PLEDCO Strategic Plan 2019-20

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Executive Summary

On April 5th and 6th, 2019 the Primrose Lake Economic Development Corporation (PLEDCO) Board and ED 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 next year. Vince Bruni-Bossio and Brooke Klassen, of Open Circle Strategies, co-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 2018 reveals PLEDCO has been effective in achieving the goals and objectives set out in that plan. The largest challenge continues to be following up with the businesses and individuals they are funding as well as to track degree progression/completion for scholarship recipients. At the session it was noted that PLEDCO should continue to take initiative in promoting opportunities and programming and not just wait for funding requests to come in. Approximately three quarters of funding requests are for the Primary Producers program, which is now managed by Beaver River Community Futures with funding support from PLEDCO.

Barriers to applying for funding include community members being intimidated by what is required to complete the funding application forms, lacking self confidence to start their own business and lacking needed skills. It was agreed that PLEDCO has a responsibility to help support development of the entrepreneurial culture within the communities, while being realistic in terms of the steps needed to secure economic development funding.

Over the past year, the Elder's Legacy Fund initiatives have been a huge success for the organization. PLEDCO has funded Elder committee work in Ile a la Crosse and Cole Bay, and expects to start funding meetings and projects for the committees in Beauval and Jans Bay in the next year. The initiative is intended to enhance wellness and quality of life in the communities and to support sustainable community development.

In the session, updates were provided on the economic development projects happening in each of the four communities. In addition, the communities are exploring a tourism business acquisition strategy, which could include acquisition of New Haven Lodge. There may also be an opportunity for the communities to have someone trained as a community safety officer, who would be responsible for community safety and security as well as bylaw enforcement.

PLEDCO has disbursed over $500,000 to PRC since it was incorporated, and the communities have not seen any dividends. The Mayors attending the PLEDCO session indicated they would like to see continued support for PRC. A significant amount of work been done on the feasibility of the Gas Station Project at the Forks. However, after doing their due diligence, the PRC Board decided not to move forward with McDougall Energy as their partner in the project.

PLEDCO has been asked to take on a facilitator role regarding potential access to the air weapons range. MNP has been engaged to do the research to achieve the stated objectives and the Board will be updated by the ED as progress is made in this project.

PLEDCO currently provides $14,000 in scholarships for post-secondary education to young people in the four communities. Changes to policies and procedures are being drafted by the Scholarship Committee and will be presented to the Board for approval in the near future.

There is significant regional development and collaboration happening in the North West Region and it is important for PLEDCO to partner with other organizations, such as NWC, to ensure they are aware of potential opportunities for collaboration and partnership. PLEDCO also attends the West Side Economic Development Investment Attraction Conference (WEDIAC) to network and build relationships with partners across the broader region.

There was discussion at the session around the current board processes. The Board will continue to offer an annual governance session as part of their strategic planning process to ensure that board members are routinely reminded of their roles and responsibilities.

The Board discussed several initiatives happening within the organization, including a potential new office, transitioning to an electronic file system, and other technology security issues.

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.

1. **COMMUNITIES**
    a. Training
    b. Entrepreneurship
    c. Scholarships
    d. Supporting Municipalities
    e. Supporting Elders' Economic Activity

2. **ECONOMIC DEVELOPMENT AGENCIES**
    a. Community Economic Development Agencies
    b. PRC
    c. Other Partners

3. **BROADER REGION**
    a. Relationships

4. **ORGANIZATION and BOARD**
    a. Governance

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Introduction

On April 5th and 6th, 2019 the Primrose Lake Economic Development Corporation (PLEDCO) Board and ED 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 next year. Vince Bruni-Bossio and Brooke Klassen, of Open Circle Strategies, co-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 proposed for this year was targeted at continuing to strategically fund initiatives that support economic development in the local region. It was noted that the communities in the region are taking more responsibility for economic development after realizing that they cannot depend on outside organizations (such as Cameco) to employ their community members. The Mayors of the communities (who serve as the shareholder representatives) participated in the session to ensure that the needs of the communities are communicated to the Board and that the Board understands its governance role in relation to the communities. The session included a governance review and training session, which was particularly important for three members recently appointed to the Board. Discussions focused on how PLEDCO can continue to support economic growth directly in the communities (including projects related to infrastructure, economic development, and support of elders and youth). Another key discussion was related to 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 current vision statement, which was last updated in 2018 and agreed that it continues to reflect the long-term aspirations of the organization:

> **PLEDCO Vision**
> *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 to revisions (in red) to better reflect the purpose of their organization:

PLEDCO Mission
Supporting economic activity by facilitating entrepreneurship and developing strategic partnerships and collaborations among the PLEDCO communities and in the North West Region of Saskatchewan.

Value Proposition

A value proposition is the value that an organization offers those it serves. The value must be recognized by those groups receiving the service. This mean 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. This facilitator role is divided into multiple functions. Firstly, PLEDCO is accountable to the Federal and Provincial governments to manage the existing trust fund. To this end PLEDCO works with the communities to ensure they are funding the right activities to achieve success. PLEDCO also sets an example for other 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. PLEDCO also provides scholarships for post-secondary education and has been involved in an internship program. Recently, PLEDCO has started to fund initiatives for traditional resource users. For example, PLEDCO has noted the economic benefits of supporting initiatives driven by Elders in each of the communities.

Part of PLEDCO's continued value proposition is dependent on tracking activities in order to measure and communicate success. This requires measuring both processes and outcomes:

- Measuring processes helps with succession planning and ensures that best practices are developed;
- Measuring outcomes is also important to ensure PLEDCO can demonstrate the value it provides to communities and other stakeholders.

Review of Previous Strategic Plan

In the session, the PLEDCO Board reviewed the strategic plan developed in 2018 and discussed progress made towards each of the goals. At the 2015 strategy session the Board agreed that the work plan should be reviewed quarterly with the Executive Director to ensure clarity on the strategy and to understand any challenges that may impact on the achievement of various objectives. The Board re-affirmed this commitment at this session to ensure that the Executive Director is accountable for meeting the goals in the strategic plan.

In discussing whether the organization has achieved success over the past year, the Board felt that PLEDCO has met most of the goals set out in the 2018 strategic plan. In addition, new initiatives were pursued that were not included in the original plan.

The largest challenge continues to be following up with the businesses and individuals they are funding as well as to track degree progression/completion for scholarship recipients. There was discussion about how to improve in this area, and although there were suggestions such as linking funding to progress updates, it was agreed that PLEDCO does not want to withhold funding and interrupt business operations for those who do not check in or whom PLEDCO has trouble contacting.

A major success story over the past year is the establishment of the Elder's Legacy Fund (ELF) program in Ile a la Crosse and Cole Bay. The municipality has contributed to a facility in Ile La Crosse as well as in-kind services. It is very inspiring to see the Elders connecting with each other and those in the communities. It was agreed that this type of project is perfectly aligned with the terms in the funding agreements. Over the next year, the program will expand to Beauval and Jans Bay. Having a space for Elders to gather is integral to the program's success. PLEDCO has already witnessed how supporting the Elders is stimulating economic development. The Elders are using the space in Ile a la Crosse to meet, but also to work on their trades, pass along skills to younger people and provide a market place to sell their goods.

Another success was the number of successful applications submitted to PLEDCO over the last year. Forty applications were successful, in addition to the number of applicants funded through the primary producers' program. PLEDCO has also seen an increase in the number of scholarship applicants, proving that their marketing efforts have been effective.

Overview of Funding Agreements

In the session, the Board reviewed the Federal and Provincial agreements, which include $50 million from the Federal Government and $4.5 million from the Provincial Government for displacing people in the North West region from their traditional hunting and gathering land in order to construct an air weapons range. PLEDCO was established as the organization tasked with managing the returns from the $17.5 million trust that was created from the funding. The trust is now managed by RBC and PLEDCO funds economic development projects and services in the communities involved in the agreements.

After reviewing the purpose of the agreements, it was confirmed that PLEDCO's funding standards meets the terms of the agreements. However, it is important to routinely review the agreements to ensure that the Board and ED understand the terms and make decisions that are in alignment. PLEDCO has been operating for 10 years and is a well managed, highly functional organization. The Board and ED will continue to focus on accountability, sustainability and transparency when making funding decisions.

Situational Analysis

Relationship with Communities

At the session it was noted that PLEDCO should continue to take initiative in promoting opportunities and programing and not just wait for funding requests to come in. Overall, it was felt that community members know about the funding available from PLEDCO, but they don't often take initiative without encouragement from Mayor and Council. In many instances, the number of community members who have the confidence, background and start-up capital to take advantage of opportunities is low. The Board discussed the different ways that PLEDCO works to build awareness of programs and funding opportunities, which include posters, swag and visits in the communities.

Approximately three quarters of funding requests are for the Primary Producers program, which is now managed by Beaver River Community Futures with funding support from PLEDCO. For requests under $5000, applicants who are approved for a loan will receive 50% of their funding from PLEDCO.

The Mayors of the four communities have been working together effectively. Foundational economic development activities are happening in the region and community representatives are participating in regional meetings, including the North West Side Business Forums. There may also be opportunities for the economic development corporations in the communities to provide infrastructure (e.g. retail/office space) to help support entrepreneurship in their communities.

There is currently a legal situation in Cole Bay, which has put their economic development operations on hold. It is hoped that the situation will be resolved soon so that Cole Bay can resume their business operations and move forward with economic development projects.

Building Capacity in the Communities

The Board discussed the role that PLEDCO can play in building capacity in the communities. Some community members are intimidated by what is required to complete the funding application forms. Others lack self confidence and do not believe they can start their own business. There are also issues with skill capacity in the communities, but when individuals are given opportunities to be exposed to business environments their self confidence is more likely to increase. Although they have set funds aside to support training programs, PLEDCO did not receive any requests for training over the past year.

It was agreed that PLEDCO has a responsibility to help support development of the entrepreneurial culture within the communities, while being realistic in terms of the steps needed to secure economic development funding. One suggestion was to host a business competition for high school students participating in the Martin Aboriginal Entrepreneurship Program. Other suggestions included hosting workshops on how to write proposals and business plans, and to partner with other organizations such as CCDF and SMEDCO to provide opportunities to learning more about funding, and to network and develop business connections.

One of the challenges in partnering with CCDF and SMEDCO is that often community members have to make an equity contribution to secure funding for their business from these organizations. CCDF and SMEDCO do not consider funding from PLEDCO as equity if it is refundable (i.e. PLEDCO can recall the money if they don't meet the terms for funding) but for certain programs, such as the primary producers, it can be used towards the owner's contribution.

Over the past year, the Elder's Legacy Fund initiatives have been a huge success for the organization. PLEDCO has funded Elder committee work in Ile a la Cross and Cole Bay, and expects to start funding meetings and projects for the committees in Beauval and Jans Bay in the next year. The initiative is intended to enhance wellness and quality of life in the communities and to support sustainable community development.

Community Updates

In the session, updates were provided on the economic development projects happening in each of the four communities. In addition, the communities are exploring a tourism business acquisition strategy, which could include acquisition of New Haven Lodge. There may also be an opportunity for the communities to have someone trained as a community safety officer, who would be responsible for community safety and security as well as bylaw enforcement.

Beauval is continuing to focus on the Blueberry Hills water plant expansion. BDI has also recently added MDeez confectionary to their portfolio. A grand opening for the new water/sewer plant and fitness centre will be held in the next few months. There is also the potential for purchasing a new business (Anglers) and constructing a new office building over the next year.

Cole Bay is not currently working on any projects. Until the legal situation is resolved, the business office is paying the bills but is not otherwise operating. In the past, PLEDCO helped Cole Bay invest in heavy equipment, which is now sitting idle. There may be an opportunity for a joint venture with Jans Bay to hold a heavy equipment training course and secure some new contracts in this area.

Ile a la Crosse is currently working on a few major infrastructure projects, including development of highspeed internet and an improved water/sewer system. Sakitiwak Economic Development Corporation hired a new CEO three months ago, and he is currently focusing on the fish plant project and securing fire fighting contracts.

A feasibility study is being completed for a grocery store in Ile a la Crosse. They have the largest northern population but the lowest number of options. Arctic Coop and Coops First have both been in the community, providing knowledge and support. Co-operatives, as a form of economic development, makes a lot of sense because the money spent on groceries is currently flowing out of the community.

Jans Bay is currently working on a community centre project. Wasaw Economic Development Corporation is securing new contracts with Mystic Logging Company and is looking at several other potential future projects.

The Board discussed the criteria that is used by PLEDCO to make decisions regarding project funding. Job creation, impact on all four PLEDCO communities, likelihood of success, support for the small communities and the size/scope of the project are equally weighted as criteria for decision making. It was noted that most of the requests for funding are coming from the municipalities and community economic development corporations, as most individuals are going to Beaver River for a combined loan and grant through the primary producers program.

Primrose Development Corporation (PRC)

PRC has been around for over 5 years now and has not proven profitable. PLEDCO has disbursed over $500,000 to PRC since it was incorporated, and the communities have not seen any dividends. Two mayors from the four communities currently serve on the Board. The Mayors attending the PLEDCO session indicated that they would like to see continued support from PLEDCO.

A significant amount of work been done on the feasibility of the Gas Station Project at the Forks. However, after doing their due diligence, the PRC Board decided not to move forward with McDougall Energy as their partner in the project. Some of the assumptions made in business plan may not be current or realistic, as they were based on old research. The lowest possible price they could determine for start-up and construction costs was $2.3 million, which may not be feasible given the potential revenue generated. They are now looking at franchise restaurant opportunities, such as Dairy Queen.

If PRC is successful in the future, the profits will be shared with the four communities to be spent as needed by each community. These funds would allow communities to invest in areas deemed important by Mayor and Council without having to navigate the restrictions that often accompanies funding obtained directly from PLEDCO. Overall, communication regarding PRC’s value proposition and progress is important; the feedback loop needs to be closed in order for the community shareholders to feel comfortable with the investment that is being made.

Air Weapons Range Research

PLEDCO has been asked to take on a facilitator role regarding potential access to the air weapons range. The objectives of the research project are to provide a summary of all agreements that have been negotiated because of displacement/loss of use of the air weapons range; identify stakeholders (public and private sectors) who have accessed the air weapons range since its inception, and for what purposes (eg: industry; defence; recreation); determine how often and for what purposes does the Government of Canada access the air weapons range; identify current and former sector resources at the air weapons range (eg: fishing; logging; oil and gas) and associated stakeholder groups who have utilized these assets (e.g. corporate; public sector; local community); identify and assess economic development opportunities relevant to PLEDCO and its status with the air weapons range; and determine processes and approvals required for PLEDCO to gain access and pursue economic development opportunities. MNP has been engaged to do the research to achieve the stated objectives and the Board will be updated by the ED as progress is made in this project.

Scholarships and Internships

PLEDCO currently provides $14,000 in scholarships for post-secondary education to young people in the four communities. Changes to policies and procedures are being drafted by the Scholarship Committee and will be presented to the Board for approval in the near future.

At the session, the ED also talked about the success of the Economic Development Intern Program, which allows young people the opportunity to intern in a business and learn more about how to become an entrepreneur. PLEDCO plans to continue with this program going forward.

Regional Partnerships

There is significant regional development and collaboration happening in the North West Region and it is important for PLEDCO to partner with other organizations, such as NWC, to ensure they are aware of potential opportunities for collaboration and partnership.

PLEDCO also attends the West Side Economic Development Investment Attraction Conference (WEDIAC) to network and build relationships with partners across the broader region.

Board Governance

All board members deal with conflicts of interest and perceived conflicts of interest because of the nature of their roles on the Board, living in one of the communities, potentially serving on other boards for organizations in the region and having friends and family receive funding from PLEDCO. The Board agreed that they need to feel comfortable speaking up when they believe that they may have a conflict of interest regarding a funding decision or if they believe that another board member has a potential conflict.

There was discussion around the current board processes and whether minutes should be compressed into a list of action items but there were no recommendations for change put forward at the session.

Recently, a board member had to declare a conflict of interest regarding funding of a particular application. The board member followed the correct protocol in leaving the room and not taking part in any discussions or deliberation. In reviewing this situation, the Board agreed that they will continue to openly discuss any potential conflicts and ensure that the minutes reflect when board members have identified a conflict and removed themselves from deliberating and/or voting on an application. They also want to ensure that the letter of offer for funding is clear in terms of the intended purpose for the funds and the supporting documents (copies of invoices, receipts, etc.) required to receive funding. PLEDCO will also continue to focus on getting feedback from those who are funded to ensure their businesses are on track and they are utilizing the funds appropriately.

The Board will continue to offer an annual governance session as part of their strategic planning process to ensure that board members are routinely reminded of their roles and responsibilities.

Financial Overview

In the session, the Board reviewed the financial information for 2015-2018. Overall, cash has increased, mostly due to setting funds aside for PRC that the organization has not accessed. The proceeds for the trust vary depending on the markets and how well the trust is managed. The proceeds have varied from $738,268 in 2017 to $939,206 in 2018. Recently, the Board approved a change in trustee from BMO to RBC. It is expected that PLEDCO will receive better service while continuing to see reasonable returns.

The expenses have also varied over the past four years, depending on how many applications were funded in that year. Overall, the organization had a balanced of $212,272 remaining at the end of 2018. As the organization is not-for-profit, the balance is not a profit, but is a surplus that could be used in future years if funding requests exceed the amount available for funding.

Operations

The Board discussed several initiatives happening within the organization, including a potential new office, transitioning to an electronic file system, and other technology security issues.

Meetings are being planned to begin discussion on the construction of a permanent home office for PLEDCO. The building would include a state-of-the-art board room, office space for other organizations and possibly space for tenants to start businesses and would be constructed through a partnership between PLEDCO, BDI and NWC.

By the end of the year, all paper files will be converted to electronic files. The filling policy will be updated to ensure that files are saved and protected and then destroyed appropriately.

The PLEDCO computer has virus and threat protection installed. However, there were concerns about sending sensitive or confidential documents by email. Using a cloud-based storage system (such as DropBox) may be a potential solution.

Key Focus Areas

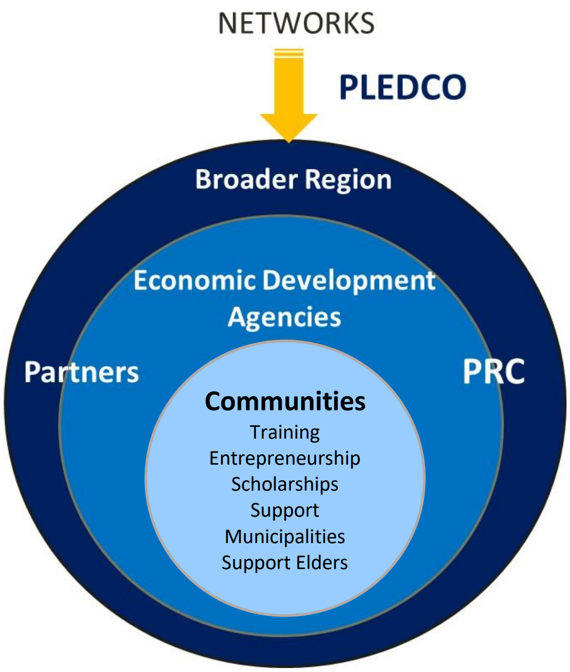
Based on the analysis above, the strategic 'Key Focus Areas' were amended by the PLEDCO Board as shown below and incorporated into a strategic work plan for the next year.

5. **COMMUNITIES**
   a. Training
   b. Entrepreneurship
   c. Scholarships
   d. Supporting Municipalities
   e. Supporting Elders' Economic Activity

6. **ECONOMIC DEVELOPMENT AGENCIES**
   a. Community Economic Development Agencies
   b. PRC
   c. Other Partners

7. **BROADER REGION**
   a. Relationships

8. **ORGANIZATION and BOARD**
   a. Governance



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	Safety ticket course underway in Jans Bay. Looking at opportunities to partner with CCDF and GDI to fund office administration training in Buffalo Narrows.
2. Fund economic development training programs with partners and, where needed, assistance with applications.	ED	On-going	Partnerships, funding	Searching for opportunities.

Objective #2	To support job creation in the communities.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Explore partnership with NWC to develop a database of skills in each member community.	ED, NWC	On-going	Ongoing meetings	Nap has spoken with some people who operate a database. He may be able to secure use of the software and is open to partnering with the PLEDCO communities.

Key Focus Area: Entrepreneurship

1. Goal: To facilitate business development and long-term sustainability.

Objective #1	To evaluate impact of funding provided to businesses.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. To track the progress of each funded business 1 year after funding has been provided.	ED, Beaver River	Ongoing (annual basis)	Progress report	On-going

Key Focus Area: Scholarships

1. Goal: To promote access to post-secondary education.

Objective #1	To ensure follow-up and tracking of scholarship recipients.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Evaluate effectiveness of requiring updates on program completion in Scholarship letter.	ED, Scholarship Committee	September 2019	On-going follow-up from recipients	On going

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. Host community meetings to determine potential new projects in each community.	ED	Ongoing	Successful funding	Community meetings with mayors and councils. Strategically determining which projects are most important to fund by asking communities.

Key Focus Area: Supporting Elders Economic Activity

1. Goal: To support Elders in improving the quality of their lives and those in the communities.

Objective #1	To assist Elders in the Elders Legacy Fund (ELF) Program to focus on long term projects.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Provide support and guidance in developing their initiatives.	ED, ELF Groups	Ongoing	New long term initiatives within the existing programs	

Objective #2	To explore an Elder/youth joint work initiative as part of the ELF Program.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Co-develop a framework with Elders on the needs in their communities	ED, Elders	Ongoing	Framework developed for each community; Initiatives implemented	

for youth programming.			in each community	

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.

Objective #2	To support economic initiatives led by the four communities.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Assist with planning for a new office building in Beauval.	ED, BDI, NWC	December 2019	Discussed investment at the Board level including long term financial planning considerations	
2. Conduct feasibility study for grocery store in Ile a la Crosse.	ED, Ile a la Crosse, Coops First, Arctic Coop	August 2019	Feasibility study completed	Long term plan may include developing a common member co-op in each of the four communities

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 remain informed on the sustainability of projects managed by PRC.	Board, Liaison (Nick Daigneault)	Ongoing – April 2020	Review business plan, project progress reports, etc.	New CEO will be appointed in mid-2019
2. Determine timelines for deliverables by PRC.	ED, Board	TBD	Timelines determined and communicated to PRC	PRC CEO (on behalf of Board) expected to 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 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 a successful partnership with the North West Policy Unit to support research for social economic development.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Follow up with NWPU to determine impact of PLEDCO's investment to date.	ED, NWPU (Darrell Burnouf, Ken Coates)	June 2019		NWPU has two years of Mitacs Canada funding.

Circle Focus: Broader Region

Key Focus Area: Regional Economic Development

1. Goal: To explore opportunities for economic development in the Primrose Lake area.

Objective #1	To engage in research on the Air Weapons Range development opportunities.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Manage research contract with MNP.	ED, MNP	April 2020	Bi-weekly reports	

Circle Focus: Organization and Board

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 at the annual strategic planning session.	ED, Board	April 2020	Board evaluation completed	
2. Explore potential changes to board terms.	ED, Board	April 2020	Discussions held; bylaw/policy amendments as needed	Board members expressed interest in amending bylaws/policies to extend the board terms longer than two years.
3. Review and update bylaws and policies annually and discuss alignment with agreements.	ED, Board	Ongoing	Yearly discussion	It is important for Board members to understand the governance documents that they must abide by.

Conclusion

The PLEDCO Board has been effective at governing the organization and is well positioned to meet the goals set out in this strategic plan. The goals and objectives outlined above will help the organization continue to facilitate economic development through support of entrepreneurship, community engagement, 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. PLEDCO is also becoming known as a leader in the region in the area of program and process development.