Supporting Community Futures organizations across western Canada.

Community Futures Pan West Network
ANNUAL REPORT 2019/20
OUR MISSION

The Community Futures Pan West Network is a proactive network that undertakes collaborative activities designed to support and strengthen the efforts of the Community Futures organizations in western Canada.
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OUR BOARD OF DIRECTORS

Jim MacMillan, Chair
Chair, Community Futures Manitoba
Community Futures Parkland

Patty Hughes, Vice chair
Chair, Community Futures Saskatchewan
Community Futures Prince Albert

Lloyd Kearl, Treasurer
Chair, Community Futures Alberta
Community Futures Alberta Southwest

Mike Guarnery, Secretary
Chair, Community Futures British Columbia
Community Futures East Kootenay

NON-VOTING, ADVISORY MEMBERS

Cheryl Johnson
Executive Director,
Community Futures
British Columbia

Phyllis Maki
Executive Director,
Community Futures Alberta

Jason Denbow
Executive Director,
Community Futures
Manitoba/Saskatchewan

Colette Close
Executive Director,
Community Futures Pan West
MESSAGE FROM THE CHAIR


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

For the past 23 years, working together on behalf of our members, we have been able to access a broad range of resources and programs that have helped strengthen our capacity to build strong and resilient communities. Whether it’s helping to fund and nurture new small businesses, or providing access to business advice and training, Community Futures is more relevant today than it was when it first started, particularly as our communities grapple with the uncertainties created by recent global pandemic.

This year we were able to secure $4.8 million in funding from Western Economic Diversification in recognition of the important role community economic development (CED) plays in building community resiliency and strengthening rural communities across the west. That funding was used to create the Rural Opportunities Fund as well as to address the cybersecurity needs of our member organizations.

We have also focused on improving our Board and Staff Development programs with new and updated material, and making it easier for members to access training online whenever they want, from wherever they may be during this crucial time.

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

Jim MacMillan, Chair
Community Futures Pan West Network
March 31, 2020
A Rural Opportunities Fund Adjudication Committee was established to review and approve applications.

Pictured above, from front left: Noreen Gallagher, Western Economic Diversification Canada; Vanessa Simonin, CF Capital Region; Phyllis Maki, CF Network of Alberta; Patty Hughes, CF Saskatchewan; Mike Guarnery, CF British Columbia; Reanne Schuetzle, CF Pan West Network; Colette Close, CF Pan West Network; Jim MacMillan, CF Manitoba; Brenda Samborski, CF Pan West Network; Jason Denbow, CF Manitoba/Saskatchewan; Edwin Ballantyne, CF Manitoba; Lloyd Kearl, CF Alberta; Cheryl Johnson, CF British Columbia; Cal Jorstad, CF South Central; and Tom Hoffman, CF Cariboo Chilcotin.
Strengthening rural businesses and communities across the west

The Community Futures Pan West Network was successful in accessing $4.8 million in federal funding to help our members strengthen rural businesses across western Canada, including $4.1 million for the creation of the Rural Opportunities Fund, $360,000 for operational expenses, and $340,000 to address the network’s cybersecurity needs.

The Rural Opportunities Fund supports projects that focus on building resilient rural communities through community economic development and business retention and transition initiatives with a particular focus on co-operative projects and those aimed at Indigenous people, new Canadians, women, people with disabilities, and youth in rural and remote communities. The Rural Opportunities Fund runs through to March 31, 2022.

This past year, the Rural Opportunities Fund Adjudication Committee awarded $2.44 million to 12 projects.

LIST OF APPROVED PROJECTS BY PROVINCE

**British Columbia**
- CF Alberni-Clayoquot: The Great BC Business Sale ($300,000)
- CF Central Kootenay: Kootenay Rural and Northern Immigration Pilot ($296,788)
- CF North Okanagan: North Okanagan Innovation Center and Maker Space ($151,500)

**Alberta**
- CF Chinook: Community Resiliency and Economic Support for Taber ($139,000)
- CF Entre Corp: Business Retention Expansion and Workforce Development ($300,000)
- CF Highwood: Succession Matching and Planning ($300,000)
- CF West Yellowhead: Economic Diversification and Transition in coal affected communities ($103,909)
- CF Wild Rose: Agri-tourism Innovation Cluster Challenge ($72,100)

**Manitoba/Saskatchewan**
- CF Interlake: Manitoba Small Business Certification ($193,523)
- CF Manitoba: Business Succession, Expansion and Repurpose Project ($292,000)
- CF Parkland: Community-based Business Transition in the Parkland area ($244,180)
- CF Winnipeg River: Positioning and Enhancing the Tourism Sector in Eastern Manitoba ($50,000)
Helping Community Futures Offices Implement Sound Cybersecurity Practices

Maintaining a safe and secure online environment for staff and clients is critical for Community Futures organizations. Working with a well-respected business technology and cybersecurity firm, the Community Futures Pan West Network conducted an assessment of several typical Community Futures systems to document vulnerabilities, identify risks, and assess potential threats. Based on recommendations from the assessment, we then produced a cybersecurity “Best Practices” manual and policy guidelines that encompassed the latest cybersecurity standards.

Online Small Business Training

Community Futures Pan West partnered with GoForth Institute to offer an online small business training program to entrepreneurs and business owners through their local Community Futures offices. GoForth is a leading provider of an online small business training program that allows participants unlimited access to GoForth’s online video education centre to learn at their own pace. A total of 45 Community Futures offices from across the west accessed this program on behalf of their clients.

Simplifying Debt Collection Services

Managing overdue payments and navigating the complexities of debt collection can be time consuming and overwhelming. To help ease the burden, the Community Futures Pan West Network negotiated a three-year subscription plan with Dixon Commercial Investigators Inc., a reputable collection service, to provide Community Futures offices with access to affordable collections management and training.
First official Annual General Meeting of the Community Futures Pan West Network on June 19, 2019 in Calgary, Alberta.

Pictured above, from front left: Wendy Smitka, Community Futures Network of Canada (observer); Lloyd Kearl, Community Futures Alberta; Tony Stoltz, Executive Director, Community Futures Alberta; Jason Denbow, Executive Director, Community Futures Manitoba and Saskatchewan; Jim MacMillan, Community Futures Manitoba; Colette Close, Executive Director, Community Futures Pan West; Patty Hughes, Community Futures Saskatchewan; Mike Guarneri, Community Futures British Columbia; and Cheryl Johnson, Executive Director, Community Futures British Columbia.
COMMUNITY FUTURES LEADERSHIP INSTITUTE

The Community Futures Pan West Network has been delivering training for its members since 1998. The Community Futures Leadership Institute (CFLI) serves as a central resource dedicated to creating and delivering Board Development and Staff Certification and training programs for Community Futures offices in western Canada, as well as across the entire country. Courses are delivered through a mix of self-directed, online training, webinars, and facilitated workshops in a classroom setting.
BOARD DEVELOPMENT
Online Board Training Platform

To support our existing Board Development program, we have launched an online training platform featuring access to a series of short training videos designed to provoke discussion around the board table. Each three to five minute video and accompanying worksheet provides an overview of the program module.

There are now four modules available online:

**Module 3 – Legal Responsibilities of Boards**
- Video 1 – Conflict of interest as a director
- Video 2 – Liability as a director
- Video 3 – Common law duties as a director

**Module 11 – The Role of Planning**
- Video 1 – Organization and structure
- Video 2 – Basic functions of the Board
- Video 3 – Board management and accountability

**Module 12 – The Role of the Chair**
- Video 1 – The pivotal position of the chair
- Video 2 – The effective chair
- Video 3 – Attributes and skills

**Module 14 – Is Your Community Futures Prepared for a Natural or Economic Disaster?**
- Video 1 – Part 1 BC Wildfire Business Transition Project
- Video 2 – Part 2 BC Wildfire Business Transition Project
- Video 3 – Part 3 BC Wildfire Business Transition Project

New Mobile App
Community Futures board members and staff from across western Canada can now access training “on the go” through our new CFLI mobile app. The new app offers a streamlined experience that makes it easier to access training videos, PowerPoint presentations, manuals and exercises anytime, anywhere.
BOARD DEVELOPMENT TRAINING

We delivered 52 Board Development training modules across Canada this past year, with a total of 729 volunteers participating in the Board Training program.

<table>
<thead>
<tr>
<th>PROVINCE</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<td><strong>TOTALS</strong></td>
<td>12</td>
<td>6</td>
<td>26</td>
<td>8</td>
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</tbody>
</table>

52 modules delivered
729 participants

TOP THREE MOST REQUESTED MODULES

- Module 3: Legal Responsibilities of Boards
- Module 4: Financial Management of a Community Futures
- Module 13: Strategic Loan Fund Management
BOARD DEVELOPMENT MODULES

This year, all 13 modules were updated with new case studies, exercises and reading materials along with refreshed PowerPoint presentations.

New Module on Disaster Preparedness

The recent coronavirus pandemic has underscored the need for Community Futures organizations to be prepared, and to help prepare their communities and clients, for unforeseen events.

Community Futures Pan West partnered with Community Futures British Columbia through the BC Wildfire Business Transition Project to develop a new module for the Community Futures Leadership Institute. Module 14, *Is Your Community Futures Prepared for a Natural or Economic Disaster?*, guides board members and staff through a planning process to help them better understand the various types of events that can result in business disruptions and the steps they can take to ensure that their organization is prepared in the event of a disaster.

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**Board Development Modules**

<table>
<thead>
<tr>
<th>Module 1:</th>
<th>Community Economic Development</th>
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</thead>
<tbody>
<tr>
<td>Module 2:</td>
<td>Operations - Board and Staff</td>
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<tr>
<td>Module 3:</td>
<td>Legal Responsibilities of Boards</td>
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<td>Module 4:</td>
<td>Financial Management of a Community Futures</td>
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<td>Module 5:</td>
<td>Board Development and Performance</td>
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<td>Module 6:</td>
<td>Community Futures Lending</td>
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<td>Module 7:</td>
<td>Management Recruitment and Performance</td>
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<td>Module 8:</td>
<td>Board Leadership</td>
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<td>Module 9:</td>
<td>Cultural Awareness</td>
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<td>Module 10:</td>
<td>Social Economy</td>
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<td>Module 11:</td>
<td>The Role of Planning</td>
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<td>Module 12:</td>
<td>The Role of the Chair</td>
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<tr>
<td>Module 13:</td>
<td>Strategic Loan Fund Management</td>
</tr>
<tr>
<td>Module 14:</td>
<td><em>Is Your Community Futures Prepared for a Natural or Economic Disaster?</em></td>
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STAFF DEVELOPMENT AND CERTIFICATION

In addition to our Staff Certification program, the Community Futures Leadership Institute offers online courses and workshops, training videos, and recordings of past training events throughout the year.

Staff Certification

Congratulations to Lesley Sterling, General Manager for Northwest Community Futures in North Battleford, Saskatchewan, for attaining her Basic Certification designation in the role of General Manager.

To date, 58 people from across western Canada have attained basic certification through the CFLI since 2008, with six of those going on to earn their Professional Designation certification.

Staff Development

To support our staff development program, the Community Futures Pan West Network delivered a series of webinars focusing on a variety of topics ranging from maximizing productivity and motivating employees, to how to delegate effectively. A total of 12 webinars were held with 71 participants for the period ending March 31, 2020.

2019/20 Webinars

- Active Listening for Professionals
- Beginning Your Coaching Engagement
- Coaching to Drive Performance
- Effectively Directing and Delegating as a Manager
- Emotional Intelligence: Owning Your Emotions
- Finding Your Bearings as a Project Manager
- Keeping Business Calls Professional
- Maximize Your Productivity by Managing Time and Tasks
- Motivating Your Employees
- Overcoming Your Own Unconscious Biases
- Planning a Meeting Fit for Purpose
- Trust Building through Effective Communication

In addition to our Staff Certification program, the Community Futures Leadership Institute offers online courses and workshops, training videos, and recordings of past training events throughout the year.
REGIONAL FUNDING AND SUPPORT

Did you know?

Each year, the Community Futures Pan West Network allocates funding among the four provincial associations towards the following initiatives:

- More than $200,000 for professional development and training
- $50,000 for special projects
- $35,000 to provincial associations for training and technical support
- $32,000 for provincial association conferences
- $30,000 to subsidize the CFLI Board Training program
- $25,000 to the Community Futures Network of Canada, as well as subsidizing travel costs for each of the four western provincial associations