

2015 - 2016 ANNUAL REPORT



Community Futures Manitoba Inc.

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CHAIRPERSON'S MESSAGE

2015-2016 saw continued fallout from 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, have resulted in the loss of much corporate memory in the person of some very committed and passionate volunteers and has created difficulties for some communities to find replacement volunteers 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 which started this fiscal year. While still leaving us well short of the funding we need to maintain our operations, we at least have stable funding for another two years in most cases.

CF Manitoba continued our agreement this year with Community Futures Saskatchewan to provide association management services. So far both boards of directors feel that the arrangement is working well, and has generated efficiencies for both organizations. However, we will continue to review the arrangement to make sure that it's still a good fit for CF Manitoba.

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 expanded the access to training opportunities to build the skills of our CF volunteers through the Community Futures Leadership Institute and our staff through the Staff Development program. The Community Futures Network of Canada continued to provide a national forum to share ideas and best practices for program delivery and began to take on a role as the chief advocate for program renewal following the new government's shift of the Regional Development Agencies (including WD) to the responsibility of a single Minister: Navdeep Singh Bains, the Minister of Industry, Science and Economic Development (ISED). The CFNC also hosted a very successful National Event this past June in Charlevoix, Quebec that was well-attended by Manitoba CF volunteers and staff.

Members of the Manitoba CF family got together to celebrate the program's achievements at the annual CF Manitoba Awards Banquet, which was held at the Canadian Museum for Human Rights in Winnipeg. Congratulations to Greg Fehr from CF Triple R, who received the Community Futures Award for Volunteerism and to CF Parkland, who received the Community Futures Award for Excellence in Innovation for their Young Women's Conference 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 2015-2016.

Jim MacMillan, Chairperson

1.0 OVERVIEW OF 2015-16

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 tradeshow. 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 Adobe Connect, 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, 2016 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
Ila Buchanan <u>Secretary</u> CF West Interlake	Bill Kadachuk <u>Director</u> CF Cedar Lake Region	Kim Bullard <u>Director</u> CF Dakota Ojibway
Michael Ledarney <u>Director</u> CF East Interlake	David Kendall <u>Director</u> CF Greenstone	Neil Christoffersen <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	Manson Moir <u>Director</u> CF Westman	Valerie Chatain-White <u>Director</u> CF White Horse Plains
Hermann Saxler <u>Director</u> CF Winnipeg River		

STAFF

Core staffing remained at 2.0 full-time equivalents in 2015-2016; funded 45% through Manitoba core funding and 55% through special projects and the Saskatchewan management contract. However, overall staffing increased from four to six FTE due to the continuation of the Saskatchewan association management contract and the addition of a major new initiative: the Elevate project.

These two initiatives required significant changes in the staff component: non-core staff increased from two to four, and Susan Bater's job was restructured to reflect her responsibilities with the new project. One of the new employees was not retained beyond the expiry of their probation period and a hiring process to replace her was underway at year end.

Also, at year end the corporation was in the midst of the hiring process for a new Office Manager, who would be a third core staff member. The core and non-core staff employed in 2015-2016 were:

Staff Member	Position Title	Core Staff	Non-Core Staff	Funding Program
Jason Denbow	Executive Director	X		MB Core, SK Core, Aboriginal Business Service Network, EDP, SK EDP, Elevate, CFIF
Christine Landry	Project Coordinator	X		MB Core, SK Core, Aboriginal Business Service Network, EDP, CFIF
Susan Bater	Elevate/EDP Program Manager		X	MB EDP, SK EDP, Elevate
Deborah Smith	ABSN Coordinator		X	Aboriginal Business Service Network
Jessica Sandell	Elevate/EDP Coordinator, SK		X	SK Core, SK EDP, Elevate
Janet Layte	Elevate/EDP Coordinator, MB		X	MB EDP, Elevate

2.0 2015-2016 YEAR IN REVIEW

2.1 Organizational Activities Overview

The following section details CFM's priority areas, with specific goals, actions, and results from the 2015-2016 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.

During the year, a new strategic planning process was undertaken in January 2016 that will help direct activities beginning in the 2016-2017 corporate year.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Results to Date
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.	CF Manitoba follows and is followed by several MPs on Twitter
		Help CFs to demonstrate to municipal officials the value of the CF Program to their communities	New advocacy strategy will have an element aimed at municipal leaders
		Make federal politicians and WD aware of Manitoba CF activities supporting departmental and Government of Canada priorities	Newsletter sent to Manitoba MPs
	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	Manitoba MLA's received a copy of our spring newsletter.
		Liaise with senior provincial bureaucrats to identify opportunities for the CF Program to help the Province reach its CED goals	Spoke with Entrepreneurship MB Director regarding the provincial rural economic development strategy.
		Identify other funding programs that may be a fit with the mission of Manitoba CFs or CF Manitoba	Opportunities Fund application approved, with over \$500k available to be accessed by MB, SK and AB CF organizations.
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.	Saskatchewan association management contract in place; several offices converted to VOIP phones; including new Selkirk office
		Clarify WD's departmental position on the various efficiency recommendations from Manitoba and across the West.	Revitalization-driven policy requirements in place; interested to see if enforcement will be a priority during the government transition.
	Maintain and promote provincial initiatives to provide resources to all CFs, e.g. loan fund pooling	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.	No new depositors, but potential for several new deposits to meet the 25% Cash on Hand limit in the contribution agreement.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Results to Date
	Create savings for CFs via economies of scale on goods and services	Maintain and review existing group buying arrangements and seek new opportunities for group purchases as needs are identified by CFs.	Group buying arrangements maintained. National/Enterprise rental car bulk rate agreement began in August.
Manitoba CFs are supported in their delivery of CED services to rural Manitoba entrepreneurs and communities.	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 contribution agreements and policy requirements. Delivered a primer on the CF program & its representative associations to one of our CFs
		Work with CFs or local groups of CFs to identify opportunities for shared and enhanced rural economic diversification service delivery	No activity this period.
	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.	Opportunities Fund project as mentioned earlier
		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 maintain regular contact with WCBSN partners, and actively partner on several initiatives with the World Trade Center; promoting Centralia 2016
		Participate in committees or initiatives to provide input to the Province of Manitoba regarding rural development policies and initiatives.	CFM participated in MAFRD consultation for their rural economic development strategy on Oct. 30. Strongly suggested that strategy be developed on a bottom-up basis.
		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.	MAFRD & ET&T rural economic development activities seem to be on hold pending the development of the R.E.D. Strategy & Action Plan
		Participate in Rural Team Manitoba to enhance the profile of the CF Program and look for opportunities to develop partnerships and service delivery arrangements.	RTM no longer active.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Results to Date
		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.	EDP Coordinator served on planning committee for the BDC's Small Business Month activities. Met with the BDC's new Regional Manager, Corporate Relations and Partnerships on October 29 th
		Support partnership development between Manitoba CFs and the Canadian Youth Business Foundation (Futurpreneur).	Strong connections with Futurpreneur helped further by Elaine Palson moving to CF WHP.
		Fund memberships in EDAM, CCEDNet and the Manitoba Chamber of Commerce to maintain additional channels for opportunity identification.	Memberships maintained. Christine serves on EDAM and CCEDNet boards.
		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	ABSN and EDP Coordinators presented an info session to the MMF in Dauphin. We maintain a membership in the Aboriginal C of C through the ABSN project.
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 Manitoba	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 twice in person and three times by webinar/phone this year. Now representing both MB and SK at the table.
		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.	Full board met three times throughout the year and held a full-day Advocacy planning session in December. Served on the Communications, National Reporting, and Benefits committees

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Results to Date
		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	“CF Advisory Committee” met with lead CF ADM Oct. 29 th & received an update on the performance measurement reporting portal and confirmation of 9-year limit provisions with respect to Association board service.
	Work collaboratively with WD and Manitoba CFs to strengthen the CF Program.	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.	No activities this period; next evaluation scheduled for 2017.
		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.	Electronic tool is still not ready; new year is the new release target. Review session with input from CFs held in late February.
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 given at July 10 th , Oct. 26 th , and Jan. 14 th meetings.
		Continue to support the Community Futures Pan-West Leadership Institute and promote it to CFs	CFLI “generic non-profit offering” rack cards distributed.
		Identify new Board training modules to the CF Leadership Institute	Module 13 completed and delivered several times; on-line version filmed and made available in March.
		Identify other Board training opportunities for CF Directors	None this period.
	CF staff receive training and share ideas to support effective delivery of CF services	Promote the CF Leadership programs to CF staff	“How to” webinars provided on using TLC training platform, which offers 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.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Results to Date
		Facilitate meetings of CF staff to share information, discover common priorities and work on common projects.	Managers' meeting held November 4 th
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	Board meetings/events attended at of Winnipeg River, Heartland, North Central Development, White Horse Plains and Cedar Lake Region
		Connect to CF's via social media (e.g., blog)	Provincial Facebook page and Twitter account maintained. Content Management System website incorporates Twitter feed and links to other social media platforms
		Keep CF board members and staff aware of events and resources of interest from CF Manitoba and in the rural CED field.	11 Communiqués sent to CF Manitoba Directors & CFs on items of interest this period
Build the brand for the Community Futures program	Build awareness of the CF Program among the public	Coordinate provincial marketing campaigns	Some interest in MB in using the "What If?" campaign
		Advocate for a national CF brand	Western CF brand opened for use by other regions to allow a potential piece-by-piece adoption of the CF leaf as a national brand. Interest, but no uptake yet.
		Act as a vehicle to obtain CF success stories and disseminate them to a wider public audience	Success stories included in Spring Newsletter, re-Tweeted when opportunities arise.
		Review existing marketing materials/toolkits and revise as required	Materials will be reviewed next year
		Promote CFs at appropriate provincial trade shows or events and provide support to CFs for their trade shows.	Trade show booth set up or presentations made at an Aboriginal business session hosted by the World Trade Centre, Vision Quest, National

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Results to Date
			Aboriginal Day, a Resources for Newcomers session, NACC AGM, MMF AGM, Small Business Week launch, MB Executive conference, and the Young Entrepreneurs' Forum.
		Recognize and celebrate CF successes.	Awards for Excellence in Innovation and CF Volunteerism funded again for 2015/16
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.	Strategic Planning session held January 13, 2016
	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 are volunteers (2 vacancies pending filling)
	Ensure effective fiscal management	Board and Executive Director to jointly establish corporate budget, regularly review actual performance versus projections, and amend as necessary.	Budget incorporating CF SK management contract approved.
		Implement applicable components of the modernization ideas	VOIP and e-faxing fully in place & providing significant cost savings.
	Ensure effective human resources management	Maintain sufficient staff complement to carry out core and other contractual obligations	In the midst of hiring a full-time admin assistant at year end.
		Provide competitive staff compensation package, including health/dental if affordable	Benefits premiums only increased 2.0% this year
Maintain staff training budget to encourage staff skills enhancement		Staff training budget maintained and available	
CF Manitoba is accountable to the public, CFs, WD and other stakeholders	Ensure that CFM meets all legal and contractual governance requirements	Meet all accountability and transparency requirements	Annual General Meeting held October 26; Annual report and audited financial statements approved and posted on website; Board appointment policy posted on website.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Results to Date
		Conduct regular Meetings of Board of Directors and Executive Committee	Board met July 10 th , October 26 th , January 14 th , and February 24 th .
		Maintain comprehensive by-laws, policies and procedures and revise them as necessary to remain current	No revisions necessary this period
		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 submitted and paid

2.2 Treasurer's Report

Community Futures Manitoba remains financially stable, with cash, receivables and prepaid expenses of \$224,788 against liabilities and deferred contributions of only \$100,378 at year end. Income Statement revenues were up by over \$79,000 this year to \$728,285 and \$400 was realized from the sale of capital assets, and expenditures totalled \$722,132 for an operating excess of \$6,553.

Core revenues (\$189,426) represented only 26% of total revenues, with the remainder being generated primarily by special projects. Non-core projects included a new project called Elevate, along with existing projects such as the Entrepreneurs with Disabilities Program, Aboriginal Business Service Network, 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 \$520,706 (72% of our total revenues), and contributed to the retention in 2015-16 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 2015-2016 fiscal year.

Respectfully submitted,

Frances McIvor
Treasurer

2.3 Manitoba CF Results

Below represents a summary of Manitoba CF organization 2015-2016 results through lending and client service, as gathered from their quarterly submissions to Western Economic Diversification Canada.

2015 - 2016	\$ Leveraged from Loans	# Clients served	Training / Advisory Services	# Jobs from Loans	# Loans	\$ Loans	Net Cash + Other Investment Assets	% Net Cash
Cedar Lake Region	\$192,425	90	523	33	14	601,145	370,245	0.30
Dakota Ojibway	\$353,520	40	692	116	13	\$219,171	415,049	0.43
East Interlake	\$376,636	144	504	18	8	\$224,200	1,489,801	0.52
Greenstone	\$153,000	308	684	13	6	\$274,881	233,356	0.09
Heartland	\$243,400	108	404	10	7	\$254,148	1,447,758	0.54
Kitayan	\$618,800	670	324	48	12	\$661,977	165,555	0.03
North Central Dev.	\$742,361	121	322	23	10	\$194,824	-	-
North Red	\$2,253,500	136	505	42	12	\$1,026,000	484,621	0.10
Northwest	\$0	359	317	6	1	\$20,000	62,995	0.06
Parkland	\$56,305	99	302	18	4	\$336,500	441,829	0.28
Southeast	\$0	308	1,673	-	6	\$274,061	644,412	0.29
Triple R	\$4,200	108	110	3	5	\$196,500	828,495	0.47
West Interlake	\$1,061,000	107	120	19	6	\$325,039	1,294,210	0.42
Westman	\$1,450,835	140	1,145	63	20	\$803,029	1,169,575	0.28
White Horse Plains	\$264,600	55	170	4	2	\$223,450	188,556	0.10
Winnipeg River	\$17,850	116	483	7	3	\$101,167	934,816	0.34
TOTALS	\$7,788,432	2,909	8,278	423	129	\$5,736,092	\$9,202,031	0.23

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, Gerry Marques, Michel Loiselle, 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 2015-2016:

- Nominations Committee – Dave Kendall
- Staff Training Committee – Tammy Dziadek, Bunny Burke, Tom Barnett, Debbi Fortier, Elaine Palson, Sharalyn Reitlo and Kim Bullard
- CF Network of Canada and CF Pan West Network Representative – Jim MacMillan

Thank you to all others who contributed to our successes in 2015-2016.