

2008 - 2009 ANNUAL REPORT



Community Futures Manitoba Inc.

Presented at:

2008-2009 Annual General Meeting
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Altona, Manitoba

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Western Economic Diversification Canada



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CHAIRPERSON'S REMARKS

Community Futures Manitoba had another productive year in 2008-2009 supporting the activities of Manitoba Community Futures organizations.

A key activity this past year was our involvement in the Community Futures Pan West project to look ahead at the potential future needs of rural western Canada and the types of services that CF organizations will need to deliver if we are to meet those needs. The process culminated in "Community Futures: The Road Ahead"; a day-long facilitated session in which Manitoba CF organization Board members and staff discussed potential challenges and solutions facing our communities and our program in the coming years. I was really impressed with the depth and variety of creative solutions to our rural challenges that were proposed by the participants.

The recommendations resulting from the look forward process were used to develop the CF Pan West position that was submitted to the Government of Canada regarding the renewal of the CF program. Our position; that the Community Futures program should be renewed for a five-year period with sufficient funding to conduct our mandate, was also supported by the many positive conclusions reached in the Evaluation of the Community Futures Program in Western Canada. Thanks to all Manitoba CF Board members and staff who helped to put our best foot forward by participating in the Evaluation.

Other key activities this year included our delivery of special projects such as our video conferencing network. Managed in partnership with the Canada/Manitoba Business Service Centre (C/MBSC) and our other Western Canada Business Service Network partners, our network provides cost effective communications between CFs and access to live, interactive business training for entrepreneurs in 15 rural Manitoba communities and access to an additional 15 communities through a parallel provincial partner network. Excellent work was also done in the delivery of our Entrepreneurs with Disabilities Program and the Aboriginal Business Service Network. Thanks to all the staff involved in these initiatives.

CFM's involvement in our western and national networks continued to bring Manitoba CFs the benefit of strength in numbers and the ability to undertake large-scale projects that could not have been achieved at the provincial level. The CF Pan West network played a lead role in promoting CF Program renewal and continued the delivery and enhancement of the Community Futures Board Development Program and the staff professional development program. The Pan Canadian Group continued to provide a national voice on issues of importance to the Program. Thanks to Bob Annis and Roland Dandeneau for serving as our Pan West and Pan Canadian representatives.

Manitoba CF volunteers and staff had two opportunities to meet and celebrate the achievements of people involved in the delivery of our Program. Our provincial conference in Gimli included the recognition of a whopping 24 staff members that have worked in the CF program for over 10 years. In a province that usually has around 90 staff in its offices, that kind of stability is a remarkable achievement. The second event, our annual CF Manitoba Awards Banquet in Winnipeg, saw the handing out of our Minister's awards for excellence in CF innovation and CF volunteerism. Congratulations to Vision Quest Inc. and Robert Annis for their well-deserved recognition at the banquet.

In closing, I'd like to thank the CF Manitoba staff and Board for their excellent work and dedication this past year. Thanks also to WD, our primary funding partner, for their ongoing support. Together, we have enjoyed a fruitful partnership in strengthening the economies of our local communities.

David Kendall, Chairperson

1.0 OVERVIEW OF 2008-09

1.1 CFM Role and Responsibility to Members

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

- Reduce the duplication of effort for CFs;
- Upgrade the skill of staff and boards;
- Provide an effective voice for all CFs;
- 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 CFs

A close link has been established between CFM 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, loan and project management software, computers, 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

CFM, 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. Training sessions undertaken or supported in the past year included:

- Let's Go Big – Strategies and Considerations in Making Large Loans
- CF EDP Networking Meetings via Video Conference
- Community Futures Board Development Module 5: Board Development and Evaluation

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, CFM strove to provide a Manitoba CF perspective to the national evaluation of the Community Futures Program and the development of WD's new performance minimums.

Raise the Profile and Understanding of the Community Futures Program

CFM 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 and maintaining the CFM website.

1.2 Structure

BOARD

The Board of Directors of CFM 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 meeting. The Board also has a Past Chairperson 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

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

The Directors of Community Futures Manitoba at March 31, 2009 were:

David Kendall
Chairperson
CF Greenstone

Steve Racine
Vice-Chairperson
CF Westman

Frances McIvor
Secretary
CF North Central Development

Steve Lupky
Treasurer
CF East Interlake

Robert Annis
Past Chairperson
CF Westman

John Falk
Director
CF Triple R

Bill Kadachuk
Director
CF Cedar Lake Region

Kim Bullard
Director
CF Dakota Ojibway

Andrea Sweetland
Director
CF West Interlake

Ron Roteliuk
Director
CF White Horse Plains

Bernie Wagner
Director
CF North Red

Lloyd Thiessen
Director
CF Heartland

Carol Johnston
Director
CF Southeast

Billy Monias
Director
CF Kitayan

Ben Kardoes
Director
CF Parkland

Sean Maher
Director
CF Northwest

Roland Dandeneau
Director
CF Winnipeg River

STAFF

Core staffing remained at 2.5 full-time equivalents in 2008-2009, funded 75% through core funding and 25% through special projects. The core and non-core staff employed in 2008-2009 were:

Staff Member	Position Title	Core Staff	Non-Core Staff	Funding Program
Jason Denbow	Executive Director	X		Core, Aboriginal Business Service Network, EDP, Video Conferencing, CFIF
Christine Landry	Marketing & Communications Coordinator	X		Core, Aboriginal Business Service Network, EDP, Video Conferencing, CFIF
Grace Zylstra	Administrative Assistant	X		Core, Aboriginal Business Service Network, EDP, Video Conferencing, CFIF
Susan Bater	EDP Coordinator		X	EDP
Lindsay Dandeneau	ABSN Coordinator		X	Aboriginal Business Service Network
Pamela Groening	ABSN Assistant Coordinator		X	Aboriginal Business Service Network

2.0 2008-2009 YEAR IN REVIEW

2.1 Organizational Activities Overview

The following section details CFM's priority areas, with specific goals, actions, and results from the 2008-2009 corporate year.

ACTION AREAS	GOAL STATEMENT
1. Communication	Provide timely and productive communication with CFs, CFM Directors, Western Economic Diversification and other stakeholder organizations about CFM & CF activities, priorities and results.
2. Program Promotion and Marketing	Work with CFs to raise the profile of the Community Futures Program, CF capabilities and the Government of Canada's contribution to the Community Futures program.
3. Professional Development	Raise the competency of CF Directors and Staff by developing and implementing training opportunities.
4. Resource and Opportunity Identification	Work with CFs to increase resources and partnership opportunities for CFs. Develop a Manitoba shared investment capital pool.
5. Research	Increase knowledge of common concerns and development opportunities for CFs.
6. Program Delivery/Special Projects	Undertake projects and activities that further CFM's mandate, contribute to strengthening CFs or generate resources to allow CFM to provide an enhanced level of service to members.
7. Group Buying	Create economies of scale for CFs on the purchase of goods and services.
8. Pan Western and Pan Canadian CF Network Activities	Work with Pan Western Network and Pan Canadian CF Group to advance the priorities of CFM, based on CF priorities. Communicate these activities to CF membership.
9. Administration	Provide a professionally run and accountable organization.

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 The Pas in June, 2006 and involved input from staff and board members from CFM and Manitoba CF organizations. Short-term activities to achieve the long-term action areas and goals are determined annually as part of CFM's operational planning process.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
A. Core Service: Coordination, Consultation, and Liaison in CED Delivery			
Coordinate activities to assist CF members to facilitate rural economic diversification	Increase resources available to strengthen the delivery of CF services to business clients or communities through opportunity identification	Regularly review the political environment and government priorities to determine targets for CF opportunity; engage the CFM Board in determining and seizing opportunities.	Continued relationship building activities with MAFRI, including attending their consultation session on economic development service delivery in rural Manitoba. Pan Canadian Group continued to assess federal priorities
		Respond to research opportunity issues as they arise.	Sent a letter of support to RDI regarding their Welcoming Communities project. Christine participated in Within Reach; a Rural Partnership Development project. CF Pan West led a process to review the needs of the rural West; potential shifts in service delivery needed to meet them; and recommendations for CF Program activities to meet these needs. A facilitated joint board and staff session to discuss these findings was also held.
	Facilitate regular contact and information exchange among Manitoba CFs	Facilitate meetings of CF staff to share information, discover common priorities and work on common projects.	Staff training sessions held prior to CF conference. Managers' meeting held in December. Staff networking and best practice sharing meetings held in March.
		Assist with hosting an annual provincial CF conference and allocate some of marketing budget for sponsorship	CFM was a sponsor of the conference and supported the planning committee as needed.
	Create economies of scale savings for CFs on goods and services	Maintain and review existing group buying arrangements as demanded by CFs.	Current group buying arrangements maintained. Reviewed B.C. group benefits package to assess potential for cost savings to MB CFs.
		Seek new opportunities for group purchases as needs are identified by CFs. Review possibility of a bulk TEA buy through CF Pan West.	TEA bulk buy discussions held with FedNor. TEA X purchase draft proposal submitted on behalf of Pan West submitted in October, 2008.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
	Provide assistance with individual or group CF initiatives (as requested) that could facilitate economic development opportunities, build capacity, or add value to the CF Program in Manitoba.	Work with CFs or local groups of CFs to identify opportunities for shared and enhanced rural economic diversification service delivery	Attended meetings regarding a potential joint project between Triple R and Heartland that ended up proceeding with an SME loan from CFIF.
Liaison with WD Region	Regular Contact and Information Exchange with Western Diversification and other federal partners.	Two-way sharing of information between WD CF Program staff and CFM through regular contact on various operational and project-specific issues. Act as a conduit between WD and CFs to resolve problems.	Regular contact maintained with CF Program Manager and CF Client Service Officers. Was involved in a significant amount of discussion between one CF and WD over an ongoing issue.
		Regular contact with WD's Senior Management	Spoke frequently with ADM, Director General and Service Delivery Partnerships Manager. ADM invited to AGM and Board meetings. Met with all ADMs in Vancouver in early September. Invited Minister and ADM to Awards Banquet. Interviewed for evaluation of WD's policy sector and its activities.
		Participate as a member of the Western Canada Business Service Network (WCBSN).	Group met November 13 th in Edmonton, preceded by a meeting of the MB WCBSN partners in October. Many MB partners attended our Awards Banquet.
		Partner with WCBSN partners where practical to capitalize on our diverse organizational strengths and reduce duplication of expenditures.	Partnered with C/MBSC on ABSN project and with all MB partners on the video conferencing network. Participated in consultation on the role of the C/MBSC and attended C/MBSC's 10 th anniversary celebration. Discussed partnering with CDEM in a youth project.
	Work with WD to strengthen the CF Program; identify program gaps.	Work with WD on behalf of CFs to clarify the new performance targets and determine the impact on Manitoba CFs of failing to meet those targets.	Reviewed WD's process of setting risk assessments for MB CFs. Reviewed CF 2007-2008 results in lending target areas. Manitoba assigned to lead the efforts during contract renewal to propose a process to address a CF failing to meet its targets.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
		Reinitiate Working Group framework to develop a new long-term funding contract and use the Group to address potential threats to the Program.	Working Group meetings put on hold until the release of the national evaluation. Circulated surveys to MB CFs to assess their future needs for investment capital and operating funds.
		Review and analyze results of national CF Program evaluation and provide input on the appropriate provincial, western or national reaction or response to recommendations.	Was interviewed for the evaluation. Sat on the WD evaluation committee, and reviewed and made recommendations for revisions to the first and second draft. Evaluation release was pushed back until April '09 after WD Audit Services group requested further work be done to reflect the recent economic downturn and due to translation delays.
Liaison with Other Stakeholders	Network with Governments of Canada and Manitoba to position CFs for opportunities	Participate in Rural Team Manitoba to enhance the profile of the CF Program and look for opportunities to develop partnerships and service delivery arrangements.	Attended RTM meeting in April; missed other meetings due to schedule conflicts and, in one instance, a flat tire.
		Network with MAFRI 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.	Met several times with MAFRI staff regarding potential CED project partnerships and a video conferencing partnership. Christine attended EDAM meeting with Minister Wowchuk. Christine presented to MAFRI staff about CF Program services. Christine served on Capturing Opportunities Marketing Committee.
	Network with other provincially scoped economic development agencies such as RDCs, CDCs, EDAM, CCEDNet MB.	Fund memberships in EDAM, CCEDNet and the Manitoba Chamber of Commerce to maintain additional channels for opportunity identification.	CFM assisted with hosting CCEDNet's 2008 CED Gathering. Met with EDAM and other partners regarding partnering on a community capacity development training program. Christine attended EDAM's Fall Forum. CFM, through Christine assisted with planning CCEDNet's 2009 National Conference.
Liaison with other CF Associations in western Canada	Participate in regular Pan West activities	Attend regular CF Pan West Network meetings to share information, raise issues and seek solutions; provide a Manitoba voice at the Western level	Attended four in-person meetings of the full Pan West network, and seven meetings of the full network via video conference or conference call. Attended one in-person meeting of the Executive

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			Directors and two meetings of the Exec. Directors by teleconference or video conference. Manned Pan West CF booth at trade show for Rural Matters conference in Edmonton.
	Participate in committees, research and project initiatives that further the Manitoba agenda.	Manitoba represented on PW Professional Development committee. Executive Director to lead PW/WD TEA training project, HR Management Tool adoption, and lead investigation into TEA X purchase. Manitoba volunteer rep to serve on CFBD committee.	Pan West Professional Development committee met 5 times by phone. Performance measurement committee met twice by phone. Led performance measurement training project on behalf of PW that saw training sessions delivered in all provinces. TEA draft proposal completed and submitted. Executive Directors developed a CF lending staff development model to be ready for delivery next fiscal year.
Liaison with other CF Associations in Canada	Participate in regular Pan Canadian activities	Attend regular Pan Canadian CF Network meetings to share information, raise issues and seek solutions; provide a Manitoba voice at the national level.	Group met in July and January '09 in Ottawa. Group's name changed to Community Futures Network of Canada. New logo also adopted.
	Participate in committees, research and project initiatives that further the Manitoba agenda.	Executive Director to serve on committees to be determined. Volunteer rep to serve on Pan Canadian 2009 Conference committee.	Rolly served on 2009 National Event planning committee. Jason chaired Marketing and Communications committee, which put together the Annual Report and developed a new marketing plan this year.
A. Core Service: Representation of the Membership			
Seek input from Manitoba CFs into CFM actions and issues of relevance	Facilitate and maintain regular contact and information exchange between CFM and Manitoba CFs	Regular communiqué sent to CFM Directors & CFs on items of interest.	9 communiqués completed this period and sent to CFM Directors and CFs.
		Encourage CFM Directors to report on CFM activities at their CF meetings.	Directors delivered regular reports at their CF meetings

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
		CFM Staff to attend Manitoba CF Board meetings or functions	CFM Staff attended Board meetings or AGMs at CF Kitayan, CF Winnipeg River, and CF East Interlake. Attended special events hosted by CF Triple R, CF Winnipeg River, CF Parkland and Dakota Ojibway CFDC. Also attended Vision Quest; an initiative of 6 partner CFs.
		Set time aside during CFM Board meetings for Board member reports on their local CF	Board member reports given at meetings on July 10 th , Sept. 19 th , December 8 th and March 4 th .
	Ensure that the different needs and sensitivities of CFs arising from their regional, economic, and cultural differences are taken into account	Establish ad-hoc committees to address economic or regional issues as they arise	Managers' committee in place and actively overseeing development of CF HR policies template.
		Renew ABSN project and use it to expand opportunities for input from Aboriginal CFs	ABSN delivered in 2008-2009. Replacement project proposed for 2009-2010.
Represent the interests and opinions of Manitoba CFs to persons and bodies of influence over Manitoba CF operation	Serve as a strong voice for Manitoba CFs to carry their messages to WD, the Federal Government, and other relevant stakeholder audiences	Present clear Manitoba positions to key players as issues arise	Manitoba CF position presented during the CF Program Evaluation and through participation in the MAFRI rural economic development service delivery consultation.
A. Core Service: Build the Capacity of CF Boards and Staff			
Provincial training development & delivery	Increase the capacity of CF Boards of Directors to deliver good CF governance.	Work with CF Pan West Network to promote the CFBD program within the framework of the CFBD marketing plan.	CFM circulated booklet promoting CFBD and the CFBD/CFPD calendars to CF staff and Board members.
		Provide regular reports to CFM Board on CFBD program uptake and activities	It appears that only 1 CFBD session was delivered in MB this year.
		Seek funding to facilitate CF Board development activities	No funding available.
	Increase the capacity of CF Staff to deliver CF services effectively.	Work with CF Pan West Network to promote the PW Professional Development Program	Certificate holders recognized in PW annual report and at Awards Banquet.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
		Work with a staff committee to identify Manitoba CF staff training needs both within and beyond those addressed through the Pan West PD program and arrange training sessions to address those needs.	Lending training sessions delivered prior to Manitoba CF conference. Staff recognized with 10-year service awards at the CF Conference.
		Investigate setting up a peer review process for CFs to request assistance with enhancing operational efficiencies based on an existing model in British Columbia.	Process not implemented but considered as part of potential process for CFs that don't meet performance targets.
Provincial initiatives to provide resources to all CFs, e.g. loan fund pooling	Maintain and promote pooled capital initiatives	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.	Attended a CF board meeting to respond to questions regarding new CFIF loan product. Contacted one CF about delivering a presentation to their board.
	Seek sources for province-wide rural economic diversification or CED initiatives	Investigate the possibility of establishing an initiative similar to Alberta's RCED program	Concept in discussion stages. Background materials provided by Alberta and British Columbia.
Partnership development	Develop or maintain partnerships that could build capacity within or add value to the CF Program in Manitoba.	Support continued partnership development between the Business Development Bank of Canada and Manitoba CFs	Assisted with preparation of Pan Canadian materials for use in BDC's Small Business Week publications. BDC sponsored MB CF conference and CFM Awards Banquet. Promoted BDC's video conference training course, "Lending in the Recession". Met with BDC regional VP to review partnership results.
		Support partnership development between Manitoba CFs and the Canadian Youth Business Foundation	Jason sat on CYBF loan review committee and reviewed 2 loans.
A. Core Service: Marketing/Visibility			
Promotion of the CF Program	Raise the profile of CFs with the general public.	Implement, support, and promote the Community Futures Common Branding initiative	Adoption of initiative promoted and encouraged to all Manitoba CFs. Contact with a CF in Ontario that's interested in using the brand.
		Seek broad multimedia advertising campaign for CF program in the West based on Common Branding initiative and lessons learned through Targeted Marketing Initiative	Campaign continues to be promoted at CF Pan West level. "The Road Ahead" loan marketing campaign proposed in the three prairie provinces.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
		Create two issues of the external CFM newsletter (if budget allows).	Issues distributed in June and December.
		Maintain CFM website	Website being revised to provide new method of updating CF addresses. New EDP content added.
		Promote opportunities for cooperative advertising with CFs (e.g. yellow pages, ads to promote services, etc).	Ads placed in regional Yellow pages and in Town and Country supplement in Free Press.
		Promote CFs at appropriate provincial trade shows or events.	Staff attended Capturing Opportunities, Vision Quest, Northern Association of Community Councils AGM trade show, Manitoba Home Based Business Association trade show, and MMF General Assembly and Trade Show. Displayed at Career Fairs at University of Manitoba and University of Winnipeg.
		Encourage CFs to promote services at regional trade shows and other opportunities; provide support to CFs in tradeshow techniques and with appropriate provincial marketing materials.	Trade show booth loaned to two CFs this year.
	Raise the profile of CFs with political and bureaucratic decision-makers	Market the CF Program to politicians at a provincial and national level to raise the profile of the program.	Newsletter sent with cover letter to federal and provincial politicians in Manitoba.
		Promote CFs as an efficient, effective service delivery network for Government Departments and Agencies.	Several potential delivery partnerships with the province were discussed, but didn't come to fruition.
		Assist CFs in packaging information for political audiences.	Pan Canadian Group produced info card to be used when meeting with MPs.
	Celebrate our Successes	Include CF success stories on our website and in our newsletter.	13 success stories included in the two newsletter editions.
		Recognize excellence through the Minister's Awards for Excellence in Innovation and CF Volunteerism, if awards are again funded through the CF Pan West Network.	Awards handed out on March 4 th , 2009.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
Ensure the federal contribution to CFM is recognized	Include appropriate federal recognition in all marketing/visibility activities and products	Ensure that all marketing/visibility activities are in compliance with the federal visibility guidelines.	All activities are in compliance.
		Extend invitations to federal representatives to participate in all CFM public events	ADM invited to CFM AGM and Board meetings. Minister and ADM invited to CFM Awards Banquet.
A. Core Service: Administration of the Corporation			
Ensure effective management of CFM	Ensure effective fiscal management	Board and Executive Director to jointly establish corporate budget and regularly review actual performance versus projections.	Budget established during development of Ops Plan. Reviewed at each CFM Board meeting.
		Real costs of non-core project delivery are recouped through project budgets	Staff time and corporate resources are billed to projects in proper proportion
		Monitor staff benefit package to determine relevance and affordability.	Benefits costs were affordable under the 2008-2009 budget.
	Ensure effective human resources management	Maintain sufficient staff complement to carry out core and other contractual obligations	Minimum staff complement of 2½ core positions maintained
		Provide competitive staff compensation package	Staff paid according to CFM wage chart or contractually-agreed wages and offered opportunity to participate in staff benefits program
		Conduct staff reviews	Staff performance excellent; all received recommendation to gain the next wage level within their range.
		Maintain staff training budget to encourage staff skills enhancement	Executive Director attended "Rural Matters" conference in Edmonton. Training budget maintained and utilized as opportunities arose.
Ensure effective governance of CFM	Ensure that CFM meets all legal and contractual governance requirements	Conduct regular Meetings of Board of Directors and Executive Committee	Board meetings held July 10, September 19 th , December 8 th , January 28 th , and March 4 th , 2009. Executive Committee met January 23 rd .
		Maintain comprehensive by-laws, policies and procedures and revise them as necessary to remain current	No revisions undertaken this period.

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
	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.	One CF representative changed this period from a staff to a volunteer. New executive are all volunteers.
Ensure that CFM is accountable to the CFM Board, Manitoba CFs, WD and other stakeholders	Ensure that CFM meets all accountability and transparency requirements	Hold open Annual General Meeting; post Annual report and audited financial statements on website; post Board appointment policy on website	AGM held September 19. Accountability and transparency requirements met whenever required.
	Keep proper records of CFM activities	Maintain proper bookkeeping and minutes; distribute minutes to Directors.	Minutes kept and posted on the CFM website.
	Provide regular comprehensive reporting on CFM activities to Manitoba CF leaders and decision-makers	Communicate CFM activities at CFM Board meetings verbally and through written reports and augment them with intermittent electronic updates.	Board received the following reports at each meeting: <ul style="list-style-type: none"> • Exec. Director's report • Financial report • Pan West/Pan Canadian report • Special Projects report
		Communicate CFM activities at Managers' meetings verbally and through written reports and augment them with intermittent electronic updates.	Managers receive the following reports at each meeting: <ul style="list-style-type: none"> • Pan West/Pan Canadian report • Special Projects report
	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 representatives attended all meetings this period.
		Produce all required project reports in a comprehensive fashion and submit them on time	Final or interim reports submitted for all 2007-2008 projects. Reports submitted with claims quarterly for most projects or as cash flow dictated.
A. Core Service: Other Services as Agreed			
N/A			

B. Strategic Goal	C. Long-Term Strategy	D. Short-Term Activity	E. Activities this Period
A. Non-Core Service Delivery Activities			
Deliver Services and Programming that Contribute to the Furtherance of CFM's goal to Strengthen the CF Program in Manitoba	Manage special projects that contribute to CFM's corporate mandate within staff and budgetary capabilities	Coordinate the Entrepreneurs with Disabilities Program; implement the 2008-2009 work plan.	Additional \$11,998 added to budget from 2006-2007 slippage. 2008-2009 activities in progress. \$10,000 carryover requested for 2009-2010. \$16,939 awarded to projects from 5 CFs. Advisory committee met to review 2009-2010 work plan and special project requests for next year.
		Administer the contract to deliver the Aboriginal Business Service Network program (if available)	ABSN program renewed for 2008-2009. Business planning competition held. Assistant Coordinator hired and started in November. Replacement proposal for 2009-2010 project submitted.
		Administer the contract to maintain the video conferencing network throughout rural Manitoba to provide new training options, enhanced communications, and potential travel cost savings for CFs and their clients. Seek stability for long-term operation of network.	Core committee established with WCBSN partners operating VC networks in the other western provinces to investigate potential areas of cost-savings and collaboration. Committee met 4 times this year. Reported to All-Partners' meeting on the committee's activities. Met with Saskatchewan VC user group to discuss the potential of moving their blade to the Manitoba server and sharing our tech support contractor and content. Met with core group to discuss AB/BC/SK/NWT service provider's decision to cease service as of April 1, 2009.
	Identify and deliver other programs and services that will increase resources available to CFM to enhance delivery of service to CFs.	Manage (with direction from an ad-hoc committee) the Community Futures Investment Fund under contract from CFIF Inc.	Fund managed and administered. Policies and procedures updated as per Board decision in July. New loan documents developed for SME applications. New loan made under new SME loan product.
		Investigate possibility of accessing CFIF administration funding from WD	Pursuing funding application for 2009-2010 due to the added complexity of operations with the adoption of the proposed new structure.

2.2 Treasurer's Report

Community Futures Manitoba remained financially stable, with Income Statement revenues totalling \$535,384, and expenditures totalling \$566,953. Core revenues (\$185,711) represented only 35% of total revenues, with the remainder being generated primarily by special projects. Non-core projects included the Entrepreneurs with Disabilities Program, Video Conferencing, Aboriginal Business Service Network, and the administration of the Community Futures Investment Fund. These projects were undertaken to increase the amount of resources available to CFM to meet its goals and enhance the services available to CFs to deliver their mandates. The revenue generated from these projects totalled \$339,296 (63% of our total revenues), and contributed to the retention of the Project Coordinator as a full time position in 2008-09.

It has been my pleasure to serve as Treasurer for the 2008-2009 fiscal year.

Respectfully submitted,

Steve Lupky
Treasurer

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. Special thanks is given to Marilyn Kapitany, Derryl Millar, Ron Sellen, Dale Johnston, Marc Charbonneau, Darlene McKay and Richard Lloyd for their assistance and input into strengthening the efforts of CFs in Manitoba.

Special thanks are also due to the following for their contributions to CFM in 2008-2009:

- Nominations Committee – Roland Dandeneau, Ben Kardoos, Andrea Sweetland
- Marketing Committee – Roland Dandeneau, Greg Terlesky, Mary Greber, Tammy Hudyma, and Roger Guy
- HR Policies and Procedures Committee – Greg Terlesky, Bunny Burke, Mary Greber, Jacki Wayne
- Staff Training Committee – Mary Greber, Henry Sikora, Greg Terlesky, Tammy Hudyma, Bunny Burke
- Pan Canadian Representative – Roland Dandeneau
- Pan West Representative – Bob Annis
- Manitoba Representative to Pan West Professional Development Committee – Henry Sikora

Thank you to all others who contributed to our successes in 2008-2009.