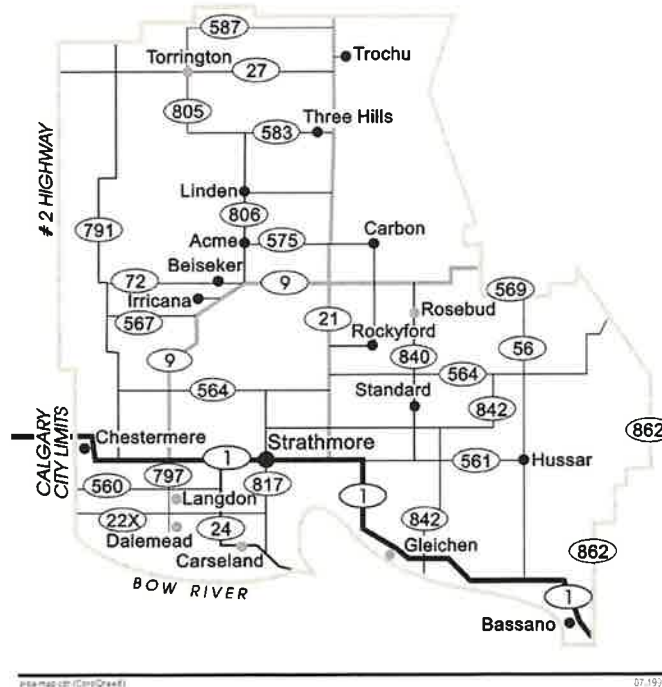


CFWR Board Meetings

- The Board meets the 1st Thursday of each month at 7:00 pm at Suite #101, 331 3rd Avenue, Strathmore.
- You will receive the agenda and supporting documents electronically no later than the Friday prior to the meeting.
- The Board has regularly scheduled meetings from September-June, with a break for the months of July and August.
- The Annual General Meetings for the Shareholders and Directors occur annually in the month of June.
- Committee meetings are at the call of the Chair.

Regional Map

Wild Rose Economic Development Region





Community Futures



Wild Rose

**ANNUAL
REPORT
2021-2022**

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MESSAGE FROM THE CHAIR

Community Futures Wild Rose is entering its 33rd year of operation. After three decades our mission remains unchanged; to contribute significantly to the economy by creating jobs and new opportunities, as well as community economic development in the beautiful Wild Rose region.

As we reflect on the past year, we are extremely proud of the ways in which we continued to support our clients through a second year of the pandemic. These past two years have been challenging for our business owners but have served to strengthen CFWR's resolve in investing in CED projects to provide workshops, training and advisory services to elevate our entrepreneurs and ensure their success.

CF Wild Rose provided financial support to 45 businesses representing \$1.3M in loans this year. These businesses had access to technical assistance, training and business coaching services, minimizing our lending risks while boosting the outcome of short and long-term success.

Thank you to the following Board members that finished their term in 2021: Joe Pedersen, Tari Cockx, Corey Fisher, Lucy Ann Daubert, Frank Friesen, Irv Morey, Dalia Cheshire and Marilyn Sept. We would like to extend a warm welcome to the following new Board members appointed: Rhonda Laking, Mike Wetzstein, Mel Foat, Les Schultz, Leah Smith, Richard Bryan, Jason Montgomery, and Dennis Hazelton.

I want to take this opportunity to highlight the numerous and significant contributions of the late former Board member of CF Wild Rose, Cheryl Lumley. Councillor Lumley served our Board for the full 9-year term and served as our Loan Sub-Committee Chair for a number of those years. Cheryl passed away earlier this year and will be greatly missed by those who were fortunate enough to know her.

In April, our Board of Directors gathered in Rosebud for a Strategic Planning Session which identified our new strategic priorities for 2022-2025. We look forward to the opportunity to serve our communities in new and exciting ways. We will be emphasizing our commitment to increase training services, elevating our engagement with partners, and further strengthening our lending portfolio. These initiatives will continue to foster business growth in our region.

Thank you to our clients and partners for your trust in CF Wild Rose and its team throughout these challenging times. We are confident in our new strategic direction and are well positioned for a bright future.

With gratitude,
Amber



EXECUTIVE DIRECTOR

REPORT

Welcome to the Annual General Meeting for the fiscal year ending March 31, 2022.

In the 2021/22 fiscal year, we had one of our strongest years in delivering Community Economic Development projects. These projects had vital impact as we provided supports in:

- Mental health for entrepreneurs as they navigated the effects of covid on their business;
- Marketing assistance as entrepreneurs pivoted to new realities for their business;
- Financial management training;
- Diversity and inclusion training, with the delivery of a program to welcome persons with disabilities to their teams

Additional information on our results, and more detailed descriptions of these notable projects, are discussed further in this report.

As always, our primary objective is to drive business success and foster community economic development in our region. The vision for next year is to increase the number of training programs and workshops. We will also be launching the Digital Economy Program; our largest partnership program in over a decade with 16 municipal partners and all five chambers in our region participating in this important initiative.

Further, CF Wild Rose has a healthy investment account. We are financially well-positioned to reignite our communities by investing in new opportunities and assisting businesses to keep growing and thrive in our region.

I would like to extend my sincere thanks to our Board members for their ongoing commitment to the CF Wild Rose region and its local entrepreneurs. In November we had nine new Directors join our Board and we are thrilled with the new vision they have created for our 2022-2025 Strategic Plan.

We look forward to delivering these objectives in the coming years. Refreshing our values will keep us focused, inspired and resolved. A renewed focus on training programs to elevate our entrepreneurs for success is one of our key priority areas.

I would also like to extend a special thank you to our team. Each year our passionate, insightful and dedicated staff offer a range of professionally designed programs and projects that consistently exceed our partners expectations. The success CF Wild Rose has experienced can be attributed to their efforts and the professional assistance they offer every day. We are truly grateful for their service to our region.

With appreciation,
Chantale



CULTIVATING GREAT ENTREPRENEURS

Training, Guidance, and Financial Support for Small Business Owners

The best way to start or expand a successful small business is by connecting with the right kind of support. Community Futures Wild Rose staff offer a wide variety of business coaching and training services, as well as flexible business loans. We're always here for aspiring and seasoned entrepreneurs alike - no matter what stage their business may be at.

Getting The Skills They Need To Succeed

We offer many different types of training programs and business advisory services all intended to help business owners and entrepreneurs improve their business management skills so they can improve their businesses or build new ones. We provide business skills training on multiple business topics, such as market development, human resources, bookkeeping, finance, business analysis and more.

Our small business programs provide training and support for rural businesses across the Wild Rose region. Our goal is to help businesses thrive by offering access to specialized services which strengthens their business, ultimately strengthening our communities.

Business Startup and Entrepreneur Loans in the CF Wild Rose Region

Aspiring new entrepreneurs that live in a rural community in the Wild Rose region may be eligible for a First-Time Entrepreneur Loan. We know that turning business dreams into reality is difficult at the best of times, and that for the first-time entrepreneur, getting financial assistance through normal lending channels is tough. So we created the First-Time Entrepreneur Loan to help turn dreams into a reality! We also offer business coaching and training services to help them become a profitable, self-sufficient and successful business owner.

We recognize that growing a business can be hard.

When it is time to expand a business or grow into a new market, funds might be limited. We get it, and helping entrepreneurs to scale is what we love to do here at Community Futures Wild Rose. We know that expanding a business is exciting, yet challenging.

We've been helping small business owners and entrepreneurs in Wild Rose for the last 30 years. We're business owners too - and we know what it takes to launch, grow, and scale a successful business in our region.



STRATEGIC PRIORITIES:

2022-2025



CFWR Board of Directors: Wade Christie, Amber Link, Chris Armstrong, Leah Smith, Flo Robinson, Rhonda Laking, Mike Wetzstein, Karen Ursu

Absent: Bryan Peever, Mel Foat, Les Schultz, Richard Bryan, Jason Montgomery, Dennis Hazelton

CFWR Marketing/Awareness

A clear marketing strategy is being developed that will revolve around the organization's value proposition; which communicates to our clients what CF Wild Rose stands for, how it operates, and our 'why' or mission to elevate small businesses in our region.

Collaboration and Partnerships

Maintaining deep relationships with our partners will be a targeted focus in the coming years. Successful partnerships allow our organizations to draw on each other's strengths and grow businesses in our region.

The ability to leverage partner resources, subject matter expertise and innovation will allow us to multiply our impact in serving our business owners.

Resource Sustainability

In the broadest possible sense, sustainability refers to the ability for our organization to maintain or "sustain" itself over time.

Additional revenue streams must be considered to ensure long-term sustainability as funding has remained static for over a decade. We will achieve this through our CED projects and business training programs.

Programs/Services

Maintain and enhance client services as per the four pillars of the Community Futures program:

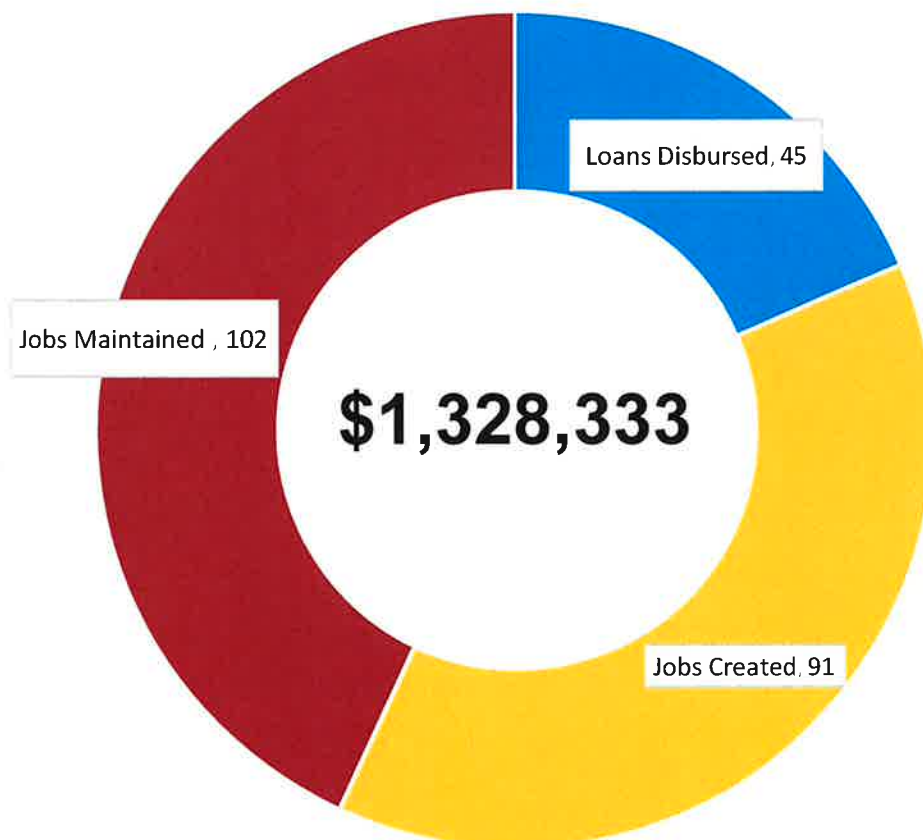
- Loans
- Business Coaching
- Business Training
- Community Economic Development

COMMUNITY INVESTMENTS

2021-2022 FISCAL YEAR LOANS AND JOBS CREATED/MAINTAINED:

■ Loans Disbursed
 ■ Jobs Created
 ■ Jobs Maintained

TOTAL



INVESTMENTS

INTO OUR COMMUNITIES

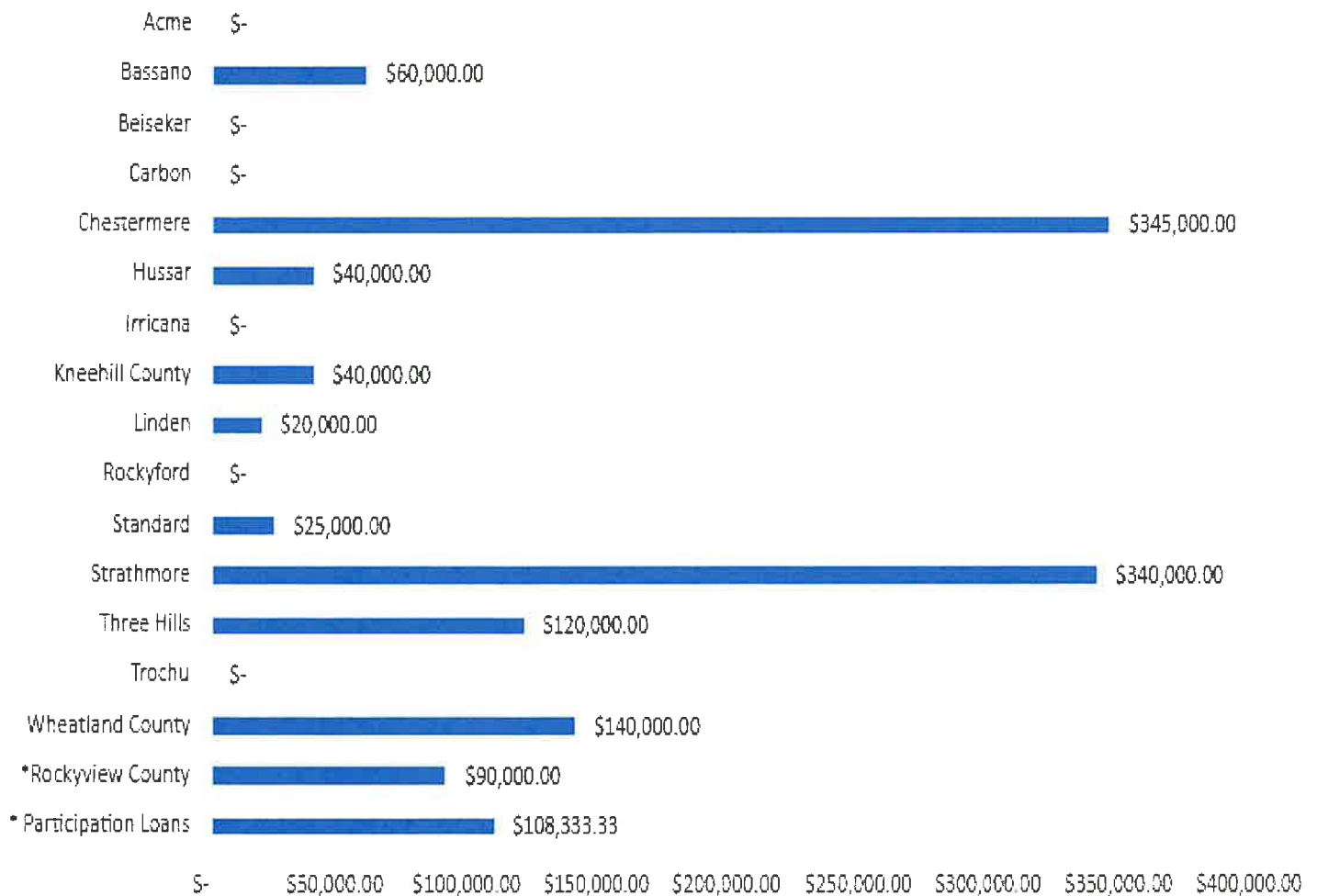
TOTAL AMOUNT OF LOANS DISBURSED PER PROGRAM:

PROGRAM:	DISBURSED:
Regional Relief & Recovery Fund:	\$880,000
General Investment Fund:	\$220,000
Youth Loan:	\$120,000
Pari Passu (Partnership) Loan:	\$108,333
Community Business Investment Partnership (CBIP) Loan:	\$0.00
Total:	\$1,328,333

TOTAL AMOUNT OF LOANS DISBURSED PER SECTOR:

SECTOR:	DISBURSED:
Accommodation and Food services:	\$80,000
Agriculture, Forestry, Fishing, and Hunting:	\$245,000
Arts, Entertainment, and Recreation:	\$358,333
Construction:	\$115,000
Manufacturing:	\$80,000
Other Services (including oil and gas):	\$145,000
Professional, Scientific and Technical Services:	\$120,000
Retail Trade:	\$120,000
Transportation and Warehousing:	\$40,000
Waste Management, Remedial Services:	\$25,000
Total:	\$1,328,333

INVESTMENTS BY COMMUNITY



INCREASING ECONOMIC EQUALITY: EMPOWERING WOMEN IN BUSINESS

One of our many goals this fiscal year was to address systemic and institutional barriers that women entrepreneurs face in accessing capital, which has been further exacerbated by the COVID pandemic.

Our partners at the Women Entrepreneurship Knowledge Hub and Leading Lenders have highlighted the following barriers that Canadian women entrepreneurs face:

- Over 83% of women-owned SMEs use their own personal financing instead of loans and are less likely to seek and receive financing than men (32% vs 38%)
- Women tend to own newer businesses in sectors that are less appealing to funders and have financial literacy gaps, resulting in discouraged borrowers
- Ownership percentages for Canadian companies:
 - 63.5% majority men-owned
 - 15.6% majority women-owned
 - 21% equal ownership (men/women)
- Some women experience discrimination through stereotypes or risk-averse behaviour and higher than usual interest rates are given due to biased risk profiles
- Women-owned businesses generate an average of \$68,000 less revenue than men who run similar businesses (a 58% gap), while also facing scale-up challenges



Knowing that these challenges exist, Community Futures Wild Rose has made it a targeted focus to build the capacity, confidence and leadership skills of women in our area. We are thrilled to report that in our Mastering Your Recovery Project 73% of our participants were women entrepreneurs. This past fiscal year, of the 45 loans we disbursed 20 were to women-led businesses (44%).

We are deeply committed to further participating in the progression of empowering women to succeed in business. Although we are proud of what we have accomplished we acknowledge there is still work to be done!



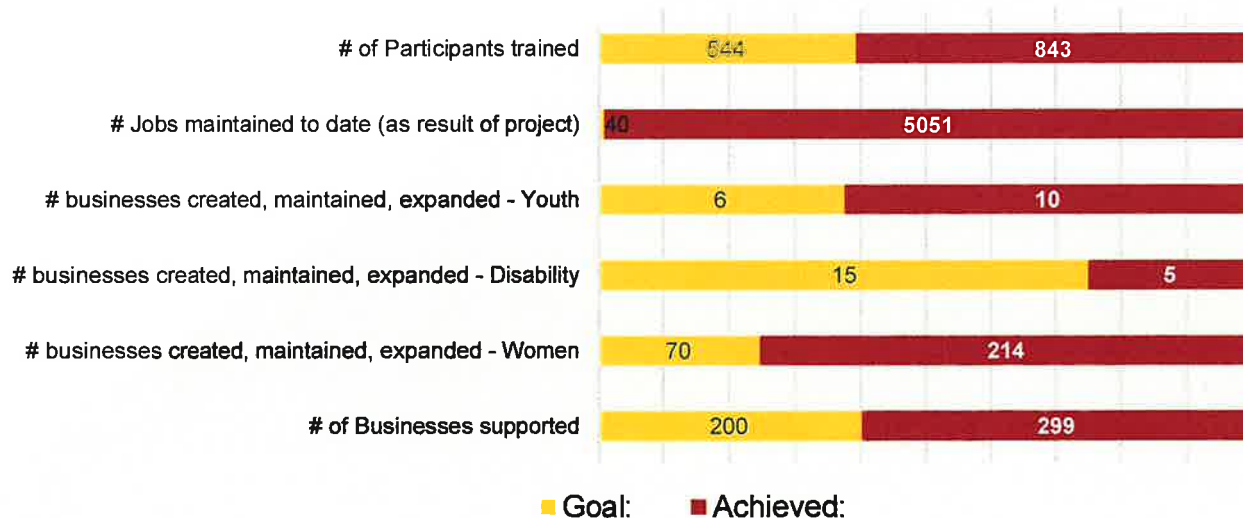
Succession Planning & Matching April 2020 – April 2022



ALBERTA SOUTHWEST | CENTRAL ALBERTA | CENTRE WEST | CROWSNEST PASS | EAST PARKLAND | HIGHWOOD | LETHBRIDGE | WILDROSE

The Succession Planning Project was created to address the need for succession planning education and resources within our rural entrepreneurial communities. This project was led by Community Futures Highwood and CF Wild Rose was one of seven CF partners that participated in this project. The purpose aimed to raise awareness of the issue and educate business owners about their 'circle of influence' such as CF staff, bank personnel, realtors, municipal government employees, etc; and to provide access to additional resources through our vendors. We have endeavored to create tangible results, most notably by assisting businesses transition to new owners while remaining a part of the local economy.

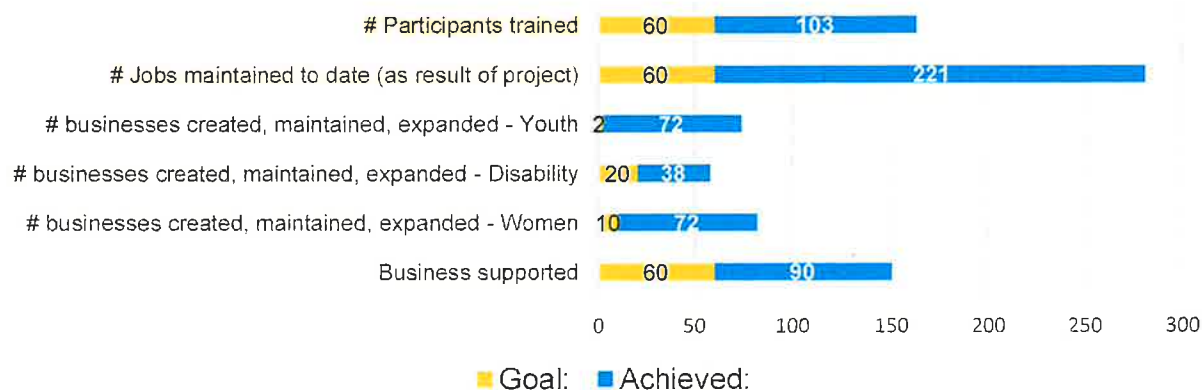
Succession Planning Project - Key Performance Indicators





The Mastering Your Recovery project was a two-part series to support businesses in receiving supports to assist them in the development of marketing strategies and access to training and counselling to pivot their business. Businesses could also receive mental health and wellness supports to cope with stress and build resiliency. A third phase of the project was added in November 2021 that focused on financial management. The project duration was April 2021 through March 2022.

Mastering Your Recovery Project – CFWR Key Performance Indicators



HIRE FOR TALENT:

BUILDING AN INCLUSIVE CANADIAN WORKFORCE



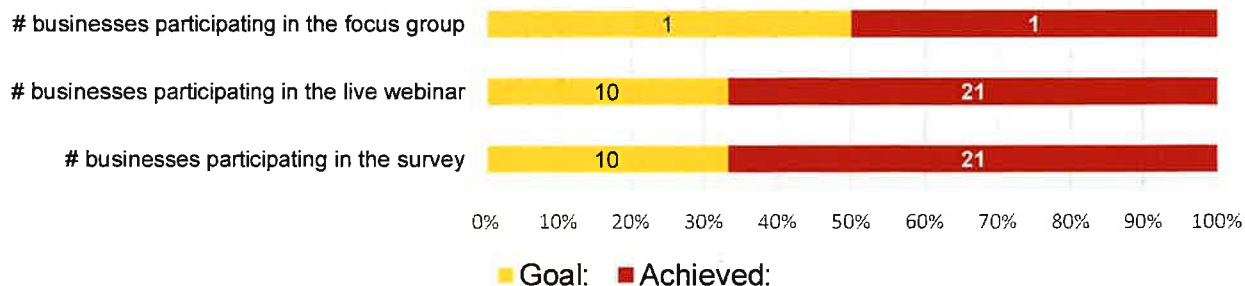
Hire For Talent is a national project that will deliver a Canada-wide awareness campaign aimed at increasing the confidence of employers when hiring people with disabilities. The awareness campaign also aims to increase employer knowledge about how people with disabilities are a talented part of the workforce. Hire For Talent also provides resources to help employers tap into this talent pool during their search for skilled workers.

COVID-19 has significantly impacted Canadian businesses, forcing many employers to adapt. The value of diversity and inclusion has never been as important as it is today. Employers seeking to recover from the pandemic will be looking to their teams for resilience and adaptability. Once the world shifts back to normal, businesses that foster an inclusive workplace and hire with diversity in mind stand to benefit the most!

The inclusion of people with disabilities generates measurable improvements in performance, innovation and company image.



Hire For Talent Project – CFWR Key Performance Indicators



The Digital Economy Program (DEP) project will run from January 2022 - March 2023. Our ambitious goal is to successfully support 400 businesses in the CF Wild Rose region.

We have engaged 16 Municipal partners and five Chambers of Commerce making this our largest partnership project.

Digital Economy Program



The Digital Economy Program is designed to help **small businesses take their businesses online**. This program, a partnership between Business Link and Digital Main Street, will help small businesses in Alberta undergo digital transformations and adopt eCommerce practices. **DEP is open to home-based or commercial small businesses registered in Alberta with less than 50 employees.**

The program consists of 2 parts:

- Digital Service Squads guiding businesses through digital transformation, and
- ShopHERE, powered by Google, guiding businesses through launching and managing their online stores

Small businesses can apply to participate in either one or both programs, **free of charge**.

Digital Economy Program

Be confident knowing you're reaching your customers online. Get a website set up for free through the Digital Economy Program.

Learn more at dep.businesslink.ca



This project is proudly supported by the Government of Alberta



COMMUNITY FUTURES Entrepreneurs With Disabilities Program

The Program Offers:

One-to-One Business Coaching

Our group of EDP Business Coaches (many of them entrepreneurs themselves) are available to all Alberta EDP clients and the Program covers the cost of their fees. Coaches are regionally located and work with your local Community Futures office to design the best program possible to launch or enhance a business!

Business Plan Creation

We can assist with creating a business plan so that it works as a roadmap for entrepreneurs and their business. Again, the Program covers this cost.

Business Resources

We can direct clients to available resources and business training in our community. EDP will cover the cost of all training, (to a maximum of \$3,000.00).

Getting the support they need to build their dream business.

We know that 1 in 4 people in Canada are working with some form of health condition and, quite often, the "disability" is not visible.

Community Futures Entrepreneurs with Disability Program (EDP) is an innovative program that helps people working with barriers or health conditions start and grow businesses.

We offer training, mentoring, loans and other financial support, and we are here to help every step of the way.

As part of the program, clients have access to one-on-one business coaching, access to loans, technology training, and mental wellness resources.

Eligibility for the Entrepreneurs With Disability Program

- Have a self-disclosed disability or ongoing health condition
- Live in rural Alberta
- Have a viable business idea
- Be able to contribute in some way to your business



CFWR KEY PERFORMANCE INDICATORS

Key Performance Indicator	2021-22 Target	Total Achieved
Strong rural community strategic planning and implementation		
# of local and regionally based community strategic plan(s) developed and/or updated during the year	3	3
# of partners engaged in community strategic planning (New & Ongoing)	10	10
Total # of community-based projects (New & Ongoing)	3	6
Total \$ Value of community-based projects (includes leveraged amounts)	\$12,000	\$20,388
\$ leverage value of community-based projects	\$35,000	\$161,965
# of partners engaged in community-based projects	10	86
Rural Access to Business Development Services		
# of businesses created, maintained, or expanded through business services	12	143
# of business training session participants	200	1717
# of business advisory services	200	466
Rural Access to Capital and Leveraged Capital		
\$ value of loans	\$900,000	\$1,328,333
# of loans	16	45
Amount Leveraged through Lending	\$90,000	\$961,019
Total of community-based projects AND Client loans that Align with WD/Government of Canada priorities	3	26



EDA AWARD 2022 - Economic Development Renewal Project

CF Wild Rose Agritourism Innovation Challenge

This challenge was designed to build a regional micro-cluster of innovative local businesses located within the CF Wild Rose service region.

The successful participation of 20 small businesses provided examples of innovation in the sector, grew new businesses within the cluster, and helped community stakeholders better understand the potential of agritourism.



ANNUAL REPORT 2021-2022

Community Futures Wild Rose
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Prairies Economic
Development Canada

Développement économique
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