



The Pas Community Development Corporation (CDC)

ANNUAL OPERATIONAL PLAN
January 1, 2019 – December 31, 2019

The Pas Community Development Corporation Mandate: 1. a catalyst for the attraction of new business and industry to the region, 2. a supporter of existing industries and enterprises, and 3. a benefit to the community we serve					
Annual Operational Plan and Deliverables: For each section below please indicate the priorities and objectives described in sections below:	Description: Administration and Key Performance indicators (changes you will see take place)	Time-frames	Activities	Annual Goals (This column is to assist your organization with planning and is optional to complete)	Projected Outcomes from Project (This column is to list the potential spin-offs, collaborations or partnerships associated with the project)
A. Successful/Completed CDC Projects: This section relates to previous/completed CDC Projects. Your descriptions should relate to the plans presented in your Annual Operational Plan.					
Successful/Completed CDC Projects	In this section, briefly describe the activities associated with previous projects/activities completed by The Pas Community Development Corporation.	May 9, 2017	Missinipi Airport Project	<ul style="list-style-type: none"> With respect to The Pas CDC's involvement in the Grace Lake issue, we felt there seemed to be some misinformation and concern about some of town councils' feelings on the airport operation. Some of Council felt that Grace Lake Airport should be closed because as it was run by and subsidized by the Province of Manitoba that it was in direct conflict with The Pas airport at Clearwater. All of the users of Grace Lake had huge concerns with this and The Pas CDC was also concerned about the potential loss of jobs and direct negative economic closing should have. The Pas CDC helped to organize an information meeting together with all the players and have an open discussion toward looking at keeping it open as well as satisfying some town concerns. The Pas CDC held a stakeholders meeting on May 9, 2017, the discussions were successful and Missinipi airport is still in operation. 	<ul style="list-style-type: none"> The province has since decided to sell the airport and had begun to talk to potential buyers. The number of jobs that were saved.
		August 2016 – December 2016	Canadian Kraft Paper Industries (CKPI)	<ul style="list-style-type: none"> Tolko announced they were going to be shut down, The Pas CDC had their first organizational in July 2016. The Pas CDC was in the process of establishing their strategic plan. The Pas CDC convened to set up a series of meeting at how best to tackle and to find a solution, they immediately decided that they would search for a consultant to assist. The Pas CDC hired consultant Bill Henderson to manage this process, he was from Kelowna B.C. and he used to work with Tolko. Mr. Henderson was brought in as an expert, he was also previously an employee of pulp and paper operation. The Pas CDC hired and brought Mr. Henderson on to take the lead. 	<ul style="list-style-type: none"> The successful transition of new ownership, the investment in retooling the plant will exceed \$70 million-dollars. The number of jobs that were saved and created. And ensure the long-term sustainability of our major employer in the region.



The Pas Community Development Corporation (CDC)

ANNUAL OPERATIONAL PLAN

January 1, 2019 – December 31, 2019

				<ul style="list-style-type: none"> The Pas CDC successfully managed the transition of Tolko to CKPI, with the help via the consultant that The Pas CDC hired in December of 2016. 	
		January 2017 – Ongoing	Economic Development Director and Destination Marketing Coordinator Position	<ul style="list-style-type: none"> The Pas CDC and Town of The Pas Destination Marketing Committee partnered to create a position for a shared employee, who was hired on October 2, 2017. 	<ul style="list-style-type: none"> Employee is still currently employed with The Pas CDC with a service agreement with Town of The Pas – Destination Marketing Committee.
B. Current CDC Projects: This section relates to the current projects for the CDC. Your descriptions should relate to the strategies presented in Annual Operations Plan.					
Current CDC Projects	<ul style="list-style-type: none"> In this section, briefly describe the current Economic Development projects/activities associated with the 2018/2019 Annual Operational plan for The Pas Community Development Corporation. 	<p>January 1, 2018 – Ongoing.</p> <p>NOTE: Project has been active on The Pas CDC agenda since 2016, when The Pas CDC was re-established.</p>	Health Clinic Project	<ul style="list-style-type: none"> Initially the health clinic was part of a long history of targeting our region as a centre for health care for Northern Manitoba, the clinic specifically has been on again off again for several years, most recently off, again from a provincial government stand point and Manitoba health perspective. A key piece of The Pas CDC’s strategy has been identifying the clinic as a top priority for our community and region. It was also determined that a new approach would be needed to have this project completed, that will be a PPP or public/private partnership. 	<ul style="list-style-type: none"> Projected outcomes will be to create a health care of excellence for our region including an educational component, bringing in the University of Manitoba and University College of the North in to establish health care training functions locally. The spin off in economic activity will be new job creation will be significant.
		<p>January 1, 2018 – Ongoing</p> <p>NOTE: Project has been active on The Pas CDC agenda since 2016, when The Pas CDC was re-established.</p>	Doctor Recruitment	<ul style="list-style-type: none"> This past year, The Pas CDC has been involved in engaging and creating opportunities for new physicians to base their practice in The Pas. This has been accomplished by Return of Service (ROS) contracts with residency students interested in moving to our region. Further activity in this area will be coordinated directly through Town of The Pas and RM of Kelsey with The Pas CDC potentially acting as the contracting body to accomplish this. 	<ul style="list-style-type: none"> More physicians to service our health care needs of local and regional markets. The economic spinoff will be significant as well, as people venture into the community for health care purposes.
		December 8, 2018 - Ongoing	Economic Development Resources and Winnipeg World Trade Centre	<ul style="list-style-type: none"> Working with Winnipeg World Trade Centre to share resources with our community to assist entrepreneurs, local business owners and future entrepreneurs. The World Trade Centre Winnipeg (WTC Winnipeg) is a member of the World Trade Centers Association, the leading international trade network, representing more than 300 World Trade Centres in nearly 100 countries. The WTC Winnipeg provides support to Manitoba companies looking to grow their business beyond Manitoba and provides services to international companies interested in doing business with Manitoba companies. The WTC Winnipeg’s trade development team provides a range of services to help companies identify and pursue Targeted Trade Opportunities, explore new markets, and seek international partnership opportunities. 	<ul style="list-style-type: none"> The Pas CDC has partnered with Winnipeg world Trade Centre to share their resources and expertise with our community. The Pas CDC board director Jerome Conaty will assist with linking World Trade Centre Winnipeg (WTC Winnipeg) website to The Pas CDC website as an extra resource for our community.



The Pas Community Development Corporation (CDC)

ANNUAL OPERATIONAL PLAN

January 1, 2019 – December 31, 2019

		December 17, 2018 - Ongoing	Immigration Resources	<ul style="list-style-type: none"> The Pas CDC Board Director; Linda Markus initiated contact with the Thompson Settlement Services and Swan River Settlement Services offices to gather more information on options for The Pas and area. We currently do not have an office here. We do have a demand for Immigration and Settlement Services and Supports. We have a growing new comer population which is most visible in our business, health and education sectors. Linda Markus shared her experiences as a member of the Thompson Settlement Services Board and the successes there. I gathered information on funding options. Ultimately, we can pursue a partnership with Swan River through the guidance of Gillian. Linda Markus reached out to a number of local individuals who have demonstrated interest in this topical development a network of support and guidance. Gillian made a visit to The Pas to further strengthen the networks of support. Kelly Heape has been identified as a Local Champion for this initiative. Work on this initiative is ongoing. 	<ul style="list-style-type: none"> The Pas CDC has sent a letter of support for the Swan Valley Settlement and Immigrant Services (SVSIS) funding application. The Pas CDC wants to ensure that we are assisting new residents and new comers by strongly supporting the projects community presence, mission, efforts and goals, and we look forward to continuing to build our working relationship to benefit the clients they serve. Various organizations and businesses have partnered to assist with the initiative. Kelly Heape from Employment Manitoba has taken the lead on this initiative and The Pas CDC has let him know we will assist in anyway we can. Received a funding opportunity for an Immigration Pilot for Rural and Northern Communities, and it has to be applied for by an economic development service. Here is the link for the application process and more information: https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/rural-northern-immigration-pilot-apply.html
		February, 2018 - Ongoing	Manitoba Aerospace Initiative (education and training with UCN)	<ul style="list-style-type: none"> Continue working with Manitoba Aerospace Initiative, and others in attracting manufacturing to The Pas/RM of Kelsey/OCN Assist OCN in establishing, at OCN /The Pas, manufacturing related to Aerospace Industries <ul style="list-style-type: none"> Attract and retain professionals required for establishing manufacturing plant Attract and retain workforce needed for initial operation of plant Develop training to prepare local workforce for manufacturing-related jobs Prepare first cohorts of local individuals entering the manufacturing workforce 	<ul style="list-style-type: none"> Aerospace Manufacturing established with employment opportunities for residents of The Pas /RM Kelsey/OCN Sustainable workforce developed through partnerships between <ul style="list-style-type: none"> UCN Red River College Neeginan College Manitoba Aerospace Inc. The Pas /RM of Kelsey/OCN seen as attractive location (housing, education, recreation, taxation) for workforce to stay
		January 2019 – December 31, 2019	Artic Gateway Group (AGG) Partnership	<ul style="list-style-type: none"> Assist AGG in establishing Hudson Bay Railway and the Port of Churchill as viable transportation and shipping systems <ul style="list-style-type: none"> Ensure that workforce is available <ul style="list-style-type: none"> Attract and retain professionals and skilled workers required for establishing functional port and railway Develop training to prepare northern workforce for rail- and port-related jobs Establish The Pas as transportation hub <ul style="list-style-type: none"> Increase east-west flow of materials (Hwy 283 improvements) 	<ul style="list-style-type: none"> AGG railway functioning AGG port functioning Sustainable workforce developed through partnerships between <ul style="list-style-type: none"> UCN Red River College The Pas/RM of Kelsey/OCN seen as attractive location (housing, education, recreation, taxation) for workforce to stay



The Pas Community Development Corporation (CDC)

ANNUAL OPERATIONAL PLAN

January 1, 2019 – December 31, 2019

				<ul style="list-style-type: none"> Seek additional products for rail transport 	
		April 1, 2018 – Ongoing	North Forge	<ul style="list-style-type: none"> The Pas CDC is supporting an application by University College of the North and North Forge in Winnipeg to establish a business incubation/digital prototyping innovation centre in The Pas. This \$3-million project is at the proposal stage and UCN has indicated they will be approaching CDC for \$50,000 over three years in cash/in kind support. 	<ul style="list-style-type: none"> Developing business incubation, mentoring and innovation services in partnership with North Forge, AGT, Community Futures, federal and provincial governments.
		April 1, 2018 - Ongoing	CDC By-Laws Update	<ul style="list-style-type: none"> The current CDC By-Laws were updated to reflect the current agreement that The Pas CDC has with Town of The Pas. The updated version was reviewed and approved by The Pas CDC on October 4, 2018. The CDC by-laws will need to be reviewed and approved by the new Town of The Pas Council. 	<ul style="list-style-type: none"> An agreement should also be written up between The Pas CDC and RM of Kelsey as they are also a funder of the corporation.
		October 2 2017 - Ongoing	The Pas CDC Website	<ul style="list-style-type: none"> It was determined by The Pas CDC that we required a website, and it had to be a local provider. 623 Professionals were contacted and agreed to take on the project, Economic development Director and 623 Professionals worked together and the website was created and launched in one day in April 2018. 	<ul style="list-style-type: none"> The Pas CDC offers a free job posting service to our community, the business or organization emails the Economic Development Director the job descriptions who then posts it on our website and social media pages, the initiative has been very successful. The majority of our website visits are for the career tab at www.thepascdc.com/careers The website currently showcases our current projects and initiatives we are working on at www.thepascdc.com/projects
C. Potential 2019 Projects: This section relates to the future projects for the CDC. Your descriptions should relate to the strategies presented in Annual Operations Plan.					
Potential 2019 CDC Projects	<ul style="list-style-type: none"> In this section, briefly describe the future potential Economic Development projects/activities associated with the 2019 Annual Operational Plan for The Pas Community Development Corporation. 	January 1, 2019 – December 31, 2019	Housing	<ul style="list-style-type: none"> On the issue of housing concerns, The Pas CDC recognizes that is a problem in the area with a couple of areas that need to be addressed. The problem with municipal taxation and the issue with assessment-based taxation which causes a huge burden on new home builds was recognized. Our goal was to work with the local municipalities to help convince the province that other tools are needed in the taxation toolbox so that a fairer system is in place for municipalities for taxation that does not put new home builds and housing projects at a disadvantage. We at the CDC also encouraged the town and RM to look at service levies to help level out the playing field. The area of Infrastructure (i.e. town lagoon needs) was also something that needed addressing as its state was limiting development. Something we encouraged the Town to address. 	<ul style="list-style-type: none"> The potential for growth on affordable housing and multi family units depends on our growth as a community and region, and at this point in time the probability is excellent.
		January 1, 2019 – December 31, 2019	Senior Resources	<ul style="list-style-type: none"> The Pas CDC will look into hosting a meeting with the senior residents of our community to discuss what resources are needed, what they need to stay and thrive in our community. 	<ul style="list-style-type: none"> A date and time will need to be coordinated with The Pas CDC and senior residents to have a discussion.



The Pas Community Development Corporation (CDC)

ANNUAL OPERATIONAL PLAN

January 1, 2019 – December 31, 2019

		January 1, 2019 – December 31, 2019	Commercial Land Use Development	<ul style="list-style-type: none"> With the creation of the Kelsey Planning District, Town of The Pas and RM of Kelsey can now work closely to develop land in either municipality. 	<ul style="list-style-type: none"> Economic develop tour that is being organized by TP Chamber can include available land that potential developers can purchase. The Pas CDC will also be a part of the economic development tour by creating an informational demographic/stats handout to potential investors who will be coming to our region for the tour.
		January 1, 2019 – December 31, 2019	Attraction of New Retail Development and Retention of Current Businesses	<ul style="list-style-type: none"> The Pas CDC will work with existing businesses in the community to see what they need to be able to maintain, improve or sell their businesses. The Pas CDC really does not want to see another business in the community close for any reason, we want to look at sustainability and successors of businesses where the owners want to retire. 	<ul style="list-style-type: none"> The Pas CDC will look at what our business communities' needs are.
		January 1, 2019 – December 31, 2019	What are the Economic Losses	<ul style="list-style-type: none"> The Pas CDC will look in the possibility of hiring a specialist to assist with understanding what our current economic losses are. 	<ul style="list-style-type: none"> This will require discussions, partnerships and consultations with our local business economy.
		January 1, 2019 – December 31, 2019	Marketing The Pas as a Community of Choice	<ul style="list-style-type: none"> The Pas CDC will assist with marketing The Pas as a community of choice for people in our surrounding communities. 	<ul style="list-style-type: none"> Talk to Rotary Club of The Pas being the Corporate Welcome Committee. The Pas CDC will work on a brochure on the great reasons to move to The Pas if anyone happens to be thinking of leaving their community.
D. Partnership Strategies: This section relates to partnerships established. Your descriptions should relate to the strategies presented in Annual Operations Plan.					
Partnership Strategy	<ul style="list-style-type: none"> In this section, briefly describe and list the current partnerships with The Pas Community Development Corporation for the 2019 Annual Operational Plan. 	October 2, 2017 – Ongoing.	Town of The Pas – Destination Marketing Committee (DMC)	<p>The Pas CDC is currently partnered with Town of The Pas Destination Marketing Committee.</p> <p>Town of The Pas Destination Marketing Committee has been in operation since December 2016 and is a grant approval committee on behalf of Town of The Pas. The committee consists of seven individuals from different organizations/businesses from The Pas.</p> <p>DMC Mandate:</p> <ul style="list-style-type: none"> * to promote and enhance The Pas as a desirable tourist destination * to promote and support projects and activities that bring visitors to the community that utilize local hotels, businesses and facilities in The Pas * to promote and support community events that bring visitors to the community that increase the economic activity of The Pas 	<ul style="list-style-type: none"> The Pas CDC and DMC currently are partnered and share Economic Development Director and Destination Marketing Coordinators position.



The Pas Community Development Corporation (CDC)

ANNUAL OPERATIONAL PLAN

January 1, 2019 – December 31, 2019

		October 2, 2017 – Ongoing	Chamber of Commerce	<p>The Pas CDC is currently partnered with The Pas & District Chamber of Commerce.</p> <p>The Pas & District Chamber of Commerce is dedicated to sustaining and advancing a vibrant business climate in The Pas and surrounding area.</p> <p>CHAMBER GOALS Individual Chambers are part of a world-wide organisation who's guiding principles help us to establish priorities and achieve goals, including the following:</p> <ul style="list-style-type: none"> ▶ Foster an environment in which current and future businesses in The Pas and District can prosper. ▶ Continuously strive to be an independent, effective and economically responsible organisation. ▶ Create and sustain reinforcing relationships within the local business environment. ▶ Participate in the development of public policy as it affects economic growth and development for The Pas and Area. ▶ Strengthen the organisation through increasing its membership and resource base. ▶ Work collectively with the Town of The Pas, OCN and the R.M. of Kelsey to maintain and enhance the economic vitality of The Pas and Area. ▶ To act, within Chamber guidelines, as an independent “voice of business” on behalf of our members. 	<ul style="list-style-type: none"> • Employee of The Pas CDC and employee TP Chamber of Commerce meet on a monthly basis to keep each other updated on current projects and events each organization is working on. • Most recently, The Pas CDC provided two letters of support for a ‘community beautification project’ for a joint application for funding being submitted by TP Chamber and TPCRC from a provincial grant and the DM grant.
		October 2, 2017 – Ongoing	The Pas Community Renewal Corporation (TPCRC)	<p>The Pas CDC is currently partnered with The Pas Community Renewal Corporation (TPCRC).</p> <p>The Pas Community Renewal Corporation (TPCRC) administers a number of grant programs available to The Pas. See the Discussions tab for more information.</p> <p>VISION STATEMENT Envision a vibrant, healthy, safe, and sustainable community to live, work and play, and foster successful community projects and partnerships.</p> <p>TPCRC has six key priority areas that were identified by the community and will be used to guide revitalization activities in our first 5-years of operation:</p> <ol style="list-style-type: none"> 1. Crime and Safety 2. Housing 	<ul style="list-style-type: none"> • Employee of The Pas CDC and employee of The Pas Community Renewal Corporation meet on a monthly basis to keep each other updated on current projects and events each organization is working on. • Most recently, The Pas CDC provided two letters of support for a ‘community beautification project’ for a joint application for funding being submitted by TP Chamber and TPCRC from a provincial grant and the DM grant.



The Pas Community Development Corporation (CDC)

ANNUAL OPERATIONAL PLAN

January 1, 2019 – December 31, 2019

				<p>3. Parks and Recreation (Youth and family emphasis)</p> <p>4. Physical Environment, Image and Pride</p> <p>5. Community Economic Development</p> <p>6. Community Wellness and Wellbeing</p>	
		October 2, 2017 – Ongoing	Travel Manitoba	<p>The Pas CDC is currently partnered with Travel Manitoba.</p> <p>To date we have advertised The Pas and area as a destination to visit in the following:</p> <p>Regional Travel Guide</p> <p>Hunt Fish Manitoba Guide</p> <p>Travel Manitoba Website – special events page → Lobster Dinner</p> <p>Manitoba Anglers Guide</p>	<ul style="list-style-type: none"> The Pas CDC and Travel Manitoba work together to promote The Pas and area. Lonely Planet named Manitoba as a top ten destination to visit in the world, a lot of economic development opportunities are possible such as making sure we promote the pas and area as a destination to visit using our current brand 'Adventure Territory.'
		October 2, 2017 - Ongoing	Town of The Pas	<p>The Pas CDC is currently funded by Town of The Pas and the RM of Kelsey to work together to provide economic development.</p> <p>Town of The Pas Mission Statement:</p> <p>To strengthen our community by providing quality services and economic growth</p> <p>Town of The Pas Vision Statement:</p> <p>The Town of The Pas will continue to grow as a vibrant regional service centre. Through responsible leadership and effective resource management we are creating an economically diverse community, providing our citizens with an affordable, safe, clean and healthy environment.</p>	<ul style="list-style-type: none"> The Pas CDC is funded by Town of The Pas and RM of Kelsey to provide economic, community and tourism development that benefits the residents of The Pas & Area