

INTRODUCTION

The Operating Plan provides Western Economic Diversification with insight into the goals, accomplishments and realities of your Community Futures Development Corporation, forms the basis for our funding relationship, and provides an action plan for your CF.

The Operating Plan is based on a multi-year Strategic Plan (normally five-years) with some sections requiring annual updates. All other sections should be updated annually if important changes occur. The performance indicators will need to be updated annually.

The flow is from long-term goals to strategies to short-term activities. Your CF's Strategic Plan sets long-term goals and the Operations Plan gives the short-term strategies to achieve specific accomplishments for the current year. The operating plan is submitted annually.

Please note that although you can use your own format as long as the information required is presented in an understandable manner and the linkages are made to the strategies and goals, it is preferable that you use the template format (Attachment "E") to lay out your plan for the coming year.

1.0 BASIC INFORMATION (Annual)

1.1 Basic Information:

CF Legal Name: White Horse Plains Community Futures Development Corporation

O/A: Community Futures White Horse Plains

Mailing Address: 56 Royal Road North, Portage la Prairie, Manitoba, R1N 1V1

Location Address: 56 Royal Road North, Portage la Prairie, Manitoba, R1N 1V1

Phone Number: (204) 856-5000

Fax Number: (204) 856-5006

E-Mail:

General email address: info@whpcfcd.ca

Manager's email address: ron@whpcfcd.ca

Chairperson's contact information, including email address:

Mr. James A. Knight

Mailing Address: 56 Royal Road N., Portage la Prairie, Manitoba R1N 1V1

Location Address: 56 Royal Road N., Portage la Prairie, Manitoba R1N 1V1

Phone Number:

Fax Number: (204) 856-5006

E-mail address:

Web site: www.whpcfcd.ca

1.2 List of Staff (ANNUAL - please use existing phone lists if possible)

Name: Ronald (Ron) N. Roteliuk

Position: Executive Director

Phone Number:

72% covered by WD core funding

Name: Paul Warthe

Position: Research and Business Analyst

Phone Number:

72% covered by WD core funding

Name: Bryan Spencer

Position: Business and Project Manager

Phone Number:

72% covered by WD core funding

Name: Jacki Hutlet
Position: Administration and Finance
Phone Number:
72% covered by WD core funding

1.3 Board of Directors (ANNUAL)

James A. Knight, Chair	RM of Portage la Prairie, Community Representative
Roger Poitras, Vice Chair	RM of St. Francois Xavier, Reeve
William Alford, Secretary/Treas.	RM of Portage la Prairie, Councilor
Gilles Chabot	RM of Cartier, Community Representative
Gerry Duclos	RM of St. Francois Xavier, Community representative
Marshall Piper	RM of Cartier, Councilor
Ian Ruth	RM of Headingley, Councilor
Dave White	RM of Headingley, Community representative

2.0 DESCRIPTION OF ORGANIZATION

2.1 Please provide information on how your organization is structured and operates:

White Horse Plains CFDC is governed by a board of directors consisting of two representatives from each of the constituent municipalities in the White Horse Plains area. One representative is appointed directly from each council, ensuring accountability to the local municipal authority. Each council then has the opportunity of appointing a "citizen at large" representative from their municipality, based on interest or expertise. This helps ensure accountability to the community at large.

The board is then responsible for hiring an executive director, who in turn is responsible for hiring support staff to carry out the day-to-day operations of the organization. The board has partnered with the regional development corporation, Central Plains Inc., to provide management, administrative and program staff.

The main office for White Horse Plains CFDC is located in the city of Portage la Prairie, Manitoba. The corporation also maintains a satellite office in the community of St. Francois Xavier. The satellite office is located in the Rural Municipal offices. The office is staffed one day per week with client meetings are held in the satellite office when required.

White Horse Plains CFDC has partnered with a number of community and government agencies. They are working in conjunction with the local office of Employment Manitoba to help provide leadership to the Self Employment program. They are assisting local municipalities with the development of their industrial parks. The organization is also involved with the various Chambers of Commerce in the municipalities it serves. This latter involvement gives rise to opportunities to both gain feedback on the needs of the communities and present reports on the corporation's activities within the communities.

The Corporation's Annual Report is made available to the general public in our office and on our web site. It is mailed out to the councils and municipal offices which White Horse Plains serves. It is also available at appropriate events, trade shows, etc.

WHP CFDC also does work on behalf of Central Plains Inc. for which it receives remuneration.

The services offered by WHP Community Futures include:

- Support the creation and expansion of SME's
- Support economic diversification within the area
- Offer technical and advisory services to SME's
- Maintain and create new employment
- Marketing and promotion of small business
- Assistance in community development
- Strategic community planning
- Business plan development
- Demographic information
- Site selection assistance
- Video Conferencing facilities
- Community Internet Access site
- Business information lending library
- Investment funds
- Information on alternate sources of financing
- Client-specific training
- Feasibility study assistance
- Web site support for constituent municipalities
- Regional representation at various trade shows
- Application to other federal and provincial government programs

2.2 Please provide dated copies of your CF's policies (required once only every five years unless there are changes) related to:

There have been no changes to the WHP policies related to Investment Fund management, Conflict of Interest, or Board of Directors over the last year.

2.3 Please provide a description of your CF's service area including:

The White Horse Plains CFDC includes the Rural Municipalities of Cartier, Headingley, Portage la Prairie, and St. Francois Xavier.

- Population: 12,835 in 3,125 families
- Median age: 35.8 years
- Aboriginal Population: 1,050
- Major Occupation: Primary Industry (agriculture)
- Highest Average Education attained: High school
- Average household income: \$60,000
- Home owners: 87% own their home

Strengths

- Strong, diversified agricultural base
- Good rural "work ethic"

- Excellent transportation infrastructure (Trans-Canada highway, two main-line rail, airport)
- Good community infrastructure (water, sewer, gas, electricity, education, recreation, culture, etc.)
- Good technology infrastructure (communications, internet, etc.)

Weaknesses

- Close proximity to Winnipeg, which results in a drain of young people, resources, etc.
- Lack of post-secondary education facilities and general opportunities for young people
- Lack of secondary manufacturing and processing facilities
- A regional vision is slowly developing and problems with cooperation among communities is continuously being addressed
- Relatively small population base.

Opportunities

- Secondary processing of agricultural products and by-products.
- High technology initiatives utilizing fibre optic communications capabilities and resources of places like Southport Centre, including call centres, advanced education facilities, etc.
- Health care opportunities based on aging population issues and the need for facilities for housing and care.
- Tourism initiatives based on factors such as the close proximity to Winnipeg, Trans- Canada highway, etc.
- New technology initiatives, utilizing resources in the area such as the Food Development Centre, etc.

Threats

- Agricultural conditions. Because the region is still heavily dependent on agriculture, the economy is being impacted by such things as BSE, poultry issues, hog prices, etc.
- Volunteer burnout. Most economic development initiatives are dependent on a small core group of volunteers
- Changing government policies
- Youth out-migration which impacts on loss of skills in the area, etc.
- Reduction in program funding and government support

2.4 Community Accountability

Community accountability has always played a significant role in the White Horse Plains organization.

This accountability begins with the composition of the Board of Directors. Each of the four municipalities which WHP serves has appointed a municipal councilor and a citizen representative to the Board. They are expected to act as a link between the organization and the community they represent. Corporate information is to be disseminated to the councils and communities through them while they are to bring forth information, concerns and needs of the councils and communities to the organization.

A second way public accountability is conducted is through the corporation web site. The annual reports are now being posted. These reports contain the usual reports on activities and performance as well as the corporation's Operations Plan for the upcoming year and the By-laws of the corporation. In addition to being in the Annual Report, a list the Board of Directors is posted on the corporation's web site.

Community Futures White Horse Plains is unique in that it is managed through contract with Central Plains Inc., a Manitoba Regional Development corporation. This arrangement allows for further scrutinizing of the organization by the Board of Central Plains Inc. The CPI Board is itself comprised of municipal councilors from the more comprehensive Central Plains region, liaison members of the Manitoba government, and other organizations and corporations.

This unique management arrangement also involves a cross-board representation, whereby one municipal representative serves as a director on both Boards. This arrangement helps insure the integrity of the organization.

The annual meeting is not currently open to the public.

3.0 VISION

You may use the table format as provided in Attachment "E" to detail your goals, strategies and activities.

3.1 Mission, Vision, and Strategic goals

Mission Statement:

The White Horse Plains Community Futures Development Corporation will endeavor to enhance the social and economic quality of life by bringing together and cooperating with all appropriate stakeholders in supporting, developing, and promoting communities, individuals, organizations and businesses within the White Horse Plains region of Manitoba.

Strategic Goals:

The White Horse Plains CFDC has set for itself the following as its strategic goals and key focus areas:

1. To operate exclusively as a non-profit Corporation; to administer and employ its property, assets and rights for the sole purpose of promoting or aiding in the promotion and development of the economic activity and adjustment measures within the White Horse Plains Region.
2. To encourage, support and advance employment through community economic development in the White Horse Plains Region.
3. To assist in the development and expansion of local business ventures in the White Horse Plains Region.
4. To encourage, support and advance employment through human resource and employment adjustments.
5. To develop and maintain a clear sense of its mission and strategic goals through systematic planning and research and to ensure that there is continuous updating of all plans and goals.

6. To maintain a strong commitment to community accountability elements and how the Corporation must actively relate to their member communities through:
 - a. Planning: The organization's vision, strategic, and operational plans are fundamentally driven by its communities' needs and realities.
 - b. Programs and services: the programs and services are designed and delivered in a manner which meets the communities' needs and creates self reliance and the capacity to manage change.
 - c. Governance: the organization will be governed by the communities through a system which is effective, equitable, and representative of the developmental interests and needs of the communities.
 - d. Communication: the organization will maintain a highly visible profile and will regularly and clearly communicate its plans, activities, and results to the White Horse Plains region's communities.
 - e. Partnerships: the organization will work through partnerships in order to strengthen the impact of its community development activities, streamline access to services, and contribute to cost effectiveness.
 - f. Assessment: the organization will regularly assess and communicate the impact of its activities on the life of the member community.

4.0 ACCOMPLISHMENTS FOR PREVIOUS FISCAL YEAR

It is important to review your achievements of the past year as a basis for planning and setting goals for the coming year.

4.1 Review of previous 12-month activities

Include Attachment "E" for last year with column 8 completed.

See attachment "E".

4.2 Please describe your CF's community involvement for the previous fiscal year i.e. 2008/2009.

The involvements of Community Futures White Horse Plains have been many and varied throughout the 2008-09 fiscal year. Below are just a few examples.

The community of Elie has been the recipient of assistance in many ways. WHP has assisted with the community daycare in two different ways. The first was assisting the community in a needs assessment to determine the need for a facility in the region. After the study revealed a great need for a licensed facility, WHP assisted the local committee in their development of a business plan, informational as well as financial path finding, and even a loan to assist them in their start up needs.

WHP has also partnered with Central Plains Inc. to find a new industry to occupy a building left vacant when a major employer in the town closed its doors in Elie. Working with a commercial realtor with international contacts, WHP is helping to restore the facility to a productive state.

WHP has continued to work on the Central Manitoba Broadband initiative with Community Futures Heartland and Central Plains Inc. This 2-3 year project is nearing the completion of bringing broadband Internet access to the region. WHP has assisted with the public meetings involved and has assisted with the financial management of the project.

WHP is assisting the region with an international marketing program. Into its second year, the goal is to establish a web site, along with printed and electronic material designed to attract

foreign investment to the region. Currently, the web site is up and running and the remaining support material is almost complete. WHP will enter into a contract for the third year to complete a related database and other site enhancements.

The biofuels industry has received assistance in different ways. Assistance was given to a producers group investigating the feasibility of establishing a bio-diesel production facility in the area. Another company is receiving site selection assistance, government approval application assistance, and other help to establish an ethanol production facility in the region.

5.0 CORE SERVICES, OBJECTIVES, PRIORITIES & ACTIVITIES FOR THE NEXT FISCAL YEAR (Annual plan)

This section provides your plan for the coming year.

5.1 For each of your CF's strategic goals, please identify the objectives (strategies to achieve goals) and supporting activities (short term projects) in columns 3, 4, 5 of Attachment "E".

5.2 Inclusivity

Because community economic development promotes the inclusion and participation of all community members fully and effectively in the local economy, it is important to ensure that the CF program be accessible to the entire community.

White Horse Plains CFDC has historically aimed at providing its services to all groups within its region. They have participated in visioning sessions, planning sessions, and community roundtables, for First Nations communities, youth, women, and the disabled. The corporation has jointly funded both aboriginal and Métis clients with Métis and aboriginal loan programs offered through other organizations.

WHP CFDC plans on continuing to provide these services throughout the 2009-10 program year and beyond.

5.3 Please describe any strategies/activities that your CF may employ to support the social economy and social economy enterprises. (*"This is optional, however if your CF intends to provide support to social enterprise development, please describe."*)

The social economy is defined by WD as a grass-roots, entrepreneurial, not-for-profit sector, based on democratic values, that seeks to enhance the social, economic, and environmental conditions of communities. Social enterprises are a component of the social economy. They are run like businesses, producing goods or services for the market economy, but manage their operations and redirect their surpluses in pursuit of social and environmental goals.

5.4 Planned projects and priorities.

Please identify your CF's top 5 project priorities.

WHP is looking to the following as its top priorities for the 2009-2010 year.

- Launch of the International Marketing/Investment initiative
- Revival of the mushroom growing industry in the region
- Revival of the sugar beet growing industry in the region
- Participation in a water demand study for the region
- Launch of the second phase of a Broadband program

6.0 PERFORMANCE INDICATORS (Annual)

6.1 Performance target/budget information is required for the coming fiscal year for the following 14 indicators:

PERFORMANCE TARGET ACTIVITY	Targets for 2009-2010
# Projects or activities improving leadership and/or expertise	10
# Partnerships developed/maintained	200
# Advisory services provided to clients *	400 (* + ** = min. 116)
# Training sessions delivered	25
# Training session participants **	50
# Volunteers leveraged	10
# Volunteer hours leveraged	150
# Instances facilitating community involvement	10
# Instances of increased capacity in community organizations	5
# Enhanced community services or facilities	5
# Instances of increased community stability	5
# Jobs created/maintained/expanded	100
# Loans approved - Please note # of EDP loans separately	5 non-EDP, 1 EDP (min. 6)
\$ Loans approved - Please note \$Value of EDP loans separately	\$175,000 non-EDP, \$25,000 EDP (min. \$200k)

Once agreed to by the CFDC and WD Officer, the targets for the 14 indicators must be entered into the Performance Measurement Tool, that is, "The Executive Assistant" (TEA). In order to do this, please log into the WD PMT; open the WD PMT, and create a 'New Target' / 'New Budget' report for this time period. Note that all information must be entered manually.

Your performance targets will only be accepted if they have been entered into the PMT. They must be entered in the 2009 year. Therefore, you must attach the "print out" of your CF's budget/targets for fiscal year 2009/2010 that your CFDC has inputted. Only the "Print-out" of your CF's budgets/targets will be accepted as part of your Operations plan.

Other indicators contained in the PMT are for the internal use of your CFDC. If an indicator will not be used, please enter a target of "0".

6.2 Community Economic Development:

In addition to the overall numeric targets requested for Community Economic Development (CED) please describe two CED initiatives planned for the coming year and the measurable results you intend to achieve. (This is required as a minimum performance standard as discussed in section 6.3)

CED Initiative 1 - Immigrant Labour Training: WHP is giving assistance to the Rural Municipality and City of Portage la Prairie in the area of Immigrant Labourer training. An initiative by the regional committee to attract foreign workers to the area is focusing on the region of Kiev, Ukraine. They are seeking skilled and semi-skilled workers to immigrate for permanent employment and are in need of educational and skill upgrading.

It is anticipated that some of the workers will help supply the approximately 250 employees needed by the time the mushroom industry is back into full time production in the next 2-3 years. Approximately 100 positions are expected to be available in the Fall of 2009 when mushroom production is expected to begin.

CED Initiative 2 - Regional Marketing Program (Phase 3): In 2007, WHP partnered with the RM of Portage la Prairie, the City of Portage la Prairie, Southport Aerospace Centre, and Central Plains Inc., embarking on a multi-year regional marketing program, designed to generate materials in print, electronic, and web site form, with the intent of attracting foreign investment into the region. By the end of the first phase of the project in March 2008, a logo, slogan, initial print materials, and basic web site was completed.

In Phase 2 of the program, further development of the marketing materials and web site was also completed.

The third phase will include the performance of a GAP analysis and the development of the related infrastructure, such as a business database. The completion of the strategic planning component will follow with this being the foundation for case study development in the latter part of phase 3 or possibly phase 4.

6.3 Minimum Performance Standards:

In an ongoing effort to enhance overall performance and performance reporting, we are asking you to pay particular attention to the following key performance measures which are directly linked to the key goals of the Community Futures Program and for which core funding has been provided to your CFDC:

- # Business Advisory services provided to clients
- # Training sessions delivered
- # Clients trained
- # Loans Approved
- \$ Loans Approved

WD Officers will be responsible for ensuring that each CFDC has established targets that reflect its potential to meet their community needs. These targets will meet or exceed the **Minimum Performance Standards** (discussed in the next section) that will be established in each of the five areas noted above.

During the year, WD Officers will review CFDC performance against these targets and will identify with your CFDC any significance variances in order to ensure that your CFDC will have an opportunity to address performance issues that may emerge.

The following chart displays the minimum performance standards that must be met or exceed by each CFDC. Please note that there are two sets of Minimum Performance Standards: basic numerical targets and a percentage of performance targets. The approach that yields the highest minimum targets will apply to your CFDC.

The process of setting overall performance targets should take into account considerations such as the CFDC's historic performance, status and trends in your region's economy, activities of other business service providers, needs of your community(ies), capacity of the CFDC and so on. Note, both the CFDC and the WD Officer must agree to the final overall performance targets.

Minimum Performance Standards

Area	Performance Indicator	Standard	
		Greater of Columns (1) or (2)	
		(1)	(2)
<i>Lending Services</i>			
	Number of Loans	Minimum of 6	75% of performance targets* for 09/10
	Dollar Value of Loans	Minimum of \$200,000	75% of performance targets* for 09/10
<i>Business Advisory Services</i>			
	Combination of # of Advisory Services & Clients Trained	Minimum of 116	75% of performance targets* for 09/10
<i>Community Economic Development</i>			
	Number of CED Projects that are fully reported to WD	Minimum of 2	75% of performance targets* for 09/10
	Number of Community Plans (Initiating, leading or participating in a community plan <i>or</i> public participation in a Community Futures plan)	Minimum of 1	75% of performance targets* for 09/10

* Negotiated with WD Business Officer

7.0 FINANCIAL

7.1 BUDGET FORECAST and CASH FLOW (WD CORE FUNDING) REQUIREMENTS

Please provide your CF's total budget (revenues and expenses) forecast for the coming year, shown by quarters. For sources of revenue, please include WD core funding, interest transfers (please refer to Attachment "B" *Special Conditions* of the contract), and other revenues of which there is a high level of certainty, as separate line items. The WD core funding will constitute the cash flow by quarter for advance purposes.

Note: The following budget is an Excel imbedded template.