



Strategic Plan

2024-2025

Executive Summary

The Primrose Lake Economic Development Corporation (PLEDCO) was established following agreements with the Canadian and Saskatchewan governments to address the economic impacts from the loss of land use in the Primrose Air Weapons Range. As the steward of a \$17.5 million trust, PLEDCO is committed to the sustainable economic and infrastructure development of Beauval, Cole Bay, Île-à-la-Crosse, and Jans Bay. Annually, PLEDCO reevaluates its strategy to align with its community-focused mission. This year's strategic planning took place on April 26 and 27, 2024, at the Holiday Inn in Saskatoon, SK, engaging the Executive Director, Board members, and various stakeholders.

The session was facilitated by Prairie Wild Consulting and Braid Consulting using methodologies including Appreciative Inquiry and Technology of Participation that emphasize respectful stakeholder engagement to foster innovation and dialogue.

This year, revisions were made to PLEDCO's vision, mission, and value propositions to better reflect its evolution, focusing on facilitating economic development, managing funds responsibly, and enhancing community cooperation. The strategic framework for 2024-2025 was refined to three circle areas and 10 Key Focus Areas, reflecting PLEDCO's adaptive and focused strategic planning.

The strategic plan specifies detailed action plans for each focus area complete with goals, objectives, timelines, and key resources. Notably, the Board emphasized the integration of language and culture across PLEDCO's activities, recognizing their fundamental role in maintaining community identity and cohesion.

To implement the strategic plan effectively, PLEDCO will conduct quarterly reviews, maintain clear communication between the Executive Director and the Board, and ensure the provision of necessary resources and support. Continuous improvement through feedback loops will further refine the organization's strategic approach.

The PLEDCO Strategic Plan outlines a clear and structured path forward, underlining a commitment to growth, accountability, and community engagement. Through this plan, PLEDCO aims to drive significant development and support for its communities, ensuring their long-term sustainability and prosperity.

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Introduction

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 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 Beauval, Cole Bay, Île-à-la-Crosse, and Jans Bay. PLEDCO's mandate includes ensuring the funds are preserved and utilized wisely for economic and infrastructure development.

Every year, the Primrose Lake Economic Development Corporation (PLEDCO) undertakes a strategic planning session to reflect on priorities from the previous year and set goals, objectives, and actions for the coming year. On April 26 and 27, 2024, PLEDCO held a two-day strategic planning session at the Holiday Inn in Saskatoon, SK. The Executive Director, Board members, shareholder representatives (two Mayors), and partners (Primrose Development Corporation, Indigenous Services Canada and Royal Bank of Canada) participated and provided input during the session.

The session was facilitated by Prairie Wild Consulting and Braid Consulting, using strengths-based approaches including Appreciative Inquiry and Technology of Participation. These approaches focus on respectful stakeholder engagement to foster innovation and practical solutions for change. These efforts are enhanced by creating and maintaining ethical spaces that allow diverse perspectives and worldviews to come together, fostering shared understanding and dialogue (referencing Dr. Willie Ermine's "The Space of Engagement," 2017).

The Nonprofit Lifecycles Approach was also introduced to PLEDCO as a tool that may be used in the future. The tool provides a framework to assess the health and capacity of the organization as it evolves through various developmental stages: idea, start-up, growth, maturity, decline, turnaround, and terminal. This approach underscores the importance of balancing key areas such as governance, management, administration, and resources, which are essential for effectively supporting the organization's programs and mission.

Over the years, PLEDCO has achieved outstanding success with limited resources, earning a substantial measure of pride and appreciation within the four communities and the broader North West region. These accomplishments reflect the organization's resilience and commitment to fostering sustainable economic growth and community development. As PLEDCO looks forward, the following sections detail the Key Focus Areas that will guide the organization's strategic efforts in the coming year, building on our past achievements to ensure continued progress.

Vision, Mission and Value Proposition

PLEDCO has a vision, mission, and value propositions that guide the organization. During the strategic planning session, participants reviewed the vision, mission, and value propositions, and identified the following changes to reflect the evolution of PLEDCO.

Vision

An essential partner in leading the growth of a thriving economy on behalf of the four PLEDCO communities in the North West Region of Saskatchewan and beyond.

Mission

Supporting socio-economic activity and increased capacity by leading and facilitating local and regional entrepreneurship through strategic partnerships and supporting collaborations among the PLEDCO communities and in the global landscape.

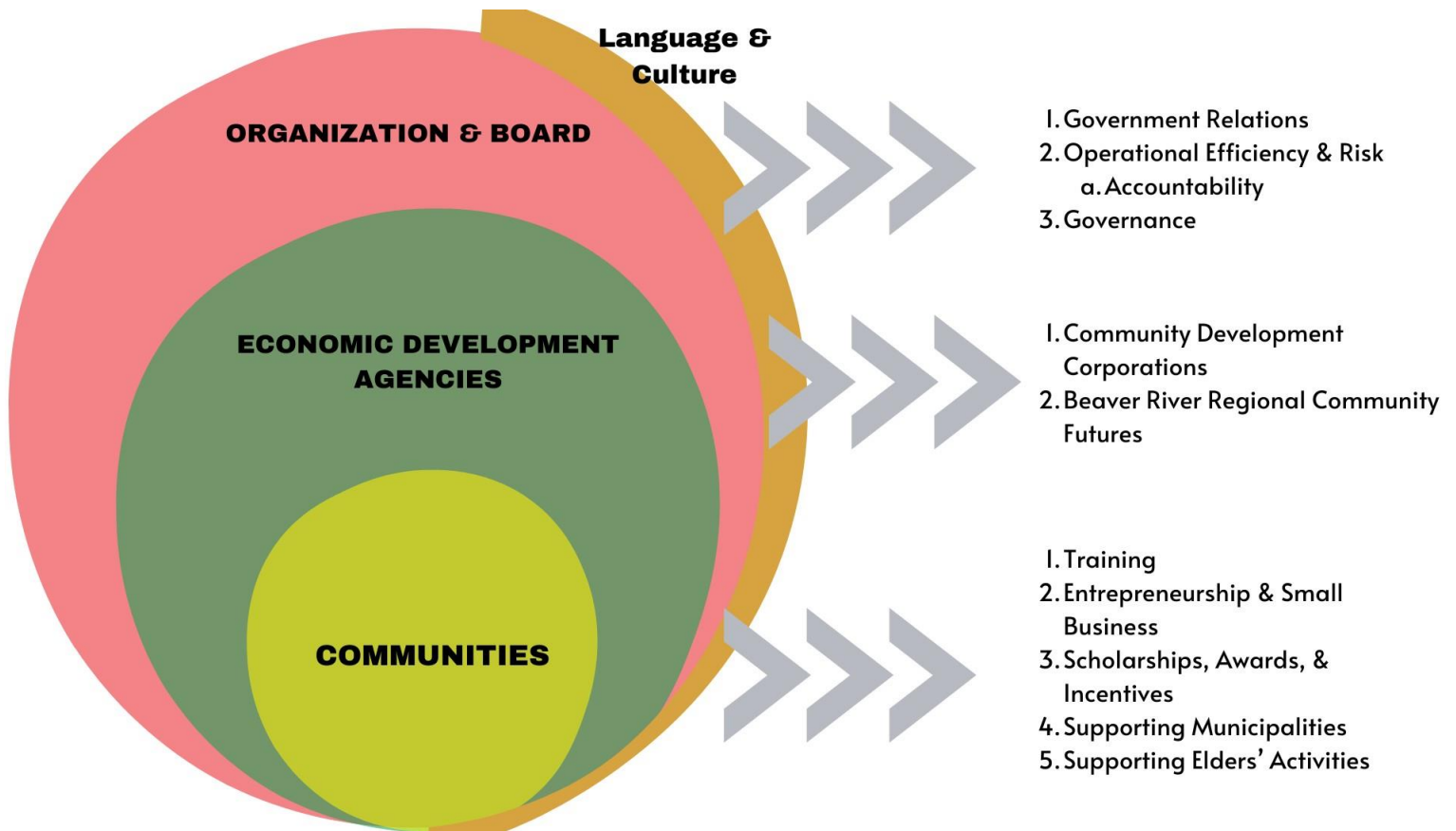
Value Proposition

- PLEDCO:
 - is a facilitator of economic development through planning, funding, training, negotiations, networking, partnerships, communication and follow up.
 - is accountable to the Federal and Provincial governments to manage the existing trust fund.
 - works with the communities to ensure they are funding the right activities to achieve success.
 - sets an example for other agencies in how to build and develop effective partnerships.
 - offers funding to individuals, businesses and regional entities, i.e. economic development agencies, to develop viable ventures and projects.
 - provides scholarships for post-secondary education and funds initiatives for traditional land users, including Elders.
 - leads and facilitates research on behalf of the four communities and the North West Region.

Key Focus Areas

The 2023 Strategic Plan identified four circle areas with 12 strategic 'Key Focus Areas'. These were reviewed and updated during the session. There are now **three circle areas** and **10 Key Focus Areas** which form the 2024-2025 strategic work plan.

An important element that was discussed during the strategic planning session was the integration of **language and culture**. The Board determined that language and culture is a foundational element that is interwoven into everything PLEDCO does. Over the next year, the Board will explore how language and culture is incorporated and reflected into the organization, and how this may be enhanced into the future.



PLEDCO Goals, Objectives and Action Items

PLEDCO has 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, approximate timelines, and key resources for all objectives. Having this detail included in the strategy will ensure that PLEDCO is positioned to complete and track all action items within its current capacity.

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 find strategic partners to develop a regional training housing strategy.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Develop a briefing note.	PLEDCO ED	TBD	<ul style="list-style-type: none"> Briefing note completed 	
2. Facilitate a meeting with partners.	ED, PRC, Community Development Corps, Mayors, Colleges, Department of Education	December-January	<ul style="list-style-type: none"> Meetings with partners completed post election Agreement to move on to feasibility study 	

Key Focus Area: Entrepreneurship & Small Business

1. Goal: To stimulate entrepreneurship activity for small businesses.

Objective #1	To increase marketing of the micro grant program.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Buy social media and radio (CIPi and ICSI) advertisements to promote program in the four communities.	ED	TBD	Increased number and diversity of applications	

Objective #2	To create a marketing and communications plan to share opportunities for training and other resources.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
2. Create a schedule.	ED	TBD	Stories shared via social media blasts and word of mouth	

Key Focus Area: Scholarships, Awards & Incentives

1. Goal: To continue providing incentives to students.

Objective #1	To strategically position PLEDCO to effectively allocate resources and provide incentives for various targets (i.e. trades).
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Review scholarships and provide recommendation to the Board.	Scholarship Committee, Community representatives	June	<ul style="list-style-type: none"> Meeting completed before summer Environmental scan and recommendations made 	

Key Focus Area: Supporting Municipalities

1. Goal: To support sustainable community development.

Objective #1		To develop policies and procedures for the community sustainability fund.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Call meeting with Mayors to review policies and procedures.	Mayors, Councils, RBC	June	<ul style="list-style-type: none"> • Meeting completed • Agreement signed • Hosted a celebration with communities 	

Key Focus Area: Supporting Elders' Activities

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

Objective #1		To explore increased funding and grant writing supports.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Make connections with other organizations to assist with funding.	MNS, RBC, Grant writing supports	TBD	Successful applications over the year	There is a potential to share resources amongst communities.
2. Engage with Elders at their gatherings and camps to discuss opportunities.	Elders Groups, ED, Board, Mayors	TBD	Meetings with Elders completed	Opportunities to explore incorporation individually or collectively.

Circle Focus: Economic Development Agencies

Key Focus Area: Community Development Corporations

1. Goal: To support growth of the Cole Bay and Jans Bay community development corporations.

Objective #1	To continue to visit both communities.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Work with PLEDCO to continue pursuing an Economic Development Officer.	ED, Cole Bay Mayor, Jans Bay Mayor, PRC	Ongoing	Approved application/ Committed funding	

Key Focus Area: Beaver River Regional Community Futures

1. Goal: To review program.

Objective #1	To support Beaver River Regional Community Futures to increase participation in community events and initiatives.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. BRRCF representative to explain organization and programs to Mayors and community members.	BRRCF, PLEDCO ED, PRC	TBD	Financial report provided	
2. Initiate more advertising on programs.	BRRCF, PLEDCO ED, PRC	TBD	More loans leveraged	
3. Set up at meetings and events (e.g. Fisherman's meeting and visits to communities) to share about opportunities.	BRRCF, PLEDCO ED, PRC	TBD	Data tracked e.g. sales, training	

Circle Focus: Organization and Board

Key Focus Area: Government Relations

1. Goal: To create efficiencies in relation to the operations.

Objective #1	To work with the Federal government to discontinue the five-year evaluation.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Work with ex-officio government representatives to determine how to change the evaluation process.	ED, Board, Ex-Officios	TBD	<ul style="list-style-type: none"> Positive response and direction received from government Agreement amended 	

Key Focus Area: Operational Efficiency & Risk

1. Goal: To ensure appropriate risk management of the organization.

Objective #1	To enhance PLEDCO's preparedness in relation to cyber security.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Review cyber security best practices.	ED, third-party IT companies	TBD	<ul style="list-style-type: none"> Quotes received from IT companies Cyber security scan of organization completed Implement recommendations 	

Objective #2	To undertake succession planning.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Update policies and procedures to ensure expectations and guidelines are clear and followed.	Board	TBD	Policies and procedures are reviewed and implemented	

Key Focus Area: Governance

1. Goal: To ensure effective governance for the organization.

Objective #1	To ensure Board understands agreements.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Review agreements and add plain language.	Board, Representatives of agreements, Provincial and Federal Ex-Officios	TBD	Hosted retreat to review agreements	

Objective #2	To undertake a board evaluation.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Explore board evaluation tools.	ED, Board	April	<ul style="list-style-type: none"> Evaluation tool(s) determined Evaluation completed 	<p>Board evaluation will be included in the strategic planning retreat going forward.</p> <p>Next year PLEDCO will look at Board training and professional development.</p>

Putting the Plan into Action

PLEDCO is dedicated to facilitating economic development in the North West Region of Saskatchewan for the benefit of its four member communities. This Strategic Plan is intended to guide PLEDCO Board and ED over the next year. To effectively put the strategic plan into action, the following steps will be taken:

- **Quarterly Reviews:** The Executive Director will meet with the Board every quarter to review the progress of the work plan. These meetings will focus on assessing the current status of strategic objectives, addressing any obstacles, and adjusting plans as needed to stay on track.
- **Clear Communication:** Ongoing communication between the Executive Director and the Board will be prioritized to ensure that all parties are informed about progress and any emerging issues. This will include regular updates and reports that detail achievements, challenges, and next steps
- **Support and Resources:** The Board will provide the necessary support and resources to the Executive Director to help meet the strategic goals. This includes offering guidance, facilitating access to required tools, and ensuring that the organization has the capacity to implement the plan effectively.
- **Continuous Improvement:** The strategic planning process will incorporate a feedback loop to allow for continuous improvement. Insights gained from quarterly reviews will be used to refine strategies, address gaps, and enhance overall effectiveness.

By maintaining a structured approach to reviewing and supporting the implementation of the strategic plan, PLEDCO aims to achieve its objectives and drive meaningful progress for the organization and the communities it serves.