

Annual Report

2015-2016 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 pleased to provide the Annual Report for the 2015 – 2016 fiscal year.

Sincerely

**Wayne Anderson
Chairperson**

MESSAGE FROM THE MANAGER



Management and staff are pleased to present a summary of activities and services in this report and look forward to providing further information with the Management, Financial and Committee Reports at the Annual General Meeting.

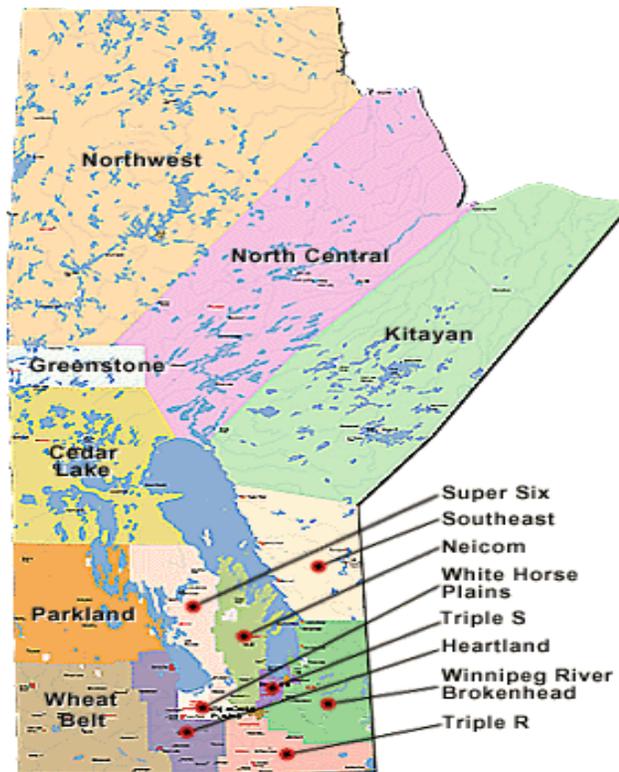
Sincerely

A handwritten signature in black ink, appearing to read "Tim Johnston".

**Tim Johnston
Manager**

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

2015-2016 Board of Directors

Directors:	Shane Hutchins	Churchill
	Darlene Beck	Incorporated Community of Cross Lake
	Vacant	Cross Lake First Nation
	Jason Neepin Sandra Nabess*	Fox Lake First Nation (Maternity)
	Jackie Clayton	Town of Gillam
	Raymond Beardy	Ilford
	Vacant	Nelson House Community Council
	Marcel Moody	Nelson House First Nation
	Dean Robertson	Norway House Community Council
	Wayne Anderson	Norway House Cree Nation
	Annette Cordell	Pikwitonei
	Keith Burak	Split Lake Cree Nation
	Mable Brightnose Marcel Brightnose*	Thicket Portage
	Penny Byer	Thompson
	Frances McIvor	Wabowden
	Vacant	War Lake First Nation
	Louisa Constant	York Landing
Alternates:	Reg Meade Heather Bothello	Wabowden Churchill
Executive:	Chairperson: Vice Chair: Treasurer: Secretary: Past Chair:	Wayne Anderson Marcel Moody Darlene Beck Penny Byer Frances McIvor

*Resigned as CFNCD Board of Director

Volunteers:

Gary Ceppetelli
Paul Desjardins
Brenda Davidson
Chris Gagnon

City of Thompson
Thompson Unlimited
Society for Manitobans with Disabilities
Thompson

*Resigned as CFNCD Volunteer

CORPORATE

2015 – 2016 Staff

General Manager: Tim Johnston

Administrative Officer: Tamy Burton

Administrative Assistant: Tara Parker

Development Officers: Charlene Kissick
Leann Brown
Michelle Pruder
Angelica Matiasek*
Tammy Cober

Corporate Office: 3 Station Road
Thompson, Manitoba R8N 1P1
Phone: (204) 677-1490
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Toll Free: 1-888-303-2232

ncd@northcentraldevelopment.ca
www.northcentraldevelopment.ca

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

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.

Media Exposure

Exposure in local media in this fiscal year included:

- “Grassroots Daycare opens after long road to realization” (article in Thompson Citizen referencing Community Futures North Central Development contribution to the KAO Daycare development in May 2016).
- “Chamber hears Northern Values appeal” (article in Thompson Citizen referencing CFNCD presentation to Thompson Chamber of Commerce on the Declaration of Northern Values initiative, May 2016).
- “Tourism North/MTEC hosting experiential tourism workshops for northern tourism operators” (article in Thompson Citizen, March 2016).
- “NCN signs memorandum of understanding with province of Manitoba over natural resource planning” (article in Thompson Citizen, January 2016)
- “Boreal declaration presented to MKO stakeholders in Thompson conference” (article in Thompson Citizen, January 20, 2016)
- “Thompson to adopt statement on the sustainable development of the boreal forest” (article in Thompson Citizen, December 2015)
- “Tourism North hold winter adventures photo contest” (article in Thompson Citizen, February 2016)
- Radio interviews focused on CFNCD’s coordination of Tourism North on Arctic Radio in Thompson, The Pas and Flin Flon.
- Radio interviews focused on CFNCD’s coordination of Thompson Newcomer Settlement Services program (Arctic Radio CHTM)
- Shaw Cable coverage (presentation on CFNCD at Thompson Chamber of Commerce).

Exposure in other media included:

- “Legacy of indigenous inspiration” (article in Winnipeg Free Press on Vision Quest event as catalyst for Aboriginal entrepreneurs, May 2016)

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 2015, CFNCD hosted the 7th 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, 55 exhibitors' participated (an increase of 15 over last year) 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 8th 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 2015-2016 fiscal year include: Fox Lake, Gillam, Churchill, Norway House and Cross Lake.

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

COMMUNITY DEVELOPMENT SERVICES

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 four times this fiscal year (June, October and December 2015 and in March 2016). 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 (Wabowden), Jackie Clayton (Town of Gillam) Gary Ceppetelli (City of Thompson) and Brenda Davidson (Society for Manitobans with Disabilities – Norman Region).

Community Development Projects:

2015/2016 proved to be an extremely busy year in terms of Community Development project work, staff worked on the following initiatives:

Tourism North: CFNCD was contracted to provide service as the regional tourism coordinator for Tourism North in 2015/2016, revenue equated to \$21,150 between regular operating work and winter project work. 2015/2016 saw work focused mainly on bylaw amendments, membership drive (23 new members were engaged this year), winter destination development project, experiential tourism training and visitor information services (website, regional guide, etc).

CFNCD signed a Letter of Understanding to provide service for the 2016/2017 fiscal year (billed quarterly to a maximum of \$22,500) in April 2016.

Entrepreneurs with Disabilities: CFNCD partnered with the Society of Manitobans with Disabilities and the Juniper Centre to host an Open House in October. The event was held at the SMD office, each organization set up booths and offered a light lunch. CFNCD EDP clients Aurora Dance Academy and Sasagiu Rapids Lodge donated door prizes and their stories were promoted at the event and online.

CFNCD contributed approximately \$200 towards lunch and roughly 35 people attended. CFNCD has seen a significant increase in EDP clients in the 2016/2017 fiscal year to-date.

Settlement Services: CFNCD continued to house the Thompson Newcomer Settlement Services program in 2015/2016 with funding provided by the federal government (Citizenship and Immigration Canada). It has become challenging to meet the target of 40 clients with the changes made to criteria. More emphasis is now placed on events, in 2015/2016 TNSS co-hosted the City of Thompson Canada Day celebration and held a Welcome to Winter event in December. Angelica Matiassek left CFNCD to take on a new position with the RCMP this year in January and in February Tammy Cober joined the team to fill this role on a part-time basis. The contribution agreement was extended into 2016/2017 at a reduced amount (\$65,000).

Vision Quest: Vision Quest Conference and Trade show held its 19th Annual Conference & Trade Show in May 2015 with Dr. Martin Brokenleg and Wab Kinew as selected keynote speakers. The 19th annual conference and trade show was another great success. The board held its Strategic Planning session in the summer of 2015 in hopes to deliver the best conference yet with the 20th Annual being planned for May 2016.

Expo North: CFNCD participated at the stakeholder level on the planning committee for the 2016 event originally slated for February 2016 as well as committing \$500 towards event sponsorship. The event was cancelled due to low registration. CFNCD continues to communicate with the Manitoba Heavy Construction Association on future opportunities.

Declaration of Northern Values (Sustainable Development of the Boreal in Northern MB): In the 2015/2016 year CFNCD entered into a fee-for-service contract with Ducks Unlimited Canada (with funding from the PEW Charitable Trust Fund) to coordinate a northern economic development accord, engaging Aboriginal communities, government, industry, conservation and environment groups. A project management team (PMT) was assembled and meet numerous times throughout the year to bring the initiative forward. A larger rightsholder / stakeholder group was engaged and was also brought together for several meetings including one in person summit in OCN (October 2015). A special assembly of MKO was supported and a presentation on the initiative made. An outcome of the work has been a document prepared called *A Declaration of Common Values for the Sustainable Development of the Boreal in Northern Manitoba* which identifies the need for a plan for sustainable development, the benefits of prosperity and a balance between the two. It also speaks to community benefits, rights & respect, cooperation, financial attractiveness, knowledge and clarity. A number of signatories have come on board to-date and information provided to political parties prior to the election with the offer to discuss how it could be incorporated into their plans. The PMT attended Vision Quest with PEW/DUC participating as a sponsor, presence at the trade show and had an opportunity to speak to the full delegation over the lunch hour on day two. Individuals now have the opportunity to sign on as well.

CFNCD's initial contract was for a 6-month term for \$60,000. This contract was extended for a further 6-months (to the end of April) and provided a further \$60,000 in revenue to CFNCD. This second contract was extended to the end of May to allow for deliverables to be completed.

www.northernvalues.ca

Multicultural Centre capacity building project: The Thompson Citizenship Council operating as the Multicultural Centre received funds from the Province via *Neighbourhoods Alive!* to develop an operational plan addressing organizational standards including fiscal practices, accounting structure, legal obligations, risk mitigation practices and board training plans. The funds were provided to hire a consultant

(CFNCD) to work with the board of directors to complete. CFNCD assisted from January – October 2015, work completed included an Organizational Review, Planning Session, updated financial statements for outstanding years, fund development work, draft 2015/2016 annual plan and recommendations report. Notice was served on the contract in September and CFNCD's assistance ceased in October due to ongoing concerns. In total, CFNCD was paid approximately \$16,000 for the work completed. This project reiterated the need for governance training for non-profit and volunteer organizations in the region.

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.

Bayline Rail Communication Meetings: CFNCD continues to assist the region in communicating with rail service providers. A meeting was held in August of 2015 aligned with the Northern Association of Community Councils event in Winnipeg.

Aboriginal Accord: CFNCD participates as a partner in the City of Thompson Aboriginal Accord meetings, held quarterly. Purpose of the meetings and accord is to enhance partnerships with Aboriginal people, communities and organizations and work together as a collective group. In 2015/2016 partners were tasked with identifying how they would implement the Truth & Reconciliation Calls to Action into day-to-day operating. The Community Development Committee drafted a statement to this effect which will be brought forward to the full board for review. The statement speaks to Action 92 relating to business and reconciliation and CFNCD's efforts to advocate for better opportunities for Indigenous People, our commitment to having staff participate in the Building Bridges education series and how the organization will continue with efforts to bring together rightsholders, industry and government as a collective voice for the north.

Thompson Neighbourhood Renewal Corporation new priorities and 5-year plan:

In 2015/2016 CFNCD assisted the TNRC with a community consultation process (information sessions, focus groups, survey development/tabulation/analysis) to identify new organizational priorities for the development of a new 5-year strategic plan in 2015/2016. This was a fee-for-service contract (\$5,000).

Thompson Chamber of Commerce Strategic Planning Session:

The Thompson Chamber requested CFNCD's assistance to plan and facilitate their annual strategic planning session which took place in March 2016 and had participation from the full executive. Work was done as an in-kind contribution.

FCM International Study Tour:

The Federation of Canadian Municipalities selected Thompson as a site visit for an international study group travelling to Canada from Peru and Columbia. The group is made up of Mayors and EDO's looking for examples of economic diversification in mining regions. The City of Thompson requested CFNCD assist by way of planning, tour logistics and communication. CFNCD further committed to financial support in the amount of \$1,250 to support tour expenses. Work was done on an-kind basis. Planning and preparation took place in 2015/2016 while the tour took place in May/June of 2016.

BUSINESS DEVELOPMENT SERVICES

Business Development Committee

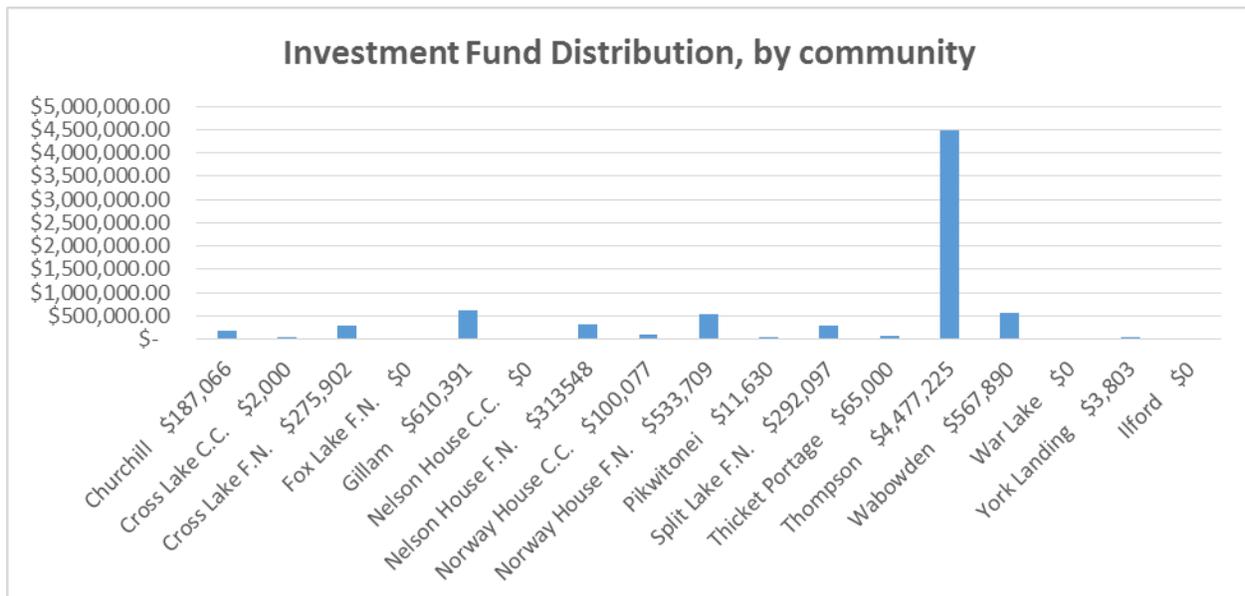
The Corporation acts as an alternative lender and manages investment funds that provide business loans to help finance business purchases, start-up and expansions. The Business Development Committee (BDC) reviews each application and awards or declines loans. The Business Development Committee generally meets on the first Tuesday of each month to review new loan applications and administer existing loans of the Corporation. The committee met 4 times in the 2015-2016 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 2015-2016, 10 loans were extended in the amount of \$194,824.00

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

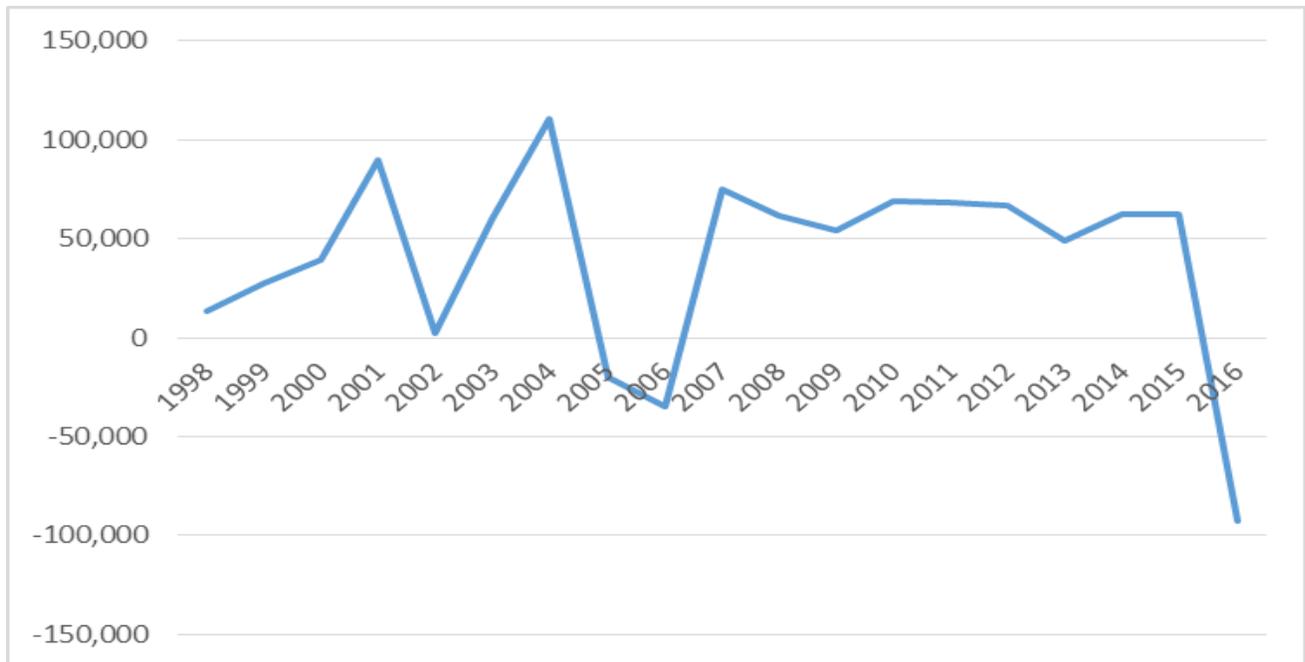


Loan Portfolio Performance

Since inception in 1997, CFNCD has approved 287 loans valued at \$7,440,368.00.

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, 2016, the Corporation recorded a bad debt of \$142,679.00. In 2014-15 the bad debt recorded was \$2,634.00 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
2016: \$ (93,074.00)		

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 with a new contract signed effective October 1, 2015 – September 30, 2016. From April 2015 thru March 2016, there have been 5 new clients who have successfully completed the program and are currently in business launch. Businesses include: car detailing, food truck, electrical services, computer repairs and mechanical services. Client were from Nelson House, Norway House and Thompson. The SE program is promoted when any CFNCD staff make Community visits.

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, 73 loans have been approved. In 2015-2016 2 loan applications were received and approved.

Elevate Program

The Elevate Program is a Business Building Program for youth or adults with a disability or health condition interested in starting a business. Similar to the SE program, there are some financial benefits for those accepted into the program. This is a new program that had soft launch in February 2016. CFNCD currently has 1 client enrolled in the Elevate program.