

WD does not require a signed copy of the Annual Performance Report as the Board Motion will demonstrate Board approval. Please email, in WORD format only, a copy of the approved Annual Performance Report to xxxxxxxxxx@canada.ca by May 31, 2021

SECTION 1
Board Motion

Motion from your Board of Directors that approved the 2020-21 Annual Performance Report.

Date of Board Meeting:	May 10, 2021 – Motion made through email.
Motion:	To Approve the Annual Performance Report as presented.
Moved By:	Mike Laevens
Seconded By:	Raylene Packet

SECTION 2
Executive Summary on Overall Performance for 2020-21

Please provide a short narrative (half- to one-page) summarizing your organization’s overall performance, successes, challenges and issues for the past fiscal year. Highlight any governance improvements undertaken (board training, new policies, etc.)

CFSW has had some new board members join our board and some retire off in the last couple years. With that change, some of the procedures and policies we have discovered were outdated. CFSW decided this is the year to update bylaws, form new committees and hold meetings in those committees to come up with updated policies and procedures. We feel it engages our board members as well as being current with our policies.

Challenges for us as with many other offices, was the loan totals. In the COVID economy it was a struggle for small businesses and not many opened in our region. We were shy of the WED MPS number 8 loans however, we feel the RRRF loan fund made up for the shortage and allowed us to help some of the SME’s who needed it in the Pandemic. Being a support for them was just as important to us as starting new businesses. With the RRRF loan funding, the jobs maintained were equally imperative and proved to be a success for us.

Our biggest success came in the area of CED/BRE projects. We partnered with other Non-Profit Organizations in our region to bring a small business training website that delivers tools, resources and training for SME’s and Non-Profits in the form of webinars. We partnered for a project of the development of a Shop Local Website – free to vendors to use – that they can list their services and products in one place. Marketing the importance of shopping local and supporting our small businesses has become crucial in this economy. We partnered for a project that brought a necessary resource to all people in our region. A phone line that sources out all resources needed for mental, physical, and spiritual well being. A resource that is free to use and hooked to every outlet such as RCMP, Social Services, Sask Health, Salvation Army, Counselling Services, Addiction Services, financial services and so much more.

CFSW felt it important to pay attention to what our entire region needed to stay strong through these troubling times, and we worked this year at doing what we could to be a resource and partner in those areas! Changing locations to the downtown core also allowed us to be centralized and visual in the public. Bringing us closer to our partnering organizations, other FI’s allows us to be more engaged with what is going on in the city. Sharing office space with the local SC Chamber of Commerce makes sense to have business under one roof and work closely together for the same goal ... growing our regions economy. Helping our Small Businesses.

SECTION 3
RRRF Summary – Overall Performance for 2020-21

1. Please describe how your organization used the additional operating funding (\$66,000) you received under RRRF.

CFSW \$68,500 Breakdown:	
-Regional Phone line project	-Marketing costs of CFSW, RRRF
-Costs for Credit Searches – applications	-Relocation costs for new location
-Loan Portal, TEA Upgrade costs	-Upgrade of equipment, office furniture, supplies
-Training of Staff for financial literacy	-Board recognition and service gifts
-Bank Charges	-Bylaw Update – Lawyer costs
-PPE equipment, supplies, COVID cleaning contract services	-Common Goal costs to put Refresh Program Apps online

2. Please outline below the results you achieved with RRRF Funds.

RRRF Loans	# of Loans (Total)	\$-Value of Loans (Total)	# of Jobs Created, Maintained or Expanded
RRRF Results: Please outline below 1 or 2 success stories achieved with RRRF funds (2-3 sentences). This could be initiatives the CF implemented and/or client success stories.			
18	2	\$862,600.00	43 Jobs maintained
<p>CFSW success this year is based on our move to a new location. Both upgrading our image in the city with new signage, shared space with the Chamber, fresh new environment professionally designed for both staff and clients to enjoy. The RRRF fund allowed us the operating dollars to make this move.</p> <p>The second success we feel this year came hand in hand with this move, as this gave us opportunity to market the new space as well as the RRRF program. We were able to use those dollars to push our presence out into the region by way of radio marketing, mail out post cards, social media campaigns, CED projects, BRE projects, and CCU webinars. We have tracked a lot of the analytics coming back from these actions and are very happy with the success and numbers. Leading us to increasing our business contact numbers considerably this year!!</p>			

SECTION 4
Success Stories

Please provide three success stories with a short description, the role your organization played and why you feel this is a success for the community. *Note: Client approval should be obtained to share information about them.*

WD uses these stories to demonstrate the impact of the CFs in Western Canada and to outline concrete examples of positive outcomes for western Canadian stakeholders.

Client Name	Service Provided (loan, bus. services, comm. planning & implementation)	Description should include: <ul style="list-style-type: none"> Did it align with GOC/WD Priorities? What role did the CF play? Describe how this project/loan/service/initiative made a difference in the client’s organization and/or community? What were the final outcomes* from the activity? How has this positively affected the community? How has this service enhanced the economy in the community? (6-8 sentences)
Cre8tive Minds Early Learning Center	Loan – RRRF; Refresh Program Grant Funds	The business is a daycare; priorities of youth, female, and immigrant is all inclusive in this program. CFSW helped with funding and grant money to the business. The success is that 8 jobs were maintained through the Pandemic and the business did not shut down for any length of time. Providing a much-needed service to both parents(kids) and employees of the business. The need for this type of business in our community is imperative to keep jobs maintained. Without it, that would not be possible. Noting also they had to move from their existing location due to

		gov't regulations and had not CFSW funded them, this would not have been possible.
Source Point Therapy	Loan – RRRF	This was a small business owner that because of provincial regulations was forced to shut down for months. This became very difficult for the business owner to remain in business as he does not get paid if he is not seeing clients due to his line of work. CFSW funded him RRRF dollars allowing him to remain in business through the pandemic. The positive point in this was that this small business owner rents an office in his location to a second massage therapist (WD Priority - women business owner). Being able to open again when the province allowed him to, he and the other business owner were able to maintain their jobs and location. Two for the price of one so to speak.

*Examples of possible outcomes: jobs created, impact on the community, successfully assisted companies to enter global markets, new export sales for businesses, new office(s) opened in Western Canada, investment attracted to a business, new product(s) created or new service(s) created, successful joint venture established, etc.

SECTION 5
Alignment with Government of Canada and WD Priorities in key areas

Please describe the initiatives or projects your organization was involved in that aligned with the WD 2020-21 operational priorities listed below:

Inclusiveness: Enhance economic well-being and prosperity of under-represented groups in Western Canada. WD’s primary focus for this priority is on supporting Indigenous peoples and women, with a secondary area of focus on youth and persons with disabilities.

Cluster Growth: Clusters are networks of interrelated companies, researchers, investors and other partners working in a specific industry or region. WD will focus on supporting select clusters within: clean technology; value-added agriculture; advanced manufacturing; digital industries; clean resources; and health and biosciences.

	Strategy	Project/Initiative (2 – 3 sentences)	Outcome Achieved
1 (a)	Inclusiveness – primary focus on Indigenous peoples and women	Our 211 Phone Line Project that we partnered with our fellow Non Profit Organization, is our biggest success story that is all inclusive. A free service to those struggling with mental health issues, addictions, physical issues, financial issues. The resources provided from this resource is endless. The service strengthens our region our clients and the people in our province.	21 people used the service in the SW—as of March 31, 2021 Close to 30,000 used the service in the province of SK—as of March 31 800 Engagements from the site was the analytics for the 3 months its been launched. Of those 800 engagements, 800 have viewed our logo as it is included on all marketing channels for this service. *We receive monthly data of the services acquired from this service specifically to the SW Region.
1 (b)	Inclusiveness – secondary focus on youth and persons with disabilities	The project is inclusive to youth and disability as well as Women, and Indigenous.	The outcomes above include this sector and priority as well.

<p>2</p>	<p>Cluster growth – focus on specialized clusters within: clean technology; value-added agriculture; advanced manufacturing; digital industries; clean resources; and health and biosciences.</p>	<p>The closest project success we had to a Cluster Growth would be our SHOP SOUTHWEST website project. It would fall in the digital sector but I would consider this a win for us because of the partnerships that came of from this project. The City of Swift Current, The Swift Current Chamber of Commerce, Pebble Creative- Small Business; local, and Community Futures Southwest. Not to mention all the local vendors that came together to list on this website making it a huge success for Business Retention in our region.</p>	<p>Outcomes: -3 partnerships -Over 50 jobs maintained. -57 Vendors (small businesses showcased on the website) -17 Vendors trained and listing products on the website. -2600 products or services being listed on the website -8 businesses are owned by women -1 business is owned by new Canadian Analytics: -9472 engagements on FB page -5812 people viewed Shop Southwest ad on WHL Live stream (monthly total) -830 people reached with email campaign (monthly total) -14,000 people reached in mail out campaign</p> <p>*All numbers are based on monthly totals as of April 26, 2021. These will be tracked monthly for the next year and we expect huge increases as the website catches on.</p>
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SECTION 6
Performance Indicator Variance

In the table below, please ensure a detailed explanation is provided if your organization did not meet an MPS.

Performance Indicator	2020-21 Target	2020-21 Actual	If you did not meet an MPS, please provide a detailed explanation and a plan for ensuring the MPS will be met in 2021-22.
Indicate which Group the CF is in :		Choose your assigned group	
Total # of community based projects (New PLUS Ongoing)	5	41	
# of business training session participants	50	828	
# of business advisory services	350	345	
\$ value of loans (*)	\$400,000	\$862,600 \$680,000 RRRF \$182,600 Non-Rep	
# of loans (*)	8	20 18 RRRF 2 Non-Rep	
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	2	27	

*Total value of ALL loans and other investments approved where initial disbursements made

FOR REFERENCE ONLY:

MPS	GROUP 1	GROUP 2	GROUP 3
Total # of community based projects (New PLUS Ongoing)	2	2	2
# of business training session participants	400	400	300
# of business advisory services			
\$ value of loans	\$600,000	\$400,000	\$200,000
# of loans	12	8	6
# of Projects/Initiatives that align with GOC/WD priorities and (PLUS) # of Loans that align with GOC/WD priorities	3	2	1

SECTION 7
CF Web Reporting

Please provide the link to the 2020-21 Performance Results posted on your website.

2020-21 Performance Report on Website	https://cfsask.ca/southwest/southwest-about
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SECTION 8
Loans over \$150,000

Did your CF provide loans over \$150,000 in total to an organization in 2020-21 (i.e. include previous loans still outstanding)? Yes No

If **yes**, then please provide a list of all loans given over \$150,000 in total to an organization and provide the reasoning/justification behind providing those loans. Please use your internal file or client number and **not client name**. *Note: Your updated policy on loans over \$150,000 should have been provided to WD. If not, please attach to this report.*

File #	Amount	Rationale for Loans over \$150,000
123456	\$165,000	Explanation

SECTION 9
Syndicated Loans

Did your CF participate in any syndicated loans in 2020-21? Yes No

If **yes**, please provide a list of any syndicated loans your organization may have been a part of. Note: As per the Contribution Agreement (Attachment B, Investment Fund Terms and Conditions), each participating CF may only provide up to \$150,000.

Lead CF	Which CF reported the loan in the reporting system?	Amount Contributed by your CF	Total Loan Amount	Number of Partner CFs
CF South Central	CF South Central	\$132,600	\$132,600	4

SECTION 10
Loans with Interest Rates Less than Prime Plus 2% (Excluding RRRF Loans)

In 2020-21, did your CF provide loans with interest rates less than prime plus 2%, excluding RRRF Loans? Yes No

If **yes**, then please provide a list of all loans given and provide the reasoning/justification behind providing those loans with interest rates less than prime plus 2%. Please use your internal file or client number and **not client name**. *Note: Your new policy on interest rates less than prime plus 2% should have been provided to WD. If not, please attach to this report.*

File #	Amount	Interest Rate	Rationale for interest rate less than prime plus 2%
123456	\$165,000	Prime plus 1%	Explanation

SECTION 11
Investment Fund

3. WD Investment Fund Activity as of March 31, 2021

Total Value of Loans Receivable	Total Number of Loans Receivable	Total Value of Loans Receivable over 90 days	Number of Loans Receivable over 90 days
\$2,988,380.56	55	\$507,378.41	8

4. Equity Investment / Related Entities / Subsidiaries as of March 31, 2021

Does your CF have investments in equity, related entities or subsidiaries as of March 31, 2021? Yes No
 If yes, please list them below.

Company Name	Percentage of Shares	Dollar Value
Blue Goose Biorefineries Corp.	.01%	\$48,000

5. FOR THOSE WITH A 3 YEAR AGREEMENT : Interest transfers up to 75% of net interest up to a maximum of \$100,000

Did the CF transfer interest in 2020-21? Yes No

If Yes, please list all interest transfers amounts, the activities, and the WD Investment Fund type. Note: Your updated policy on interest transfers should have been provided to WD. If not, please attach to this report.

Activity	WD Investment Fund Source	Amount Transferred
	Choose an item.	
	Choose an item.	
	Choose an item.	
	Choose an item.	

6. Interest transfers above 75% of net interest or \$100,000 (not included in Section 3) and all interest transfers for those with 1 year agreements

Did the CF transfer interest in 2020-21? Yes No

If yes, please list all interest transfer amounts, the activities, the WD Investment Fund type, and WD approved date. Note: Your updated policy on interest transfers should have been provided to WD. If not, please attach to this report.

Activity	WD Investment Fund Source	Amount Transferred	Amount and Date WD Approved
	Choose an item.		
	Choose an item.		
	Choose an item.		
	Choose an item.		

SECTION 12
Appeals

- Please report on the number of appeals the CF received in 2020-21. If there were no appeals, please enter “0” in the first box below.**

Number of Appeals	0
Basis for the Appeals (please list all reasons)	N/A
Number of Appeals Upheld	N/A
Number of Appeals Denied	0
Number of Appeals Pending Decision	0

SECTION 13 - OPTIONAL
Highlights

- This section is optional and is provided for you to show case anything the CF does that you feel may be different from other CFs. This could include; best practices, interesting processes, unique services, meaningful community based projects or events, etc.**

I would like to showcase our Refresh Program. Each year we run this CED grant program for the communities, organizations and RM’s in our region. Each year we have an enormous amount of interest and close to two dozen applications. The projects are unique, creative, and show initiative for growth of the infrastructure or sustainability of the community. The volunteers we witness that come together to finish these projects is inspiring! The programs outcomes for CFSW bring partnerships, leveraged dollars, contacts, visibility for community growth, and community involvement. This past year we funded 17 communities (applications) for a total of \$23,241.25. We have tracked the responses and the feedback for years in this program and always hear the same thing .. there are no resources, or financial help for RM’s and Communities and they look forward to our program each year because of that.

We enjoy this project the best. It’s exciting to see the creative ideas that come from the leaders of these communities and they spark new ideas for other communities, as well as best practices and success stories, that other communities can use and can benefit from.

The other project we are very proud of this year has been the CCU – Community Commerce United – webinar platform. Bringing business resources and training webinars to our SME and Non-Profit Organizations is very valuable in this troubled economy. The outcome of this project was working together with two amazing organizations: The Swift Current Chamber of Commerce and The United Way Regina. Bringing us together with the same focus in mind. Building an amazing product that will eventually be self-sustaining. The other spin off to this is that we have been showcasing local leaders in their fields, as the speakers for these webinars. Professionals who can talk and share of challenges and successes they have experienced that may help the attendees further in their roles. For the most part, the webinars are offered as a free service to the attendees or if nothing else, keeping the registration affordable is one of the main expectations we wanted to meet. For CFSW the outcomes were partnerships, leveraged dollars, business training MPS numbers, contacts, and business retention for our region. We are very proud of the success of this program so far.