

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 any changes occur. The performance indicators must 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.

BOARD MOTION

Please attach the motions from your CF's Board of Directors that approves:

1. The Operational Plan
2. The Budget
3. Requests for Interest Transfer

Please include date of meeting, the motion and who moved each motion.

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, MB R1N 1V1
Location Address:	56 Royal Road North, Portage la Prairie, MB R1N 1V1
Phone Number:	(204) 856-5000
Fax Number:	(204) 856-5006
General email address:	Info@whpcfcd.ca
General Manager:	Ronald (Ron) N. Roteliuk
General Manager E-Mail:	ron@whpcfcd.ca
Chairperson:	Mr. James A. Knight
Address:	56 Royal Road North, Portage la Prairie, MB R1N 1V1
Phone Number:	(204) 274-2104
E-mail Address:	chair@whpcfcd.ca
Web site:	www.whpcfcd.ca

1.2 List of Staff (Annual – please use existing phone lists if possible)

Staff	Position	Core Staff (WD) *	Non Core	Phone Extensions
Ron Roteliuk	Executive Director	72%		
Jacki Wayne	Administration & Finance	72%		
Paul Warthe	Research & Business Analyst	72%		
Elaine Palson	Business Analyst	72%		

* Indicate if Core staff or % Salary covered by WD core funding

1.3 Board of Directors (Annual)

Please provide a list of your Board members, indicating the Chair, and identify their area of representation and the year that the member joined the Board. Area of representation could include expertise, geographic area, target group, current affiliations, etc.

Name	Position	Area of Representation	Year Joined Board
James A. Knight	Chair	RM of Portage la Prairie, Community representative	1997
Roger Poitras	Vice Chair	RM of St. Francois Xavier, Reeve	2002
William Alford	Secretary/Treasurer	RM of Portage la Prairie, Councilor	2002
Gilles Chabot		RM of Cartier, Community representative	2004
Gerry Duclos		RM of St. Francois Xavier, Community representative	1997
Marshall Piper		RM of Cartier, Councilor	1999
Dave White		RM of Headingley, Community representative	2004
Ian Ruth		RM of Headingley, Councilor	2006

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.

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:

Demographic Information (based on 2006 Census)

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

- Population: 13,768
- Average Family size: 3
- Median age: 37.5 years
- Aboriginal Population: 1,465
- Major Occupation: Primary Industry (agriculture)
- Highest Average Education attained: High school
- Average median household income: \$75,433

Regional SWOT Analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • 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.) 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • 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 • No regional vision and problems with cooperation among communities • Relatively small population base.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Secondary processing of agricultural products and by-products. • High technology initiatives utilizing fibre optic communications capabilities and resources of places like Southport Centre, including 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. 	<p>THREATS</p> <ul style="list-style-type: none"> • Agricultural conditions. Because the region is still heavily dependent on agriculture, the economy is being impacted by such things as exchange rate, 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

Please address the following indicators: (as agreed to by WD and all Network Partners)

<p>Are your organization's operational results reported and input sought from the public in, at a minimum, one open meeting annually (please explain)?</p>	<p>The corporation's operational results are reported regularly to the Board of Directors, which is comprised of municipal council members and citizens at large from each of the municipalities which form the WHP region. The corporations annual report is also made available on its web site. See also the last portion of this table for further information.</p>	
	<p>Yes or No If no then explain why?</p>	<p>Description or Link to Website</p>
<p>Is the following public information posted on your CF's public web page and kept current:</p>		
<ul style="list-style-type: none"> Your organization's annual audited financial and annual report in either its entirety or in a summary format or, at a minimum, a notice is posted on the partner's public website with information on the process the public may follow in order to gain access to this public information? 	<p>The corporation's annual report, in its entirety, is posted on the corporation's web site. Accompanying this is the corporations Operations plan, after approval by its directors and WD. The financial statements may be viewed by appointment with the Executive Director. Instructions on how to arrange for this are posted on the web site.</p>	<p>http://www.whpcfcd.ca/about_us.html</p>
<ul style="list-style-type: none"> A current listing of the names of your organization's Board of Directors (addresses and contact information not required)? 	<p>Yes, the names of the directors are listed, along with the municipality they represent.</p>	<p>http://www.whpcfcd.ca/about_us.html</p>
<ul style="list-style-type: none"> A summary description of your organization's corporate policy with respect to the appointment and/or election of members to its Board? 	<p>The corporate policy regarding all aspects of the members of the board are included in the annual report.</p>	<p>http://www.whpcfcd.ca/about_us.html</p>
<p>Please describe any other efforts to ensure that your CF remains accountable to your community(ies).</p>	<p>Community accountability has always played a significant role in the White Horse Plains organization.</p> <p>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.</p> <p>Community Futures White Horse Plains is unique in that it is managed</p>	

	<p>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, liaison members of the Manitoba government, and other organizations and corporations.</p> <p>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.</p>
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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

State the mission, vision and strategic goals of your organization.

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. (If you didn’t use Attachment “E” last year, a narrative form is acceptable.)

Included as a separate document.

4.2 If your Board has provided any loans over \$150, 000, please report the number of loans over this amount, value of each loan, and provide the rationale by which these loans have been awarded by your CF.

Value of Loan	Rationale

If you have NOT provided any loans over \$150,000 please indicate.

White Horse Plains Community Futures Development Corporation has not provided any loans over \$150,000.

4.3 Please identify 3-5 “success stories” (3-5 sentences) that demonstrate the value and benefit your CF made to its community.

Community Futures White Horse Plains has continued to have a significant impact in the communities it serves throughout the 2009-10 year. Instances revealing these include:

- 1) WHP (working jointly with Central Plains Inc.) continues to work at reversing the effects of both the economic downturn and the closure of a strawboard facility in the community of Elie. WHP has spent the past months working with the RM council, an international commercial realtor, and the owners to find a new industry to move into the facility and return it to a productive state. Recent developments indicate that this work may be reaping some results. It is expected that the site will become a business incubator for a variety of businesses.
- 2) Path finding and business coaching for a research team seeking to bring their product to market has proven to be a team effort in and of itself. Resources from outside the WHP office have contributed to the efforts of WHP to develop a strong business case and from there to identify sources of funding over and above what is available through the Community Futures program. Site selection, in-depth market analysis, product diversification potential, financial assistance championing as well as business skill development have seen a significant investment of time and effort by the team assembled.
- 3) WHP continues to work with a proponent on the re-establishment of the mushroom industry in the region. Efforts expended in the areas of site selection, liaison work, and business case development are beginning to

have a more visible aspect come forth, as renovations to existing infrastructure have begun and completion of partially constructed facilities will commence in the near future.

4.4 Please describe your CF's community involvement for the previous fiscal year i.e. 2009-10.

One of the methods CF WHP involves its community is through the use of its board. As the composition of the board is made of municipal councillors and active community members, their position as a WHP board member is used to both gain information from the community as well as disseminate information to the community from the organization.

The organization is also using its Community Outreach strategy to provide venues and opportunities to solicit information from the public as well as make known the activities of the Corporation.

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".

Provided in a separate document.

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 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 2010-11 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.

	Planned Project/Initiative	Brief Description (1 Sentence)
1	Participate in a cluster and value-chain analysis for the region	Participate in the development of a tool which will aid end users in the analysis of the relationships between businesses in their region with the goal of identifying the ways business are working together and gaps which exist.
2	Community Outreach program	This program targets each of the WHP communities in a uniquely focused way that promotes CF WHP and WD, serving more of the entrepreneurial market with counseling and financial assistance.
3	FICE Action Plan	WHP will assist Portage la Prairie and area with the development and implementation of strategies which address the shortcomings of the community as identified in a recent community evaluation.
4	Assiniboine River Water study	This will be a water demand study to aid in the areas' community planning.
5	Revival of the mushroom industry	WHP will continue to work with a client who is reviving the mushroom industry, with an eye to expansion and the inclusion of new methods and technology.

6.0 PERFORMANCE INDICATORS (Annual)

PLEASE ENSURE THAT THE TARGETS IN THE PERFORMANCE MEASUREMENT TOOL, ATTACHMENT E AND THE TABLE BELOW ARE ALL THE SAME.

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

Performance Indicator	Targets for 2010-11
Community Planning:	
# Projects or activities improving leadership and/or expertise	8
# Community planning exercises undertaken	8
# Partnerships developed/maintained	100
Improved Business Productivity (business advisory services):	
# Advisory services provided to clients	300
# Training sessions delivered	20
# Training session participants	40
# Volunteers leveraged	8
# Volunteer hours leveraged	110
Community Planning:	
# Instances facilitating community involvement	8
Community Development:	
# Instances of increased capacity in community organizations	4
# Enhanced community services or facilities	4
# Instances of increased community stability	4
Access To Capital/ Improved Business Productivity:	
# Loans approved (note both Total Investment Fund and Repayable EDP Investment Fund):	Total 6 5 Regular fund, 1 EDP
# Loans to new businesses and other investments approved where initial disbursements made	Total 4 3 Regular fund, 1 EDP fund
# Loans to existing businesses and other investments approved where initial disbursements made	Total 2 2 Regular fund
\$ Value of all loans and other investments approved where initial disbursement made (note both Total Investment Fund and Repayable EDP Investment Fund)	Total \$200,000 \$175,000 Regular fund \$25,000 EDP fund

Once agreed to by the CF and WD Officer, the targets for the indicators must be entered into the Performance Measurement Tool (PMT), that is, "The Exceptional Assistant" (TEA). In order to do this, please log into the WD PMT; open the WD PMT, and create a 'New Target' 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 2010 year. Therefore, you must attach the "print out" of your CF's targets for fiscal year 2010/2011 that your CF has inputted. Only the "Print-out" of your CF's targets will be accepted as part of your Operations plan.](#)

Other indicators contained in the PMT are for the internal use of your CF. 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	Description	Measurable Results
1	Incubator site	WHP will continue to work toward the establishment of a business incubator site for the RM of Cartier.	1) Establish the facility in Elie. 2) Locate sufficient businesses in the facility to fill it.
2	Participate in a cluster and value-chain analysis for the region	Participate in the development of a tool which will aid end users in the analysis of the relationships between businesses in their region with the goal of identifying the ways business are working together and gaps which exist.	1) Participate in the use of an analysis tool in the region 2) Participate in the dissemination of the information and the tool to others in the province.

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 CF:

- # Business advisory services provided to clients
- # Training sessions delivered
- # Clients trained
- # Loans approved
- \$ Loans approved

WD Officers will be responsible for ensuring that each CF 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.

WD Officers will review CF performance against targets throughout the year. They will identify any significant variances in order to ensure that your CF has opportunity to address performance issues that may emerge.

The following chart displays the minimum performance standards that each CF must meet or exceed. Please note 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 CF.

The process of setting overall performance targets should take into account considerations such the CF'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 CF and so on. **Note, both the CF and the WD Officer must agree to the final overall performance targets.**

Minimum Performance Standards

Performance Indicator	Standard		2010-11 Targets	2010/11 Minimum Performance (75% of Target)
	Greater of Columns (1) or (2)			
	(1)	(2)	(1)	(2)
<i>Access To Capital (Lending Service)</i>				
Number of Loans	Minimum of 6	75% of performance targets* for 10/11	6	6
Dollar Value of Loans	Minimum of \$200,000	75% of performance targets* for 10/11	\$200,000	\$200,000
<i>Improve Business Productivity (Business Advisory Services)</i>				
Combination of # of Advisory Services & Clients Trained	Minimum of 116	75% of performance targets* for 10/11	340	255
<i>Community Economic Development (Community Development and Planning)</i>				
Number of CED Projects that are fully reported to WD	Minimum of 2	75% of performance targets* for 10/11	2	2
Number of Community Plans (Initiating, leading or participating in a community plan or public participation in a Community Futures plan)	Minimum of 1	75% of performance targets* for 10/11	1	1

* Negotiated with WD Business Officer