



Strategic Plan

2016-2020

June 23rd, 2016

Who Are We

Community Futures White Horse Plains is a not-for-profit organization that supports business & community development with a focus mainly on small business development within the Municipalities of Cartier, Headingley, Portage la Prairie, and St. Francois Xavier.

Our Vision

“We are the small business experts for entrepreneurs in our region and through collaboration we build prosperity in our community.”

Our Mission

“White Horse Plains Community Futures works with new and existing businesses and entrepreneurs which enables us to foster successful economic development.”

Strategic Objectives

1. Be recognized as the go-to organization for small business in our region

How:

- Survey stakeholders via RMs newsletters and/or Survey Monkey (statistical tabulation)
- Business skill development events (# of events, # of attendees, and # of client contacts as a result)
- Staff training (number of hours of professional development, listing of courses taken, certification achieved, webinars taken)
- Website development (web-hits and access to WHP CF reports)
- Social media development (contacts/posts/re-tweets)

2. Meeting and exceeding Western Economic Diversification (Funder) key performance indicators (KPIs) and requirements

How:

- Regular achievement measurement of the funder KPIs
- Monitoring the number of clients who have been acknowledged or won awards
- Monitoring the number of referrals via clients or other sources
- Monitor dollars leveraged for program delivery, business clients, and community development projects

3. Municipal leadership awareness and understanding (cognizant) of CF White Horse Plains value to their respective communities

How:

- Clear framing of the work completed by CFWHP—1-2 visits per year ensuring that what is being reported is current and an accurate reflection of the organization's achievements

- Continued development of CFWHP board members on understanding economic development principles, board governance, and small business development practices
- Respect and the interest in CFWHP activities needs to be earned from our community leaders, not simply be told “WHP matters...” ensuring that RM councils receive efficient, consistent, transparent, and accurate progress reports
- Balance the books year-over-year, and ensure there is accountability of expenditures with a focus on resources committed to the delivering of client services
- Invite and encourage community leaders, CFWHP board members, and municipal council members to attend organizational events

4. Utilizing technology and innovation to create operational efficiencies and enhancing communication both internally and externally

How:

- Assess inventory of current tools and how they are being utilized; capacity utilization i.e. TEA
- Review and revise operational policies that are in alignment with the organizational culture and enhance operations
- Develop and implement standard operating procedures to make what we do more productive and more efficient
- Improve the delivery speed and content quality of communication

5. Explore opportunities to generate additional revenue to address the staffing and financial resource deficit of the organization

How:

- Continue to leverage local, provincial, and federal government project funding that is in alignment with the organizations mandates

- Support the efforts of the Community Futures Manitoba, and the Community Futures Network of Canada in advocating for a federal funding increase for Community Futures offices across Canada
- Identify revenue development opportunities and explore the feasibility of executing the top three opportunities
- Begin the execution of revenue development opportunities by 2019

Monitoring the plan

- Board will review and make appropriate adjustments to the strategic direction, objectives and deliverables yearly
- Strategic Plan becomes the basis for performance, staff reviews and judgment on organizational review
- Ensure organizational alignment with strategic objectives, the five major objectives should be front and centre on all board/staff communications, agendas, and reports and should be referenced when making operational decisions that utilize financial or human resources