



# Annual Report

---

## 2024 - 2025



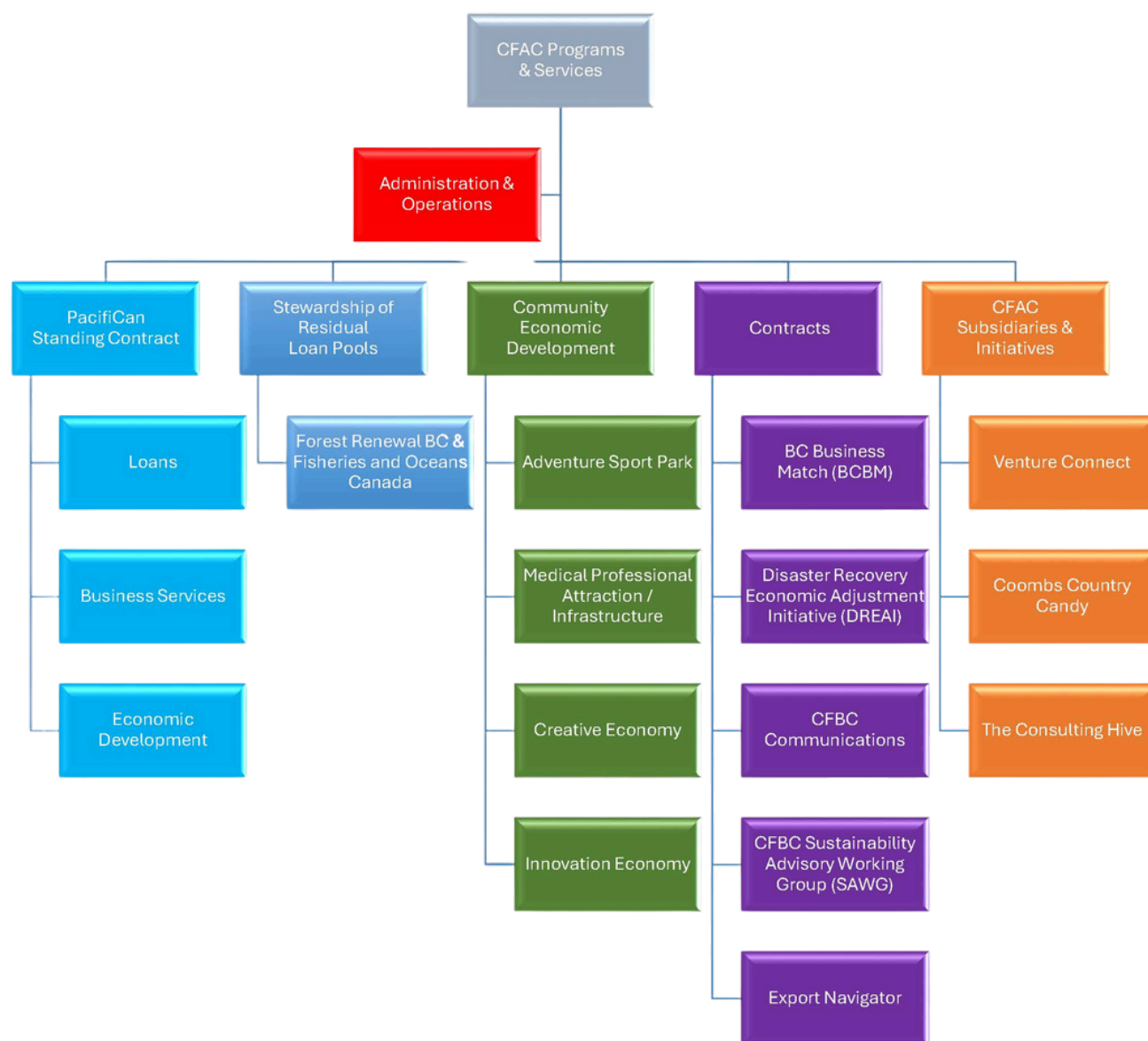
**Phone** 250-724-1241

**Website** [www.cfac.ca](http://www.cfac.ca)

**Email** [info@cfac.ca](mailto:info@cfac.ca)

**Address** 4757 Tebo Ave, Port Alberni

# Community Futures Alberni-Clayoquot



## CFAC Staff



**Lori Camire**  
Executive Director  
Team Member for 27 Years



**Ashley Van Vliet**  
Executive Assistant  
Team Member for 4 Years



**Susan Payne**  
Finance & Accounts  
Officer  
Team Member for 2 Years



**Meena Rai**  
Commercial Loans Officer  
Team Member for 4 Years



**Reana Miller**  
Communications &  
Community Development  
Team Member for 6 Years



**Rachael Corry-  
Danieluk**  
Communications  
Team Member for 2 Years



**Darrell Goertzen**  
Business Consultant  
Team Member for 13 Years



**Brady Calancie**  
Export Navigator  
Team Member for 5 Years

## Board of Directors & Committee Members

### Geoff Lindsay

Board Chair & Investment  
Committee Member  
Volunteer for 9 Years 3 Months

### Jerry Linning

Board Member & Investment  
Committee Chair  
Volunteer for 6 Years 8 Months

### Norm Donald

Board & Investment  
Committee Member  
Volunteer for 13 Years 2 Months

### Mary Dolen

Board & Investment  
Committee Member  
Volunteer for 2 Years 11 Months

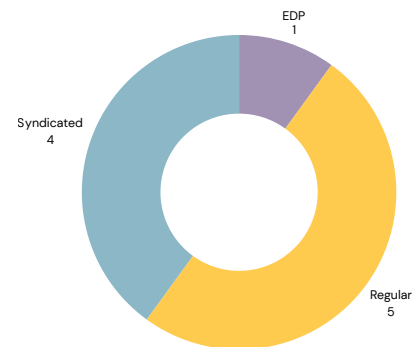
In fiscal 2024/2025, CFAC received 10 local and 4 syndicated loan applications from other Community Futures offices across BC. We approved 6 local loans; 1 was declined, 2 withdrawn, and 1 remains pending.

Small businesses in Tofino and Ucluelet continued to feel the effects of the 2023 Cameron Bluff wildfires, facing supply chain issues, labour shortages, and reduced tourism. These were compounded in 2024 by high Bank of Canada interest rates, which discouraged borrowing and investment. Additional pressures, like U.S. tariffs and political uncertainty, made long-term planning difficult, particularly for tourism and export-focused businesses.

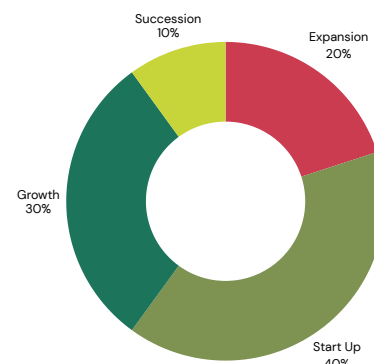
In response, we provided flexible financing and targeted advisory services to support adaptation and recovery.

The drop in portfolio value reflects the repayment of Regional Relief and Recovery Fund (pandemic emergency loan funds) to CFBC.

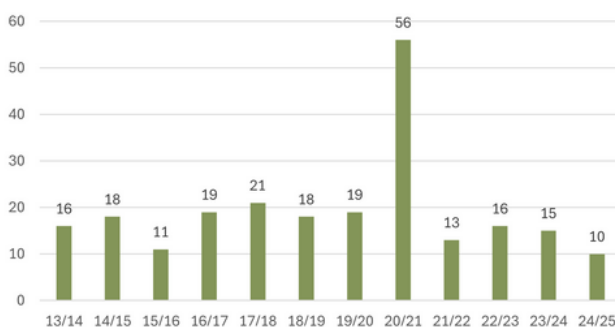
## Loan Products for Approved Loans



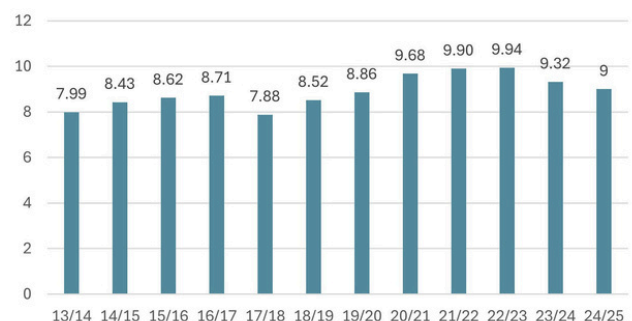
## Purpose of Loan



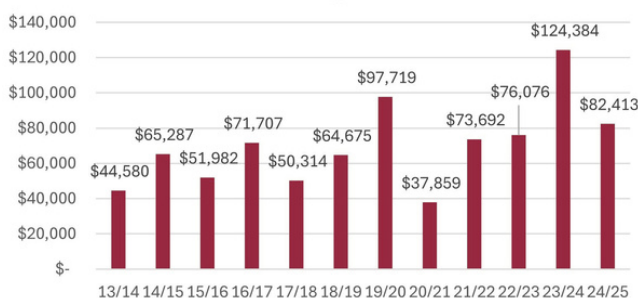
## Volume of Authorized Loans



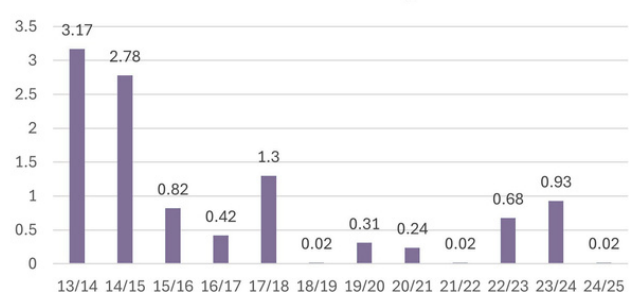
## Portfolio Value in Millions



## Annual Average Loan Value



## Write-off Percentages



## Adventure Sport Park Initiative

Project Partners:

- Alberni Valley Skatepark Association
- City of Port Alberni Parks, Culture & Heritage Department
- Riders of the Alberni Valley (ROAV)



CFAC continues to work with its partners to develop the park. Activities included: Researching funding opportunities, researching fundraising strategies and best practices, creating connections with professional mountain bike park designers, updating the park's core audience via e-newsletter, a delegation to the Alberni-Clayoquot Regional District, issuing community-wide surveys, in-person promotion at the City of Port Alberni's Summer Kick-Off event, a presentation at ROAV's AGM, and determining the needs for the park design and site preparation.

## Innovation Economy Initiative

City of Port Alberni's Community-Based Advisor Contract



This contract was successfully completed within the 2024/2025 fiscal year, delivering a wide range of strategic supports and community-focused initiatives. Over the course of the year, CFAC engaged with more than 500 small businesses in Port Alberni, providing one-on-one consulting provided to 50 businesses. CFAC provided a refresh of the ChoosePortAlberni.ca business/investment attraction and retention website, including commissioning a new logo from a local designer.

CFAC continued to support Blue Economy initiatives, building on the foundation outlined in the previous annual report. Writing assistance was provided for four grant applications to support the Blue Economy, Creative Economy and Adventure Sport Park. Support for the Creative Economy remained a priority, including promotional assistance for local initiatives and advisory and strategic planning contributions to the Community Arts Council. Promotional support, research and advisory services were also provided to Uptown merchants.

CFAC sourced and featured economic development highlights weekly in the Business Examiner's "Movers & Shakers" column, with broader distribution through ChoosePortAlberni.ca and its social media channels.

## Medical Professional Attraction and Retention Plan



### Laying the Foundation for a New Medical Facility in Port Alberni

Significant progress was made this year toward the development of a much-needed, state-of-the-art medical facility in Port Alberni. The proposed three-storey facility is designed to support a comprehensive range of healthcare services:

#### Main Floor

General Practitioners, a pharmacy, and a laboratory, supporting high-traffic, front-line medical services.

#### Second Floor

Specialist offices and a Training & Innovation Centre to support ongoing professional development and medical innovation.

#### Third Floor

On-site housing for medical personnel, helping address regional recruitment and retention challenges.

To move this ambitious project forward, Community Futures Alberni-Clayoquot (CFAC) supported local physicians in establishing the Alberni Valley Healthcare Fund Society (AVHFS), a dedicated corporate entity currently pursuing charitable status.

A suitable, city-owned site has been identified, and negotiations are underway between the City of Port Alberni and Island Health to facilitate a land swap that would provide AVHFS with the necessary property to begin development.

Progress has been driven by ongoing collaboration with stakeholders across the healthcare, government, and nonprofit sectors. CFAC's Executive Director has played a key leadership role, engaging with Island Health, local medical professionals, and all levels of government, while also securing the support of a former Community Futures manager with advanced lending expertise. In addition, the Executive Director has joined the board of the Oceanside Division of Family Practice, strengthening connections with regional healthcare leadership.

Momentum is growing, and with continued collaboration, groundbreaking is anticipated in early 2026.



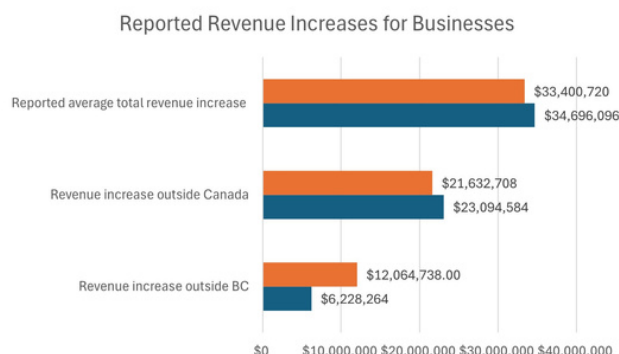
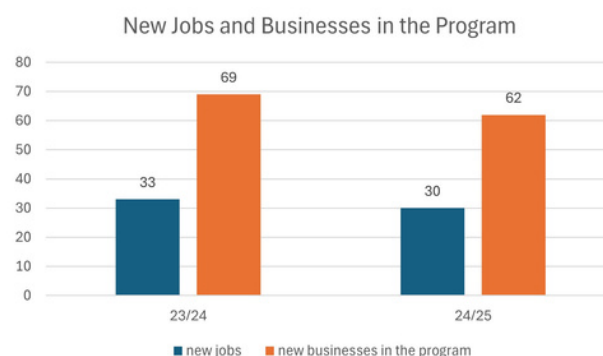
## Export Navigator

Export Navigator (EN) helps small and medium-sized businesses grow by supporting their entry into new domestic and international markets. Launched as a pilot in 2016 and formalized as a program in 2019, EN focuses on businesses in non-metropolitan areas. In 2023, federal and provincial funding enabled province-wide expansion. The program's community-based, in-person delivery model ensures streamlined access to business development support.

In December 2024, the Export Navigator program experienced a temporary disruption when its former administrator, Small Business BC (SBBC), declared bankruptcy. This unexpected development resulted in a six-week pause in program delivery. Since then, administration of the program has successfully transitioned to Community Futures British Columbia (CFBC), strengthening regional alignment and expanding the support network for long-term growth.

Community Futures Alberni-Clayoquot (CFAC) has played a central role in the development, delivery, and successful transition of the Export Navigator program:

- **Regional Oversight:** CFAC holds the contract to oversee the Export Advisor for Central to Northern Vancouver Island and Powell River.
- **Program Leadership:** As the lead Community Futures organization, CFAC has been involved since the program's inception and continues to serve as a key advisor on the Provincial Trade Advisory Committee and acts as the liaison between the Community Futures network and the Committee.
- **Program Transition:** CFAC was instrumental in introducing CFBC to the Province of BC and PacifiCan as the ideal successor to administer Export Navigator, and supported the negotiation and transition process following the bankruptcy of SBBC.
- **Executive Support:** Following the transition to CFBC, CFAC now provides Executive Support to the Director of Program Operations.



## Export Navigator

## Community Futures British Columbia Communications



Community Futures British Columbia (CFBC) has seen a significant expansion in its communications needs, reflecting the increasing scope and visibility of its programs and services. Strategic content creation and management were carried out across CFBC's social media channels, alongside the development of the CFBC Resource Hub model. Communications support was provided for the Resource Hub, with a major focus on the Rural Resiliency Initiative, Accessible Entrepreneurship Services, and myCommunityFutures. Internal and external newsletters were produced regularly, and feature articles were authored for the Business Examiner online magazine. Presentations were produced and delivered for Spring Training and live social media coverage was provided during the CFBC conference in Chilliwack. The CFBC website underwent a major refresh and redesign, and media releases were prepared and distributed throughout the year. Business success stories were created, contributing to broader promotional efforts. Additionally, a brand and campaign was developed and launched for the 40th anniversary of Community Futures, including legacy storytelling and the creation of new promotional materials.

### DREAI/myCommunityFutures (myCF) Communications & Information Technology



As part of CFAC's Communications contract with CFBC, we continue to implement a customized marketing campaign and actively promoted the myCF platform across CFBC's communication channels. While PacifiCan funding for DREAI concluded this year, CFAC dedicated substantial effort to supporting CFBC's preparations to sustain online learning and consulting services beyond March 31, 2025. CFAC's Helpdesk role, supporting the Program Ambassadors and the DREAI Steering Committee members concluded this year. Key activities included:



- Full redevelopment of the myCF website.
- Updates to internal systems to improve functionality and user experience.



- Re-invigoration of the myCF brand.
- Creation of hundreds of new, branded marketing materials.



- Development of content and instructions for a new shared marketing library.
- Ongoing social media content creation and management.



- Strategic marketing campaign development to support changes to the myCF platform.



Venture Connect & BCBM

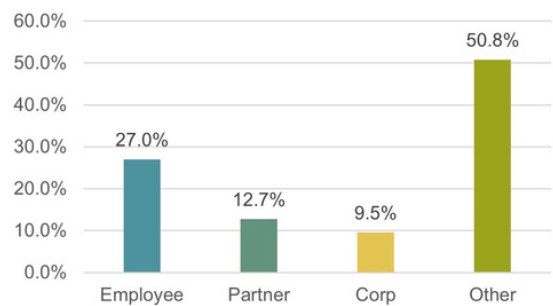
In 2024/25, Venture Connect was able to offer its most in-demand services at no cost through the BC Business Match program, thanks to generous funding from the Rural Economic Diversification and Infrastructure Program (REDIP) and Community Futures British Columbia’s Sustainability Fund.

Over the year, 444 business buyers and sellers received one-on-one advisory support, while 170 individuals attended 14 workshops. These efforts contributed to the successful sale of 47 businesses. Notably, nearly 75% of buyers were from the local area.

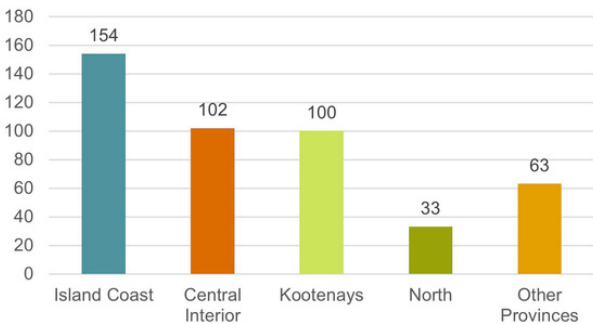
Building on this support, Venture Connect experienced a milestone year, delivering 63 high-impact services to Community Futures clients across the country. This national reach further solidified our role as a trusted partner in business transition and succession planning, helping entrepreneurs navigate ownership changes and strengthen long-term economic resilience in rural communities across Canada.



Buyer Relationship to Seller



Client Participation by Region



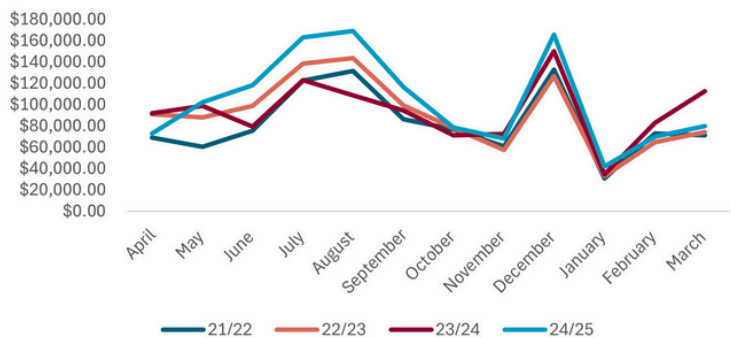
## Coombs Country Candy

Resilience and Recovery at Coombs Country Candy.

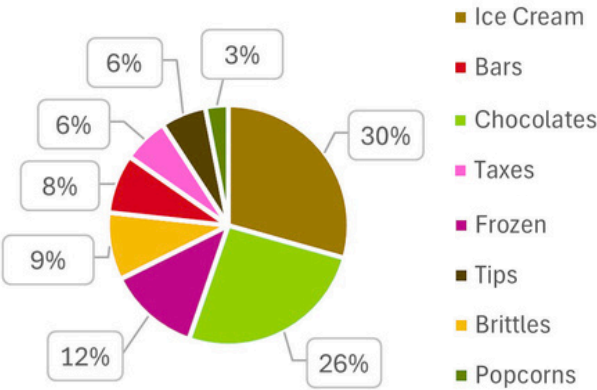
Following the disruptions caused by the Cameron Bluffs Wildfire in 2023, Coombs Country Candy demonstrated a strong recovery, achieving an impressive 11.2% year-over-year increase in revenue. The business also maintained stable staffing levels throughout the period, contributing to improved operational efficiency, with wage levels remaining consistent. These indicators reflect the organization’s resilience and ability to adapt in the face of adversity.



Gross Revenue Trend



Sales Data



## The Consulting Hive

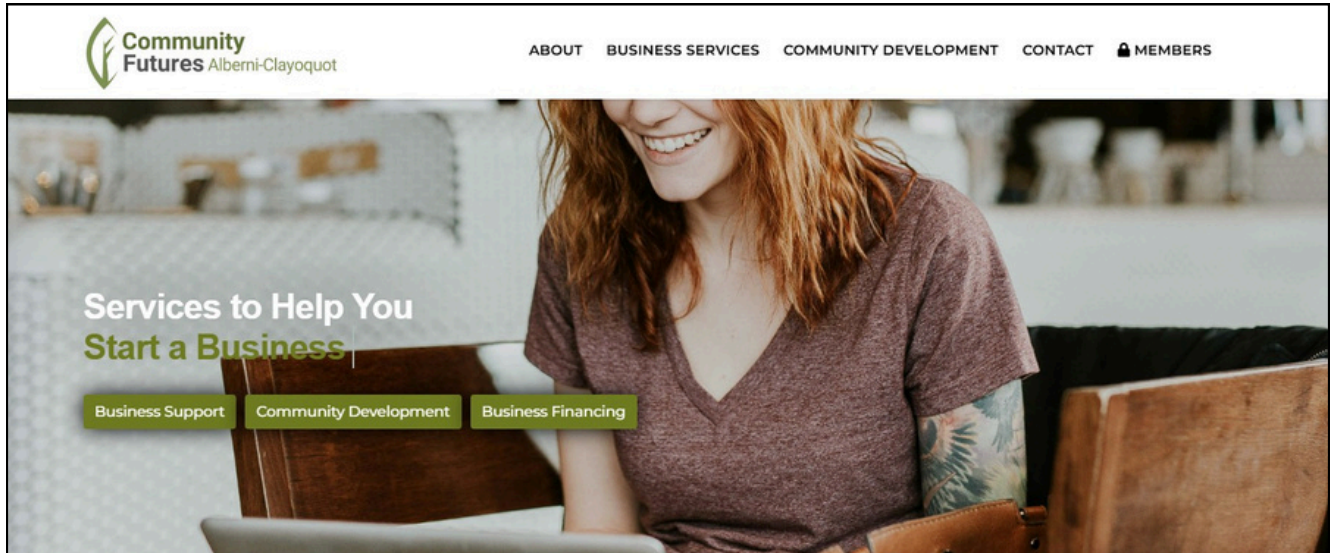
Since fall 2022, CFAC’s Consulting Hive operated with funding from the Disaster Recovery Economic Adjustment Initiative (DREAI), which ended March 31, 2025.

During this time, 40 consultants delivered 2,943 hours of expert support to 1,010 clients. Most received focused, short-term guidance—typically just a few hours—addressing their most urgent business needs.

Consulting Topic by Client Priority Client %



## Communications Efforts



Major refresh of the Community Futures Alberni-Clayoquot website to enhance usability and accessibility.



Management of the Sustainability Fund project in collaboration with Community Futures Boundary, "Celebrating Entrepreneurial Success Across B.C.".



Produced an animated video highlighting the history of Community Futures, presented at Spring Training.



Provided tailored marketing support to clients, helping to elevate their visibility and brand presence.

Community Futures is a program funded by the Federal Government. The CF Program supports community economic development and builds capacity of communities to realize their sustainable potential by helping them develop and implement local solutions to local priorities.

Community-Futures Alberni Clayoquot (CFAC) is an organization and administers the CF Program for the Alberni-Clayoquot region. CFAC also manages contracts outside of the CF program and thus these Performance Targets do not reflect total office results.

Community Futures Program Results <i>Via TEA Reporting System</i>		2024-2025 Results
<b>Strong Rural Community Strategic Planning and Implementation</b>		
1. Total number of community based projects (new and ongoing)		5
2. Total number of local and regionally based community strategic plans developed and/or updated		0
<b>Rural Access to Business Development Services</b>		
3. Total number of business training session participants		85
4. Total number of business advisory services		307
<b>Rural Access to Capital and Leveraged Capital</b>		
5. Dollar value of loans		\$983,775
6. Total number of loans		82
7. Number of jobs created/maintained/expanded through learning *estimated at time of lending		65



Pacific Economic  
Development Canada

Développement économique  
Canada pour le Pacifique