



# CDC BUSINESS PLAN

2020

PREPARED BY: THE LAC DU BONNET COMMUNITY DEVELOPMENT CORPORATION

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# EXECUTIVE SUMMARY

The Lac du Bonnet Community Economic Development Corporation (CDC) exists to foster social, environmental, and economic development within the Rural Municipality of Lac du Bonnet by diversifying and growing the local economy, creating employment opportunities; increasing tourism, and improving services.

The CDC will work with its Shareholder to achieve its economic goals. The CDC can spearhead the development of projects and programs to encourage business development and support the RM of Lac du Bonnet; undertake marketing and branding initiatives to attract and retain residents, investors, and tourists to the area; and collaborate with its partners to plan and develop the future vision for the RM of Lac du Bonnet.

The RM of Lac du Bonnet's neighbouring communities, such as Pinawa and Beausejour-Brokenhead, have been developing for some time, with Community Development Organizations at the helm. The RM of Alexander is now following suit. A focus on economic development is essential for the RM of Lac du Bonnet to be competitive and take advantage of regional growth. The value of the CDC is to market the community to attract new investment and jobs, help new and existing businesses develop their business for competitiveness and growth, increase tourism and visitors to Lac du Bonnet.

# ORGANIZATION OVERVIEW

Working with its Shareholder, and with the best interests of the community in mind, the CDC will work to position the Rural Municipality of Lac du Bonnet as the leader of Economic and Tourism growth and development in the area.

The CDC will develop projects and programs to encourage business development and support the RM of Lac du Bonnet; undertake marketing and branding initiatives to attract and retain residents, investors, and tourists to the area; and collaborate with its partners to develop and execute the future vision for the RM of Lac du Bonnet.

## ***MISSION STATEMENT***

The CDC exists to foster social, environmental, and economic development within the Rural Municipality of Lac du Bonnet by diversifying and growing the local economy, creating employment opportunities, increasing tourism, and improving services.

## ***PRIORITIES AND OBJECTIVES OF THE CDC***

The goals and objectives of the CDC will focus on four broad priorities, as developed from the Strategic Plan.

Priority 1: Marketing and Branding the Rural Municipality of Lac du Bonnet.

Priority 2: Increase Tourism Visitors and Opportunities in the Rural Municipality of Lac du Bonnet.

Priority 3: Market Retention and Expansion for the Rural Municipality of Lac du Bonnet.

Priority 4: Sustainability of the CDC.

## ***KEY GOALS OF THE CDC***

Based on the priorities of the CDC, and the elected council, ten Goals were established within the Strategic Plan. The CDC will produce and deliver many individual actions, tasks, and projects to fulfill the following outlined goals:

**Goal 1.1.** Promote the RM of Lac du Bonnet as a place to Live, Work, and Play

**Goal 1.2** Promote the RM of Lac du Bonnet as a place to Invest

**Goal 2.1** Develop the RM of Lac du Bonnet Tourism Brand

**Goal 2.2** Develop Tourism Products based on Local Assets

**Goal 2.3** Business Development within the Tourism Industry

**Goal 2.4** Support for Non-profit Organizations that Operate the Events and Tourism Assets

**Goal 3.1** Develop a Ten-year Economic Plan for the RM of Lac du Bonnet

**Goal 3.2** Develop Tools and Resources for Local Business

**Goal 3.3** Add Value to the Community and Build Trust

**Goal 3.4** Develop a Shop Local Culture

**Goal 4.1** Funding Sources for Operational Costs of the CDC

# INDUSTRY OVERVIEW

Community Economic Development is a community-driven process where communities identify and initiate their own solutions to economic, social, and environmental issues in order to build healthy and economically viable communities (Community Economic Development Handbook for Community Economic Development Corporations).

According to the Community Development Corporation (CDC) Manual 2017, the main reason to organize a CDC has been to:

- Organize for community economic development
- Create and retain jobs
- Stabilize or increase the local population base
- Take advantage of opportunities for small business development
- Mobilize community resources to solve issues facing the community, and
- Reinvest profits into the local economy

The report also states that communities that have not organized themselves for economic development have substantially reduced their chances for long-term economic growth and prosperity.

# CUSTOMER ANALYSIS

## ***TARGET MARKETS***

The CDC will focus on three distinct target markets; each can be identified, is targetable and is unique in the services they can receive from the CDC. Support for, and targeted communication to, these three target markets are essential to the growth of the RM of Lac du Bonnet.

**Entrepreneurs:** Current business owners who require services and resources for future development and growth as well as aspiring entrepreneurs and investors who can be encouraged and supported to establish new businesses and jobs in the RM of Lac du Bonnet.

**Visitors:** Tourists to the Eastman Region of the province are prime candidates for an introduction to the RM of Lac du Bonnet, the quality of life, and the development opportunities. Visitors can be turned into investors for the RM of Lac du Bonnet.

**Residents:** The RM residents are the stakeholders of the CDC. Meeting the needs of residents, while encouraging and promoting the RM Lac du Bonnet to potential new residents is essential for growth and development in the RM of Lac du Bonnet.

# COMPETITION AND PARTNERSHIP ANALYSIS

## *COMPETITION ANALYSIS*

While the CDC does not have traditional competitors, as private businesses do, the Rural Municipality of Lac du Bonnet does have competition for investment, tourism, and attracting professionals and residents. The RM of Lac du Bonnet is in direct competition with the surrounding communities. Beausejour-Brokenhead and Pinawa are in highly competitive positions while the Town of Lac du Bonnet and the RM of Alexander are less competitive but have the potential to become competitive if the right steps are taken. While each community is different, there are many similarities to rural communities and the quality of life.

The main advantage the competing communities have over the RM of Lac du Bonnet is the presence of an active Community Development Corporation to market and promote the community, attract investors and create opportunities within the community.

For the RM of Lac du Bonnet to regain and build its competitive edge, it must start working on multiple fronts to attract investors, market and promote the community and create opportunities for growth. The CDC can take a central role in working towards this development.

Furthermore, the CDC can work with the Rural Municipality, its partners, and staff to identify local needs, develop local opportunities, and champion the combined efforts to produce meaningful economic, social, and environmental impacts for the RM of Lac du Bonnet.

## *IDENTIFIED PARTNERS*

**Rural Municipality of Lac du Bonnet Council** – is the primary partner of the CDC and the vanguards of development and prosperity for the RM of Lac du Bonnet. The CDC will work in collaboration with the Council and Administration to reach the desired target goals of the Municipality.

**Surrounding Communities** – such as the Town of Lac du Bonnet, the RM of Alexander, Pinawa and Beausejour-Brokenhead offer many opportunities for regional growth and development. Partnering with these communities on initiatives to expand and grow the region will ensure that the RM of Lac du Bonnet takes advantage of regional growth.

**The Planning Office** – will be a crucial partner for the CDC because this office is at the forefront of development in Lac du Bonnet. Many inquiries about new businesses or new developments start at the Planning Office. Tapping into this resource will allow the CDC to introduce themselves and network with investors, and provide opportunities to work with them for the development of projects in the Municipality.

**Community Futures Winnipeg River** - will be a useful partner for the CDC because of their focus on regional development and projects. The CDC's relationship will ensure that RM of Lac du Bonnet's interests are represented in regional development.

## ***IDENTIFIED PARTNERS CONT'D.***

**Tourism Partners** – as the CDC will play a key role in attracting visitors and increasing tourism in the RM of Lac du Bonnet, the CDC will work with Eastman Tourism and Travel Manitoba and will develop relationships with other tourism partners to further the tourism goals of the Municipality.

# **MARKETING PLAN**

The CDC will develop, execute, and maintain a variety of marketing and communications plans that are directed to specific target markets as deemed necessary by the CDC. Through these plans, the CDC will distinguish the RM of Lac du Bonnet as a highly desired community to Live, Work, Play, and Invest.

The marketing campaigns will target the identified target markets (Entrepreneurs and Investors, Visitors, and Residents) and will work primarily to:

- Promote the RM of Lac du Bonnet as a highly desired place to Live, Work, Play, and Invest
- Build community awareness about the products and services offered by the CDC and the Municipality;
- Target and network with potential investors;
- Develop strong relationships with stakeholders, partners, residents, and investors; and,
- Communicate the growth plan effectively to the public.

To accomplish these objectives, the CDC will position itself and the Rural Municipality as the mainstream provider of services for business growth and development, community attractiveness and appeal, retention and attraction of investment in the RM of Lac du Bonnet.

While the Marketing Plans will vary, dependent on its assumed target market, the marketing mix throughout those plans will include a variety of mediums to direct potential clients, investors, residents, and visitors through the campaigns. The marketing mix will include, but is not limited to:

- Digital Marketing - Paid Social Media Campaigns, Video Production, YouTube, Landing Pages
- Content Marketing – Press Releases, Whitepapers, Blogging, Email, E-zine, E-newsletters
- In-Person Networking – Conferences, Workshops, Seminars, Trade Shows
- Marketing Materials – Business Cards, Postcards, Brochures, Signage, Newsletters, One-sheets
- Relationship Building – Referrals, Networking Opportunities, Collaboration, Affiliated Links
- Social Media Marketing – Social Media Channel Development and Use
- Traditional Advertising – Direct Mail, Magazine, Newspaper
- Website – Central “Hub” of all Information Generated

## ***PRODUCTS AND SERVICES OF THE CDC***

The CDC will offer a variety of products and services that focus on the four priorities of the Strategic Plan and meet the needs of the outlined target markets. The CDC will provide both internal products and services to support the organization and the Rural Municipality of Lac du Bonnet and external products and services to support the residents, businesses, investors, and non-profit organizations we serve.

### **INTERNAL PRODUCTS AND SERVICES**

**Planning and Planning Documents** – to support the operations of the CDC, this would include but is not limited to identified project planning, strategic planning, marketing planning, event planning, and more.

**Project Management** – initiating, planning, executing, maintaining and closing projects as identified by the RM Council, its Administration, and the CDC.

**Promotion and Marketing** – as outlined in the Marketing and Communications Plans, this would include, but is not limited to, the development and maintenance of a website, social media channels, newsletters, news releases, trade show participation, and more.

**Marketing Material Development** – graphic design and development of needed marketing materials for the CDC, RM Council and its Administration, as deemed necessary; this would include, but is not limited to brochures, flyers, banners, postcards, reports, digital marketing campaign designs, traditional advertising campaign designs, and more.

**Video Production and Development** – of short-form and long-form commercials featuring the quality of life in the RM of Lac du Bonnet to encourage and invite investors and visitors.

**Branded Merchandise Development** – graphic designs to support the Lac du Bonnet Branded Merchandise Line, “Come for the Weekend, Stay for Life!”

### **EXTERNAL PRODUCTS AND SERVICES**

**Business Development Support** – to assist qualified individuals and organizations with Strategic Plans, Business Development Plans, Marketing Plans, Succession Plans, and more.

**Training Opportunities and Resources** – provide or work with partners to provide business and tourism-related training in the community and develop training materials, such as Whitepapers, One-Sheets, Community Reports, and Blog Articles to share information.



# MANAGEMENT AND ORGANIZATION



***SHAREHOLDER***

As the sole Shareholder, the Rural Municipality of Lac du Bonnet will be responsible for funding the operations of the CDC. The Shareholder shall have the right to supersede Board decisions or operations if improprieties that could put the corporation at risk are suspected, such as legal, financial or statutory liabilities.

The Shareholder will appoint two members to the CDC Board of Directors to act as liaisons between the Shareholder and the CDC Board of Directors.

***COMMUNITY DEVELOPMENT CORPORATION BOARD OF DIRECTORS***

The CDC will be governed by a Board of Directors, local volunteers who are dedicated to the ongoing development of Lac du Bonnet. The Board should represent a cross-section of community leaders, stakeholders, and expertise to provide leadership, direction and decision-making for the activities of the CDC.

Members of the Board will be comprised of community members who possess the required skills to enhance the operation of the CDC. The Board of Directors shall be comprised of seven appointed Directors and three elected Directors, as outlined in the CDC By-laws.

The Board will set the social, environmental, and economic objectives for the CDC based on the Municipal Strategic Plan and initiatives.

***ECONOMIC DEVELOPMENT OFFICER***

The CDC would be best suited to hire or contract an Economic Development Officer (EDO) to oversee the daily operations of the Corporation. The EDO is expected to conduct the activities and operations of the CDC, keeping the Board of Directors informed.

## ***CDC HUMAN RESOURCES REQUIRED SKILLS***

To operate effectively, the CDC Board Members, Staff, Volunteers, and Contractors should present a combined skill set that includes the below-mentioned skills. These skills are essential for the CDC to fulfill its mandate. These skills are, but not limited to:

### **Skills and Expertise**

1. Accounting, General Bookkeeping, Budgeting, and Oversight
2. Advertising
3. Business Development and Management
4. Communications
5. Finance: Investment
6. Fund Development
7. Governance
8. Human Resource Management
9. Interpersonal Skills
10. Knowledge of Grant and Proposal Writing and Grant Procurement
11. Knowledge of Non-profit Management and Operations
12. Legal
13. Marketing and Branding
14. Networking
15. Operational Administration
16. Operations Management
17. Project Management
18. Public Management & Relations
19. Public Speaking and Presenting
20. Relationship Building
21. Research and Reporting
22. Risk Management
23. Sales
24. Special Event Planning
25. Strategic Planning

### **Behavioural Competencies**

1. Ability and Willingness to challenge
2. Collaborative
3. Common sense and sound judgment
4. Curiosity and critical thinking
5. Integrity and high ethical standards
6. Interpersonal relations
7. Listening skills
8. Mentoring abilities
9. Strategic thinking and problem solving
10. Strong knowledge of Lac du Bonnet
11. Strong profile and community reputation
12. Understanding of effective decision-making process
13. Verbal communication skills
14. Willingness and ability to devote time, energy, and engaging yourself fully at meetings to fulfil your role