

**MUNICIPAL**

The Magazine of the Association of Manitoba Municipalities

Spring 2006

# Leader



**SPECIAL REPORT:**  
**Economic Development...**  
Programs, success stories, bringing  
Hollywood to Manitoba – and more

**Diversity in  
Municipal Politics:**

**Part IV –  
Lessons  
Learned**

Budget 2006 • Municipal Composting



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**Cover:** (L-R) Rieko Miki and Dora Friesen (Integrity Foods) – just one of the success stories in our Special Report on Economic Development.

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## AMM Mission Statement

The Association of Manitoba Municipalities identifies and addresses the needs and concerns of its members in order to achieve strong and effective municipal government.



## AMM Board of Directors

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Administrators Association



Ron Bell, President

## Spring brings longer days and AMM events

The coming of spring represents increased daylight hours, warmer temperatures, and thoughts of summer days just around the corner. For the AMM, spring also heralds some significant events – Provincial Budget Day and our annual series of Mayors, Reeves and CAOs meetings.

I had the opportunity to attend the 2006 Budget Speech on March 6. As always, the AMM was pleased with some areas of the budget and disappointed in others. On the education tax front, the five-year plan we hoped for was not forthcoming. However, the Education Support Levy (ESL) was eliminated and the Farmland Education Tax rebate was further extended to 60% - both positive announcements.

Also positive was a 6% increase to the Building Manitoba Fund, including \$3.4M for rural Manitoba and \$4.5M for Winnipeg. Out of this funding \$1.7M of the rural increase is earmarked for a new Recreation and Library Infrastructure Program, and a further \$5.3M has been committed for next year. (For more details on this year's provincial budget, see page 12.)

Mayors, Reeves and CAOs meetings ran from March 13 – 24 this year and I am pleased to report that they were indeed one of the best series of meetings we have

had to date. I don't state that lightly, as any opportunity the AMM executive and board has to dialogue with community leaders is extremely valuable. However, this year's meetings were the 'whole package.' They were well attended; they were interactive; and most importantly, they were productive. Those who attended participated in breakout groups tasked with discussing "The Municipal Agenda – Roles, Responsibilities and Resources of Municipal Governments". These discussions resulted in a great deal of high quality feedback that will only serve to strengthen our lobbying position over the course of the year.

My sincerest thanks go to each and every one of you who attended our Mayors, Reeves and CAOs meetings this year. Your participation is directly responsible for making the meetings so successful, and is very much appreciated by the AMM Board of Directors.

In closing, as spring turns to early summer we will finalize our preparations for June District Meetings. Early indications are that our speakers promise to be stimulating and timely. I look forward to seeing you there. ☺



President Bell being interviewed by CBC Radio on Budget Day 2006.



Joe Masi, Executive Director

# Changes improve and streamline resolutions process

It must begin by expressing appreciation to all the Mayors, Reeves and CAOs who attended our recent series of meetings and contributed to their success. Your feedback around *The Municipal Agenda* was thoughtful and insightful, and your questions on the various other issues discussed were stimulating and promoted excellent discussion. We have posted a recap page on our website at [www.amm.mb.ca](http://www.amm.mb.ca). Please visit this page to view a summary of the *Municipal Agenda* breakout sessions, as well as answers to questions posed during the meetings.

Time now to turn our attention to the June District Meetings. As you learned at the Mayors, Reeves and CAOs meetings, the AMM will be making some changes to the resolution process that will take effect for this year's resolutions. The first change is that all resolutions sent in after the sponsor's June District meeting will *only* be considered for the AMM Convention if the resolution is deemed to be **emergent** in nature by the AMM Convention Resolutions Committee.

(An emergent resolution is a resolution that deals with an issue that could not have been dealt with prior to June.)

The second major change to bear in mind is that the AMM Convention Resolutions Committee will take into consideration whether other organizations are better able to deal with issues in the categorization process.

We expect that these changes will improve and streamline the AMM resolutions process. However, these changes mean your council needs to think about any resolutions they want debated at convention now, since June District meetings begin the week of June 12.

If you have any questions about these changes or the AMM resolution process in general, please contact Tyler MacAfee, Director of Policy and Communications, at 204-856-2362 or [tmacafee@amm.mb.ca](mailto:tmacafee@amm.mb.ca). ☺

Visit the Mayors, Reeves and CAOs recap page on the AMM website at [www.amm.mb.ca](http://www.amm.mb.ca)

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## **Building Manitoba Fund to support transit**

The Provincial Government will increase transit funding through the Building Manitoba Fund by 15 per cent to support public transit systems in Winnipeg, Brandon, Flin Flon and Thompson as well as handi-van services in 62 rural communities. The Mobility Disadvantaged Transportation Program is available to rural communities and provides a one-time startup grant of \$6,000 to establish a handi-van service as well as a one-time capital grant of 50 per cent of the handi-van net cost up to \$10,000 for the purchase of a vehicle. The Province also provides annual operating grants for handi-van services based on a cost-shared formula. Transit funding under the Building Manitoba Fund will be \$21.3 million for 2006-07.

## **Funding for local arts program**

The artistic development of students and communities will be enhanced through \$140,000 in funding for a new school and community arts program. The funding will cover three initiatives including an arts education access program, an after-school arts-enrichment program for students, and a youth performing arts travel grant. Applications will be assessed on the basis of community need, anticipated impact, number of participants served, cost-effectiveness and regional funding distribution. Communities can apply between January and September 2006 – the application deadline will depend on your project's start date. Details and application forms are available at [www.edu.gov.mb.ca/scap/](http://www.edu.gov.mb.ca/scap/)

## **Elder Abuse Awareness Day**

June 15, 2006 will mark the first World Elder Abuse Awareness Day to promote a vision of *My World...Your World...Our World...Free of Elder Abuse*. In Canada, reports estimate that 4-10% of older adults are affected by abuse, which translates to between 6,000 and 15,000 Manitobans. Actual rates may be much higher since older adults are often reluctant to disclose abuse. The Manitoba Elder Abuse Awareness Day Planning Committee will host an event for June 15, 2006 to increase awareness of elder abuse as well as to increase awareness of available community supports. The Committee encourages communities to raise local awareness by planning an event for June 15 or any time during the year. The International Network for the Prevention of Elder Abuse (INPEA) has developed a resource entitled "Tool Kit to Raise Awareness on Elder Abuse – Taking Action: Step by Step" available at [www.cnpea.ca/INPEA%20GUIDE\\_3.pdf](http://www.cnpea.ca/INPEA%20GUIDE_3.pdf).

For more information contact Susan Crichton, Elder Abuse Consultant, Manitoba Seniors and Healthy Aging Secretariat at 945-1927.

## **Payday loan legislation**

Manitoba could be the first province in the country to regulate fees and interest rates charged by payday loan companies. The Province has requested a federal exemption to allow the Public Utilities Board (PUB) to set payday loan rates, and other consumer protection improvements would proceed under Bill 25 – *The Consumer Protection Amendment Act*. Changes to provincial legislation would require companies to warn borrowers about the high cost of payday loans. As well, the legislation would prohibit additional fees when loans are renewed, extended or replaced by a new loan (unless these additional fees are authorized by the PUB). The practice of signing over future wages and title loans would also be prohibited under the new requirements. The Manitoba Consumers' Bureau would be able to suspend an operator's licence or take other enforcement action under the Act if the operator fails to meet operating requirements. When federal amendments to the Criminal Code are in place, public hearings would be held by the PUB to allow consumers, community groups and business to make suggestions about the fees. Bill 25 is available at <http://web2.gov.mb.ca/bills/sess/b025e.php>

## **Manitoba's International Strategy**

*Reaching Beyond our Borders* is the Provincial Government's new approach for building the province and achieving greater prosperity by maximizing international opportunities. The new strategy complements Manitoba's Action Strategy for Economic Growth with three key objectives. The first is to ensure that Manitoba's international activities reflect a corporate, focused and strategic approach. Secondly, the strategy will promote Manitoba's capabilities, strengths and advantages to stimulate economic growth and enhance the province's image internationally. The third objective is to facilitate international development and advance global interests. Further information is available at [www.gov.mb.ca/international](http://www.gov.mb.ca/international)

## **WRAPP Fund supports projects across Manitoba**

25 projects have been awarded Waste Reduction and Pollution Prevention (WRAPP) grants across Manitoba including a number directed to municipal projects. The WRAPP Fund supports projects working to improve

practices related to waste reduction and pollution prevention. Priority areas include organic waste management and composting, construction and demolition waste management, pollution prevention, and model-integrated waste management system development and planning. Among the municipal projects that received grants: blue box recycling programs, enhancements to recycling facilities, diverting manure and other waste from landfills, and establishing glass recycling programs. The amounts received ranged from \$1,600 to \$15,000. For more information visit: [www.gov.mb.ca/conservation/pollutionprevention/wrapp](http://www.gov.mb.ca/conservation/pollutionprevention/wrapp)

## **New AG Centennial 2006 Scholarship at U of M**

To celebrate the University of Manitoba Faculty of Agricultural and Food Sciences' 100<sup>th</sup> anniversary, the Province is providing \$150,000 to establish the new AG Centennial 2006 scholarship. This funding will come through Manitoba Agriculture, Food and Rural Initiatives as well as the Rural Economic Development Initiative. A matching amount will be added to the scholarship program via a fundraising venture by the University of Manitoba and agri-food-related industries. The scholarship will provide support for students enrolled in both the four-year bachelor degree program and the two-year diploma course.

## **PESAI receives \$75,000 from Covering New Ground program**

Prairies East Sustainable Agriculture Initiative (PESAI) in Teulon is undertaking projects involving crop and livestock diversification and value-added product development. The Province is supporting these projects with funding through the Covering New Ground (CNG) program. The program promotes agricultural practices that protect resources while maintaining farm competitiveness and diversity. Information derived from local projects is shared with the industry and serves as a valuable resource to producers. PESAI's mission is to develop unique commodity and value-added processing opportunities that will contribute to the long-term success of the eastern prairie region, such as forage-fed beef and improvements to saskatoon berry production. Other projects CNG supports include riparian management, pest control, composting processes, and off-stream watering projects. For more information visit [www.gov.mb.ca/agriculture/research/covering/index.html](http://www.gov.mb.ca/agriculture/research/covering/index.html)

**VIA Rail wins environmental award**

The Railway Association of Canada recognized a textile recovery and recycling initiative by VIA Rail Canada with the Association's 2005 Environmental Protection Award. The initiative involves recycling and/or recovering old uniforms and damaged linen from VIA's employees and operations. Items are resold in Habitat's thrift stores in Vancouver, Winnipeg and Halifax, and the profits fund the construction of homes for needy families. Toronto's partner, Canadian Mill Supply Inc., makes much of the linen into all-purpose towels, most of which are provided to local shelters. In Montreal, the partner is Certex, a charitable organization that takes old uniforms, clothing and linens for donations to third world countries. The initiative is cost effective and adaptable by others, including other laundry services, and assists in diverting waste from landfills.

**Ozone Protection Regulations in effect January 1**

Intended to strengthen Manitoba's efforts to phase out the use of ozone-depleting substances (ODS) such as chlorofluorocarbons (CFC) and halons, the Regulations were developed in conjunction with the local

industry association. Controls are needed to support the transition of using alternative substances that are less harmful to the environment, but can contribute to climate change if released to the atmosphere. Amendments to the Ozone Depleting Substances Regulation will phase out the use of ozone-depleting substances and require controls for replacement products: requiring sellers of ozone-depleting substances and other halocarbons to take back and properly manage these substances; prohibiting

owners or operators from refilling equipment with CFCs; implementing the same handling requirements for the recovery and recycling of replacement products, and hydrofluorocarbons; and, mandating the use of refillable containers to handle all ozone-depleting substances and their replacement products. A \$50 permit will be required for CFC chillers and fixed fire-extinguishing equipment containing halons. Additionally, technician certification rates will increase to \$25. Ⓢ



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# RECAP

## AMM Education Session #1 – March 1, 2006: a recap

From around the Province, 110 municipal elected and appointed officials endured the lion-like arrival of March 1 to attend the AMM's Education Session in Brandon. This was the first of two education sessions in the AMM's 2006 Education Series. This session featured renowned municipal consultant **Roger Bouvier** of Municipal Solutions, along with **Mike McCandless** (recently returned from a business trip to Mongolia) and **Greg Tramley**, principals of the law firm McCandless and Tramley.

This session promised to be "truly tailored to YOUR questions and concerns" and it definitely lived up to this promise. Prior to the session, registrants were asked to submit questions so the team could prepare a written response and offer a general discussion. The questions crossed the spectrum of municipal operations, including matters dealing with:

- Conflict of interest
- Zoning by-law enforcement
- Elections
- In-house council committees
- Legal issues



- Roles and responsibilities of elected officials as a council
- Roles and responsibilities of the CAO in relation to staff and the council

Each presenter spoke and fielded these and many other questions from the audience. A summary of this question and answer session is available in complete detail on the AMM website at [www.amm.mb.ca](http://www.amm.mb.ca).

The inclement weather finally made its way to Brandon in the early afternoon. Roger, Mike and Greg wrapped up early and provided one-on-one consultation with the remaining officials. All in all, it was an excellent introduction to the AMM's 2006 Education Series and we are most appreciative of the expertise shared by our presenters.

## Education Session #2 – May 4, 2006



### GEORGE CUFF - The Keys to Effective Local Governance

This session will focus on the definition of governance, elements of leadership, the roles of Mayor, Council and CAO, effective communication and conclude with George's "Challenge to You" as an elected or appointed official.

- Importance of and Effective Decision Making Process
- Formulating the Agenda
- Governance Questions
- Guidelines for Council Behaviour
- Effective Communication
- Significance of Trust in Team-Building
- Expectations of the Governing Body

- Key Managerial Prerogatives & Responsibilities
- Best Practices

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- Governance Defined
- Challenges In Effective Governance
- Role Clarity
- Leadership
- Understanding Key Roles
- Essential Elements of a Successful Relationship

### Biography

George Cuff knows the value of life long learning and considers himself a student while also being teacher and advisor on the art and principles of governance and the elements of effective organizations. He has worked in these areas since 1974, having held a department head position in local government and later a consulting position with the provincial government.

George served as Mayor of Spruce Grove, Alberta for four terms, is a Past President of AUMA (Alberta Urban Municipalities Association) and FCM (Federation of Canadian Municipalities). George's firm provides a variety of consulting services to clients, but principally in the areas of board and council governance, organization reviews, trouble-shooting, executive recruitment, staff and elected official training and special projects.

George is the author of the book *Cuff's Guide to Municipal Leaders*.

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# Introduction

Have you ever read an article in *The Leader* and thought, “I’d like to be kept up to date on this topic; I wonder how I can get new information as it happens?” To help, we’ve added a new feature to the pages of *The Leader*. “And Furthermore” will keep you informed on how stories we have featured in past issues are progressing. This month, we have two updates for you. The story on the Bursary Building Program is a follow-up from our Summer 2005 issue. The second, on the Province’s Crystal Meth Strategy, appeared in our Winter 2006 issue – and already there are plenty of updates to that initiative. We hope you enjoy this new feature.

## BURSARY BUILDING PROGRAM AIDS YOUNG MANITOBANS

In the Summer 2005 issue, we told you about a new bursary for Rural/Northern Students. The Manitoba Community Foundation Scholarship and Bursary Building Incentive Program provides provincial funding of \$500,000 to be used to leverage at least that amount in donor support to create \$1 million in endowment funds. The purpose of this bursary is to provide rural and northern students with resources to offset the costs of traveling or moving to larger centres to further their education. The Provincial contribution will be paid to local community foundations based on their success in growing educational endowments.

### UPDATE:

On March 15, The Manitoba government and the Winnipeg Foundation announced that 14 of Manitoba’s eligible community foundations are participating in the program. Advanced Education and Training Minister **Diane McGifford** said, “The response from community foundations has been exceptional and many young Manitobans will have increased access to post-secondary education with this additional financial support to offset the costs of travelling or moving to larger centres.”

To date, 14 community foundations have created 17 new bursary or scholarship funds, added to four existing funds, and raised \$163,304. Participating foundations include Boissevain and Morton, Brokenhead River, Dauphin and district, Elkhorn and area, Glenboro area, Grandview and district, Interlake, North Norfolk-MacGregor, Portage and District, Roblin District, Reston and area, Swan Valley, Thompson and Westshore.

For more information visit <http://www.pgfdn.org>.

## CRYSTAL METH: WHAT’S MANITOBA DOING?

The Winter 2006 issue featured this story on the Province’s crystal meth strategy. At the time, Manitoba had just introduced the Manitoba Meth Strategy, an approach aimed at restricting the supply and reducing the demand for crystal meth.

### UPDATE:

The Manitoba Meth Task Force is a comprehensive government initiative with a goal of restricting the supply and reducing the demand for crystal meth in Manitoba. It is co-chaired by **Yvonne Block** of Healthy Living and **Keith McCaskill** of Justice, who ensure direction is provided to and information is shared between a compilation of committees and working groups committed to coming up with successful strategies to combat meth use and production. Accomplishments to date include:

1. The Pharmaceutical Drug Regulation was amended to restrict the sale of single ingredient pseudoephedrine products.
2. A public awareness campaign on the dangers of crystal meth production and use was initiated, along with a brochure entitled *Talking with your kids about crystal meth and other drugs*. For copies, call 1-866-626-4862.
3. The Government has announced new funding of 6.7 million dollars over the next three years for mental health and addictions services.
4. A working group with representatives from various provincial and municipal departments has been developing a single inter-departmental protocol to deal with the dangers associated with meth labs in a unified way.
5. The Prescribed Spraying Equipment and Controlled Products Regulation has been amended to make it mandatory to report the theft of anhydrous ammonia to the police.

6. The four Child and Family Services Authorities are examining the feasibility of developing an Endangered Child Protocol
7. Winnipeg Drug Treatment Court commenced operation on January 10, 2006.
8. Both the RCMP and the Winnipeg Police Service have posted information on their websites on how to identify clandestine drug labs.
9. In February 2006, Manitoba Crime Stoppers, Winnipeg Crime Stoppers and Brandon Crime Stoppers ran a ‘double your money’ month for information leading to the arrest of individuals trafficking in or producing crystal meth.
10. The Safer Communities and Neighbourhoods Act is being amended by the Province to include houses that are habitually used to produce drugs or controlled substances such as crystal meth.
11. The Government of Manitoba introduced legislation that would provide the ability for the court to order a drug-addicted youth into custody for a five-day detox and stabilization period.
12. The Government of Manitoba successfully lobbied Ottawa to increase the maximum penalties for trafficking and production of crystal meth to life imprisonment, and is currently lobbying in a number of other areas related to crystal meth.

### RESOURCES:

Manitoba Meth Strategy:  
<http://www.gov.mb.ca/healthyliving/meth>

RCMP website:  
[http://www.rcmp.ca/drugenf/drugs\\_e.htm](http://www.rcmp.ca/drugenf/drugs_e.htm)

The City of Winnipeg website:  
[http://www.winnipeg.ca/police/drug\\_awareness/clandestinedruglabs.stm](http://www.winnipeg.ca/police/drug_awareness/clandestinedruglabs.stm)



Val Turner

## ‘REFLECTIONS – A Strong Past, A Promising Future’

The MMAA’s 75<sup>th</sup> Annual Convention has “REFLECTIONS – A Strong Past, A Promising Future” as its theme. There is no doubt that much of the reason for such a strong past is the quality of the people who have chosen to become involved in municipal public service. I would like to highlight the careers of four of these individuals. Between them, they account for 128 years of experience and they will all be retiring within a two-month period. We have known for some time that we were facing a shortage of municipal administrators, but when you lose the likes of these individuals and the resource that their knowledge and experience brings, reality really has a way of setting in, doesn’t it?

In April, **John Marnock**, CAO for the Town of The Pas, is retiring after 32 years in the municipal field. John started in The Pas in 1974. From there, he moved on to other communities but always in the North. It seemed fitting that he would return to The Pas in 1983 where he has served as CAO.

**Rick Locke**, CAO for the RM of Portage, is retiring April 30. Rick has 37 years experience. He started as assistant CAO with the Town of Boissevain & RM of Morton in 1969. From there, he moved to Village of MacGregor & RM of North Norfolk where he spent 16 years and, finally, the RM of Portage for another 16 years.

On March 31, **Jake Bergen** retired, as CAO of the RM of Rhineland after 31 years of dedicated service. Jake started in the RM of Rhineland in 1975 and remained there until his retirement in March 2006.

**Jeanne Kozak** started as the assistant CAO for the RM of Ste. Anne. In 1985, she moved to Rivers as the CAO. In 1994, Jeanne moved to the RM of Reynolds, where she retired from her position as CAO on May 31.

In addition to their outstanding careers, these individuals took time to volunteer as members of the Executive Council of the MMAA. They could no doubt write a book about the changes that have occurred in the municipal world since they started their careers.

To guarantee a ‘Promising Future,’ it will take a great deal more change and many more dedicated individuals to keep up with the ever-

increasing demands of the profession.

I would just like to extend my personal congratulations to John, Jake, Rick & Jeanne

on their retirement. Thank you for your contributions to MMAA and to the entire Municipal Committee. §

# Budget 2006 from a municipal perspective

By Tyler MacAfee, AMM Director of Policy and Communications

One of the most important days of the year for the AMM is the release of the Provincial Budget. The AMM works all year to highlight key priorities to each Provincial Minister, including the Minister of Finance, and the Budget is when the AMM gets to assess its success and find out where more work is needed.

This year's budget saw moderate increases in a number of areas of interest for municipalities. Below is a list of some of the key areas the AMM has been lobbying on and what was in the Budget:

## Education Tax

- \$38 million in new money including:
  - \$34M for the elimination of the Provincial Education Support Levy (ESL)
  - \$4.7M for extending the Farmland Education Tax rebate to 60%

## Building Manitoba Fund

- Overall increase of 6% for the fund, which includes \$3.4M for rural Manitoba
- From this funding, a new Recreation and Library Infrastructure Program is created

that will see \$1.7M this year and a further \$5.3M next year

## Water Issues

- Doubling of the Provincial drainage budget, up to \$3.8M
- Increases in flood protection funding
- Doubling of soil survey teams
- Small increase in funding for conservation districts

## Economic Development

- More support for bio-fuels
- Increased Immigration funding
- Continued funding for the Churchill Gateway
- More funding for oil and gas exploration

## Other Highlights

- Minor funding increase for EMO
- Funding to fight crystal meth
- More training spots for doctors
- New Physical Activity Credit
- Aging in Place strategy funding
- More support for cultural festivals
- New police officers for Winnipeg, Brandon and First Nations

However there were some areas where the AMM would have liked to see further action:

- No 5-year plan to reduce the reliance of using property tax to finance education
- No education tax relief for commercial classes of property
- It appears no increase in dedicated funding for the development of Integrated Watershed Management Plans
- No mention of a provincial water management plan with accompanying funding, only drainage
- No new police officers outside Winnipeg, Brandon and First Nations (it should be noted that the spots announced last year still haven't all been filled)
- Neighbourhoods Alive! Program not expanded beyond the three communities it currently serves

As always, the AMM will continue to work through the Provincial Budget to see if there are any changes to other areas of interest. The AMM will also continue to lobby the Provincial Government to increase funding in key priority areas. ☺



## Miller Environmental Corporation

Contact Miller Environmental Corporation to help organize your community's household hazardous waste event. With over 10 years experience in the development and management of household hazardous waste programs, Miller Environmental Corporation can help create and plan events that will provide an ongoing waste management system to serve your community's waste collection needs.

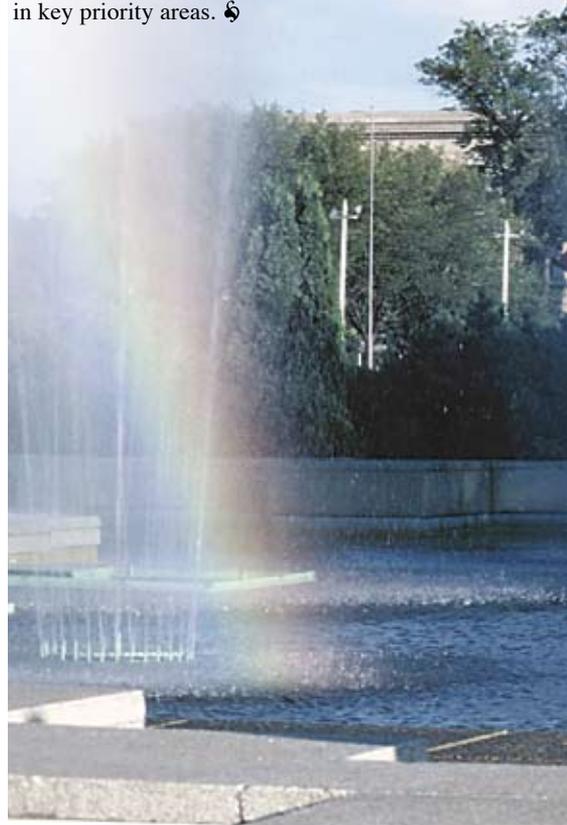
## HOUSEHOLD HAZARDOUS WASTE PROGRAM



Household Hazardous Wastes (HHWs) are materials commonly used in and around residential households that contain toxic substances. These include household cleaning products (drain cleaners, oven cleaners, floor and furniture polish); painting products (paints, stains, finishing products and thinners); automotive products (motor oil, old gasoline, anti-freeze, car batteries, transmission, brake and steering fluids, solvents); garden products (fertilizers, pesticides, herbicides); hobby supplies (solvents, photo chemicals); and pool supplies (chlorine).



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# Green Manitoba Eco-Solutions:

## How this new agency will impact municipalities

Submitted by Green Manitoba Staff

The Government of Manitoba recognizes that viewing economic, social and environmental improvements in isolation - and trading one off against another - will not position the Province for genuine prosperity. Creating a better quality of life for everyone now and into the future is what sustainable development is all about, and Green Manitoba is central to achieving government's sustainable development goals.

Pooling resources through partnerships, engaging stakeholders through effective interaction (including 'social marketing'), building on best practices, establishing targets and measuring success, and increasing local levels of economic activity are the core approaches by which Green Manitoba fulfills its mandate.

### What GMES is doing now

One Green Manitoba priority is to establish effective 'end-of-life' product stewardship programs across the Province that shift the burden of waste stream management from local government to the producers and consumers. Such Extended Producer Responsibility (EPR) (see sidebar), or product stewardship programs, have been successfully employed across Canada at the provincial, regional and national levels in over 50 programs representing more than a dozen products and materials.

In developing new stewardship programs for Manitoba, it is recognized that the revised program focus should be consistent with current national and international approaches whereby the costs of managing designated waste materials are transferred from the municipal tax base to the producers and users of these products. Producer responsibility programs and corresponding Industry Funding Organizations (IFOs) launched in Ontario (Stewardship Ontario), Québec (Éco Entreprise Québec) and British Columbia (Product Care), offer examples of broader producer responsibility models under consideration.

### Activities to date

Work over the past several months has led to the development of draft regulations that will obligate product stewards in several product categories to develop stewardship programs in order to sell their products in Manitoba. Industry working

groups for both tires and printed-paper and packaging have been established to develop new programs for managing these materials. Consultation with environmental and community organizations, as well as municipal governments, has also taken place. *Manitoba's Waste Reduction and Prevention (WRAP) Act* provides the legislative framework for introducing expanded producer responsibilities in regulation and the operational characteristics of Manitoba's product stewardship programs. Further consultation is required under the *WRAP Act* prior to the regulations being adopted by government and the approval of any product steward program proposals. A new tire stewardship program is expected to be implemented by summer.

### Impact on municipalities

Green Manitoba is the designated coordinating body and is working with Manitoba Conservation, product stewards, municipalities, Environment Non-Government Organizations (ENGOs) and consumer groups to shift the Province's product stewardship approach to a regulated steward responsibility model. Under this model, companies that produce or distribute these products (stewards) in Manitoba are responsible for developing a program or programs to manage the designated wastes.

These changes will build on program successes and establish programs that are economically and environmentally sustainable, with the intention of reducing waste and the costs associated with managing waste. Stewards will have flexibility to set necessary program fees and also be linked directly to the product and its impact on the environment. Government will no longer be directly involved in the program design and management, but will exercise oversight and monitor the achievement of program goals. Placing the onus of responsible waste management on the producer and consumer is expected, ultimately, to lessen the impact products place on the environment. It's anticipated that municipalities will play a vital partnership role with stewards to help implement these programs. The municipal cost reimbursement formula, currently in effect through MPSC, is not being changed.

### Next steps

Other product categories such as printed-paper and packaging, household hazardous waste, used paint and electronics will follow tires later this year. Where deemed necessary, Manitoba will modify existing regulations or introduce new regulations required to implement approved program plans and to address residual and



Tires at the Souris landfill.

non-recyclable components of the waste stream.

Broad next steps entail finalization and approval of required regulations across all product categories (with the benefit of stakeholder input), establishment of industry working groups, development and vetting of program proposals, Government review and approval for program implementation, and wind-down of any existing structures no longer required in Manitoba's new 'product stewardship' circumstances. The overall time table is ambitious and change will be apparent over this year and next. ♻️

## Extended Producer Responsibility (EPR) in Manitoba

Manitoba first established product stewardship programs in 1995 with the Manitoba Tire Stewardship Board (TSB) and the Manitoba Product Stewardship Corporation (MPSC). It has since become generally accepted that increased industry responsibility in the design and operation of stewardship programs provides for greater flexibility to match revenue generation mechanisms with program expenditure requirements. It is desirable to have regional consistency in the operation of these programs. Manitoba's Oil Stewardship Program managed by the Manitoba Association of Resource Recovery Corp. (MARRC) was built on these principles in 1997 and forms the model for Manitoba's enhanced product stewardship initiative launched by Green Manitoba in the fall of 2005.



As cross-government champion, Green Manitoba leads the coordination of effort and the promotion of practice outlined in government's Green and Growing strategic framework. Fundamentally, Green Manitoba works to:

- reduce the inefficient consumption of resources;
- reduce greenhouse gas production associated with climate change;
- protect and enhance Manitoba's diverse green environment;
- help create clean, safe and vibrant communities people enjoy living in;
- promote new ways of doing things that will achieve environmental, economic and social objectives simultaneously; and
- improve the overall quality of life in Manitoba without diminishing it elsewhere.



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# Municipal composting – preparing to succeed

Submitted by Resource Conservation Manitoba

**N**o one wants to have a mess when it comes to managing municipal solid waste.

The rising costs of waste management, coupled with growing awareness of the need for environmental protection, are pushing municipal and regional planners to rethink how they are managing **all** waste, especially recyclables and organics. The fact that these materials make up a significant portion of the

total tonnage sent to landfill, and are ‘worth more alive than dead’ – more valuable outside of landfill than entombed under final cover – has added an extra push for municipal officials to consider changing ‘the way things have always been done.’ Rather than paying the transportation and tipping fees to dispose of these materials, why not put them to work earning their keep?

There are definite stars on the Manitoba

recycling horizon – communities that consider it a matter of civic pride to return as much as they can for reuse and remaking into new products. To hook into the network of recycling success stories across the province, contact the Manitoba Association of Regional Recyclers at <http://marrmb.com> or (204) 725-9234 for ideas, training, and support.

And those lawn clippings and banana peels? Despite the current climate of landfill closure and waste management regionalizing, there is still limited appreciation of how significant organics diversion can be in reducing landfill waste: in communities promoting backyard composting, the amount of material that can be kept out of the waste stream can equal 35% of the total original amount, and for those choosing to begin larger scale centralized projects, the total diverted from landfill can be as high as 60%. Add in the recycling numbers and your landfill is now on a very serious diet!

What causes decision-makers to hesitate jumping on the composting bandwagon? Fear of failure due to lack of information and experience has been identified as a significant barrier. The pressure for success is on: rate-payers demand reliable service, and they don’t want to be reminded – by dust or nasty odours – of their waste later on.

## Organics under (daily) cover

What is the most familiar approach? Landfill everything, of course. Organics in landfill, however, are not ‘easy keepers.’ Unlike inert materials that don’t change much over the years, organics increase the management requirements. They break down, producing a liquid that combines with landfill metals to produce a toxic leachate no one wants in their drinking water.

Also, the absence of oxygen under the daily cover means that organics are also releasing methane as they decompose. (Methane gas affects climate change 21 times more than carbon dioxide.) Some of Canada’s largest landfills are collecting this landfill gas mixture and processing the methane to produce power, but the remaining methane escaping from smaller sites adds up to over 25% of Canada’s total methane production – over one-eighth of the total greenhouse gas effects produced by Canadians. And



You don’t have to invest in dedicated specialty equipment in order to run a successful centralized composting project.



A bucket loader pours finished compost into the hopper on an automated screener.

organics buried in a landfill can continue to release methane for at least 50 years: a lengthy management challenge, and a significant consideration for the generations that follow us.

### A second chance

Included in a landfill, compostable organics are troublesome. They not only increase the need for expensive management strategies to protect the environment, they can also swiftly fill the landfill, requiring another round of siting. Excluded from landfill, however, organics can take on a useful life of their own: well-made compost is a soil conditioner without equal, a valuable product rather than a waste – a true Cinderella in our own waste management stories!

Beyond home gardens, compost can increase the resilience of turf in sports fields and golf courses, bring colour and hardness to municipal beautification projects, improve the drought tolerance of plants in sandy soils, and play a crucial role highway projects by providing effective erosion control and improving groundcover reestablishment.

Municipal composting is not unknown territory in Manitoba. An increasing number of communities are making composting work for them; turning the challenge of dealing with municipal organics into a resource management opportunity. The City of Winkler diverts over a tonne of organics per household every year to their composting project. Portage la Prairie composts leaves, grass, and other yard waste using a simple system to produce an end product their residents carry off in truckloads. Minnedosa, already composting the town's organics, is considering composting the residual material from the ethanol plant. Manitoba communities across the province are finding that composting is working as part of their waste management plan. And they can't wait to share their success.

*Composting 101 for Municipalities*, an upcoming workshop series from Resource Conservation Manitoba, offers decision-makers and site operators the tools, information, and hands-on demonstrations to take the mystery out of starting a municipal composting initiative. Workshops will be held in communities that have already gone through the growing pains of developing their own approaches to municipal composting. "We want operators to walk away prepared to think through and start a project that works from the beginning. We want them confident that they'll be able to troubleshoot and adjust their system to suit their unique situation, and reassured that they know where to find help if they need it," says **Christine Schroeder**, project coordinator.

Consider what composting may contribute to your municipality's waste management picture. Resources on the Compost Action Project's website (<http://www.resourceconservation.mb.ca/cap/>) can help answer questions and provide up-to-date information. Whether your team wants to start a centralized project, improve the current process, or educate residents to compost at home, this made-in-Manitoba service can help track down solutions to your specific challenges.

Composting works. Don't throw away your Cinderella! ♄

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## UPCOMING EVENTS

### May

- 4 AMM Education Session  
– George Cuff  
– Clarion Inn, Winnipeg
- 15-17 AMM Municipal Visits  
(Eastern District)

### June

- 2-5 FCM Annual Conference  
– Montreal
- 12 June District Meeting  
– Eastern District
- 13 June District Meeting  
– Western District
- 14 June District Meeting  
– Central District
- 15 June District Meeting  
– Mid Western District
- 19 June District Meeting  
– Northern District
- 20 June District Meeting  
– Parklands District
- 21 June District Meeting  
– Interlake District

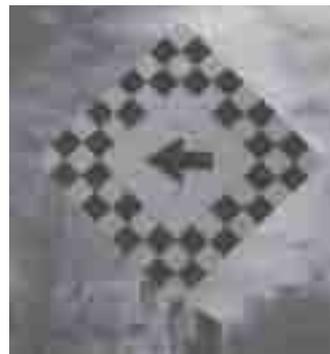
### July

- 24-25 AMM Municipal Visits  
(Northern District)
- July 31 – August 2  
AMM Municipal Visits  
(Mid-Western District)

### August

- 2-4 AMM Municipal Visits  
(Parkland District)

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# Emergency plan development nets immediate benefits

Submitted by the Manitoba Emergency Measures Organization, Department of Intergovernmental Affairs and Trade

One of the primary goals of government is to develop safe, stable communities. An environment where people feel secure is one of the starting points that lead to growth and prosperity.

The challenge and perception of security changed radically on September 11, 2001, and officials at all levels of government were forced to quickly adapt to new challenges and new expectations. When the Manitoba Legislature unanimously passed *The Security Management Act* in 2001, the focus was on legislative changes that would build the security of Manitoba.

One of the changes that came about was a requirement in *The Emergency Measures Act* for municipalities to complete an emergency plan based on requirements set by Manitoba Emergency Measures Organization. The reason for this change is easy to understand when considering the pivotal and central role that municipalities play in emergency and disaster management. The objective was to improve emergency preparedness through a broadened and standardized approach to planning – broadened to ensure their community was protected by a flexible and adaptable plan for any possible hazard, and standardized to ensure that every Manitoban and every community had the same level of protection. The requirements developed by AMM and Manitoba EMO were also intended to develop plans in response to some emerging concerns in the emergency management community, such as the care of animals and emergency public alerting.

Recognizing the critical role of municipalities in dealing with emergencies, it was a logical first step for the provincial government to approach the AMM as a partner in this project. Manitoba EMO and the AMM worked together to develop a set of guidelines that would reflect the reasonable and necessary requirements of a municipal emergency plan. Once these guidelines had been approved by AMM's Board of Directors, they were shared with municipalities at the regional meetings in late 2002-early 2003.

And then the real work started as municipalities began developing plans that met the 60 points in the requirements. Depending on how much work was needed to meet these requirements, Manitoba EMO provided a deadline that set a reasonable length of time to properly complete the plan. For municipalities with relatively well-developed plans, this deadline was quickly and easily met for some, and others that were starting with little took over two years to complete their plan. It took only four months for the first municipality – the City of Selkirk – to meet these requirements, and by October 2005, 196 municipalities had an approved emergency plan. As a result of this work, Manitoba has the strongest and deepest level of emergency preparedness of any province in the country. It also resulted in an improved level of cooperation between municipalities and other partners in emergency preparedness. For example, there has been a movement in several areas to take a regional approach to emergency planning and operations, and there have been stronger links formed between municipalities and Regional Health Authorities.

When a disaster has come up and the emergency plan is put to the test, the results show that it was a very good investment on the part of municipalities. Major spring flooding events in 2004 and 2005 required many municipalities to enter into complex and sustained emergency operations, and the level of planning contributed to an effective response and a smooth transition to recovery operations.

Emergency preparedness shouldn't be thought of as a project. It doesn't have an end date, it doesn't have a finish line, and it isn't ever completed. It's an on-going challenge and regular part of the job for

everyone who works in government, and the goal should be continuous improvement. It's for this reason that continued approval of *The Emergency Measures Act* requirements include regular exercises, an appropriate level of training for participants in the plan, and public education. On a continual basis, Manitoba EMO will be working with the AMM to monitor trends and best practices for emergency preparedness, and partner on ways to incorporate these into municipal emergency plans. For example, the National Fire Prevention Association Standard 1600 – *Standard on Disaster/Emergency Management and Business Continuity Programs* is gaining wide acceptance in the emergency management community as incorporating the best practices for emergency management, and has been endorsed and adopted by a number of agencies in Canada and the United States. NFPA 1600 would provide excellent guidance for municipalities looking to build on their present emergency plan, and can be downloaded at no cost from [www.nfpa.org](http://www.nfpa.org).

Whether it's through new standards, lessons learned when plans are activated, or the experience of the people involved with emergency management, the effort to improve municipal emergency planning will continue to build safer communities and a safer province. Manitoba EMO and the AMM understand the importance of a cooperative approach to this goal, and will continue to work closely together. ♪



# Tips for a better MRIF application

The approval process for MRIF applications is extremely competitive. The number of applications received always outnumbers the number of projects that can be supported. If your community is applying, you should know how to put the best case forward for your project.



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The program's web site and on-line applications (available at [www.infrastructure.mb.ca](http://www.infrastructure.mb.ca)) outline mandatory and ranking criteria. Projects are assessed against these criteria – particularly:

- Give a clear description of what problem/situation the MRIF will address, including:
  - How the problem/situation developed;
  - What local corrective or mitigating **actions** have been/are being taken to help alleviate the problem (outside of the current application); and
  - What alternatives to the requested project were considered.
- Provide an explanation of how the proposed infrastructure will affect the direction of growth and development outlined in the development plan for your area. In particular, explain how the proposed infrastructure relates to the land uses in the areas that are to be served. Please include a **map** showing the location of the proposed infrastructure and areas to be served.
- Describe your long-term Infrastructure Strategy, including:
  - How the costs of on-going maintenance, operating and replacement will be paid for (e.g., meter rates, utility reserves, etc);
  - What the feasibility of this plan is for the current and projected population of your community, at a realistic rate of growth and development; and
  - Options for the phasing in of the project.
- Regional approaches are encouraged where appropriate – e.g., wastewater treatment plants. When making a regional application, attempts to lever more financial partners will be viewed more favorably than approaching senior governments for increased financial requests.

While the above considerations are important to the assessment of your community's application, we hope they also assist you in making more informed choices and decisions that ultimately lessen the burden on all taxpayers.

Local governments are also encouraged to visit InfraGuide, the National Guide to Sustainable Municipal Infrastructure's website at [www.infraguide.ca](http://www.infraguide.ca).

- InfraGuide was created in 2001 when Infrastructure Canada, the Federation of

Canadian Municipalities and the National Research Council came together with the Canadian Public Works Association to help solve the growing infrastructure deficit in Canada.

- InfraGuide works collaboratively to create a network advantage within the broad infrastructure community, and to develop and disseminate best practices and tools that encourage innovation to support sustainable municipal infrastructure decisions and actions that protect and enhance the quality of life of Canadians. ♻️

For further information on the Canada-Manitoba Municipal Rural Infrastructure Fund, please contact: Canada-Manitoba Infrastructure Secretariat

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## Part IV – Lessons Learned

By Tyler MacAfee, AMM Director of Policy and Communications

Over the past nine months, the *Municipal Leader* has examined the issue of diversity in municipal politics. This series has looked at three different groups of people that are in all Manitoba communities: women, youth and visible minorities. While each group presents unique challenges, there are some general lessons that have been learned.

### Lesson #1 Get local people interested

Perhaps the number one way to improve your Council is to get local people interested. It doesn't matter who they are, just get them interested in the process. One of the challenges many communities face is getting enough people to run for Council and getting people interested in the process. Targeting groups like women, youth and visible minorities might be one way to address this problem. The more people interested in the process the better, and increasing the diversity of your Council will only strengthen it.

### Lesson #2 Let people know what you are doing

Closely related to getting people interested is letting them know what Council does. One of the obstacles identified in this series is that many groups do not understand the process, which poses a barrier to becoming involved. If you want to get more people involved, make

sure people know what Council does and that they understand the process. Invite the public to attend meetings, advertise when meetings are, and let them know what Council can, and cannot, do. If you want people to get involved they have to understand what they are getting involved in and why they should get involved.

### Lesson #3 Maximize your resources

People are a resource – use them. Every community has people, and has people who are not engaged in the process. One of the greatest benefits of getting more people involved in the process is that you get different points of view and different insights into issues facing the community. You also are likely to get more people willing to volunteer for community projects – and when was the last time your Council complained about having too many volunteers? New people bring new ideas and insights which can only better your decision making process. Everyone has something to offer, so listen to what these people have to say.

### Lesson #4 You don't have to do it alone

If you are interested in finding ways of making your Council more diverse but find the whole process daunting, don't worry. You don't have to do it alone – help is out there. Look at the resources that



have been highlighted in this series (see Resource Review at right). These are designed to help you out. Contact the groups that provide the resources, as they want to help. There are lots of people willing to assist you. All you need to do is make contact with them.

## Lesson # 5 Look at innovative approaches

This series has highlighted a number of innovative approaches that other communities have taken. Pattern yourselves after them or come up with something completely unique. Maybe you can add a youth member of Council, or maybe you can reach out to the local women's group. Look at setting up a program like a future leaders group or a youth cabinet. Develop a community award for youth involvement or an award for women of distinction. Not only will this allow you to highlight some of the positive people in the community, but it will also encourage more people to become involved.

By reaching out to these groups and increasing the diversity in your Council, you are sure to better meet the needs of your community. So take another look around your Council table. Does your Council represent the community it is elected to serve? Perhaps your Council already is a fair reflection of the community. Or maybe having other groups represented and having diverse perspectives on important local issues would strengthen your Council. With the next municipal election just around the corner there is an excellent opportunity to take a look at this issue. Should you be trying to attract new candidates to run for Council? This is a decision that rests with your Council, but as the order of government closest to the people it is crucial that all members of the community are included. ♡

## Resource Review

These resources are compiled from our three previous 'Diversity in Municipal Politics' articles.

### Part I - Women in Politics

View complete article online at <http://www.amm.mb.ca/PDF/Magazine/June2005/Women-in-politics.pdf> - zoom=100

#### Resources:

An overview of the 'See Jane Run' Conference  
<http://www.onewomanonevote.org/documents/SeeJaneRunWebsite.doc>  
 Status of Women Canada <http://www.swc-cfc.gc.ca/>  
 Women's Enterprise Centre <http://www.wecm.ca/index.html>  
 Manitoba Women's Directorate <http://www.gov.mb.ca/wd/>  
 Manitoba Women's Advisory Council <http://www.mwac.mb.ca>

### Part II - Youth Inclusion

View complete article online at <http://www.amm.mb.ca/PDF/Magazine/Fall2005/diversity.pdf>

#### Resources:

Toronto Youth Cabinet: [http://www.torontoyouth.com/youth\\_cabinet/init/index.php](http://www.torontoyouth.com/youth_cabinet/init/index.php)  
 Future Leaders Group (RREDA): <http://www.rreda.com> (click on Initiatives)  
 Manitoba Municipal Act (Section 81): <http://web2.gov.mb.ca/laws/statutes/ccsm/m225e.php>  
 Growing Up In Cities: <http://www.growingupincities.ca>

### Part III - Visible Minorities in Politics

View complete article online at <http://www.amm.mb.ca/PDF/Magazine/Winter2006/DiversityPartIII.pdf>

#### Resources:

Black, Jerome. 2001. Immigrants and Ethnoracial Minorities in Canada: A Review of Their Participation in Federal Politics. *Electoral Insight*. 3(1):8-13.  
 Carr, Jim. 2005. Manitoba's precious asset. Canada West Foundation. *Dialogues Magazine*. Summer.  
 The Daily. 2005. Study: Canada's visible minority population in 2017. Statistics Canada. Tuesday, March 22, 2005. Accessed online at: <http://www.statecan.ca/Daily/English/050322/d050322b.htm> November 10, 2005.  
 Tremblay, Manon. 2001. The Right to Vote: The Heart of Democracy. *Electoral Insight*. 3(1):2-3.

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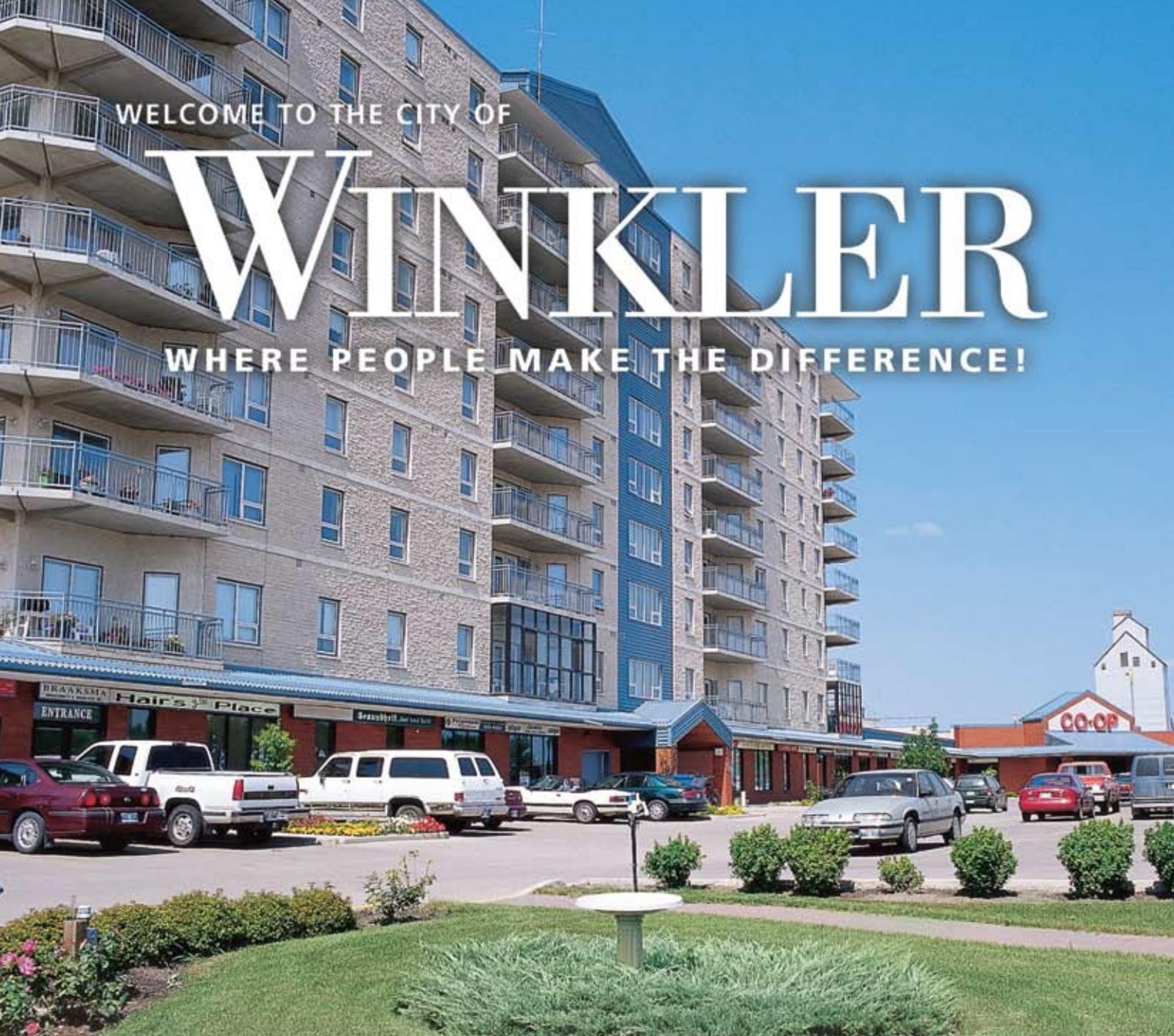
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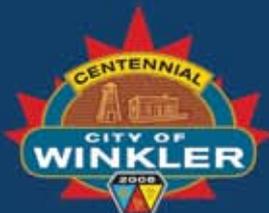


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# The building blocks of economic development

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](http://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](http://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](http://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](http://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](mailto:shelley.morris@mts.net).



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# CDEM – Manitoba’s Bilingual Municipalities

**B**y 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

Un système d'appui efficace et innovateur, une planification des plus soignée ainsi qu'une participation communautaire importante, c'est grâce à ces trois facteurs si les Municipalités bilingues du Manitoba profitent d'une structure très forte en développement économique. Jean Beaumont est le Directeur de l'Association des Municipalités bilingues du Manitoba (l'AMBM). Il a présenté aux membres de la MOS une vue d'ensemble captivante sur cette approche innovatrice au développement économique et communautaire. Il a expliqué comment cette approche a créé de l'activité économique sans précédent dans 16 juridictions du Manitoba ayant des populations francophones et anglophones importantes.

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 municipalités 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

- De Salaberry
- Ellice
- La Broquerie
- Montcalm
- Notre-Dame-de-Lourdes
- Ritchot
- Ste-Anne
- St-Claude
- St.-Georges
- St.-Laurent
- St.-Lazare
- St.-Léon
- St.-Pierre-Jolys
- Somerset
- Winnipeg

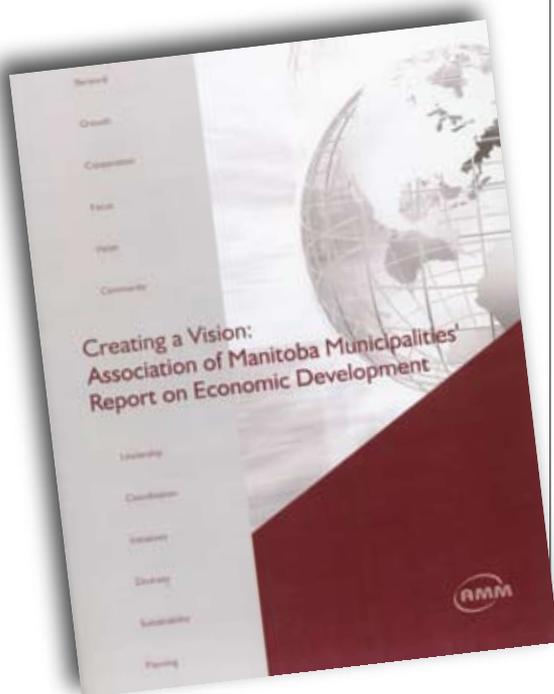


# AMM proactive in economic development

**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](http://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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Web: [www.capital.ca](http://www.capital.ca)

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

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](http://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](http://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](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](http://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](http://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](http://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](http://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

**R**ural 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 D) 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 D 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.

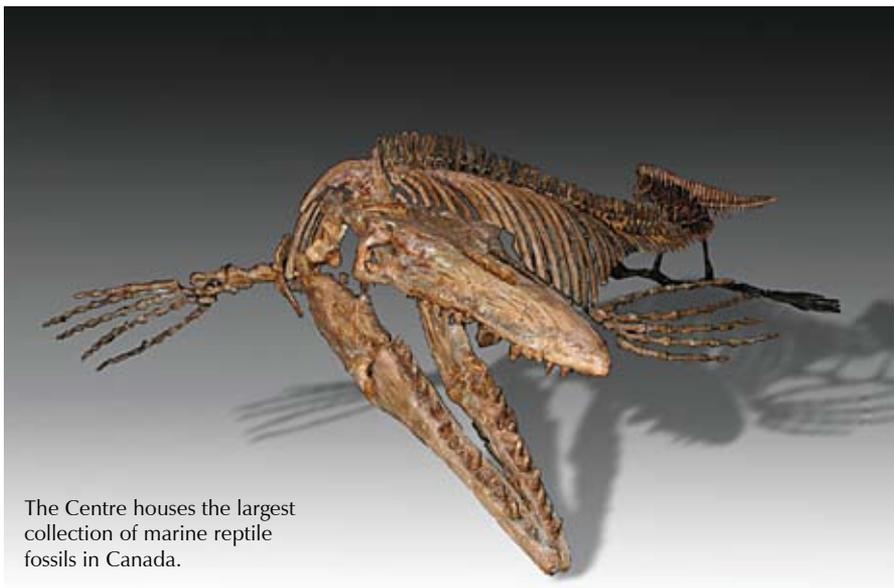
**Roseisle Community Grocery Co-op Ltd.** is an excellent example of local residents working together to keep their community viable. Roseisle, a community with a population of 70 people, was facing the closure of the only store in town in July 2004. The community decided to set up a cooperative and 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."

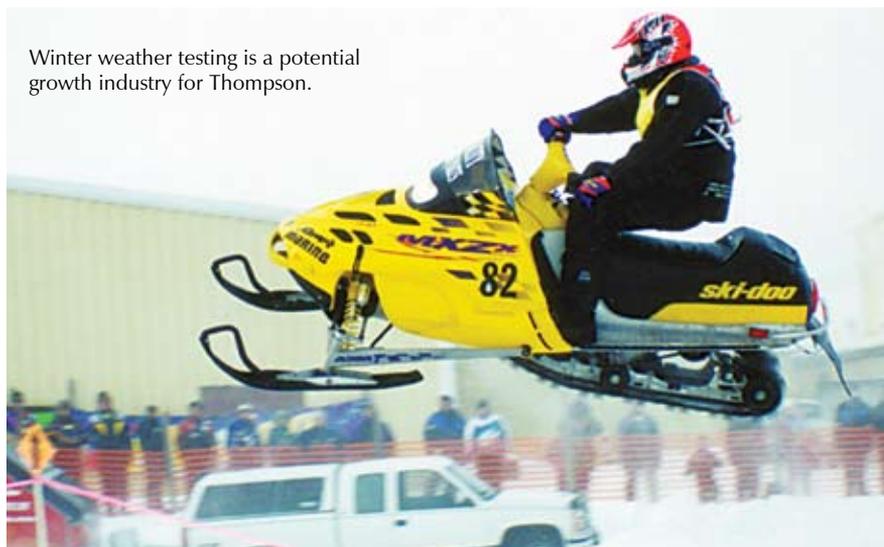
The Ford Motor Company has the biggest investment in Thompson at present with its "Extreme Cold Weather Test Facility" located in the community. The community has seen a host of vehicle manufacturers testing new and current models in all types of winter situations from "cold soaking" to "snow ingestion" 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

**M**oviemaking 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](mailto: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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# Don't take granting grants for granted

By John D. Stefaniuk, Partner, Thompson Dorfman Sweatman LLP

Here is how it sometimes goes. The developers of a shiny new industry come to town with promises of employment, opportunity, population growth and a larger tax base for the municipality. There is just one small catch: in order to make a go of it, all the project proponent needs is a little break on the municipal taxes for the development. If they can't get that, well, there is another municipality down the road that wants the development to be built there instead. Now, the first municipality has to consider whether and how it might offer financial assistance to this new venture, lest the perceived opportunity disappear.

At law a municipality has no power to make grants except as specifically granted by legislation. Such was held to be the case the interesting New Brunswick case of *Sobeys Leased Properties v. Town of Newcastle*. Oddly enough, Sobeys was none too thrilled when it found out that the Town Council had, by resolution, approved a long-term grant to its competitor, Atlantic Wholesalers, who planned to construct a rival store. Sobeys took the Town to court and had the resolution (and, of course, the grant) set aside. The grant, which was tied to the assessed value of the new store, was held to be outside of the Town's general powers to promote industrial development.

In a 2003 New Brunswick case, forestry giant Weyerhaeuser Company went to court and successfully had an agreement set aside under which the City of Mirimichi had agreed to provide a rival saw mill operator loan assistance and guarantees that would permit the construction of a large mill in the City.

Under the old *Municipal Act* it was easy to 'just say no' in Manitoba. The municipality had very limited powers to make grants, and businesses were not among the class of entities who could benefit from such grants. The City of Winnipeg enjoyed broader powers under its Act. Since legislative amendments in 1996 (and more so since 2004), however, the latitude given to municipalities outside of Winnipeg to make

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“A municipality may also now introduce a financial assistance program that can be used to provide tax credits or grants.”

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grants has increased.

Section 258(4) of *The Municipal Act* now enables municipalities to make grants for the purposes of “economic development,” which is defined in the *Act* to mean “the establishment, expansion or continuation of a business or industry.” Although this appears on its face to be a broad power, the section goes on to provide that no grant may be made for the purpose of directly or indirectly reducing or reimbursing the developer for municipal or school taxes.

The *Act* does allow for grants to a municipal development corporation made up of



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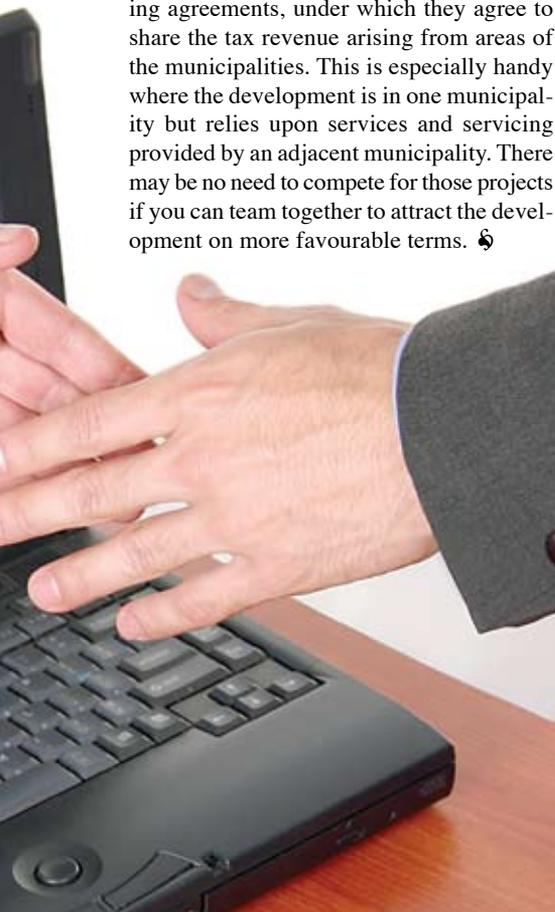
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one or more municipalities as its membership. Again, those monies cannot then be used by the development corporation to reduce or rebate anyone's municipal or school taxes. Further, any agreement by which a municipality provides grant funding to a municipal development corporation may not extend past the term of the current council.

A municipality may also now introduce a financial assistance program that can be used to provide tax credits or grants, but this must be done through a by-law that sets the criteria for eligibility. Presumably this program would be open to any eligible parties, so it should be carefully structured so as not to cause an unexpected burden on the municipal coffers.

There is also an entirely new concept (well, new to Manitoba) of tax increment financing under the *Act*. That allows a municipality to establish a program in which the incremental increase in municipal taxes raised from an area may be set aside and ploughed back into the area in the form of incentives to investment and improvements to infrastructure, among other things.

Finally, municipalities can (and some already do) team up and enter into tax sharing agreements, under which they agree to share the tax revenue arising from areas of the municipalities. This is especially handy where the development is in one municipality but relies upon services and servicing provided by an adjacent municipality. There may be no need to compete for those projects if you can team together to attract the development on more favourable terms. ☛





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# Municipal Officials Seminar and Trade Show Delegates



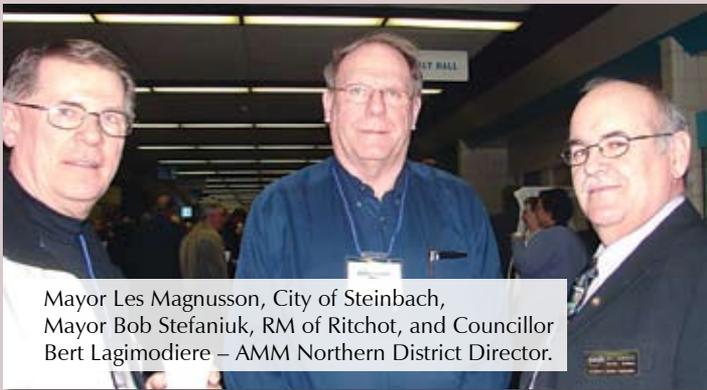
Councillor Lyle Salmon of the RM of Miniota accepts the grand prize of a \$2000 trip voucher from AMM President Ron Bell.



Taking a break at the Wine & Cheese evening.



Delegates chat between plenary sessions



Mayor Les Magnusson, City of Steinbach, Mayor Bob Stefaniuk, RM of Ritchot, and Councillor Bert Lagimodiere – AMM Northern District Director.



Mayor Catherine Smith, Town of Gladstone, and Councillor David Single, RM of Westbourne.



The registration lineup can be long...



All sessions were very well attended.



The Wine & Cheese evening is a great time to meet old friends.



The plenary room was at times standing room only.

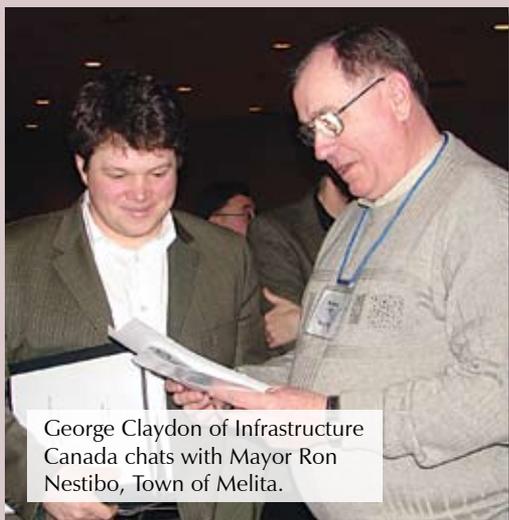
# Speakers



Ron Bell, AMM, Denise Carlyle, IAT and George Claydon, Infrastructure Canada explained the New Deal program.



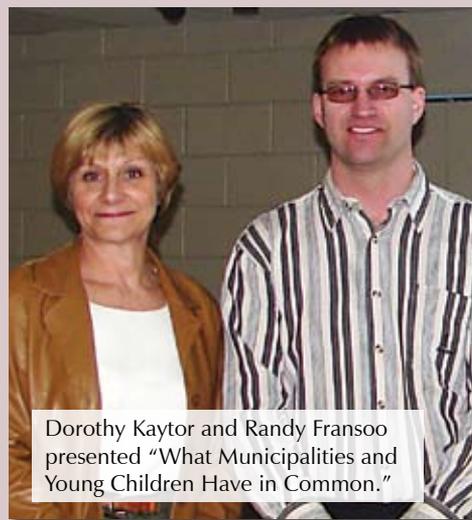
HED's Ken Fingler chats with delegates after his presentation.



George Claydon of Infrastructure Canada chats with Mayor Ron Nestibo, Town of Melita.



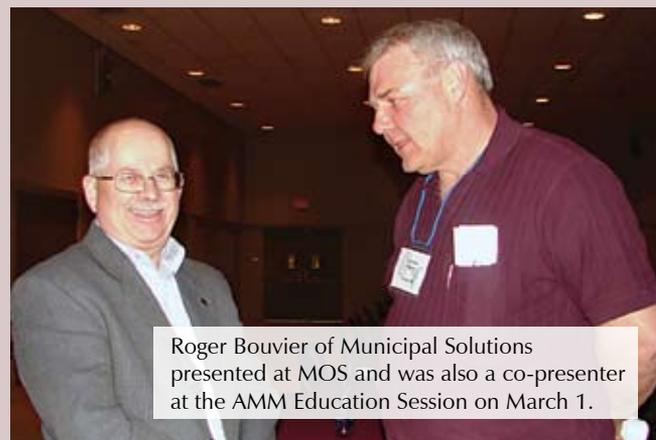
Deri Latimer advised delegates on pre-retirement lifestyle.



Dorothy Kaytor and Randy Fransoo presented "What Municipalities and Young Children Have in Common."



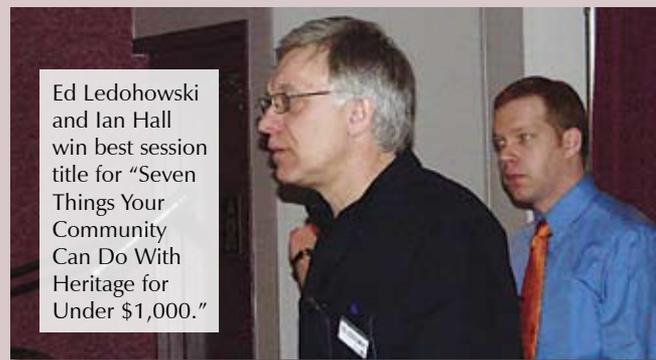
Reeve Roger Wilson, AMM Mid-Western District Director – Rural, and "Aging in One's Community" presenter Patti Chiappetta.



Roger Bouvier of Municipal Solutions presented at MOS and was also a co-presenter at the AMM Education Session on March 1.



Presenters Linda Baleja and Gail Anderson of Manitoba Intergovernmental Affairs & Trade answer delegate's questions.



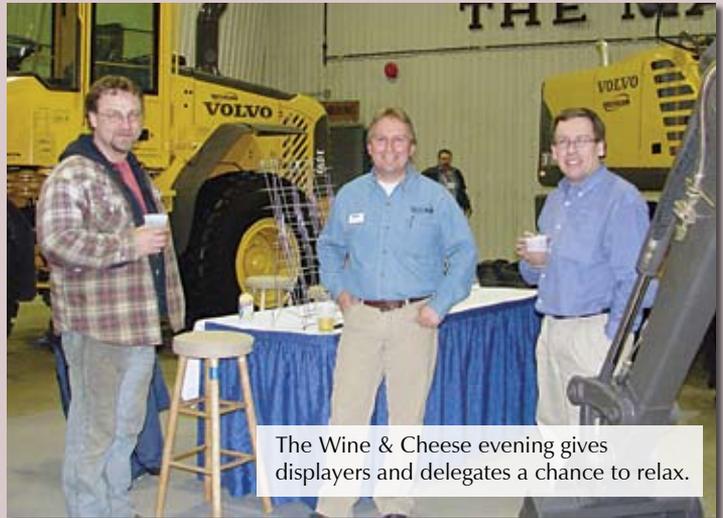
Ed Ledohowski and Ian Hall win best session title for "Seven Things Your Community Can Do With Heritage for Under \$1,000."

# Municipal Officials Seminar and Trade Show

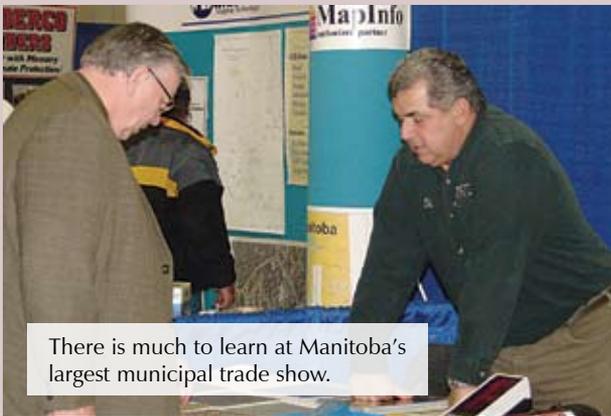
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It is time to enter a new Fuel Supply Contract and AMM has prepared a new Request for Proposals (RFP) on behalf of all AMM Fuel Supply Program members and prospective members. It is being distributed to all interested fuel suppliers throughout the three Prairie Provinces, including all local dealers identified by our members.

In total for the three associations in Manitoba, Saskatchewan and Alberta, we have identified 42,000,000 litres of fuel required each year. An additional 19 members of AMM that purchase 2,700,000 litres of fuel annually have indicated that they will join the Program if they can save money on the cost of fuel.

**If any other AMM members would like to have their fuel requirements included in the RFP, we can issue an Addendum to the document to include them. Please contact Linda Hargest at 204-856-2361.**

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Dust Free Road Maintenance is the exclusive distributor for Innovative Municipal Products. Currently, the company has in stock 500 bags of cold patch for asphalt road repair. The 50-lb bags are being 'blown out' at the wholesale price of \$9.95 per bag. For quantity pricing and free estimates for all your dust and road stabilization needs, call 204-781-7677 or fax 204-896-4290.

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Michelin North America recently announced a \$92 million investment to install production for its X One® single wide truck tires at its Waterville, NS plant. The expansion doubles Michelin's X One tire capacity.

The X One is a revolution in truck tire design delivering significant fuel and weight savings to trucking fleets. Michelin X One tires replace dual tires with a single wide tire. When used in both drive and trailer positions, X One tires can save users 4 to 10% in fuel costs and increase payloads from 800 to 1,300 pounds.

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**Name****Phone # Fax #****GO TEAMS BRANCH ADMIN**Box 70, 77 Main Street  
Teulon, MB ROC 3B0

[Huebner, Gerald](#) - A/Director  
[Fridfinnson, Sharlene](#) - Administrative Assistant  
[Bond, Sharon](#) - SAP Clerk  
[Smith, Dennis](#) - Administrative Officer  
[Arthurs, Ken](#) - Administrative Officer  
[Chikowski, Coleen](#) - Administrative Officer  
[McDonald, Pam](#) - SAP Clerk

797-4522 886-3657  
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 745-5613 239-3403  
 622-2028 638-2854  
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**NORTH INTERLAKE GO TEAM**Arborg GO Centre  
Box 2000, 317 River Road West  
Arborg, MB ROC 0A0

[Nicoll, Susan](#) - GO Team Manager  
[Johannesson, Starlette](#) - Extension Coordinator  
[Kokolski, Allen](#) - Farm Production Advisor  
[Blahey, Thelma](#) - Rural Leadership Specialist  
[Gingrich, Heidi](#) - Rural Leadership Specialist  
[King, Terry](#) - Business Development Specialist - Business Management  
[Lindal, Jamie](#) - Farm Production Advisor - Ag Crown Lands  
[Friesen, Melodie](#) - Business Development Specialist - Community Development

641-1454 376-3311  
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 376-3302 376-3311  
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 376-3303 376-3311  
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 641-1993 376-3311

Ashern GO Centre  
Box 260, 43 Railway Avenue  
Ashern, MB ROC 0E0

[Bauch, Joanne](#) - Extension Coordinator  
[Thage, Joanne](#) - Knowledge Assistant (1/2 time)  
[Bond, Lesley](#) - Business Development Specialist  
[Bittner, Ray](#) - Farm Production Advisor

768-2782 768-2610  
 768-2545 768-2610  
 768-2686 768-2610  
 768-2747 768-2610

[Yaworski, Kevin](#) - Farm Production Extension Range & Pasture

768-2781 768-2610

Fisher Branch GO Office  
Box 40, Main St. & Carpathian[Roche, Dan](#) - Business Development Specialist

372-6526 372-6554

## Fisher Branch, MB ROC 0Z0

Lundar GO Office	<u>Gleich, Judy</u> - Extension Coordinator	762-5649 762-5577
Box 40, 9 Main Street	<u>Mason, Jim</u> - Business Development Specialist	762-5649 762-5577
Lundar, MB ROC 1Y0		

**SOUTH INTERLAKE GO TEAM**

Teulon GO Centre	<u>Bezdziety, Jodie</u> - GO Team Manager	612-9190 886-3657
Box 70, 77 Main Street	<u>Furness, Rhona</u> - Extension Coordinator	886-2696 886-3657
Teulon, MB ROC 3B0	<u>Johnson, Hilmar</u> - Farm Production Advisor	886-4405 886-3657
	<u>Hodge, Myles</u> - Farm Production Advisor	886-4406 886-3657
	<u>Gilmore, Lynn</u> - Business Development Specialist	886-4416 886-3657
	<u>Grant Carlson</u> - Business Development Specialist (Community Development)	886-2696 886-3657
	<u>Meseman, Don</u> - Farm Production Advisor - Ag Crown Lands	886-3885 886-3657

Stonewall GO Office	<u>Doucette, Maggie</u> - Extension Coordinator	467-4700 467-5129
Box 920, 336 Main Street	<u>Kjaldgaard, Jayne</u> - Rural Leadership Specialist	467-4703 467-5129
Stonewall, MB ROC 2Z0	<u>Stadnyk, Stan</u> - Farm Production Advisor	467-4702 467-5129

Selkirk GO Office	<u>Wildeman, Wendy</u> - Extension Coordinator (Mon-Thurs)	785-5035 482-4383
201-446 Main Street	<u>Dola, Linda</u> - Extension Coordinator (Fri)	785-5035 482-4383
Selkirk, MB R1A 1V7	<u>Sykes, Michael</u> - Business Development Specialist	785-5012 482-4383
	<u>Palmer, Grant</u> - Business Development Specialist	785-5013 482-4383

Dugald GO Office	<u>Chura, Connie</u> - Extension Coordinator	853-5170 853-5177
Box 160, 712 Dugald Road	<u>Reid, Brent</u> - Farm Production Advisor	853-5172 853-5177
Dugald, MB R0E 0K0		

**EASTMAN GO TEAM**

Beausejour GO Centre	<u>Rossington, Shaunda</u> - GO Team Manager	266-1053 268-6060
Box 50, 20 First Street S.	<u>Kamaraus, Judy</u> - Extension Coordinator	268-6094 268-6060
Beausejour, MB R0E 0C0	<u>Omichinski, Jane</u> - Knowledge Assistant	268-6228 268-6060
	<u>Plohman, Judy</u> - Knowledge Assistant	268-6090 268-6060
	<u>Kinsey, Hollis</u> - Business Development Specialist - Community Development	268-6067 268-6060
	<u>Summach, Dwayne</u> - Farm Production Extension - Forage	268-6014 268-6060
	<u>Happychuk, Wally</u> - Business Development Specialist	425-5055 425-3513

St. Pierre GO Centre	<u>Peloquin, Lynne</u> - Extension Coordinator (Tues-Fri)	433-7749 433-3282
Box 100, 466 Sabourin Street S.	<u>Perreault, Marilyn</u> - Extension Coordinator (Mon)	433-7749 433-3282
St. Pierre, MB R0A 1V0	<u>Robert, Roger</u> - Business Development Specialist	433-7749 433-3282
	<u>Brommell, Nancy</u> - Rural Leadership Specialist	433-7749 433-3282
	<u>Berard, Roger</u> - Farm Production Advisor	433-7749 433-3282
	<u>Froebe, Heather</u> - Farm Production Extension - Livestock	433-7749 433-3282

Steinbach GO Office	<u>Wintoniw, Kathy</u> - Extension Coordinator	346-6080 326-4309
242-323 Main Street	<u>McGregor, John</u> - Farm Production Advisor	346-6086 326-4309
Steinbach, MB R5G 1Z2	<u>Lorette, Joy</u> - Rural Leadership Specialist	346-6087 326-4309

Vita GO Office	<u>Giesbrecht, Vivian</u> - Extension Coordinator	425-5050 425-3513
Box 10, 108 Main Street N.	<u>Petrash, Peter</u> - Farm Production Advisor	425-5054 425-3513
Vita, MB R0A 2K0		

Dominion City GO Office Box 276, 115 Waddell Avenue E.	<u>Giesbrecht, Vivian</u> - Extension Coordinator	427-2950 427-2224
Dominion City, MB R0A 0H0	<u>Chrupalo, Andrew</u> - Farm Production Advisor - Ag Crown Lands	427-2950 427-2224
<b>RED RIVER GO TEAM</b>		
Altona GO Centre Box 969, 67-2nd Street NE Altona, MB R0G 0B0	<u>Yacentiuk, Michael</u> - GO Team Manager <u>Cherewayko, Jacquie</u> - Extension Coordinator <u>Jack, Brian</u> - Farm Production Advisor Enns, Kim - Business Development Specialist - Business Management	750-1474 324-2803 324-2804 324-2803 324-2805 324-2803 324-7938 324-2803
Starbuck GO Office Box 40, 12 Main Street Starbuck, MB R0G 2P0	<u>Becker, Susan</u> - Extension Coordinator <u>Caron, Dan</u> - Business Development Specialist	735-4080 735-4081 735-4083 735-4081
Morris GO Office Box 100, 229 Main Street S. Morris, MB R0G 1K0	<u>Gluck, Margaret</u> - Extension Coordinator <u>Kristjanson, Ingrid</u> - Farm Production Advisor	746-2312 746-2932 746-7504 746-2932
Carman GO Office Box 667, 65-3rd Street NE Carman, MB R0G 0J0	<u>Wight, Frieda</u> - Extension Coordinator <u>Drabyk, Tracey</u> - Rural Leadership Specialist <u>Durand, Wendy</u> - Business Development Specialist Lawson, Arvel - Farm Production Advisor	745-5610 745-5605 745-5615 745-5605 745-5611 745-5605 745-0226 745-5605
Morden GO Office 536 Stephen Street Morden, MB R6M 1T7	<u>Fehr, Linda</u> - Extension Coordinator <u>Shore, Nicole</u> - Administrative Assistant (Wed-Thurs-Fri) <u>Nedohin, Brian</u> - Business Development Specialist <u>Sprung, Linda</u> - Rural Leadership Specialist	822-5461 822-2939 822-2936 822-2939 823-0056 822-2939 822-2937 822-2939
<b>CENTRAL PLAINS GO TEAM</b>		
Gladstone GO Centre Box 532, Morris Avenue Gladstone, MB R0J 0T0	<u>Dobson, Shane</u> - GO Team Manager <u>Troop, Holly</u> - Extension Coordinator <u>Beernaert, Dennis</u> - Business Development Specialist <u>Fischer, Larry</u> - Farm Production Advisor <u>Vanstone, Cathy</u> - Rural Leadership Specialist	871-5800 385-6636 385-6633 385-6636 385-6632 385-6636 385-6630 385-6636 945-0342 945-6134
Treherne GO Office Box 299, 163 Smith Street Treherne, MB R0G 2V0	<u>Gervais, Donna</u> - Extension Coordinator - SAP Clerk <u>Wheeler, Bob</u> - Business Development Specialist - Community Development	723-3232 723-3234 723-3230 723-3234
Portage la Prairie GO Office 25 Tupper Street N. Portage la Prairie, MB R1N 3K1	<u>Sponarski, Marlene</u> - Extension Coordinator (.70) <u>Galbraith, Joanne</u> - Extension Coordinator (.30) <u>Sprung, Leanne</u> - Rural Leadership Specialist <u>McCartney, Ian</u> - Business Development Specialist <u>Cabak, Shawn</u> - Farm Production Advisor <u>Orr, Gerry</u> - Farm Production Extension - Livestock	239-3352 239-3403 239-3352 239-3403 239-3367 239-3403 239-3365 239-3403 239-3353 239-3403 239-3370 239-3403
Carberry GO Centre Box 160, 37 Main Street Carberry, MB R0K 0H0	<u>Calvert, Joann</u> - Extension Coordinator <u>Frank, Murray</u> - Business Development Specialist	834-8815 834-8817 834-8816 834-8817

<b>PEMBINA GO TEAM</b>	<u>German, Melinda</u> - GO Team Manager	523-0818 523-5272
Killarney GO Centre	<u>Hunt, Elaine</u> - Extension Coordinator	523-5260 523-5272
Box 190, 411 Broadway Avenue	<u>Arnott, Roy</u> - Business Development Specialist	523-5260 523-5272
Killarney, MB R0K 1G0	<u>Mealy, Ruth</u> - Business Development Specialist - Community Development	523-5260 523-5272
Somerset GO Centre	<u>Routhier, Cheryl</u> - Extension Coordinator	744-4050 744-4060
Box 189, 279 Carlton Street	<u>Clark, Claire</u> - Knowledge Assistant (.40)	744-4052 744-4060
Somerset, MB R0G 2L0	<u>Picard, Rejean</u> - Farm Production Advisor	744-4053 744-4060
Pilot Mound GO Office	<u>Gardiner, Jo-Lene</u> - Extension Coordinator	825-3512 825-3517
Box 180, 8 Fraser Street		
Pilot Mound, MB R0G 1P0		
<b>SOUTHWEST GO TEAM</b>	<u>Corbey, John</u> - GO Team Manager	851-2442 748-4775
Virten GO Centre	<u>Grandmont, Sherry</u> - Extension Coordinator	748-4770 748-4775
Box 850, 247 Wellington Street W.	<u>Baker, Joanne</u> - Rural Leadership Specialist	851-2481 748-4775
Virten, MB R0M 2C0		
Melita GO Centre	<u>Dena Hunter</u> - Business Development Specialist	522-6147 522-8054
Box 519, 139 Main Street	<u>Jones, Naomi</u> - Extension Coordinator	522-3256 522-8054
Melita, MB R0M 1L0		
Souris GO Centre	<u>Ryckman, Linda</u> - Extension Coordinator	483-2153 483-3094
Box 850	<u>Thornton, Jane</u> - Farm Production Extension - Range & Pasture	7291387 483-3094
Souris, MB R0K 2C0	<u>Boulanger, Marc</u> - Business Development Specialist	483-2153 483-3094
	<u>Kaskiw, Lionel</u> - Farm Production Advisor	483-2153 483-3094
Boissevain GO Office	<u>Coupland, Rhonda</u> - Extension Coordinator (term)	534-2010 534-2015
Box 729, 460 South Railway E.	<u>Day, Cathey</u> - Farm & Rural Champion	534-0906 534-2015
Boissevain, MB R0K 0E0		
Brandon GO Office	<u>Walker, Arlene</u> - Extension Coordinator	726-6482 726-6260
1129 Queens Avenue	<u>Cruikshanks, Stephanie</u> - Farm Production Advisor	724-2997 726-6260
Brandon, MB R7A 1L9		
<b>SOUTH PARKLAND GO TEAM</b>	<u>Whitmore, Wray</u> - GO Team Manager	764-0114 764-3014
Hamiota GO Centre	<u>Skayman, Gwenda</u> - Extension Coordinator	764-3010 764-3014
Box 50, 35 Fourth Street SE	<u>Patterson, John</u> - Farm Production Advisor	764-3012 764-3014
Hamiota, MB R0M 0T0	<u>McTavish, Pamela</u> - Business Development Specialist - Community Development	764-0150 764-3014
Shoal Lake GO Office	<u>Spraggs, Pat</u> - Extension Coordinator	759-4050 759-4069
Box 100, 4th Avenue E.	<u>Kaskiw, Elmer</u> - Farm Production Advisor	759-4053 759-4069
Shoal Lake, MB R0J 1Z0		
Minnedosa GO Office	<u>Levandoski, Carma</u> - Extension Coordinator	867-6572 867-6578
Box 1198, 36 Centre Ave. W.	<u>Gwyer, Bob</u> - Business Development Specialist	867-6576 867-6578
Minnedosa, MB R0J 1E0	<u>Galbraith, Neil</u> - Farm Production Advisor	867-6575 867-6578
	<u>Popp, John</u> - Farm Production Extension - Livestock	867-6573 867-6578
	<u>Mandziuk, Ann</u> - Rural Leadership Specialist	867-6574 867-6578
Russell GO Centre	<u>Muir, Dolores</u> - Extension Coordinator	773-5130 773-5139

Box 160, 434 Main Street N. Russell, MB R0J 1W0	<u>Berjian, Luanne</u> - Business Development Specialist <u>Walker-Tibble, Karen</u> - Rural Leadership Specialist	773-5133 773-5139 773-5132 773-5139
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Neepawa GO Office Box 670, 41 Main Street W. Neepawa, MB R0J 1H0	<u>Cox, Maureen</u> - Extension Coordinator <u>McCannell, Jeff</u> - Farm Production Advisor - Ag Crown Lands	476-7020 476-7094 476-7024 476-7094
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Birtle GO Office	General contact - MASC Office	842-7700 842-7705
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<b>NORTH PARKLAND GO TEAM</b>	<u>Kagan, Mike</u> - GO Team Manager	572-5390 734-5271
Dauphin GO Centre 27 Second Avenue SW Dauphin, MB R7N 3E5	<u>Watson, Debra</u> - Extension Coordinator <u>Genik, Cheryl</u> - Knowledge Assistant <u>Goshulak, Mary Lou</u> - Knowledge Assistant <u>McQuay, Bev</u> - Knowledge Assistant (.25) <u>Caruk-Ganczar, Carissa</u> - Business Development Specialist - Community Development	622-2042 638-2854 622-2029 638-2854 622-2006 638-2854 622-2033 638-2854 622-2158 648-4116
	<u>Dandeneau, Ann</u> - Business Development Specialist - Community Development <u>Heshka, Jim</u> - Farm Production Advisor <u>Anderson, Brian</u> - Business Development Specialist <u>Sirski, Tanis</u> - Farm Production Extension - Forage <u>Kaletka, Debra</u> - Rural Leadership Specialist <u>Eilers, Patti</u> - Rural Leadership Specialist <u>Gillis, Tyson</u> - Farm Production Advisor - Ag Crown Lands	622-2158 638-2854 622-2008 638-2854 622-2011 638-2854 622-2012 638-2854 622-2013 638-2854 622-2014 638-2854 622-2068 638-2854

Roblin GO Centre Box 970, 117-2nd Avenue N. Roblin, MB R0L 1P0	<u>McMillan, Sharon</u> - Extension Coordinator <u>Radford, Laurie</u> - Knowledge Assistant (.25) <u>Allen, Annette</u> - Business Development Specialist <u>Nernberg, Elizabeth</u> - Farm Production Advisor	937-6460 937-6479 937-6462 937-6479 937-6463 937-6479 937-6465 937-6479
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Ethelbert GO Office Box 266 Ethelbert, MB R0L 0T0	<u>Kippen, Marilyn</u> - Extension Coordinator (.60 term)	742-4060 742-3721
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Ste. Rose GO Office Box 180, 630 Central Avenue S. Ste. Rose, MB R0L 1S0	<u>Moffatt, Shelley</u> - Extension Coordinator (.60) <u>Nault, Crystal</u> - (acting) Extension Coordinator <u>Sheldon, Rodger</u> - Farm Production Extension Grazing & Pastures <u>Epp, Phil</u> - Farm Production Advisor - Ag Crown Lands <u>Chrupalo, Pete</u> - Farm Production Advisor - Ag Crown Lands	447-4032 447-4070 447-4032 447-4070 447-4033 447-4070 447-4034 447-4070 447-4035 447-4070
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<b>VALLEYS NORTH GO TEAM</b>	<u>Hodgson, Dennis</u> - GO Team Manager	281-2000 734-5271
Swan River GO Centre Box 370, 120-6th Avenue N. Swan River, MB R0L 1Z0	<u>Rooks, Vivian</u> - Extension Coordinator <u>Pierrepont, Marilyn</u> - Knowledge Assistant <u>Long, Debbie</u> - Knowledge Assistant (.20) <u>Jersak, Stephanie</u> - Farm Production Advisor <u>Friesen-Alford, Lee</u> - Rural Leadership Specialist	734-3417 734-5271 734-3417 734-5271 734-3417 734-5271 734-3417 734-5271 734-3417 734-5271

	<u>Erlendson, Brent</u> - Farm Production Advisor - Ag Crown Lands	734-3417 734-5271
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Morgan Moore – Farm Production Extension (Livestock)

734-3417 734-5271

The Pas GO Centre  
236-3rd & Ross Avenue  
The Pas, MB R9A 1M4

Johnson, Dena - Extension Coordinator

627-8255 623-1839

McCracken, Marnie - Farm Production Advisor

627-8255 623-1839

Dunnigan, Don - Business Development Specialist - Community Development

627-8255 623-1839

**URBAN GO TEAM**

McPhail, Mavis - GO Team Manager

945-8973 945-6134

Gordon, Tannis - Extension Coordinator

945-4521 945-6134

Storey, Judy - Rural Leadership Specialist - Consumer Awareness

945-4494 945-6134

Baskerville, Marlene - Rural Leadership Specialist - Ag Curriculum

945-4593 945-6134

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