and remote communities. The ROF Project will also support business retention in rural communities and assist in mitigating the economic impact of transitioning business ownership between retiring entrepreneurs and new owners."*

The goal of the project was to develop innovative strategies and solutions to help rural communities deal with the challenges posed by business transitions. The resulting initiatives were expected to promote, support, and/or facilitate the transition of rural business ownership to young entrepreneurs, Indigenous entrepreneurs, new Canadians, and co-operatives, or to generate new business opportunities. It was also expected that the projects would likely engage other community partners.

*(Western Diversification is now known as PrairiesCan and PacifiCan. For the purpose of this document, under the date it was approved, we will refer to it as WD).*

## Project Activities

Project activities centred on building resilient rural communities through community economic development projects that:

- Support immigration into rural communities
- Target initiatives for Indigenous, rural, and remote communities
- Support business retention in rural communities
- Help mitigate the economic impact of transitioning business ownership between retiring entrepreneurs and new owners
- Involve multiple CF organizations and engage and leverage support from other community or service delivery partners that support target client groups such as women, Indigenous people, youth, Francophones, new Canadians, or persons with disability.

## Benefits Resulting from the Rural Opportunities Fund

### **Cyber Security**

Cyber Security has been a major concern for many years now. With the rise in cyberattacks, it is more important than ever that we take necessary precautions to ensure our data and systems are safe from hackers. We've seen an incredible impact with this project; over \$6,500 was allocated through applications across all of CF's offices so they can meet those standards - and even completed training on how best protect themselves and their offices against online threats.

### **Succession Planning**

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. The ROF also helped to enhance local business training, attract more workers, support employee skill development, build tourism in the area, and implement digital marketing.

### **Training, Coaching Pivoting Businesses**

The training, coaching, and support for pivoting businesses made possible by the ROF 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 pivot, survive, and recover. The training, coaching, and support funded by this program received an overwhelmingly positive response.

### **Immigration Pilot**

Immigration pilots supported by the ROF enabled rural communities 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.

### **Business Start-Up Program**

The ROF 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 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.

## Tourism

During the COVID-19 pandemic, CF Development Corporations utilized resources provided by the Regional Relief and Recovery Fund (RRRF) and the ROF to work with the tourism industry. The funds helped initiate great projects for promoting and marketing small businesses.

## E-Commerce

The ROF 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.

## Performance Indicators Chart

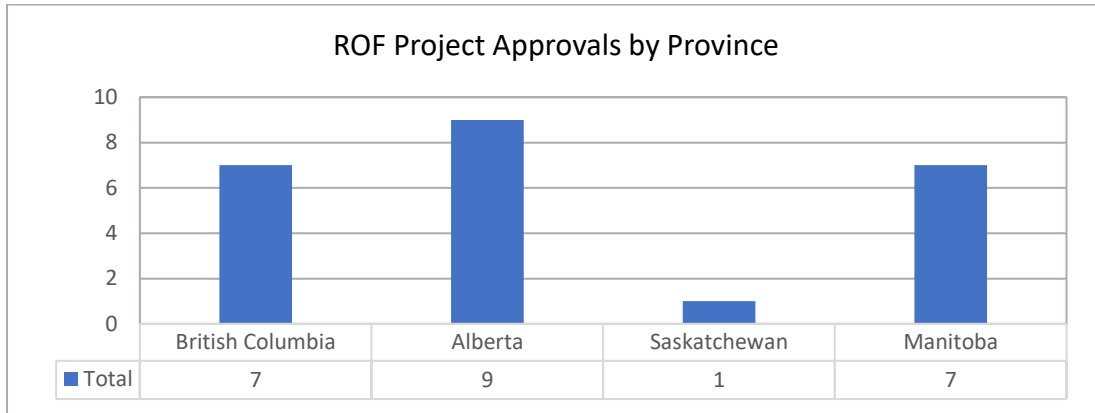
The following chart measures the outcomes and success of the projects as required by the agreement made in June 2020.

Performance Indicators/Types	Targeted	Actual
Number of small and medium sized business owners (SMEs) assisted	75	7,087
Number of businesses created, maintained, or expanded – TOTAL	75	3,825
Number of businesses created, maintained, or expanded – Women	20	2,116
Number of businesses created, maintained, or expanded – Youth	20	252
Number of businesses created, maintained, or expanded – Indigenous	14	328
Number of businesses created, maintained, or expanded – Persons with disability	10	132
Number and type of community-based projects funded	20	24
Number of non-HQP jobs created to date as a direct result of the project – TOTAL	15	1,685
Number of non-HQP jobs created to date (as direct result of the project) – Women	4	824
Number of non-HQP jobs created to date (as direct result of the project) – Youth	4	395
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	3	77
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	1	27
Number of jobs maintained to date (as direct result of the project) – TOTAL	100	14,266
Number of participants trained	50	15,301
Number of partners engaged in community-based projects	25	2,010
Value and type of community-based projects	12,000,000.00	13,186,888.00
Number of Francophone entrepreneurs assisted	10	93
Number of new Canadian clients assisted	20	905
Number of co-operatives assisted	2	35
<b>Additional KPIs Gathered by CF Offices</b>		
Leveraged from external project sources	\$0	\$4,562,577.00
Number of non-HQP jobs created to date (as direct result of the project) – New Canadian	0	691
Number of businesses created, maintained, or expanded – New Canadian	0	164

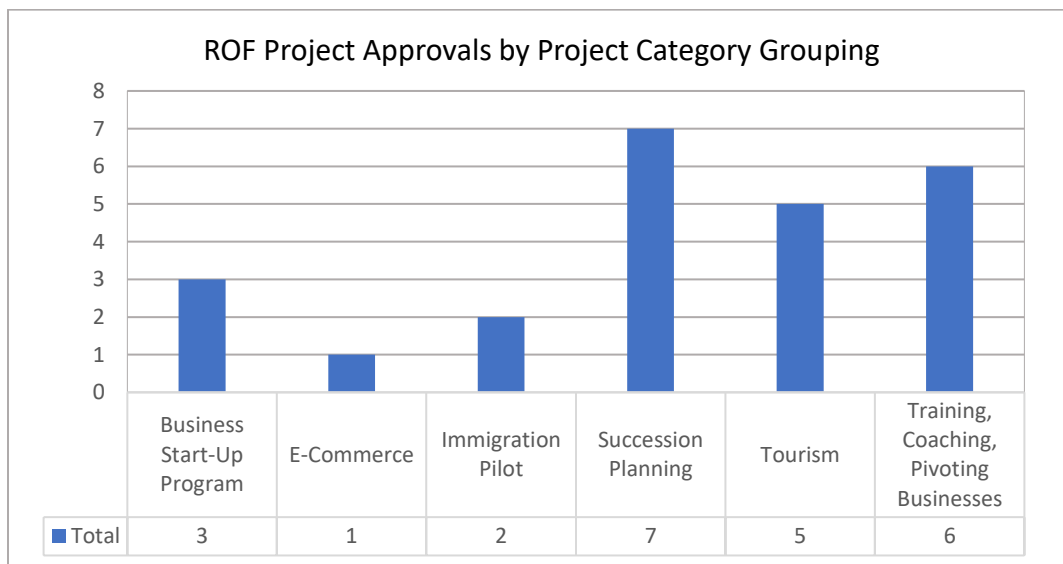
## Report Profiles

The following tables present data for the projects supported by the ROF project. The data is broken down by category, dollar amounts, and approved projects.

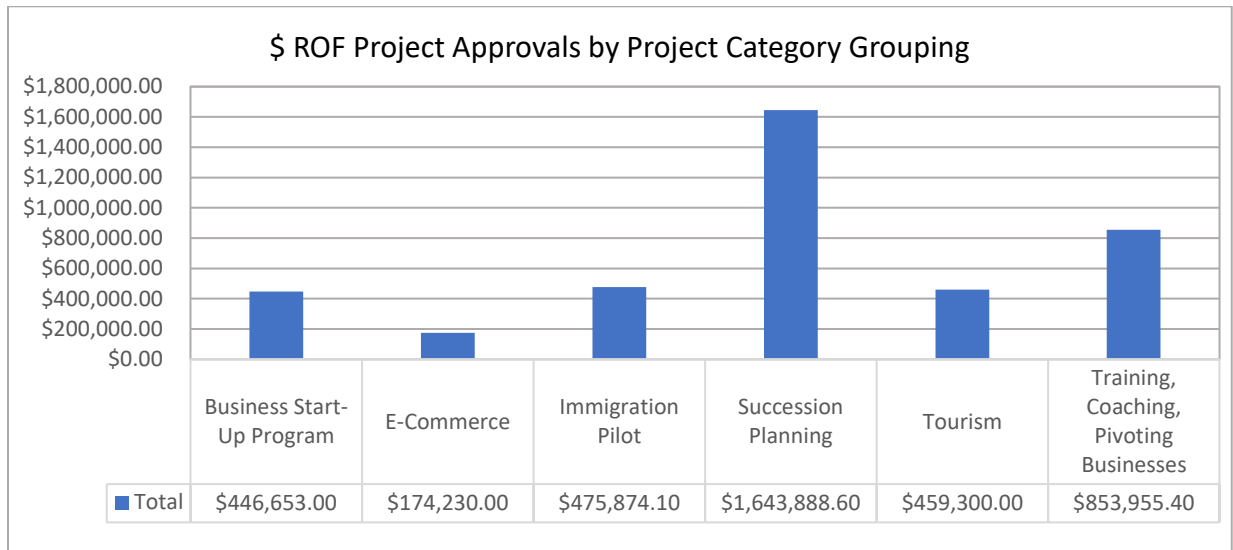
**Table 1 – Represents the number of ROF project approvals by province.**



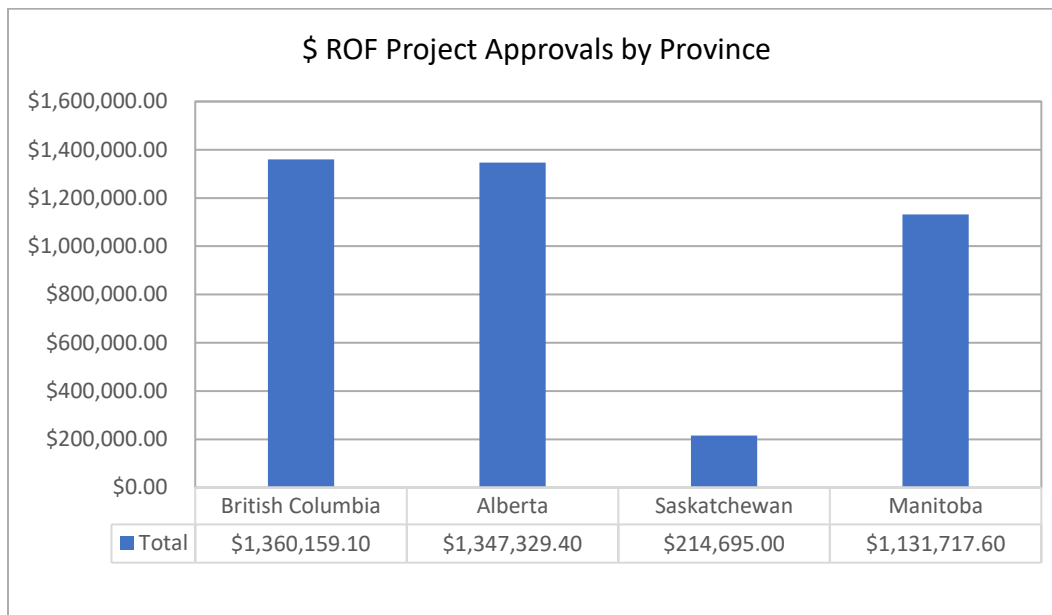
**Table 2 – Represents the total number of ROF project approvals by project category grouping.**



**Table 3 – Represents the dollar value of ROF COVID-19 projects approved by category to date.**



**Table 4 – Represents the dollar value of approved ROF COVID-19 projects by province.**



## Rural Opportunities Fund Projects Summary

The following provides summaries for each approved project, including the targets reported to March 31, 2022.

### 24 APPROVED PROJECTS

#### CF Alberni-Clayoquot, British Columbia

Project Name: The Great BC Business Sale

Approval Date: February 2020

Amount: \$300,000.00

Project Description: This two-year initiative was a collaboration between government and non-governmental partners. They worked together to promote and support entrepreneurship in rural and non-metropolitan regions of British Columbia. The project intended to address challenges in business retention and succession by showcasing throughout the province the great business opportunities available in these communities. The initiative included considerable pre-planning and preparation for the tradeshow event and concluded with post-event support to buyers and sellers.

Start / End Date: February 18, 2020 – March 22, 2022

Project Activities to Date: The model for The Great BC Business Sale had to pivot to accommodate the COVID-19 pandemic. In response to travel restrictions and health advisory bans of large public gatherings, the tradeshow component of the project was cancelled. However, components from the original initiative were still needed. British Columbia Business Match was created as a concierge support that employed a one-on-one, customized approach before, during, and after the sale. Sellers received services to present their business for sale in a professional manner. Buyers received training on the purchase of a business. Both parties received expert mediation, advisory services, and business transition assistance. The methods were designed to remove uncertainties surrounding the business sale process and increase the likelihood of closing the sale. This initiative equipped both sellers and buyers with knowledge and support to help ensure that the business remains viable, and communities can retain the amenities and services they rely on. This project was well received, and there was an overwhelming engagement in the concierge support offered. This project will benefit the regions for years to come.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	1000	521
Number of businesses created, maintained, or expanded – TOTAL	70	81
Number of businesses created, maintained, or expanded – Women	25	44
Number of businesses created, maintained, or expanded – Youth	15	1
Number of businesses created, maintained, or expanded – Indigenous	2	2
Number of businesses created, maintained, or expanded – Persons with disability	2	0

Number of businesses created, maintained, or expanded – New Canadians	4	1
*Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	28	53
Number of non-HQP jobs created to date (as direct result of the project) – Women	8	136
Number of non-HQP jobs created to date (as direct result of the project) – Youth	9	64
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	2	23
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	2	1
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	7	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	250	253
Number of participants trained	340	755
Number or partners engaged in community-based projects	75	123
Number of co-operatives assisted	2	0
Number of new Canadian clients assisted	18	1
Businesses sold / transitioned within 6 months of the event	70	81
Number of Francophone entrepreneurs assisted	0	2
\$\$ Leverage from External Project sources	\$600,000.00	\$493,000.00
**Businesses sold/transitioned within 6 months of event	70	81
Inquiries for businesses for sale through technology application, event day and post event	1,000	N/A
Value of business sales	\$17,500,000.00	\$35,688,773
Leverage from sales (home sales, business equipment, etc.)	\$15,400,000.00	\$26,766,580.00
***Sales from immigrant, in-migrated, and new Canadians	40%	N/A
Value rating from Economic Development Offices (EDOs) post event	8-%	N/A

*\*It is expected that the non-HQP job data will become available after the sold businesses have been in operation for several months and have completed a participant survey.*

*\*\*As of contract closing date, the target has been exceeded. It is anticipated that this number will increase in the six months following the closure of the program.*

*\*\*\*Numbers assumed to be a result of pandemic travel restrictions.*

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#### **CF Entre Corp, Alberta**

Project Name: Business Retention Expansion and Workforce Development

Approval Date: February 2020

Amount: \$300,000.00

Project Description: Funding was used to complete and implement the Business Retention Expansion and Workforce Development action plan. This plan addressed businesses retention and succession planning. It also supported workforce development to meet evolving business requirements. The outreach involved communities that are underrepresented in the local economy with the largest focus on new Canadians and youth.

Start / End Date: February 6, 2020 – January 31, 2022

Project Activities to Date: The project underwent a dramatic shift due to COVID-19 and the need to support clients through virtual means. This included all aspects, from training to one-on-one meetings. The Move to Medicine Hat Labour Attraction Toolkit (MTMH) was completed. This easy move toolkit and relocation guide is helping to close gaps between labour supply and



demand. The project continues to provide support to the business community via workshops, training, and virtual network events for targeted groups. CF Entre Corp exceeded almost all their targeted key performance indicators and helped many businesses.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	50	313
Number of businesses created, maintained, or expanded – TOTAL	16	474
Number of businesses created, maintained, or expanded – Women	5	112
Number of businesses created, maintained, or expanded – Youth	5	8
Number of businesses created, maintained, or expanded – Indigenous	1	5
Number of businesses created, maintained, or expanded – Persons with disability	2	2
Number of businesses created, maintained, or expanded – New Canadians	3	12
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	12	979
Number of non-HQP jobs created to date (as direct result of the project) – Women	4	128
Number of non-HQP jobs created to date (as direct result of the project) – Youth	4	16
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	1	2
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	1	1
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	6	12
Number of participants trained	1000	7822
Number of partners engaged in community-based projects	12	126
Number of new Canadian clients assisted	9	12
Number of co-operatives assisted	1	1
Number of jobs maintained to date –TOTAL	250	868
Number of Francophone entrepreneurs assisted	1	1
\$ Leveraged from external project resourced	\$105,500	\$2,105,500

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**CF North Okanagan, British Columbia**

Project Name: North Okanagan Innovation Centre and Maker Space

Approval Date: February 2020

Amount: \$158,880.00

Project Description: Using the hub and spoke model, the North Okanagan Innovation Centre and Maker Space connected existing community assets. They provided programming for youth innovation events, succession planning sessions, women in tech events, lectures, and networking events.

Start / End Date: February 6, 2020 – July 31, 2021

**Project Activities to Date:** This project is complete, and the final report was on August 23, 2021. Despite COVID-19, the Innovation Centre and Maker Space has proven to be the tech hub and economic generator it was intended to be. Since opening in September 2020, the centre has engaged community partners, supported existing and start-up businesses, trained entrepreneurs, and helped youth, Indigenous entrepreneurs, clients with disabilities, and rural-based businesses. The project exceeded all expectations despite all the challenges of COVID-19. This opportunity has provided entrepreneurs and businesses the ability to connect, collaborate, and commercialize their ideas, and to grow the North Okanagan’s entrepreneur ecosystem.

**Targets Reported to Date:**

<b>Description</b>	<b>Targeted</b>	<b>Actual</b>
Number of small and medium sized business owners assisted	150	582
Number of businesses created, maintained, or expanded – Women	40	202
Number of businesses created, maintained, or expanded – Youth	25	17
Number of businesses created, maintained, or expanded – Indigenous	3	9
Number of participants trained	200	340
Number of partners engaged in community-based projects	10	22

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**CF East Interlake, Manitoba**

**Project Name:** Manitoba Small Business Certification

**Approval date:** February 2020

**Amount:** \$193,523.00

**Project Description:** Funds were used to implement provincial training to address limited availability for training entrepreneurs in rural Manitoba. Courses modelled the Business Start-Up Program, and were developed around small business planning, growth, retention, and succession.

**Start / End Date:** March 1, 2020 – March 31, 2022

**Project Activities to Date:** The advisory committee was formed, and content modules were developed according to the project milestones. The content that was developed covers branding development, the tracking process, licensing fees for users, and financialization. It also includes train-the-trainer materials. Session pilots and initial delivery of the train-the-trainer materials was delayed slightly and has been planned for release between the end of 2021 and the start of 2022. These modules will be available in both English and French. The accessible educational materials, training tools, and resources were designed and enhanced to make them usable across a wide range of learners. The key performance indicators reported at this time are low; however, the modules have all been completed. There have been 30 participants trained to deliver the “Build a Better Business” course, which will leave a lasting legacy in this province for years to come.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	80	12*
Number of businesses created, maintained, or expanded – TOTAL	80	12
Number of businesses created, maintained, or expanded – Women	40	5
Number of businesses created, maintained, or expanded – Youth	20	0
Number of businesses created, maintained, or expanded – Indigenous	30	2
Number of businesses created, maintained, or expanded – Persons with disability	30	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	40	0
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	40	0
Number of Francophone entrepreneurs assisted	0	0
Number of new Canadian clients assisted	30	0

\*The project assisted 80 small and medium sized business owners but met with immediate delays in April 2020 due to the impact of COVID-19. The organization had to juggle their priorities and later deal with Omicron, which hindered the health of members of the consultant and advisory committee.

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**CF West Yellowhead, Alberta**

Project Name: Economic Diversification and Energy Transition in the West Yellowhead

Approval Date: February 2020

Amount: \$103,909.00

Project Description: Funds were used to implement a plan to assist in the recovery and transition of communities affected by natural resources. The coaching and training were expanded around entrepreneurship opportunities, business retention/succession, and regional diversification focusing on tourism, renewable energy, and advancing new opportunities with the new Canadian population.

Start / End Date: April 1, 2020 – March 31, 2022

Project Activities to Date: Due to COVID-19, the organizers had to pivot how they connect with clients, partners, and stakeholders. They used this opportunity to implement virtual networking, coaching, and training protocols to their operations. CF West Yellowhead was an active participant in networking and creating new partnerships throughout the project. The key performance indicators have been met. In many categories, the project exceeded the targets. We anticipate that these targets will continue to be met beyond the end date of this project.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	100	796
Number of businesses created, maintained, or expanded – TOTAL	150	437
Number of businesses created, maintained, or expanded – Women	70	184

Number of businesses created, maintained, or expanded – Youth	25	36
Number of businesses created, maintained, or expanded – Indigenous	10	27
Number of businesses created, maintained, or expanded – Persons with disability	25	17
Number of businesses created, maintained, or expanded – New Canadians	15	36
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	70	136
Number of non-HQP jobs created to date (as direct result of the project) – Women	35	64
Number of non-HQP jobs created to date (as direct result of the project) – Youth	10	50
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	5	11
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	15	7
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	15	24
Number of jobs maintained to date (as direct result of the project) – TOTAL	150	115
Number of participants trained	150	260
Number of partners engaged in community-based projects	20	127
Number of Francophone entrepreneurs assisted	10	45
Number of new Canadian clients assisted	30	23
Number of co-operatives assisted	0	3
\$\$ leverage from External project sources	0	\$66,000.00

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### CF Parkland, Manitoba

Project Name: Community-Based Business Transition in the Parkland

Approval Date: February 2020

Amount: \$244,179.60

Project Description: This project utilized a two-pronged approach to address challenges related to business transition and retention in rural communities in the Parkland: 1) Strengthen business transition opportunities for established entrepreneurs, and 2) Develop entrepreneurial mindsets through work with community partners within the wider community. Workshops and programming were conducted to achieve the goals of the project.

Start / End Date: April 1, 2020 – March 31, 2022

Project Activities to Date: This project activated meaningful business succession and transition planning in the Parkland and rural Manitoba. Training was provided for newcomers to Canada, the Side Hustle Program, the Youth Employment Strategy Program, and the Inspiring Indigenous Entrepreneur Program. The project activities and promotional engagement with the programs was very successful. Capacity building within the theme of succession and transition planning was formalized through a partnership with Venture Connect. This partnership enabled promotion of free consultation, resources, and business valuations to businesses considering succession. Legacy commitments through this project will enable the Venture Connect partnership with CF Parkland to continue to invest in the development of web and web portal development. They will then be able to list and market small and medium sized businesses that are for sale. Consultation with small and

medium sized businesses and valuation services will continue, based on the positive impacts and relationships that have been built. The project was well received and had exceptionally high levels of participation throughout the region.

Targets Reported to Date:

<b>Description</b>	<b>Targeted</b>	<b>Actual</b>
Number of small and medium size business owners assisted	130	191
Number of businesses created, maintained, or expanded – TOTAL	130	188
Number of businesses created, maintained, or expanded – Women	65	150
Number of businesses created, maintained, or expanded – Youth	45	64
Number of businesses created, maintained, or expanded – Indigenous	45	35
Number of businesses created, maintained, or expanded – Persons with disability	45	33
Number of businesses created, maintained, or expanded – New Canadians	33	13
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	17	19
Number of non-HQP jobs created to date (as direct result of the project) – Women	9	14
Number of non-HQP jobs created to date (as direct result of the project) – Youth	6	12
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	6	4
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	6	3
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	5	4
Number of jobs maintained to date (as direct result of the project) – TOTAL	130	143
Number of participants trained	250	390
Number of partners engaged in community-based projects	5	12
Number of new Canadian clients assisted	40	11
Number of Francophone entrepreneurs assisted	0	1
\$\$ Leverage from External Project sources	0	\$7,000.00

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**CF Manitoba, Manitoba**

Project Name: Business Succession, Expansion, and Repurpose Project

Approval Date: February 2020

Amount: \$271,800.00

Project Description: This project offered a multi-stage program to help business owners with succession plans, encourage youth entrepreneurship, attract international investment, and enhance the economic competitiveness of Manitoba and Saskatchewan.

Start / End Date: February 17, 2020 – March 31, 2022

Project Activities to Date: At the beginning of the project, COVID-19 had delayed many of the project activities. Workshops were redesigned for virtual delivery. In-person planning was delayed and replaced by the launch of an interactive succession planning tool. The initial ambassador

program launch received interest from 25 individuals: 12 of those individuals became active ambassadors and 10 completed all five sessions. A comprehensive resource library was created by SXNM.com for ambassadors to access at any time. The library includes over 50 videos and articles on topics such as readiness to sell, valuation, mentorship, selling to employees, succession planning, financing, and selling to an international buyer. Meetings were held individually with business owners to review their business succession plans and provide guidance, and to help them with succession matching. CF Manitoba is hopeful that the new tools developed through this project and the remaining available succession plans will continue to provide supports that will lead to additional business transitions in rural communities.

**Targets Reported to Date:**

<b>Description</b>	<b>Targeted</b>	<b>Actual</b>
Number of small and medium sized business owners assisted	450	107
Number of businesses created, maintained, or expanded – TOTAL	60	11
Number of businesses created, maintained, or expanded – Women	26	0
Number of businesses created, maintained, or expanded – Youth	6	0
Number of businesses created, maintained, or expanded – Indigenous	15	0
Number of businesses created, maintained, or expanded – Persons with disability	3	0
Number of businesses created, maintained, or expanded – New Canadians	40	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	90	24
Number of participants trained	450	107
Number of partners engaged in community-based projects	4	13
Number of Francophone entrepreneurs assisted	3	0
Number of new Canadian clients assisted	40	0
Train community ambassadors to support CF staff to deliver services throughout the business transition process	15	12
Provide individuals in MB and SK access to inexpensive advice on business transition planning	200	107
Train business owners and circles of influence on business transition planning or have a formal succession plan	250	87
Develop a formal succession plan with the assistance of CF ambassadors	60	11
Generate successful business transitions in rural MB or rural SK	50	9

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**CF Wild Rose, Alberta**

Project Name: Tourism Innovation Cluster Challenge

Approval date: March 2020

Amount: \$72,100.00

Project Description: The Tourism Innovation Cluster Challenge was designed to catalyze and scale up agri-tourism. It incentivized operators to engage with their neighbours in building product clusters and integrated supply chains. The project provided an environment to foster diversification, business innovation, retention, and collaboration while expanding

existing operations and assisting in the sustainability of rural Alberta communities within the CF Wild Rose region.

Start / End Date: March 9, 2020 – June 30, 2021

Project Activities to Date: This project is completed and the final report was received on September 15, 2021. Although the project was impacted by COVID-19, the pandemic also provided opportunities for pushing this project forward. As local tourists were unable to travel abroad, there was an increased interest in knowing where local food comes from and shopping locally. The Agri-Tourism Innovation Cluster Challenge was designed to identify, train, and supply local agritourism operators in expanding their businesses in collaboration with regional partners. They have done just that. As a result of the hard work of the team, new and expanded agri-tourism businesses have emerged and new industry networks have begun to recognise the importance of agri-tourism to the local economy. This project exceeded almost all of their key performance target indicators and has built significant infrastructure in terms of training modules and knowledge to carry the legacy of this project moving forward.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium size business owners assisted	15	32
Number of businesses created, maintained, or expanded – TOTAL	15	24
Number of businesses created, maintained, or expanded – Women	12	16
Number of businesses created, maintained, or expanded – Youth	3	2
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	15	3
Number of non-HQP jobs created to date (as direct result of the project) – Women	12	3
Number of non-HQP jobs created to date (as direct result of the project) – Youth	3	1
Number of jobs maintained to date (as direct result of the project) – TOTAL	15	19
Number of participants trained	15	16
Number of partners engaged in community-based projects	10	11

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### CF Chinook, Alberta

Project Name: Community Resiliency and Economic Support for Taber

Approval date: February 2020

Amount: \$139,000.00

Project Description: Funds were used to enhance local business training, workforce attraction, employee skill development, tourism development, retention and succession planning, digital marketing, and youth engagement.

Start / End Date: April 1, 2020 – March 31, 2022

Project Activities to date: Due to COVID-19 restrictions, it has been difficult to engage fully with partners, but the project was still successful. One of the key learnings from business engagement over the last few years has been to recognize the need for more focused digital marketing training. COVID-19 only accelerated this trend. The summer marketing campaign used

imagery collected from tourism partners, and celebrated rural communities and events in the region. They continue to update VisitTaber.com content when necessary. Taking business online through social media and e-commerce platforms became the core focus of the small business landscape during this project period, as accelerated by the pandemic. Promoting community and economic assets, and developing a Community Business Hub will continue to benefit the region for years to come. Overall, the project was well received and exceeded the majority of its key performance indicators despite the effects of the COVID-19 pandemic.

**Targets Reported to Date:**

<b>Description</b>	<b>Targeted</b>	<b>Actual</b>
Number of small and medium size business owners assisted	40	42
Number of businesses created, maintained, or expanded – TOTAL	4	3
Number of businesses created, maintained, or expanded – Women	2	0
Number of businesses created, maintained, or expanded – Youth	4	0
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	4	1
Number of non-HQP jobs created to date (as direct result of the project) – Women	2	0
Number of non-HQP jobs created to date (as direct result of the project) – Youth	4	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	0	1
Number of participants trained	200	1,869
Number of partners engaged in community-based projects	8	21
# Francophone entrepreneurs assisted	0	0
# of co-operatives assisted	2	2
Value and type of community-based projects \$	\$1.6M	\$1.64M
\$ Leverage from external project sources	\$1.4M	\$1.45M

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**CF Winnipeg River, Manitoba**

**Project Name:** Positioning and Enhancing Tourism Sector in Eastern Manitoba

**Approval date:** March 2020

**Amount:** \$50,000.00

**Project Description:** This project significantly impacted business development, expansion, and transition within an industry that has great growth potential in this part of Manitoba. It utilized a three-pronged approach: 1) Form partnerships before the conference, 2) Implement a high-quality, two-day conference to bring together approximately 100 local leaders, community groups, and tourism businesses, and 3) Get input on development of the tourism sector. For the last item, an Eastman Tourism Sector Development Strategy was developed to ensure continued focus on business development, retention, and succession in tourism.

**Start / End Date:** March 9, 2020 – March 31, 2022

**Project Activities to Date:** Planning committee meetings were scheduled to start in March 2020, but had to be rescheduled to September 2020. The delay was due to the pandemic and the economic



impact it had on the tourism industry. The committee developed a contingency plan to include both an in-person conference with a smaller number of participants and a virtual conference option. The conference was held virtually in April 2021 and 168 participants registered for the virtual conference. Eastman Tourism worked to develop a new experience landing page on their website to house the first five and all future experiences developed through the program. The Eastman Tourism Sector Development Strategy conducted reports relating to tourism and economic development at federal and provincial levels. The strategies written as part of this effort identified five regional priorities that will be addressed with the purpose of growing and strengthening tourism sectors and visitor spending in Eastern Manitoba. The biggest take-away from this project was the overwhelming agreement that businesses needed a strategy, and the benefits to this region will help tourism and businesses move forward.

Targets Reported to Date:

<b>Description</b>	<b>Targeted</b>	<b>Actual</b>
Number of small and medium sized business owners assisted	40	26
Number of businesses created, maintained, or expanded – TOTAL	45	54
Number of businesses created, maintained, or expanded – Women	25	33
Number of businesses created, maintained, or expanded – Youth	5	0
Number of businesses created, maintained, or expanded – Indigenous	10	12
Number of businesses created, maintained, or expanded – Persons with disability	3	7
Number of businesses created, maintained, or expanded – New Canadians	2	1
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	20	2
Number of non-HQP jobs created to date (as direct result of the project) – Women	9	1
Number of non-HQP jobs created to date (as direct result of the project) – Youth	2	1
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	5	1
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	2	0
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	2	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	75	106
Number of participants trained	100	187
Number of partners engaged in community-based projects	5	5
Number of Francophone entrepreneurs assisted	20	24
Number of New Canadian clients assisted	5	3
Number of co-operatives assisted	1	1
Value and type of community-based projects \$\$	\$12,100.00	\$11,850.00
\$\$ Leverage from external project sources	\$20,400.00	\$46,900.00

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**CF Central Kootenay, British Columbia**

Project Name: West Kootenay Rural & Northern Immigration Pilot

Approval date: March 2020

Amount: \$261,179.10

Project Description: The Rural and Northern Immigration Pilot is a community-driven program to spread the benefits of economic immigration to rural communities by creating a path to permanent residence for skilled foreign workers who want to work and live in the regions. The pilot supported immigration into rural and Indigenous communities. It matched new immigrants with permanent full-time job vacancies, while promoting a welcoming community that connects newcomers to members of the community and settlement services.

Start / End Date: March 9, 2020 – March 31, 2022

Project Activities to Date: The project performed well in both the West Kootenay and North Okanagan regions despite the impacts of COVID-19. Although the pandemic created a barrier for potential out-of-country candidates to visit Canada, the Department of Immigration along with Refugees and Citizenship Canada continued to implement the pilot. The project undertook a comprehensive marketing strategy, targeting international students and regional temporary foreign workers. The enhanced marketing and promotion of the project increased the number of employers reaching out to receive information about how to apply. The continual increase in applications provided a strong pipeline of candidates. The project easily met and exceeded its initially estimated key performance targets and the project will continue to benefit this region. This project had additional funds to continue past the end date and will continue to grow and help communities.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	225	623
Number of businesses created, maintained, or expanded – TOTAL	150	404
Number of businesses created, maintained, or expanded – Women	30	93
Number of businesses created, maintained, or expanded – Youth	15	2
Number of businesses created, maintained, or expanded – Indigenous	8	1
Number of businesses created, maintained, or expanded – New Canadians	12	20
Number of non-HQP jobs created to date (as direct result of the project) – Women	55	228
Number of non-HQP jobs created to date (as direct result of the project) – Youth	30	167
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	450	582
Number of Participants employed with Indigenous employers	8	0
Number of participants trained	300	430
Number of partners engaged in community-based projects	20	39
Number of New Canadian clients assisted	600	717
Businesses sold/ transitioned within 6 months of the event	8	0
\$\$ Leverage from external project sources	\$422,600.00	\$204,978.00

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**CF Highwood, Alberta**

Project Name: Succession Matching and Planning

Approval date: March 2020

Amount: \$285,000.00

Project Description: This project was created to address the need for succession planning education and resources. The project aimed to raise awareness of the issue, as well as to educate business owners and their circle of influence. Various professions needed to be engaged throughout the succession planning process including CF staff, bankers, accountants, business valuers, lawyers, economic development personnel, etc. Through the Succession Matching and Planning Project, existing business owners and potential buyers had access to workshops and training supports to understand the transferable value of their business. There were also resources and training for people wanting to buy businesses.

Start / End Date: April 1, 2020 – March 31, 2022

Project Activities to Date: The launch of the project was delayed due to COVID-19 and the mandated social distancing. All the planned in-person workshops were changed to online delivery. The workshop formats had to be changed due to the delivery model. Instead of providing full-day and half-day workshops, Alberta Family Institute and Commercial Ventures provided an in-depth series of classes and offered individual sessions which increased participation. Succession coaches worked with business owners one-on-one where required. The workshops were great for general information; however, all situations are unique and having the expertise and guidance of a professional coach provided further assistance in the process. CF Highwood exceeded almost all of their targeted key performance indicators and helped many businesses.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	200	323
Number of businesses created, maintained, or expanded – TOTAL	101	714
Number of businesses created, maintained, or expanded – Women	70	266
Number of businesses created, maintained, or expanded – Youth	6	11
Number of businesses created, maintained, or expanded – Indigenous	6	14
Number of businesses created, maintained, or expanded – Persons with disability	15	5
Number of businesses created, maintained, or expanded – New Canadians	4	18
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	32	0
Number of non-HQP jobs created to date (as direct result of the project) – Women	20	0
Number of non-HQP jobs created to date (as direct result of the project) – Youth	4	0
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	2	0
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	4	0

Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	2	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	40	9061.5
Number of participants trained	544	1092
Number of partners engaged in community-based projects	40	549
Number of New Canadian clients assisted	6	18
Number of Francophone Entrepreneurs assisted	0	6
Number of co-operatives assisted	0	6
Number of full-day workshops (16/year)	32	56
Number of half-day workshops (24/year)	48	57
Number of CF staff trained (12/year)	24	176
Number of businesses sold through the program	6	0
Number of business owners with an in-progress or completed succession plan (30/year 1; 40/year 2 )	70	57
Number of business owners who utilized a SXMN coupon (35/year 1; 65/year 2)	100	18

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#### **CF South Central, Saskatchewan**

Project Name: South Central Partners Rural and Northern Immigration Pilot

Approval date: June 2020

Amount: \$214,695.00

Project Description: The Rural and Northern Immigration Pilot is a community-driven program designed to spread the benefits of economic immigration to rural communities by creating a path to permanent residence for skilled foreign workers who want to work and live in the regions. The pilot supported immigration into rural and Indigenous communities. It matched new immigrants with permanent full-time job vacancies, while promoting a welcoming community that connects newcomers to members of the community and settlement services.

Start / End Date: June 1, 2020 – March 31, 2022

Project Activities to Date: The project has a fully functioning support program for business and newcomers alike. The Rural and Northern Immigration Pilot was able to assist 40 businesses and placed 53 individuals with those businesses in 15 months. The application volume was very high with 8,697 applicants being reviewed. As the program moved into full swing, an average of 12 jobs were registered on the ATS system. The committee was able to create a series of videos for new immigrants on the integration, expectation, and community information in several different languages.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	150	40
Number of businesses created, maintained, or expanded – TOTAL	40	18
Number of businesses created, maintained, or expanded – Women	20	6
Number of businesses created, maintained, or expanded – Youth	5	0
Number of businesses created, maintained, or expanded – Indigenous	2	0
Number of businesses created, maintained, or expanded – New Canadians	13	0
Number of non-HQP jobs created to date (as direct result of the project) – Women	35	14
Number of non-HQP jobs created to date (as direct result of the project) – Youth	10	0
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	200	53
Number of participants employed with Indigenous employers	5	0
Number of participants trained	250	40
Number of partners engaged in community-based projects	10	9
Number of New Canadian clients assisted	150	53
Number of business successions	5	0

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**CF Entre Corp, Alberta**

Project Name: E-commerce Marketplace (#ShopYXH)

Approval date: October 2020

Amount: \$174,230.00

Project Description: CF Entre Corp Business Development and CF Chinook partnered with Invest Medicine Hat (City of Medicine Hat), Medicine Hat and District Chamber of Commerce, and Brooks and District Chamber of Commerce to fund and build e-commerce (shopify) websites for independent businesses in Southeast Alberta. Together they created a multi-vendor marketplace for local vendors in the region.

Start / End Date: October 2, 2020 – March 31, 2022

Project Activities to Date: This project supported the expansion of over 350 local businesses to an e-commerce platform. Shop YXH became a trusted local online marketplace, providing exposure to the hundreds of businesses that registered. Because of the platform, there were tens of thousands of visits to the marketplace, and tens of thousands more social media impressions. The project provided support to over 1,000 local businesses throughout the COVID-19 pandemic. This initiative has been instrumental in assisting hundreds of businesses which have expanded into e-commerce. There has also been an increased level of confidence in operating and purchasing from an online business. Small businesses have been and continue to be eager to participate in this initiative with the understanding of the importance of having a strong e-commerce presence.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	550	1,357
Number of businesses created, maintained, or expanded – TOTAL	550	388
Number of businesses created, maintained, or expanded – Women	180	317
Number of businesses created, maintained, or expanded – Indigenous	3	8
Number of businesses created, maintained, or expanded – Persons with disability	2	1
Number of businesses created, maintained, or expanded – New Canadians	3	34
Number of jobs maintained to date (as direct result of the project) – TOTAL	687	1,357
Number of participants trained	515	521
Number of partners engaged in community-based projects	6	6
Number of Francophone entrepreneurs assisted	2	0
Number of New Canadian clients assisted	3	34

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**CF Development Corporation of Central Interior First Nations, British Columbia**

Project Name: Kweseltken Project

Approval Date: February 2021

Amount: \$161,500.00

Project Description: CF Development Corporation of Central Interior First Nation partnered with Kamloops Food Policy Council, Thompson Okanagan Tourism Association, and other partners to support the Indigenous Agriculture and Food Initiative. They did a feasibility study and created a pilot project for a food hub. The food hub included a shared commercial kitchen space for food preservation, processing, and packaging, as well as a mobile food processing unit. The intent of this project was to expand the mobile food processing unit so that it can travel to rural and remote Indigenous communities. The mobile food processing unit will be used for training, curriculum development, business retention and expansion, and community food security.

Start / End Date: February 24, 2021 – March 31, 2022

Project Activities to Date: All staff was hired, and inspections were completed very quickly at the beginning of the project. The project organizers had to make adjustments due to wildfires in the region that happened at the same time as the Kweseltken market grand opening. The grand opening had to be moved to a different location due to the wildfires. They had a very strong initial response at the opening market. Elders, sponsors, organizations, community members, and youth attended. The partnership formed for this project continues, and they have acquired several new partnerships and collaborations. Other project activities are ongoing and progressing, such as the marketing video, curriculum development, expanding the Kweseltken market, and connecting Indigenous businesses to food processing facilities. This project hit almost all of its key performance targets. They will continue to move forward with the project with other funding. The number of businesses assisted and participants trained is expected to grow as businesses continue to register after the end date of this project.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	100	284
Number of businesses created, maintained, or expanded – Women	75	150
Number of businesses created, maintained, or expanded – Youth	25	29
Number of businesses created, maintained, or expanded – Indigenous	125	143
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	100	45
Number of jobs maintained to date (as direct result of the project) – TOTAL	50	216
Number of participants trained	150	110
Number of partners engaged in community-based projects	15	22
Number of New Canadian clients assisted	2	1
Number of co-operatives assisted	5	10
Total non-Indigenous small businesses assisted	0	73
Small businesses invested in sound management	100	216

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**CF Central Island, British Columbia**

Project Name: Thrive, A Business Legacy Initiative

Approval date: February 2021

Amount: \$94,250.00

Project Description: Non-profits, charities, co-operatives, social enterprises, and for-profit companies with a social mission have faced funding shifts due to COVID-19. These groups are referred to as Social Purpose Organizations. As a result of the funding shifts, Social Purpose Organizations are re-envisioning funding models, looking to build enterprise capacity, and seeking social acquisitions with businesses. This project helped the region develop an online capacity-building model focused on community acquisitions. Embedded into the Thriving Non-Profits Program, the project helped raise awareness of social acquisition as a strategy, develop criteria and identify core community businesses, and support selected pilots as they moved through the acquisition process. The goal was to build enterprising capacity in 16 to 20 Social Purpose Organizations by the end of the project. This involved attending the online Thriving Non-Profits Program, developing the appropriate tools and resources for business acquisition, and testing a business acquisition incubator approach in partnering communities.

Start / End Date: February 24, 2021 – March 31, 2022

Project Activities to Date: The Thrive, a Business Legacy initiative project was a success. Two groups participated in the Thriving Non-Profits Program Cohort in which 10 organizations with 30 participants completed sessions 1 to 9. The participants included staff, management, and board members. The sessions have been well attended. The *Pathway to a Successful Business Purchase Workbook* was developed and distributed to CF organizations as a tool for business succession in rural communities. Along with this workbook, an incubator

framework was developed consisting of eight sessions. The participants who took part in the training provided great feedback with stats showing the level of understanding increased considerably. The delivery of Thriving Non-Profits online program readily equipped boards and management with the education and tools necessary to evaluate their readiness for asset investment and acquisition. As an ongoing component of the program, the tools and resources developed will be available through community partners. The project truly was successful and will leave a lasting impact.

**Targets Reported to Date:**

<b>Description</b>	<b>Targeted</b>	<b>Actual</b>
Number of small and medium sized business owners assisted	26	25
Number of businesses created, maintained, or expanded – TOTAL	10	25
Number of businesses created, maintained, or expanded – Women	5	24
Number of businesses created, maintained, or expanded – Youth	2	7
Number of businesses created, maintained, or expanded – Indigenous	1	1
Number of businesses created, maintained, or expanded – Persons with disability	1	1
Number of businesses created, maintained, or expanded – New Canadians	1	3
Number of jobs maintained to date (as direct result of the project) – TOTAL	36	666
Number of jobs created (as direct result of the project) – TOTAL	0	6
Number of participants trained	78	78
Number of partners engaged in community-based projects	8	9
Number of Francophone entrepreneurs assisted	1	0
Number of New Canadian clients assisted	3	3
Number of co-operatives assisted	1	2

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**CF West Interlake, Manitoba**

**Project Name:** Interlake Tourism Driftscape App Development Project

**Approval date:** February 2021

**Amount:** \$231,900.00

**Project Description:** CF North Red, CF East Interlake, and CF West Interlake partnered with Interlake Tourism Association to deploy the Driftscape mobile app. This app provides an accurate and comprehensive information resource for visitors to the region. Driftscape provides a platform for local businesses and organizations to share site-specific stories, tours, and events. This will attract external visitors, which will increase expenditures and in-turn investment.

**Start / End Date:** February 4, 2021 – March 31, 2022

**Project Activities to Date:** This project relied on participation from surrounding communities, the tourism sector, and non-profit organizations responsible for tourism products in the region. The buy-in was exceptional with every corner of the overall geography represented. Tourism members were quick to jump onboard to learn more about the Driftscape app's



capabilities through the introductory training that was offered. Additionally, a great deal of training was offered to the public on how to market the app. The project also demonstrated the collaboration and contributions of partners, working on the steering committee and hosting production in their communities and businesses. The partners served as the connecting piece, bringing forward the people and stories to be revealed through the production of content. Interlake Tourism Association has been successful in obtaining additional grant revenue to do more content capture during the summer of 2022.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	125	198
Number of businesses created, maintained, or expanded – TOTAL	125	198
Number of businesses created, maintained, or expanded – Women	5	112
Number of businesses created, maintained, or expanded – Youth	3	15
Number of businesses created, maintained, or expanded – Indigenous	3	22
Number of businesses created, maintained, or expanded – Persons with disability	3	14
Number of businesses created, maintained, or expanded – New Canadians	5	3
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	15	11
Number of non-HQP jobs created to date (as direct result of the project) – Women	5	6
Number of non-HQP jobs created to date (as direct result of the project) – Youth	5	3
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	5	2
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	3	0
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	3	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	200	271
Number of participants trained	35	387
Number of partners engaged in community-based projects	20	108
Number of Francophone entrepreneurs assisted	5	7
Number of New Canadian clients assisted	5	4
Number of co-operatives assisted	2	8

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**CF Alberni-Clayoquot, British Columbia**

Project Name: The Consulting Hive

Approval date: February 2021

Amount: \$225,450.00

Project Description: This project was Phase 2 of the Holistic Economic Development Plan project, which was set up to address challenges caused by COVID-19. The intent of this project was to provide additional support to small and medium sized businesses through the recovery stage to ensure retention and business succession. This phase was opened up to the entire province of British Columbia.

Start / End Date: April 1, 2021 – March 31, 2022

Project Activities to Date: The Consulting Hive provided an inviting and easily accessible path for CFs and business owners to seek assistance. This pathway was a user-friendly CF branded website, and a seven-days-a-week answering service. Inquiries were quickly triaged and connected to the appropriate consultant. The consultants ranged from business generalists to specialists with experience in accounting, human resources, not-for-profits, exporting, and business succession. As Hive Consulting services became more mainstream to CF service offerings, the Hive Consulting management team worked with CF managers to determine how best to accommodate the most business owners and entrepreneurs. It was decided to escalate the number of webinars dealing with the most sought-after support services. The webinars were a success, elevating the volume of clients served beyond expectations. The Consulting Hive did exactly what it was designed to do “assist business owners and augment existing BC CF consulting capacity by providing a wide range of consulting to support them through the recovery and retention phase post-pandemic”.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	480	991
Number of businesses created, maintained, or expanded – TOTAL	50	167
Number of businesses created, maintained, or expanded – Women	15	70
Number of businesses created, maintained, or expanded – Youth	5	2
Number of businesses created, maintained, or expanded – Indigenous	1	2
Number of businesses created, maintained, or expanded – Persons with disability	1	2
Number of businesses created, maintained, or expanded – New Canadians	1	5
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	60	178
Number of non-HQP jobs created to date (as direct result of the project) – Women	30	88
Number of non-HQP jobs created to date (as direct result of the project) – Youth	15	55
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	4	24
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	4	7
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	2	1
Number of jobs maintained to date (as direct result of the project) – TOTAL	75	313
Number of Francophone entrepreneurs assisted	2	1
Number of New Canadian clients assisted	2	4

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### CF West Yellowhead, Alberta

Project Name: Supporting Local on the Road to Recovery in the West Yellowhead:  
#choosewestyellowhead

Approval date: February 2021

Amount: \$128,275.00

Project Description: CF West Yellowhead planned to support locally based initiatives that encourage business recovery and retention after the COVID-19 economic crisis. The vision of this project was to promote a multi-level, year-long, shop-local campaign in West Yellowhead. A common website and landing platform was built for all businesses in the West Yellowhead region. This project focused on all elements of promoting businesses including business retention, retail spending, local procurement opportunities, eating local products, and "stay and play" components.

Start / End Date: April 1, 2021 – March 31, 2022

Project Activities to Date: The #choosewestyellowhead initiative was a great success. Relationships with business, entrepreneurs, and the non-profit sector increased through engagement, promotion, and awareness of the project. This encouraged steps toward a sustainable economy and a return of the local tourism industry as a place to do business. Another step in building a stronger economy was through the #shoplocal project focused on business retention, expansion, and job creation. Businesses reached out to increase their knowledge and capacity to learn and implement skills. Coaching and training programs for health and safety, and marketing were well received, and they expanded the trainings into lunch-and-learns with a good response. The project met and exceeded their initially estimated key performance targets and the project will continue to benefit this region.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	100	280
Number of businesses created, maintained, or expanded – TOTAL	100	271
Number of businesses created, maintained, or expanded – Women	50	118
Number of businesses created, maintained, or expanded – Youth	20	11
Number of businesses created, maintained, or expanded – Indigenous	10	15
Number of businesses created, maintained, or expanded – Persons with disability	10	8
Number of businesses created, maintained, or expanded – New Canadians	10	5
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	100	258
Number of non-HQP jobs created to date (as direct result of the project) – Women	50	125
Number of non-HQP jobs created to date (as direct result of the project) – Youth	20	5
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	10	10
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	10	8
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	10	5
Number of jobs maintained to date (as direct result of the project) – TOTAL	100	304
Number of participants trained	100	113
Number of partners engaged in community-based projects	5	754
Number of Francophone entrepreneurs assisted	10	1
Number of New Canadian clients assisted	10	7

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**CF Greenstone, Manitoba**

Project Name: NorWest MB Restart

Approval date: March 2021

Amount: \$85,015.00

Project Description: This project was created as a direct response to the impact of COVID-19 on local businesses in the region. The project goals aligned well with COVID-19 relief and recovery efforts. The project provided much needed support for workforce development, financial management strategies, e-commerce planning and execution, and marketing strategies. Building skills in some or all of these areas enabled local business owners to pivot operations or enhance their current offerings so that they could reopen, restart, and maintain operations within the community. Further to this, the project provided free group coaching sessions on a variety of topics to help empower business owners to deal with challenges arising from COVID-19.

Start / End Date: April 1, 2021 – March 31, 2022

A project coordinator was hired mid-May and project roll-out began. Meetings were held with project partners and facilitators, as well as business owners and consultants to discuss workshop content and services. Extensive research was performed to determine the needs and challenges of business owners throughout the three service regions. The project website at [www.projectrestart.ca](http://www.projectrestart.ca) is fully functional and allows participants to register for workshops through the page itself. A brochure and Frequently Asked Questions Sheet were created to assist staff and volunteers in recruiting participants to the program. One-on-one support services were promoted and offered in the final quarter of the project, as well as the workshop and coaching offerings which continued to the end of the project.

Targets Reported to Date:

Description	Targeted	Actual
Number of small and medium sized business owners assisted	70	54
Number of businesses created, maintained, or expanded – Women	42	53
Number of businesses created, maintained, or expanded – Indigenous	23	13
Number of businesses created, maintained, or expanded – Persons with disability	13	8
Number of jobs maintained to date (as direct result of the project) – TOTAL	175	113
Number of participants trained	70	113
\$\$ Leveraged from external project sources	0	0
Number of businesses created, maintained, or expanded – Newcomers	0	4

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**CF South Fraser, British Columbia**

**Project Name:** Workforce Connection – The Power of People  
(Formerly known as Sustainability through Innovative Ideas and Collaboration)

**Approval date:** April 2021

**Amount:** \$158,950.00

**Project Description:** This project connected the business community with economic development agencies to provide a hub for local businesses to find all of the resources they need to succeed. Encouraging a more inclusive community ensured a resilient and attractive business environment, which also supported business retention and succession. Program elements included a portal to house videos and a digital library for the business community to access throughout the year, business development and training workshops, a virtual innovative idea summit, and a group mentorship program.

**Start / End Date:** April 8, 2021 – March 31, 2022

**Project Activities to Date:** The Workforce Connections Project began with a survey to determine needs related to workforce shortages. Sixty workshops were created covering subjects such as multi-generational workforces; diversity equity and inclusion; marketing and social media strategies; strategic planning principles; hiring principles; and culture and purpose techniques for sustainable hiring, budgets, and business transitions. All workshops were delivered virtually, recorded, and added to the digital library on the CERN website. The workshops are available online to all members for free. The digital library is a legacy piece of this project. CF South Fraser also worked collaboratively with Chilliwack Community Services on the Canadian Workplace portion of the project called CERN the Immigrant Business Network. This enhanced immigrant business success by connecting participants with local stakeholders, providing information and access to resources, and encouraging participation in community events and organizations.

**Targets Reported to Date:**

<b>Description</b>	<b>Targeted</b>	<b>Actual</b>
Number of small and medium sized business owners assisted	200	261
Number of businesses created, maintained, or expanded – TOTAL	150	194
Number of businesses created, maintained, or expanded – Women	75	52
Number of businesses created, maintained, or expanded – Youth	15	25
Number of businesses created, maintained, or expanded – Indigenous	10	11
Number of businesses created, maintained, or expanded – New Canadians	15	13
Number of non-HQP jobs created to date (as direct result of the project) – Women	75	17
Number of non-HQP jobs created to date (as direct result of the project) – Youth	40	21
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	50	10
Number of participants employed with Indigenous employers	10	11
Number of participants trained	200	306
Number of partners engaged in community-based projects	12	13
Number of new Canadian clients assisted	50	14

Number of business successions	4	2
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**CF Triple R Corporation, Manitoba**

Project Name: Discovering St. Malo

Approval date: April 2021

Amount: \$55,300.00

Project Description: CF recognized that support was needed to help the tourism sector recover from the COVID-19 pandemic. The Discovering St. Malo project created a landing page that lists all the St. Malo and area business and activity centers. It also lists market-ready bookable multi-day itineraries. It is intended to be an easy-to-use, one-stop, look-and-find resource that will give consumers visiting the area all the information they need. With more than 80% of visitors using mobile devices, this landing page is a great way to market and promote small businesses focused on the local economy.

Start / End Date: April 8, 2021 – March 31, 2022

Project Activities to date: A full-time project coordinator was hired and began contacting key businesses. Project activities such as gathering resources, building packages, and developing a landing page were completed. The project has been well received by vendors and the community. The booking system Tourist Attractions – Explore St Malo launched at the beginning of October. The project was expanded in the Rat River region for more engagement and to enhance the legacy of the project.

Targets Reported to Date:

Description	Targeted	Actual
Number of businesses created, maintained, or expanded – TOTAL	40	30
Number of businesses created, maintained, or expanded – Women	10	15
Number of businesses created, maintained, or expanded – Youth	5	1
Number of businesses created, maintained, or expanded – Indigenous	15	4
Number of businesses created, maintained, or expanded – Persons with disability	3	5
Number of Francophone entrepreneurs assisted	15	5
Number of co-operatives assisted	2	2

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**CF Wild Rose, Alberta**

Project Name: Mastering Recovery

Approval date: May 2021

Amount: \$94,815.40

Project Description: The intent of the project was to provide businesses and entrepreneurs access to a marketing specialist to assist businesses in Mastering their Marketing. The specialist worked individually and provided group training. This helped entrepreneurs and businesses identify challenges and develop strategies and an action plan, and overcome any barriers to successfully implementing their marketing plans.

The project also engaged with professionals who specialize in building resiliency and recovery amongst entrepreneurs. In Mastering their Comeback, entrepreneurs learned to develop strategies, and acquired skills for mitigating stress and encouraging self-care amongst themselves and within their staff. CF Wild Rose also participated in train-the-trainer programs from the facilitators to help them build capacity. These sessions will also be available to our project partners.

Start / End Date: May 6, 2021 – December 31, 2021

Project Activities to Date: The Mastering Recovery project went as initially planned. CF Wild Rose quickly responded to the changing needs and demands of businesses in the areas of mental health and financial management due to the pandemic. The project organizers established a comprehensive list of businesses within their region, along with a supportive group of project partners. A marketing and communications toolkit was developed and shared with the project partners. The toolkit gave partners the resources they needed to share and promote the project through the municipality. The project was well received and with a high amount of participation in the training offered. CF Wild Rose in partnership with Excello and Nail the Numbers, will continue to offer the online Mental Health training and Financially Fierce Academy to entrepreneurs. The Mental Health series will remain active until December 31, 2022. The Nail the Numbers workshops will continue to remain free to entrepreneurs, in addition to the Academy licenses purchased by CF Wild Rose. Marketing will be launched for both series in April or May of 2022.

Targets Reported to Date:

Description	Targeted	Actual
Number of businesses created, maintained, or expanded – TOTAL	60	103
Number of businesses created, maintained, or expanded – Women	10	91
Number of businesses created, maintained, or expanded – Youth	2	15
Number of businesses created, maintained, or expanded – Persons with disability	20	29
Number of jobs maintained to date (as direct result of the project) – TOTAL	50	406
Number of participants trained	60	350
Number of partners engaged in community-based projects	10	12
\$\$ Leverage from external project sources	\$105,670.00	\$113,199.00
Number of participants counselled	0	224

CF Entre-Corp, Alberta

Project Name: Tourism Industry Support and Opportunity Analysis

Approval date: February 2022

Amount: \$50,000.00

Project Description: This project used a data driven software to collect analytics and data visualizations to optimize marketing strategies in the tourism sector. The software supported the destination marketing organization stakeholders list, as well as business retention and expansion networks. A project coordinator was hired to coordinate events and gather data. Funds were also used to market a modern trolley for transportation to and from scheduled tours and special events.

Start / End Date: February 11, 2022 – March 31, 2022

Project Activities to Date: The project began by utilizing the data driven software (Zartico) to collect analytics and data visualizations for the market intelligence portion of the project. The result of the software has been beneficial to the larger tourism operators and smaller consumer-facing tourism operators. The data allows for a better understanding of partners and stakeholders. A purchase agreement was secured for the tourism trolley, which gave confidence to begin the pre-booking of private tours. The Miywasin Story Tour, an Indigenous elder led experience, has seen an uptake in bookings. The data gathered along with the tourism trolley will help the tourism sector in the Medicine Hat region for years to come.

Description	Targeted	Actual
Number of SMEs assisted	10	29
Number of businesses created, maintained or expanded – TOTAL	10	29
Number of businesses created, maintained or expanded – Women	5	3
Number of businesses created, maintained or expanded – Youth	0	6
Number of businesses created, maintained or expanded – Indigenous	0	2
Number of businesses created, maintained or expanded – Persons with disability	0	0
Number of businesses created, maintained or expanded- New Canadians	0	0
Number of non-HQP jobs created to date (as direct result of the project) – TOTAL	0	0
Number of non-HQP jobs created to date (as direct result of the project) – Women	0	0
Number of non-HQP jobs created to date (as direct result of the project) – Youth	0	0
Number of non-HQP jobs created to date (as direct result of the project) – Indigenous	0	0
Number of non-HQP jobs created to date (as direct result of the project) – Persons with disability	0	0
Number of non-HQP jobs created to date (as direct result of the project) – New Canadians	0	0
Number of jobs maintained to date (as direct result of the project) – TOTAL	25	29
Value and type of community-based projects \$\$	\$117,000.00	\$125,000.00
# Participants trained	15	15
# Partners engaged in community-based projects	15	29
# Francophone entrepreneurs assisted	0	0
# New Canadian clients assisted	0	0
# of co-operatives assisted	0	0
\$\$ Leverage from external project sources	\$67,000.00	\$76,000.00