

Renewal

Growth

Cooperation

Focus

Vision

Community

Creating a Vision: Association of Manitoba Municipalities' Report on Economic Development

Leadership

Coordination

Initiatives

Diversity

Sustainability

Planning



September 25, 2003

The Association of Manitoba Municipalities
1910 Saskatchewan Avenue West
Portage la Prairie, MB
R1N 0P1

Dear AMM Board of Directors:

It is my pleasure as Chairperson of the AMM Task Force on Economic Development to submit to you our final report: *Creating a Vision: Association of Manitoba Municipalities' Report on Economic Development*. The Task Force held consultations across Manitoba and met with municipalities and numerous stakeholders in the field of economic development to gain insight into this vast field of study. The recommendations outlined in the report are the direct result of the candid and thoughtful input provided during this consultation phase. Economic development is a crucial component of a healthy community and the Task Force trusts that the recommendations submitted will provide the AMM with the blueprint necessary to help strengthen Manitoba's existing economic development capacity.

Sincerely,

A handwritten signature in black ink that reads "Harold Foster". The signature is written in a cursive style with a long, sweeping underline.

Harold Foster
Chairperson

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ASSOCIATION OF MANITOBA MUNICIPALITIES

TASK FORCE ON ECONOMIC DEVELOPMENT

INTRODUCTION

The Association of Manitoba Municipalities (AMM) undertook the process of reviewing economic development in Manitoba with a view to recommending models that could facilitate the delivery of economic development in an effective and efficient manner, and thereby the growth of Manitoba's many diverse communities.

In February 2002, the AMM received a document entitled *Building an Integrated Regional Economic Development Model* that discussed the renewal of Manitoba's Regional Development Corporations (RDCs). The paper was prepared by the Province of Manitoba and contained recommendations that would have an impact on the level of RDC funding expected of municipalities.

During 2002-03, the AMM struck a Task Force on Economic Development and held a number of consultative sessions with both economic development practitioners and municipalities to gain a better understanding of models now in place, and their strengths and deficiencies. This information was used by the Task Force in developing conclusions and recommendations for the consideration of the AMM Board of Directors, with a view to strengthening Manitoba's existing economic development capacity.

Appreciation is extended to the organizations and individuals that took the time to participate in our consultations. Their candid and thoughtful input was instrumental in helping the Task Force understand the broad array of activities taking place and the challenges faced by individual communities.



TERMS OF REFERENCE

The AMM established the Task Force on Economic Development to address the following terms of reference:

1. To promote and encourage a coordinated, community-driven economic development strategy in Manitoba;
2. To consult with stakeholders to develop a model or models that would effectively and efficiently deliver and facilitate economic development in communities in Manitoba;
3. To review ways and means to streamline and/or recognize efficiencies in existing economic development systems;
4. To ensure any strategies are flexible and adaptable to accommodate the community and regional economic diversity of Manitoba;
5. To provide policy recommendations for the provincial and federal governments that are compatible with municipal objectives.



TASK FORCE COMPOSITION

Harold Foster (Chair)

Harold Foster is currently the rural Director for the AMM Interlake District. As the Reeve for the RM of Bifrost, Harold serves on the Arborg & District Agricultural Society, the local community club board and has been the President of the Arborg Credit Union for 20 years.

Frank Bloodworth

Frank Bloodworth is the current President of the Leaf Rapids Chamber of Commerce, a board member of the Leaf Rapids Community Development Corporation, co-chair of the Northern Vision Regional Roundtable and past board member of the Northwest Manitoba Community Futures Corporation.

Klaus Thiessen

Klaus Thiessen currently runs his own consulting business called Klaus Thiessen & Associates. He is the Past-President and CEO of Economic Development Winnipeg. Klaus is also the Past-President of the Economic Developers Association of Canada (EDAC) and was the first Canadian elected to the Board of Directors of the Washington-based International Economic Development Council (IEDC).

Graham Starmer

Graham Starmer was selected as the President of the Manitoba Chambers of Commerce in January 1998. He has worked for the RCMP, the Canadian Security Intelligence Service (CSIS) and the Ombudsman's office in Winnipeg.

Ron Bell

Ron Bell is the urban Vice-President of the AMM and Mayor of the Town of Birtle. Over the years he has been involved with many community committees including the volunteer economic development group *Birtle Into The Future*.

Steve Lupky

Steve Lupky is the urban Director for the AMM Interlake District and Councillor for the Town of Arborg. Steve serves as the Chair of the Arborg Bifrost Community Development Corporation and also Chairs the Arborg and Districts Health Centre Foundation.

Peter Heide

Peter Heide is the Reeve for the RM of Riverside and was the rural Director for the AMM Western District. Peter has served on various committees including the Tri-Lake Hospital Board, Manitoba Product Stewardship Board and the Pelican Lake Centre Advisory Committee.

Professional Advisors:

Shelley Morris, Morris Wrighton Management

Matthew Majkut, AMM Policy Analyst

Cindy Miller, AMM Communications Coordinator



EXECUTIVE SUMMARY

During 2002-03, the AMM undertook a review of economic development in Manitoba. A Task Force on Economic Development was struck which held a number of consultative sessions with both economic development practitioners and municipalities to gain a better understanding of models now in place, and their strengths and deficiencies.

Based on the input and feedback received from participating municipalities and economic development organizations, the Task Force identified a number of conclusions and recommendations, which we believe should be taken into consideration in any ongoing review of an economic development delivery framework. They include:

- Observations on how the organizational structure and planning processes of our economic development delivery system can be improved, with particular emphasis on the need for greater cooperation and coordination across governments, communities and organizations;
- Concerns about the adequacy of funding and the need for review of governments' approaches to funding;
- Concerns about ongoing ability to attract and retain staff and volunteers to lead and implement community economic development strategies;
- The potential ongoing role for the AMM as it continues to guide its members in this critical area.

The Task Force has concluded that there is no standard approach or perfect economic development model. The people who provide the vision and leadership within the community will define the success of any given model. Each community and region is unique and the applicability of our recommendations will vary. But the Task Force does suggest that all levels of government and communities would be well served to do an assessment of how well the economic development process is working and what can be done to ensure best value is received for dollars/time expended.



TASK FORCE CONCLUSIONS

From the consultative sessions held during this review, the Task Force has identified a number of conclusions:

I. General

1. There is no standard approach or perfect economic development model. Things that work in one area cannot necessarily be transplanted, although successes elsewhere can be reviewed and application to a local community assessed. Given that there are some organizations and communities that have expressed they are satisfied with their economic development process, it would be counterproductive and impractical to reinvent the entire existing system.
2. Systems and resources should be put in place that capitalize on existing strengths, provide ways and means to mobilize people and their ideas, and facilitate economic development progress.

II. Organizational Structure and Planning

3. **Leadership** - Economic development must be community driven. This means that leadership must come from local community stakeholders that have a vested interest in seeing the community succeed. Community ownership and advancement of economic development initiatives should be fostered.
4. **Vision and Strategy** - Economic development strategies and plans should flow from a vision that is articulated by community leaders and embraced by the general community. In setting a strategy, communities must be realistic about who they are, the resources they have to work with and what they can expect to achieve.
5. **Regional vs. Community Roles** - There is a role for both regional and community economic development organizations. Regional organizations may be best suited to champion large scale projects that benefit a number of communities i.e. gasification or immigration; or to assume responsibilities where economies of scale make it more practical to take a regional approach e.g. training
6. **Coordination** – A critical issue is the need for joint planning, cooperation and coordination across governments, communities and organizations.

There are currently two regional organizations – Regional Development Corporations under provincial government jurisdiction and Community Futures Development Corporations under federal government jurisdiction, plus tourism organizations and other community level organizations. The Task Force is of the view that in some areas, this may be contributing to duplication of service and lack of understanding regarding organizational mandates.



7. Efforts must be made to coordinate and streamline roles and responsibilities. Ideally, communities may be best served by one regional organization that has tri-level government participation, not unlike the model in place for Winnipeg whereby Destination Winnipeg is funded by both the municipality and the Province to undertake economic development and tourism activities on behalf of the city.

If this is not possible, at the very least, there should be some harmonization of Regional Development Corporations (RDCs), Community Development Corporations (CDCs) and Community Futures Development Corporations (CFDCs) within a region. Efforts must be directed towards eliminating current overlap and duplication and clearly communicating organizational mandates. Federal, provincial and municipal governments should work together in concert with community leaders to identify what services are needed to facilitate economic development. Roles and responsibilities could then be assigned to respective agencies based on community requirements.

Ongoing coordination across communities and regions (and the organizations operating within these areas) is needed to encourage sharing of ideas and best practices; to promote strategic alliances; and to address service gaps and overlaps that may arise over time. Liaison with organizations involved in aboriginal economic development is imperative.

Provincial and community economic development strategies cannot be developed in isolation of each other. Communities should be aware of provincial economic development priorities and assess the relevance to their local communities. In turn, the Province needs to be attuned to local economic development strategies that will ultimately define the success of the overall Province.

8. **Boundaries** - Existing boundaries should be reviewed and allow the flexibility for communities to self-select to work together on a project-by-project basis according to community commonality.

III. Funding

9. **Funding Adequacy** - Government funding of economic development requires review. Under the current system, funding may be insufficient and ineffective, with dollars being spread too thin. Limited funding is extended to numerous organizations with the result that, in spite of best efforts, few have the resources required to make the kind of impact they would like. More financial support for community organizations is especially warranted. Further study would obviously be necessary, but such a review should consider funding for core services and project funding.

10. **Funding Responsibility** – All three levels of government need to make a long-term commitment to economic development allowing for appropriate planning, development and retention of staff expertise. Municipalities should evaluate what priority is being placed on economic development and make adjustments as required.



11. **Private Investment** – Incentives should be created that encourage private investment in local projects.
12. **Accountability** – There should be greater accountability in economic development funding. Organizations receiving funding should be expected to develop and work within a strategic/business plan and be able to demonstrate value and results for dollars spent. Benchmarks should be developed to help in evaluating community progress, and the effectiveness of economic development organizations and programs. It may be appropriate to look at tools already in use in other provinces.

IV. Human Resources

12. **Volunteers** – All communities rely on volunteers to lead, and in many cases, implement economic development strategy and projects. There is an issue with volunteer burnout and ability to attract new volunteers, especially youth.

Respect for volunteer time is critical and this further supports the need to rationalize the number of economic development organizations and committees. Oftentimes the same people are serving on various municipal, tourism and economic development boards, committees and sub-committees.

13. **Administration** – Communities need to have a clear, realistic economic development plan that guides staffing decisions and defines Economic Development Officer (EDO) job descriptions.

At the same time, there is an issue with lack of available economic development officers with the skills and experience to assist communities; and lack of available funding within communities to attract and retain qualified EDOs.

As a province, consideration needs to be given to how to develop capacity in professional economic development staff, encompassing issues such as job security, remuneration, training and evaluation.

V. AMM's Role in Economic Development

14. This review has demonstrated that there is a role for the AMM in influencing economic development delivery on an ongoing basis and the AMM Board should address to what extent and in what capacities it wishes to be involved. The Task Force summarizes these roles as follows:

- **Lobbying** - the provincial and federal governments on the coordination of economic development roles and resources; and on economic development funding.
- **Leadership** - Providing direction to municipalities by promoting the importance of economic development and making it relevant to municipalities.



- **Communication** – through existing communication vehicles (publications and events), AMM could provide opportunities for communities to learn and share information on economic development programs and best practices.
- **Training** – AMM could play a role in training municipal officials in economic development principles and practices and/or make information available on what training programs are available for staff and volunteers.

Partnerships with other organizations with a vested interest in economic development could be pursued e.g. Chambers of Commerce, Economic Developers Association of Manitoba, CFPM, MCDCA, various government departments and economic development organizations in Manitoba and elsewhere.



TASK FORCE RECOMMENDATIONS

1. The Task Force recommends that individual communities must take primary responsibility for economic development. Community stakeholders must assume a leadership role in driving the development of an economic development vision, plan and strategies for the community.
2. The primary objective of all government economic development programming must be to support the community initiatives as identified in recommendation # 1.
3. The Task Force recommends that all three levels of governments – federal, provincial and municipal - work together to develop a clear delineation of roles and responsibilities of government departments and organizations involved in economic development, with a view to identifying required services and responsibility for service delivery. Increased harmonization of existing organizations is recommended to eliminate duplication and overlap and to provide for enhanced joint planning, coordination and cooperation across governments and organizations.
4. The Task Force recommends that where requested by communities, all levels of government review boundaries of existing regional organizations and communities be allowed to self-select to work together.
5. The Task Force recommends that there be increased commitment to funding for economic development by all levels of government. More funding should flow to the local community to address base economic development requirements; and the funding should flow within a flexible framework to address community needs.
6. The Task Force recommends that government funding be committed on a longer term basis and recommends a five-year term be considered. This would allow communities to progress on economic development plans and develop expertise. It is also consistent with the requirement for regional organizations to provide five year plans to the province.
7. The Task Force recommends that all levels of government take a proactive and creative approach to attracting private investment in local projects – including the establishment of investment funds and the promotion of public/private partnerships.
8. The Task Force calls for tools to be developed that would help communities to evaluate their economic development progress and allow governments to assess value for their economic development funding. The goal is to ensure maximum accountability and effectiveness of economic development models and organizations.
9. The Task Force recommends that more effort and resources need to be committed by all levels of government to volunteer management, particularly in training volunteers in economic development principles and practices.



10. The Task Force is of the view that more recognition must be given to the importance of EDOs in the economic development process and that efforts must be made by all levels of government to develop professional staff capacity by examining issues such as job security, remuneration and training.
11. The Task Force recommends that the AMM assume more responsibility in facilitating economic development training and education for municipal officials.
12. The Task Force recommends that the AMM take a leadership role in advancing the Task Force recommendations. Specifically, the AMM should take the initiative to bring together government departments responsible for economic development programs to review the Task Force's findings and address the recommendations contained in this report.



CONSULTATION PROCESS

Separate consultative meetings were held in October 2002 and May 2003. The initial consultation was intended to gather information from practitioners on existing models and practices, and their strengths and deficiencies. From that input, a report was prepared and used as the basis for further consultation with municipalities and economic development organizations in May 2003.

October 2002 Consultation

In October 2002, the AMM met with people involved in front-line delivery of economic development to gain a better understanding of the mandates of the various organizations, the services offered and the practitioners' perspective on what has worked and what needs to be improved. Approximately 30 people attended (in addition to AMM staff and Task Force members), with most representing Regional Development Corporations (RDCs) and Community Futures Development Corporations (CFDCs).

At the meeting, economic development practitioners discussed the following questions:

A. Existing Models & Practices

What is the mandate of your organization; who is your target client population; what services do you offer; what is the process; who is involved – Board, staff, other organizations; how is it funded; how do you determine success / measure results.

(To supplement the discussion and in recognition that not all regions attended, RDCs and CFDCs were each contacted after the meeting and asked to provide an annual report or other document that would summarize this information.)

B. Evaluation of Existing Models & Practices

What are the strengths of the economic development models and processes used in your region? What have you achieved?

*How could the economic development process in your region be improved?
What is preventing you from being as successful as you would like?*

C. Recommendations on Best Practices

If we could start with a blank slate, what would be your recommendations on best approaches or models for economic development in Manitoba?

Written submissions were also invited from municipalities and other organizations involved in economic development and twenty-four municipalities (about 10%) responded. Participating municipalities are listed in Appendix 1.



From that consultation, a report on what was heard was prepared addressing three main areas of interest relating to economic development:

1. Organizational Structure & Planning
2. Funding
3. Human Resources

The views on these topics from the October 2002 meeting are covered under the *Preliminary Findings* in the *Task Force Findings* later in the report.

May 2003 Consultation

From the input received in October 2002, a discussion paper was prepared and broadly circulated to municipalities and economic development organizations. The focus of the May 2003 consultation was to get feedback on what we heard in October 2002 and to ascertain whether there were any other issues that should be reviewed. All who received the discussion paper were invited to attend further consultation meetings that were held in Portage la Prairie, Brandon, Winnipeg and Thompson. A meeting was held with Destination Winnipeg representatives given Winnipeg's prominence in Manitoba's economy. At each of the meetings in May, moderated small groups were formed to discuss the following questions:

1. *What are your recommendations on an **organizational structure and planning process** for the effective delivery of regional economic development in Manitoba? What should be the roles of CFDCs, RDCs, CDCs, and municipalities? What mechanisms should be in place to ensure coordination of efforts?*
2. *What do you think of the current **funding** model for economic development and what are your recommendations? Is funding sufficient or not? What should be the roles of the various levels of government in funding economic development? Who else should be involved in funding? What should be the criteria in determining funding?*
3. *What are your concerns, if any, with **staff and volunteer resources** available for economic development in your community? What recommendations do you have to build human resource capacity required for economic development?*
4. *What **other issues** do you believe are critical to economic development delivery in your community/region?*
5. *How **important** is a renewed delivery mechanism for economic development in your community, municipality and region?*
6. *Do you think the AMM should participate in influencing economic development delivery policy in Manitoba? **What role should the AMM play?***



A list of attendees at the May 2003 consultation meetings is attached (Appendix 2), however, a summary is shown below:

Location	Municipal reps	ED Organizations	Chambers of Commerce	Other	Total
Portage – May 23	3	4	4	2	13
Brandon – May 26	9	3			12
Winnipeg – May 27	12	3			15
Thompson - May 28	3	2	1		6
Totals	26	12	5	2	45

All municipalities and economic development organizations were invited to make written submissions and nine municipalities and 11 economic development organizations responded. (See list - Appendix 3)

The feedback from the May 2003 meetings is covered under *Community Feedback* in the *Task Force Findings* later in the report.

FUNDAMENTAL PRINCIPLES OF ECONOMIC DEVELOPMENT

The Economic Developers Association of Manitoba defines economic development as follows:

“Economic Development’ implies any legitimate activity that promotes and improves the economic viability and social well being of communities, emphasizing self help, participation, and control of a community’s own resources.”

There are a number of basic economic development principles that one should be aware of and adhere to. These principles are widely regarded by practitioners in North America as key requirements for success.

- Strategic plans and initiatives must be based on the principle of collaboration that crosses geographical, functional and cultural boundaries.
- Successful strategies must have a high degree of flexibility and have the capacity to adjust continually to changing circumstances.
- Sound, ongoing research is important.
- A pragmatic and value-focused approach is required. Communities must be realistic about what is doable and what benefits will be derived.
- Have a clear understanding of a community or region’s culture, mindset and perceptions.
- Leaders and strategic champions within a community need to be identified, nurtured and supported.
- The ability to build strategic and mutually beneficial relationships is crucial.
- A clearly articulated and widely accepted vision should be the underpinning for building relationships and strategies.



EXISTING REGIONAL ECONOMIC DEVELOPMENT MODELS AND PRACTICES IN MANITOBA

In Manitoba, all levels of government participate in economic development. While there are standard organizations funded by the federal and provincial governments, the reality is that every region, municipality and the organizations that operate within them are unique. In some parts of the Province, there are reports of existing economic development organizations functioning well and communities are prospering. In other cases, there is opportunity for improvement. Review of the current systems and allocation of resources is warranted to ensure best value is achieved.

Regional Development Corporations (RDCs)

As part of its commitment to community economic development, the Province funds Regional Development Corporations (RDCs). Manitoba RDCs are community-owned economic development agencies with a focus on projects that have a regional impact. They provide:

- Assistance to member local governments in a wide variety of initiatives including socio-economic development, tourism, recreation, culture, etc.
- Regional promotion, marketing and information
- Assistance to individuals looking to start or expand a business.

There are eight RDC regions throughout Manitoba. RDCs have been operating since the mid 1960s and some are currently in transition (Parklands region organization are under review; and the Westman organization has dissolved and a new Southwest RDC was incorporated in the spring of 2003). The Province is reviewing the role of RDCs towards building a coordinated and integrated economic development system in Manitoba.

Currently, member municipal governments and the Manitoba Department of Intergovernmental Affairs support RDCs. Although membership in RDCs by municipalities is voluntary (with the average fee about \$2000), RDCs must generate 25% of their revenue from municipalities to qualify for 75% funding from the Province. (As part of the provincial review, a 50/50 matching formula is proposed for the future). Over and above this formula, RDCs may also pursue project funding. The typical RDC has a budget of less than \$150,000, with provincial RDC funding accounting for 50-60%, municipal memberships for 15-25% and the balance from project funding.

RDCs have an average of two staff, are governed by a Board of Directors made up of community representatives/member municipalities and serve a regional population of 40,000 to 125,000 (average 70,000).



Community Futures Development Corporations (CFDCs)

The federal government participates in economic development in Manitoba through its support of Community Futures Development Corporations, of which there are 16 CFDCs established throughout rural and northern Manitoba. The Community Futures Program, which was established in the 1980s, operates in a partnership with, and is funded by, Western Diversification Canada (WD).

The goal of each CFDC is to assist the communities in its region to develop their economic potential. CFDCs support the local economic development process by assisting area entrepreneurs with:

- Preparing and assessing business plans
- Providing business and market information
- Providing business loans.

They also work with communities and their agencies and organizations to develop long term community economic development strategies and plans; coordinate resources to implement development plans; promote the region and its economic opportunities.

The typical CFDC receives average core funding of \$220,000 from WD, with differences in funding reflecting location or population variations. Total budgets will vary from CFDC to CFDC as they have the ability to enter into partnerships with other departments/levels of government to access project specific funding. The federal government accounts for about 60-80% of CFDC revenues with some exceptions.

CFDCs have an average of five staff, are governed by a Board of Directors made up of volunteer community representatives and tend to serve a smaller population than RDCs, varying from 8,500 to 110,000 (average 35,000).

Community Development Corporations (CDCs)

CDCs are municipally owned and driven organizations that act as local vehicles for Community Economic Development initiatives with a community focus – including community project development and support and some individual entrepreneurial assistance. There are 92 CDCs in the province. There are 199 municipalities and 150 are members of a CDC.

Of the 92 CDCs in the province, about 75% receive municipal funding estimated at an average of \$20,000 to \$25,000 each. Based on a recent survey with 55 CDCs responding - 23% receive less than \$5,000; 19% receive between \$5,000 and \$10,000, 25.5% receive \$10,000 to \$25,000, 20% receive \$25,000 to \$50,000 and 7% receive more than \$50,000.

CDCs vary, with some having a staff person but most relying solely on volunteers.



Destination Winnipeg

The City of Winnipeg's economic development program is delivered through Destination Winnipeg, an organization funded by the City and the Province, and formed by the recent amalgamation of Economic Development Winnipeg and Tourism Winnipeg.

Information on individual CFDCs and RDCs is summarized as follows:

- Appendix 4 – map of RDC Regions
- Appendix 5 – RDC chart
- Appendix 6 – map of CFDC regions
- Appendix 7 – CFDC chart.

TASK FORCE FINDINGS

From the October 2002 consultation with economic development practitioners, three main areas of interest emerged relating to economic development:

1. Organizational Structure & Planning
2. Funding
3. Human Resources

The May 2003 consultation sought feedback on the views put forth on each of these subjects in October 2002, as well as provided an opportunity to identify other issues.

I. ORGANIZATIONAL STRUCTURE

Preliminary Findings – October 2002

Participants believe that the organizations now involved in economic development have adopted a community driven orientation and this is viewed as a strength of the current process. It was reported that Boards are drawn from communities and sectors in the region; volunteers are involved in the process and are committed to their region's success; authority exists to make decisions locally; and appropriate partnerships are established. There is regional ownership and advancement of economic development initiatives and this should be continued.

Better coordination in the planning process is required with a streamlined organizational structure for economic development delivery. The issue of competition and turf protection was raised - sometimes occurring between governments, communities, and economic development organizations, with the result being an overlap and duplication of services and, generally, a less than effective allocation of resources.

It was suggested that planning could be more productive if the federal, provincial and municipal governments worked together towards a common vision supported by a tri-level agreement. Further, it would be practical to have one organization responsible for economic development in each region that would work with community EDOs. An



Advisory Board made up of representatives of the communities would lead the regional organizations. Such organizations would have the authority and autonomy to award funding and determine programs that are relevant / customized to the region. Mini-agencies could exist at the community level, run by local boards to address local concerns. Each of these agencies would undertake a strategic planning process to set direction. These plans would be submitted to the regional body in the development of a regional plan. i.e. the community driven orientation would continue.

Related to organizational structure, existing boundaries were seen as an issue. Established regional boundaries are viewed as irrelevant, too large and inconsistent. Different boundaries exist for economic development, education, health etc. and that can impede progress. Some suggested that natural boundaries should be used based on community commonality.

Community Feedback – May 2003

*What are your recommendations on an **organizational structure and planning process** for the effective delivery of regional economic development in Manitoba? What should be the roles of CFDCs, RDCs, CDCs, and municipalities? What mechanisms should be in place to ensure coordination of efforts?*

1. Cooperation and Coordination

Regarding the existing structure, the most often cited issue is the need for cooperation and coordination across governments, communities and organizations. Joint planning and coordination of various economic development groups and levels of government is needed. More could be done to evaluate existing resources and who is best organized to deliver a program in a region.

In some cases, this is already in place. Focus North, for example, provides an opportunity for northern communities to meet on a regular basis and share ideas and challenges. In another region, the example was cited of five communities working together under one CDC with local communities able to access funding on a project-by-project basis. Some thought that turf protection and competitiveness between municipalities has declined over the last ten years.

In other communities, though, there were reports of competition and lack of coordination. Local community parochialism can prevent communities from working together. Organizations are working in isolation. In some cases, there is not a strong understanding of “who does what”, which can lead to service duplication. Overlap and duplication led some participants to question the need for multiple organizations that provide similar services. Reference was made to one region with two CDCs, a CFDC, a RDC and a tourism organization, all doing their own thing and none having the financial resources required.

As a contrary point, it was suggested that duplication is not always a negative as there can be a number of different approaches to the same problem. Multi-groups provide multi-perspectives and options to complex issues. More important than reducing duplication is increasing communication and coordination to ensure there is an understanding of who is doing what.



A point was also made that people are willing to work with other communities but do not always know how to get started.

2. Leadership

Communities need to have a vision of what they want to achieve and become. The question becomes “who identifies and drives that vision?” Roles and responsibilities of all parties involved in economic development must be defined.

A commonly held view is that leadership must come from volunteers in towns and councils who are responsible for setting vision and direction – people who have a vested interest in seeing the community succeed. Planning must be undertaken at the grassroots level and community plans should feed into a regional strategy. A provincial economic development strategy also needs to be in place that is communicated and has broad community support.

3. Structure & Roles

It was generally agreed that there is a need for both regional and community economic development organizations. Some questioned the need for two regional organizations and many suggested that one tri-level regional organization would be more effective. A single window approach with CDCs being the entry point was put forth. Existing staff could be combined into the regional offices to eliminate confusion and provide a one-stop shop.

Roles and responsibilities of regional organizations need to be clarified and communicated. If there are two regional organizations, efforts must be made to eliminate overlap and confusion. Presently, there is a lack of understanding of the mandates of the various organizations, there is no common service package and service gaps exist. There should be a standard set of core services provided by each agency.

Generally speaking, economic development organizations should be able to provide data on their communities, mobilize resources and build partnerships to deliver on a business plan. Regional organizations may be best suited to champion large scale projects that benefit a number of communities i.e. gasification or immigration. The suggestion was made that regional organizations train local EDOs.

Many thought RDC regions were too large to be effective, although in the north, one large RDC seems to suffice due to the common denominator of mining and forestry drawing communities together. This correlates to the suggestion that whatever structure is in place should allow for more flexibility, allowing communities to self-select to work together on a project-by-project basis. Imposed boundaries that now exist are artificial, inconsistent and unwieldy.



II. FUNDING

Preliminary Findings – October 2002

Both practitioners and municipalities reported that insufficient and unstable funding was an impediment to economic development, with this being more of an issue for RDCs and CDCs.

Practitioners thought that more municipal buy-in and understanding regarding the role of economic development is required. The sense is that municipalities are prepared to fund capital expenditures and infrastructure costs, but do not have a budget line for economic development staffing. Municipalities are looking for more support from their constituents and realistic expectations about what can be accomplished with available resources.

Some municipalities opined that provincial/federal government support was insufficient. Combined with their limited tax/resource base and competing priorities, funding by municipalities for economic development and incentives was constrained. Cost of, and access to, quality infrastructure in more remote regions, e.g. roads, cellular coverage and broadband Internet access, has an impact on economic development.

Participants suggested that there should be regional long-term secure funding tied to a long-term strategic plan with accountability for results. Core funding for the region should be provided by federal and provincial governments with project funding provided by municipalities for local initiatives. A funding formula is needed that rewards the municipality for funding economic development and offers an incentive for the local community to buy in with a dollar commitment.

Community Feedback – May 2003

What do you think of the current funding model for economic development and what are your recommendations? Is funding sufficient or not? What should be the roles of the various levels of government in funding economic development? Who else should be involved in funding? What should be the criteria in determining funding?

1. Adequacy of Funding

Responses on the adequacy of funding varied with many believing it is inadequate. Others thought funding would go further if resources from all three levels of governments were pooled, and questioned if it was being allocated properly. There is approximately \$400,000 in core funding for each region and it may be better to fund one organization rather than two. Dollars are now spread too thin – there is very little to work with at the community level. CDCs are particularly underfunded.

2. Funding Responsibility

Participants were of the view that all three levels of government need to make a long-term commitment to economic development allowing for appropriate planning, development and retention of staff expertise. Federal/provincial participation is needed for regional projects based on project merits. Municipalities need to place



greater priority on economic development – currently, some opt not to be involved. Others put limited dollars into their regional organization and expect the region to cover their economic development needs, which is unrealistic. Municipalities must perceive economic development as an investment versus a cost.

Concern was expressed that governments will provide start-up funding but not ongoing funding and that responsibilities are being downloaded to municipalities.

The question was raised regarding the role of business and the private sector in funding economic development. Participants also discussed whether there were options with foundations, though it was thought that this would not play directly into economic development funding. Rather, foundation support of projects served to enhance the overall attractiveness of a community, which can have an impact on economic development decisions.

It was suggested that there are a lot of investment dollars in local communities and there should be some way to create incentives to invest local dollars in local projects eg. Ensis/Crocus fund concept within a CDC.

3. Funding Formula

There needs to be long-term secure funding for economic development. It should include base funding for core services to provide stability, which is important in keeping staff and volunteers committed and motivated. Participants thought that too much time is now spent chasing dollars to provide for continuity into the next year. The focus must move off fundraising and back on economic development.

In addition to the base funding, there should be project funding that could be applied for and allocated based on project merits and sustainability. Some requirement for matching funds should be involved to engage municipalities. Projects should be assessed to determine what is in the best interests of the region.

The criteria for accessing funds should be transparent and consistent so that politics do not drive funding decisions. There should be equal opportunity for all sizes of communities.

It was noted that per capita formulas do not work in less populated areas. Costs are greater and it is difficult to come up with the necessary share. Infrastructure costs (roads, broadband Internet) in remote areas are significant and affect economic development objectives.

Reference was made to grants arising from VLT revenues. The intent was for these funds to be used for economic development but typically they are going into general revenues. There should have been a clearer directive on how these grants were to be used.

Accountability is important and a review process to gauge results for dollars spent should be in place.



III. HUMAN RESOURCES

Preliminary Findings – October 2002

Dedication and involvement of local people was reported as a strength of the current process. However, many municipalities are finding it more difficult to rely solely on volunteer efforts due to time constraints and burnout. There is a concern with an over-reliance on volunteer efforts, coupled with a declining base of volunteers. Involving and retaining community youth is also a challenge.

There is a lack of well-trained economic development officers (EDOs), but also a challenge with people sometimes leaving communities after they have been trained. Core funding is needed for staffing which would provide for more continuity in economic development.

Community Feedback – May 2003

*What are your concerns, if any, with **staff and volunteer resources** available for economic development in your community? What recommendations do you have to build human resource capacity required for economic development?*

“Community economic development requires people with a rather diverse skill set. In some communities, this skill set may be found in the volunteer base, but even in those lucky communities, the loss of one or two key people could spell the demise of community economic development in that community. That means that employing qualified and competent staff is the key. Quality staff can manage projects effectively and increase the volunteer base by providing expertise and continuity, and by managing the “time risk” of the volunteers. If provincial funding were to be specific to wages, then municipal dollars could be project specific and they could take the time to grow their own employees without the pressure of immediate, visible success.” (*Participating CFDC*)

1. Staff Resources

It was suggested that communities need to have a clear, realistic economic development plan – this will determine how to staff and who to hire. There should be a defined job description with roles for EDOs and CDCs clearly spelled out.

Concern was expressed that there is a lack of available local people with the skills and experience to do the job. Training for EDOs is available in Brandon but graduates come out of the program with no experience and no contacts in business or government. EDO graduates should be paired with an experienced economic development professional so that they can acquire practical experience.

Job security is an issue. EDOs are hired and then spend time working on ensuring funding is in place to fund the position the next year – this is debilitating and unproductive. There needs to be an environment that retains EDOs in communities, which includes:



- salaries that support a good quality of life;
- direction and guidance from community leadership;
- three year terms (one year terms are not fair to the EDO or the community);
- ongoing training and professional development, including insights on political process, how to access government program funding, administering loan programs, proposal preparation and presentation, preparing business plans.

It was acknowledged that the better quality people you can hire, the more likely you will get results. Paying more for a senior person working less is preferable to expecting full time junior people to respond to complex challenges. “Communities can’t afford to pay a poor EDO. A good EDO will pay for themselves.”

At the same time, it has to be recognized that EDOs cannot solve all the problems. Their role is to facilitate bringing resources together. Economic development is affected by so many factors that are outside of an agency’s control – e.g. capital availability, labour availability, U.S. economy. Evaluation processes should be defined up front so that all parties are clear on expectations.

2. Volunteer Resources

All communities are using volunteers but burnout was reported to be an issue. The tendency is to go to the same people over and over again to get the job done – but at some point these volunteers move on. It is becoming more difficult to attract qualified and interested volunteers.

More effort could be put into managing volunteers, identifying their interests and availability, recognizing contributions and making it a positive experience. Volunteer training and orientation is needed. Sometimes volunteers are overwhelmed, not equipped and walk away resulting in high turnover. Concern was expressed that volunteer boards do not have the expertise to govern EDO staff.

It was suggested that a project based approach works better for attracting and engaging volunteers (what do we need, who has the required expertise), getting people involved for a specific purpose or time period. Volunteers want to see results.

The point was made that sometimes volunteers can stay on too long resulting in a whole generation of volunteers being passed by. Current people may not be letting youth volunteers in – opportunities to develop volunteerism in youth are being lost.

Conflict of interest can be an issue. Sometimes volunteers are in uncomfortable situations making decisions on requests made by neighbours. Volunteers have to work for the good of all, and not in self-interest.

In theory, qualified volunteers should provide the direction and qualified staff do the work. In practice, “many communities staff EDO positions on a part-time basis with an inadequate level of pay to attract fully qualified practitioners. The combination of under-funded positions and inadequate volunteer resources equates with limited success of economic development projects within a community.” (*Participating Economic Development Organization*)



IV. OTHER ISSUES

Participants were given the opportunity to raise other issues critical to economic development delivery in their respective community/region that were not already identified in the preliminary consultation in October 2002.

- Need for training councilors on economic development
- How to engage private sector
- How to learn about and re-create successes achieved in like communities, both within and outside the province
- Retaining youth after graduation from post-secondary institutions
- Aging population
- Transportation infrastructure needs critical attention
- Issues relating to relationships in the capital region were raised. Some communities felt they were at a disadvantage in attracting economic development due to Winnipeg's proximity and dominance.

V. IMPORTANCE OF RENEWED DELIVERY MECHANISM

Participants were asked, "how **important** is a renewed delivery mechanism for economic development in your community, municipality and region?"

"If the delivery mechanism for economic development delivery is not renewed, economic growth in the region and the province will not improve. The delivery system must be simple, well funded and be supported by a provincial strategy. If the delivery mechanism is not simplified and made more effective we will continue to spin our wheels, compete amongst ourselves for the few success stories, and continue to rely on untrained and inexperienced volunteers to be responsible for the economic well being of this province."
(Participating Community Development Corporation)

Those attending the meetings generally agreed that the issue was of considerable importance. Some of the written submissions indicated that existing organizations and processes were working well and an overhaul was not required.

VI. AMM ROLE

Participants were asked, "do you think the AMM should participate in influencing economic development delivery policy in Manitoba? **What role should the AMM play?**" With few exceptions, respondents definitely saw the AMM involved in economic development with the most often cited roles being:

1. **Lobbying** - Lobby the provincial and federal governments on the coordination of economic development roles and resources; and on economic development funding.
2. **Leadership** - Provide direction to municipalities - promote the importance of economic development and make it relevant to municipalities. Communities



must be convinced that economic development is their responsibility.

3. **Communication** – Create opportunities for communities to share best practices in economic development and learn what has worked in Manitoba and other provinces. AMM could be a source of information on the economic development programs and services available within the provincial and federal governments.
4. **Training** – Engage municipal officials and educate them – they are creating the economic development framework for their communities but do not necessarily have the required background. Seminars should be offered that would teach Councils what economic development means and how it can be approached. Municipalities might be encouraged to hire economic development staff if there were basic training available.



APPENDIX

Appendix 1 – List of Municipalities – Written Submissions – October 2002 Consultation

Arborg
Beausejour (Beausejour Brokenhead Development Corporation)
Birtle RM
Brandon (Economic Development Brandon)
Carman & Dufferin RM (Carman CDC)
Deloraine
Glenwood RM
Kelsey RM
Lac du Bonnet
Morden
Neepawa
Notre-Dame-de-Lourdes
Ochre River RM
Pinawa (Local Government District)
Pipestone RM
Riverside RM
Russell
Souris
Ste. Rose RM
St. Anne
Strathclair RM
The Pas
Thompson RM – Miami
Winchester RM

Appendix 2 –

Attendance at May 2003 Consultations

Name	Title	Organization
PORTAGE - May 23		
Don Forbes	President	Carberry CDC
Barb Kitching	Manager	Heartland CFDC - Portage la Prairie
Bryan Spencer	Business Coordinator	Heartland CFDC - Portage la Prairie
Beth McNabb	President	Minnedosa Chamber of Commerce
Darell Pack	Senior Policy Advisor	Rural Secretariat
Ilija Dragojevic	General Manager	Pembina Valley RDC
Darlene Swiderski	Deputy Mayor	Selkirk, City of
Chris Pawley	Councillor	Selkirk, City of
Darryl Jackson	President	Souris-Glenwood CDC
Kevin Strong	Manager	TSX Venture Exchange
Allan Steinke	Reeve	Victoria RM
Louis Tan Guay	President	Winkler & District Chamber of Commerce
Lloyd Thiessen	Past President	Winkler & District Chamber of Commerce
Brenda Storey	Vice President	Winkler & District Chamber of Commerce
WINNIPEG - May 26		
Garry Wasylowski	Reeve	Armstrong
Greg Dandewich		Destination Winnipeg
Tannis Yuzwa	President	Fisher Community Development
Evelyn Stock	Reeve	Fisher RM
Norm Plett		Hanover
Neil Warkentin	Councilor	Hanover RM
Madge Anderson	C.A.O.	Morris, Town of
Egon Grossman	Town Counsel	Morris, Town of
Lindsay Rubeniuk	Community Development Coordinator	Parkland CFDC, Grandview
Gary Zamzow	Mayor	Snow Lake (Norman RDC)
Bob Osioy	Councilor	Springfield RM
Bill Paulishyn	Councilor	Springifeld ERDI
Jason Denbow	CEO	Triple R CFDC, Morris
Gord Kraemer	Reeve	West. St. Paul
Cliff Dearman		West. St. Paul
BRANDON - May 27		
John Rigaux	Councillor	Argyle RM
Penny Burton	EDO	Cartwright & R.M. of Roblin
Nick Bodwar	East Parkland Economic Development	Lawrence RM
David Hanlin	Councillor	Miniota RM
Rick Evarett	Mayor	Minnedosa, Town of
Bob Durston	Mayor	Neepawa, Town of
Karen Caldwell	Reeve	Pipestone RM
Tom Mowbrow	Reeve	Roblin RM
Wally Melnyk	CAO	Russell, Town of
Ruth Mealy	EDO	Turtle Mountain CDC

Tiffany Burgess
Russ Danielson

Economic Development Manager
EDO

Viriden-Wallace CDC
Wheatbelt CFDC - Brandon

THOMPSON - May 28

M.J. Lysohirka
David Cunningham
Bob Wall
Dennis Fenske
Lynn Taylor
Gordon Wakeling

Councillor
General Manager
President
CAO
General Manager & CEO

Leaf Rapids RM
Norman Regional Development Corp
Thompson Chamber of Commerce
Thompson, City of
Thompson, City of
The Development Fund

Appendix 3 – List of Organizations - Written Submissions – May 2003 Consultation

Arborg-Bifrost CDC

Argyle RM

Bifrost RM

Birtle & District CDC

Morden Community Development Corporation

Notre-Dame-de-Lourdes (Village of)

Pelly Trail Economic Development

Pembina Valley Development Corp.

Portage la Prairie (City of)

Rosser RM

Ste. Rose RM

St. Francois Xavier RM

Saint-Claude Community Development Corporation

Shoal Lake CDC

South Norfolk-Treherne CDC

Southeast Angle Community Corp.

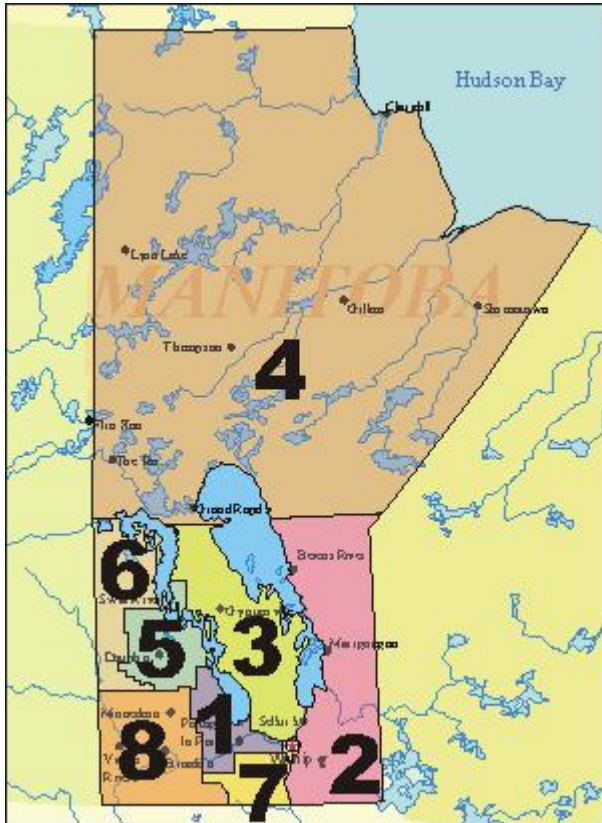
Strathclair RM

Super Six CFDC

Winkler (City of)

Manitoba Community Development Corporation Association

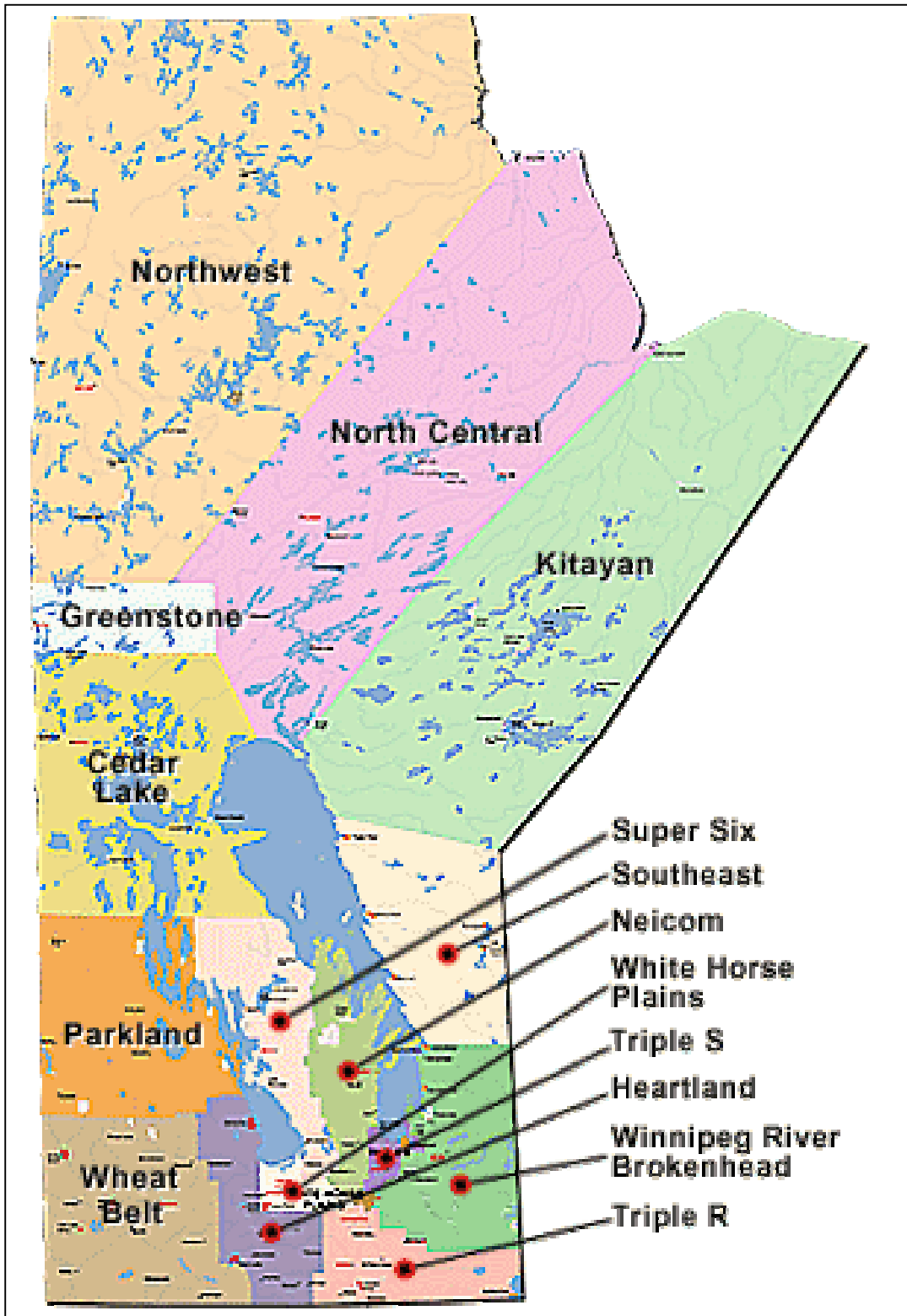
Appendix 4 - RDC REGIONS



1. **Central Plains Inc.**
General Manager: Ron Roteliuk
Assistant Manager: Ken Arundell
Voice: (204)428-6000; Fax: (204) 428-6006
<http://www.centralplains.ca>
2. **Eastman Regional Development Inc.**
General Manager: Ron Funk
Voice: (204) 268-2884; Fax: (204) 268-4826
<http://www.granite.mb.ca/erdc/eastman>
3. **Interlake Development Corporation Inc.**
General Manager: Roxanne Buhler
Voice: (204) 376-5033; Fax: (204) 376-2618
<http://www.interlakedevelopment.com>
4. **Norman Regional Development Inc.**
General Manager: Dave Cunningham
Voice: (204) 778-8155; Fax: (204) 778-4192
<http://www.normanrdc.ca>
5. **East Parkland Economic Development**
Development Officer: Denise Yewchuk
Voice: (204) 638-7900; Fax: (204) 638-9994
eastpark@mb.sympatico.ca
6. **Parkland West Economic Development**
Ec Dev Coordinator: Kathy Swann
Voice: (204) 859-3064; Fax: (204) 859-3064
parklandtourism@mb.sympatico.ca
7. **Pembina Valley Development Corporation**
General Manager: Ilija Dragojevic
Voice: (204) 324-8641; Fax: (204) 324-1230
<http://www.pvdcorp.mb.ca>
8. **Southwest Regional Development Corporation**

	Central Plains	Eastman	Interlake	Norman	East Parkland	Parkland West	Pembina Valley	Southwest
					Note 1	Note 1		new
Formed	1968	1968		1970			1964	spring 2003
Location	Southport	Beausejour	Arborg	Thompson		Rosburn	Altona	
Population of Area Served	40,000	125,000		72,300			54,000	
Member Municipalities	11	11	13	11			15	
Municipal Member Fee		2387 max		\$500 base & per capita)			per capita	
SERVICES								
Business Services								
- business plan assistance	*	*					*	
- business & counselling services (eg. business registration, bookkeeping)	*	*	*				*	
- access to information (eg. Govt programs)	*	*	*				*	
- resource library	*	*					*	
- business development workshops / training	*	*					*	
- regional data collection / dissemination	*	*	*				*	
Self Employment Assistance Program		*					*	
Tourism	*	*	*	*		*	*	
Community Development & Support	*	*	*				*	
Marketing Region	*	*	*	*			*	
Industrial Development							*	
- site selection	*	*					*	
- export development	*	*					*	
- inventory of businesses, bldgs, industrial properties	*	*					*	
Other Services (please specify)								
ADMINISTRATION								
Staff - how many?	3	2	2	2		1	3	
Name of General Manager	Ron Roteliuk	Ron Funk	Roxanne Buhler	David Cunningham		Kathy Swann	Ilija Dragojevic	
Governance								
Board of Directors - how many on Board?	12	from mbr munic.	12	11		5	18	
FINANCE								
Budget - Total	163,000	138,000	111,000	149,810				
Provincial Government Contribution	48%	50%	62%	56%				
Municipal Memberships	15%	15%	16%	22%				
Other Revenue Sources (please specify)	37%	36%		22%				
Sample Projects	Heartland Gas, Simplot, tourism	Community Access (Internet), Eastern Mb Tourism Assoc, assist munic mbrs establish CDCs, reg, ed strategy, reg ethanol project, BR&E program	Prime Meridian Trail, Interlake Natural Gas Co-op, Highway Priorities, Housing Initiative				reg labour mkt study, hog impact model dev study, ethanol pre-feasibility study, smart community bus plan preparation, RM of Roland marketing strategy, La Salle multiplex business plan preparation	

Appendix 6 - CFDC REGIONS



	Cedar Lake	NC Dakota Ojibway	Greenstone	Heartland	Kitayan	Neicom	North Central	Northwest	Parkland	NC Southeast	Super 6	Triple R	NC Triple S	Wheat Belt	White Horse Plains	Wpg River Brokenhead
Formed	1997		1986	1991		1987	1997	1986	1991		1987	1993		1987	1997	1988
Location	The Pas	Winnipeg	Flin Flon	Portage la Prairie	Winnipeg	Riverton	Thompson	Lynn Lake	Grandview	Winnipeg	Ashern	Morris	Selkirk	Brandon	Southport	Lac du Bonnet
Population of Area Served	15,000		20,000	63,000		34,000	38,400	8,500	50,000		12,500	45,000		110,000	14,000	37,140
SERVICES/PROGRAMS																
Access to Capital																
- loans for new & existing small business, up to	50000	125,000	125,000	125000	125000	125000	125000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
- loans for youth, up to	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	25,000
- loans for entrepreneurs with disabilities, up to	50000	125000	125000	75000	125,000	125000	125000	125,000	125,000	75,000	125,000	125,000		125,000	125,000	125,000
- West Interlake Community Capital Program											100,000					
Business Services																
- business plan assistance	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*
- counselling services (financial mgmt, strategic planning)	*		*	*	*	*	*	*	*	*	*	*		*	*	*
- access to information (eg. grants, loans, wage subsidies)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
- business resource library	*		*	*		*	*	*	*		*	*		*	*	*
- small business development workshops / training		*	*	*	*	*	*	*	*	*	*	*		*	*	*
- market surveys & information collection			*		*	*	*	*			*	*		*	*	*
Self Employment Program	*		*	*		*	*	*	*		*	*		*	*	*
Tourism	*		*		*	*	*	*	*		*	*	*	*	*	*
Community Development Services	*		*		*	*	*	*	*		*	*		*	*	*
Other Services (please specify)																*
ADMINISTRATION																
Staff - how many?	4	5	3.5	4	4	5	12	5	9		4	4.5		8	6	7
General Manager	John Parker	Kim Bullard	Lois Burke	Barb Kitching		Doug Erdman		Brad Stoneman	Greg Terleskey		Henry Sikora	Jason Denbow	Peter Mandryk	Roger Guy	Ron Roteliuk	Mary Greber
Business Development Coordinator	Anna Vouk			Bryan Spencer		Christine Anderson		Sean Maher	Tracy Maxwell						Keith Doane	Ian Wiebe
EDO	Martin Klatt	Lorraine Cook	Joe Buie			Tammy Hudyma			Lindsay Rubeniuk		Todd Goranson				Paul Warthe	
Governance																
Board of Directors - how many on Board	17	8	12	19	9	12	17	12	16		12	15		15	8	14
FINANCE																
Budget	302,000		200,734	277,576			740,000	340,000	360,000		270,000			480000	320,000	319,799
Federal Government Contribution	79%		100%	76%			35%	61%	58%		82%			75%	81%	76%
Provincial Government Contribution								28%								13%
Municipal Government Contribution																
Other Revenue Sources	21%			24%							5%				19%	12%
Sample Projects	Community SWOT, Youth Programs, Tourism Development		Radio Tower, Heritage Projects			Stonewall Innovative Crops Assn, Interlakers with Disabilities, Entrepreneur Association, Annual 100 hr business training course		Discover MB, Focus North,						Manitoba's Only Geothermal Subdivision		Itinerant satellite offices, Entrepreneurs with disabilities program, Youth entrepreneur program, Administer Whiteshell community adjustment fund, Regional ED initiatives, BR&E program, Regional marketing project
			Boardwalk, Fitness Trail					Churchill North Gateway Council, Winter Weather Testing, Municipal Drug Strategy, Scrap Metal Recycling	Agriculture, Tourism, Youth		www.cfdc.info-community & business database, West Interlake Celebration of Business Excellence, West Interlake Community Marketing plans			Targeted Immigration & Investment Program, Neighbourhood Crime & Safety Program, Video Technology Linkage, Wireless High Speed Initiative		
									Aboriginal Issues, Community Economic Development Initiatives, Value - Added							
									Parkland Job & Career Fair, Parkland Job Opportunity Centre							
									Small Business & Economic Development in Ukraine							

Appendix 7 - CFDC Directory

CEDAR LAKE CFDC

Box 569
314 Edwards Avenue
The Pas, Manitoba
R9A 1K6
Tel: (204) 627-5450
Fax: (204) 627-5460
Toll Free: 1-888-498-4175
E-mail: admin@cedarlakecfdc.ca

COMMUNITY FUTURES PARTNERS OF MANITOBA

(Provincial Association)
559 - 167 Lombard Avenue
Winnipeg, Manitoba
R3B 0V3
Tel: (204) 943-2905
Fax: (204) 956-9363
E-mail: info@cfpm.mb.ca

DAKOTA OJIBWAY CFDC

340 Assiniboine Avenue (lower level)
Winnipeg, Manitoba
R3C 0Y1
Tel: (204) 988-5373
Fax: (204) 988-5365
E-mail: info@docfdcm.mb.ca

GREENSTONE CFDC

228-35 Main Street
Flin Flon, Manitoba
R8A 1J7
Tel: (204) 687-6967
Fax: (204) 687-4456
E-mail: greencom@mb.sympatico.ca

HEARTLAND CFDC

11-2nd Street NE
Portage La Prairie, Manitoba
R1N 1R8
Tel: (204) 239-0135
Fax: (204) 239-0176
Toll Free: 1-877-472-7122
E-mail: heartland@heartlandcfdc.com

PARKLAND CFDC

Box 516
421 Main Street
Grandview, Manitoba
R0L 0Y0
Tel: (204) 546-5100
Fax: (204) 546-5107
Toll Free: 1-888-987-2332
E-mail: reception@pcfcdm.mb.ca

SOUTHEAST CFDC

200 - 208 Edmonton Street
Winnipeg, Manitoba
R3C 1R7
Tel: (204) 943-1656
Fax: (204) 943-1735
E-mail: scfdcm@mb.sympatico.ca

SUPER SIX CFDC

Box 68
TBJ Mall - Main Street
Ashern, Manitoba
R0C 0E0
Tel: (204) 768-3351
Fax: (204) 768-3489
Toll Free: 1-888-496-8932
E-mail: supersix@supersix.mb.ca

TRIPLE R CFDC

Box 190
220 Main Street North
Morris, Manitoba
R0G 1K0
Tel: (204) 746-6180
Fax: (204) 746-2035
Toll Free: 1-800-275-6611
E-mail: tripler@triplerfdcm.mb.ca

TRIPLE S CFDC

355 Main Street
Selkirk, Manitoba
R1A 1T5
Tel: (204) 482-2020
Fax: (204) 482-2033
E-mail: info@triplescfcdm.com

KITAYAN CFDC

345-260 St. Mary Avenue
Winnipeg, Manitoba
R3C 0M6
Tel: (204) 982-2170
Fax: (204) 943-3412
Toll Free: 1-800-898-1974
E-mail: kcfdc@escape.ca

NEICOM DEVELOPMENTS

Box 10
12 Main Street North
Riverton, Manitoba
R0C 2R0
Tel: (204) 378-5106
Fax: (204) 378-5192
Toll Free: 1-800-378-5106
E-mail: neicom@mb.sympatico.ca

NORTH CENTRAL DEVELOPMENT

Box 1208
#2 - 3 Station Road
Thompson, Manitoba
R8N 1P1
Tel: (204) 677-1490
Fax: (204) 778-5672
Toll Free: 1-888-847-7878
E-mail: ncd@northcentraldevelopment.ca

NORTHWEST CFDC

Box 188
499 Sherritt Avenue
Lynn Lake, Manitoba
R0B 0W0
Tel: (204) 356-2489
Fax: (204) 356-2785
Toll Free: 1-888-696-2332
E-mail: nwmcfdc@cancom.net

WHEAT BELT CFDC

141 Rosser Avenue
Brandon, Manitoba
R7A 0J6
Tel: (204) 726-1513
Fax: (204) 727-5832
Toll Free: 1-888-347-4342
E-mail: bdc@wheatbelt.mb.ca

WHITE HORSE PLAINS CFDC

Box 66
Room 109 - 36 Centenaire Drive
Southport, Manitoba
R0H 1N0
Tel: (204) 428-6000
Fax: (204) 428-6006
Toll Free: 1-888-947-2332
E-mail: info@whp.cfcd.mb.ca

WINNIPEG RIVER BROKENHEAD CFDC

Box 505
4 Park Avenue
Lac du Bonnet, Manitoba
R0E 1A0
Tel: (204) 345-2514 or 345-8691
Fax: (204) 345-6334
Toll Free: 1-888-298-9023
E-mail: info@wrbcfdc.mb.ca
