

Annual Report

2011 – 2012 Fiscal Year



Growing communities one idea at a time.

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MESSAGE FROM THE CHAIR



On behalf of the Board of Directors for Community Futures North Central Development, I am very pleased to provide the Annual Report for the 2011 – 2012 fiscal year.

Sincerely

A handwritten signature in black ink, appearing to read 'Frances McIvor'. The signature is fluid and cursive.

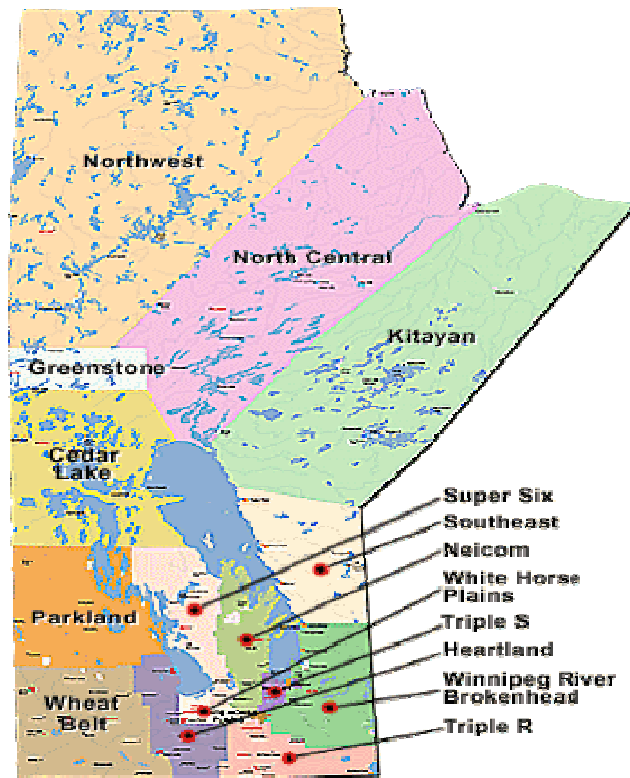
**Frances McIvor
Chairperson**



Grow with communities one idea at a time.

WHAT IS COMMUNITY FUTURES?

Community Futures Development Corporations help people develop the knowledge, experience, and attitudes that enable them to pursue their entrepreneurial goals. There are 90 CFDC'S across Western Canada actively working to mobilize their communities to achieve stronger, more sustainable futures. Community Futures North Central Development is one of the 16 CFDC's currently serving in Manitoba, and one of 5 in the north.



OUR MISSION

The North Central Community Futures Development Corporation Inc. will endeavor to bring together to support, develop and promote communities, individuals, organizations, businesses and other appropriate stakeholders within the North Central region, to encourage self-reliance and viability of the social and economic quality of life.

CORPORATE

2011 – 2012 Board of Directors

Directors:	Jennifer Massan	Churchill
	Darlene Beck	Cross Lake Community Council
	Ryan Castel	Cross Lake First Nation
	Victoria Henderson	Fox Lake First Nation
	Curtis Belfour	Town of Gillam
	Jim Chornoby	Ilford
	Vacant	Nelson House Community Council
	Marcel Moody	Nelson House First Nation
	Glen Flett	Norway House Community Council
	Wayne Anderson	Norway House Cree Nation
	Angeline Flett	Pikwitonei
	Norman Flett	Split Lake Cree Nation
	Charlene Mercredi	Thicket Portage
	Judy Kolada	Thompson
	Frances McIvor	Wabowden
	Lillian Spence	War Lake First Nation
	Vacant	York Landing
 Alternates:	 Bill Cordell	 Pikwitonei
	William Brightnose	Thicket Portage
	Reg Meade	Wabowden



Executive:

Chairperson:	Frances McIvor
Vice Chair:	Judy Kolada
Treasurer:	Wayne Anderson
Secretary:	Lillian Spence
Past Chair:	Glen Flett

Volunteers:

Gary Ceppetelli	City of Thompson
Roxie Binns	Thompson Unlimited
Danae McCullough*	Society for Manitobans with Disabilities
Noelle Halcrow	Cross Lake Community Council

*Has since left the Board of Directors of CFNCD



CORPORATE

2011 – 2012 Staff

General Manager: Tim Johnston

Administrative Officer: Tamy Burton

Administrative Assistant: Tara Ellingson
Kaylee Brabant*

Development Officers: Charlene Grant
Leann Brown
Michelle Pruder
Angelica Matiasek

Aboriginal Business Canada: Peter Rosenfeld
Phil Calnitsky

Corporate Office: 3 Station Road
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*Has since left the Corporation.



VISION STATEMENT

The North Central region of the future will have undergone unique changes to convert opportunities based throughout the region, including human resources, cultural diversity, and natural, environmental and historical significance into very positive and successful local production and regional use. This will have also produced a healthy, competitive and self-sufficient economy with an improved infrastructure, a common access to all current technology as well as a more balanced trade to the “South”.

On the human side, the North Central region will have increased awareness and understanding of the cultural diversity, produce an enhanced co-ordination, co-operation and communication, and a common trust among all political organizations within the region, and will have provided the regions youth with education and entrepreneurial spirit.

STRATEGIC GOALS

Administration

- To ensure the organization (board and staff) operates in an efficient manner

Community Development

- To build strong economic foundations within each of the communities in the north central region.

Business Development

- To enable residents and communities in the north central region to create wealth.



VISIBILITY, PROMOTION & MARKETING

Video Conferencing

In partnership with Canada/Manitoba Business Service Centre (C/MBSC), CFNCD continued to host video conference seminars.

Newsletter

CFNCD produces a semi-annual newsletter to promote the programs, services and up-and-coming events in the North Central region.

CFNCD provided examples of client success stories to CFM for their annual newsletter to highlight clients and businesses.

Media Exposure

Press releases in local media in this fiscal year included:

- “Welcome to Winter Event” (article in Thompson Citizen referencing Thompson Newcomer Settlement Services event, December 2011)
- “Thompson’s 50-year Santa Claus Christmas Parade drought ends with spectacular 2011 effort” (article in Thompson Citizen referencing CFNCD involvement in parade and coordinating committee, November 2011)
- “Third annual Artist, Crafters & Small Business Expo is a hit” (article in Thompson Citizen referencing CFNCD Business Expo event, November 2011)
- “Newman and O’Dea: Tales from the past, hopes for the future” (article in Thompson Citizen, September 2011)
- “Author Peter C. Newman and Second Cup co-founder Frank O’Dea to speak at Community Futures conference” (article in Thompson Citizen, September 2011)
- “Golden Ice Crystals: the cha-ching of cold weather testing” (article in Thompson Citizen referencing CFCND as playing a key role in initial stages of winter weather testing in northern Manitoba, August 2011)
- “Communities in Bloom kick-off” (article referencing CFCND support for Communities in Bloom, July 2011)
- “Nelson House Fishing Derby wins tourism award” (article in Thompson Citizen referencing CFNCD nominating Nelson House for the award, April 2011)

Advertisements

CFNCD advertises programs and services on a regular basis in local media. This fiscal year, CFNCD produced several advertisements including:

- Aboriginal Business Canada Program
- Annual General Meeting Notice
- Artist, Crafters & Small Business Expo
- Community Visits
- Entrepreneurs with Disabilities
- Growing Communities Ads
- Loan Programs
- SE Program
- Settlement Services Program
- Small Business Week
- Tourism Ads
- Vision Quest promotion
- Videoconference promotion
- Capacity Building Workshops
- Business Planning Workshop

Social Media

CFNCD began using facebook as an outlet to reach potential clients. The Thompson Newcomer Settlement Services program has a facebook page and CFNCD regularly posts information to the CFM / EDP facebook page.

Small Business Expo

In November 2011, CFNCD hosted the 3rd annual Artists, Crafters & Small Business Expo in Thompson at the St. Joseph's Hall. This event is for artists, crafters and small businesses who want to market their products to the public free of charge. Exhibitors are chosen by those who complete the exhibitor registration and return to CFNCD. The event was a great success with 26 exhibitors participating and over 500 citizens attending. As staff has done in the past, a follow-up survey was completed with exhibitors and feedback was positive. CFNCD staff will continue to promote this wonderful event and look forward to planning the 4th Artists, Crafters and Small Business Expo with hopes of attracting more exhibitors from our communities.

Community Visits

Each year, staff travel to communities in the North Central Region to attend trade shows, career fairs and to offer training in areas of community and business development. Communities in which staff traveled to in the 2011-2012 fiscal year include: Nelson House, Wabowden, Norway House, Cross Lake, Churchill, Gillam,

Website

CFNCD maintains a website offering information about programming, services and upcoming events. Public documents, reports, brochures and newsletters can be downloaded from the site.

A number of staff are trained on the maintenance and upkeep of the site. Website pages are kept current and the site is used as a tool for promoting upcoming events, community visits and meetings. In 2011 some design changes were made to reflect the Community Futures Conference. A button was created on the homepage that led to a sub-site that included all pertinent information on the conference.

- www.northcentraldevelopment.ca

COMMUNITY DEVELOPMENT SERVICES

Community Development Committee

Community Futures North Central Development provides support and assistance for community initiatives that enhance quality of life and viability of North Central communities.

The Community Development Committee meets on the third Tuesday of each month. A summer and December hiatus is taken as it is often difficult to achieve Quorum. The Committee met 5 times since the last AGM (June and October of 2011 and January, March and May of 2012). In months where quorum could not be met, staff compiled an update on all projects and provide it to the Committee.

The Committee was chaired by Darlene Beck (Incorporated Community of Cross Lake), Frances McIvor (CFNCD Chair, Wabowden) and Charlene Mercredi (Thicket Portage Community Council) also sat on the committee as a part of the CFNCD board of directors. Volunteers participating in the Committee were

Gary Ceppetelli (City of Thompson), Noelle Halcrow (Incorporated Community of Cross Lake) and Danae McCullough (Society for Manitobans with Disabilities – Norman Region).

Community Development Projects:

Skateboard Park: CFNCD continued to work closely with the City of Thompson and the Thompson Skatepark committee providing administrative support such as grant report writing. CFNCD's role in reporting is now complete and is in the process of turning over all remaining funds in the Skatepark account to the City of Thompson. The City will use the funds to finish development on the site (ie landscaping).

Tourism North: In partnership with the 2 other northern Manitoba Community Futures, Norman Regional Development Corporation, Thompson Unlimited and the Town of The Pas, a regional tourism committee was struck in 1999 to deliver a tourism marketing plan in the north. CFNCD was contracted on a fee-for-service basis in the 2011/2012 year to coordinate Tourism North efforts. Tourism North completed an ad campaign and a direct mail campaign, distributed and promoted the 2nd edition of Nextstop – the only regional tourism guide for northern Manitoba, completed a special project to develop and promote RV itineraries, completed two highway sign projects, continued work on the accessible lakes project, maintained a tourism website, attended trade shows and began work on a northern golf initiative.

Entrepreneurs with Disabilities: This program is funded by Community Futures Manitoba. In the 2011/2012 fiscal year CFNCD partnered with CFM to promote the Accessible Laptop Project and continued to offer the EDP loan program to clients who self-declare a disability. Work began in this fiscal year on a capacity building project in partnership with the Canadian Mental Health Association – Thompson Region to offer a workshop addressing mental health barriers to entrepreneurs and service providers in the region.

Settlement Services: In partnership with the City of Thompson, Manitoba Competitiveness Training and Trades (MCTT), Thompson Immigrant Women's Association, Burntwood Regional Health Authority (BRHA), Vale, Ma-Mow-We-Tak Friendship Centre, the School District of Mystery Lake and the Multi Cultural Centre, CFNCD houses and supports a Newcomer Settlement Services Coordinator that works directly on settlement related issues with newcomers. Two special events were coordinated this fiscal year to promote the program – a summer Welcome BBQ and a Welcome to Winter Event. Funding for the project comes from the Manitoba Immigration Integration Program.

Vision Quest: CFNCD continues to play a role in the coordination of the conference as a member of the conference planning committee and has volunteered during the event. Vision Quest is a non-profit charitable organization formed through partnerships with six Community Futures Development Corporations to promote Aboriginal business and community economic development. In May 2011 Vision Quest celebrated the 15th annual conference with the event being an undeniable success with over 1,000 individuals attending. Over the past 15 years, over 10,000 people have attended the event.

Growing Communities Program: CFNCD launched in April 2010, a pilot project called the "Growing Communities Program". This program is a funding opportunity for communities in the north central region

(up to \$2,500 available per community for community economic development initiatives). In the 2011/2012 fiscal year, three applications were received from two of north central's communities. The applications did not meet criteria and were not funded. As per the original commitment of CFNCD, the Growing Communities program's third and final year will be the 2012/2013 fiscal year.

Environment Programming: CFNCD continues to act as a resource to various organizations working on environment programming (scrap metal projects, recycling, greenhouse gas emission reduction, etc.). CFNCD has researched resurrecting a northern Manitoba scrap metal recycling and reassessment study (2007) and will continue to look for funding avenues as it continues to be a concern in the north.

Community Futures Conference: CFNCD hosted the annual provincial Community Futures conference in September of 2011. Partners on the conference planning committee included: Community Futures Greenstone, Community Futures Cedar Lake, Community Futures Manitoba, Vale and Thompson Unlimited. Over 100 delegates, speakers, sponsors and volunteers participated in the event. Keynote speakers included Peter C. Newman and Frank O'Dea. The conference marked Mr. O'Dea's first visit to Thompson and today he is still involved with the community, researching possible business ventures (affordable housing).

The conference also included a Welcome Reception with a northern flavor (featuring the Tataskweyak Cree Nation Starlite Dancers, Aboriginal artists from around the region, northern cuisine and welcoming remarks), Mobile Learning Sessions (focuses included Economic Diversification, Tourism and Business and Aboriginal Relations), a Vale reception that included company ambassadors, interactive displays and fantastic food, pre-conference training delivered by CFM, an in-depth look at diversification during case-study workshops delivered by Community Futures Alberta, a marketing workshop delivered by Volker Beckmann and a Gala Banquet that featured northern communities.

CFNCD secured \$31,200 in sponsorship dollars for the conference and received \$32,350 in registration and other revenue from the event. The cost of the event was just over \$89,000, CFNCD contributed \$25,785 out of operating to this project.

The November 2011 North Central News focused solely on the conference and was distributed to all sponsors, partners and participants.

Bayline Rail Service Delivery: CFNCD coordinated a roundtable meeting (including northern Manitoba bayline communities, OmniTrax and VIA Rail) in November of 2011. The meeting was attended by most communities and was an opportunity to express concerns and hear directly from the two companies on maintenance plans and any service updates. CFNCD continues to communicate on a regular basis with the two companies.

Thompson Economic Diversification Working Group: CFNCD participated in TEDWG sub-committees (Housing, Education & Training, Regional Infrastructure, Regional Branding) that look at diversification opportunities for the region this fiscal year. The TEDWG was struck when Vale provided some dollars to the City of Thompson following the announcement of plans to close the smelter and refinery in 2015.

Lender's Luncheon: CFNCD hosted a Lender's Luncheon in February 2012. The event was well attended with approx 25 people in attendance. They included representatives from Thompson Chartered Banks and Credit Union, CEDF, Thompson Unlimited, Kendall Pandya Chartered Accountants and Huberdeau Coggan LLP. The event included a presentation on CFNCD programs and services, a presentation from Susan Bater (Community Futures Manitoba EDP Coordinator on the EDP program) and a roundtable discussion with all attendees. This event is important to ensure all lenders are aware of programs and services offered at CFNCD and network.

Business Planning Workshops: Workshops were facilitated on the topics *Personal Budgeting* and *How to Start a Small Business in Manitoba* in Norway House and Cross Lake.

CFNCD partnered with the Province of Manitoba Small Business Development Branch to coordinate a 3-Day Business Planning Workshop in November 2011, however this was postponed until May of 2012.

Workshops on Entrepreneurship was offered to grades 7⁺ in Wabowden and Norway House.

Videoconference training was again offered free to the general public throughout the fiscal year in the CFNCD boardroom.

Rotary Park: CFNCD began a partnership with the Rotary Park Development Association this fiscal year in order to apply for funding from the provincial Neighborhoods Alive! program.

Churchill Northern Studies Centre: CFNCD assisted the CNSC with strategic planning related to a more sustainable business plan for the Centre. The need for a new plan became a focus for the Centre following the opening of their new state-of-the-art facility (Fall of 2011). CFNCD coordinated pre-strategic planning session questionnaires with the CNSC board & staff as well as a two-day strategic planning session (February 2012). The goal of the work was to refocus and think of new ways for the Centre to become financially self-sufficient in the future. Information gathered from the session and questionnaires has been compiled into a draft strategic plan which was provided to CNSC in March. CFNCD plans to continue to work with the CNSC to finalize the plan.

This project fits with WD's new priorities (in particular bringing new services to market and increasing the presence of Western Canada in global market).

Office Space Rental Contracts: CFNCD partnered with the Northern Manitoba Sector Council to provide office space in the 2011/2012 fiscal year.

BUSINESS DEVELOPMENT SERVICES

Business Development Committee

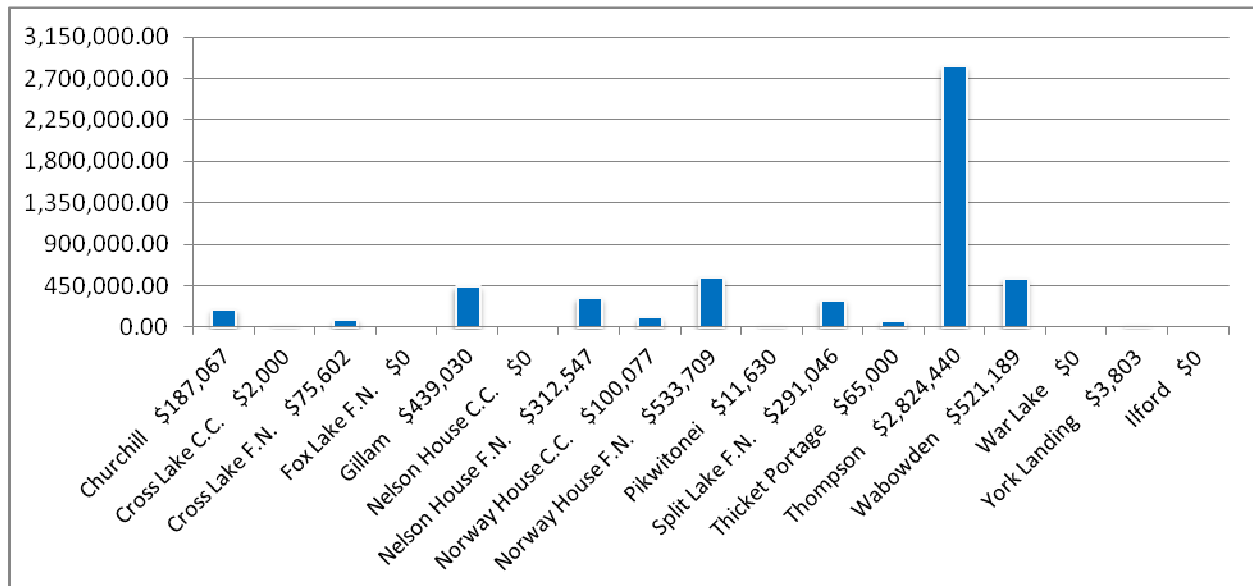
The Corporation acts as an alternative lender and manages investment funds that are used to provide business loans to help finance business purchases, start-up and expansions. The Business Development Committee (BDC) reviews each application and awards or declines loans. The Business Development Committee generally meets on the first Tuesday of each month to review new loan applications and administer existing loans of the Corporation. The committee met 4 times in the 2011-2012 fiscal year.

Loan Portfolio

The Corporation manages a one million dollar business loan portfolio and an additional \$40,000 from Business Development Bank of Canada to administer the Peer Credit Loan Program.

CFNCD's investment funds are revolving, with repayments on loans being reinvested to provide the availability of loan funds for entrepreneurs to start business. In 2011-2012, 7 loans were extended in the amount of \$430,978.

CFNCD's Investment Fund has assisted 13 of our 17 Communities since inception.



Investment Fund Distribution, by community

Loan Portfolio Performance

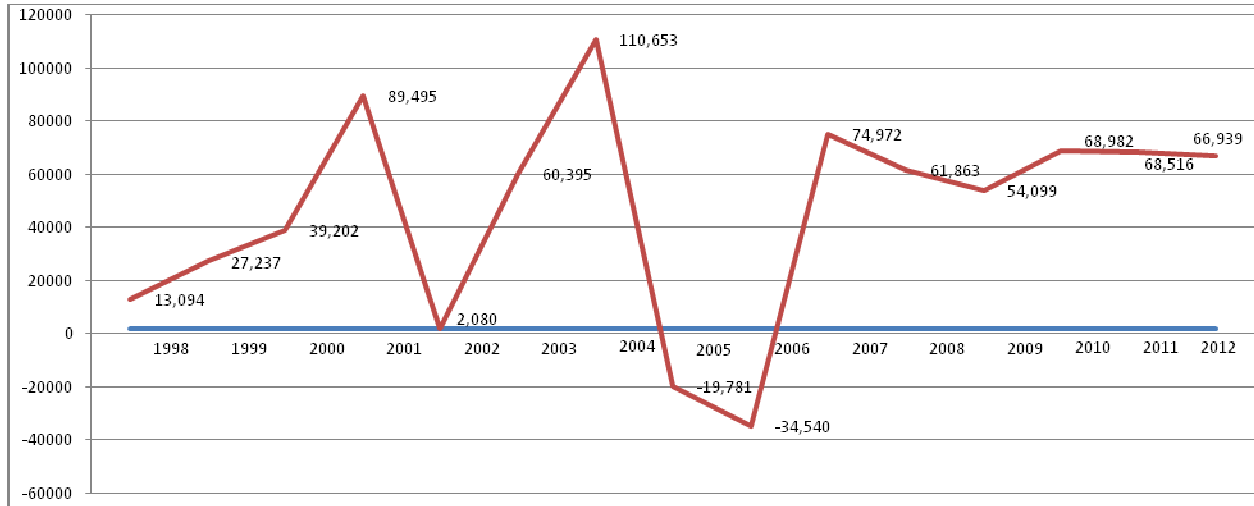
Since inception in 1997, CFNCD has approved 235 loans valued at \$5,366,141.00.

Business Development staff has since inception worked diligently on loan fund management. This is critical due to the small size of the fund. As at March 31, 2012, the Corporation carried \$12,500 as an allowance for doubtful debt. In 2011/12, the Corporation recorded \$3,132 in recoveries.



Empowering communities one dollar at a time

Note that the net income (loss) for the Investment Funds, (as per Kendall & Pandya Chartered Accountants) since inception, are as follows:



1998:	\$ 13,094.00	2003:	\$ 60,395.00	2008:	\$ 61,863.00
1999:	\$ 27,237.00	2004:	\$ 110,653.00	2009:	\$ 54,099.00
2000:	\$ (39,202.00)	2005:	\$ (19,781.00)	2010:	\$ 68,982.00
2001:	\$ (89,495.00)	2006:	\$ (34,540)	2011:	\$ 68,516.00
2002:	\$ (2,080.00)	2007:	\$ 74,972	2012:	\$ 66,939.00

Self Employment Program

The Self Employment (SE) Program is designed to assist unemployed Manitobans create jobs for themselves by starting their own business. In 2011-12, 7 clients were accepted into the SE Program, 4 of those clients are currently in the business planning stage and one has successfully launched a business.

Peer Credit Program & Business Development Bank of Canada

The Peer Credit Program increases financial skills and knowledge to the members in their communities. To date, 68 loans have been approved and 1 group remains active.

Canadian Youth Business Foundation (CYBF)

CFNCD partnered with the Canadian Youth Business Foundation to provide start-up and business resources, mentoring and financing to youth between the ages of 18-34 years.

Aboriginal Business Development Program

The 2011/2012 fiscal year was the 13th year that Community Futures North Central Development (CFNCD) has delivered the Aboriginal Business Development Program (ABDP) (formerly the Aboriginal Business Canada Program - ABC) for northern Manitoba. The ABDP – CFNCD relationship was extended for the 2011-2012 fiscal year. Promotion of the Aboriginal Business Development Program and CFNCD loan programs within the region are provided by an External Delivery Officer (XDO) and a Business Support Officer (BSO). The BSO position is partially funded by CFNCD (25%) and (75%) ABDP.

Over the course of the year, the Aboriginal Business Development Program approved 10 projects whereby contributing \$1,733,350.

The ABDP assisted clients and businesses in the following north central communities throughout the last year: Cross Lake, Fox Lake, Gillam, Nelson House, Norway House, Tataskweyak Cree Nation, Thompson, Wabowden and War Lake First Nation.



APPENDIX 1
AUDITORS REPORT

KENDALL & PANDYA

Chartered Accountants

300-31 Main St., P.O. Box 175, Flin Flon, MB R8A 1M7 (204) 687-8211 Fax 687-2957
118 Cree Road, Thompson, MB R8N 0C1 (204) 778-7312 Fax 778-7919

Partners.... David Kendall, FCA *
Manisha Pandya, CA *

* Operating as professional corporations

**AUDITOR'S REPORT
ON COMPLIANCE WITH AGREEMENT**

We have audited the North Central Community Futures Development Corporation's compliance as at March 31, 2012 with the criteria established in the Contribution Agreement between Western Economic Diversification and the CFDC dated April 1, 2006 and amendment #6181. Compliance with the criteria established by the provisions of the agreement is the responsibility of the Board of Directors of the CFDC. Our responsibility is to express an opinion on the compliance based on our audit.

We conducted our audit in accordance with Canadian auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the CFDC complied with the criteria established by the provisions of the agreement referred to above. Such an audit includes examining, on a test basis, evidence supporting compliance, evaluating the overall compliance with the agreement, and where applicable, assessing the accounting principles used and significant estimates made by management.

In our opinion, the CFDC is in compliance, in all material respects, with the criteria established by the Contribution Agreement.

Thompson, Manitoba
June 8, 2012


Chartered Accountants