

2014 - 2015 ANNUAL REPORT



Community Futures Manitoba Inc.

Presented at:

**2015 Annual General Meeting
October 26, 2015
Winnipeg, Manitoba**

Community Futures Manitoba Inc. is supported by the Government of Canada through
Western Economic Diversification Canada



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CHAIRPERSON'S MESSAGE

2014-2015 saw continued concern over the impacts of Western Economic Diversification's requirement for western Community Futures organizations to "revitalize" their policies regarding the composition and rotation of their board of directors. These changes, while demonstrating our corporate accountability through board renewal, will result in the loss of much corporate memory in the person of some very committed and passionate volunteers and will challenge the right of CF-served communities to determine their representation to the board of directors of their CF.

However, the adoption of these changes cleared the way for a long-awaited multi-year funding agreement beginning next fiscal year. While still leaving us well short of the funding we need to maintain our operations, we now at least have stable funding for the next three years in most cases.

CF Manitoba's operations also changed significantly when the board entered into an agreement with our neighbours to the West, Community Futures Saskatchewan, to provide association management services. The agreement was for a 10-month period from June until March 2015 with the ability to renew it if both boards of directors feel that the arrangement is working well. We look forward to exploring any efficiencies that could result for both organizations through this arrangement.

CF Manitoba's involvement on a western and national scale continued to bring Manitoba CFs the benefit of strength in numbers and a collective CF voice. The CF Pan West Network continued to act as the Program's chief advocate for program renewal with WD and significantly expanded the access to training opportunities to build the skills of our CF volunteer and staff leaders through the Community Futures Leadership Institute. The Community Futures Network of Canada continued to provide a national forum to share ideas and best practices for program delivery and offered cost savings opportunities for CFs through our national purchasing programs for products like Directors' and Officers' liability insurance and cellular phone products through Bell Canada.

Members of the Manitoba CF family got together to celebrate the program's achievements at the annual CF Manitoba Awards Banquet, which was held as part of the closing ceremonies for our annual CF conference in Hecla. Congratulations to Darlene Beck from CF North Central Development, who received the Community Futures Award for Volunteerism and to CF West Interlake, who received the Community Futures Award for Excellence in Innovation for their Community Facilities Management Project.

In closing, thanks to the all of the volunteers and staff involved in the CF program in Manitoba for their continued hard work and dedication. Thanks also to WD, our primary funding partner, for their ongoing support.

I look forward to chairing this organization through what will undoubtedly be an exciting year to come.

Thanks again to everyone who contributed to our success in 2014-2015.

Jim MacMillan, Chairperson

1.0 OVERVIEW OF 2014-15

1.1 CF Manitoba Role and Responsibility to Members

Community Futures Manitoba was formed in 1991 as an association of Community Futures Organizations. Its main goals are:

- Coordination, Consultation, and Liaison in CED Delivery
- Representation of the Membership
- Build the Capacity of Community Futures Boards and Staff
- Marketing and Visibility
- Administration of Community Futures Manitoba

Some examples of the types of activities undertaken to achieve these goals are:

Reduce the Duplication of Effort for CFs

A close link has been established between CF Manitoba and the CFs, which has led to the following:

- Regular communication with CFs through the use of communiqués and other means;
- Regular meetings of the Board of Directors and CF Managers to share information, approaches and discuss opportunities related to CF efforts;
- Group purchasing of board and staff travel insurance, group health and life benefits, and other items;
- Work with groups of CFs on common projects or concerns, such as the creation of a CF Investment Pool or maintaining a relevant wage chart.

Upgrade the Skills of Staff and Boards

CF Manitoba, through its own efforts and the combined efforts of the Community Futures Pan West Network, undertake regular projects to create, or cause to be created, training programs and materials relevant to increasing the operating efficiencies of CFs, directors and staff.

Provide an Effective Voice for All CFs

CFM works with CFs in Manitoba and Community Futures Associations in Western Canada and beyond to advocate for community economic development in general and the Community Futures program approach in particular. It has consistently trumpeted the ability of Community Futures to provide local solutions to local challenges in building more viable and sustainable communities. This past year, CF Manitoba oversaw the efforts of three committees to compile the input of Manitoba CFs regarding ideas to “modernize” CF program delivery.

Raise the Profile and Understanding of the Community Futures Program

CF Manitoba board and staff members represented and promoted the Program at many public venues, including many tradeshows. The Project Coordinator also oversaw a variety of other activities targeted at promoting Manitoba CFs and the Program in general, including producing a newsletter, partnering with other CED-focused organizations, and maintaining and upgrading the CFM website.

1.2 Structure

BOARD

The board of directors of CF Manitoba consists of one director chosen from each of the 16 member CFs. The officers of the corporation, consisting of a chairperson, vice-chairperson, secretary and treasurer are elected by the membership at the Annual General Meeting. The board can also have a past chairperson (currently vacant) who sits as an ex-officio member. For the purpose of choosing CFM's officers, Manitoba is divided into four CF regions, which are encouraged to each nominate one director for an officer position, resulting in regional representation on the executive committee.

The regions are as follows:

- Zone 1 CF Kitayan, CF North Central Development, CF Northwest, CF Southeast
- Zone 2 CF Greenstone, CF Cedar Lake Region, CF Parkland, CF West Interlake
- Zone 3 CF Winnipeg River, CF North Red, CF East Interlake, CF White Horse Plains
- Zone 4 CF Dakota Ojibway, CF Triple R, CF Heartland, CF Westman

Meetings of the board of directors are held quarterly or at the call of the chairperson. The executive committee normally meets two to three times per year. Meetings are often in person, by video conference, or by conference call in emergency situations or to deal with specific matters. Travel expenses of the directors are covered by the individual CF organizations. Expenses for executive committee and other committee meetings are covered under CF Manitoba's budget.

The directors of Community Futures Manitoba at March 31, 2015 were:

| | | |
|---|---|--|
| Jim MacMillan <u>Chairperson</u> CF Parkland | Gavin van der Linde <u>Vice-Chairperson</u> CF Triple R | Frances McIvor <u>Treasurer</u> CF North Central Development |
| Michael Ledarney <u>Secretary</u> CF East Interlake | David Kendall <u>Director</u> CF Greenstone | Bill Kadachuk <u>Director</u> CF Cedar Lake Region |
| Kim Bullard <u>Director</u> CF Dakota Ojibway | Bob Giesbrecht <u>Director</u> CF Heartland | Vacant <u>Director</u> CF Kitayan |
| Vacant <u>Director</u> CF North Red | Ralph Caribou <u>Director</u> CF Northwest | Carol Johnston <u>Director</u> CF Southeast |
| Ila Buchanan <u>Director</u> CF West Interlake | Manson Moir <u>Director</u> CF Westman | Roger Poitras <u>Director</u> CF White Horse Plains |
| Hermann Saxler <u>Director</u> CF Winnipeg River | | |

STAFF

Core staffing dropped to 2.0 full-time equivalents in 2014-2015, funded 75% through core funding and 25% through special projects. The core and non-core staff employed in 2014-2015 were:

| Staff Member | Position Title | Core Staff | Non-Core Staff | Funding Program |
|------------------|---------------------|------------|----------------|--|
| Jason Denbow | Executive Director | X | | Core, Aboriginal Business Service Network, EDP, CFIF |
| Christine Landry | Project Coordinator | X | | Core, Aboriginal Business Service Network, EDP, CFIF |
| Susan Bater | EDP Coordinator | | X | EDP |
| Deborah Smith | ABSN Coordinator | | X | Aboriginal Business Service Network |

2.0 2014-2015 YEAR IN REVIEW

2.1 Organizational Activities Overview

The following section details CFM's priority areas, with specific goals, actions, and results from the 2014-2015 corporate year.

CFM's action areas and goals were developed during a long-term strategic planning session as part of our ongoing planning process. The session was conducted in Winnipeg in December 2012 and involved input from staff and board members from CF Manitoba and Manitoba CF organizations. Short-term activities to achieve the long-term action areas and goals are determined annually as part of CF Manitoba's operational planning process.

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|---|--|--|---|
| A. Core Service: Coordination, Consultation, and Liaison in CED Delivery | | | |
| Manitoba CFs are financially sustainable organizations | Secure long-term contract for sufficient core funding by demonstrating to federal political and bureaucratic decision-makers the value for money provided by the CF program | Liaise with MP's or support local CF liaison efforts to improve and/or maintain their recognition of the Program's value. | Discussed potential for MP representation at CF National Event with MP Larry Maguire. CF Manitoba followed and was followed by several MPs on Twitter |
| | | Help CFs to demonstrate to municipal officials the value of the CF Program to their communities | CF Manitoba trade show booth was at AMM AGM. Assisted the Town of Treherne with a Community Works Loan question. Followed by several municipal councillors on Twitter |
| | | Make federal politicians and WD aware of Manitoba CF activities supporting departmental and Government of Canada priorities | Manitoba MPs received a copy of our spring newsletter. |
| | Improve financial stability for CF Manitoba and/or Manitoba CFs by developing partnerships and undertaking projects for other levels of government if they fit with their corporate missions | Liaise with MLA's or support local CF liaison efforts to promote CFs as an efficient, effective service delivery partner for the provincial government | Attended RDI/MAFRD's Rural Think Tank, which was attended by the MAFRD Minister. |
| | | Liaise with senior provincial bureaucrats to identify opportunities for the CF Program to help the Province reach its CED goals | See above. |
| | | Identify other funding programs that may be a fit with the mission of Manitoba CFs or CF Manitoba | Met with Manitoba WD ADM to discuss criteria for WDP proposals. Forwarded information about several programs' funding intakes |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|---|---|---|--|
| Opportunities for centralized efficiencies are realized | Encourage and support the continuation of Manitoba CFs' efforts to increase efficiencies and enhance resources available for rural economic diversification delivery through the modernization of our program delivery structures | Continue to assist CF's to explore opportunities for increased efficiencies by adopting recommendations from the reports of the Boundary Review, Funding Allocation Formula Review, and Efficiency and Innovation committees. | CMS website went live in May; began managing Saskatchewan's CF association in June. |
| | Maintain and promote provincial initiatives to provide resources to all CFs, e.g. loan fund pooling | Clarify WD's departmental position on the various efficiency recommendations from Manitoba and across the West. | Had many conversations with WD staff regarding their new Revitalization-driven policy requirements. |
| | Create savings for CFs via economies of scale on goods and services | Promote CF investor and borrower participation in the Community Futures Investment Fund to address discrepancies in the availability of and demand for investment funds between Manitoba CFs. | One new depositor this year. Researched a new potential higher return deposit option. |
| | Manitoba CFs are supported in their delivery of CED services to rural Manitoba entrepreneurs and communities. | Maintain and review existing group buying arrangements and seek new opportunities for group purchases as needs are identified by CFs. | Group buying arrangements maintained. New opportunities looked at for centralized collections and centralized web hosting. |
| Provide guidance or assistance upon request to CFs to facilitate economic development opportunities or strengthen their organizations | | Advise and/or assist individual CFs to overcome local operational or governance challenges | Many discussions with CFs regarding the new policy requirements and some specific discussions regarding local challenges. |
| | | Work with CFs or local groups of CFs to identify opportunities for shared and enhanced rural economic diversification service delivery | Early stage discussions with two CFs about a financial literacy project for new Canadians and a provincial entrepreneurship camp program |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|---|--|--|---|
| | Develop or maintain partnerships that could support, build capacity, or add value to the CF Program in Manitoba. | Support partnership development between CFs and other federal programs that can assist in the delivery of their mandate. | Forwarded information on several funding opportunities. |
| Participate as a member of the Western Canada Business Service Network and partner with WCBSN members where practical to capitalize on our diverse organizational strengths and reduce duplication of expenditures. | | We maintained regular contact with our WCBSN partners. Forwarded 2015 National Event invite to CDEM. Met with the Executive Director of the Business InfoCentre at the World Trade Centre and discussed potential future partnerships. | |
| Participate in committees or initiatives to provide input to the Province of Manitoba regarding rural development policies and initiatives. | | Continued to serve on Minister's Agri-Food and Rural Development Council, but no meetings this year. | |
| Network with MAFRI and ET&T staff to better understand their departmental priorities and position CFs to participate in the delivery of rural economic development programs where there's a fit. | | Spoke with many MAFRD staff at the Rural Think Tank. Became apparent that the department shifted back to an Ag focus | |
| Participate in Rural Team Manitoba to enhance the profile of the CF Program and look for opportunities to develop partnerships and service delivery arrangements. | | No meetings this year; RTM was officially wound down. | |
| Support continued partnership development between the Business Development Bank of Canada and Manitoba CFs to facilitate access for CF clients to alternate loan dollars via the BDC. | | Had an hour-long phone discussion with the national BDC/CF partnership coordinator as part of a BDC survey on the issue. EDP Coordinator served on the planning committee for the BDC's Small Business Month activities. | |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|---|--|---|--|
| | | Support partnership development between Manitoba CFs and the Canadian Youth Business Foundation. | CYBF changed its name to Futurpreneur during the year. Their staff served as one of the judges for our ABSN Dragon's Quest event. Discussed partnering regarding our common service regions of MB/SK with CYBF Exec. Director |
| | | Fund memberships in EDAM, CCEDNet and the Manitoba Chamber of Commerce to maintain additional channels for opportunity identification. | Presented about the CF program at the Manitoba Chamber's AGM in Dauphin. Memberships maintained. Christine attended the MB Social Enterprise strategic planning exercise on behalf of CCEDNet. Spoke with MCC Executive Director several times, including at the Rural Think Tank. |
| | | Be aware of key contacts in other relevant agencies such as the Manitoba Métis Federation, the Manitoba Aboriginal Chamber of Commerce, and the Assembly of Manitoba Chiefs and communicate as appropriate | We maintain a membership in the Aboriginal C of C through the ABSN project; Deborah attended the MMF AGM in September. |
| A. Core Service: Representation of the Membership | | | |
| Manitoba CFs' interests are promoted and opinions are represented to persons and bodies of influence over the CF Program in | Serve as a strong voice for Manitoba CFs to carry their messages to WD, the Federal Government, and other relevant stakeholder audiences | Continue participation in Community Futures Pan West to produce benefits for Manitoba CFs, share best practices, exchange ideas, raise issues and seek solutions; Provide a Manitoba voice at the western level | Board met June 17 th , September 15 th and by phone September 29 th and Executive Directors met twice separately. Began representing both MB and SK at the table in June. |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|-------------------|--|---|---|
| Manitoba | | <p>Continue participation in Community Futures Network of Canada to produce benefits for Manitoba CFs, share best practices, exchange ideas, raise issues and seek solutions; Provide a Manitoba voice at the national level.</p> | <p>Full board met June 2 and 3rd, which included a strategic planning session and AGM. Full board met by phone September 24th; Executive Directors met November 26th to discuss a potential new structure. Jason served on the Benefits committee and swapped the Communications committee for the Representation committee.</p> |
| | | <p>Liaise with senior bureaucrats in WD to provide CF input on decisions impacting the CF program and to better understand departmental goals for the program so that the CF Program can maintain optimum results</p> | <p>Met with ADM Strain to discuss the CF program; met with senior MB and SK CF program staff several times to discuss program issues; in particular the pooled loan fund and changes to the performance measurement report.</p> |
| | <p>Work collaboratively with WD and Manitoba CFs to strengthen the CF Program.</p> | <p>Work with WD and provide CF input to develop new contract terms and implement recommendations of national CF Program evaluation where they can strengthen the Program.</p> | <p>Reviewed draft new contribution agreements. Interviewed by consultant for the program evaluation. Reviewed draft CF Program Evaluation as part of duties for the Evaluation Advisory Committee.</p> |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|---|---|---|---|
| | | Work with WD and provide CF input to revise the Performance Measurement Report and Tool to better reflect the results achieved by Manitoba CFs and clarify the impact on Manitoba CFs of failing to meet their performance targets. | Performance Measurement Report revised and updated in conjunction with WD. Clarified data period to be used in determining whether performance targets have been met. Presented to U of Waterloo's Year 2 EDAC class regarding performance-based funding and measurement in western Canada. |
| A. Core Service: Build the Capacity of CF Boards and Staff | | | |
| Community Futures organizations are well supported and trained | CF Board members receive training and share ideas to facilitate effective CF leadership | Set time aside during CFM Board meetings for Board member reports on their local CF activities and to bring local concerns to the CFM Board table | Board member reports delivered at May 26, July 25, September 11 and October 31 meetings. |
| | | Continue to support the Community Futures Pan-West Leadership Institute and promote it to CFs | New pricing structure, facilitator call, and promo material forwarded to CFs outlining \$300 price drop as part of CF Pan West shift to a heavy training focus. New website for CF Pan West brought CFLI info to the front page. |
| | | Identify new Board training modules to the CF Leadership Institute | CFLI curriculum committee worked on developing Module 13; in final edits. |
| | | Identify other Board training opportunities for CF Directors | None this period. |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|---|---|--|---|
| | CF staff receive training and share ideas to support effective delivery of CF services | Promote the CF Leadership programs to CF staff | New training platform (the Credit Union's TLC) rolled out for staff through CF Pan West, offering over 100 free online courses in a variety of topics. |
| | | Utilize the Professional Development Committee to identify other training opportunities for CF staff | New Manitoba rep sought for CFLI staff committee. |
| | | Facilitate meetings of CF staff to share information, discover common priorities and work on common projects. | Managers' meetings held June 4 th in Southport and October 29 th in Winnipeg. |
| A. Core Service: Marketing/Visibility | | | |
| Community Futures Manitoba is recognized as an integral support to the CF organizations in Manitoba | Build awareness of CF Manitoba's services among CF's through regular contact and information exchange | Attend CF Board meetings or events, either in-person or virtual, to provide updates | Staff attended AGMs of CF NCD, Triple R and Heartland. Also attended and farewell for Kim Enns hosted by CF Triple R and the CF White Horse Plains Open House |
| | | Connect to CF's via social media (e.g., blog) | Provincial Facebook page and Twitter account maintained. Content Management System website is live and incorporates Twitter feed and links to other social media. |
| | | Keep CF board members and staff aware of events and resources of interest from CF Manitoba and in the rural CED field. | Monthly Communiqués sent to CF Manitoba Directors & CFs on items of interest this year |
| Build the brand for the Community Futures program | Build awareness of the CF Program among the public | Coordinate provincial marketing campaigns | SK digital marketing program providers presented to MB managers on their project, generating some interest in MB. |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|---|--|--|--|
| | | Advocate for a national CF brand | CFNC determined it was not willing to consider adoption of a common brand and naming protocol for CF organizations across Canada. |
| | | Act as a vehicle to obtain CF success stories and disseminate them to a wider public audience | CF success stories were incorporated into the new CMS and national annual review. Met with MB/SK regional head of programming for the CBC to discuss the CF program and challenges faced by rural communities. |
| | | Review existing marketing materials/toolkits and revise as required | No activity this period. |
| | | Promote CFs at appropriate provincial trade shows or events and provide support to CFs for their trade shows. | CF Manitoba booth set up at Vision Quest, the AMM convention, the launch event for Small Business Week, and at the Take the Leap conference in Dauphin. |
| | | Recognize and celebrate CF successes. | Awards for Excellence in Innovation and CF Volunteerism were part of the 2014 Conference Banquet |
| A. Core Service: Administration of the Corporation | | | |
| CF Manitoba is managed and governed effectively | Ensure that the Association's direction is determined by its member CF organizations | Undertake a strategic planning process every three years to seek input in determining the Association's focus over the next three years. | 2014-15 CF Manitoba Operations Plan based on December 2012 Strategic Planning Session |
| | Ensure that the Board is representative of Manitoba CFs | Promote volunteer representation on CFM Board in keeping with the basic governance structure of the CF Program. | 12 of 14 CF Manitoba board members were volunteers (2 vacancies pending filling) |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|--|--|---|--|
| | Ensure effective fiscal management | Board and Executive Director to jointly establish corporate budget, regularly review actual performance versus projections, and amend as necessary. | Revised budget incorporating CF SK management contract adopted in May |
| | | Implement applicable components of the modernization ideas | VOIP and e-faxing fully in place after overcoming some final roadblocks with MTS. Monthly costs dropped by over \$300. |
| | Ensure effective human resources management | Maintain sufficient staff complement to carry out core and other contractual obligations | Staff duties and compensation were reviewed and revised in light of the new SK contract. Hired a part-time bookkeeper (who later left for a full-time job) and a Member Support Coordinator in SK. |
| | | Provide competitive staff compensation package, including health/dental if affordable | Compensation package remained within our means |
| | | Maintain staff training budget to encourage staff skills enhancement | Staff training budget maintained |
| | | Ensure that CFM meets all legal and contractual governance requirements | Meet all accountability and transparency requirements |
| Conduct regular Meetings of Board of Directors and Executive Committee | Board of Directors met May 26, July 25, September 11 and October 31. | | |
| Maintain comprehensive by-laws, policies and procedures and revise them as necessary to remain current | Policy amendments adopted in September to meet WD's new requirements | | |
| CF Manitoba is accountable to the public, CFs, WD and other stakeholders | | | |

| B. Strategic Goal | C. Long-Term Strategy | D. Short-Term Activity | E. Results |
|-------------------|--|---|---|
| | | Maintain proper bookkeeping and minutes; distribute minutes to Directors. | Minutes maintained and distributed |
| | Provide regular comprehensive reporting on CFM activities to WD and other stakeholders | WD representative to be invited to attend all CFM regular Board meetings and Managers' meetings | WD CF program staff invited to attend all meetings. |
| | | Produce all reports required by WD in a comprehensive fashion and submit them on time | Claims filed and processed |

2.2 Treasurer's Report

Community Futures Manitoba remained financially stable, with assets of \$198,552 including a cash balance of \$14,975. Income Statement revenues totalled \$649,224 and expenditures totalled \$669,315 for an operating deficiency of \$20,091 due to nearly \$12,000 in amortization and the reclassification of a 2013-2014 project expenditure of \$7,500 to 2014-2015.

Core revenues (\$189,426) represented only 29% of total revenues, with the remainder being generated primarily by special projects. Non-core projects included the Entrepreneurs with Disabilities Program, Aboriginal Business Service Network, Financial Literacy project, the administration of the Community Futures Investment Fund, and the provision of association management services to Community Futures Saskatchewan. These projects were undertaken to increase the amount of resources available to CF Manitoba to meet its goals and enhance the services available to CFs to deliver their mandates. The revenue generated from these projects totalled \$449,673 (69% of our total revenues), and contributed to the retention in 2014-15 of the Project Coordinator as a full time position. The remaining 2% of revenue was incurred through "flow-through" projects such as CF Pan West projects or CF training costs.

It has been my pleasure to serve as Treasurer for the 2014-2015 fiscal year.

Respectfully submitted,

Frances McIvor
Treasurer

2.3 Manitoba CF Results

| 2014 - 2015 | \$ Leveraged from Loans | # Clients served | Training/Advisory Services | # Jobs from Loans | # Loans | \$ Loans | Net Cash + Other Investment Assets |
|--------------------|-------------------------|------------------|----------------------------|-------------------|------------|--------------------|------------------------------------|
| Cedar Lake Region | \$29,161 | 97 | 341 | 31 | 11 | \$230,500 | \$562,374 |
| Dakota Ojibway | \$352,028 | 80 | 1146 | 72 | 13 | \$237,315 | \$239,567 |
| East Interlake | \$156,288 | 123 | 427 | 51.5 | 10 | \$425,100 | \$1,434,539 |
| Greenstone | \$203,000 | 350 | 627 | 25 | 10 | \$492,605 | \$105,729 |
| Heartland | \$81,100 | 131 | 47 | 21 | 10 | \$391,623 | \$1,120,561 |
| Kitayan | \$706,236 | 95 | 282 | 96 | 18 | \$707,708 | \$14,554 |
| North Central Dev. | \$264,500 | 179 | 360 | 34.5 | 11 | \$740,580 | \$464,195 |
| North Red | \$2,339,000 | 214 | 328 | 92.5 | 11 | \$821,000 | \$1,148,115 |
| Northwest | - | 83 | 174 | - | - | - | - |
| Parkland | \$265,500 | 122 | 150 | 13 | 4 | \$330,060 | \$565,171 |
| Southeast MB | \$10,600 | 3 | 1417 | - | 5 | \$312,136 | \$329,740 |
| Triple R | \$204,000 | 96 | 256 | 36.5 | 11 | \$554,363 | \$619,025 |
| West Interlake | \$1,068,028 | 156 | 94 | 51 | 8 | \$346,610 | \$1,136,099 |
| Westman | \$530,961 | 103 | 290 | 79 | 9 | \$939,442 | \$654,159 |
| White Horse Plains | \$0 | 75 | 193 | - | 3 | \$202,351 | \$399,080 |
| Winnipeg River | \$38,052 | 129 | 298 | 4.5 | 3 | \$101,000 | \$403,791 |
| TOTALS | \$6,248,454 | 2036 | 6430 | 608 | 137 | \$6,832,391 | \$9,139,303 |

- Indicates that data was unavailable

3.0

Closing Comments

Community Futures Manitoba is grateful for its strong working relationship with Community Futures Organizations. CFM would not exist without the support of these organizations; the members' vision and dedication for this organization are what makes it strong.

Community Futures Manitoba also wishes to acknowledge the support of Western Economic Diversification. Thanks to Bram Strain, France Guimond, Dan Snidal, Karen Morrow, Gerry Marques, Darlene McKay and Bryce Bullock for their assistance and input into strengthening the efforts of Manitoba CFs.

Thanks also to the following for their contributions to CFM in 2014-2015:

- Nominations Committee – Dave Kendall
- Staff Training Committee – Tammy Hudyma, Bunny Burke, Tom Barnett, Sharalyn Reitlo and Charlene Beamin
- CF Network of Canada and CF Pan West Network Representatives – Greg Fehr/Jim MacMillan

Thank you to all others who contributed to our successes in 2014-2015.