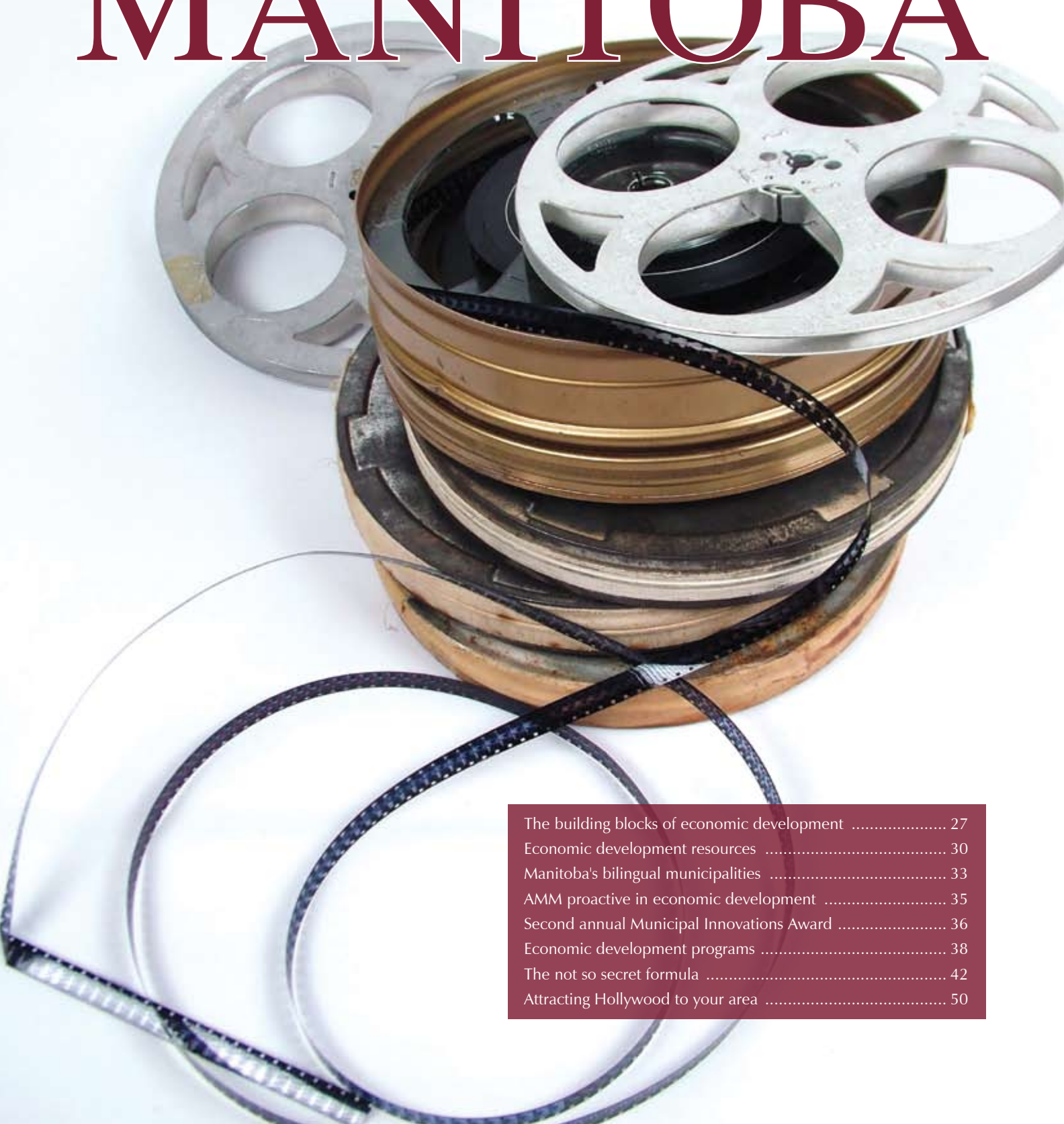


Special report on
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ⁱⁿ
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The building blocks of economic development

By AMM Staff

On February 28, 2006 at the annual Municipal Officials Seminar & Trade Show, the AMM offered a session aimed at showing delegates that economic development (ED) isn't just a buzzword – it's a valuable process for communities to identify strengths and capitalize on opportunities. What a session it was! Six speakers presented a comprehensive overview of ED – what it is, how it can be implemented, and what it can do for your community.

Community Economic Development – The Basics

Tammy Hudyma of the Economic Developers Association of Manitoba began the session with the appropriately titled presentation, 'Community Economic Development Basics.' Tammy began and finished her presentation with the mantra that "*community economic development is development of the community, by the community, and for the community.*" In between, she provided a succinct overview of just what economic development is (see sidebar).

More importantly, Tammy explained just what community economic development does *for* a community – it brings community members together out of a common

concern for the community. This concern could rise from:

- youth out-migration
- lack of jobs
- business closures
- decaying infrastructure
- decline in community services

...not to mention a response to external pressures to develop the community. Community economic development addresses these concerns by providing jobs, creating wealth, increasing the tax base, etc. – in short, by providing long-term prosperity in an ever-changing economy.

Tammy stressed that CED is a long-term development and **not** a silver bullet. There are no overnight successes, as it is a process that requires community involvement,

participation and direction. However, the rewards (more people, better paying jobs, more options, more activities in your communities, more volunteers, more kids in school, broadened tax base, and a shared vision) are worth it!

Definition of Community Economic Development (CED)

CED aims to improve the long-term economic viability of communities. It involves managing economic change to effectively meet a community or area's needs and objectives through emphasis on self-help, participation, partnerships and control. It is based on a 'bottom's up' philosophy that relies on using the community's own resources – people, capital, management, creativity and pride—to improve economic well-being.



The Building Blocks of Economic Development Presenters: (L-R) Back – Dean Yaremchuk, City of Portage la Prairie; Jean Beaumont, AMBM; Joy Dornian, Souris Glenwood CDC; Larry Tétrault, RM of La Broquerie; Front – Mona Cornock, MAFRI; Christine Landry, CFPM; and Tammy Hudyma, EDAM.

The City of Portage la Prairie's recipe for ED success

Dean Yaremchuk, Economic Development Director for the City of Portage la Prairie, was the first of two community champions presenting during the session. Dean provided an overview of Portage and the surrounding area, gave a history of how the City's economic development department evolved into what it is today, and outlined some of the region's many economic development accomplishments. These include being the first community to eliminate business tax in 1992; establishing the first tax sharing agreement in the Province with the RM of Portage la Prairie; successfully attracting large industries to the area largely due to state of the art water and waste water plants; and successfully creating a positive climate for local businesses to grow.

The City of Portage la Prairie's list of 'what we do and why we think it works' could certainly serve as a blueprint for any community striving to achieve economic development milestones. It includes the following tips:

- Recognize economic development does not work in a vacuum.
- Recognize the need to communicate and work closely with neighbours to remain competitive.
- Do not rely on past successes – develop an aggressive approach.
- Ensure you have accurate and appropriate information that business and industry needs to make informed decisions.
- Use a strategic planning process to annually identify Council priorities and allocate resources in those defined areas.
- Follow-up on every lead consistently and ensure confidentiality without exception.
- Approach economic development as a team and draw in the key players as the situation dictates.
- Keep community messaging positive, accurate and consistent.
- And, finally - continually move forward.

Not included in the above list, but certainly understood throughout Dean's presentation, is the importance of *believing* in your community. Simply stated, there is power in a positive attitude. "There are a handful of communities in the province that can go

after some of these larger economic development opportunities," Dean explained, "and we certainly see ourselves as a member of that group."

Community Futures Partners of Manitoba

The next presenter was **Christine Landry** of Community Futures Partners of Manitoba (CFPM). CFPM is an association representing 16 Community Futures Development Corporations (CFDCs) established throughout rural and northern Manitoba.

Christine explained that CFDCs are arms length organizations that rely on locally appointed boards. They have two main functions: administering loan pools and supporting economic development.

Economic development initiatives include:

- acting as a resource to support local vision of where the communities want to go
- planning and strategizing economic development
- helping to identify opportunities
- promoting the region/community

Christine said that there are thousands of successful projects in existence including tourism, recycling programs, seniors facilities, and day cares.

For more information on Community Futures Partners of Manitoba, visit www.cfpmb.ca or see page 30.

Community Economic Development 101

Joy Dornian, Economic Development Officer with the Souris Glenwood Community Development Corporation, captured the audience with her "five minute course in what took her umpteen years to learn!" Her aptly titled presentation, 'Community Economic Development 101 – the Condensed Version' provided a welcome snapshot to what is sometimes an anything *but* straightforward topic.

Joy explained that community economic development is a long-term investment and, like all good investments, the rate of return is greater with an investment strategy and resources dedicated to implementing that strategy. The benefit, she explained, is in the future dividends.

According to Joy, community economic development requires – first and foremost

- a *plan*. Time, energy and resources are also key requirements. It is important that we research projects that fit our values, our resources, and our ability to make them happen. It is also important that our goals are both achievable and realistic.

Joy stressed that working collectively, we have more resources, more ideas and more ways to make things happen. "Why do we restrict ourselves to imaginary or arbitrary boundaries?" she asked. "Working collectively, we have so much more to offer."

Bilingual communities beat the odds

"Ask high school students what they look for in a community," said **Jean Beaumont**, "They consistently answer – jobs and places to live." The Executive Director of the Association of Bilingual Municipalities of Manitoba (Association des municipalités Bilingues du Manitoba) obviously took this feedback to heart. With youth migration out of communities a recurring problem in rural Manitoba, bilingual communities seem to have beaten the odds: 12 out of 15 of these communities have either grown or maintained their population over the past 10 years.

To what did Jean attribute these successes? Like the other presenters, he stressed the importance of communities working together, and of realizing that it takes a long time – but if there is vision within the community, it will happen. He also noted that it is very important to establish community economic development initiatives with paid staff to avoid volunteer burnout. "Councils have an incredibly important role," Jean said. "They must see community economic development as an investment."

For a more in-depth look at Manitoba's Bilingual Municipalities' creative approach to economic development, see page 50.

MAFRI & Community Economic Development

Mona Cornock, Director of Economic and Rural Development Branch, Manitoba Agriculture, Food and Rural Initiatives (MAFRI), explained the core priority of GO Centres in terms of CED. She also outlined what community economic development is about, including:

“ Working collectively, we have so much more to offer. ”
 – Joy Dornian, Souris Glenwood Community Development Corporation

- identifying community needs and opportunities
- building community capacity - local skills and expertise
- making decisions locally
- investing locally
- employing local residents over the long term
- producing and using local goods and services
- building individual and community pride, self-reliance and leadership

Mona also provided an overview of the Creating Opportunities consultation process, and described the new positions (related to economic development) in GO Centres located in 11 areas throughout Manitoba.

While MAFRI's core priority is rural in nature, it definitely transcends any rural/urban boundaries. As did virtually every other session presenter, Mona stressed that economic development is a long-term process. She also noted that communities must be flexible - plans must evolve as our communities change and grow.

For more information about MAFRI, and for success stories from Go Centres across the province, see page 42.

“The best way to predict the future is to create it”

It is unlikely that anyone fortunate enough to be in the audience when the final session presenter, **Larry Tétrault**, took to the stage will forget hearing about the RM of La Broquerie. Larry's infectious enthusiasm illustrated what a true community champion needs to be – strong in spirit, unwaveringly loyal to community – and with a healthy sense of humour thrown in for good measure.

La Broquerie's successes are numerous. One of the fastest growing communities in the past five years in Manitoba, it has grown in population from 2,900 to 3,800 since 2001. During the same time period there have been 272 new housing starts. “This kind of growth is not an accident” stressed Larry. “It took time, effort, dedication and money.”

Larry's message was definitely in line with those of the other presenters. He encouraged communities to have a development plan and a vision of what they want their community to be. He stressed the need to keep youth in the community by providing them with options and services, and noted that economic development should be regional, national and international.

Above all, Larry stressed the importance of leadership, challenging the audience with these words: “As leaders you are elected, and have the responsibility, to be visionaries and lead your communities to success.” Not words for the weak, and Larry readily admitted La Broquerie's success has not always followed a smooth path. Admitting the Municipality has experienced some growing pains, the lively Economic Development Officer also hinted at the challenges La Broquerie's journey presented on a more

personal level. “As Woodrow Wilson said, ‘If you want to make enemies, try to change something.’” And in Larry's own words? “But it's worth it!”

The AMM thanks all of the presenters who took the time to share their expertise with our MOS delegates. Powerpoint presentations from this session are available on the AMM website at www.amm.mb.ca.

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Economic Development Resources

A look at MAFRI, CFPM and EDAM

MAFRI renewed and enhanced

In April 2005, Manitoba Agriculture, Food and Rural Initiatives (MAFRI) renewed and enhanced its commitment to rural community economic development. Through the Growing Opportunities (GO) initiative, MAFRI recognized the ongoing need to support rural and northern communities in their efforts to create vibrant sustainable communities. The GO initiative also acknowledged others involved in community economic development (CED). MAFRI intends to maintain and strengthen relationships with existing regional and local Community Economic Development organizations and is prepared to assist in the coordination of CED activities.

Although the focus is on value-added and value-chain opportunities, MAFRI will work closely with communities in achieving their vision and goals. At the local level, 11 GO teams have been created with offices in 43 locations. Each of these teams has at least one of the following positions:

Business Development Specialist: This position focuses on business development activities and will work in cooperation on projects with individuals or groups.

Rural Leadership Specialists: Their focus is to build leadership and management skills and capacity within communities to lead community projects.

Business Development Specialist-Community Development: These staff members work with Municipal Officials and CED organizations at the community level to develop and implement their vision and strategic plans.

In addition to the staff in the GO teams, Knowledge Centres will provide support to the GO team delivery, and leadership at the provincial, national and international level. These three Knowledge Centres are closely linked to CED:

- **Economic Development Initiatives:** Main function and role is to administer some of the funding tools available. REDI, Community Enterprise Development Tax Credit, Young Entrepreneur program are only a few of the programs they are involved with.
- **Food Commercialization and Marketing:** This is a new branch focused on commercializing agriculture and food products and the market develop-

ment of value-added and diversified products. It will work closely with the Food Development Centre, located in Portage.

- **Economy and Rural Development:** The focus will be on building individual and community capacity for development and economic growth and to build business management, project management, and strategic planning skills. This branch, based in Brandon, also has a focus on youth, young farmers, women and Aboriginal people.

Since GO, we have been active in consulting with communities across the province through the Creating Opportunities initiative. At the local level, advisory committees have been struck to get community input. Community economic development starts with the community. We look forward to working closely with communities to build a vibrant sustainable rural Manitoba.

CFPM: making a difference locally

For rural communities, both large and small, the Community Futures Program of Manitoba (CFPM) is a valuable resource and tool for positive change in the realm of economic development. Established in 1986, Community Futures is a volunteer directed, locally driven program that operates across Canada. The goal is to help rural Canadians start or expand businesses and to help communities improve their local economies.

In Manitoba there are 16 Community Futures offices. Each is led by local boards of directors who volunteer their time, energy and expertise. A team of skilled staff provides a wide range of community economic development and business services.

Some of the many services CFDCs provide include:

- Help developing business plans
- Conducting market research
- Understanding financing options
- Accessing business resources

CFDCs also provide small and medium-sized businesses with repayable loans not normally offered by financial institutions. In the last decade Community Futures has made over 3,200 loans totaling \$72 million. This has resulted in more than 13,000

jobs in rural and northern Manitoba.

Specific business loan programs for new and existing businesses include:

- General entrepreneur loans up to \$150,000
- Entrepreneurs with disabilities loans up to \$150,000

Over the years, the impact of Community Futures in rural, northern and remote communities has been remarkable. According to a 2002 Ference Weicker & Co. study on the Impact of Community Futures in Western Canada, 22% of small businesses in rural Western Canada have used one or more types of CFDC service.

But helping small businesses thrive in Manitoba is not the only role of CFDCs. They are also making a difference through their work in the area of community economic development.

Experienced CFDC staff helps rural communities expand their local economies by assisting in:

- Community economic development planning
- Strategy building
- Facilitating the implementation of community plans
- Accessing resources

Some examples of projects that CFDCs have been involved in include developing regional tourism strategies; working with communities to introduce broadband Internet services; coordinating 'green' projects like regional recycling programs; and developing and implementing a training program to help agricultural workers diversify their skills.

In Western Canada, where CFDCs now total 90, Western Economic Diversification Canada (WD) provides funding and support for the program.

For more information on Community Futures or to find the CFDC in your region visit www.cfpm.mb.ca or call toll free 1-800-665-2019.

EDAM: just getting better

The Economic Developers Association Manitoba (EDAM) was formed in 1993 to improve communication, contact and liaison within the economic development profession. It is an independent, non-profit, incorporated association of persons directly engaged in economic development in Manitoba. EDAM is one of several regional and provincial affiliates of the Economic Developers Association of Canada (EDAC). Through its affiliation with other provincial associations and EDAC, EDAM provides its membership with a network and linkage with the profession across Canada.

Members of EDAM are provided access to a variety of professional services, networking and training opportunities, and are regularly exposed to new ideas and initiatives in the ever-expanding field of economic development. EDAM members have the opportunity to attend meetings and forums on topics of professional interest, receive the e-newsletter EDAMNet, as well as other special announcements on economic development events and employment opportunities. EDAM produces an annual mem-

bership directory, which is a comprehensive listing of economic development professionals in Manitoba. EDAM's website, www.edamonline.org offers resource information presented at our various forums.

EDAM works on behalf of the profession to:

- Increase the profile and awareness of economic development practitioners and organizations
- Provide a collective voice on local, regional, provincial and national economic development issues and concerns
- Promote professionalism in the field
- Provide a vehicle for communication between economic development practitioners in Manitoba

Membership in the EDAM is open to any person working directly in the field of economic development, including staff from:

- Provincial and federal governments working in a development-related capacity
- Community Futures Development Corporations (CFDC)
- Regional Development Corporations (RDC)

- Community Development Corporations (CDC)
- Other urban and rural community and economic development organizations
- Aboriginal economic development organizations
- Crown Corporations working in development
- Private sector consultants involved in economic development or related professions
- University and college students involved in community economic development or related disciplines
- Other individuals and practitioners interested or involved in rural or urban economic development

EDAM's next forum will take place on May 3-5 in Falcon Lake. The theme is "Engaging our Communities." Guests are welcome! Registration fee is \$175 for non-members or \$125 for members. Annual membership fee is \$100. For further information, contact **Shelley Morris** at 204-795-2000 or shelley.morris@mts.net.



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CDEM – Manitoba's Bilingual Municipalities

By building a strong and innovative support system, ensuring careful planning, as well as encouraging community participation, Manitoba's Bilingual Municipalities now benefit from a strong economic development structure. Jean Beaumont, the Executive Director for the Association of Manitoba's Bilingual Municipalities (AMBM), provided MOS attendees with a captivating overview of this innovative approach to community and economic development. He explained how this approach has brought unprecedented economic development to 16 jurisdictions in Manitoba where both large Francophone and Anglophone communities reside.

Mr. Beaumont stressed the importance of a reliable and inclusive support system for the Association's member municipalities. The AMBM board of Directors is made up of representatives from each participating municipal council. The AMBM's role is to develop policy and strategy that will facilitate economic development in its jurisdictions. Mr. Beaumont said that one of the AMBM's best assets was the Economic Development Council for Manitoba's Bilingual Municipalities (CDEM). With a strong team of consultants, this sister organization provides bilingual municipalities with all the support needed to accomplish new economic development initiatives. Training for new entrepreneurs, business plans, financing and funding opportunities, promoting bilingualism and tourism, the CDEM contributed enormously to both private and public initia-

tives in the municipalities it serves.

One of CDEM's greatest ideas was to establish a Community Development Corporation in each municipality. Through this network, it was able to consult the communities and create a comprehensive development plan for each jurisdiction. This unique planning instrument, called *Vision*, was crucial in getting entire communities behind the proposed economic development initiatives. Now, all of the bilingual communities have united to produce a common development plan to support each other in realizing larger projects. Resulting projects are impressive. The small community of St-Léon attracted a \$190 million wind energy project. The CDEM's effort to promote the added value of bilingualism has led to many positive initiatives. Among others, the establishment

of two call centres in St-Pierre and St-Malo that have created 50 jobs.

It has even brought about a positive change in attitude. Now, member municipalities view the hiring of an Economic Development Agent as a wise investment, rather than an inconvenient expense. Municipal representatives and community leaders are part of the board of directors for both AMBM and CDEM. Their direct involvement in these organizations' activities has translated into their absolute support in a sustainable and long-term economic development strategy. Through this economic development support system, residents in bilingual municipalities have been able to recognize their strengths and bring all their support behind common development initiatives. The results have been very positive.



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Les Municipalités Bilingues du Manitoba

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M. Beaumont a accentué l'importance d'un système d'appui fiable et inclusif pour les Municipalités membres de l'Association. De fait, les membres du conseil d'administration de l'AMBM sont des représentants des conseils municipaux qui appartiennent au regroupement. Ainsi le rôle de l'AMBM c'est de développer des politiques et des stratégies pour faciliter le développement de ses communautés membres. M. Beaumont a expliqué que le Conseil de développement économique des municipa-

lités bilingues, le (CDEM) demeure l'un des meilleurs atouts de l'AMBM. À l'aide d'une équipe dynamique d'experts conseils, cette organisation sœurs offre tous les appuis nécessaires pour réaliser de nouvelles initiatives de développement. Le CDEM contribue de façon tangible au développement des communautés bilingues, soit par la formation pour de nouvelles personnes d'affaires, la production de plans d'affaires, le financement, la promotion du bilinguisme et du tourisme parmi tant d'autres services.

L'une des meilleures idées du CDEM a été de créer des Corporations de développement communautaires dans toutes les municipalités bilingues. Par l'entremise de ce réseau, il a été possible de consulter l'ensemble des communautés et de créer des plans de développement pour chacune de ces juridictions. Ces instruments de planification uniques appelés *Vision* ont permis d'obtenir l'appui de communautés entières pour la réalisation d'initiatives économiques et communautaires d'importance. De plus, toutes les municipalités bilingues ont réuni leurs efforts pour produire un plan de développement commun afin de s'appuyer dans la réalisation de projets encore plus grands.

Ces mesures en développement économique ont donné des résultats impres-

sionnants. La petite communauté de St-Léon possédait les appuis nécessaires pour attirer un parc éolien de 190 millions de dollars. Les efforts du CDEM de promouvoir la valeur ajoutée du bilinguisme ont conduit à la réalisation de plusieurs initiatives. Entre autres, l'établissement de deux Centres d'appel à St-Pierre et St-Malo créant ainsi 50 emplois.

De plus, cette approche au développement des communautés a également suscité un changement d'attitude très positif. Maintenant les municipalités membres perçoivent l'embauche d'un Agent de développement économique comme un investissement sage au lieu d'une dépense encombrante. Les politiciens municipaux et les leaders des communautés siègent sur les conseils d'administration de l'AMBM et du CDEM. Leur participation directe aux activités de ces organismes s'est traduit par leur engagement absolu en vue d'une stratégie économique durable. Grâce à cette nouvelle structure de développement, les résidents des municipalités bilingues ont pu reconnaître leur forces pour ainsi apporter un appui inconditionnel à des projets d'envergures. Les conséquences qui s'ensuivent sont des collaborations très productives et positives à l'intérieur et aussi entre les municipalités bilingues du Manitoba.

AMBM's Membership List

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- La Broquerie
- Montcalm
- Notre-Dame-de-Lourdes
- Ritchot
- Ste-Anne
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- St.-Pierre-Jolys
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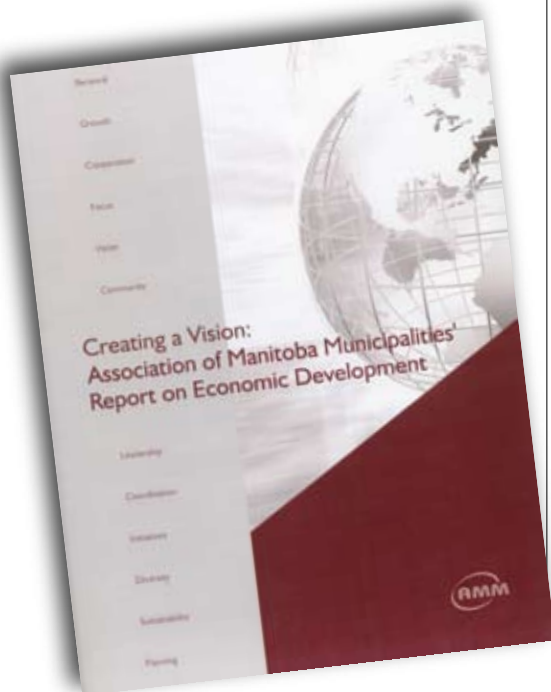


AMM proactive in economic development

Question: What has the AMM done to promote Community Economic Development?

Answer: Quite a lot, it seems. Here's a summary:

- During 2002 and 2003, 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 to specifically identify strengths and deficiencies.
- The Task Force was seeking to promote and encourage a coordinated, community-driven economic development strategy for Manitoba. The aim was to provide policy recommendations for the provincial and federal governments that would be compatible with municipal objectives.



- After extensive consultation, the AMM published the report *Creating a Vision: AMM's Report on Economic Development*. The report consolidated the participants' input into 12 recommendations that targeted the areas of organizational structure and planning; funding, and human resources.
- The discussion of the organizational structure and planning focused on the need for greater cooperation and coordination among governments, communities and organizations.
- Several concerns were raised regarding the adequacy of funding and the need to review governments' approaches to funding to create greater flexibility and more long-term mechanisms.
- In terms of human resources, participants discussed the need to attract and retain staff and volunteers that can lead and implement community economic development strategies.
- The consultation accomplished the task of identifying opportunities and formulating several objectives for governments and economic development organizations.
- Specific roles for the AMM focused on lobbying, leadership, communication and training.
- As a result, the AMM created a working group with the provincial and federal governments to build on the momentum from the *Creating A Vision* report. Representatives from the AMM began working with

Manitoba Agriculture, Food and Rural Initiatives and the Rural Secretariat and Western Economic Diversification (WD) at the Federal level.

- Since economic development stakeholders had identified gaps in service delivery, the working group wanted to return to the stakeholders to discuss how to move forward and address those gaps.
- The working group decided to host a session in the spring of 2005 to evaluate the level of support for the AMM recommendations and to seek input on how they could be implemented.
- This session assembled a list of strategies and demonstrated that each order of government will have a role in advancing economic development in Manitoba. The four key issues discussed were coordination, funding adequacy and responsibility, community leadership, and staffing.
- A complete session report is now available on the AMM website (www.amm.mb.ca), listing many ways economic development service delivery can be enhanced.
- Municipalities need to work with the Provincial and Federal Governments to address these issues in a coordinated manner.
- Specifically, the AMM was tasked with supporting the education demands of municipalities and stimulating discussion on the need for economic development and the local success stories that Manitoba has experienced.



Second Annual Municipal Innovations Award

All municipalities have experienced change since their incorporation. For some, this change has meant growth and prosperity. For others, change has meant new approaches are needed for long-term sustainability. For this reason, the AMM, in consultation with the Department of Intergovernmental Affairs and Trade, developed the Tools For Change toolkit to help municipalities assess the health of their municipality and look at ways of improving how they do business.

The Municipal Innovations Award given out for a second year at this year's Municipal Officials Seminar is part of the *Tools For Change* initiative and is designed to recognize excellence in municipal practices that improve governance, administration, service delivery, or inter-municipal cooperation. Evaluation was based on a number of criteria, including complexity and creativity, overall impact, community support, and regional cooperation.

The recipient of this year's award is the RM of Victoria. CAO **Ivan Bruneau** and Councillor **Reginald Marginet** received the award.

"The panel had a difficult task, with a number of excellent entries that all deserve commendation," said **Ron Bell**, President of the AMM. "What ultimately worked in the RM of Victoria's favour is that its project was truly innovative. It involved technology that had never before been used in Manitoba."

"We're very happy to receive this award, especially considering the larger municipalities that were considered," said RM of Victoria Reeve **Allan Steinke**. "Our water treatment system works very well, the citizens of Holland are happy with the results, and the cost was only half of what a conventional system would have been."

Background

For many years, the community of Holland was impacted by poor water quality. Residents were concerned with the unpleasant taste and odor of the water as well as the staining effect, especially in fixtures and when washing clothes. The poor taste was attributed to by-products that are produced when ammonia combines with chlorine used in the disinfection process. Many residents took to

purchasing bottled water, and many visitors, including visiting sports teams, brought water with them, as they would not drink the community's tap water.

Staining was primarily due to manganese levels in the water. Pilot testing was undertaken to see if chlorine dioxide, which is known to be a powerful oxidant, would be effective in oxidizing manganese such that it could be removed by filtration. At the same time, the use of chlorine dioxide as a primary water disinfectant, instead of chlorine, was examined. Based upon successful pilot test results, a plan was developed to use chlorine dioxide as a primary potable water disinfectant.

Initially the hypochlorite dosage was gradually lowered to a level that still met regulatory requirements, while at the same time the dosage of chlorine dioxide was slowly increased. At all times, chlorine dioxide levels were monitored carefully so that legal maximum limits would not be reached. On August 27, 2005, Holland completely terminated the dosing of hypochlorite (chlorine) solution into their drinking water, which effectively changed the primary disinfectant of their water to chlorine dioxide. Hypochlorite feed equipment is now only maintained as a stand-by disinfectant, in case it is ever needed.

The initial goal of decreasing staining from the effects of manganese has largely been accomplished. The end result of the new chlorine dioxide disinfection system also includes much better tasting water for the community. Residents have indicated that the taste and odor of the water have improved significantly, and are pleased with the results.



RM of Victoria CAO Ivan Bruneau (L) and Councillor Reginald Marginet (R) receive the 2nd Annual Municipal Innovations Award from AMM President Ron Bell.

Made in Manitoba solution

The Holland demonstration project was a made-in-Manitoba solution. It was sponsored by Osorno Enterprises Inc. and supervised by J. R. Cousin Consultants Ltd., both Winnipeg-based companies. Winnipeg's Avalon Institution of Applied Science Inc. carried out essential project research, while the Research Council of Canada, IRAP program and the Technology Commercialization Program, Province of Manitoba also contributed.

Tools for Change Applicants

BETTER MUNICIPAL BUSINESS PRACTICES

Rural Municipality of Morris:

Self-Contracted Water Line Installation

In 1998, the RM of Morris proposed to run water lines to all households at a cost of \$8,000 to the ratepayer, but funding from the Federal and Provincial Governments was no longer available after five years. Council decided to self-contract the remaining work while maintaining the initial price per household by purchasing equipment, training staff and hiring new staff to complete the connections. The RM achieved a cost savings of approximately \$2.2 million by developing capacity in-house.

Town of Rivers:

Special Tax – Special Services Proposal

The Town of Rivers was seeking a better way of funding the local police and fire protection services, so council decided to establish a special levy. All ratepayers would pay the same tax based on the services provided, rather than using property assessment as a determinant. In 2003, the Town built on their previous success by implementing an additional special levy on the collection and transportation of waste materials.

SERVICE SHARING AGREEMENTS

Village of Glenboro & Rural Municipality of South Cypress: Shared Municipal Office

Faced with the retirement of their long-time CAO, the Village of Glenboro decided to analyze the potential savings that would result from sharing a municipal office with the RM of South Cypress. The municipalities had already collaborated to provide many services including fire protection, waste management and recreation. The two municipalities are now enjoying improved customer service and looking forward to realizing further cost efficiencies over the long-term.

TAX SHARING AGREEMENTS







Towns of Altona, Gretna, Plum Coulee and Rural Municipality of Rhineland: Sunbelt Development Group

The Towns of Altona, Gretna, Plum Coulee and the RM of Rhineland created the Sunbelt Development Group in order to approach economic expansion in a unified manner. They negotiated a tax sharing agreement that allowed each member to benefit from new business development. The Group hired a consultant to develop a marketing strategy along with a website and promotional materials. Next steps include applying to the Community Investment Support Program to extend marketing efforts internationally.



What is **your** municipality doing? Let us know! Submit your innovative municipal ideas to the AMM Office as part of the Tools for Change program.

Watch for application forms to be sent out in January 2007 for the **Third Annual Municipal Innovations Award**, which will be given out at MOS 2007 in Brandon next year.

	
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Economic Development Programs

The following programs are available to municipalities and economic development organizations, as well as to individual entrepreneurs and local businesses. Municipalities can promote entrepreneurship in their communities by encouraging individuals to pursue these funding and support opportunities.

Rural Economic Development Initiative (REDI)

REDI is designed to boost local economies while laying the foundation for sustained growth and development in Manitoba's rural communities.

Phone: 1-800-567-7334

Website: www.gov.mb.ca/agriculture/ri/community/ria01s00.html

Programs available under REDI include:

Rural Entrepreneur Assistance (REA)

Provides loan guarantees to financial institutions that are prepared to offer financial support to full-time, small and home-based businesses in rural Manitoba. The Province will guarantee individual business loans between \$10,000 and \$100,000 to businesses located outside of Winnipeg.

Community Works Loan Program (CWLP)

Available for new small business starts and expansions that create jobs, CWLP is a community-driven investment tool that operates as a revolving loan pool. Municipal leaders establish a CDC, which raises \$10,000-\$25,000 to qualify for matched funding from the Province on a two-to-one basis. Approved clients can receive up to \$10,000 to help start or expand a business.

Hometown Manitoba

Provides financial support for rural and northern community projects initiated by local communities, organizations, cooperatives and businesses that enhance "main street" public places and building exteriors. Hometown Meeting Places contributes up to one-third of total eligible project costs, to a maximum of \$5000. Hometown Main Streets Enhancements contributes up to 50 per cent of total eligible project costs, to a maximum of \$1000.

Feasibility Studies Program

This program helps rural communities and businesses get the answers to their questions before starting a project. Successful applicants receive up to 50 per cent cost-shared funding to hire an independent consultant for a financial, marketing or preliminary engineering analysis, development of a business plan, and ISO or HACCP certification.

Youth Programs

1) Junior Achievement provides practical business education and experience to elementary and high school students through its partnership with local businesses, communities and the Government of Manitoba.

Phone: (204)956-6084

Email: jarural@escape.ca

2) Green Team provides summer employment for youth ages 16-24.

Phone: 1-800-282-8069

3) Young Entrepreneurs Program includes three components.

(i) *Skill Development for Young Entrepreneurs* – young people who have started or plan to start their own full-time businesses are eligible for a grant of up to \$1000 (or \$1500 for Northern residents) to supplement the cost of completing an accredited business-related training course.

(ii) *Aboriginal Youth Mean Business!* is coordinated through the Partners for Careers program and maintains a province-wide coalition of business development service providers to assist young Aboriginal entrepreneurs.

(iii) *Youth Business Support* provides a contribution of up to \$4000 based on 50 per cent of all startup costs related to starting a new full-time business.

Manitoba Community Enterprise Development (CED) Tax Credit Program

The CED Tax Credit encourages local private investment in Manitoba-based opportunities by providing community-based enterprise development projects with the means to raise equity capital. Eligible investments may be made either directly in qualifying Manitoba community enterprises or indirectly in a qualifying Community Development Investment Fund (CDIF). A CDIF uses a pool of funds to invest in eligible enterprises that are identified as local priorities. The maximum amount that an enterprise or CDIF may raise, that will be eligible for the tax credit, is \$500,000.

Phone: 1-800-567-7334 or (204)948-2362

Website: www.gov.mb.ca/agriculture/ri/community/ria01s06.html

Canada-Manitoba Business Services Centre

Located in Winnipeg, the Canada-Manitoba Business Services Centre provides a wide range of resources for businesses throughout Manitoba. Programs focus on encouraging the entrepreneurial spirit and supporting local business expansion.

Business Start Program

This program offers business training and counseling, and provides access to funding through a loan guarantee to support the development of comprehensive business plans. The repayable loans of up to \$10,000 are delivered through participating financial institutions and is guaranteed by the province. The Business Start Program also offers a no-cost 3 day Business Planning Workshop that will cover details on the Program, business plans, bookkeeping, financial management, business management, sales and marketing.

Canada Small Business Financing (CSBF) Program

Assists new and existing businesses obtain term loans of up to \$250,000 from chartered banks or other lenders to purchase or upgrade fixed assets.

Cooperative Loans and Loan Guarantee Board

Offers loan guarantees to cooperatives establishing or expanding their activities. Funds must be used for productive purposes, including the purchase of buildings or equipment and renovations.

Phone: 1-800-665-2019

Website: www.cbcs.org/manitoba

The Provincial Government's department of Industry, Economic Development & Mines works with the Canada-Manitoba Business Services Centre to provide services and programs to promote growth in Manitoba's entrepreneurial and small business sector. Further information is available at: www.gov.mb.ca/iedm/sbcd/index.html

Western Economic Diversification Canada (WD)

The Western Diversification Program (WDP) supports activities that develop and diversify Canada's western economy. Funding is

focused on activities that support innovation, promote a competitive and expanded business sector in Western Canada, and develop sustainable communities that improve the competitiveness and quality of life in the West. There are several initiatives under WDP:

Conference Support Program

Offers financial assistance to institutions and groups holding conferences within the west that are directly related to topics supporting WD objectives. Eligible groups may include industry associations, economic and/or community development organizations.

www.wd.gc.ca/finance/programs/conference_support_e.asp

Knowledge and Growth Loan Program

For knowledge-based small and medium sized businesses. Eligible companies include advanced manufacturing technologies, environment, information technology and telecommunications, multimedia, film, tourism and others. Loans from \$50,000 to \$500,000 are offered on flexible terms with repayment normally within seven years.

www.wd.gc.ca/finance/programs/xkbi_e.asp

WD also provides support to organizations that are tailored to the specific needs of certain regions or demographic populations. These organizations include Community Futures Development Corporations, the Women's Enterprise Centre, and Conseil de développement économique des municipalités bilingues du Manitoba.

Community Futures Program

This economic development initiative for rural communities and businesses supports Community Futures Development Corporations (CFDCs) in Manitoba. The program includes strategic community economic planning, small business information and counseling, and repayable loans of up to \$125,000 for the creation of a new business or to assist existing businesses expand.

Website: www.cfpmb.ca

Phone: (204) 943-2905 or see page 30 for more information.

Women's Enterprise Centre of Manitoba

The goal of the Women's Enterprise Centre of Manitoba is to provide support from business start-up to sustainability by offering services in three key areas: training, advice and loans for business start-up and growth. The Women's Enterprise Centre of Manitoba (WEC) helps women throughout




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Other Assistance Programs

Program	Phone	Website
Cooperative Development Services	945-2157 1-800-567-7334	www.gov.mb.ca/agriculture/ri/coop/ria02s01.html
Enhanced Diversification Loan Guarantee Program (through MACC)	726-6850	www.gov.mb.ca/agriculture/macc/aaa21s08.html
Manitoba Research & Development Tax Credits	945-3757	www.gov.mb.ca/finance/fedprov/mbrandd.html
Manitoba Agri-Ventures Initiative (MAVI)	945-3498	www.gov.mb.ca/agriculture/financial/agribus/cch03s01.html
Technology Commercialization Program (TCP)	945-2475	www.gov.mb.ca/iedml/invest/busfacts/govt/govt5.html
Trade Assistance Program (TAP)	945-2466 1-800-529-9981	www.gov.mb.ca/trade/tap/
Advancing Canadian Agriculture and Agri-Food (ACAAF) Program	982-4790	www.agr.gc.ca/acaaf/
Agri-Food Research & Development Initiative (ARDI)	746-8186	www.gov.mb.ca/agriculture/research/ardi/
Export Development Canada	975-5090 1-866-278-2300	www.edc.ca
Jubilee Fund	204-589-5001 204-975-2650	www.jubileefund.ca

the province find information, improve their skills and acquire financing so that they can start, expand or purchase an existing business. Services are available to both novice and seasoned entrepreneurs.

Phone: 1-800-203-2343
Website: www.wecm.ca

Conseil de développement économique des municipalités bilingues du Manitoba (CDEM)

CDEM encourages, stimulates and organizes economic development in bilingual municipalities. CDEM provides the tools required for the creation of CDCs and small businesses in bilingual municipalities. Once CDCs are in place, CDEM can assist with the implementation of concrete community or private projects, particularly by coordinating research and feasibility studies.

Phone: 925-2320 or 1-800-990-2332
Website: www.cdem.com

Aboriginal Business Canada (ABC)

Provides support to Aboriginal entrepreneurs seeking to start or expand their businesses or to improve existing ones by giving them access to financing and information that will help enhance their management skills. The program provides business services and support to Canadian status and non-status Indian, Inuit and Metis individuals, associations, partnerships or other legal entities which are wholly or partly owned or controlled by Aboriginal people, on or off reserve. Program priorities are innovation, trade and market expansion, tourism, youth entrepreneurship development and strengthening Aboriginal financial and business development organizations.

Phone: 983-7316

Website: http://strategis.ic.gc.ca/epic/inter-net/inabc-eac.nsf/en/h_ab00000e.html

Communities Economic Development Fund (CEDF)

The CEDF mandate is to encourage economic development in Northern Manitoba through the provision of loans, guarantees and other forms of technical assistance. CEDF offers the Business Loan Program and Fisheries Loan Program. Several community programs are available including Community Partners and TEAM (a Micro-Enterprise Development program). As well, CEDF delivers REDI programs in North Eastern Manitoba. Consulting services are also available for logistical assistance to companies relocating to Northern Manitoba and program development assistance to other orders of government. The Fund may also make loans throughout Manitoba (except in the City of Winnipeg) when working in conjunction with a federal Aboriginal funding program.

Phone: 1-800-561-4315 or 778-4138
Website: www.cedf.mb.ca

Canadian Rural Partnership – Networking Initiative

Under Agriculture and Agri-Food Canada, Rural Secretariat administers the Canadian Rural Partnership. The Networking Initiative program funds three types of rural community projects aimed at building community capacity. The first category is Learning Events, which includes training and skills development opportunities for community stakeholders, as well as needs/assets identification for rural and remote communities. The second cat-



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egory is Partnerships and the program will support the development of action plans for community development and community capacity building, as well as socio-economic research on issues faced by rural communities. The final category is Networks, which enhance the capacity of communities and community organizations to develop responses to rural and remote community issues thereby contributing to community capacity building. The Networking Initiative runs until March 2008.

Phone: Regional Advisor 984-6510 or Program Officer 983-8466

Website: www.rural.gc.ca/programs/networking_e.phtml

Canadian Adaptation and Rural Development (CARD) Fund

The Manitoba Rural Adaptation Council (MRAC) administers this federal program for Manitoba. It is open to all sectors of the agricultural industry including commercial and non-profit organizations, corporations, cooperatives, marketing boards, institutions, associations, commodity groups and private individuals. CARD funds one third of total project costs up to a maximum of \$100,000. Eligible projects include business plan development, feasibility and market studies, new product development, value-added processing, research information and technology transfer, food quality and safety initiatives and sustainable resource management.

Phone: 1-800-216-9767

Website: www.mrac.ca

Community Investment Support Program (CISP)

The goal of CISP is to help Canadian communities develop the tools to attract, retain and expand foreign direct investment (FDI), by providing up to 50 percent of FDI related eligible costs. The Program supports initiatives that encourage investment and that help communities deal more effectively with investors. CISP assists communities to develop business cases, plan and execute promotional initiatives, and build capacity and necessary investment attraction experience. Applications by regional groups of communities are encouraged and will be favoured over applications by individual communities.

Phone: (204)983-2594

Website: www.cisp.gc.ca



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The not so secret formula

Profiles of community success stories from all corners of Manitoba

Introduction by Ruth Mealy, Business Development Specialist – Community Development Pembina GO Team

Rural communities in Manitoba are showing signs of progress – they are viable, successful and growing! Does this sound like your community? Fortunately, this description does fit many communities in Manitoba. Many other communities, however, are struggling and are not sure how to turn their economies around. Are there steps that communities can take to achieve success and growth? Is there a formula for success?

For many years, rural communities have been tied to agriculture and if agriculture is successful, then communities are successful. It is no secret that this sector is struggling, as are communities that rely on agriculture and its spin offs. While the province is

working very hard to support producers and rural communities in Manitoba, rural communities must also look inward to make some changes.

Many Manitoba communities have recognized the risk of relying on only one sector of the economy and have been working diligently to diversify their economies and support new and expanding local businesses. When you examine the economic indicators of these communities, they show increasing populations, growing numbers of secondary industries (processing, manufacturing, construction) and a growing service industry (health, education, technology business, retail, financial services, etc.). This translates to increased assessments and an overall stronger tax base for the community

and surrounding area.

What is the secret to the success of these communities? Current research into successful rural Canadian communities by David Douglas of the University of Guelph suggests that the secret is having:

1. A plan (a vision for the community that is developed by all sectors of the community);
2. A dedicated (i.e., paid) person ‘doing’ community economic development (CED); and
3. Support of the municipal council (both financial and moral support) to carry out CED activities effectively.

Read on to find out the “secrets to success” of communities from all corners of the province.

Pembina GO Team

The rewards of having a CED ‘Plan’

In the Pembina GO Team area, many communities are seeing the value and rewards of having a CED ‘plan.’ Communities such as Cartwright, Killarney, Notre Dame de Lourdes and Somerset have dedicated staff who are working on a variety of projects that are making significant differences in their communities. The community of Baldur is now in the process of hiring a development officer, as are several other communities so that they can continue and expand the work of their busy volunteer CED organizations.

These communities both big and small are working on projects such as wellness centres, playground projects, immigration initiatives, housing projects, community promotions, walking trails, providing small business loans and helping entrepreneurs to start or expand their businesses. All these efforts are having a positive impact on their economies and truly are examples of the secret to success in rural Manitoba!

Central Plains GO Team

Working together pays

The Town of Gladstone and the RM of Westbourne understood the need to revisit the Community Visioning process and, through their CDC and local Economic Development Officer **Robert Adamson**, approached their Central Plains GO Team office to assist them in setting up a Community Visioning process.

MAFRI staff **Leanne Sprung** (Rural Leadership Specialist) and **Bob Wheeler** (Business Development Specialist/Community Development), in cooperation with **Dennis Beernaert**, Business Development Specialist, Gladstone and Robert Adamson, put together a two-evening community visioning process that was facilitated by Leanne and Bob.

Over 30 community members representing a wide variety of business and community organizations came together and provided the local CDC with a new community vision. Bob and Leanne captured the communities’ thoughts and priorities for the

future and provided these to the local CDC board for their consideration and action. The communities can now take action to implement the economic priorities that have been identified in the visioning process.

Recently, the RM of Lakeview and its Economic Development Group, led by member **Laurie Hilton**, are developing a plan in partnership with a number of neighboring municipalities, their CDCs/EDOs, Heartland Community Futures Corporation and Central Plains MAFRI staff, to investigate the feasibility of providing high-speed Internet services for those municipal areas without this capability.

MAFRI is also involved with a number of municipalities, Central Plains Regional Development Corporation, PFRA and the Manitoba Water Services board on a regional water project for the Treherne area.

New ideas and opportunities can come together when rural communities create a vision and work together. Working together can work!

**North Interlake GO Team
Organic, brick-oven-baked
ancient grains**

“Look at your surrounding area, and find your niche”. These are **Dora Friesen’s** words of advice to other rural Manitobans who may be looking for alternatives to keep their family farm viable.

Only a couple of years ago Dora and her husband Cornelius were at a crossroads – needing to diversify their financially-stressed farm in order to be able to remain on their farm just north of Riverton, Manitoba (90 minutes north of Winnipeg). Starting Integrity Foods, an organic bakery specializing in spelt and Kamut® grains, has allowed the Friesen family to do just that.

Located just off of Highway #8, the Friesens saw themselves as a gateway to three provincial parks and jumped on the opportunity to serve this untapped niche market with their Pizza Nights. These summer evenings on the Friesen farm draw scores of visitors who come to see the unique outdoor brick-oven and taste their very popular pizzas.

But location does not necessarily need to dictate your business entirely. “Since we are a niche business, we don’t serve our community alone”, says Dora. In fact, Integrity Food’s main source of business is wholesale. They supply seven organic and health food stores in Winnipeg with their delicious, wholesome, brick-oven-baked goods.

They are able to supply fresh baking to their Winnipeg customers by utilizing Greyhound bus service, and they have no plans to get into the delivery business themselves because as Dora sees it, “Let’s all do what we’re good at doing.” Partnering with local businesses, and maintaining good personal relations with the stores carrying their products and the growers who supply them with ancient grains are very important aspects to their business.

The Friesen’s don’t just measure their success in terms of dollars, although certainly the niche bakery provides them with adequate income to pay their bills. Dora knows they’re getting it right when she gets a phone call from a customer raving about their product. And these calls are frequent.

Dora’s passion reaches beyond the tantalizing aromas in the bakery. She is passionate about educating communities on the benefits of good nutrition. Last year, Dora and Cornelius sold a grain mill to a nearby Hutterite colony, and taught several others how to bake with whole grains.

Cornelius and Dora also just recently made the trip up north to Cross Lake, Manitoba to share their passion for baking with

“**Let’s all do what we’re good at doing**
– *Dora Friesen*”

whole grains with members of that community. The school purchased a grain mill from the Friesen’s last year, which is now used in their Home Economics program.

Integrity Foods is also a member of World Wide Opportunities on Organic Farms (WWOOF), and, over the last few years, has had over 30 young people from around the world stay with them. This winter **Rieko Miki** from Osaka, Japan is helping out in the bakery during the day and learning English in the evenings.

Sharing their success with community is what Integrity Foods is all about.

Eastman GO Team

A working plan in progress

Through partnerships with other CED organizations, CDCs, CFDCs, CDEM, municipalities, Chambers of Commerce and the Regional Development Corporation, the Eastman GO Team is involved in a number of economic development initiatives. The following highlights two initiatives underway.

The **North Eastman Regional Economic Development Strategy**, consisting of 12 local governments, developed a multi-year economic development strategy for the region. This strategy is intended to build capacity in communities, to identify and act on opportu-



Dora Friesen's son Jason (R) intends to take over the family business one day.

nities that build on the strengths of the region, and to develop solutions to address specific economic development challenges that the region is facing. A Regional Economic Development Coordinator was hired for a two year term in July, 2005, and work has now begun on organizing a youth forum career fair, establishing an ad hoc marketing committee to prepare a strategy and implementation plan for marketing the region for economic development, facilitation of regional meetings of Community Development Corporations and Chambers of Commerce, and a quarterly mayors and reeves forum where progress on implementation of the strategy is reported and tracked.

As well, the **Eastern Manitoba Municipal Economic Development Fund**, currently being offered to member municipalities of the Eastern Region, is a new tool for meeting economic development goals. The fund, proposed and administered by Eastman Regional Development Inc., allows participating municipalities to contribute and borrow from the fund to pursue economic development opportunities efficiently.



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All applications to the fund will promote the 10 Community Economic Development Principles which form the basis of the CED Lens adopted by the Province of Manitoba. These Principles are:

- Local Employment
- Local Ownership and Decision-Making
- Local Economic Linkages
- Re-Investment of Profits in Communities
- Local Knowledge and Skill Development
- Positive Environmental Impact
- Health and Well-Being
- Neighborhood Stability and Community Cohesion
- Human Dignity
- Inter-Municipal and Intergovernmental Collaboration

North Parkland GO Team

Opportunities abound

Crop and livestock production remain the foundation that supports economic activity in the North Parkland area, producing high-quality products for both domestic consumption and international markets. Other areas relying on natural resources include forestry and commercial fishing.

Bordered by Riding Mountain National Park, Duck Mountain Provincial Park and numerous lakes, tourism is also viewed as an important industry. Across the region, outdoor adventure, agri-tourism, heritage preservation, national festivals and community events are all potential tourist attractions that are only beginning to be developed.

Innovative farmers and creative entrepreneurs in North Parkland dare to be different, creating new value-added products and taking advantage of emerging business opportunities. Some well-known value-added initiatives in the area include:

- Parkland Industrial Hemp Growers Co-op
- Intermountain Forage
- Rancher's Choice Beef Co-op
- Parkland Ethanol Co-op

Local communities have also begun to explore agri-energy initiatives including biodiesel, ethanol and wind energy production.

The Parkland Crop Diversification Foundation was organized to develop and demonstrate advanced technologies, cropping systems, diversification opportunities, soil conservation methods and technology transfer that result in economically sustainable crop management. Past research projects include oat hay for export, industrial hemp, wood ash, and wild blueberry production. A similar organization, the Northwest Livestock Foundation, has recently been organized to advance, diversify, and add value to livestock production in our area.

The support and research of these local organizations help develop value added opportunities specific to our region.

Red River GO Team

Community driven initiatives

Several exciting initiatives have been launched in the Red River Go Area which exemplify what can be accomplished with collaboration between partners and progressive, creative thinking.

The **Canadian Fossil Discovery Centre** (CFDC), located in the Morden Recreation Centre, was recently granted star attraction status by Travel Manitoba. Along with the Town of Morden, and the Morden Chamber of Commerce, the Centre has recently taken on a major promotional program to make it a tourist destination. The Centre houses the largest collection of marine reptile fossils in

Canada and has a public dig site program. A focus group has been formed to explore and plan for future expansion to ensure that the Centre becomes a well-known tourist attraction.

The **South Eastern Manitoba Broadband Initiative** (SEMBI) is an outstanding example of a collaborative approach to regional community economic development. In early 2003, the Borderland School Division (BLS) approached Triple 'R' Community Futures Development Corporation for assistance in applying for a grant under Ottawa's Broadband for Rural and Northern Development (BRAND) program to assist in the development of a high-speed wireless Internet service in the region. The project was approved in June 2003 with Triple 'R' and BLS as project champions and 11 municipalities and towns in southeastern Manitoba as partners. WiBand Communications was contracted to develop the network to provide high-speed Internet service. Once completed, the developed network will allow residential, commercial and farm based users to access high-speed Internet service, regardless of location.

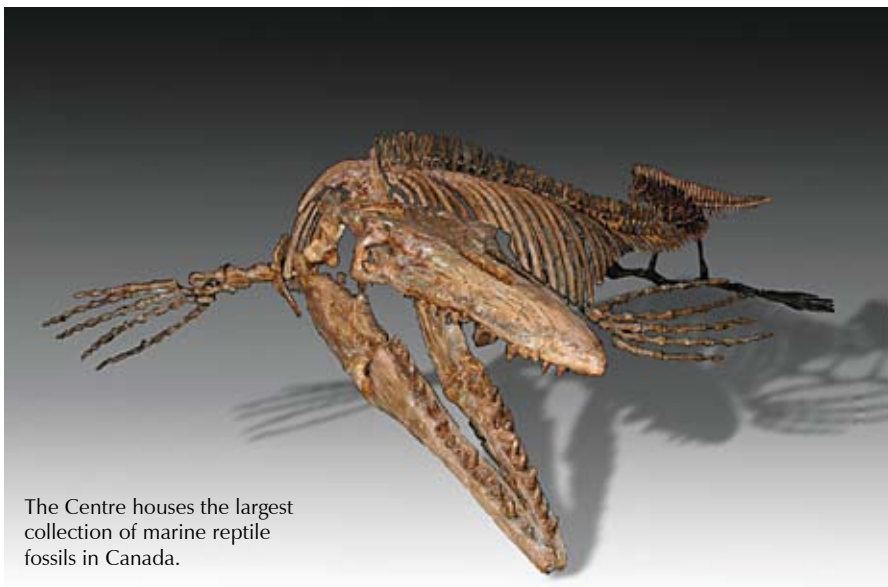
Roseisle Community Grocery Co-op Ltd. is an excellent example of local residents working together to keep their community viable. Roseisle, a community with a population of 70 people, was facing the closure of the only store in town in July 2004. The community decided to set up a cooperative and sold 118 memberships at \$500 each, with fundraising efforts raising another \$20,000. The result was a new 2,200 sq. ft. store that includes a complete line of groceries, a deli, a small line of hardware items, and fuel. With local trades-people and others volunteering their time, the store was constructed and open for business in record time on March 18, 2005.

With community driven initiatives like these and the strong entrepreneurial spirit evident, the Red River Go Area is well poised to take advantage of business development opportunities.

South Parkland GO Team

Innovative opportunities – agri-energy, infrastructure and cooperation

The South Parkland GO centres and offices are located in Hamiota, Russell, Minnedosa, Neepawa and Shoal Lake. The area is comprised of 20 rural municipalities, two villages, nine towns and five First Nations communities. South Parkland extends from the Neepawa area to west of Russell to the Saskatchewan border. North-to-south, it runs along the southern boundary of Riding Mountain National Park (RMNP) to an area



The Centre houses the largest collection of marine reptile fossils in Canada.

“...to a small town,
5 to 10 permanent,
well paid positions
will have an impact.
– John Neabel, Councillor
for the Town of Minnedosa”

including McAuley, Miniota, Hamiota, Oak River and Rapid City. A number of exciting development activities are being embarked upon throughout the South Parkland GO area.

In November 2005, Husky Energy began construction of a major **ethanol facility** on the site of its existing plant at Minnedosa. Construction of the new ethanol plant should be completed by mid-2007.

Significant impacts on the community and surrounding areas has the Town of Minnedosa very excited about the project. “The plant will result in an increase of 5 to 10 staff,” stated **John Neabel**, Councillor for the Town of Minnedosa. “This may not seem like a large increase, but to a small town, 5 to 10 permanent, well-paid positions will have an impact.” Construction of the new facility itself will have a huge impact on the region, with the contractor anticipating having over 350 construction workers on the site during peak season.

The plant will also have a tremendous impact on producers in the area. Once in operation, the plant will provide a new market for primarily feed-type wheat (approximately 350,000 tonnes per year). It is anticipated that Distillers Dried Grain, the primary by-product of ethanol production, will be available for local use. The increased accessibility of this excellent high protein livestock feed could trigger livestock expansion in the area. Another benefit could be the development of a truck service industry, as nearly all the feedstock will be delivered to the plant by truck.

Also under development is a **biodiesel** plant for Shoal Lake. The anticipated 4-million litre per year plant will expand to 8-million litres in 2007, and eventually to 11-million litres using locally grown canola as the primary feedstock. The plant will cost an estimated \$1.2 million. Applications have been submitted to the province’s Biodiesel Program for capital funding, as well as to Manitoba Agriculture, Food & Rural Initiatives to have the project qualify under the province’s Community Enterprise Development Tax Credit Program.

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Also being explored is an innovative **development corridor** project with over 20 rural municipalities, First Nations communities and partner organizations along the border of Manitoba and Saskatchewan with the Assiniboine River being the focus.

Southwest GO Team

Poised to support

The Southwest GO Team has a number of initiatives in various stages of development.

- The community of Deloraine received REDI funds to complete a **visioning session**. Through various community workshops, the community has identified goals and activities to move forward with an optimistic and positive attitude.
- The **Southwest Regional Round Table (SWRRT)** is an incorporated regional development organization active in southwestern Manitoba comprised of EDOs and volunteers from 12 towns and municipalities. One of the group's recent highlights has been research focused on flax, buckwheat, mushrooms and canola to explore value-added opportunities.
- MAFRI staff is working with SWRRT to implement the **Business Retention & Expansion (BR&E)** program in southwestern Manitoba.
- The **Agriculture Committee of the Turtle Mountain CDC** in Boissevain has recently launched their *Small Farms Challenge* to encourage the re-population of rural areas;
- The **Westman Agricultural Diversification Organization** is involved in a variety of diversification projects throughout the region.
- The **Southwest Fibre Co-op Ltd.** is a group of producers that have come together to explore the expansion of agriculture-related industry and opportunities and the southwest region with the primary focus on value-added processing.
- **Turtle Mountain Sustainable Ventures Inc.** is a venture development organization controlled by six towns and RMs in the Turtle Mountain region. The organization was established to stimulate and advance industrial development related to renewable production models and clean energy production including wind, bio-mass, bio-ethanol and fibre-board as examples.
- The **Southwest Trails Association for Regional Tourism (START)** is a non-profit organization dedicated to promoting tourism in the southwest.

Urban GO Centre

An urban 'Ag Office'

For the first time in the history of our province Manitoba Agriculture, Food and Rural Initiatives will have an 'agriculture office' in the city of Winnipeg. The **Urban Growing Opportunities Centre** will be a bricks and mortar recognition that a healthy sustainable agriculture industry depends on an urban public that understands and supports the total food and fibre system. For the first time in the 136-year history of the department, Manitobans who live in urban centres are recognized as clients of agriculture. MAFRI has realigned and reassigned staff and resources to address this need. Urban agriculture is about public awareness. The role of the Urban GO Centre and Team is to facilitate and to foster a synergy of business, awareness and perspectives between the consumer and the agricultural industry.

Specific to the area of economic development, there will be two staff members, a business development specialist and an urban horticultural specialist. The Urban Business Development Specialist will provide a link to assist urban and rural agricultural businesses connect, increase the potential for business partnerships and also increase the access to urban markets. The Urban Horticulturalist position will expand business opportunities and markets for value-added horticulture enterprises.

The Urban GO Centre looks forward to its role in assisting to build strong rural and vibrant communities by facilitating public awareness of agriculture and fostering business connections.

South Interlake GO Team

Saskatoons – a new crop for South Interlake

The Stonewall And District Innovative Crops Committee (SADICC) was formed in 2001, partly in response to the low crop prices. The Chamber of Commerce was concerned about the lack of agricultural related businesses in Stonewall and wanted to include an agricultural component in their economic development plan. The South Interlake Ag Society was concerned about the representation of agricultural related issues in the community. Thereafter, a committee was formed to represent various groups within the community.

The committee represents various groups and stakeholders within the community, including municipalities, the Chamber of Commerce, the Ag Society, individuals, local organizations and MAFRI. The group developed a strategic management plan containing two important objectives. First,



Saskatoon berries

SADICC wanted to identify a potential new crop that grain farmers could produce with a profit. Following this, the new crop(s) could be processed locally to add value and increase local economic activity. In any work that was completed by the consultants the assessment criteria had to address the market potential for the processed products derived from a crop.

The project undertaken by SADICC was divided into three phases. Phase One started with a list of 125 crops and plants that had a potential to meet SADICC's goal. This list was narrowed down to the top 10 choices. Phase 2 further narrowed this down to the best one or two alternatives that could be developed into a commercial business within a relatively short time period. The number one choice is Saskatoon berries.

Phase 3 will entail the development of a commercial enterprise that will be processing Saskatoon fruit into various products. Since SADICC's role to identify a crop with market and processing opportunities has been completed, it will not be involved in Phase 3, but it has assisted in the formation of a Saskatoon industry development group. The group was formed in February 2006 and will promote the production of Saskatoons in Manitoba and assist with or develop a Saskatoon fruit processing facility.

In the near future, SADICC will address the commercial potential of the second choice that was selected at the end of phase 2.

Valleys North GO Team

Showcasing the Swan Valley

The Valleys North GO Centre, located in The Pas and Swan River, responds to the competing needs of the marketplace with the production of healthy, natural goods produced in the region. The team focuses on business and co-op development and financing as well as community economic development and best management practices. The region has a range of food processing businesses that are have been successful in marketing their products through the local Farmers' Market and Home Based Business Show and Sale.

The Swan Valley Enterprise Centre (SVEC) is the economic development office that services Swan River and the surrounding region. SVEC works on a variety of projects to identify, pursue and support suitable growth opportunities. The Enterprise Centre is currently coordinating efforts with the MAFRI's Valleys North Go Centre to develop biodiesel on behalf of our local supporting municipalities.

SVEC has also implemented an Investment Attraction Project. In March 2006 SVEC will be participating in immigration trade shows in London and Scotland where we will promote the Swan Valley and encourage families to move to our region.

Part of the project involved developing a brand, logo and new website to showcase the Swan Valley. The SwanValleyCanada.com website will be officially launched in Swan River in early May. The goal is to attract new interest to the region while helping to build a strong brand identifying the manufacturing, agriculture, forestry and natural resource industries in our area.

These small-scale innovative industries have been developed with the help of staff from Valleys North and SVEC.

- Dennis and Carol Barkman's **Silent Creek Coffee** in Swan River produces a variety of roasted and flavoured coffees.
- **Country Cottage Bakery** began with a brick oven in May 2005. Dianne Hughes began producing healthy and natural baked goods and by September, the operation had expanded to include her bakeshop.
- Brenda Gaudry founded **Creative Spirit** and specializes in non-timber forest products such as Labrador Tea.
- Shirley Leask's **Wild Things** features products she creates from natural items, such as spruce wreaths, and jams and jellies from native berries.

Northern experiences 'unlimited'

New dynamic organization

"To create a dynamic and diversified future for Thompson Manitoba" – Thompson Unlimited is charged with this exciting initiative, a mandate that could be overwhelming if not for a unique funding initiative by the City's major employer. In 2003, Inco Limited, Manitoba Operation announced funding of \$2.5 million over 10 years to assist with diversifying the economy in Thompson.

Inco appreciates nickel is a finite resource, and eventually the area's supply will be exhausted. Unlike other communities that do not aggressively begin to consider diversification until the mine has closed, Thompson has a head start as Inco dedicated funding to Community Economic Development. Inco negotiated a yearly contribution to the City of Thompson, which in turn, formed a community committee to manage the funds and operations of Thompson Unlimited.

Thompson Unlimited's Board of Directors is comprised of community volunteers as well as representatives from Inco, Thompson City Council and the School District of Mystery Lake. The board has identified three major strategies: Business Retention and Expansion, Marketing and Promotion, and Community Economic Development. Some of the early successes and initiatives for the near future include:

- Forming working groups to further explore and promote Winter Weather Testing (see sidebar), Tourism and Service, as those are areas identified as potential growth industries for Thompson.
- Marketing our community to our neighbours in the North and to poten-

Winter Weather Testing

For many the cold is something we avoid, but not in Thompson. Vehicle and snowmobile manufacturers are making more and more visits to Thompson looking to find themselves and their products "out in the cold."

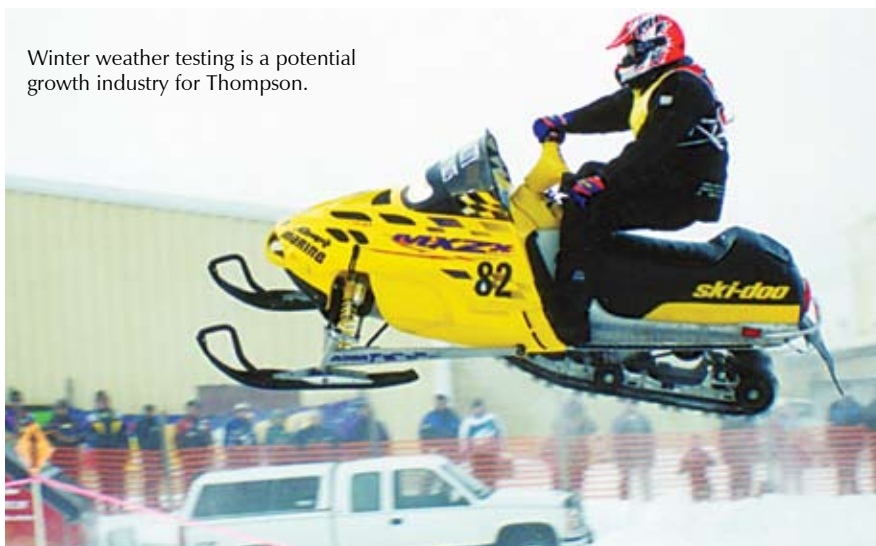
The Ford Motor Company has the biggest investment in Thompson at present with its "Extreme Cold Weather Test Facility" located in the community. The community has seen a host of vehicle manufacturers testing new and current models in all types of winter situations from "cold soaking" to "snow ingestion" testing. Snowmobile manufacturers also use areas in and around Thompson. Their testing focuses on spring and fall as the cold weather allows them to lengthen their season.

It is estimated that Winter Weather testing brings in well over \$1.5 million a year to the community from hotel rooms, airfare, meals and entertainment.

Thompson Unlimited has struck a committee to look at opportunities to attract a wider variety of industries and to better serve the current tenants by expanding their operations.

Thompson has turned "the longest prolonged cold weather season of any community south of the 60th parallel" from a negative to a positive.

Winter weather testing is a potential growth industry for Thompson.



- tial investment from Manitoba, Canada and the World.
- Visiting 200 local businesses to get grassroots information on what is happening in our business community and how we can help that community to stay strong and to expand.
- Hosting businesses such as Honda Canada, M&M Meat Shops and others, assisting them with making connections in the community and establishing operations.

- Embarking on a community branding project.
Ultimately, Thompson Unlimited looks to have another ‘anchor tenant’ stand side-by-side with Inco. That might be the recently announced University College of the North, Winter Weather Testing, Tourism or opportunities that we have not yet identified. Thompson Unlimited is in place not just to be ready for opportunities, but to “create a dynamic and diversified future for Thompson Manitoba.”

Thank you to the many people who contributed to this article:

- Bruce Krentz (General Manager, Thompson Unlimited)
- MAFRI Staff:
- Central Plain GO Team - Manager - Shane Dobson
 - South Parklands GO Team - Business Development Specialist, Pamela McTavish
 - South Interlake GO Team - Manager, Jodie Bezdziety & Farm Production Advisor, Stan Stadnyk
 - North Parkland GO Team - Business Development Specialist, Carissa Caruk-Ganczar
 - North Interlake GO Team - Business Development Specialist, Melodie Friesen & Rural Leadership Specialist, Thelma Blahey
 - Red River GO Team - Business Development Specialist, Kim Enns
 - Pembina GO Team - Business Development Specialist, Ruth Mealy
 - Southwest GO Team - Business Development Specialist, Marc Boulanger, Rural Leadership Specialist, Cathey Day & Rural Leadership Specialist, Joanne Baker
 - Valleys North GO Team - Rural Leadership Specialist, Lee Friesen-Alford, Knowledge Specialist, Marilyn Pierrepont, & Development Services Coordinator, Lynda Leslie
 - Eastman GO Team - Business Development Specialist, Hollis Kinsey
 - Urban GO Team - Manager, Mavis McPhail

Thanks

To contact any GO Teams Branch, visit:
<http://www.gov.mb.ca/agriculture/contact/agoffices.html>



Manitoba's Parent-Child Centred Coalitions

Question: *What do Municipalities and Children Have in Common With Economic Development?*

Answer:

- Councillors develop an Economic Blueprint for their communities & Quality child care generates Economic Development
- nursery schools, parent/child playgroups, before and after school, full time and family child care programs, and child care during seeding and harvesting increase children's future productivity.
 - productivity of parents freed to enter the labour force is supported
 - residents are employed locally

Research shows the benefits of supporting families in raising their children far outweigh the cost to the community, providing \$2 in benefits for every dollar invested.

For more information on the involvement of municipalities with children and families contact one of 26 parent/child coalitions in the province: <http://parentchild.cimnet.ca>



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Attracting Hollywood to your area – a wise economic move

By Terry Ross

Moviemaking is a multi-billion dollar industry and some of these dollars can find their way into the local communities that are fortunate enough to host a film and its crew. Is it time your community stepped up to the plate?

To the uninitiated, a film crew is surprisingly huge. It is almost like another town descending upon the host community. While a film crew is composed of highly trained individuals, there are always employment opportunities for locals. This ‘film community’ also spends large amounts of money in local restaurants, hotels, coffee shops and other service establishments.

Filmmaking does not occur within a vacuum. The venture requires real estate, infrastructure, vehicles, construction equipment and supplies, and a host of other necessities. The crew can be on site for anywhere from a few days to a few weeks, depending on how much of the movie is going to be shot in that vicinity.

Movies have captured the popular imagination and any time a movie is being shot, interested movie buffs and curious passersby are in abundance. (They also spend money in local establishments.)

Many communities have also benefited from film companies redeveloping neigh-

bourhoods, by landscaping areas or retrofitting buildings to capture a certain historical era – and which can later be the source of tourist dollars for a community.

In the last decade, moviemaking has been integral to the City of Winnipeg. Just recently, *Capote* captured a handful of Academy Awards. Much of the film was shot in Winnipeg. **Mayor Sam Katz** sums up what movies have meant to Manitoba’s capitol city when he says, “Movies have had a major impact on our city, especially in terms of employment and economic opportunities. In fact, I know of one City of Winnipeg employee who has made a second career of appearing as an extra in 15 locally filmed movies. In real terms, the value of film production in Winnipeg has increased from \$17 million in 2000 to \$130 million in 2005.”

Mayor Katz adds, “Beyond the economic benefits, filmmaking brings a wonderful sense of pride to local people who have productions shooting in their neighbourhoods. You can’t put a price tag on that.”

The Mayor concludes, “Winnipeg and Manitoba are blessed with four distinct seasons and an extraordinary heritage that is reflected in our architecture. People like **Carole Vivier** and

Kenny Boyce have done a phenomenal job of getting this fact out to moviemakers.”

In the Town of Winnipeg Beach, site of the popular television series *Falcon Beach*, Coordinator of Recreation, Culture and Heritage **Lee Hanson**, says the series has been tremendous for the municipality. He adds, “I think it will be even more beneficial this summer in terms of attracting tourists to our community. A lot of the scene sites are readily identifiable and this, in itself, will attract people to the beach. We have received e-mails from people that have seen the show letting us know they are coming to Winnipeg Beach this summer and are interested in when our summer events (annual festivals, outdoor stage shows, etc.) are taking place. Overall, the community has embraced *Falcon Beach* and is extremely proud that they are filming here.”

From April 3 to 15, the movie *The Lookout*, starring **Jeff Daniels** (*Dumb and Dumber*) and **Joseph Gordon-Levitt** (*Third Rock From the Sun*) is scheduled to be filmed in the Town of Hartney, southwest of Brandon. For the movie, Hartney will be transformed into Noel, Kansas. Hartney Mayor **Bruce Evans** was interviewed prior

“ Filmmaking brings a wonderful sense of pride to local people. You can’t put a price tag on that. ”





Boissevain

to filming. He tells *The Leader*, “The production company approached us last fall. They said we had just what they were looking for in the form of an old building and a grain elevator. They had their scouts out in November and made the announcement over the Christmas season. We got a taste of what things will be like one day recently when a crew of 29 technicians descended upon our town.”

Evans adds with a chuckle, “While it’s too soon to realize the economic benefits of hosting a film crew for two weeks, it has certainly been an interesting diversion for our citizens and shortened the winter. The coffee shops have been abuzz.”

What moviemakers look for

How do you know if your community has what filmmakers are looking for? You don’t, says **Kim Todd**, Chair of the Manitoba Motion Picture Industry Association and President of Original Pictures (the company behind *Falcon Beach*). She says, “Like the construction industry, moviemakers take a ‘project-by-project’ approach. Producers have a vision and, perhaps for that specific vision, your community is exactly what they want.”

The producers won’t know your community suits their needs, however, unless



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they know it exists in the first place. For that, Todd recommends getting in touch with Manitoba Film & Sound. “They act as a clearing house of sorts,” she says. “They match communities with film projects. They send out location scouts and keep a library of Manitoba locations.”

Carole Vivier, General Manager and CEO with Manitoba Film & Sound, says, “We are the liaison between film production companies and all levels of government and local agencies. It is our job to know of areas that can be used, areas to be avoided, sensitive locations, and permit procedures. We also bring the production contacts and the local contacts together.”

At the centre of location decisions at Manitoba Film & Sound is Brandon native **Louise O’Brien-Moran**, Manager, Locations. She says, “Making films is all about the bottom line as they are expensive ventures. If a locale matches the director’s artistic vision and if filming can take place with a minimum of cost for a scene’s set infrastructure, then all the better.”

A perfect example of this is taking place these days in Hartney, where Spyglass Entertainment is filming *The Lookout*. O’Brien-Moran tells *The Leader* that the positioning of a grain elevator on the outskirts of town and a turn-of-the-century building (the

town’s museum) that could be made to resemble a bank sold filmmakers on the site. “It matched perfectly what the director and production team had in their collective heads,” she states.

O’Brien-Moran suggests that municipalities send in digital photos of their community to Manitoba Film & Sound. “Send us photos of anything interesting – even if you think it is mundane, it may be just what we are looking for. Send four photos of each subject, one for each season (winter, spring, summer and fall). Main streets, period buildings, run down structures, traditional farmhouses, brick homes, clapboard buildings, scenic roads, river scenes, farm fields, flat prairies, rolling hills – record it all.” She adds, “And whatever you do, save your grain elevators at whatever cost. Filmmakers love grain elevators.”

Send the photos to Manitoba Film & Sound’s Location Coordinator **Mark Glucki** at mark@mbfilmsound.mb.ca.

Along with the digital photos, Mark, who is originally from Stonewall, recommends that a municipality name one contact person who will deal with filmmakers’ questions and requests. “That person doesn’t need to know all the answers, just how to find them,” he states. “The contact person can, in turn, put the film crew in touch with local realtors,

hoteliers, historical experts, permit officials, and so on. It simply makes the process so much more efficient if we are dealing with one person at the local level. Conversely, the production team will have a single liaison person who will be the filmmakers’ contact with the municipality.”

Not all efforts may bear immediate fruit. While searching for *The Lookout* sites, the City of Dauphin merited much consideration. Staff at Manitoba Film & Sound was taken with the combination of rolling farmland and verdant forest in the area, along with a number of historical buildings within the city. ‘Beating the drum’ for Dauphin was Dauphin Community Economic Development Centre’s **Jana Schott**, of whom Louise O’Brien-Moran says, “She is a real firecracker. That is just the type of person we need as a liaison, Jana’s energy and professional attitude made for a very positive experience.” While Dauphin was not chosen for *The Lookout*, O’Brien-Moran assures us that, with all its attributes, the Dauphin area will definitely be considered for future film endeavours.

Filmmakers have taken to Manitoba in a big way over the last decade. Perhaps your area of Manitoba is a vision in the mind of a filmmaker. Isn’t it time your municipality got its name on the filmmakers’ list?



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