



PLEDCO Strategic Plan 2018-19

Facilitation and Report by Open Circle Strategies Inc.

Executive Summary

On April 6 and 7, 2018 the Primrose Lake Economic Development Corporation (PLEDCO) Board and Executive Director held a two-day strategic planning session at Four Points Sheraton Hotel in Saskatoon, SK to conduct a situational analysis of PLEDCO and create goals and objectives for the following year. Vince Bruni-Bossio of Open Circle Strategies facilitated the workshop and tracked information for report writing. Prior to the session, interviews were conducted with the attendees to determine 'Key Discussion Points' for the strategy session. This report highlights the findings and strategy from that session.

A review of the strategic plan from 2016 reveals PLEDCO has been effective in ensuring that community members have access to training. PLEDCO has sponsored safety training and has been searching for additional training opportunities. Overall, there is increased awareness of educational opportunities as well as increased interest from community members. PLEDCO has continued to collaborate with economic development agencies and other partners to ensure that the PLEDCO mission aligns with the economic development goals in the four communities. In 2015, the PLEDCO Board approved \$500,000 for Primrose Resource Corporation (PRC) to support their gas bar project. Currently, PLEDCO is waiting for a feasibility study and business plan to be completed by PRC before making further decisions. PLEDCO has sponsored the Northern Research Center (NRC) (\$125,000 for each Ile-a-la-Croix, SDC, Beauval and BDI) which will fund a group of researchers to assist with research and conducting feasibility studies and business planning to assist the communities. Under the direction of the new Executive Director, PLEDCO has made a large improvement in relationship building with the four communities. The Executive Director travels to each community regularly to meet with Mayor, Councillors and other community members.

During the strategy session, there was consensus that PLEDCO is offering a successful value proposition to the community. This includes \$150,000 in grants given across the four communities and \$550,000 through partnerships with Beaver River Communities Futures (BRCF) through the Primary Producer Program. A municipal infrastructure account has been created with 7 projects completed in Jans Bay. PLEDCO has assisted with many pathfinding services such as identifying available grants through a partnership with the Clarence Campeau Development Fund (CCDF).

PLEDCO would like to ensure that its investments provide a return that best aligns with community goals. The Executive Director and Board have already started to meet with trust fund managers to examine options for investing in possible funds that support the values and needs of the four communities.

The report lists a series of possible new initiatives for PLEDCO to consider including a new office building, a grocery Co-op in Ile-a-la-Croix and the Northern Research Center (NRC) is an opportunity to increase the resources for building initiatives in the region.

MNP LLP ("MNP") was engaged by PLEDCO in April 2017 to evaluate the organization for the years 2012/13 – 2016/17. Most of the suggested changes are administrative in nature with the only strategic issue being around ensuring better tracking and feedback on the impact of grants. Responses to the recommendations prepared by the Executive Director were discussed and approved by the Board and mayors.

The Executive Director prepared a synopsis of the opportunities for each community collected over the year from face to face interviews. This included immediate projects, long-term projects and training needs. The group discussed the material presented by the Executive Director and arrived at general strategic areas going forward.

The “Elders Economic Initiative” is specifically designated for projects and programs of particular interest to and/or for the benefit of elders. These may include projects for elders housing units and special care facilities, training programs in traditional economic activities, skills, crafts, and other projects and programs designed to meet the special needs or interests of elders.

The mayors indicated at the session that they are very happy with efforts by the Executive Director to build relationships with each community and keep the municipalities informed on PLEDCO value proposition and actions. They also stated the best involvement for PLEDCO is at the feasibility stage of projects. Also, if large projects are ongoing year to year and need funding PLEDCO can assist with this.

The group agreed that the Board would continue to invite the mayors to the strategic planning session each year along with an understanding that each Mayor and Council would also invite PLEDCO to one meeting per year. This meeting would be attended by either the Executive Director or one of the two designated board members from that community.

The Board reviewed the financial statement. Cash and Trust Proceeds are down in 2017. The overall fund balance was reduced by \$208,896 in 2016 to \$724,473 but increased by \$366,098 in 2017 due to less grants being given out. Last year, PLEDCO gave out \$12,000 in scholarships with more applications from the two larger communities. This included 14 scholarships with 29 applications.

Based on the analysis above, the strategic ‘Key Focus Areas’ were amended by the PLEDCO Board as shown below and incorporated into a strategic work plan for the next year. Changes from the last work plan include the removal of a goal for communication. This is due to the fact that Executive Director has been able to improve communications with the communities to a level where it is now part of an operational focus. Responding to the five-year evaluation recommendation was added as a goal given that this is integral to meeting standards set out in the original agreements with governments.

1. COMMUNITIES

- a. Training
- b. Entrepreneurship
- c. Scholarships
- d. Supporting Municipalities

2. ECONOMIC DEVELOPMENT AGENCIES

- a. Community Economic Development Agencies
- b. PRC
- c. Other Partners

3. BROADER REGION

- a. Relationships

4. ORGANIZATION and BOARD

- a. Internal Infrastructure
- b. Governance
- c. Five Year Evaluation

Contents

Executive Summary	2
Introduction	5
Vision, Mission and Value Proposition	6
Vision	6
Mission.....	6
Value Proposition	6
Review of Previous Strategic Plan	7
Update on 2016 Strategic Goals.....	7
PLEDCO Update/Situational Analysis	10
Possible New Initiatives	11
Five Year Review	12
Community Overviews	12
Other Initiatives	14
Métis Capacity Development Strategy	14
Elder Initiative Fund	14
Criteria for Allocation of Fund Between Communities	15
Community Relations.....	15
Financials.....	16
Funding Scholarships.....	16
Governance	16
Key Focus Areas	17
PLEDCO Goals, Objectives and Action Items.....	18
Conclusion	26

Introduction

On April 6 and 7, 2018 the Primrose Lake Economic Development Corporation (PLEDCO) Board and Executive Director held a two-day strategic planning session at Four Points Sheraton Hotel in Saskatoon, SK to conduct a situational analysis of PLEDCO and create goals and objectives for the following year. Vince Bruni-Bossio of Open Circle Strategies facilitated the workshop and tracked information for report writing. Prior to the session, interviews were conducted with the attendees to determine 'Key Discussion Points' for the strategy session. This report highlights the findings and strategy from that session.

Primrose Lake Economic Development Corporation (PLEDCO) was formed as a result of the agreements for economic development reached with the governments of Canada and Saskatchewan. The agreements are the result of the negotiations regarding the loss of the use of the land in the Primrose Air Weapons Range. PLEDCO is the manager of the \$17.5 million trust funds granted by government for the long-term benefit of the four affected communities of Jans Bay, Cole Bay, Beauval and Ile-a-la-Crosse. PLEDCO's mandate includes ensuring the funds are preserved and utilized wisely for economic and infrastructure development.

The strategy conducted this year focused on continuing to strategically fund initiatives that support economic development in the local region. There have been changes in leadership at the community level with three new mayors elected last year. The mayors of each community (who serve as the shareholder representatives) participated in the session to ensure that the needs of the communities are considered and that the Board understands its governance role in relation to the communities.

PLEDCO's Executive Director is now in his second year and has done a great deal of work in relationship building with the communities. Major issues discussed in the session include how PLEDCO will meet the growing demand for funding feasibility studies and new businesses, the results of the Five Year Evaluation by MNP and the relationship between PLEDCO and Primrose Resources Corporation (PRC). This report highlights these discussions and other issues currently facing the organization.

Vision, Mission and Value Proposition

Vision

A **vision** outlines what the organization would look like to achieve with no obstacles in the way of achieving the mission. The PLEDCO Board reviewed the vision statement developed in 2016 and agreed to the wording change shown below better reflect the aspirations of the organization by positioning PLEDCO as a leader of growth in the region.

PLEDCO Vision

PLEDCO - Leading the growth of a thriving economy in the North West Region of Saskatchewan.

Mission

The **mission** of an organization outlines its purpose or the reason for its existence. It describes how the vision will be achieved. The PLEDCO Board reviewed their current mission and agreed that it continues to reflect the purpose of their organization but wanted to ensure the focus was on the North West Region of Saskatchewan (see below).

PLEDCO Mission

To facilitate economic development through support of entrepreneurship, strategic partnerships and collaborations in the North West Region of Saskatchewan.

Value Proposition

A value proposition is the value that an organization offers those it serves. This value must be recognized by those groups receiving the service. This means that PLEDCO's value proposition must be aligned with the needs of the four communities and region.

PLEDCO's Value Proposition

PLEDCO is a **facilitator of economic development** through funding, training, negotiations, networking, partnerships, communication and follow up. In this facilitator role PLEDCO serves multiple functions. Firstly, PLEDCO is accountable to the Federal and Provincial governments to manage the existing trust fund. To this end, PLEDCO must work with the communities to ensure they are funding the right activities to achieve success. PLEDCO also has the opportunity to set an example for other funding and economic development agencies in how to build and develop effective partnerships. In practice, PLEDCO offers funding to individuals, businesses and regional entities (i.e. economic development agencies) to develop viable ventures and projects. Going forward, PLEDCO's value proposition is dependent on tracking the impacts of activities, initiatives and grants in order to measure and communicate success.

Review of Previous Strategic Plan

In the session, the PLEDCO Board reviewed the strategic plan developed in 2016 and discussed progress made towards each of the goals.

Update on 2016 Strategic Goals

The goals within each circle focus of the 2016 strategic plan are shown below along with an update on progress made towards achieving each goal. PLEDCO's strategy include initiatives for Communities, Economic Development Agencies and the Broader Region (see diagram on right).



Circle Focus: Communities

Goal: To ensure community members have access to training for their entrepreneurship and employment aspirations.

Goal: To facilitate the creation of new businesses.

Goal: To promote access to education.

Goal: To support sustainability of community development.

Over the past year, PLEDCO has been effective in ensuring that community members have access to training. PLEDCO has sponsored safety training and has been searching for additional training opportunities. People with new business ideas still require a lot of support through incentive programs and training. The Board noted that the number of scholarship applications has also increased significantly over the past year with PLEDCO giving out a total of \$14,000. This is attributed somewhat to the recent poster campaigns and the highlighting of two successful candidates across the region. PLEDCO is currently considering asking banks about the possibility of mirroring scholarship funding. Overall, there appears to be increased awareness of these opportunities as well as increased interest from community members in pursuing education in a less robust economy.

PLEDCO recently set up a municipality infrastructure fund. Each community can receive 60% of the annual Canadian Infrastructure Fund split evenly between the four communities (up to \$50,000 per community). Communities can use the fund yearly, or to let it accumulate year to year to be used for larger projects.

Circle Focus: Economic Development Agencies

Goal: To build effective relationships with agencies to facilitate development.

PLEDCO has continued to collaborate with economic development agencies and other partners to ensure its mission aligns with the economic development goals in the four communities. The organization faces the ongoing challenge of both deciding and justifying which projects to fund. Every community has different initiatives that they can be proud of (equipment, facilities, etc.) but the number of requests for funding will always exceed the funding available to support proposed initiatives.

This past year PLEDCO purchased \$200,000 in shares (\$50,000/community) for the new fish plant owned by Sakitawak Development Corporation (SDC). PLEDCO also invested in water and sewer training with tickets in collaboration with WASAW and training for two people at the Radio Station in Ile-a-la-Crosse.

Goal: To collaborate with Primrose Resources Corporation (PRC) on major economic development initiatives.

In 2015, the PLEDCO Board approved \$500,000 for Primrose Resource Corporation (PRC) to support their gas bar project. PLEDCO has since provided \$200,000 of this amount but have not seen progress made towards project completion. Currently, PLEDCO is waiting for a feasibility study and business plan to be completed by PRC before making further decisions. Collaboration with PRC will continue to be a key focus area in the 2018-19 strategic plan.

Goal: To collaborate with other partners (service providers, funding agencies, etc.).

Under the direction of the new Executive Director, PLEDCO has made a large improvement in relationship building with the four communities. The Executive Director travels to each community regularly to meet with Mayor, Councillors and other community members. This has been a very effective way to ensure relationship building and communication occurs.

Goal: To identify strategic benefits of partnering to provide programs and services versus in-house delivery.

PLEDCO currently partners with Norwest Communities (NWC) by sponsoring people from Jans Bay and Cole Bay to attend workshops on non-timber forest products regarding marketing quantities in the forest (e.g. mushrooms). PLEDCO has also sponsored the Northern Research Center (NRC) (\$125,000 for each Ile-a-la-Crosse, SDC, Beauval and BDI) which will fund a group of researchers to assist with research and conducting feasibility studies and business planning to assist the communities. PLEDCO also partnered with the Gabrielle Dumont Institute (GDI) for safety training in Ile-a-la-Crosse. PLEDCO continually directs people to the Clarence Campeau Development Fund (CCDF) and SaskMétis Economic Development Corporation (SMEDCO) for assistance. PLEDCO is also building a relationship with the Métis Community Capacity Strategy- (7 communities from the North West including Beauval and Ile la Crosse) that receive CCDF funding for governance (1st year) and financial analysis (2nd year). Overall, PLEDCO has done a good job of understanding the other funding agencies and identifying how to collaborate.

Circle Focus: Broader Region

Goal: To develop collaborations that assist with economic development.

PLEDCO has become a role model for best practices in economic development and will continue to engage with other funding and economic development agencies in the broader region as opportunities are identified. Currently, PLEDCO has open and accountable communications with the provincial governance through Gerald Roy (Business Development Officer). However, communications with the Federal Government could be improved. PLEDCO assisted the Ile-a-la-Crosse Communication Society (ICS) to bring internet to the region. PLEDCO also takes part in discussions with the North West economic development and investment attraction groups to improve tourism in the areas (e.g. North West Indigenous Tourism Council).

Circle Focus: Organization and Board

Goal: To ensure that information about economic development funding is clear.

Currently, the Board feels well informed. Everyone receives a board package and starting this year, all board members received an iPad for reading board documents and agreements. Being paperless will make it easier for everyone to review and track documents.

Goal: To ensure governance competency at the board level.

The Board recently recruited new members and went through an orientation process with each board member.

Goal: To ensure effective communication with communities and partners about PLEDCO's mission and activities

As noted above, communication is improving with mayors and community members as a result of the Executive Director engaging in personal relationship building in each community.

PLEDCO Update/Situational Analysis

During the strategy session, there was consensus that PLEDCO is offering a successful value proposition to the community. This includes \$150,000 in grants given across the four communities and \$550,000 through partnerships with Beaver River Communities Futures (BRCF) through the Primary Producer Program. A municipal infrastructure account has been created with 7 projects completed in Jans Bay. PLEDCO has assisted with many pathfinding services such as identifying available grants through a partnership with the Clarence Campeau Development Fund (CCDF).

Overall, PLEDCO has built a strong base of operations and relationships. The next stage is to consider how PLEDCO can continue to strengthen its organization. New ideas such as including Elders in the PLEDCO strategy were discussed (see below). A key component of PLEDCO's recent success has resulted from efforts by the Executive Director to build on relationships in the communities. Currently he travels to each community regularly (Jans Bay once of month, Beauval 3 days a week and Ile a la Crosse 2 days a week). By meeting with the mayors and economic development leaders, the Executive Director has been able to understand the types of projects needed in each community and the resources available. All those at the session agreed that PLEDCO is now well-known in the communities.

A poster campaign for scholarship recipients and sponsored videos shown on CTV provincially for the fish plant have both been effective means of promotion. The group discussed the idea of having a future annual business award and potentially an award banquet to highlight the success of the community economic development agencies as well. The purpose of the event could be to appreciate local business and entrepreneurs and to recognize corporate groups.

Currently, the Provincial Government is content with PLEDCO's approach of getting regional collaboration for economic development. One area for consideration is to have additional after care for each venture. Currently, \$7.669 million dollars have been dispersed to PLEDCO since 2007. This number includes grants to Primose Resources Corporation (PRC). In total PLEDCO has given out approximately \$2.2 million to the communities in direct investment and over \$4 million to benefit communities overall. Some of the funds have also been used for administration expenses.

Better Investing

PLEDCO would like to ensure that its investments provide a return that best aligns with community goals. The Executive Director and Board have already started to meet with trust fund managers to examine options for investing in possible funds that support the values and needs of the four communities.

Tracking Success of Funding Business Planning & Business Improvement

A key discussion at the session included improving the letter of offers to entrepreneurs to ensure they return with feedback for tracking purposes. A letter of offer that imposes some future restrictions (e.g. future funding) would facilitate retrieval of information regarding how the grant has been of assistance. The concern raised was mostly for entrepreneurs as their success has proven harder to track than the larger economic development agencies.

Possible New Initiatives

At the session, the Board and mayors reviewed reports submitted by the Executive Director on possible new initiatives and programs for PLEDCO to consider. A synopsis of these are presented below.

New Office Building

Currently, PLEDCO rents office space resulting in the organization having limited options for using the space. PLEDCO could consider constructing and/or purchasing a standalone office building for PLEDCO. Under its current agreement, PLEDCO cannot own the building but it can provide funds to assist with construction. PLEDCO could seek partnerships or investors with the idea that the offices space would have multiple spaces for additional revenue as well as a professional boardroom available for rent. There was discussion about aligning the use of the office space with regional goals such as creating a tourism/visitor center.

Grocery Co-op in Ile-a-la-Crosse

The community of Ile-a-la-Crosse is in a good position to house a Grocery Co-op store. PLEDCO has done some work on this already under the guidance of Norman Johnson. Norman received preliminary numbers for constructing a building and adding inventory, but this data is now over 5 years old. There have been discussions with Artic Co-op about supplying a local co-op in Ile-a-la-Crosse if the municipality were to construct and/or purchase a building. Co-operatives can be a powerful model for economic development because profits are directed back to the community. Co-operative First, a non-profit with the mandate of promoting the development of co-operatives in rural communities, recently presented to PLEDCO about possible options.

Northern Research Centre (NRC)

The Northern Research Center (NRC) is an opportunity to increase the resources for building initiatives in the region. NRC will bring together a group dedicated Master and PhD researchers from Johnson / Shoyama School of Public Policy under the MITACS program (<https://www.mitacs.ca/en/about-mitacs>) to work with PLEDCO to research key areas and develop feasibility studies and business plans. PLEDCO has already supported NRC by sponsoring Ile-a-la-Crosse and Beauval's Memberships (\$50,000). Cole Bay and Jans Bay will be considered for the next round of membership offerings. PLEDCO hopes to make this centre a primary source of business planning and study generation. Example of work PLEDCO may have done through the centre includes:

- Funding impact study
- Grocery Co-op feasibility
- New office building feasibility
- Trust fund guidance

Primose Resources Corporation (PRC)

PRC has been in existence for 5 years but has struggled to be profitable. PLEDCO has disbursed over \$500,000 to PRC since it was incorporate without receiving any dividends. PRC will complete a feasibility study and business plan for the proposed gas bar at the Beauval Forks by the end of April 2018. For the short-term, PLEDCO will continue to support PRC and determine whether to proceed or look to other opportunities after the business plan has been reviewed.

PRC and Dwight Gallagar Industries have partnered to create Primose Resources Development (PRD). Profits from this venture have been minimal. Going forward PRC will to recruit a full time CEO to ensure all projects can be profitable.

Five Year Review

MNP LLP (“MNP”) was engaged by PLEDCO in April 2017 to evaluate the organization for the years 2012/13 – 2016/17. The group reviewed the feedback and agreed that most of the suggested changes are administrative in nature with the only strategic issue being around ensuring better tracking and feedback on the impact of grants. Responses to the recommendations prepared by the Executive Director were discussed and approved by the Board and mayors.

Community Overviews

The Executive Director prepared a synopsis of the opportunities for each community collected over the year from face to face interviews. This included immediate projects, long-term projects and training needs. The group discussed the material presented by the Executive Director and arrived at general strategic areas going forward.

Beauval

Of the four PLEDCO communities Beauval is the best placed geographically for tourism which is as one of the top priorities of the region. Beauval would like PLEDCO to work on developing a contracting business. PLEDCO can help facilitate this through the purchase of equipment. Another option may be partnerships between Boothbay/Wasaw/BDI as Cole Bay and Jans Bay both have somewhat idle equipment.

Anglers Trail Resort offers cabins and campsites, including dining, a tackle shop and a convenience store. The resorts is located on prime real estate with established clientele. It offers physical structures and equipment ready to be used. The resort is for sale. PLEDCO can help facilitate a purchase on behalf of Beauval. There is also the opportunity to align with PRC on getting office space for PLEDCO in the new gas station location. The Norther Research Center might also be able to use this office space.

Cole Bay

Cole Bay would like PLEDCO to work with them on the possibility of purchasing the North Haven Lodge from Canoe Lake First Nation. The Lodge includes a storefront with cabins located behind it. PLEDCO could offer the support needed for a valuation and feasibility, etc. There is the possibility the lodge, which is currently seasonal, to be operated all year. There are some updates needed to the location, but the key area is to develop a marketing strategy to promote winter operations. Booth Bays would run the lodge. PLEDCO is in a good position to help with operational funding for Booth Bay and to assist Booth Bay with training in the community

Jans Bay

Jans Bay has a series of projects in process but is focused on new building construction. This means that additional partners (e.g. CCDF/SMEDCO) will be needed. Wasaw is progressing at a steady pace and the hamlet is fully utilizing the municipal infrastructure fund. Jans Bay would like PLEDCO to work with them on building a new Hamlet office building. PLEDCO could help with funding a feasibility study to rebuild. This could include the business center and the use of the old building as a youth center to offset costs.

PLEDCO previously contributed \$100,000 to construct a training centre in Jans Bay which now requires upgrades. PLEDCO could help support a transformation of the centre into a small convenience store/ coffee shop. There is also the possibility of turning the centre into a bed and breakfast for tourism purposes.

Ile-a-la-Crosse

Ile-a-la-Crosse has the region's only hospital making it a centre for activity. PLEDCO is in a good position to support new entrepreneurs in the community with the idea of partnerships being encouraged to maximize funding. Ile-a-la-Crosse would like PLEDCO to assist the development of a War Veterans Park. The park requires upgrades to power (e.g. possibly solar) and facilitates/camp site, wifi, etc. PLEDCO provided \$37,000 for conceptual planning of the park and will continue to offer support going forward.

In the future, PLEDCO could also help with upgrading water and sewer upgrades estimated at \$6.5 million in costs. PLEDCO is currently assisting these upgrades through the infrastructure fund, which offers each community up to \$50,000/year. To date, PLEDCO has given \$75,000 to Ile-a-la-Crosse over 2 years. A new subdivision is also needed for which PLEDCO could assist with providing some of the surveying costs.

Sakitawak Development Corporation (SDC)

SDC is the region's strongest community development corporation. With the new fish-plant up and running, SDC's capacity to take on new projects may be hampered. PLEDCO could support projects that are supplementary to the existing businesses SDC operates. Studies and business planning projects could also be funded. PLEDCO needs to see what the priorities of SDC are and how it can help especially since Cameco, SDC's main client, is no longer in operation.

Other Initiatives

Métis Capacity Development Strategy

The group agreed that PLEDCO should encourage the Clarence Campeau Development Fund (CCDF) to find ways to include the two smaller communities in the capacity development program. Currently only Beauval and Ile-a-la-Crosse are a part of this initiative. Therefore, Jans Bay and Cole Bay do not benefit from the networks that Beauval and Ile-a-La-Crosse have. PLEDCO already offers some funding to help these communities but needs to find more ways to help these smaller communities.

Elder Initiative Fund

The “Elders Economic Initiative” is a subcategory of the Economic Development Initiative that is designated for projects and programs of particular interest to and/or for the benefit of elders (people over the age of 65 years who reside in the primrose lake area). These may include projects for elders housing units and special care facilities, training programs in traditional economic activities, skills, crafts, and other projects and programs designed to meet the special needs or interests of elders. PLEDCO will deal with a designated Elders group to be formed by each of the four communities. Elders may decide to combine groups or projects to maximize the impact of the funding. Projects will be eligible for 100% funding.

The group discussed how to implement this initiative and agreed that PLEDCO would assist with building Elder groups through an Elder gathering and then decide to fund projects as they arise. The group also agreed that Elders need to understand that funding is for regional projects or economic development and not for individual needs. In the future PLEDCO may need to increase the current maximum amount of \$5,000 allotted to this fund.

Criteria for Allocation of Fund Between Communities

Given that each community is engaging in economic growth, PLEDCO now finds itself in the unique position of having to decide which projects are more important in the region or to each community yearly. In a discussion about how to decide the allocation of funds between communities, the group agreed on the following criteria with the weighting of each criteria changing for communities. For example, in Jans Bay, job creation may be weighted more than in other communities. The idea is that the Board should discuss these criteria and adjusted weights when making decisions about community funding.

<i>Criteria</i>	<i>Weight</i>
<i>Job Creation</i>	20%
<i>Impacts all four PLEDCO communities</i>	20%
<i>Most likely to succeed as a development/business opportunity</i>	20%
<i>Support the small communities</i>	20%
<i>Size of project – How long to go from start to finish</i>	20%

Community Relations

Discussion with the mayors

The mayors indicated at the session that they are very happy with efforts by the Executive Director to build relationships with each community and keep the municipalities informed on PLEDCO value proposition and actions. They also stated the best involvement for PLEDCO is at the feasibility stage of projects. Also, if large projects are ongoing year to year and need funding PLEDCO can assist with this.

The group agreed that the Board would continue to invite the mayors to the strategic planning session each year along with an understanding that each Mayor and Council would also invite PLEDCO to one meeting per year. This meeting would be attended by either the Executive Director or one of the two designated board members from that community.

Financials

Key financials indicators for PLEDCO are provided below. Cash and Trust Proceeds are down in 2017. The overall fund balance was reduced by \$208,896 in 2016 to \$724,473 but increased by \$366,098 in 2017 due to less grants being given out.

Financial Overview

		2017	2016	2015
	<i>Cash</i>	\$453,747	\$541,525	\$175,600
	<i>Proceeds from Trust</i>	783,268	892,882	1,132,579
	<i>Total</i>	\$1,237,015	\$1,434,407	\$1,308,179

		2017	2016	2015
	<i>Revenue</i>	\$784,822	\$894,735	\$1,135,217
	<i>Expenses</i>	239,965	921,178	847,095
	<i>Difference before inter-fund transfers</i>	544,857	(26,443)	288,122
	<i>Inter-fund transfers</i>	(178,759)	(182,543)	(215,768)
	<i>Difference and inter-fund transfers</i>	\$366,098	\$(208,896)	\$72,354

Funding Scholarships

Last year, PLEDCO gave out \$12,000 in scholarships with more applications from the two larger communities. This included 14 scholarships with 29 applications. Last year there were 39 applications received. One reason for the decline in the amount of applications is that more people are opting for more short-term training. PLEDCO currently gives preference to 4-year programs but may need to consider scholarships for shorter training opportunities (i.e. less than one year). Such changes may require an amendment to short-term funds stipulations. Currently, there are also fewer applications submitted by people from Cole Bay and Jans Bay. It may be beneficial, therefore, to conduct a need analysis of Jans Bay and Cole Bay to see how many people are seeking training for less than one year. The idea of finding ways to engage more students from these communities was viewed as important for this year's work plan.

Governance

The Board completed a training session in governance as part of this year's strategic planning. Vince Bruni-Bossio of Open Circle Strategies created and delivered customized governance material. The Board will also consider a summary of key ideas and acronyms for new board members. Ongoing board training and a board evaluation will be included at the strategic planning session each year.

Key Focus Areas

Based on the analysis above, the strategic 'Key Focus Areas' were amended by the PLEDCO Board as shown below and incorporated into a strategic work plan for the next year. Changes from the last work plan include the removal of a goal for communication. This is due to the fact that Executive Director has been able to improve communications with the communities to a level where it is now part of an operational focus. Responding to the five-year evaluation recommendation was added as a goal given that this is integral to meeting standards set out in the original agreements with governments.

1. COMMUNITIES

- a. Training
- b. Entrepreneurship
- c. Scholarships
- d. Supporting Municipalities

2. ECONOMIC DEVELOPMENT AGENCIES

- a. Community Economic Development Agencies
- b. PRC
- c. Other Partners

3. BROADER REGION

- a. Relationships

4. ORGANIZATION and BOARD

- a. Internal Infrastructure
- b. Governance
- c. Five Year Evaluation



PLEDCO Goals, Objectives and Action Items

In the session, PLEDCO developed a one-year strategic work plan to align directly with the 'Key Focus Areas' listed above. The work plan below includes the goals, objectives, actions items, rough timelines and key resources for all objectives. Having this detail included in the strategy will ensure that PLEDCO can complete and track all action items.

IMPORTANT NOTE:

The Board agreed that the work plan presented below should be reviewed quarterly with the ED to ensure clarity on the strategy and to understand any challenges that may impact on the achievement of various objectives. This discussion will also ensure that the Board can advise the ED on how to meet challenges.

Short Term Strategy (1 year)

Circle Focus: Communities

Key Focus Area: Training

1. Goal: To ensure community members have access to training for their entrepreneurship and employment aspirations.

Objective #1		To facilitate business training for community members.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Connect with regional educational providers to determine available programming.	ED	On-going	Number of opportunities identified	Possible partners: CanSask, Northlands College, GDI, University of Saskatchewan, etc. More relationships with First Nations (and SIIT) to identify mutual opportunities for training.
2. Implement possible educational programs	ED	On-going	Partner with GDI or other organizations to create training opportunities	

Objective #2	To develop and implement a plan for training for job creation in communities.
---------------------	--

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Collaborating with municipalities and other organizations (e.g. NWC) to determine a database of skills in each community	ED, municipalities, and other organizations	On-going	List of skills	Collaborations to take advantage of research being conducted.
2. Identify training gaps and opportunities.	ED	Dependant on timelines of GDI and other educational/funding agencies.	List of gaps and opportunities	Working with partners like GDI, we will identify on-going opportunities for training: e.g. training for young entrepreneurs (high school).
3. Implement programs when possible.	ED, PRC, GDI, other partners	December 2019	Program delivered	

Key Focus Area: Entrepreneurship

1. Goal: To facilitate the creation of new businesses.

Objective #1	To follow up with businesses that have received funding.
---------------------	---

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Create feedback tool for new businesses.	ED	April 2018	Tool created	
2. Update letter of offer to include condition to complete feedback report with a penalty.	ED and W Law.	May 2018	Letter of offer updated	Engage W Law to update letter of offer. Over the year, introduce the updated letter.

Key Focus Area: Scholarships

1. Goal: To promote access to education.

Objective #1 To offer funding to students pursuing post-secondary education.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Develop a marketing campaign to recognize current scholarship recipients	ED	September 2018 (is applications due) January 2019 (for the poster)	Information collected, and marketing materials created	Social media, website, etc. Get bios, pictures, and other forms of information from applicants.

Objective #2 To increase the amount of applicants from Jans Bay and Cole Bay

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Visit Beauval high school to promote it to Jans Bay and Cole Bay students	ED	May or June 2018	Number of meetings and workshops Number of communities Increase in applicants	Could be through career day workshops, or meetings with principal or guidance counsellor.

Objective #3 To ensure follow-up and tracking of scholarship recipients

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Change scholarship application to include annual mandatory feedback	ED	May or June 2018	On-going follow-up from recipients	Changes to the application and meetings with applicants.

Key Focus Area: Supporting Municipalities

1. Goal: To support sustainability of community development.

Objective #1	To develop a strategy for allocation of funds to communities over multiple years
--------------	--

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. On-going community meetings to determine potential new projects in each community	ED	On-going	Successful funding	Community meetings with mayors and councils. Strategically determining which projects are most important to fund by asking communities.

Circle Focus: Economic Development Agencies

Key Focus Area: Community Economic Development Agencies

1. Goal: To build effective relationships with agencies to facilitate development.

Objective #1	To help coordinate investment in the four communities.
--------------	--

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Continued communication through meetings with mayors and other community members	ED, PRC, CDC's	Ongoing	Review progress at quarterly Board meetings	Meetings are intended to ensure coordination, efficiencies, alliances, etc.

Key Focus Area: PRC

1. Goal: To collaborate with PRC on major economic development initiatives.

Objective #1		To ensure a sustainable working relationship with PRC.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Work with liaison to understand PRC strategy.	Board, Liaison (Nick Daigneault)	Ongoing – April 2019	Review business plan, project progress reports, etc.	
2. Assess the viability of the Forks project	ED, Board	TBD	Successful business plan	PRC Board will submit a feasibility and business plan.

Key Focus Area: Other Partners

1. Goal: To collaborate with other partners (service providers, funding agencies, etc.).

Objective #1		To better understand partnership with Beaver River Community Futures.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Negotiate follow-up process with successful candidates by BRCF	ED, Board, Beaver River Manager	On-going	Meeting	New agreement to be signed in May 2018. Determine options for follow-up over multiple years in the agreement.

Objective #2	To build and strengthen effective relationships with other partners to facilitate development.			
---------------------	---	--	--	--

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Continue to develop and maintain relations with current partners.	ED	On-going	Review progress at quarterly Board meetings	Existing partners include CCDF and SMEDCO.
2. Explore partnership with SIEF and Government of Canada to serve First Nations members in our communities.	ED, Board	On-going	Meetings	Explore opportunities for collaborative funding.

2. Goal: To identify strategic benefits of partnering to provide programs and services.

Objective #1	To engage in successful partnerships for services to communities.			
---------------------	--	--	--	--

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Partner with Northern Research Centre (NRC) (Ken Coates) to support research for social economic development.	ED and NRC	On-going		Northern Research Centre has two years of Mitacs Canada funding.
2. Explore opportunities for joint governance with the Northern Research Centre	ED and NRC	On-going		Having a Board member from PLEDCO sit on the NRC Board.

Circle Focus: Broader Region

Key Focus Area: Relationships

1. Goal: To develop collaborations that assist with economic development.

Objective #1	To ensure that PLEDCO has a presence in the broader business sector.
--------------	--

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Participate in regional economic development forums.	ED	Ongoing	Review progress at quarterly Board meetings	
2. Continue communication with NWC to partner and ensure programs are coordinated.	ED, NWC	Ongoing	Review progress at quarterly Board meetings	

Circle Focus: Organization and Board

Key Focus Area: Internal Infrastructure

1. Goal: To ensure that information about economic development funding is clear.

Objective #1	To revise and implement the process to review Economic Development projects and allocate funding.
--------------	---

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Ensure a process to review and update criteria applications for Economic Development funding.	ED, Board	On-going	Criteria document updated	Board annually reviews the effectiveness of the process and criteria for applications.

Key Focus Area: Governance

1. Goal: To ensure governance competency at the Board level.

Objective #1		To ensure the Board operates effectively		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Implement a Board evaluation and skills matrix at the annual strategic planning session	ED, Board	April 2019	Board evaluation completed	
2. Review and update bylaws and policies annually and discuss alignment with agreements	ED, Board	On-going	Yearly discussion	Important for Board members to understand the governance documents that they must abide by.

Key Focus Area: 5 Year Evaluation

1. Goal: To continue to develop a sustainable organization

Objective #1		To review and implement needed MNP recommendations		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Send in suggested responses to federal and provincial governments	ED	April 2018	Completed report	Suggestions were approved by the Board at the annual strategic planning session. A suggestion for autonomy will be discussed by the Board.
2. Implement the suggested responses and review with the Board	ED, Board	April-May 2018	Suggestions implemented	Any suggestions not covered in the strategic plan will be implemented if not currently in place.

Conclusion

Currently, PLEDCO is a leader in the region in the areas of program and process development. Through diligent governance, operations and relationship building, PLEDCO has built a solid reputation and is respected by communities, governments, and partners. The PLEDCO Board and Executive Director is well positioned to have a strong impact on the communities and stakeholders it serves and to meet the goals set out in this strategic plan. The goals and objectives of this plan will help the organization continue to facilitate economic development through support of entrepreneurship, strategic partnerships, and collaborations in the North West Region. PLEDCO will continue to build capacity for development at the community, economic development, and regional level.