

2011



MANAGEMENT INC.

*Your Business Planning &
Development Professionals*

OUR VISION

"HMC Management Inc. will be the leading business and economic development consulting partnership in Saskatchewan and Manitoba and will be recognized for providing quality and affordable end products and services based on the needs and expectations of our customers every time."

HMC MANAGEMENT INC.

CORPORATE PROFILE

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VALUES

Our high level of service is driven by the VALUES which direct our company:

 **FAMILY**

Our families are important and a balance with our business workload will always be our #1 Value.

 **INTEGRITY**

HMC believes that being honest and ethical with our customers is the best practice and will always place the interests of our customers ahead of our own, without exception.

 **SERVICE PLUS**

HMC believes in providing our customers with service plus and will continually reach beyond our contractual obligations so that our end product exceeds the expectations of our customer.



 **AFTER THE JOB IS DONE**

HMC believes that working with our past clients is important and is prepared to provide support after our contract is complete.





HMC AND THE PARTNERS

This Partnership has been around for over 30 years and was formalized in 1998 to create HMC Management Inc. We have been involved in the economic, community and corporate development business throughout Saskatchewan and Manitoba and we believe we can offer a competitive product to potential clients at a reasonable cost.

Our expertise is drawn from the collective strengths of our years of experience in economic, community and corporate development which includes:

-  Taking a grass roots approach to identifying realistic solutions;
-  Trusting that we will provide you with the goods straight-up along with a realistic approach to dealing with the business and organizational development issues you face.

Our strength and our competitive advantages are:

-  We listen to you;
-  We learn your business;
-  We work in partnership with you, and
-  We can do whatever it takes to get the job done the first time, on time, and all the time.

Sounds too simple but it's true

Our best marketing strategy is working with our repeat customers, time and time again.

HMC PARTNER PROFILES

Dean Yaremchuk



Dean has over 30 years of direct municipal government service, all at a senior management level, serving in various positions ranging from Director of Parks and Recreation to Director of Planning and Development to City Manager, to Director of Economic and Community Development. Dean now dedicates all of his time to HMC Management Inc.

Twelve of those years were spent in Saskatchewan working for the municipal governments in Moosomin, Hudson Bay, Melfort, and Yorkton with the balance of time being spent with the City of Portage la Prairie, Manitoba.

While involved in the recreation business, Dean was a charter and founding member for the Canadian Recreation Facilities Council, serving as that organization's first President in 1986 and in that capacity for six consecutive years. Dean was also charter and founding member as well as President of the Saskatchewan Recreation Facility Association for three years and was honoured by the Association with a Life Membership Award in 1990 for his volunteer contributions.

Dean was also recognized by the Federation of Canadian Municipalities (FCM) in 2002 as their Outstanding Volunteer to FCM's International Programs completing eight years of work overseas in the Philippines primarily in the areas of municipal governance and strategic planning of which he authored and developed a nationwide resource on that topic.

Being on both sides of the table in the economic development industry as an administrator and now as a consultant has placed Dean in a unique position to assist HMC's clients in meeting their needs since he has experience in so many key areas such as investment readiness and attraction to actually closing a deal and creating jobs and wealth.

Inter-municipal relations and relationship building is also an area of strength for Dean and he has many years of direct experience in dealing both with urban and rural municipal council issues and solutions during his 30 year municipal government career having worked directly in the areas of community planning and development (development plan and zoning bylaw administration and management and building inspections in particular), land sales and development and management, joint recreation service delivery, financial inter-relationships including tax sharing agreements, and joint economic development ventures.

Dean brings a tremendous amount of organizational planning and development, project management, land and business development, human resource development and governance, and policy development related experiences to the HMC partnership.

With his pragmatic and enthusiastic approach, combined with his strong communication and planning skills, dedicated work ethic, and years of experience, Dean is comfortable working with any type of organization in providing practical and useful solutions to issues that they may be facing and sincerely enjoys working with people.

Larry Lang



Larry brings a diversified background to the partnership of HMC Management Inc. working initially in the recreation industry in 1980 in a number of management positions and has since 1992 been in the community economic development field primarily in organization planning and project and business development with a focus on the Agri-business sector more specifically Community Based Cattle Feedlots. Larry was the General Manager for the Mainline Rural Development Corporation and Regional Economic Development Authority for 17 years. Larry now dedicates all of his time to HMC Management Inc.

A proponent of well thought out process, Larry has significant experience in the development of new companies from the ground up including corporate structures, financing and ultimately operations by “following the process”. This saves time and money for our clients by undertaking the drafting of “front end” work for vetting by the appropriate professionals at the right time and before it’s too late.

Larry brings practical experience in financial analysis and budgeting having developed budget models for companies and organizations ranging from regional not for profit organizations to multi-million dollar private corporations.

Larry has been a volunteer and has been recognized in the past by his peers for those efforts. While involved in the recreation business, Larry was a charter and founding member for the Canadian Recreation Facilities Council.

Continuing his commitment to community and economic development Larry is a Past President of the Saskatchewan Economic Development Association and receiver of its Ron Munroe Award for dedication and commitment to the organization.

Larry has also been a member of the Board of Directors for the East Central Development Corporation (Community Futures) for 23 years, a member of the Board of the Community Futures Partners of Saskatchewan for 14 years and has been recognized for his work as Volunteer of the Year in 2007.

Larry brings a straight forward, practical approach to working with clients in assisting them in achieving success.

CORE SERVICES


HMC provides a range of services that have been developed primarily through the needs of past and present clients.

The following descriptions of our services are provided in general terms.

We believe that our client's needs dictate the type of services required and as such; our client services are structured and fashioned to meet their specific needs.

As a result of this approach, HMC does not provide a "cookie cutter" approach to meeting your business or organizational needs since every situation is unique and different.

Our **CORE** service areas are:

-  **STRATEGIC/OPERATIONAL PLANNING** - HMC, through research, experience and most importantly feedback from our clients, has enhanced its planning and development process to provide what HMC believes is a unique and highly effective inter-active process and organization development tool. HMC provides two levels of planning and development services.







The first level is basic strategic planning services which include the development or re-development (which-ever is appropriate) of the Corporations Vision, Mission, Values and Programs and Services, addressing of critical issues the Corporation or Organization may be facing and development of basic operational tasks or milestones.

The second level, which is enhanced and is a more intensive process which we call our Integrated Planning Model. *In addition to the basic planning process, HMC provides greater detailed operational planning guidance with your staff and ensures that everything the organization does is tied back to the approved vision. This detailed process has proven to be successful with private and public sector organizations and was recently introduced at an international level in Ukraine. Part of this process also links the projects into your budget since this element is often missed in the strategic planning process.*

Both processes are tried, tested, and true and will ensure that your plans can be realistically implemented. We discuss the needs of the client and the two options in order to determine which option will provide them with the results they desire.

In either the basic or the enhanced integrated planning process, HMC's distinctive approach encourages a highly participatory working session that ensures you the opportunity to not only identify critical issues that are affecting your organization and your ability to reach your vision, but the opportunity to thoroughly discuss and ultimately resolve those issues.

Our clients have told us that they feel that they have really accomplished something by the end of their strategic planning session and to us, this is what it is all about.

-  **BUSINESS PLANNING AND DEVELOPMENT** – This service is generally working with clients to create realistic and achievable business development plans starting at the strategy level and includes financial modelling specific to the clients business.
-  **PROJECT DEVELOPMENT AND MANAGEMENT** – This service begins prior to a client requiring a business development plan and generally includes the pre-feasibility and feasibility stages of project development.
-  **ORGANIZATIONAL REVIEWS** – This service generally focuses on a complete review of an existing business or organization, identifying gaps and areas where the company or organization can improve in order to increase effectiveness and/or profitability and recommending solution options for the client including policy development, human resource development and other issues as required. No stone is left unturned and the focus is corporate performance improvement.
-  **ORGANIZATIONAL DEVELOPMENT** – This service generally focuses on new initiatives that affect the development of an organization or business. HMC can develop programs and services that meet the needs of any organization.
-  **MANAGEMENT / OPERATIONS SUPPORT** – Often due to time and / or resource availability, clients require ongoing support in developing their corporation. HMC provides ongoing support and assists in ongoing corporate development – policies, board development and alike as well as process development.
-  **LAND SALES AND PROPERTY DEVELOPMENT** – HMC is experienced and well versed in developing property right from the land assembly stage, to development agreement negotiations, to site plan preparations, to closing the deal and managing the project from the ground up. Having been involved in this area in our past work experiences, we bring a lot of practical insights to the table that can assist our clients expedite their ability to reach their vision and goals much quicker and get the deal right.

Our **PRIMARY** areas of focus have been in the areas of:

-  **Agriculture and Agri-business;**
-  **Community Based Companies and Organizations;**
-  **Municipal Government ;**
-  **Economic Development Agencies; and**
-  **Tourism and Recreation Organizations.**

PAST AND PRESENT BUSINESS


STRATEGIC/OPERATIONAL PLANNING

**Note: Number in parenthesis indicates the number of strategic plans done for each organization.*


Private Sector Companies (18)

-  Mainline Agro Products, Prairie Valley Enterprises, Twin Rivers Developments Inc., Wittmann Foods International, Pipestone Feeders Ltd (4), Preeceville Meat Processors Group, Circle 50 Tourism Marketing Group, Cooks Own Cookies, Borderline Feeders Ltd (2), Whitewood Interpretive Centre Inc., New Wave Innovations Inc, Seed Hawk, Western Prime Meats, Saskatchewan/Manitoba Organic Livestock Group, Plains Livestock Inc., Clear Creek Organics, PHC Holdings Limited Partnership, EMW Industrial.


Regional Economic Development Authorities (11)

-  Prairie to Pine, Big Gully, Long Lake, Mainline (10), Cornerstone (2), Southeast (3), Gateway (2), Etomami Valley (2), Yellow Head, Red Coat; Edgewater Development Corporation (Manitoba)


Enterprise Regions (3)

-  South Central Enterprise Region (3), Saskatchewan East Enterprise Region, Athabasca Enterprise Region (2)

Cities, Towns & Villages (17)

-  Town of Broadview, SK (4); Town of Wolseley, SK (2); Town of Grenfell, SK (4); Town of Whitewood, SK (2); Town of Hudson Bay, SK; Town of Foam Lake, SK; Town of Virden, MB (4); Village of Windthorst, SK; Town of Wawota, SK; Village of Montmartre, SK; Town of Ste. Anne, MB, Town of Wynyard, SK; Town of Coronach, SK; Town of Powerview-Pine Falls, MB; Village of Zenon Park (2); City of Moose Jaw, SK; City of Portage la Prairie, MB

Rural Municipalities (4)

-  RM of Hanover, MB. (2), RM of Willowdale, Sask., RM of Alexander, MB, RM of Stanley, MB

First Nation Organizations (6)

- ① Little Black Bear, Ochapowace, Kahkewistahaw Land Development Corporation, Ski Ochap, Cowessess Economic Development Commission Tourism Development Plan, South East Treaty Development Corporation, PHC Holdings Limited Partnership.

Tribal Councils (1)

- ① Yorkton Tribal Council (3)

Community Futures (2)

- ① NewSask Community Futures (Tisdale), Community Futures Sunrise (Weyburn) (Enhanced Planning – Strategic and Operations planning)
- ①

Non Profit Organizations (12)

- ① Yorkton Soccer Association, Saskatchewan Economic Developers Association (3), Manitoba Recreation Facilities Association (2), Manitoba Municipal Administrator's Association (3), Recreation Connection Manitoba Inc., Saskatchewan South East Tourism Association Inc., Marieval Enterprise Centre, Quality Starts Here / Verified Beef Production Working Group Inc., Association of Urban Parks & Conservation Areas, Portage Regional Recreation Association; Wakomow Valley Regional Park, Moose Jaw, SK.(2); Saskatchewan Urban Municipalities Association (SUMA).

Province of Saskatchewan

- ① Saskatchewan Economic and Cooperative Development – facilitated strategic plans for identified REDA's.
- ① Enterprise Saskatchewan – establishment of a new Enterprise Region in the south of the Province and have provided ongoing support to this Enterprise Region as well as one other entity.
- ① First Nations and Métis Relations – establishment of a new Enterprise Region in the far north of the Province.
- ① First Nations and Métis Relations – establishment of support tools for Enterprise Regions in the far north including Provincial Committee Charter, Operating Protocols and Communications plan.

BUSINESS PLANNING AND DEVELOPMENT**Pipestone Feeders Ltd., Grenfell, SK**

- ① Developed 10,000 to 20,000 head, instant capacity cattle feedlot including: business plan Development; capital financial model development; and estimate compilation.

BRI Energy Solutions Inc., Moosomin, SK

- ① Project Development Plan;
- ① Business Development Plan and three subsequent updates; and
- ① Financing and Corporate Management Support.

Town of Broadview, SK.**Health Services Clinic Business Plan**

- ① Assisted in initial business plan development.

Manitoba Recreation Facility Association, Winnipeg, MB

Business Plan Development

- ④ Developed and organizational business plan to provide a blue print for the organizations continued development and funding.

El Kevinos Diner, Wolseley, SK

Business Plan Development

- ④ Business Plan development including financial projections.

Ochapowace First Nation, Ochapowace, SK

- ④ Individual Business Plan development – Driver Training, Cow Calf Operation.
- ④ Lake Front Development - Hotel - Business Planning Stage.

Seed Hawk

- ④ Development of Business Plan.

University of Saskatchewan

- ④ Beef Cattle Research and Teaching Unit .

Western Prime Meats

- ④ Development of a business plan to address new construction and incorporation of a new biodigester system aimed at dealing with Specified Risk Materials;
- ④ Project finance management.

Edgewater Development Corporation / Beaurivage Corporation De Development, Powerview-Pine Falls, Manitoba

- ④ Assisted in the development of a comprehensive business and operations plan for the organization which is owned by the Town of Powerview-Pine Falls and the RM of Alexander in Manitoba, that included bylaw and policy development, preparation of financial data including income statement and cash flows; preparation of an organizational overview brief for review by the Province of Manitoba; ongoing support as required.

South Central Enterprise Region

- ④ Prepared initial business development and operations plan for submission to the Enterprise Saskatchewan along with filing articles of incorporation, preparing organizational bylaws and policies, organizational financial plans and updating their second operations plan for submission to Enterprise Saskatchewan. HMC has also provided ongoing support to the CEO and organization on a regular basis as well.
- ④ Undertaking of a review of SCER's governance related documents and processes to ensure relevancy and compliance to existing Articles of Incorporation, Bylaws and polices and provided recommendations for change where required.

- ④ Development of an Industrial and Commercial Property Database (in Access) with base reports which includes location, assessment and other information required of potential land purchasers. “Information at their finger-tips”.
- ④ To undertake a “comparative analysis” of municipally owned or controlled “Industrial Uses Land” within 10 major Cities and 4 larger towns to provide a comparison of Industrial and Commercial land pricing and pricing methodologies and land availability.
- ④ Budget model redevelopment to reflect more accurately SCER’s financial tracking and reporting current practises.

Athabasca Enterprise Region Corp

- ④ Prepared initial business development and operations plan for submission to the Enterprise Saskatchewan along with filing articles of amendment, preparing organizational bylaws and policies, and preparation of all financial plans.
- ④ Developed and conducted AER’s first Board of Directors Orientation workshop that reviewed Board legal responsibilities, corporate Structure and corporate responsibilities, corporate policies and procedures, current Strategic/Operations and Action plans. The process included the development of a content outline for a Board Manual.

Pipestone Feeders Inc, Grenfell, SK

Business Plan Update

- ④ Development of an updated business plan to support expansion plans.

Recreation Connections Manitoba Inc, Winnipeg, MB

Organizational Review and Business Plan

- ④ Developed a business plan to secure government financing and assist with the continued development of the organization.

Twin River Ag Ventures, Rosthern, SK

- ④ Development of Intensive Cattle Feeding Operation at Rosthern Saskatchewan.

Whitewood Interpretive Centre Inc., Whitewood, SK

- ④ Assisted in contract negotiations with potential Wind Power developer.

Plains Livestock Inc., Porcupine Plains, SK

- ④ Revision of business plan supplemental;
- ④ Capital construction financial reporting;
- ④ Financing proposal request package development;
- ④ Management Recruitment; and
- ④ Development/construction to Operations transition support.

Rolling Hills Feedlot Inc., Assiniboia, SK

- ④ Revision of business plan supplemental;
- ④ Capital construction financial reporting; and
- ④ Financing proposal request package development.


Clear Creek Organics

-  Business Plan Development.

Wey West Short-line Rail

-  Business development advise.


Clear Creek Organics

-  Updating Business Enhancement Plan.

MANAGEMENT AND OPERATIONS SUPPORT

Pipestone Feeders Inc., Grenfell, SK

Organization Transition Plan

-  Facilitated the transition of Pipestone from an operational Board to an advisory Board and developed numerous policies, procedures, budgets, financial analysis, reporting models, contracts and agreements that were required to strengthen the organization and streamline operations.

Pipestone Feeders Inc, Grenfell, SK

Management Support Part 2




-  Continued support primarily in day-to-day administration and finance.

City of Portage la Prairie, MB

-  The City retained HMC Management to provide economic and land development related services on a service contract basis.
-  HMC worked with the City exclusively on land development, land sales, and property management and completed such tasks as development agreement negotiations on a 25 acre multi use parcel of land; land sales with respect to residential, commercial, and industrial properties including the development of required policy; the negotiating and closing the sale on a 24 lot residential subdivision to a private developer which included preparing a land development agreement; dealing directly with national based commercial and retail companies and providing path finding services in order to secure property and attract the business into the City; City industrial park development including business attraction and development; project management including the development of the Heritage Square East project which involved infrastructure and beautification elements in the City downtown area.

Western Prime Meats

Management Support

-  Complete review of finance and accounting procedures, inventory control and internal operations.
-  Administration operations support
-  Project management support for Biodigester project.

**Border Line Feeders Inc., Ceylon, SK
Management Support**

- ④ Organization Transition – Facilitate the transition from construction to operations.

**Pipestone Feeders Inc., Grenfell, SK
Expansion and Management Transition**

- ④ On-site support through period of transition from one manager to another including interim management support, including day-to-day administration and finance;
- ④ Management Recruitment;
- ④ Management Training and Support; and
- ④ Expansion construction controller.

Plains Livestock Inc., Porcupine Plains, SK

- ④ Management Recruitment; and
- ④ Management Support.

**Quality Starts Here / Verified Beef Production, Regina, SK
Organization Transition Management Support**

- ④ Facilitated the transition from “committee” to corporation;
- ④ Developed management and program delivery processes including:
 - Finance; and
 - Staffing & Board Operations.

Broadview Investment Group (BIG), Broadview, SK

- ④ BIG Corporate Management Support; and
- ④ Corporate Development and Management Support.

New Wave Innovations Inc.

- ④ Corporate Development and Management.

ORGANIZATIONAL REVIEWS

Town of Virden, MB

Organizational Review

- ④ Completed a comprehensive organizational review of the Town of Virden and provided recommendations for change and improvements.

Pipestone Feeders Inc., Grenfell, SK

Organizational Review,

- ④ Conducted a comprehensive review of the inner workings of the organization, including: Board of Directors governance and policy development; staff and human resources related policy development; along with providing direct feedback on the current organizational structure and operation.

Yorkton Tribal Council, Yorkton, SK

Management Practices Review

- ① Reviewed existing management practices to ensure that processes that were in place are implemented and to make recommendations regarding improvement of those practices.

Rural Municipality of Hanover, MB

Organizational Staffing Review

- ① Development of revised organizational structure
- ① Development of job descriptions for all municipal and contracted positions
- ① Human resources policy identification and development

Village of Zenon Park, SK.

Organizational Review

- ① Facilitated the development of a comprehensive community recreation delivery organization in Zenon Park.

Town of Whitewood, SK

Organization Review – Recreation Delivery System

- ① Reviewed the existing recreation delivery system in the Town of Whitewood and recommended appropriate changes.

Saskatchewan Stock Growers Association, Regina, SK

Human Resource Policy Development

- ① Staff performance evaluation policy and review process development.

ORGANIZATIONAL DEVELOPMENT

Village of Zenon Park, SK.

Development of an Integrated Community Plan

- ① Led, developed, and facilitated a process whereby the community, including the schools, were involved in the development of a community driven vision that was designed to deal with local critical issues and create a common future for the community to realistically attain.

Portage Regional Recreation Authority

- ① Facilitated an operations planning process that assisted the Board and staff identify projects and actions required to commence operations as a functioning regional recreation entity transforming from a City of Portage la Prairie operated service.


Western Prime / SK/Man Organic Livestock Associations

- ① Organization Project Development;
- ① Partnership Development; and
- ① Expansion of Provincial Slaughter Facility to Federal Inspection, Organic Certification.


Sunrise Community Futures Corporation, Weyburn, SK
Regional Opportunities Profile

-  Identified economic development opportunities throughout the South East of Saskatchewan.

Southeast Regional Economic Development Authority, Weyburn, SK
Business Opportunities Identification Plan

-  Facilitated the identification of business development opportunities within the South East REDA area.


PHC Holdings Ltd

-  Assist in the development of base policies and other corporate governance documents and facilitate a presentation workshop to the board of directors of PHC Holdings Ltd.

PROJECT DEVELOPMENT


Town of Virden, MB

Recreation Facility Needs Assessment

-  Facilitated a structured community workshop of over 200 participants and obtained information for Town Council so that they could move forward on developing a new multipurpose recreation facility for the area.


Mainline Regional Economic Development Authority, Broadview, SK

Tourism Development

-  Development of “100 Mile Mall” Marketing Plan to advance the tourist attraction potential of the project.

Gateway Regional Economic Development Authority, Moosomin, SK

Regional Tourism Development Plan Facilitation

-  Facilitated group discussion and provide baseline research for the development process required to enhance the Tourism industry in the Gateway REDA Region.


Town of Whitewood, SK/Rural Municipality of Willowdale, SK

Inter-Municipal Tax Sharing Agreement

-  Led, developed, and facilitated a process to develop a tax sharing agreement that eventually led into another direction and outcome.


Rural Municipality of Stanley, MB

Feasibility Study Related to the Provision of Fire Services

-  The feasibility study thoroughly examined and analyzed the economic and technical aspects of the Rural Municipality of Stanley operating its own fire department.


Town of Virden MB

Regional Recreation Delivery System


-  A “part 2” to the original project, this project focused on the development of a regional recreation delivery system that included participation from the adjacent Rural Municipal Councils as well as the implementation of recommendations identified in the original organization review.

Federation of Canadian Municipalities (FCM)

Local Economic Development Project – Kyiv, Ukraine

-  HMC was contracted by FCM as Municipal Local Economic Development Strategic Planning Specialists to participate as expert presenters on local economic development in the Canadian context along with introducing HMC’s Integrated Planning Process to workshop delegates at a two-day workshop in Kyiv in October of 2010.

As well, HMC worked with the Ukrainian Municipal Local Economic Development Team (UMLED) in Kyiv in developing its own project and strategic planning methodology based on its assessment of the project and after reviewing other strategic planning models that may benefit those participating Ukrainian Cities involved in this five year FCM project.


-  HMC was contracted again by FCM in 2011 to provide expert opinions and add value to the Municipal Local Economic Development project in Ukraine which included assisting in determining the desired strategic planning methodology for the project and providing Canadian based insights to Ukrainian consultants that may be involved in this project. These interactions took place in Kyiv, Ukraine.

In addition to this, HMC developed 26 economic development related training or program based modules that may be used by the participating Ukrainian cities as demonstration projects.

As well HMC provided Ukrainian project staff with support and guidance during a Canadian vitiation mission in early 2011.

Saskatchewan Ministry of First Nations and Métis Relations

Northern Enterprise Council Development

-  The work included working with the Ministry and the three Northern Enterprise Regions in developing the Northern Enterprise Council Charter, Operations Protocols, Communications Plan, Project Charter Template and Project Scoring Matrix Template.