

Annual Report

2012 – 2013 Fiscal Year



Growing communities one idea at a time.

TABLE OF CONTENTS

Message From The Chair.....	2
What is Community Futures?	3
Our Mission	3
Corporate	
2012-2013 Board of Directors	4
2012-2013 Staff.....	6
Vision Statement.....	7
Strategic Goals	7
Visibility, Promotion & Marketing	8
Community Development Services	10
Business Development Services	14
Auditors Report	17

MESSAGE FROM THE CHAIR



On behalf of the Board of Directors for Community Futures North Central Development, I am very pleased to provide the Annual Report for the 2012 – 2013 fiscal year.

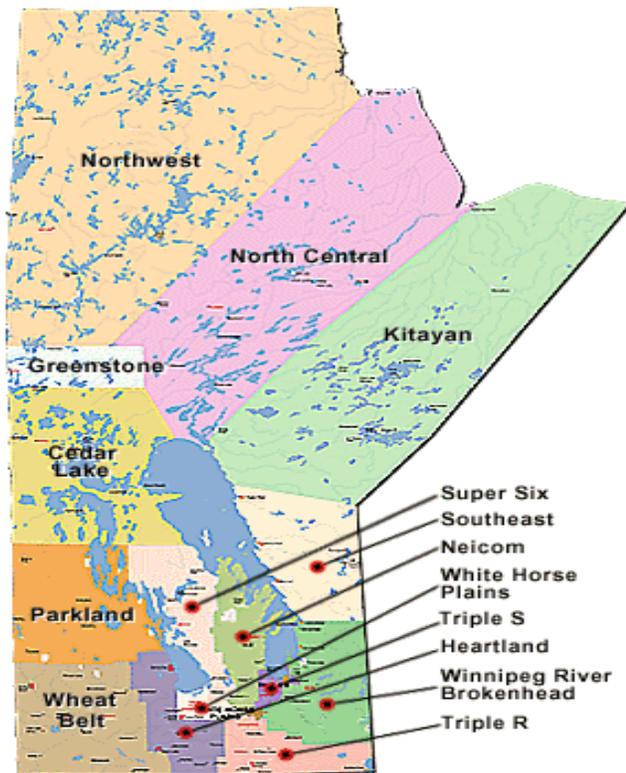
Sincerely

A handwritten signature in cursive script, appearing to read "Frances McIvor".

Frances McIvor
Chairperson

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

2012 – 2013 Board of Directors

Directors:	Jennifer Massan	Churchill
	Darlene Beck	Incorporated Community of Cross Lake
	Ryan Castel	Cross Lake First Nation
	Victoria Henderson	Fox Lake First Nation
	Jim Goymer	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
	Judy Kolada	Thompson
	Frances McIvor	Wabowden
	Lillian Spence	War Lake First Nation
	Vacant	York Landing
Alternates:	William Brightnose	Thicket Portage
	Reg Meade	Wabowden
Executive:	Chairperson:	Frances McIvor
	Vice Chair:	Judy Kolada
	Treasurer:	Wayne Anderson
	Secretary:	Lillian Spence
	Past Chair:	Glen Flett

Volunteers:

Gary Ceppetelli

City of Thompson

Roxie Binns

Thompson Unlimited

Brenda Davidson

Society for Manitobans with Disabilities

Noelle Halcrow

Cross Lake Community Council

*Has since left the Board of Directors of CFNCD

CORPORATE

2012 – 2013 Staff

General Manager: Tim Johnston

Administrative Officer: Tamy Burton

Administrative Assistant: Tara Ellingson

Development Officers: Charlene Grant
Leann Brown
Michelle Pruder
Angelica Matiassek

Aboriginal Business Canada: Peter Rosenfeld
Phil Calnitsky*

Corporate Office: 3 Station Road
Thompson, Manitoba R8N 1P1
Phone: (204) 677-1490
Fax: (204) 778-5672
Toll Free: 1-888-303-2232

ncd@northcentraldevelopment.ca
www.northcentraldevelopment.ca

*Has since left the Corporation.

VISION STATEMENT

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

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

STRATEGIC GOALS

Administration

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

Community Development

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

Business Development

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

VISIBILITY, PROMOTION & MARKETING

Video Conferencing

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

Newsletter

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

Media Exposure

Press releases in local media in this fiscal year included:

- “Celebrating Small Business Week and Co-op Week” (article in Thompson Citizen referencing Community Futures North Central Development, October 2012)
- “Two rounds of golf could net a big prize” (article in Thompson Citizen referencing Tourism North/Community Futures North Central Development, August 2012)
- “Northern nominees for Manitoba Tourism Awards” (article in Thompson Citizen referencing Community Futures North Central Development, June 2012)
- “Supporting Northern Science: Wolf & Carnivore Conference” (article in Thompson Citizen referencing Community Futures North Central Development, June 2012)
- “TEDWG open house presentation attracts about 50 residents plus professional staff in project” (article in Thompson Citizen referencing Community Futures North Central Development, June 2012)
- “Victoria Maxwell visits Thompson” (article in Thompson Citizen referencing Community Futures North Central Development, May 2012)

Advertisements

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

- Aboriginal Business Development Program
- Annual General Meeting Notice
- Artist, Crafters & Small Business Expo
- Community Visits
- Entrepreneurs with Disabilities

- Growing Communities Ads
- Loan Programs
- SE Program
- Settlement Services Program
- Small Business Week
- Tourism Ads
- Vision Quest promotion
- Videoconference promotion
- Capacity Building Workshops
- Business Planning Workshop

Social Media

CFNCD 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.

Small Business Expo

In November 2012, CFNCD hosted the 4th annual Artists, Crafters & Small Business Expo in Thompson at the St. Joseph's Hall. This event is for artists, crafters and small businesses who want to market their products to the public free of charge. Exhibitors are chosen by those who complete the exhibitor registration and return to CFNCD. The event was a great success with 35 exhibitors participating and over 700 citizens attending. As staff has done in the past, a follow-up survey was completed with exhibitors and feedback was positive. CFNCD staff will continue to promote this event and look forward to planning the 5th Artists, Crafters and Small Business Expo with hopes of attracting more exhibitors from our communities.

Community Visits

Each year, staff travel to communities in the North Central Region to attend trade shows, career fairs and to offer training in areas of community and business development. Communities in which staff traveled to in the 2012-2013 fiscal year include: Nelson House, Wabowden, Norway House, Cross Lake, Churchill and Gillam. CFNCD staff visit communities outside the region to partner on initiatives with other northern CFs, including Flin Flon, The Pas and Snow 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. In 2012 work began to implement a “client directory” that will soon be available on the website. Directory will be sorted by sector and community.

- www.northcentraldevelopment.ca

COMMUNITY DEVELOPMENT SERVICES

Community Development Committee

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

The Community Development Committee meets on the third Tuesday of every second month. A summer hiatus is taken as it is often difficult to achieve quorum. The Committee met 6 times since the last AGM (May, September, and October of 2012 and January, March and May of 2013). 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) and Charlene Mercredi (Thicket Portage Community Council) also sat on the committee as a part of the CFNCD board of directors. Volunteers participating in the Committee were Gary Ceppetelli (City of Thompson), Noelle Halcrow (Incorporated Community of Cross Lake) and Brenda Davidson (Society for Manitobans with Disabilities – Norman Region).

Community Development Projects:

Tourism North: In partnership with the 2 other northern Manitoba Community Futures, Norman Regional Development Corporation, Thompson Unlimited and the Town of The Pas, a regional tourism committee was struck in 1999 to deliver a tourism marketing plan in the north. CFNCD was contracted on a fee-for-service basis in the 2012/2013 year to coordinate Tourism North efforts. Tourism North completed an ad campaign, created, distributed and promoted the 3rd edition of Nextstop – the only regional tourism guide for northern Manitoba, completed a special project to promote northern Manitoba golf courses and encourage regional tourism, participated in the provincial review of the funding program and facilitated sessions with Travel MB, participated in the Manitoba Tourism Awards judging panel & nominated outstanding tourism operators from northern Manitoba for the 2012 awards, maintained www.visitnorthernmanitoba.com, and began work on a winter tourism initiative and a regional community promotion initiative.

Entrepreneurs with Disabilities: In the 2012/2013 fiscal year CFNCD partnered with CFM to promote the *Accessible Laptop Project* and *Just Watch Me* video contest. A capacity building project in partnership with the Canadian Mental Health Association Thompson Region (CMHA) and funded by CFM was undertaken and offered a workshop and evening presentation (May 2012) addressing mental health barriers to entrepreneurs and service providers in the region. A separate one-day conference was held

(October 2012) in partnership with the Society for Manitobans with Disabilities (SMD), CMHA, Manitoba Community Living, Thompson Supported Employment Program, CFM and the Planned Lifetime Advocacy Network. Out of this event, the need for consistent ASL interpreters based in northern MB was realized and work began on a Deaf community needs assessment in partnership with SMD. As always, CFNCD continued to offer the EDP loan program to clients who self-declare a disability.

Settlement Services: In partnership with the City of Thompson, Manitoba Entrepreneurship Training and Trades (MCTT), Thompson Immigrant Women's Association, Burntwood Regional Health Authority (BRHA), 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. 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 Black History Awareness celebration at RD Parker Collegiate, Canada Day celebrations and the annual Citizenship ceremony. Funding for the project comes from the Manitoba Immigration Integration Program.

Vision Quest: CFNCD continues to play a role in the coordination of the conference as a member of the conference planning committee and has volunteered during the event. Vision Quest is a non-profit charitable organization formed through partnerships with five Community Futures Development Corporations to promote Aboriginal business and community economic development. In May 2012 Vision Quest celebrated the 16th annual conference with the event being an undeniable success with over 1,000 individuals attending. Over the past 16 years, over 11,000 people have attended the event.

Growing Communities Program: CFNCD launched in April 2010, a pilot project called the "Growing Communities Program". This program is a funding opportunity for communities in the north central region (up to \$2,500 available per community for community economic development initiatives). The CFNCD board committed to delivering the program for 3 years and the 2012/2013 fiscal year was the 3rd and final year of the program. The program will be reviewed by the board at the 2013 AGM. This program supported six communities in economic development initiatives (Incorporated Community of Cross Lake, Thompson, Wabowden, Gillam, Pikwitonei and Nelson House) and \$13,835.46 was invested by CFNCD.

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

Business Planning Workshops: CFNCD partnered with ABSN to have a Business Planning Workshop delivered in Cross Lake. After this workshop was completed, CFNCD provided one-on-one business planning consultations in Cross Lake in February and March 2013.

CFNCD also partnered with the Province of Manitoba Small Business Development Branch to coordinate 2, 3-Day Business Planning Workshops in Thompson. The 1st event took place in May 2012 with 26

participants. The 2nd event took place March 2013 with a total of 8 participants. Discussions are taking place for CFNCD to be able to deliver this workshop in the future due to program delivery changes.

Rotary Park: CFNCD began a partnership with the Rotary Park Development Association in 2011/2012 and applied for funding from the provincial Neighborhoods Alive! program. Funding was secured and the project construction was carried out by the RPDA. This project was completed when all reporting requirements were completed in November 2012.

Churchill Northern Studies Centre: CFNCD assisted the CNSC with strategic planning related to a more sustainable business plan for the Centre. The need for a new plan became a focus for the Centre following the opening of their new state-of-the-art facility (Fall of 2011). CFNCD coordinated pre-strategic planning session questionnaires with the CNSC board & staff as well as a two-day strategic planning session (February 2012). A report was provided to CNSC on the planning session activities as well as a draft Strategic Plan. The goal of the work was to refocus and think of new ways for the Centre to become financially self-sufficient in the future. This project fits with WD's new priorities (in particular bringing new services to market and increasing the presence of Western Canada in global market). CFNCD has offered assistance should the CNSC require it in moving forward with action plan and business plan.

With the goal in mind of further promotion and connecting the Centre to provincial tourism stakeholders, CFNCD nominated the CNSC for a 2012 Manitoba Tourism Award in the Sustainable Tourism Category. The Centre was recognized as a finalist and at the awards banquet in September 2012 were presented the award by the Minister of Culture, Heritage & Tourism.

Office Space Rental Contracts: CFNCD partnered with the Northern Manitoba Sector Council to provide office space in the 2012/2013 fiscal year.

BUSINESS DEVELOPMENT SERVICES

Business Development Committee

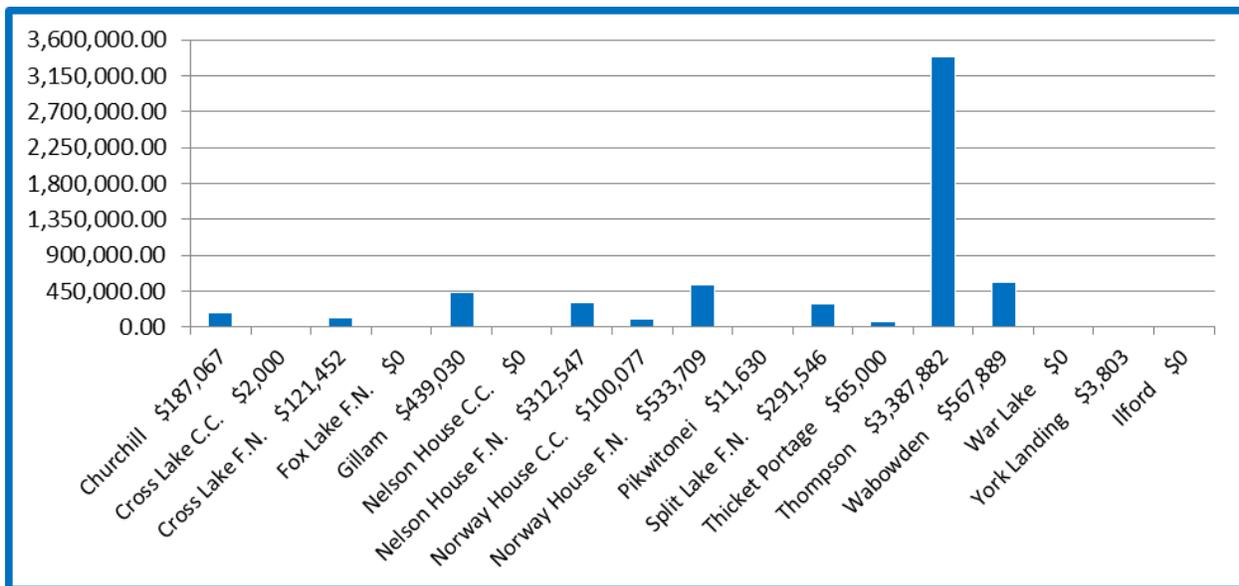
The Corporation acts as an alternative lender and manages investment funds that are used to provide business loans to help finance business purchases, start-up and expansions. The Business Development Committee (BDC) reviews each application and awards or declines loans. The Business Development Committee generally meets on the first Tuesday of each month to review new loan applications and administer existing loans of the Corporation. The committee met 7 times in the 2012-2013 fiscal year.

Loan Portfolio

The Corporation manages a one million dollar business loan portfolio and an additional \$40,000 from Business Development Bank of Canada to administer the Peer Credit Loan Program. The Corporation has also received loans from the Community Futures Investment Fund and secured an additional \$200,000 in September 2012 due to high demand.

CFNCD's investment funds are revolving, with repayments on loans being reinvested to provide the availability of loan funds for entrepreneurs to start business. In 2012-2013, 21 loans were extended in the amount of \$706,868.04

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



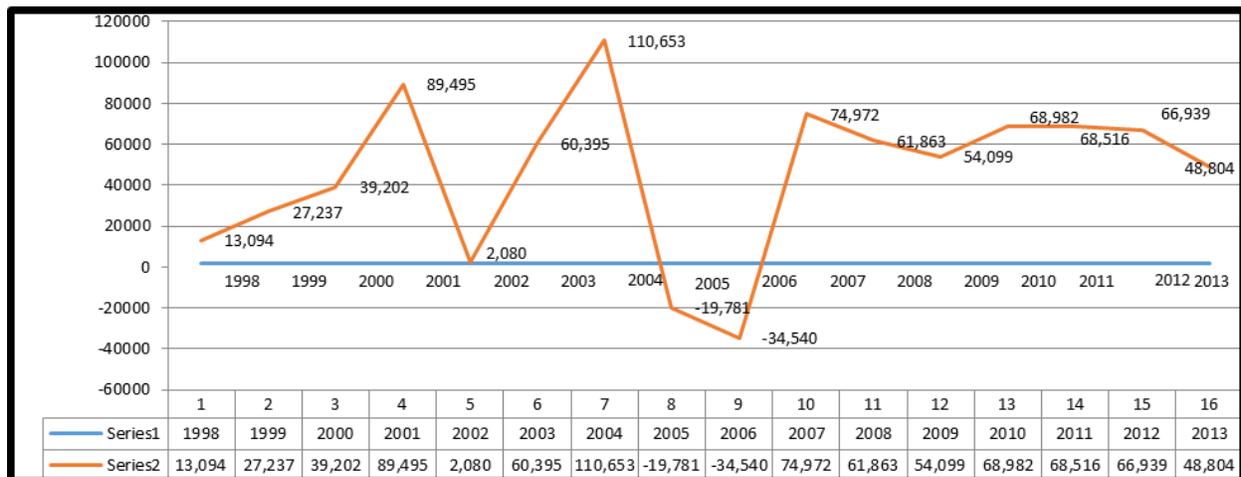
Investment Fund Distribution, by community

Loan Portfolio Performance

Since inception in 1997, CFNCD has approved 256 loans valued at \$6,073,633.06.

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, 2013, the Corporation carried \$39,699 as an allowance for doubtful debt. In 2012/13, the Corporation recorded \$23,157 in bad debt.

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



1998:	\$ 13,094.00	2003:	\$ 60,395.00	2008:	\$ 61,863.00
1999:	\$ 27,237.00	2004:	\$ 110,653.00	2009:	\$ 54,099.00
2000:	\$ (39,202.00)	2005:	\$ (19,781.00)	2010:	\$ 68,982.00
2001:	\$ (89,495.00)	2006:	\$ (34,540.00)	2011:	\$ 68,516.00
2002:	\$ (2,080.00)	2007:	\$ 74,972.00	2012:	\$ 66,939.00
2013:	\$ 48,804.00				

Self Employment Program

The Self Employment (SE) Program is designed to assist unemployed Manitobans create jobs for themselves by starting their own business. In 2012-13, 8 clients were accepted into the SE Program, 5 of those clients are currently in the business planning stage and 2 have successfully launched a business.

Peer Credit Program & Business Development Bank of Canada

The Peer Credit Program increases financial skills and knowledge to the members in their communities. To date, 71 loans have been approved and 2 groups remains active.

Canadian Youth Business Foundation (CYBF)

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

Aboriginal Business Development Program

The 2012/2013 fiscal year was the 14th year that Community Futures North Central Development (CFNCD) has delivered the Aboriginal Business Development Program (ABDP) (formerly the Aboriginal Business Canada Program - ABC) for northern Manitoba. In 2012, the ABDP program was awarded to First People's Economic Growth Fund (for Status applicants) and the Louis Riel Capital Corporation (for Metis applicants). Funds were made available to these two organizations to enable CFNCD to continue offering the ABD Program in northern Manitoba. Promotion of the Aboriginal Business Development Program and CFNCD loan programs within the region, continue to be provided by an External Delivery Officer (XDO).

APPENDIX 1
AUDITORS REPORT

KENDALL & PANDYA

Chartered Accountants

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

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

* Operating as professional corporations

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

We have audited the North Central Community Futures Development Corporation's compliance as at March 31, 2013 with the criteria established in the Contribution Agreement between Western Economic Diversification and the CFDC dated April 1, 2006 and amendment #6181. Compliance with the criteria established by the provisions of the agreement is the responsibility of the Board of Directors of the CFDC. Our responsibility is to express an opinion on the compliance based on our audit.

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

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

Thompson, Manitoba
June 19, 2013


Chartered Accountants