

**2003 - 2004
ANNUAL REPORT**

**Community Futures Partners of
Manitoba Inc.**



Presented at:

**2003-2004 Annual Meeting
June 18, 2004
The Pas, Manitoba**

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



**Western Economic
Diversification Canada**

**Diversification de l'économie
de l'Ouest Canada**

Canada

CHAIRPERSON'S REMARKS

In 2003-'04, Community Futures Partners of Manitoba (CFPM) entered its 13th year of fulfilling our mandate to serve and strengthen Manitoba CFDC's.

We try to fulfill our mandate through a focus on four key activities: providing a central source of information, exploring avenues for economic and community development, promoting the services and achievements of our members, and representing CFDC's to other departments of government. With the support of our shareholders (Manitoba's 16 Community Futures Development Corporations), partner agencies, staff, and primary funding partner, Western Economic Diversification Canada (WD), I believe that we were able to maintain our focus and achieve our goals.

To meet our goals, we focused our efforts on activities that would:

1. Reduce the duplication of effort for CFDC's, such as group-buying efforts and the development of products and tools to address common concerns
2. Upgrade the skill of staff and boards through our staff seminars and the delivery of Community Futures Board Development modules to CFDC Boards of Directors.
3. Provide an effective voice for all CFDC's through our active representation in the Pan West and Pan Canadian CF Associations and our liaison with our funding partners.
4. Raise the profile and understanding of the Community Futures program through our marketing activities and our efforts to raise the awareness of elected officials and senior federal bureaucrats about the value and achievements of the CF program.

Our successes would not be possible without the tireless effort of the CFPM staff, and it is with respect to our staff that our organization faced perhaps its greatest challenge of the past year: the departure of Maurice Bouvier, our long-time General Manager. Maurice was universally admired and respected in the Community Futures community for the commitment and dedication he brought to advancing the CF program at the local, provincial, and national level. Under his leadership, our organization grew tremendously in the scope and effectiveness of the services we deliver to our members. We will miss Maurice greatly, but we wish him the best in his new career with the Province of Manitoba.

However, it has always been a policy of our organization to view challenges as opportunities, and our board was pleased to take the opportunity of Maurice's departure to welcome Jason Denbow to the staff as our new General Manager. Jason comes to CFPM with over 6 years' experience in the CF program and has already developed a good working relationship with CFDCs' board and staff and demonstrated a thorough understanding of the issues facing our program.

Our CFPM Board Executive Committee also underwent change this past year with the resignation from the board of Terry Lindell, long-time board member of Super Six CFDC. Terry's input will be missed, and we wish him the best of luck in his future endeavours.

The coming year promises to be full of many new opportunities for CFPM, particularly through our activities to develop a long-term funding agreement in partnership with Western Economic Diversification. With the cooperation and commitment displayed by our staff and Board of Directors, I am certain that we will continue to increase our role in assisting the Community Futures Development Corporations of Manitoba to grow and enhance the services they deliver to their communities.

Respectfully yours,

Robert Annis

1.0 OVERVIEW OF 2003-04

1.1 CFPM Role and Responsibility to Members

Community Futures Partners of Manitoba was formed in 1991 as an association of Community Futures Development Corporations. Its main goals are to:

- Reduce the duplication of effort for CFDCs;
- Upgrade the skill of staff and boards;
- Provide an effective voice for all CFDCs;
- Raise the profile and understanding of the Community Futures program;

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

Reduce the Duplication of Effort for CFDCs

A close link has been established between CFPM and the CFDCs, which has led to the following:

- Regular communication with CFDCs through the use of communiqués and other means;
- Regular meetings of the Board of Directors and CFDC Managers to share information, approaches and discuss opportunities related to CFDC efforts;
- Group purchasing of insurance, computers, software, telephone services, office supplies and other items;
- Creation of products useful to CFDCs, such as standardized business planning documents;
- Work with groups of CFDCs on common projects or concerns, such as the BSE crisis and the creation of a CF Investment Pool.

Upgrade the Skills of Staff and Boards

CFPM, through its own efforts and the combined efforts of the Pan Western Community Futures Group undertake regular projects to create, or cause to be created, training programs and materials relevant to increasing the operating efficiencies of CFDCs, directors and staff. Training sessions undertaken in the past year included:

- Staff Succession Planning
- Management Recruitment and Evaluation
- Strategic Planning Techniques
- Complying with PIPEDA

Provide an Effective Voice for All CFDCs

CFPM works with CFDCs 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 defended the position that Community Futures is much more than small business lending and counselling; its community economic development efforts are very valuable in building more viable and sustainable communities.

Raise the Profile and Understanding of the Community Futures Program

Community Futures Partners of Manitoba continued to retain a marketing and communications coordinator to improve the profile and understanding of the Community Futures Program. These have been accomplished in part through trade show participation, committee participation and direct meetings with potential partners. Significant progress has also been achieved in raising the profile of the program within the federal government through presentations to elected officials and senior bureaucrats.

1.2 Structure

BOARD

The Board of Directors of CFPM consists of one Director chosen from each of the 16 member CFDCs. The Officers of the Corporation, consisting of a Chairperson, Vice-Chairperson, Secretary and Treasurer are elected by the membership at the annual meeting. For the purpose of choosing CFPM's Officers, Manitoba is divided into four CFDC 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 Kitayan CFDC, North Central CFDC, Northwest CFDC, Southeast CFDC
- Zone 2 Greenstone CFDC, Cedar Lake CFDC, Parkland CFDC, Super Six CFDC
- Zone 3 Winnipeg River Brokenhead CFDC, North Red CFDC, NEICOM CFDC,
White Horse Plains CFDC
- Zone 4 Dakota Ojibway CFDC, Triple R CFDC, Heartland CFDC, Wheat Belt CFDC

Board of Directors meetings are held quarterly or at the call of the Chairperson with one Board of Directors meeting held each year in Northern Manitoba. The Executive Committee normally meets four to six times per year. Meetings are often in person, or by conference call in emergency situations or to deal with specific matters. Travel expenses of the Directors are covered by the individual CFDCs. Expenses for Executive Committee and other committee meetings are covered under CFPM's budget.

The Directors of Community Futures Partners of Manitoba at March 31, 2004 were:

Robert Annis <u>Chairperson</u> Wheat Belt CFDC	Adrian de Groot <u>Vice-Chairperson</u> North Central CFDC	David Kendall <u>Zone 2 Representative</u> Greenstone CFDC
Ron Roteliuk <u>Secretary-Treasurer</u> White Horse Plains CFDC	Pat Roy <u>Director</u> Parkland CFDC	Rodney Burns <u>Director</u> Triple R CFDC
Omar Lamb <u>Director</u> Cedar Lake CFDC	Kim Bullard <u>Director</u> Dakota Ojibway CFDC	Andrea Sweetland <u>Director</u> Super Six CFDC
Paul Chapman <u>Director</u> Winnipeg River Brokenhead CFDC	Bernie Wagner <u>Director</u> North Red CFDC	Ken Reimer <u>Director</u> Heartland CFDC
Darryl Bone <u>Director</u> Kitayan CFDC	Dennis Loewen <u>Director</u> Northwest CFDC	Carol Johnston <u>Director</u> Southeast CFDC

Roland Dandeneau
Director
NEICOM CFDC

NOTE: The position of Treasurer was held by Terry Lindell until his resignation of from the CFPM Board of Directors in January, 2004. Ron Roteliuk assumed duties as Treasurer upon Mr. Lindell's resignation.

STAFF

Core staffing (WD funded) remained at 1.5 FTE in 2003-2004. The core and non-core staff employed in 2003-2004 were as follows:

Staff Member	Position Title	Core Staff	Non-Core Staff	Program
Maurice Bouvier	General Manager April 1, 2003 - Nov. 17, 2004.	X		N/A
Jason Denbow	General Manager December 15, 2003 – March 31, 2004.	X		N/A
Christine Landry	Marketing & Communications Coordinator Interim General Manager November 20, 2003 – December 12, 2003.		X	Marketing – funded by surpluses generated by undertaking/delivering a variety of projects and programs.
Grace Zylstra	Administrative Assistant	X		N/A
Susan Bater	Provincial EDP Coordinator		X	Entrepreneurs with Disabilities Program
Josie Tinkler	E-business Coordinator		X	C/MBSC Regionalization /E-business
Mark Freedman	ABSN Coordinator		X	Aboriginal Business Service Network
George Leonard	ABSN Coordinator		X	Aboriginal Business Service Network
Christine Melnick	ABSN Regional Site Coordinator		X	Aboriginal Business Service Network
Hiren Prabhakar	ABSN Co-op Student		X	Aboriginal Business Service Network
Jeremy Kuffner	ABSN Co-op Student		X	Aboriginal Business Service Network
Christopher Metcalfe	ABSN Co-op Student		X	Aboriginal Business Service Network
Chris Gervais	ABSN Co-op Student		X	Aboriginal Business Service Network
Joel Comte	ABSN Co-op Student		X	Aboriginal Business Service Network
Leo Maynard	ABSN Co-op Student		X	Aboriginal Business Service Network
Paul Kesson	ABSN Co-op Student		X	Aboriginal Business Service Network
Robert Swanson	ABSN Co-op Student		X	Aboriginal Business Service Network
Janine Fiddler	ABSN Co-op Student (Business Planning Competition)		X	Aboriginal Business Service Network

2.0 2003-2004 YEAR IN REVIEW

2.1 Organizational Activities Overview

The following section details CFPM's priority areas, with specific goals, actions, and results from the 2003-2004 corporate year.

PRIORITY AREAS	OBJECTIVES
1. Communication	Provide timely and productive communication with CFDCs, CFPM directors, Western Economic Diversification and other stakeholder organizations about CFPM & CFDC activities, priorities and results.
2. Program Promotion and Marketing	Work with CFDCs to raise the profile of the Community Futures Program.
3. Professional Development	Raise the competency of CFDC directors and staff by developing and implementing training opportunities.
4. Resource and Opportunity Identification	Work with CFDCs to increase resources and partnership opportunities for CFDCs.
5. Research	Increase knowledge of common concerns and development opportunities for CFDCs.
6. Program Delivery/Special Projects	Undertake projects and activities that further CFPM's mandate, contribute to strengthening CFDCs or generate resources to allow CFPM to provide an enhanced level of service to members.
7. Group Buying	Create economies of scale for CFDCs on the purchase of goods and services.
8. Pan Western and Pan Canadian CF Network Activities	Work with Pan Western and Pan Canadian Community Futures Networks to advance the priorities of CFPM, based on CFDC priorities.
9. Administration	Provide a professionally run and accountable organization.

Priority Area: Communication

Goal	Action	Results/Comments
Regular Contact and Information Exchange With CFPM Directors, Staff and CFDCs	<p>Communiqué to CFPM Directors & CFDCs on items of interest.</p> <p>CFPM report at CFDC meetings by the CFPM Director.</p>	<p>Weekly communiqués sent to CFPM Directors and CFDCs. Supporting documents were archived. It was determined that we will switch to a bi-weekly format in 2004-2005.</p> <p>CFPM Directors provide CFPM reports at their regular meetings, based on communiqués and newsletters.</p>
	Facilitate meetings of CFDC staff to share information, discover common priorities and work on common projects.	Three meetings were held for the CFDC Managers and one meeting was held for each of the business development coordinators, Self Employment Program coordinators, and community development coordinators.
Regular Contact and Information Exchange With WD and Network Partners	Two way sharing of information between WD and CFPM.	All communiqués distributed to WD. WD invited to participate in all CFPM meetings and managers meetings.
	Regular contact with WD's Senior Management	<p>Minister Pagtakhan and ADM Kapitany attended a CFPM Board meeting. Newsletters sent to WD Management. Various meetings held to discuss issues of common concern, including the Community Futures Impact Study and Community Futures Program evaluation.</p> <p>CFPM Chair and General Manager provided input to WD in formulating the departmental response to the 2004 Speech from the Throne as it pertained to issues affecting rural Canadians. GM also reviewed and provided commentary on the text that pertained to disabled Canadians.</p>
	Act as a conduit between WD and CFDCs to resolve problems.	Sought clarification from WD on timelines for submissions and funding availability under the Client Service/Computer Upgrades initiative and assisted in collecting and submitting supporting documentation for CFDC claims under the project.
	Participate in Rural Team Manitoba (Rural Secretariat) to enhance the profile of the CF Program and look for opportunities to develop partnerships and service delivery arrangements.	CFPM actively participates in Rural Team Manitoba activities. CFPM attended the National Rural Youth Conference, May 1-4 in Orillia to develop partnerships with youth leaders and youth serving agencies. Maurice Bouvier also sat as Manitoba's representative on national Rural Team.
	Participate as a member of the Western Canada Business Service Network.	<p>Staff and Board attended Manitoba and Pan Western WCBSN partners meetings. Jason Denbow participated in a focus group as part of WD's internal audit of the WCBSN.</p> <p>CFPM participated in joint projects with several WCBSN partner agencies.</p>

Priority Area: Program Promotion and Marketing

Goal	Action	Results/Comments
Provincial Promotion of the CF Program with Participation from CFDCs	Collect CFDC success stories (B.E.S.T.); act as a conduit between WD and CFDCs for the distribution of CFDC success stories.	<p>Success stories were gathered throughout the year, with selected stories being posted to the CFPM website for broader distribution. Some of the clients were then later featured in other publications, including:</p> <ul style="list-style-type: none"> • “Access West”, a WD publication circulated across Western Canada. • The HomeBiz television show, which profiled two Manitoba CFDC clients to a national audience as part of a Pan West CFDC Association project. • Career Cruising, a computer-based career guidance web site used in thousands of schools and employment centres across Canada. The site features multimedia interviews that feature real people in hundreds of different occupations; including one CFDC client. The client’s profile includes information about Community Futures as a resource for rural and northern youth interested in entrepreneurship.
	Undertake a provincial Community Futures Week event; encourage CF week events with CFDCs.	This was not undertaken, as funding for the event in Manitoba was not approved in time to coordinate an event.
	<p>Market the CF Program to politicians at a provincial and national level to raise the profile of the program. Promote CFDCs as a service delivery network for Government Departments and Agencies.</p> <p>Assist CFDCs in packaging information for political audiences.</p>	<p>Minister Pagtakhan attended a CFPM Board meeting and met privately with CFPM’s Board Chairperson and the General Manager afterwards.</p> <p>Members of Parliament and Members of the Legislative Assembly received CFPM’s newsletter, the Pan Canadian Community Futures Annual Report and the summary of the Impact of the Community Futures Program in Western Canada. Efforts to raise the profile of the Community Futures Program have also taken place at the Pan Western and Pan Canadian levels.</p> <p>Christine Landry, Marketing and Communications Coordinator, also works with individual CFDCs (on a demand basis) to craft news releases and marketing plans to suit local CFDC needs.</p>
	Create two issues of the external CFPM newsletter.	One eight-page issue with 1000 copies was created and distributed in June. The theme of the issue was “Spotlight on Tourism.” The second issue was delayed due to the transition in the General Manager’s position, but was distributed in early 2004-2005.

Goal	Action	Results/Comments
Create a greater understanding and buy-in of CFPM activities by CFDCs	Create three issues of a CFPM Board newsletter that summarizes CFPM activities and achievements. The tool will be used by CFPM Directors to help communicate what CFPM is doing.	One issue created and distributed directly to CFPM board members in June. Development of additional newsletters was interrupted by the transition in the General Manager's position.
Raise the profile of CFDCs with the general public.	Promote CFDCs at appropriate provincial trade shows or events. Encourage CFDCs to promote services at regional trade shows and other opportunities; provide support to CFDCs in tradeshow techniques and with appropriate provincial marketing materials. Promote opportunities for cooperative advertising with CFDCs (e.g. yellow pages, ads to promote services, etc).	Exhibited at Vision Quest (May) and Northern Association of Community Councils (August). Attended and networked at Rural Forum in Brandon (April). Marketing materials provided to CFDCs. Cooperative advertising undertaken in all regional directories with financial contribution of \$150 from each CFDC. All CFDCs participated. Received commitment from CFDCs to participate in the joint marketing proposal.

Priority Area: Professional Development

Goal	Action	Results/Comments
Increase the competency of CFDC Boards of Directors and Staff to operate CFDCs and deliver CFDC services.	Work with a staff committee to identify CFDC staff training needs; arrange training sessions to address those needs.	The staff committee created an annual training plan. The following sessions were held: <ul style="list-style-type: none"> ◆ Staff Succession Planning (Board and Staff – June) ◆ Role of Planning in CED (Board – September) ◆ Management Recruitment and Evaluation (Board – September) ◆ Strategic Planning Techniques (Staff and Board – September) ◆ Elements of Fundraising (Staff – November) ◆ Complying with PIPEDA (Staff – November) ◆ Using the CFPM PIPEDA response package (Staff – March)
	Work with Pan Western CF Network partners to complete the CFBD program – take the lead in rewriting the personnel and risk management modules.	Pat Roy, Henry Sikora and Maurice Bouvier re-wrote the Management Recruitment and Evaluation module for CFBD (completed in July). The group recommended that the risk management module be abandoned and incorporated into the various modules, where applicable.
	Lend financial and staff support to Winnipeg River Brokenhead for the development of the 2003 Community Futures conference.	Financial (\$2,000) and in-kind assistance was provided to Winnipeg River Brokenhead CFDC. Maurice Bouvier, Jason Denbow, and Christine Landry participated on the conference committee.

Priority Area: Resources and Opportunity Identification

Goal	Action	Results/Comments
Increase Resources and Partnership Opportunities for CFDCs through opportunity identification	Regularly review the political environment and government priorities to determine targets for CFDC opportunity; engage the CFPM Board in determining and seizing opportunities.	CFDC's were briefed about the 2004 Speech from the Throne and its references to the CF program and potential effects on CF program activities. An opportunity assessment discussion is a regular agenda item at CFPM Board meetings. Youth continues to be a priority – a youth involvement guide, promoting ways for youth to become involved in community development projects, was created and distributed using CEDO dollars.
	Network with Governments of Canada and Manitoba to position CFDCs for opportunities: e.g. Province of Manitoba's CED framework; provincial departments such as Intergovernmental Affairs, Education and Training, and Aboriginal and Northern Affairs; federal government – Industry Canada, Human Resources Development Canada, etc. Get to know the players.	BSE – Met with the Manitoba Chambers of Commerce, Association of Manitoba Municipalities, and several affected CFDCs to discuss the issue, advocacy and the opportunities to develop adjustment programming for affected producers. Youth continues to be a priority for the Manitoba Government. A presentation on Communities in Motion and Community Futures was made to the MB4Youth Committee (18 Assistant Deputy Ministers) to continue to position Manitoba CFDCs and CFPM for youth activities. Continued on the Management Team of Community Collaboration Project (Health Canada, Rural Secretariat, Community Connections, Environment Canada, Manitoba Intergovernmental Affairs) to promote community capacity building and CFDC capabilities.
	Work with WD to strengthen the CF Program; identify program gaps; assess and understand WD's budget. Liaise with WD on the results and recommendations of the Community Futures Program Evaluation.	Regularly meet with WD staff to discuss issues related to delivery of the CF Program in Manitoba and potential joint projects. Met with Derryl Miller (WD's Director General) to discuss the results of the Evaluation.
	Network with other provincially scoped economic development agencies such as RDCs, CDCs, EDAM.	Developed a business planning tool and training program for the Manitoba CDC Association. Continued to be active in Economic Developers Association of Manitoba. Partnered with WEC and CDEM to develop a PIPEDA compliance package.
Increase the effectiveness of CFDCs by encouraging and supporting activities that bring CFDCs to work together.	Work with multi-region CFDC to facilitate economic development opportunities. Work with Aboriginal CFDCs to enhance relationship with INAC and strengthen CFDC role in community economic development in respective regions.	Working with Aboriginal exclusive CFDCs to create a closer relationship with selected departments. We will also be contacting Aboriginal Business Canada to discuss business aftercare partnerships.

Goal	Action	Results/Comments
Increase resources available to CFDCs.	Work with WD to secure a long-term funding relationship at levels that are appropriate to CFDC needs (increased funding across years, level playing field with other CFDCs across Canada).	CFPM was an active participant in discussion with WD at both a regional and Pan West level regarding long term funding for the Community Futures Program. Conducted a survey of Manitoba CFDCs to determine their core funding needs and funding issues. Results were used to develop a core funding position paper (including northern and Aboriginal issues) that was presented to WD's Assistant Deputy Ministers. Continued pressing for the resumption of long-term funding negotiations. Provided input into development of Pan West positions on one-year funding contracts for 2004-2005.
	<p>Develop, through consultations with Manitoba CFDCs, a Manitoba-Saskatchewan Community Futures Investment Capital Pool.</p> <p>Promote the Investment Capital pool concept to CFDCs.</p> <p>Work to develop partnerships with private or public sector players to enhance the availability of capital to CFDCs.</p>	<p>CFPM approved the creation of a pool for Manitoba only (June 2003). An implementation committee has created marketing materials, draft policies and procedures and a plan to implement the pool.</p> <p>Promotions have begun to individual CFDC depositors.</p> <p>Work on developing other partnerships for a privately funded capital pool is on hold until the Community Futures Investment pool is established.</p>

Priority Area: Research

Goal	Action	Results/Comments
Increase Knowledge of Common Concerns and Development Opportunities of CFDCs.	Lead a study (if deemed desirable by CFDCs) on the determinants of successful communities, in partnership with WD.	Sufficient interest to proceed with the study was not expressed by CFDCs.
	Determine CFPM's boundaries to do research projects.	CFPM created a set of guidelines (June 2003) to govern its activities in research.
	Respond to research opportunity issues as they arise.	CFPM, with Parks Canada and WD, positioned Cedar Lake CFDC to lead a study to determine the economic impacts of the development of the proposed Manitoba Lowlands National Park.

Priority Area: Program Delivery/Special Projects

Goal	Action	Results/Comments
Deliver Services and Programming that Contribute to the Furtherance of CFPM's goal to Strengthen the CF Program.	Coordinate the Entrepreneurs with Disabilities Program; implement the 2003-2004 work plan.	A new coordinator was recruited who delivered EDP orientations in CFDC offices and assisted in the creation and implementation of an aggressive marketing plan using the 1-800 service that generated significantly increased client contacts with CFDC offices. These client contacts resulted in increased requests to the EDP Special Projects and Service Delivery programs. In all, 8 special projects were approved (with the direct input of the EDP Advisory Committee) totaling \$78,299 and 7 requests for client service delivery support were approved totaling \$18,838.
	Administer the contract to deliver the Aboriginal Business Service Network program through the Canada/Manitoba Business Service Centre	Assisted the Canada/Manitoba Business Service Centre with operations planning and performed controller function for the project. Recruited a new coordinator for ABSN (June), who prepared a successful application through CFPM to the Urban Aboriginal Strategy for a business planning competition.
	Identify and deliver other programs and services that will increase resources available to CFPM to enhance delivery of service to CFDCs.	Proposal was approved to extend the reach of Canada Manitoba Business Service Centre satellite sites to all CFDCs, manage existing satellite sites and create a stronger e-business support presence in rural and Northern Manitoba. Project activities completed during 2003-2004 include the hiring of staff, the purchase of equipment, furniture, and books to upgrade the satellite site network, and the completion of a baseline study on the level of e-business readiness in rural Manitoba. CFPM also participated in a joint project with the Women's Enterprise Centre and CDEM to develop a policy code and manual to ensure compliance of the CFDC offices with the new PIPEDA legislation.
Develop tools to strengthen the delivery of CF services to communities or business clients.	Investigate the desire of CFDCs to create a standardized entrepreneurial training package. Develop the package, if demanded.	A committee comprised of CFDC staff developed a package of business planning materials with content relevant for use by both CFDC's and CDC's. The project was conducted in partnership with the Manitoba Community Development Corporations Association.
To encourage youth involvement in communities.	Follow-up activities to Communities in Motion conference. Develop and disseminate information on youth inclusion strategies to CFDCs (CFPS report).	CFPM used CEDO dollars to duplicate and distribute a Youth Involvement Guide to Manitoba rural high schools and CED organizations in response to needs identified at the Communities in Motion conference. Completed. Information was disseminated to Manitoba CFDCs; a discussion at the CFPM and CFDC Managers meetings was held on how CFDCs can encourage youth participation in CFDC and community activities.

Priority Area: Group Buying

Goal	Action	Results/Comments
Create economies of scale savings for CFDCs on goods and services	Maintain existing group buying arrangements as demanded by CFDCs.	Maintained the following arrangements: <ul style="list-style-type: none"> ◆ First Nations Buying Group (office supplies, telephone, car rental, office equipment) ◆ Employee benefits program ◆ Board and Staff travel insurance ◆ Creditor Life Insurance
	Seek new opportunities for group purchases as needs are identified by CFDCs.	<ul style="list-style-type: none"> ◆ Arranged a new conference calling package for CFDCs (\$0.18 per minute per participant, all inclusive). ◆ Led a Pan West Proposal to WD to support the purchase and implementation of TEA IX (loan and contact management program) for CFDCs. This resulted in a saving of 50% off the projected cost of implementation. ◆ Assisted five CFDCs to purchase PCensus, MapPoint and various databases, achieving approximately 40% savings. ◆ Coordinated a group buy for computers, software, and other electronic equipment purchased under WD's Client Service/Computer Upgrade program. 4 CF's participated.

Priority Area: Pan Western and Pan Canadian Network Activities

Goal	Action	Results/Comments
To advance CFDCs' and CFPM's program plans and priorities.	Attend regular Pan Western and Pan Canadian CF Network meetings to share information, raise issues and seek solutions; provide a Manitoba voice at the Western and Canadian levels.	<p>CFPM participated in all Pan Western activities, playing a lead role in putting Manitoba's issues at the forefront. The following activities were undertaken:</p> <ul style="list-style-type: none"> ◆ Pressed for renewal of long-term funding negotiations with WD; ◆ Presentations on the impact of the Communities Futures Program to political audiences; ◆ Support for CFDC staff to work towards a professional business counselling certification (APEC-IBIZ); Professional development committee also to review options for a standardized training package for CFDC staff (all levels) ◆ Skills enhancement for CFDC boards through the CFBD program. ◆ Statistical package tailored to CFDC boundaries (in progress); <p>CFPM also participated in all Pan Canadian activities as follows:</p>

Goal	Action	Results/Comments
		<ul style="list-style-type: none"> ◆ Community Futures Annual Report – distributed widely across Canada (including senior bureaucrats politicians) ◆ National Community Futures Conference in St. John's Newfoundland; ◆ National Best Practices initiative and website; ◆ Flash Newsletter to share information amongst CFDCs ◆ Meeting with senior federal politicians (e.g. Alan Rock) to discuss the renewal of the terms and conditions of the Community Futures Program past April 2005.
	Participate in research and project initiatives that further the Manitoba agenda.	Although already mentioned the most significant activities were related to the development and promotion of core funding needs and the development of the Pan Canadian Community Futures Annual Report.

Priority Area: Administration

Goal	Action	Results/Comments
Regular Meetings of Board of Directors and Executive Committee	Four Board meetings; Six Executive Committee Meetings	Board meetings held in June, September, November, and March. Executive meetings held in April, September (2) and February.
Accountability to CFPM Board, CFDCs and WD	Maintain proper bookkeeping and minutes; distribute minutes to Directors.	Minutes created and posted to CFPM's members only page on the website.
	Annual General Meeting	Annual General Meeting was held on June 12 th .

2.2 Treasurer's Report

Community Futures Partners of Manitoba has had a successful year financially with overall revenues totalling nearly \$830,000, an increase of over \$67,000 from fiscal year 2003-2003. Overall revenues are considerably higher, despite the fact that CFPM's core budget has not changed in six years, due to the management of a series of projects including: Entrepreneurs with Disabilities Program, Aboriginal Business Service Network, Standardized Business Training Package (in conjunction with the Manitoba Community Development Corporations Association), the C/MBSC Regionalization/E-business Project, and other activities. With the exception of Entrepreneurs with Disabilities activities, these projects were undertaken to increase the amount of resources available to CFPM to meet its goals. The revenue generated from these projects exceeded \$684,000 (over 82% of our total revenues), and contributed to the retention of the Marketing and Communications Coordinator as a full time position in 2003-04.

It has been my pleasure to serve as Secretary-Treasurer for the 2003-2004 fiscal year.

Respectfully submitted,

Ron Roteliuk
Secretary-Treasurer

**Community Futures Partners of
Manitoba Inc.**
Financial Statements
March 31, 2004



To the Board members of Community Futures Partners of Manitoba Inc.:

We have audited the balance sheet of Community Futures Partners of Manitoba Inc. as at March 31, 2004 and the statements of revenue and expenses for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2004 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Winnipeg, Manitoba

June 9, 2004

Megan Anne Perry LLP

Chartered Accountants

Community Futures Partners of Manitoba Inc.

Balance Sheet

As at March 31, 2004

	2003	2004
Assets		
Current		
Cash	-	19,905
Accounts receivable	178,505	114,074
Prepaid expenses and deposits	1,916	1,815
	180,421	135,794
Property and equipment (Note 3)	44,766	83,629
	225,187	219,423
Liabilities		
Current		
Bank indebtedness (Note 4)	18,299	-
Accounts payable and accruals	57,220	67,191
Deferred contributions	17,909	6,202
Advances from related party (Note 5)	16,000	-
	109,428	73,393
Net Assets		
Unrestricted net assets	115,759	146,030
	225,187	219,423

Approved on behalf of the board

_____ Director

_____ Director

Community Futures Partners of Manitoba Inc.

Statement of Revenues and Expenses

For the year ended March 31, 2004

	2003	2004
Revenues		
Western Economic Diversification grants (Note 10)	479,882	805,817
Other grants	256,253	17,271
Community Futures Development Corporation Training Fees	21,475	6,800
Interest	74	25
Other revenue	5,000	-
	762,684	829,913
Expenses		
Advertising and promotion	48,012	61,561
Amortization	11,743	33,368
Board	19,696	16,703
Community Futures Development Corporation training	15,040	5,322
Conferences and seminars	7,375	8,652
Dues and memberships	1,327	1,184
Goods and Services Tax	10,156	10,202
Insurance	1,740	1,578
Interest and bank charges	-	322
Lease fees	-	391
Miscellaneous	-	235
Office	32,704	124,643
Professional fees	31,113	3,178
Rental	3,510	22,967
Repairs and maintenance	1,184	756
Salaries, wages and benefits	304,405	297,962
Service delivery	181,499	171,597
Telephone, fax and internet	11,991	9,949
Training and education	2,620	1,459
Travel	31,410	27,613
	715,525	799,642
Excess of revenues over expenses	47,159	30,271
Unrestricted net assets, beginning of year	68,600	115,759
Unrestricted net assets, end of year	115,759	146,030

The accompanying notes are an integral part of these financial statements

Community Futures Partners of Manitoba Inc.

Notes to the Financial Statements

For the year ended March 31, 2004

1. Purpose of the organization

Community Futures Partners of Manitoba Inc. operates to serve and strengthen the sixteen Manitoba Community Futures Development Corporations by providing a central source of information, exploring avenues for economic and community development, promoting the services and achievements of its members, and representing Community Futures Development Corporations to other departments of government. The Organization is exempt from income tax under the Income Tax Act.

2. Significant accounting policies

The financial statements have been prepared on a going concern basis in accordance with Canadian generally accepted accounting principles, and include the following significant accounting policies:

Property and equipment

Property and equipment are initially recorded at cost. Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives.

	Rate
Computer equipment	30 %
Computer software	100 %
Equipment	20 %

In the year of acquisition, amortization is taken at one-half of the above rates.

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectibility and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of Property and Equipment. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the periods in which they become known.

3. Property and equipment

	2003 <i>Net book value</i>	<i>Cost</i>	<i>Accumulated amortization</i>	2004 <i>Net book value</i>
Computer equipment	13,133	91,619	27,929	63,690
Computer software	-	1,883	941	942
Equipment	31,633	76,842	57,845	18,997
	44,766	170,344	86,715	83,629

4. Bank indebtedness

Bank indebtedness consists of a line of credit bearing interest at bank prime plus 1% (2003 - 5.75%).

Community Futures Partners of Manitoba Inc.
Notes to the Financial Statements
For the year ended March 31, 2004

5. Advances from related party

Amount owing to related party is unsecured, bearing interest at 6.75% and due on demand.

6. Deferred contributions

Deferred contributions relate to funding received in the current year that is related to subsequent year's programs.

7. Statement of changes in cash flows

The statement of changes in cash flows has not been presented because the sources and uses of cash are evident from the financial statements.

8. Economic dependence

The Organization's primary source of funding is through grants provided pursuant to agreements with Western Economic Diversification. The Organization's ability to continue viable operations is dependent upon maintaining these agreements.

9. Comparative figures

Certain of the prior year's comparative figures have been reclassified to conform with current year presentation.

10. Western Diversification Grants

Operating Funding	138,500
Aboriginal Business Service Network	165,658
Aboriginal Business Service Network Business Plan	14,000
Community Futures Week	5,000
Computer upgrades	15,000
Entrepreneurs with Disabilities Program	185,516
Pan West Marketing	4,409
PIPEDA Compliance	21,749
Regionalization/E-business Program	245,985
Youth Guide	<u>10,000</u>
	<u>805,817</u>

3.0

Closing Comments

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

Community Futures Partners of Manitoba also wishes to acknowledge the support of Western Economic Diversification. Special thanks is given to Marilyn Kapitany, Derryl Millar, Ron Sellen, Dale Johnston, Don Cardinell, Marc Charbonneau and Darlene McKay for their assistance and input into strengthening the efforts of CFDCs in Manitoba.

Special thanks are also due to the following for their contributions to CFPM in 2003-2004:

- Human Resources Committee – Terry Lindell, Pat Roy, Henry Sikora.
- Investment Pool Committee – Adrian de Groot, Tim Johnston, Pat Roy, Jason Denbow, Sean Maher, Dale Johnston (WD), Ron Sellen (WD).
- Marketing Committee – Roland Dandeneau, Terry Lindell, Daryl Bone, Jason Denbow, Mary Greber, Kim Bullard.
- Nominations Committee – Roland Dandeneau, Pat Roy, Paul Chapman.
- Pan Canadian Representative – Roland Dandeneau, Bob Annis (alternate).
- Pan West Representative – Bob Annis, Adrian de Groot (alternate).
- Staff Training Committee – Mary Greber, Henry Sikora, Greg Terlesky, Kim Bullard.
- Results-Based Management Committee – Henry Sikora, Mary Greber, Lindsay Rubeniuk, Tammy Hudyma.

Thank you to all others who contributed to our successes in 2003-2004.