Community Futures

White Horse Plains

2011-12 Annual Report

Growing communities one idea at a time.

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Acknowledgments

Community Future White Horse Plains gratefully acknowledges the support of its funder, partners, and supporters. In particular, the financial support of Western Economic Diversification is recognized and appreciated.

Western Economic Diversification Canada | Diversification de l'économie de l'Ouest Canada | Canada

This initiative is supported by Western Economic Diversification Canada

Partnerships

- Canada/Manitoba Business Service Centre
- Central Plains Inc.

Acronyms

The following abbreviations are used throughout this report:

- CF Community Futures Development Corporation
- CPI Central Plains Inc.
- RDC Regional Development Corporations
- RM Rural Municipality
- SME Small and Medium Enterprise
- WD Western Economic Diversification
- WHP Community Futures White Horse Plains

Directors & Staff

Board of Directors (as at March 31, 2012)

Chairman .....Roger Poitras, Reeve RM of St. François Xavier
Secretary/Treasurer .....James Knight, Citizen Appointed, RM of Portage
Director .....Kevin Blight, Councilor, RM of Portage
Director .....Ken Beaudin, Councilor, RM of Cartier
Director .....Gilles Chabot, Citizen Appointed, RM of Cartier
Director .....Dave White, Citizen Appointed, RM of Headingley
Director .....Paul Brant, Councilor, RM of Headingley
Director .....Gerard Duclos, Citizen Appointed, RM of St. François Xavier

Paul Warthe

Elaine Palson

Jacki Wayne

The Board of Directors meets on the third Thursday of months alternate to CPI, with the exception of July and August.

Administration

Executive Director ..... Ken Keith
Economic Development Officer ..... Paul Warthe
Economic Development Officer ..... Elaine Palson
Administration & Finance..... Jacki Wayne

Auditor .....Meyers Norris Penny LLP
Solicitor.....Greenberg & Greenberg

Office Information

Office: .....56 Royal Road North
Portage la Prairie, Manitoba R1N 1V1
Telephone: .....(204) 856-5000
Toll Free.....1-888-WHP-CFDC (947-2332)
Facsimile:.....(204) 856-5006
E-Mail: .....Ken Keith kenkeith@whpcfdc.ca
Paul Warthe paul@whpcfdc.ca
Elaine Palson elaine@whpcfdc.ca
Jacki Wayne jacki@whpcfdc.ca
Information info@whpcfdc.ca
Web Site .....www.whpcfdc.ca
Office Hours:.....8:30 a.m. to 4:30 p.m., Monday to Friday (except holidays)

Chairman's Report

Roger Poitras

This past year has been a notable one for Community Futures White Horse Plans. This is with the new board of directors, the retirement of our long standing and invaluable executive director, and with our new executive director completing a "changing of the guard".

I look forward to continuing to work with my fellow board directors in our service of our fine municipalities, and with our corporation's staff on the many opportunities and initiatives that will be identified over the course of the up and coming year.

The corporation has succeeded in achieving a number of key accomplishments during the past year. Active client numbers and contacts have risen as an outcome of the initiation of a "campaign thrust". This is through a number of means, where new and existing business clients and other community stakeholders have increased significantly. Consequently, our loan count and other client services for the year has reached a new annual high.

The corporation's "Outlook Strategy" was updated and set the path for another year where the annual goals and targets were not only met, but exceeded in all areas.

Western Diversification (WD) has been an important sponsor and team member. The Community Futures program provides needed resources and leadership, especially through the uncertain economic times we are all facing. During the year, WD demonstrated their strong desire to keep this model of delivery of services and support up to date in order to best serve the needs of economic development in Canadian communities. An initiative was launched by WD to research and investigate improvements in delivery of services, funding compensation, as well as physical CF office boundaries. This initiative will be completed sometime in the spring of 2012.

Once again I want to acknowledge the executive director and his staff for their dedication to the region and its small businesses.

I thank my fellow board directors for their involvement and dedication to the board and the corporation. They are busy people, yet find the time to serve their communities through their dedication to this organization.

In conclusion, I want to say that I'm looking forward to working with you all toward the betterment of our communities throughout the 2012-2013 year.

Roger Poitras

Executive Director's Report

The key focus of our corporation continues to be in providing effective leadership, direction, and pro-active support to both businesses and community organizations. This results in increasing the attractiveness of our region for carrying out business and living in the community.

Community Futures White Horse Plains continues to improve and expand its program delivery and services to meet the ever changing and increasing demand in the region. The corporation continues to achieve strong results in project and specific event activities, through forming alliances and partnerships with stakeholders and other organizations in the delivery of economic development services. Organizations such as Yes! Winnipeg, Manitoba Marketing Network, Women's Enterprise, initiatives has not only raised the profile of the Community Futures Program but has provided a platform for our new economic development partners to expand their services in the region.

This strategy has allowed the corporation to make significant progress especially in our "Out Reach" program.

There is a continuing demand towards job creation, and increased investment in our communities. The desire is that in addition to servicing small business entrepreneurs with startups, expansion, and retention, to also consider larger projects to maximize the effective use of time and money our program can achieve within our regions. This is evidenced in the secondary food processing sector, as well as in the attraction of an international oil company to establish a "next generation" fuel processing plant in the region. Through working together with all three levels of government it also provides a backdrop to finance some of the smaller spinoff industries and opportunities that result from those initiatives.

We are presently involved with three such major developments in our region, and all include major foreign investment. The job creation component could increase construction activity in the short term, and yield significant long term sustainable jobs.

Business counseling to new and existing clients is considered the foundation of our economic development mandate, and a strong focus has also increased during the past year. Through the solid efforts of our staff, our client base continues to increase. Business loans have risen steady over previous years, and leveraging of loans from other financial lenders has also dramatically increased.

Ken Keith

I invite you to review our activity reports throughout the past year and to take advantage of the information being shared in our newsletters in the coming year.

Community Futures White Horse Plains experienced a "changing of the guard" over the past year, with the retirement of Ron Roteliuk as Executive Director. His leadership and contributions towards economic development in the White Horse Plains region as well as within Western Economic Diversification's Community Futures network are many and significant. Ron will continue to represent our corporation on the board of directors of Community Futures Manitoba.

I have been appointed to replace Ron as executive director, and I look forward to working with our many clients, partners and sponsors in identifying and capturing of opportunities for economic development in our region.

In closing, I would like to extend a special thanks to my board of directors for their commitment and dedication, to my staff for their loyalty and tireless efforts, and to the communities that support and direct the corporation. I also want to thank all the people, organizations, and government departments that we work with, and Western Economic Diversification, our principal funder that supports the concept of the Community Futures Program.

Ken Keith

Corporate Information

Structure

In March 1997, Central Plains Inc. entered into a contract with Western Economic Diversification to deliver the Community Futures program in the four rural municipalities of Cartier, Headingley, Portage la Prairie, and St. François Xavier.

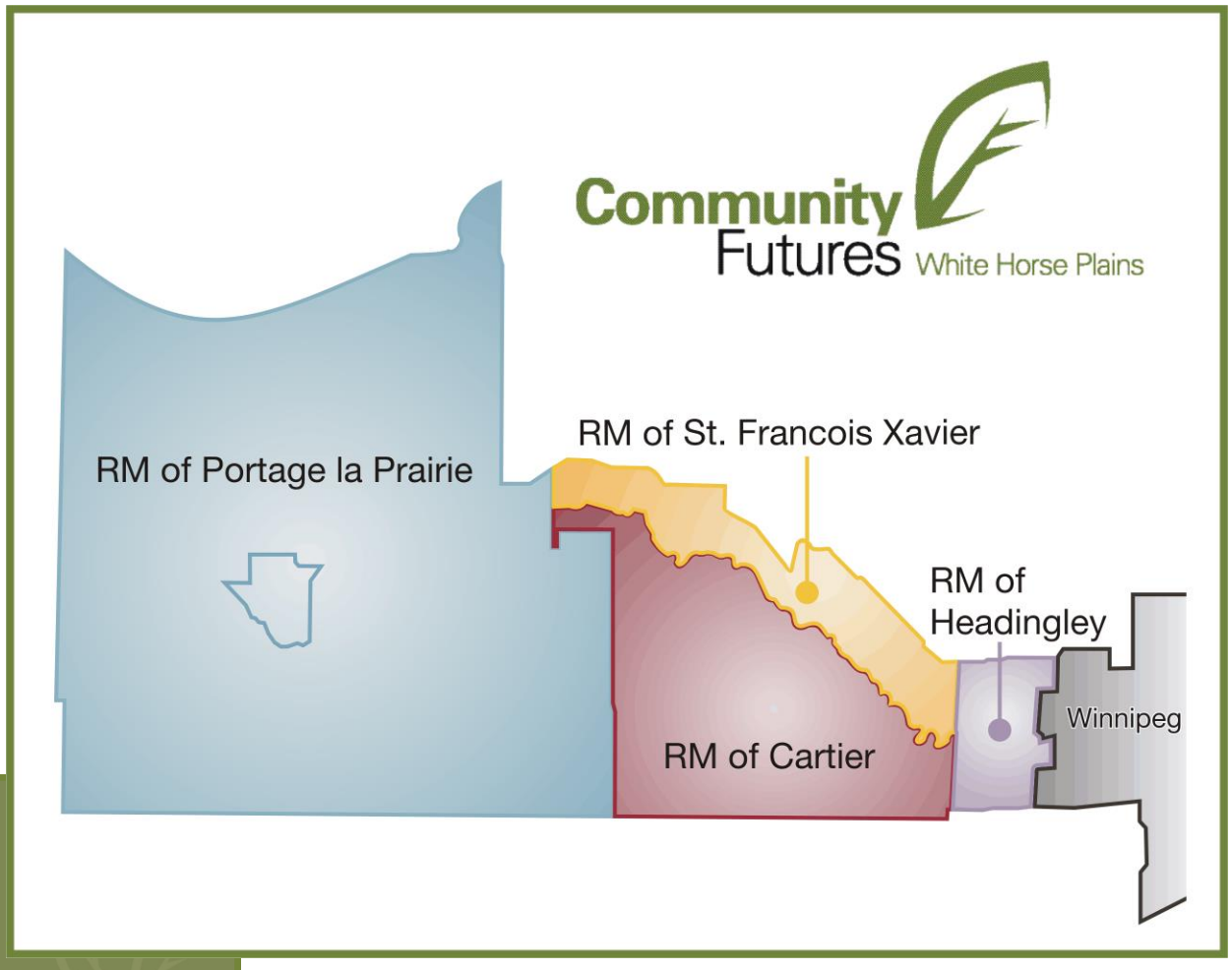
The intention of the board was to sponsor the formation of a new legal entity to assume the contract while still providing administrative services through Central Plains Inc. By the end of 1997, the White Horse Plains CFDC had been incorporated and a new, independent board was established.

In 2006, the operating name of White Horse Plains CFDC was changed to match the common branding format instituted by WD. Its operational name is now Community Futures White Horse Plains.

Central Plains continues to manage the affairs of Community Futures White Horse Plains, under contract between the two local organizations.

The corporation was formed with a fourfold purpose:

1. *To provide business development and counseling services to the region.* These include services such as assistance in creating business



Growing communities one idea at a time.

plans, site selections, conducting market research, path finding for information and financing options.

2. *To provide access to repayable loan funds.* These can be to both new and existing businesses. Path finding to other financing options is also offered.
3. *To assist communities address their social and economic development needs.* This can be accomplished through strategic planning, CED planning, leadership, and access to resources.
4. *To assist SME's and communities access other services, such as marketing, export, licensing, patents, and other support programs.*

Direction and control of the corporation rests with its volunteer Board of Directors and with WD.

The municipalities served by the corporation are responsible for appointing representatives to sit on the Board of Directors of the corporation. Each municipality appoints two directors—usually one municipal councilor and one member from the community at large. As CPI Board members are also drawn from municipal councils, this arrangement provides for cross-board representation between the two organizations.

Programs

Part of the services provided by the corporation consist of core programs offered by Western Diversification. These include:

Business Development Program: A general assistance program offering guidance in business plan development, marketing, finances, demographic information, etc.

Entrepreneurs with Disabilities Program: Provides assistance in the same areas as the Business Development Program, but with extra support for people with disabilities.

Western Youth Entrepreneur Program: Similar to the Business Development Program, however with recognition of the unique needs of young entrepreneurs.

As part of the Western Business Service Network, we also refer to or seek assistance from other members of the network, including:

- Canada-Manitoba Business Service Centre
- Women's Enterprise Centre
- Business Development Bank of Canada

As part of the network, a satellite library and community access computer station is located in our office.

White Horse Plains also delivers programs on behalf of Provincial government departments, such as the Self Employment program.

Staff Activities

As the corporation is managed through contract with Central Plains Inc., it depends on CPI to supply a professional executive director as it deems appropriate. The Executive Director is empowered to hire additional staff as required and permitted by the budgeting process and is responsible to the Board of Directors for seeing that the duties and responsibilities are carried out.

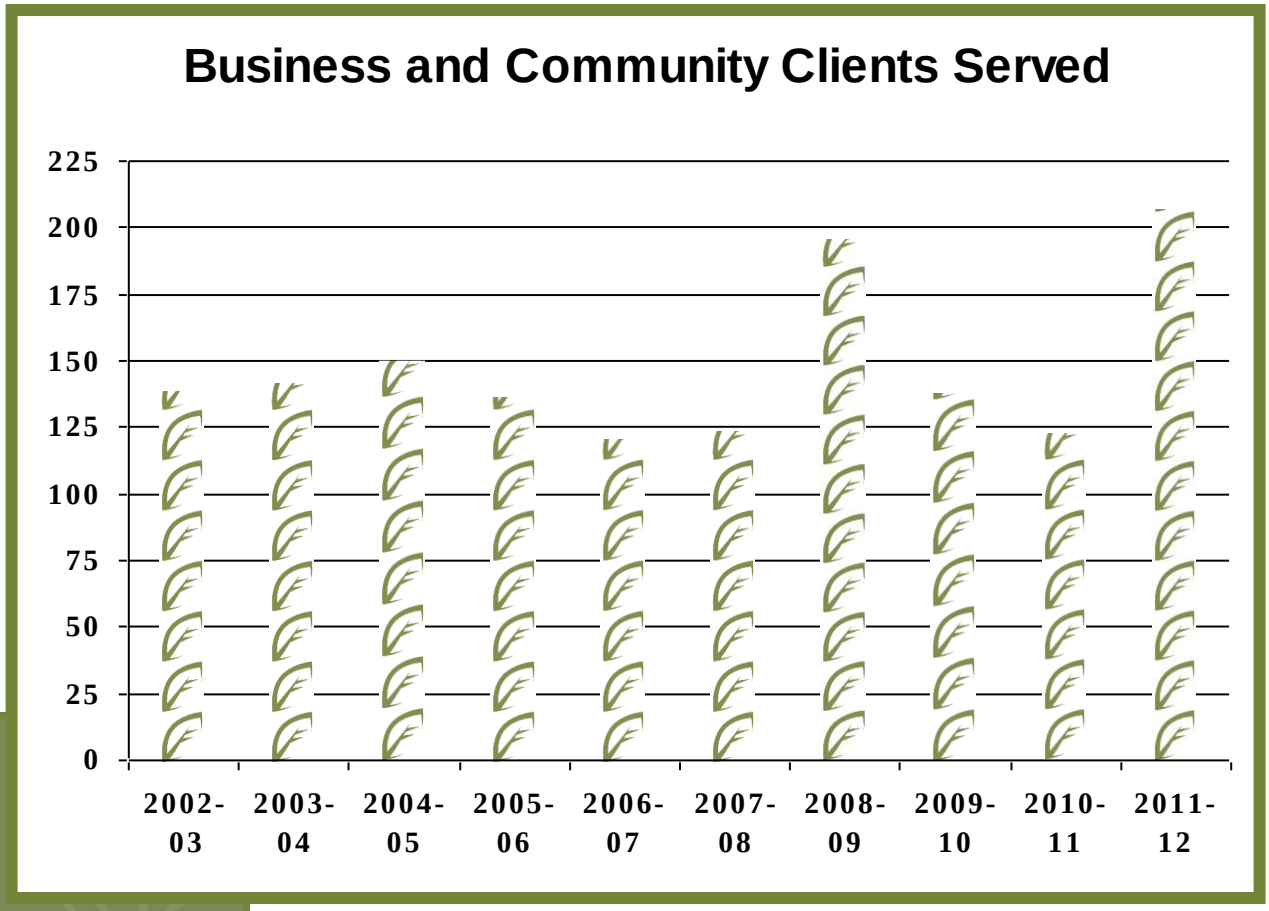
The staff of the corporation receive their overall direction from the policies established by the board of directors. Spe-

Corporate Information

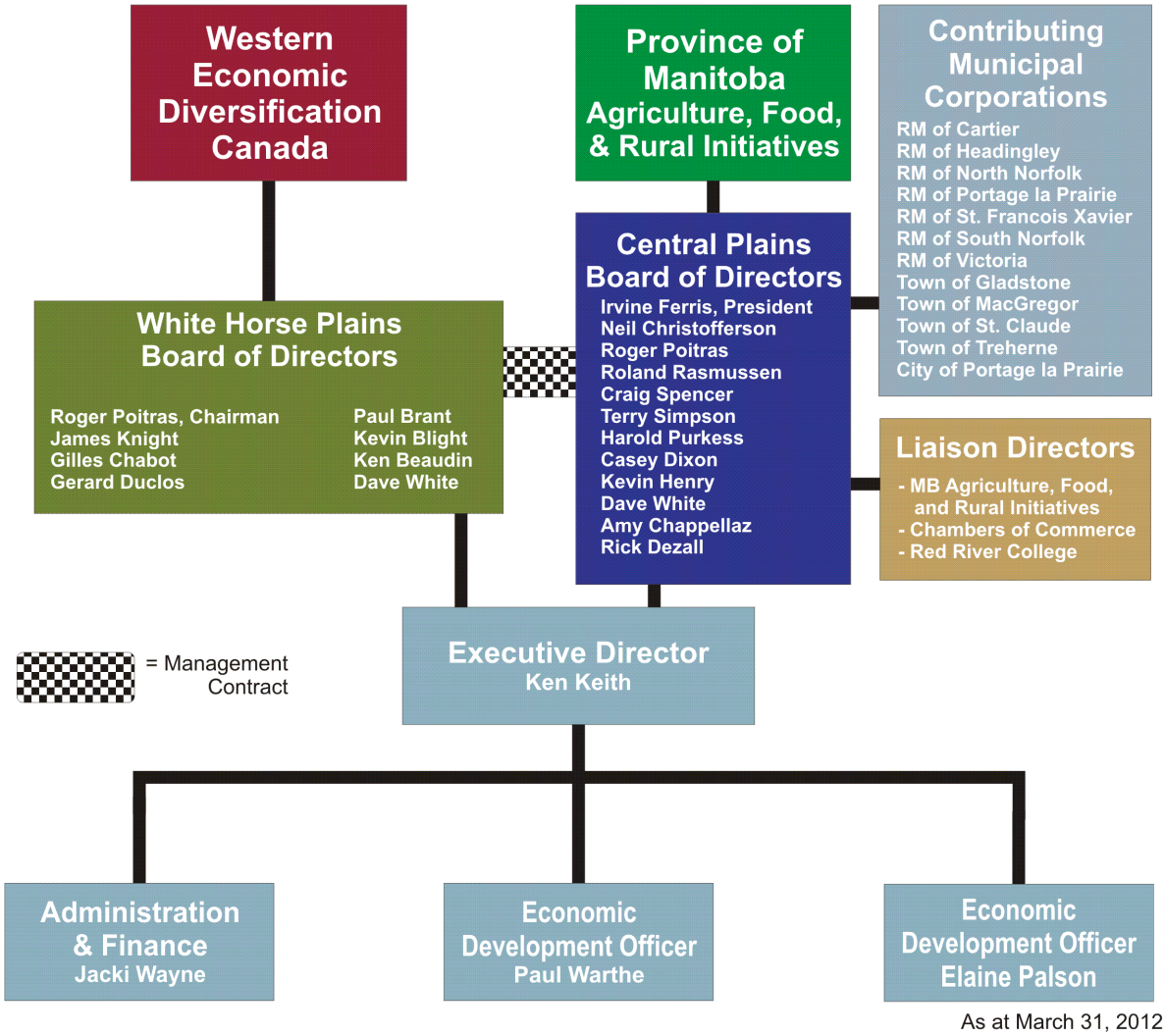
cifically, the board develops and approves a major operational plan each year, which highlights the areas of activity and specific projects which the board would like accomplished during the time frame allocated. Once this direction and policy has been established by the board, the executive director is responsible to ensure that the corporation's resources are allocated in such a manner that the work plan is addressed to the board's satisfaction.

Municipalities are kept current on events in the region through their board representatives.

Services which are provided to the municipalities and its citizens include: business counseling; information on government programs and services; workshops and seminars; research assistance and analysis; business opportunity identification and promotion; regional information; community demographical information.



Community Futures White Horse Plains Partners and Contract Organizational Chart



As at March 31, 2012

2011—2012 Operations Plan*

The Operating Plan provides Western Economic Diversification with insight into the goals and realities of your Community Futures organization (CF), 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 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.

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

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@whpcfdc.ca
Executive Director:	Ronald (Ron) N. Roteliuk
Executive Director E-Mail:	ron@whpcfdc.ca
Chairperson:	James A. Knight
Address:	56 Royal Road North, Portage la Prairie, MB R1N 1V1
E-mail Address:	chair@whpcfdc.ca
Web site:	www.whpcfdc.ca

* As submitted to Western Diversification in January 2011.

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%		
Ken Keith	General Manager	72%		
Jacki Wayne	Administration & Finance	72%		
Paul Warthe	Economic Development Officer	72%		
Elaine Palson	Economic Development Officer	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
Roger Poitras	Chairman	RM of St. Francois Xavier, Reeve	2002
James A. Knight	Secretary-Treasurer	RM of Portage la Prairie, Community representative	1997
Kevin Blight	Director	RM of Portage la Prairie, Councilor	2010
Gilles Chabot	Director	RM of Cartier, Community representative	2004
Gerry Duclos	Director	RM of St. Francois Xavier, Community representative	1997
Ken Beaudin	Director	RM of Cartier, Councilor	2010
Dave White	Director	RM of Headingley, Community representative	2004
Paul Brant	Director	RM of Headingley, Councilor	2010

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
- 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

Policies	Date Policy was last Updated	Date Submitted to WD
Investment Fund Management • If your board is considering loans in excess of $150,000, please provide the updated policies that specifically address this.	N/A	
Conflict of Interest	The policy on Conflict of Interest is part of the By-Laws of the organization. The By-Laws comprise a part of the annual report and are reviewed annually as part of the annual report process.	The Corporation's Annual report is submitted annually after receiving Board approval.
Board of Directors (policy for appointment/selection, terms of office, etc	The policy on Board of Directors is part of the By-Laws of the organization. The By-Laws comprise a part of the annual report and are reviewed annually as part of the annual report process.	The Corporation's Annual report is submitted annually after receiving Board approval.

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

WD Policy on loans over $150,000 states:

- "As financial assistance in excess of $150,000 are only to be considered on an exceptional basis, WD's position is that CFs must ensure that their internal investment review policies **clearly** lay out the conditions upon which they will consider financial assistance in excess of the normal limit of $150,000. CFs must provide WD with prior written notification of their intention to change their corporate policies to allow for the consideration of financial assistance in excess as per Section 5.2 of the Contribution agreement and provide a copy to WD of these policies as per section 5.4 of the Contribution Agreement."
- Please contact your CF Officer if you require a copy of this policy.

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

2011—2012 Operations Plan

Major Occupation: Primary Industry (agriculture)
Highest Average Education attained: High school
Average median household income: $75,433

Regional SWOT Analysis

STRENGTHS	**WEAKNESSES**
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.)	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 co-operation among communities Relatively small population base.
OPPORTUNITIES	**THREATS**
Secondary processing of agricultural products and by-products. The establishment of CentrePort on the east edge of the region. 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.	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

Are your organization's operational results reported and input sought from the public in, at a minimum, one open meeting annually (please explain)?	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 corporation's annual report is also made available on its web site. See also the last portion of this table for further information.
Please describe any other efforts to ensure that your CF remains accountable to your community(ies).	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. 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, 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.

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

2011—2012 Operations Plan

	Yes or No If no then explain why?	Description or Link to Web-site
Is the following public information posted on your CF's public web page and kept current:		
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?	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.	http/ /www.whpcfdc.ca/ abo ut_ us.htm l
A current listing of the names of your organization's Board of Directors (addresses and contact information not required?	Yes, the names of the directors are listed, along with the municipality they represent.	http/ /www.whpcfdc.ca/ abo ut_ us.htm l
A summary description of your organization's corporate policy with respect to the appointment and/or election of members to its Board?	The corporate policy regarding all aspects of the members of the board are included in the annual report.	http/ /www.whpcfdc.ca/ abo ut_ us.htm l

3.0 VISION

You may use the table format as provided in Schedule "A" 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 CORE SERVICES, OBJECTIVES, PRIORITIES & ACTIVITIES FOR THE NEXT FISCAL YEAR (Annual plan)

4.1 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 Schedule "A".

Please include targets and indicators used to evaluate your projects. Your plan should cover the following areas for the coming Fiscal Year:

- Core service area(s) (repeat for each goal as necessary) - Column 1
- Strategic goals - Column 2
- Long term/short term strategy - Column 3
- Short term activities (annual update) - Column 4
- Targets/Indicators - Column 5
- Evaluation /Measurement (if applicable) - Column 6
- Target groups if applicable - Column 7

In preparing your operational plan, please bear in mind that you will be asked to review your accomplishments at the end of the fiscal year. Column 8 of Schedule "A" is designed to assist you in this process.

Provided as separate document.

4.2 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 2011-12 program year and beyond.

4.3 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.

4.4 Planned projects and priorities.

Please identify your CF's top 5 project priorities.

	Planned Project/Initiative	Brief Description (1 Sentence)
	1 Broadband Initiative	An announcement regarding the launch of a new broadband initiative was announced in December 2010. WHP will be working with a proponent to establish service in the rural municipalities of St. Francois Xavier and Cartier.
	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 Industrial Park Expansions	WHP will be working with the appropriate municipalities on industrial park expansion projects throughout the coming year.
	4 Industrial Bio-refinery	WHP will be working with an organization to establish a pilot plant for the creation of industrial lubricants based on Camelina.
	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.

5.0 PERFORMANCE INDICATORS (Annual)

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

2011—2012 Operations Plan

Performance Indicator	Targets for 2011-12
# Projects or activities improving leadership and/or expertise	15
# Community planning exercises undertaken	8
# Partnerships developed/maintained	100
# Advisory services provided to clients	300
# Training sessions delivered	20
# Training session participants	40
# 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	3
# Jobs created/maintained/expanded	76
# 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 14 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.

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".

5.2 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 Daycare Initiative	WHP will continue to work with committees and interested parties in the rural municipalities of Cartier, St. Francois Xavier, and Headingley to establish appropriate daycare facilities in each community.	Work with each group of stakeholders to establish a daycare in each area within 2-3 years.

5.3 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.

2011—2012 Operations Plan

During the year, WD Officers will review CF performance against these targets and will identify with your CF any significance variances in order to ensure that your CF 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 CF. 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 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. No**te, both the CF and the WD Officer must agree to the final overall performance targets.**

Minimum Performance Standards

* Negotiated with WD Business Officer

Performance Indicator	Standard		2011-12 Targets	2011/12 Minimum Performance (75% of Target)
	Greater of Columns (1) or (2)			
	(1)	(2)	(1)	(2)
Lending Services				
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
Business Advisory Services				
Combination of # of Advisory Services & Clients Trained	Minimum of 116	75% of performance targets* for 10/11	340	255
Community Economic Development				
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

Business & Community Development

Business Development and Community Development form the core activities of the corporation. More in-depth discussions of the larger or more involved projects and activities can be found in the "Special Projects and Committees" report. The 2011-12 Operations Plan, as submitted to Western Economic Diversification, has also guided the activities of the corporation.

This list is not intended to be an exhaustive list of all of the projects in which the staff were involved during the year. It is, however, meant to cover some of the more significant aspects of the corporation's activities. The Corporation's staff provides the Board of Directors with a detailed bi-monthly report and a quarterly report to WD from which much of this information is taken.

Anyone wishing additional information on any of the projects contained in this report is asked to contact the Executive Director.

The corporation's services to its clients consist of a broad range of activities. Each of these may lead to developments in other areas for the client. For instance, aiding an entrepreneur with their business plan can lead to them leveraging startup funds from several different sources.

Throughout the past fiscal year, White Horse Plains has assisted its clients in leveraging nearly $4,000,000.00. The investments, leverages and counseling worked to create or maintain over 140 jobs in the region, up from 83 for last year. Eight loans totaling $183,000 were disbursed to help start up new businesses and expand existing operations. In its history, White Horse Plains has disbursed loans totaling over $1,180,000.00.

Business Development

During 2011-12, the Corporation continued to provide consulting services to small businesses located throughout the White Horse Plains region. In addition to the regular information and assistance provided by White Horse Plains, the Corporation continued to work in conjunction with Central Plains Inc., Community Futures Heartland, Community Development Corporations, Chambers of Commerce, Community Futures Manitoba, Community Futures Investment Fund, Manitoba Regional Development Corporations, local economic development staff and others.

Clients have their choice of meeting with representatives in either the main office in Portage la Prairie, the satellite office in St. François Xavier or at their business location.

During the 2011-12 year, 207 individuals received in depth consulting regarding the establishment of new, or expansion of existing, small businesses. General information and advisory services were provided to nearly 7,000 people, while nearly 15,000 clients gleaned information from the corporations' web site. Virtually every community in the White Horse Plains region and every sector of the economy are included in the list of clients. Due to the volume of contacts and the confidential nature of the inquiries it is not appropriate or practical to list each client in this report.

Entrepreneurs

Some of the entrepreneurial level clients assisted during 2011-12 include:

- Agricultural Hauling
- Art Education/Artist – launched
- Auto Body
- Auto Recycling – launched
- Campground – expanded
- Catering and food delivery – business planning – technical service
- Community Centre – strategic planning – technical service
- Daycare – new facility initiative – technical services
- Daycare – strategic planning

- Drive thru Convenience Store – business planning – technical service
- Ecotourism – business planning – technical service
- Exterior renovations & home building – startup of past business – technical services
- Gas Bar & Campground – business sustainability – technical service
- Gas Bar & Convenience Store
- Hair Salon – launched
- Health & Safety – launched
- Home Childcare – 1st year in business – technical service
- Home Childcare – business planning – technical service
- Kitchen Cabinetry & custom wood products – purchase of existing
- Lawn and Garden Service & Sales
- Music Recording – business planning – technical service
- Pet Groomer – purchase of an existing business – technical service
- Pet Kennel – expansion
- Professional Development Consulting – business planning – technical service
- Restaurant- 1st year in business
- Seed Cleaning – startup/business planning
- Therapeutic Spa – business sustainability – technical service
- Vehicle sales - startup – technical

Community Development

Chambers of Commerce: Headingley: The Executive Director participated in the annual meeting of the Headingley Chamber of Commerce. The corporation also supported a variety of other community events.

Chambers of Commerce: Portage: Staff participated in several Chamber initiatives throughout the year, such as the Best Business Awards Gala, and entrepreneurial skill development.

Food Development Centre: White Horse Plains has maintained regular contact with staff and management of the food development center on a variety of initiatives, including a business incubator program.

Internet Web Site: Staff continues to update the information posted on the Internet, on the White Horse Plains site, as well as a number of other related sites including Central Plains Inc. The site is located at www.whpcfdc.ca

The site has become a key part of the corporations' communication strategy, both for providing information to clients and potential clients, as well as in receiving feedback or requests from the public.

Member Web Sites: The Corporation continued to assist member municipalities who require assistance in maintaining their web sites. Sites have been set up in conjunction with the RMs of St. François Xavier and Portage la Prairie. They have also been sought out for assistance on other community-based web sites.

Industrial Parks: Work continues with several RM's on developing their industrial parks. The RM of Portage is developing the **Poplar Bluff Industrial Park** located west of Portage. They also have the **Oakville Industrial Park** located just off Highway 13. Several meetings were held regarding potential clients, infrastructure and future development. The office has also assisted with a plan to establish a park authority, policy and procedural guidelines, as well as tenant recruitment.

The office has also worked with the **Elie Industrial Park** and one in **Headingley**. They also work in conjunction with CPI on the **McMillan Industrial Park**.

Southport Aerospace: Corporate representatives met with Southport representatives on

several occasions to discuss and implement various joint initiatives. The Executive Director is an active member in their organization. Community Futures White Horse Plains was also in attendance at their AGM.

Other Activities

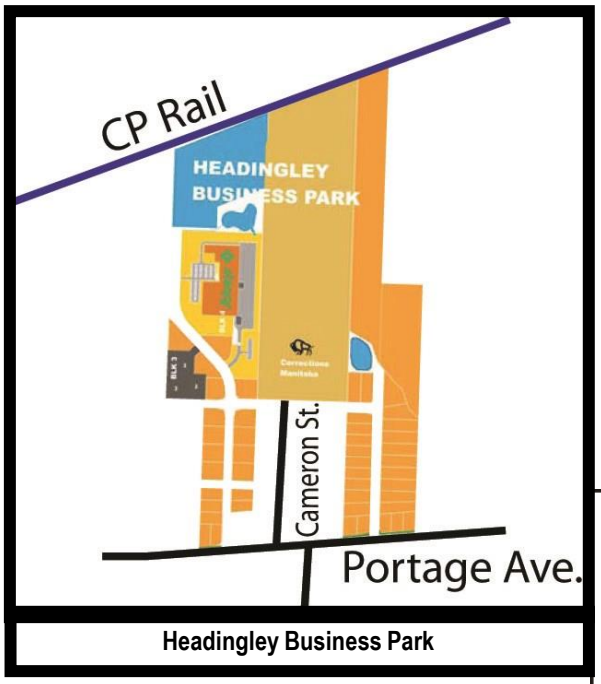
Board Meetings: Regular Board meetings of the organization were held throughout the course of the year. The Board is comprised of representatives from each municipality and through this regular contact, form part of the corporation's accountability to its municipal members. The board also exercises accountability with the CPI board through cross-member representation. The board committed nearly 400 hours of volunteer time to the corporation.

Promotion: The organization uses various means to promote the region, its advantages, and assets. Radio has been one form of promotion which is gaining more usage, averaging about one mention/interview every other week by the end of the reporting year. WHP staff has been guests on various morning shows where they have been providing information tips for business owners as well as promoting the various training sessions and seminars organized and hosted by the office. The increase in radio time has also led to further exposure on the local community internet site and in local print media. Among other publications, White Horse Plains has advertised the region in the Headingley Headliner, Portage Daily Graphic and the Central Plains Info Guide, plus various Chamber directories. Other promotional opportunities have included coffee break and conference sponsorships.

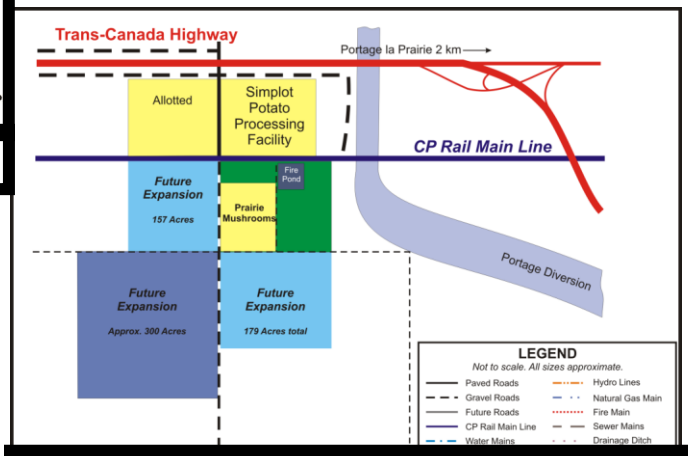
Small Business Support/Marketing: The organization is continuing to send out its monthly e-newsletter containing several tips and suggestions for small businesses. These have ranged from employee recruitment to dealing with negative customers and risk management. A more intentional push of the newsletter has resulted in an increase of subscribers by 52% over last year. Back issues are available on the corporation's web site. In addition to the newsletter the organization has been sending out regularly information on entrepreneurial skill development opportunities and community development initiatives that are available in the area and throughout Manitoba.

Video Conferencing: CF WHP is part of the Manitoba delivery network which broadcasts training sessions coordinated by the Canada-Manitoba Business Service Centre. These sessions are offered free of charge and to the general public. The video conferencing system is also utilized for board meetings of the provincial CF association and other lending committees.

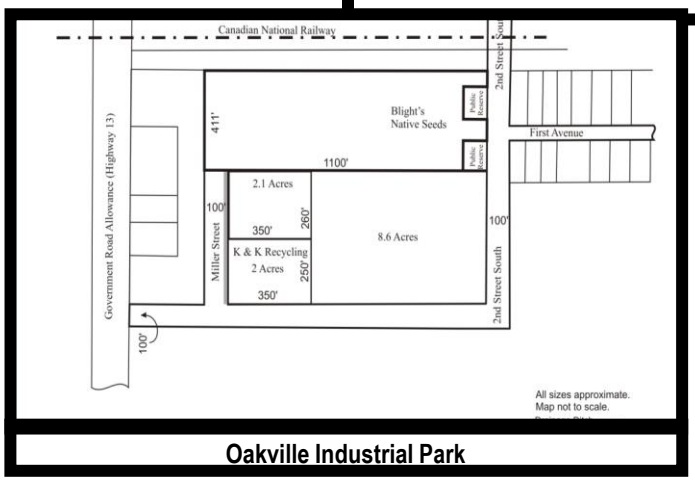
Industrial Parks within the Community Futures White Horse Plains region



Headingley Business Park



Poplar Bluff Industrial Park



Oakville Industrial Park

Committees & Special Projects

During 2011-12, directors and staff of the corporation participated in a number of special projects or represented the corporation on other boards and committees that were of a greater involvement than typical project assistance. Here are some of those activities:

Status of Women

Representative: Elaine Palson

In the fall of 2011, the federal Status of Women Canada issued a call for proposals for development of local programs to analyze and develop ways and means of establishing economic security for women aged 18-35 years. WHP assisted the Portage la Prairie Community Revitalization Corp. in its successful application and now sits on the steering committee.

Excess Moisture Economic Stimulus Program

Representative: Elaine Palson, Paul Warthe, Ken Keith

The excess moisture received by the region over the spring and summer months of 2011 led to the establishment of a provincial program to assist small businesses and municipalities affected by the event. WHP, working in conjunction with CPI, assisted many small business owners, organizations and municipalities with their applications to the program. Applications were made on behalf of local rural municipalities and small business owners mostly in the areas of tourism and marketing. Some were for restoration projects, others for promotional events and materials.

Approvals for one-third of the projects were received. WHP is now assisting with the implementation of one of the projects.

Loan Review Committee

Representative: Ken Keith

During this past year, a Loan Review Committee was established as a means to improve customer service through the expediting of loan reviews. A panel of 3 people, two board members and the Executive Director, perform a detailed analysis of loan applications and make a recommendation whether to approve them or not. The loan continues to be ratified by the full board, as it has been in the past.

Community Futures Modernization Program

Representatives: Ron Roteliuk, Ken Keith, Paul Warthe

In October of 2011, Western Diversification asked each of the four western provinces to establish committees to come up with suggestions to update and revitalize the delivery of the Community Futures program in their province. Each provincial Community Futures organization was tasked with leading the effort in their province. CFM established four committees in Manitoba and asked for volunteers. With his extensive background, WHP approached its former Executive Director, Ron Roteliuk to be its representative, who agreed and was duly appointed to two committees: 1) Allocation Committee (re-examining the disbursement of WD funds to CF offices throughout the province); 2) Modernization Committee (examining best practices and ways of improving efficiencies and reducing expenses). Ken Keith and Paul Warthe provided back up and support to Mr. Roteliuk. The committees had until late spring of 2012 to conclude their work. Final reports will be submitted to Western Diversification for their examination, deliberations and eventual implementations.

With its background and expertise, Community Futures WHP also performed research and

analysis for the Boundaries committee.

Community Outreach Program

Representative: Elaine Palson

Originating in September of 2009, it was determined that a consistent grass-roots community outreach effort was required to increase awareness of the Community Futures White Horse Plains programs in order to meet the required performance measures by Western Economic Diversification (WD). These performance measures are directly linked to the key goals of the Community Futures Program and for which core funding is provided to Community Futures White Horse Plains. This plan has proven effective in reaching the required goals and has become an integral part of the WHP strategy and activity.

This on-going outreach endeavor includes the following strategies:

- Consistent contact with Government, Financial Institutions, Chamber of Commerce and Community Service Providers;
- Community visits which include meeting with local business owners, and attending local events;
- Listen to our regions residents and business owners to understand their needs, and be ready to meet those needs;
- Involvement with Small business month (October) events;
- Identify knowledge sharing opportunities, and share our business/community economic development (CED) expertise;
- Increase participation in our Self Employment Assistance Program;
- Encourage entrepreneurship with our regions' youth, individuals with a disability, and newcomers to Canada;
- Increase the entrepreneurial participation of our aging populations in the region; and
- Utilize media and the internet to share our regions' business and economic development successes, and share valuable business and CED information.

The Community Outreach Strategy is producing positive results. The activities undertaken supported the overall achievement of the 2011-2012 organizational goals and WD performance measurements. A review of Outreach activities has been completed. In 2012-2013 WHP will focus on the most effective activities in order to efficiently utilize WHP resources, and the strategy will be revised to move forward into 2013.

Canadian Youth Business Foundation

Representative: Elaine Palson

In the fall of 2011, the organization became the community partner with the Canadian Youth Business Foundation (CYBF) to inspire young entrepreneurs and ensure they have the support to take their ideas to fruition. From pre-launch to growth and expansion, CYBF supports young entrepreneurs (age 18-39) throughout the life-cycle of their businesses by providing pre and post-launch coaching, financing, mentoring and business resources. In addition to the CYBF regular program they offer a Newcomer program, and the Prince's Operation Entrepreneur which is an exclusive national program for transitioning Canadian Forces members interested in realizing their dreams of entrepreneurship.

Strategic Alliances and Capacity Building

Representative: Ken Keith, Elaine Palson, Paul Warthe

In the spring of 2011, the organization began building alliances with provincial and national business development service providers, as well as financial institutions and business de-

Committees & Special Projects

velopment funding programs. Relationships and networks have been strengthened and renewed with all the regional main stream financial institutes, credit unions, and other business development lenders such as Women's Enterprise Center of Manitoba, Louis Riel Capital Corporation, First Peoples Growth Fund, and provincial/federal business financing programs. Alliances have also been foster with organization such as Manitoba Marketing Network, Manitoba Tourism Education Council,Manitoba Quality Network, Canadian Youth Business Foundation and many others. As a result of this capacity building initiative, the entrepreneurs and businesses have additional resources, skill development and financial resources that support business success, and a positive economic direction.

Positively Portage

Representative: Ken Keith, Elaine Palson

The Positively Portage Committee is an initiative of the Portage and District Chamber of Commerce, led by the Chamber and the Portage Community Revitalization Corporation. The committee is multifaceted, with five subcommittees working together to improve the appearance, working, and living conditions of the Portage la Prairie area.

Community Futures White Horse Plains has representation on both the Economic Steering committee as well as in the committee body.

The Positively Portage program arose out of the recommendations made to a representative committee of Portage la Prairie by a corresponding committee in Winkler.

Community Futures Manitoba (CFM)

Representative: Ron Roteliuk, Ken Keith

The Executive Director participates as a Director of Community Futures Manitoba. This entails attendance at various meetings, held either in person or through the video conferencing network.

Industrial Park Promotion

Representative: Ron Roteliuk, Ken Keith

White Horse Plains, along with Central Plains Inc., is also involved in the marketing of the assets of its member municipalities. These areas include those set aside for commercial, manufacturing, or other industrial uses. These regional assets are considered for every inquiry and project, with the locations best meeting the client's needs included in the proposals developed. White Horse Plains then works with Central Plains Inc. and the client to develop their chosen site to meet their requirements. The marketing efforts include both websites and printed material.

Poplar Bluff Industrial Park Authority

Representative: Ron Roteliuk, Ken Keith, Paul Warthe

White Horse Plains is assisting the RM of Portage la Prairie in developing the framework for an authority to manage the Poplar Bluff Park on their behalf. Ken meets regularly with council and CAO Daryl Hrehirchuk to review matters relating to the park.

A set of park by-laws has been developed which lists development parameters, the types

of industries permitted in the park and marketing strategies. These were adopted by the RM council which also established the Poplar Bluff Industrial Park Authority as the lead organization over the park.

Business Resources

Business Assistance Programs

There are a number of federal, provincial, and even local, assistance programs available to entrepreneurs in the White Horse Plains region. Many of the programs offer some type of loan assistance which will help businesses expand into new markets or services, or assist in purchasing new equipment. Some of the programs simply offer information or technical assistance.

The following is not meant to be a complete list of all available programs; merely a summary of some of the more popular programs. For further information on these, or other programs, please contact the corporation or visit our web site at www.whpcfdc.ca

Financial Programs for Entrepreneurs

Business Start Program — A program administered by Manitoba Entrepreneurship, Training and Trade which provides a $30,000 provincial loan guarantee to individuals starting a new business in Manitoba.

Self-Employment Benefit Program — Employment Manitoba. Provides the unemployed with the opportunity to start their own business or take over an existing business by offering financial assistance, coaching and ongoing business counseling. To be eligible, applicants must currently be receiving employment insurance benefits or have received employment insurance benefits within the last 36 months or have received maternity or parental benefits through a claim that started within the last 60 months. Community Futures WHP is partnering with Employment Manitoba to provide this program to the area.

Canada Small Business Financing (CSBF)— Assists new and existing businesses obtain term loans of up to $500,000 from chartered banks or other lenders to purchase, lease, or upgrade fixed assets by providing a federal government loan guarantee. To be eligible, a company's gross revenues must not exceed $5 million annually. Successful applicants are required to pay a one-time registration fee equal to 2% of the loan. Please note that application is made at the financial institution of your choice and final approval rests solely with the bank or other lender.

Farm Credit Canada (FCC) —Traditionally a source of financial services for the farming community, the FCC also provides financial assistance to small and medium-sized businesses related to farming. A diversification loan is available to farmers interested in establishing new, non-farm related businesses.

Canadian Agriculture Adaptation Program (CAAP) — The CAAP program is a partnership program available through Agriculture and Agri-Food Canada. It is delivered in Manitoba by the Manitoba Rural Adaptation Council (MRAC). MRAC may fund up to $300,000 of eligible costs, however, for-profit ventures are only eligible for $99,000. Eligible projects include business plan development, feasibility and marketing studies, new product development, value added processing, research, sustainable resource management, etc.

Business Development Bank of Canada (BDC) — The BDC provides a variety of financial services to business, including term loans, loan guarantees, and financial planning assistance to entrepreneurs. “Venture Loans” are intended for clients with little or no security to offer, but demonstrate outstanding potential. Other services offered by the BDC include: export solutions, quality improvement solutions and e-business solutions.

Community Futures Development Funds — Individuals or businesses located within the boundaries of the Community Futures White

Business Resources

Horse Plains can apply for assistance to start or expand their business. Maximum loan amounts are $150,000. Programs include the Business Development Fund, Entrepreneurs with Disabilities Program, and Youth Entrepreneurs Program.

Commercialization Support for Business Program – Manitoba Entrepreneurship, Training and Trade. This program combines several older programs into one initiative. Under the six stages of the program, small and medium size businesses can move from concept through market-ready product, including market development, certification, and securing intellectual property rights. Each level has individual funding levels that total a maximum of $335,000.

Entrepreneurs with Disabilities— Community Futures White Horse Plains. Designed to help rural western Canadians with disabilities gain easier access to business training and development; mentoring and one-on-one counseling services; and, financial assistance in their pursuit of self-employment. Eligible applicants must be living in a rural community and have a disability that impairs their ability to perform at least one of the basic activities of self-employment or entrepreneurship. The program provides entrepreneurs with disabilities, who are unable to obtain financing from a traditional financial institution access to business loans up to $150,000.

Aboriginal Business Development Canada (ABDC) - Provides support to Aboriginal entrepreneurs for a range of activities including business planning, start-up, expansion and marketing, new product and process development and other needs. They provide financial assistance, business information and resource materials and referrals to other possible sources of financing or business support.

First Peoples Economic Growth Fund (FPEGF) – The FPEGF is a joint initiative between the Assembly of Manitoba Chiefs and the Province of Manitoba. Its mandate is to provide financial support to Manitoba First Nation business proposals that are economically viable. This includes skill development, business plan assistance, and financial assistance.

Anishinabe Mazaska Capital Corporation - Loans (up to $200,000) available to any treaty or status Indian, or person eligible under Bill C31, from the First Nations of the Dakota Ojibway Tribal Council or the Southeast Resource Development Council who wishes to start, expand or acquire a commercial business, either on or off reserve. Types of loans include term loans, working capital loans, bridging loans and joint loans with other lenders. All eligible projects must demonstrate financial viability, and are subject to a minimum applicant equity contribution of 20% of the total project costs, made up of unencumbered cash or with pledged assets integral to the business.

Tribal Wi-Chi-Way-Win Capital Corporation – The **Commercial Lending Program** provides loans (up to $175,000) for the establishment, expansion or diversification of self-sustaining Aboriginal businesses in Manitoba. Direct term loans are provided for the purpose of acquiring fixed assets to be used for business purposes. Working capital loans are provided for the purpose of improving the working capital position of a business where there is securable equity in the fixed assets of the business. Bridging loans may be made available to provide bridge financing while the borrower is awaiting payment or funding from a third party. All loan applications must be accompanied by a business plan, market study (for new ventures). All loan applicants must have at least a 10% equity in the respective project.

Communities Economic Development Fund

Business Resources

- The Loan Program provides loans to viable businesses unable to secure financing on acceptable terms from conventional sources. CEDF is primarily an asset based lender, and is considered a 'lender of last resort'.

Louis Riel Capital Corporation – The LRCC is a Manitoba Metis-owned lending institution created to finance the start-up, acquisition and/or expansion of viable Metis and Non-Status Indian controlled small businesses based in Manitoba. The types of financial services available include: Direct Capital Loans, Bridge Financing, Business Plans and Business Advisory Services.

REDI Rural Entrepreneurial Assistance Program — This component of the REDI program assists entrepreneurs and small businesses in their start up or expansion. The assistance is in the form of a loan guarantee between $10,000 and $200,000. Loans are made to owners/operators and may be used for purchase of fixed assets, inventory and/or working capital.

Young Entrepreneurs Business Grant Program — The Young Entrepreneurs Program is a component of Partners with Youth, which is a provincial program operated by the Departments of: Agriculture, Food and Rural Initiatives; Healthy Living, Youth and Seniors; and Entrepreneurship, Training and Trade. The program is designed to encourage Manitoba's young people to start their own full-time businesses and pursue self-employment as a career choice. Successful applicants, between the ages of 18 and 29, can receive a $4,000 matching grant to help defray business start-up costs and capital expenditures.

Canadian Youth Business Foundation - The Canadian Youth Business Foundation (CYBF) is a national, non-profit organization, whose mission is to inspire, support and promote young Canadian Entrepreneurs who are between 18 and 39 years of age. CYBF garners financial support from both the private and public sectors and uses these funds to administer a loan and mentorship program. Clients are required to work with a business mentor for the duration of their dealings with CYBF.

MIOP – Manitoba Industrial Opportunities Program – MIOP provides customized loans based on an assessment of the viability of the business proposal and the resulting benefits to Manitoba, as well as the results of a benefit/cost analysis and risk appraisal. Eligible projects are those which involve major capital investment in manufacturing, processing, or value-added which are significantly above the applicant's historic level of capital expenditures. Creation of significant numbers of long term jobs will be a prime consideration.

Western Economic Diversification — Several financial resources are available through various initiatives from Western Economic Diversification. Through associations with various banks, financing is available in a number of different areas, from tourism to knowledge-based industries, value-added agricultural areas, and environmental technologies, just to name a few.

Western Youth Entrepreneur Program – Is designed to help youth between the ages of 18 and 29 recognize and pursue their entrepreneurial goals and start a small business. The program provides assistance with developing business plans, mentoring and counseling in business development and operation and small business loans up to $25,000.

Business Service Centre — The Canada/Manitoba Business Service Center is the newest and most comprehensive business service center in Manitoba, offering one-stop access for all your business information needs. It is comprised of the combined forces of the Cana-

da Business Service Center and Manitoba Industry, Trade and Tourism's Business Resource Center.

Women's Enterprise Centre – Is one of Manitoba's only non-profit organizations dedicated to helping entrepreneurial women address the unique challenges facing them as they build their businesses. The centre provides assistance with new business feasibility, start-up procedures, expansion strategies and the creation of business plans. The centre also provides loans of up to $150,000.

Community Programs

Municipal – Local Government Services Division — Local Government Services provides assistance and advice to municipal officials and rural Manitobans on all matters relating to local government. Services are delivered to 197 municipalities (excluding Winnipeg), including cities, towns, villages, rural municipalities and local government districts.

Community Enterprise Development (CED) Tax Credit Program — The CED program provides an opportunity for Manitobans to invest in community-based enterprises, while providing a personal income tax credit of 30%.

Community Places - Operating under the umbrella of the Manitoba Housing, the Community Places program assists non-profit organizations with funding for the upgrading, construction or acquisition of buildings, or other facilities that provide lasting, long term benefits to a community's residents.

Hometown Manitoba – is a program under the Rural Economic Development Initiative (REDI) that 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. The program also aims to promote unique identities and themes that define a community.

Aboriginal Business Service Network - ABSN - The Aboriginal Business Service Network (delivered through the Canada/Manitoba Business Service Centre) is committed to providing the Aboriginal business community with a wide range of information on government services, programs and regulations that are relevant, up-to-date and accurate.

Information Services

The corporation has access to many different computer data-bases, either in-house or on the Internet; which contain valuable information for governments, school boards, entrepreneurs, and other interested parties. The following is a partial list of the resources available.

CAP Site – The Central Plains office has been home to a Community Access Program computer for several years. This site offers people from the community an opportunity to conduct Internet research, resume development, etc. Recently, the organization has added a business plan development program as well as two bookkeeping programs. The business plan program offers a number of templates and resources to aid people in writing a business plan. The two bookkeeping programs offer entrepreneurs an opportunity to compare and contrast two of the most popular packages side by side.

Canada Manitoba Business Service Centre – A satellite facility has been established in the Central Plains/White Horse Plains office that includes a business library and community access site. Clients may browse the library and surf the web for business information and ideas or access the interactive business planner online.

Statistics Canada Information — There are

Business Resources

two areas of information available to businesses. The first is demographic information gathered every five years by Statistics Canada. Associated with this is the Consumer Expenditure database, which contains information on the spending practices of the population. Staff are available to assist you in acquiring the information you need.

The second area of Statistics Canada information is the Business Profiles database. This information provides a snapshot on the financial status of a sampling of similar businesses, showing profitability and other general financial information.

Industrial Research Assistance Program (IRAP) – Regarded as one of the best in the world, the IRAP program seeks to stimulate small and medium sized businesses by providing technological advice, assistance, and other services to help them access, develop, and exploit new technologies. IRAP can also provide support funding for certain approved projects with eligible clients.

The Canadian Technology Network — CTN is a national network of technology and business advisors, drawn from hundreds of organizations across Canada. They include Canadian industry, trade and professional organizations, universities, colleges, research centers, laboratories, and all levels of government services.

Manitoba Marketing Network – Manitoba Competitiveness, Training and Trade. The MMN is a private-public partnership providing free marketing assistance to entrepreneurs and small businesses in Manitoba.

MERX — MERX is an Internet based, on-line bidding system used in the tendering of federal, provincial, municipal, academic, and institutional projects.

Business Publications

The corporation maintains a reference library of material related to small business in Canada. Some of the material is available for free distribution to, or purchase by, interested persons. The following is a sample of the literature available.

Business Profile Series – The Rural Economic Development Series is designed to help rural Manitoba achieve sustainable economic growth. The six "how–to" booklets include:

Organizing for Economic Development
Gathering Information for Economic Development
Preparing an Economic Development Plan
Business Development – Growing from Within
Marketing your Community
Creating Jobs in your Community

Info Guides and brochures available from the Canada-Manitoba Business Centre

Aboriginal Services Info-Guide
Business Plan – Develop and Write
Business Plan – Checklist
e-Business Info Guide
Entrepreneurs with Disabilities Services Info-Guide
Export Info-Guide
Financing Your Business
Forms of Business Organization
Franchise Guide
How to be a Consultant
Human Resources-Hiring Employees and Related Regulations
Import Info-Guide
Licenses (Municipal and Provincial Licenses and Permits)
Marketing (Conducting Market Research and Developing a Strategy)
Privacy Legislation Basics
Rural Services Info-Guide
Small Business Info-Guide - Financial Assistance Programs
Small Business Info-Guide - Non-Financial Pro-

grams
Starting a Bakery
Starting a Bed and Breakfast
Starting a Convenience Store
Starting a Cooperative
Starting an Early Childcare Centre
Starting a Gift Basket Service
Starting a Gift Store
Starting a Handicraft Business
Starting a Health Services Business
Starting a Janitorial Service
Starting a Mail-Order Business
Starting a Restaurant
Starting a Retail Clothing Store
Starting an Importing Business
Youth Services Info-Guide

Library materials

In addition to the free informational brochures and guides, there are a number of books and videos available for borrowing. A small sampling includes:

The 7-tape set "Stanford 'Best Practices for Your Website'" video series
Books from the Self Counsel Press, including
- Catering
- Home Cleaning
- Consulting

A 3-Stage Entrepreneurial Self-Evaluation

Several reference books are also available for viewing in the office.

Corporate Bylaws

White Horse Plains Community Futures Development Corporation Inc.

GENERAL BY-LAW

Be it enacted and it is hereby enacted as a by-law of White Horse Plains Community Futures Development Corporation as follows:

1. Head Office

The Head Office of the Corporation is situated in the City of Portage la Prairie in the Province of Manitoba. The Corporation from time to time may establish other offices and agencies by resolution, as the Board may deem expedient.

2. Seal

The Seal of the Corporation shall bear the name of the Corporation and shall be located at the Corporation's Head Office.

3. Geographic Boundaries

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

4. Ownership

The ownership and control of the Corporation shall be vested in the Membership.

5. Membership

Membership to the Corporation shall be by resolution from each municipal Council within the geographic boundaries. The elected Council shall appoint by resolution, two representatives to the board, one of whom shall be a member of council.

6. Board of Directors

The Corporation shall be governed by a Board of Directors composed of those representatives appointed by member communities in the White Horse Plains Region. Directors will be appointed for a three-year term, renewable to a maximum of two consecutive terms. Directors may be re-appointed after being off of the board for a minimum period of one year.

7. Ex-Officio Directors and Resource Personnel

At the discretion of the Board of Directors, ex-officio directors may be appointed. Ex-officio directors will not be voting members of the Board.

8. Officers

The Officers of the Board of Directors shall be the Chairman of the Board, the Vice-Chairman of the Board, and the Secretary-Treasurer of the Board. The Officers of the Board of Directors shall be elected by the Board of Directors for a term of one year at the first meeting of the Board in each fiscal year. All officers may be re-elected for more than one term, the term being one year. In the event that an officer of the Corporation is not re-appointed by the member Community that officer may continue their term of office until the first meeting of the Board in the fiscal year. An officer may be expelled from office by a ¾ majority vote of the Board of Directors at any meeting of the Board.

9. Duties of Officers

a) Chairman of the Board

The Chairman of the Board shall preside at all Board of Directors meetings, and, with another Director appointed by the Board for the purpose, shall sign all by-laws. The Chairman of the Board shall be Chairman of the Executive Committee.

b) Vice-Chairman of the Board

The Vice-Chairman shall assist the Chairman and shall exercise the duties and powers of the Chairman during the inability or absence of the Chairman. The Vice-Chairman of the Board shall be Vice-Chairman of the Executive Committee.

c) Secretary-Treasurer of the Board

The Secretary-Treasurer shall ensure that all minutes and written records of the Corporation are maintained and accurate as required and may, when appropriate, delegate these duties to an employed member of the Corporation staff. The Secretary-Treasurer shall also ensure that all financial records and books of account of the Corporation are maintained and accurate as required and may, when appropriate, delegate these duties to an employed member of the Corporation staff. The Secretary-Treasurer shall be the Secretary-Treasurer of the Executive Committee.

10. Board Committees

a) Executive Committee

The Executive Committee of the Board of Directors shall consist of:

The Chairman of the Board who shall be the Chairman of the Executive Committee;

The Vice-Chairman of the Board who shall be the Vice Chairman of the Executive Committee;

The Secretary-Treasurer of the Board who will be the Secretary of the Executive Committee;

b) Other Committees

The Board may form other committees as deemed necessary from time to time.

11. Fiscal year

Unless otherwise ordered by the Board of Directors, the fiscal year of the Corporation shall terminate on the 31st day of March in each year.

12. Meetings of the Board of Directors

Regular and special meetings of the Board of Directors shall be held at the head office of the Corporation or elsewhere as the Board of Directors may determine. Notice of each meeting of the Board of Directors of the Corporation shall be given not less than five days before the day on which such meeting is to be held. Meetings will be open to the public at the discretion of the Board.

13. Quorum

A majority of active members of the Board of Directors constitute a quorum at meetings of the Board for the transaction of business. In the absence of a quorum, the executive or with such members as is present at the meeting, shall be chaired with carrying out the business of the Board of Directors, providing that all motions are ratified by the majority of the Board, by whatever means possible, at the earliest possible date.

14. Annual Meeting

The annual meeting of the Board of Directors shall be held at the head office of the Corporation or elsewhere as the Board of Directors may determine. Notice of each meeting of the Board of Directors of the Corporation shall be given not less than fourteen (14) days before the day on which such meeting is to be held. Meetings will be open to the public at the discretion of the Board.

The annual Board of Directors meeting of

the Corporation shall be held at some date not later than eighteen (18) months after the incorporation of the Corporation and subsequently one at least every calendar year and not more than fifteen (15) months after holding of the last preceding annual meeting. At every annual meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the auditors shall be presented and auditors appointed for the ensuing year and the remuneration of the auditors shall be fixed.

15. Authority to Call Special Meetings

A quorum of the Board of Directors or the Chairman of the Executive Committee shall have the power to call at any time a Special Meeting of the Board of Directors of the Corporation.

16. Voting

Each of the members of the Board of Directors including the Chairman, shall be entitled to cast one (1) vote on any and all matters which shall come before such meeting of the Board of Directors unless it has been determined that a conflict of interest exists. All matters shall be decided by the affirmative vote of the majority of the Directors of the Corporation present at such meeting, except those matters otherwise expressly stated in these by-laws. Voting by proxy shall not be allowed. There shall be no abstinence of voting.

17. Equality of Votes

Questions arising at any meeting of the Board of Directors shall be decided by a majority of votes. In case of an equality of votes, the issue at hand shall be reviewed by the Executive Committee. The Executive Committee shall report its findings to the Board at the next Board of Directors meeting, or at such time as designated by the Board. After the presentation of the Executive Committee's report, the issue will again be brought to a vote. In the event of another equality of votes, that particular issue will be considered defeated.

18. Vacancy on the Board of Directors

A Director's position on the Board shall be vacated in the following events:

a) Death of a Director

b) The Director is found to be mentally incompetent by law

c) The Director tenders his/her resignation in writing or at the time specified in the resignation whichever is the later

d) The Director is expelled by the Board for the cause in accordance with the following procedure: any Director may move to expel another Director, provided that notice of such motion and reason for the same is given in writing to all Board members at least seven (7) days prior to the meeting at which such motion is to be considered. Such motion shall not be made except for cause: viz. on the grounds that the Director has acted or is acting contrary to the best interests of the Corporation. The motion to expel any Director shall succeed if two-thirds (2/3) majority of the Board Members vote in favor of the motion.

19. Vacated Directorship

Should a Directorship become vacated, in accordance with clause 18 herein, the Directorship shall be filled at a meeting of the Board of Directors through the process outlined in Clause 5.

20. Reimbursement of Expenses

Reimbursement of expenses pertaining to

travel to and from Board Meetings and reasonable and necessary travel, food and lodging while attending Corporation business shall be made in accordance with the Corporation's travel allowances which are in accordance with those set by the Federal Government.

21. Indemnification of Directors

Every Director including all those persons who provide executive and administrative and managerial functions or services in the Corporation and his heirs, executors and administrators and estate and effects respectively, shall from time to time and at all times be indemnified and save harmless out of the funds of the Corporation, from and against:

All costs, charges and expenses which such Directors or Officer sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him; for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by him or about the execution of the duties of his office; and,

All other costs, charges and expenses which he sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his own neglect or default.

22. Employees

The Board of Directors may increase or decrease the Corporation's staff establishment or hire or dismiss such employees as may be deemed necessary to perform such duties as the Board of Directors from time to time may be determined;

The remuneration of all employees shall be determined as per employment services contract.

23. Books and Records

The Chairman shall ensure that all necessary books and records of the Corporation required by by-laws or the Corporation or by any applicable stature or by-law are regularly and properly kept.

24. Negotiable Instruments

All cheques, bills of exchange or other orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Corporation, shall be signed by such person in such manner as shall from time to time be determined by resolution of the Board of Directors and any one of such persons or agents may alone endorse notes and drafts for collection on account of the Corporation through its bankers, endorse notes and cheques for deposit with the Corporation's bankers for the credit of the Corporation, and the same may be endorsed "for collection" or "for deposit" with the bankers of the Corporation by using the Corporation's rubber stamp for the purpose.

Any one of such officers or agents so appointed may arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's bankers and may receive all paid cheques and release or verification slips.

25. Amendment of By-laws

The by-laws of the Corporation may be enacted, repealed or amended by a two thirds (2/3) majority vote of the Directors present at a meeting duly called by the Board of Directors for the purpose of considering an enactment, repeal or amendment of the by-law of the Corporation.

26. Rules and Regulations

The Board of Directors may prescribe on motion such rules and regulations not inconsistent with these by-laws relating to the management and operation of the Corporation as

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it deem expedient, and such regulations shall have immediate force and effect.

27. Auditor

The Directors shall at each annual meeting appoint an auditor to audit the accounts of the Corporation, to hold office until the next annual meeting provided that the Directors may fill any vacancy in the office of the auditor subject to confirmation the next Annual Meeting.

28. Interpretation

In these by-laws as in all other by-laws of the Corporation, hereafter, passed, unless the context otherwise requires, words importing the singular member of the masculine gender shall include the plural member or feminine gender, as the case may be, and vice versa, and reference to persons shall include corporations, partnerships, societies and other legal entities.

29. Conflict of Interest

In the event of a possible conflict of interest, it is up to the incumbent Board in writing prior to the matter being discussed or formally entertained at a meeting of the Board. The Board shall use its own discretion to make a judgment on the matter.

If a member is in conflict of interest, they shall not have a vote. A conflict of interest situation will be reviewed and discussed by the Board of Directors excluding the incumbent Director and a final decision ratified by the balance of the Board.

No member of the White Horse Plains Community Futures Development Corporation Board, or member of their immediate family shall receive financial assistance by way of loan or equity investment from the White Horse Plains Community Futures Development Corporation.

30. Distribution of Assets

In the event of a dissolution of the Corporation, all its remaining assets after payment of its liabilities, with the concurrence of Western Economic Diversification, shall be assigned to the member municipal corporations in a manner acceptable to a majority of the Board of Directors or returned to the Canadian Government.

31. Confidentiality

Confidentiality on any aspect of the business of the White Horse Plains Community Futures Development Corporation Board shall be at the discretion of the Board of Directors.

As revised May 2004-

Community Futures

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