

# Annual Report

2014-2015 Fiscal Year



Growing communities one idea at a time.

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## MESSAGE FROM THE CHAIR

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On behalf of the Board of Directors for Community Futures North Central Development, I am very pleased to provide the Annual Report for the 2014 – 2015 fiscal year.

**Sincerely**

**Frances McIvor**  
**Chairperson**

## MESSAGE FROM THE MANAGER

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The 2014/15 Financial Year was a tremendous success for Community Futures North Central Development. Management and staff are pleased to present a summary of activities and services in this report and look forward to the Management, Financial and Committee Reports at the Annual General Meeting.

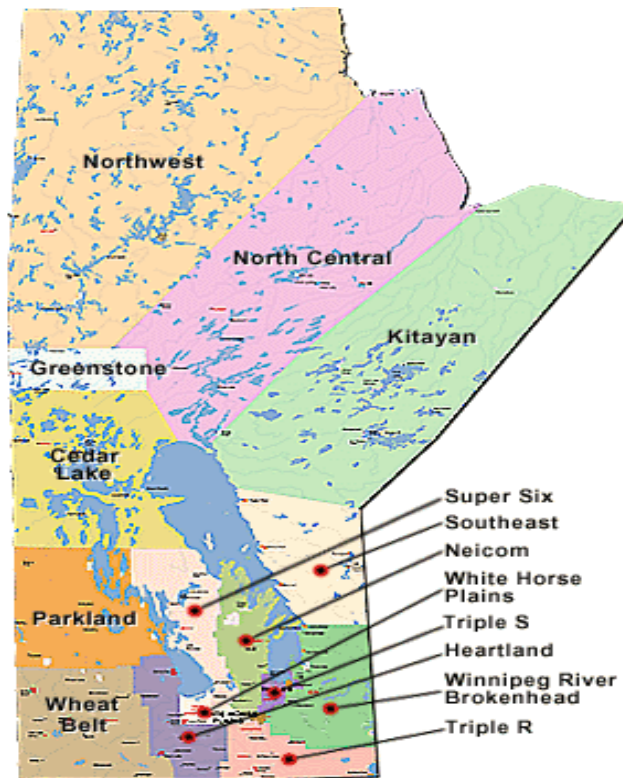
**Sincerely**

**Tim Johnston**  
**Manager**

# WHAT IS COMMUNITY FUTURES?

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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

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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

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## 2014-2015 Board of Directors

|                    |                    |                                      |
|--------------------|--------------------|--------------------------------------|
| <b>Directors:</b>  | Jennifer Massan*   | Churchill                            |
|                    | Shane Hutchins     | Churchill (effective November 2014)  |
|                    | Darlene Beck       | Incorporated Community of Cross Lake |
|                    | Ryan Castel        | Cross Lake First Nation              |
|                    | Sandra Nabess      | Fox Lake First Nation                |
|                    | John McDonald      | 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               |
|                    | Marcel Brightnose  | Thicket Portage                      |
|                    | Penny Byer         | Thompson                             |
|                    | Frances McIvor     | Wabowden                             |
|                    | Lillian Spence     | War Lake First Nation                |
|                    | Vacant             | York Landing                         |
| <b>Alternates:</b> | William Brightnose | Thicket Portage                      |
|                    | Reg Meade          | Wabowden                             |
|                    | Heather Bothello   | Churchill                            |
| <b>Executive:</b>  | Chairperson:       | Frances McIvor                       |
|                    | Vice Chair:        | Wayne Anderson                       |
|                    | Treasurer:         | Darlene Beck                         |
|                    | Secretary:         | Penny Byer                           |
|                    | Past Chair:        | Glen Flett                           |

\*Resigned as CFNCD Board of Director

**Volunteers:**

Gary Ceppetelli  
Gord Wakeling\*  
Paul Desjardins  
Brenda Davidson  
Chris Gagnon

City of Thompson  
Thompson Unlimited  
Thompson Unlimited  
Society for Manitobans with Disabilities  
Thompson

\*Resigned as CFNCD Volunteer

# CORPORATE

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## 2014 – 2015 Staff

General Manager: Tim Johnston

Administrative Officer: Tamy Burton

Administrative Assistant: Tara Parker

Development Officers:  
Charlene Kissick  
Leann Brown  
Michelle Pruder  
Angelica Matiassek

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[www.northcentraldevelopment.ca](http://www.northcentraldevelopment.ca)

# VISION STATEMENT

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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

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### *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

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## *Business Webinars*

In partnership with the World Trade Centre Winnipeg, CFNCD promotes business webinars that anyone can access via internet or smart device. This method has replaced the Video Conferencing workshops that CFNCD offered previously.

## *Newsletter*

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

## *Media Exposure*

Exposure in local media in this fiscal year included:

- “Developer Forum unites students and businesses together” (article in Thompson Citizen referencing Community Futures North Central Development involvement in Developer Forum held at UCN in partnership with CEDF, March 10, 2015).
- “A new snowmobile shelter is being built on the Kelsey Trail” (article in Thompson Citizen referencing CFNCD/Tourism North and Thompson Trailbreakers partnership to expand snowmobile trail system throughout northern MB, November 2014).
- “Vendors packed the community centre for the small business expo” (article in Thompson Citizen referencing CFNCD’s 6<sup>th</sup> annual Artist, Crafter & Small Business Expo, November 2014).
- “New guide aims to help young aboriginal job-seekers” (article in Thompson Citizen referencing CFNCD’s participation in creation of the guide, September 2014).
- “Conference examining economic impact of disability community being held in October” (article referencing CFNCD’s planning and coordination of the Celebrating Abilities event, September 2014).
- “TNRC distributed quarter of a million dollars in last fiscal year” (article in the Thompson Citizen noting contribution to CFNCD re: Rotary Park, August 2014)
- “Northern businesses affected by recent rail troubles to met in Churchill July 28” (article in the Thompson Citizen referencing CFNCD’s work to coordinate communication meetings held in July of 2014).
- “Newcomers welcome winter at the TRCC” (article referencing CFNCD event held November 2014).
- “Celebrating Abilities conference focused on education, employment and First Nations” (article in Thompson Citizen referencing CFNCD event Celebrating Abilities, October 2015).

- “Event shifts views on disabilities” (article in Vale News, October 2014).
- Radio interviews focused on CFNCD’s coordination of Tourism North on Arctic Radio in Thompson, The Pas and Flin Flon.
- Shaw Cable coverage (presentation on CFNCD at Thompson Chamber of Commerce).

### *Advertisements*

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

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

### *Social Media*

CFNCD uses Facebook as an outlet to reach potential clients. CFNCD manages two Facebook pages – CF North Central Development and Thompson Newcomer Settlement Services. CFNCD regularly posts information to the CFM / EDP Facebook page and follows other CFs, clients and other economic development and community organizations.

Through the contract work with Tourism North, CFNCD also manages a Tourism North Instagram account with images of northern Manitoba.

### *Small Business Expo*

In November 2014, CFNCD hosted the 6th annual Artists, Crafters & Small Business Expo in Thompson at the Thompson Regional Community Centre (TRCC). 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 continues to increase with respect to exhibitors and attendance by the public. In total, 40 exhibitors' participated and over 1000 citizens attended. A follow-up survey was completed with exhibitors and feedback was positive. CFNCD staff will continue to promote this event and look forward to planning the 7<sup>th</sup> Artists, Crafters and Small Business Expo. CFNCD will continue to promote in the north central region in 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 2014-2015 fiscal year include: Nelson House, Wabowden, Norway House, Cross Lake, Churchill, Gillam and York Landing.

CFNCD staff visit communities outside the region to partner on initiatives with other northern CFs, including Flin Flon, The Pas, Snow Lake, Leaf Rapids and Lynn Lake.

### *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.

- [www.northcentraldevelopment.ca](http://www.northcentraldevelopment.ca)

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## COMMUNITY DEVELOPMENT SERVICES

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### *Community Development Committee*

Meeting on the third Tuesday of every second month, this committee of Community Futures North Central Development provides direction and support for community initiatives that enhance quality of life and viability of North Central communities. A summer hiatus is taken as it is often difficult to achieve quorum. The Committee met five times this fiscal year (April, May, September and November 2014 and in January 2015). In months where quorum could not be met, staff compiled an update on all projects and provided it to the Committee.

The Committee was chaired by Darlene Beck (Incorporated Community of Cross Lake), members included Frances McIvor (CFNCD Chair, Wabowden), Gary Ceppetelli (City of Thompson) and Brenda Davidson (Society for Manitobans with Disabilities – Norman Region).

### *Community Development Projects:*

2014/2015 proved to be a very busy year in terms of Community Development project work, staff worked on the following initiatives:

**Tourism North:** CFNCD, Community Futures Greenstone, Community Futures Cedar Lake, Thompson Unlimited and the Town of The Pas make up the membership of Northern Manitoba's regional tourism association – Tourism North. CFNCD was contracted on a fee-for-service basis in the 2014/2015 year to coordinate Tourism North efforts. Focus areas this year were visitor information services (including production of the annual northern MB visitor guide, social media and online presence, responding to visitor questions, etc), winter tourism development, business planning assistance and promotion advice and support to tourism operators, as well as being the liaison between northern MB and Travel MB as the Province's marketing entity.

**Entrepreneurs with Disabilities:** CFNCD and the Society for Manitobans with Disabilities Northern Regional Office (SMD) working collaboratively to quantify the need for increased supports for persons with disabilities in the northern region along with many other important initiatives local organizations have been taking on led to Community Living Manitoba (CLM) selecting Thompson as the location for the first ever *Celebrating Abilities in Northern and Rural Manitoba* event. Event planning took place over the course of a year, with nine different organizations each bringing their own perspective and mandate to the committee. CLM, requiring a local conference planner entered into a fee-for-service agreement with CFNCD to carry out much of the event coordination. CFNCD was pleased to take on this project as it directly aligned with the recent work being done in partnership with SMD and because this event was an opportunity to directly link potential entrepreneurs with disabilities to specific programming our organization can offer. The Celebrating Abilities event, although not without some challenges, in CFNCD's opinion was a huge success on many levels. Goals set early in the planning stages were met in terms of sponsorship, attendance and workshop content. For the first time ever in northern Manitoba, an event of this focus and size was held and attended by 113 participants (including speakers, planning committee and volunteers) over a very inspiring three days. Held at the Thompson Regional Community Centre in Thompson October 8<sup>th</sup> & 9<sup>th</sup> (with preconference activities happening at the Juniper Centre and School District of Mystery Lake board office October 7<sup>th</sup>) and services provided by Amanda's Catering and Afterdark Productions, the event was as inclusive as possible. The planning committee was diligent in their attempts to ensure anyone interested could meaningfully attend. A bursary pool was created to guarantee those for whom registration fees may be a barrier could attend, ASL and note taking was provided at the event, clear print guidelines were used in promotional materials and event signage, meal options were provided for those with allergies or sensitivities and the venue was chosen as the primary location due to its accessibility. This project resulted in revenue of \$7,420 for CFNCD.

**Settlement Services:** In partnership with the City of Thompson, Manitoba Entrepreneurship Training and Trades (MCTT), Thompson Immigrant Women's Association, Norman Regional Health Authority (NRHA), University College of the North, Communities Economic Development Fund, Vale, Ma-Mow-We-Tak Friendship Centre, the School District of Mystery Lake and the Multi-Cultural Centre, CFNCD hosts the Newcomer Settlement Services Program with funding from Citizenship and Immigration Canada.

A coordinator is in place who works directly on settlement related issues with newcomers. CFNCD/SS partnered to present some special events this fiscal year in order to promote the program including the Canada Day celebrations, annual Citizenship ceremony, winter welcome event and bowling night. CFNCD completed year one of the two-year agreement with a total of 46 clients assisted. Year two of the agreement began in April 2015 with a target of 40 clients for the new fiscal year.

**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 five Community Futures Development Corporations to promote Aboriginal business and community economic development. In May 2014 Vision Quest celebrated the 18<sup>th</sup> annual conference with the event being an undeniable success with over 1,000 individuals attending. Over the past 18 years, over 13,000 people have attended the event.

**Rotary Park:** CFNCD continued a partnership with the Rotary Park Development Association in 2014/2015 and applied for funding from the provincial Neighborhoods Alive! Program for the Shade Structure phase of the project. Funding was secured and the project construction is to be carried out in the summer of 2015 by the RPDA.

**Expo North:** CFNCD was among 25 stakeholders who met regularly to identify potential workshops and to help promote this 2<sup>nd</sup> annual event to potential participants. CFNCD provided sponsorship in the amount of \$500 this year. The Expo focused on certified training in the heavy construction sector and new this year was the week-long leadership program. Lead partner of this event is the Manitoba Heavy Construction Association (MHCA). The event was attended by 148 registered participants, as well as a number of Thompson high school students who attended the trade show portion. MHCA intends to continue offering training opportunities for northerners in the north in years to come.

**Northern Economic Development Accord:** Following attendance at the Boreal Summit in The Pas in February 2014, CFNCD developed a relationship with Mat Jacobson of the PEW Foundation resulting in a fee-for-service contract with Ducks Unlimited Canada / PEW to coordinate a Northern Manitoba Development Accord. Pillars include Aboriginal communities, government, industry, conservation and environment. A project management team has been assembled which meets weekly. Work over the 6-months will include determining initial stakeholder reps, introduction meetings and development of a draft project charter.

**Multicultural Centre capacity building project:** The Thompson Citizenship Council operating as the Multicultural Centre received funds from the Province via *Neighbourhoods Alive!* program to develop an operational plan addressing organizational standards including fiscal practices, accounting structure, legal obligations, risk mitigation practices and board training plans. The funds are provided to hire a consultant (CFNCD) to work with the board of directors to complete. Project timeline is one year beginning November 2014 and agreement is fee-for-service up to \$30,000. Work to date has included set up of the Project Management Team, prioritizing work, financial reconstruction, an organizational review session and general planning session and CRA and property tax arrears strategies.

**Employment Needs Assessment:** SMD contracted CFNCD late in the 2014/2105 fiscal year to conduct a needs assessment reviewing the needs of persons with disabilities or barriers to employment in

Thompson. The purpose of this work was to identify what employment services and supports individuals are currently accessing and how the Thompson Supported Employment program could complement or refresh their programming. Work was completed in the 2015/2016 fiscal year (report submitted in May 2015). The 40-hour contract was based on \$55 per hour with an in-kind contribution from CFNCD of \$800.

**Churchill Entrepreneurship Training:** CFNCD received funding (\$3,000) to partner with the Arctic Trading Company out of Churchill from the Aboriginal Business Service Network to carry out the entrepreneurship portion of a 20-week training program focused on traditional art and crafts such as beading, tufting, sculpting, etc. The CFNCD workshops took place in January and were open to program participants and any interested community members. The project was completed in early April.

**ANA Housing Forum:** During their regional workshop in February 2015 ANA allocated one day to the Northern Association of Community Councils to take an in-depth look at key issues relating to housing in the communities. ANA contacted CFNCD who agreed to assist with planning and delivery a facilitated session. The forum focused on solutions and action steps to key issues. Key issues identified fell into three categories: Maintenance, Communication and Process/Regulations with an emphasis on home ownership. A recurring theme throughout all discussions was the communities desire to have more local input on housing via the establishment of local housing advisory committees. This project has been completed (report provided) and ANA has indicated they may look to CFNCD for further assistance in this area. Planning, delivery and reporting for the forum was done as an in-contribution.

**Bayline Rail Communication Meetings:** CFNCD continued to assist communication flow between communities in northern Manitoba and the rail line service providers (OmniTrax and VIA Rail) throughout the 2014/2015 fiscal year. The months of June, July and August were particularly challenging this fiscal year with several service disruptions. Communication meetings were coordinated by CFNCD in June and July in both Thompson and Churchill with conference call options.

**Aboriginal Accord:** CFNCD participates as a partner in the City of Thompson Aboriginal Accord meetings held quarterly. The purpose of meetings and accord is to enhance partnerships with Aboriginal people, communities, organizations and promote working collectively. Many projects have been streamlined and strengthened due to the information sharing during meetings.

**Office Space Rental Contracts:** CFNCD partnered with the Northern Manitoba Sector Council to provide office space.

# BUSINESS DEVELOPMENT SERVICES

## *Business Development Committee*

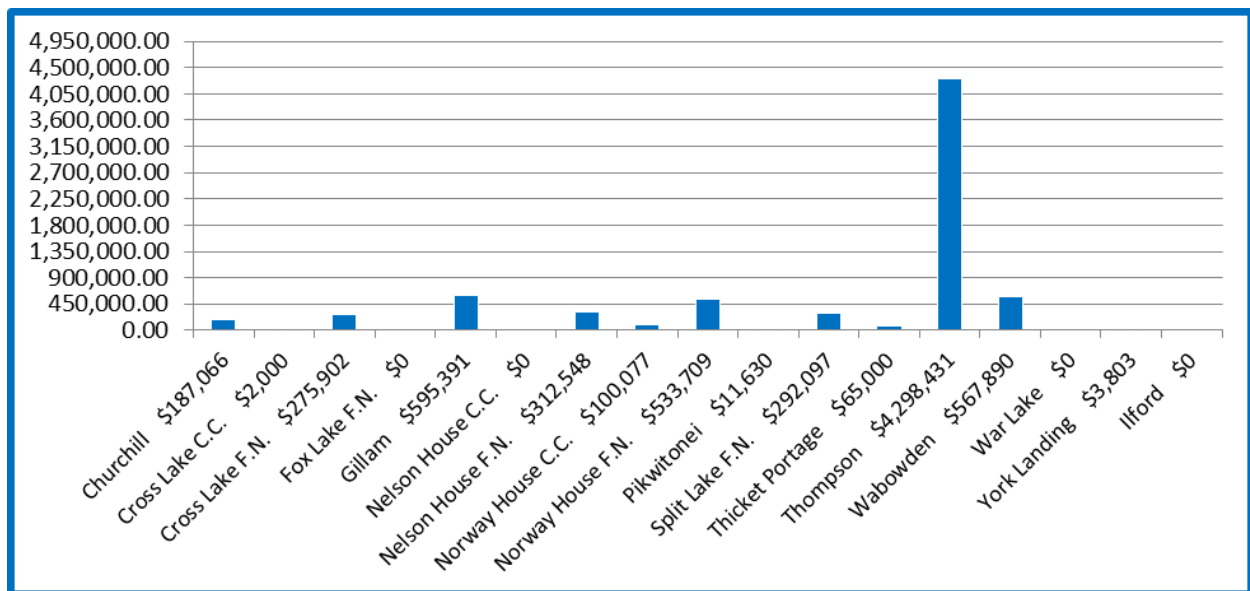
The Corporation acts as an alternative lender and manages investment funds that provide business loans to help finance business purchases, start-up and expansions. The Business Development Committee (BDC) reviews each application and awards or declines loans. The Business Development Committee generally meets on the first Tuesday of each month to review new loan applications and administer existing loans of the Corporation. The committee met 6 times in the 2014-2015 fiscal year.

## *Loan Portfolio*

The Corporation manages a \$1,000,000 WD business loan portfolio and an additional \$40,000 Business Development Bank of Canada Peer Credit Loan Program. The Corporation has also received loans from the Community Futures Investment Fund.

CFNCD's investment funds are revolving with repayments on loans being reinvested in the funds for future lending activity. In 2014-2015, 11 loans were extended in the amount of \$717,763.00.

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



*Investment Fund Distribution, by community*

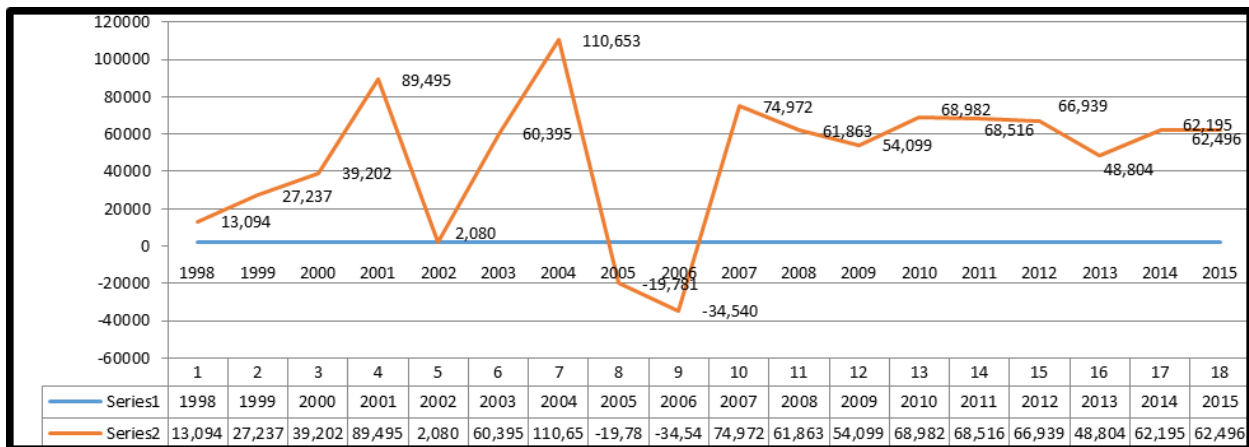
## Loan Portfolio Performance

Since inception in 1997, CFNCD has approved 277 loans valued at \$7,245,543.00.

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, 2015, the Corporation recorded a bad debt of \$2,634.00. In 2012-13 the bad debt recorded was \$23,157.00 and in 2013-14 the total bad debt was recorded at \$19,877.00.

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   | 2004: | \$ 110,653.00  | 2010: | \$ 68,982.00 |
| 1999: | \$ 27,237.00   | 2005: | \$ (19,781.00) | 2011: | \$ 68,516.00 |
| 2000: | \$ (39,202.00) | 2006: | \$ (34,540.00) | 2012: | \$ 66,939.00 |
| 2001: | \$ (89,495.00) | 2007: | \$ 74,972.00   | 2013: | \$ 48,804.00 |
| 2002: | \$ (2,080.00)  | 2008: | \$ 61,863.00   | 2014: | \$ 62,195.00 |
| 2003: | \$ 60,395.00   | 2009: | \$ 54,099.00   | 2015: | \$ 62,496.00 |

## Self Employment Program

The Self Employment (SE) Program is designed to assist unemployed Manitobans create jobs for themselves by starting their own business. The contract with Training and Employment Services runs from October 1, 2014 – September 30, 2015. Since October, there have been 2 new clients who have successfully completed the program and are currently in business launch, and 1 client who is currently still in the business planning stage. Several others have inquired about the program, and although some were eligible to participate, they decided to travel another path. Community visits to promote the program have included Churchill, Cross Lake, York Landing and Norway House.



Since April 1, 2014 there has been participation from ten clients in the Self Employment Program. Five clients successfully launched their own business. One client completed the orientation process and two clients completed the business planning, but did not go on to launch their businesses. Two clients continued to work on their business plan as of March 30, 2015.

*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, 71 loans have been approved. In 2014-2015 no loan applications were received from this fund.

*Futurpreneur Canada (Formerly Canadian Youth Business Foundation)*

CFNCD partnered with Futurpreneur Canada to provide start-up and business resources, mentoring and financing to youth between the ages of 18-34 years.