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# PLEDCO Strategic Plan 2015-17

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## Executive Summary

On December 6-7, 2014 the Primrose Lake Economic Development Corporation (hereafter, PLEDCO) Board of Directors held a two-day strategic planning session at the Holiday Inn Express Hotel Boardroom in Prince Albert, SK to create a strategic plan for the next three years. Vince Bruni-Bossio and Brooke Klassen co-facilitated the workshop and tracked information for report writing. Prior to the session, interviews were conducted with board members to determine 'Key Discussion Points' for the strategy session. This report highlights the findings and strategy from that session.

PLEDCO is a **facilitator of economic development** through funding, training, negotiations, networking, partnerships, communication and follow up. To this end, the Board revised the Vision and Mission statements below:

### VISION

***PLEDCO will be instrumental in the growth of a thriving economy in the North West Region.***

### MISSION

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

A current situational analysis reveals that PLEDCO has engaged in a number of successful initiatives in the last year, including a successful partnership with Beaver River Communities Futures. A new CEO was also hired in April 2014. There are many strategies for improving economic development in the communities for which PLEDCO must align and define in scope. Benefits of investing in large regional strategies include putting PLEDCO "on the map" and creating opportunities for collaboration and larger rewards. Drawbacks include the risk that such large projects may result in losing focus on the unique needs of and opportunities within each community.

Although the formation of Primrose Resources Corporation (PRC) is evidence of collaboration among the communities, there is still a lack of understanding around the needs of communities caused by geographic limitations and disparity in infrastructure dedicated to economic development. PLEDCO has contributed funds to training programs, including security training (in Jans Bay and Ile-a-la Crosse) and training for business planning. Providing funding for after care programs to assist funding recipients is identified as an area for improvement. PLEDCO also offers scholarships to students who are pursuing post-secondary business education.

The Board agreed that it has a good understanding of its oversight and strategic planning functions. Conflict of interest and confidentiality issues are managed through protocols and governance training. The Board indicated an interest in regularly scheduled training to refresh the knowledge of board members.

PLEDCO is in the preliminary stages of facilitating the creation of a Business Development Centre, which could be housed in a location large enough to include other partners. There was discussion of contracting PRC for the construction of such a project. Although PLEDCO and PRC lack resources to

undertake this project in the short term, it was discussed as a potentially viable option in the long term (3-5 years).

## **Goals for Work Plan**

### **SHORT TERM STRATEGY (Less than 1 year)**

#### **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.

#### **Economic Development Agencies**

**Goal:** To collaborate with economic development agencies.

**Goal:** To collaborate with PRC.

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

#### **Broader Region**

**Goal:** To build collaborations that assist with economic development.

#### **Organization and Board**

**Goal:** To ensure adequate HR resources within the organization.

**Goal:** To ensure that information about funding is clear.

**Goal:** To ensure governance competency at the board level.

**Goal:** To improve communication with communities and partners about PLEDCO's mission and activities.

### **ADDITIONAL GOALS FOR LONG TERM STRATEGY (1-3 years)**

#### **Economic Development Agencies**

**Goal:** To develop collaboration with PRC.

#### **Organization and Board**

**Goal:** To ensure governance competency at the board level.

**Goal:** To develop a communications strategy.

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## Introduction

On December 6-7, 2014 the Primrose Lake Economic Development Corporation (hereafter, PLEDCO) Board of Directors held a two-day strategic planning session at the Holiday Inn Express Hotel Boardroom in Prince Albert, SK to create a strategic plan for the next three years. Vince Bruni-Bossio and Brooke Klassen co-facilitated the workshop and tracked information for report writing. Prior to the session, interviews were conducted with board members to determine 'Key Discussion Points' for the strategy 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 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. The population of the four communities is between 2,000 and 2,220 residents. PLEDCO's mandate includes ensuring the funds are preserved and utilized wisely for economic development.

\$17,500,000 is held in trust funds by an independent professional money management firm through a trust agreement. These funds are locked in for 99 years through the original agreements. PLEDCO receives the annual income generated by the trust funds.

The Board of Directors determines the use of the annual income. The annual income is used for contributions to economic development and infrastructure projects, scholarships and, costs of operating such as board meetings, travel, employee salaries and office expenses. PLEDCO does not have governance policies in place, but does use the bylaws to guide their decision making.

The PLEDCO Board developed a strategic plan in 2013 and now seeks to develop a new plan going forward. This plan includes strategies for communication, collaboration and support of three stakeholder groups: communities, economic development agencies and the broader region. It also includes goals for the PLEDCO organization and board to work towards within the next year.

## 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 government to manage the existing trust fund. To this end PLEDCO has to 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 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.

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

- Measuring processes will help with succession planning and ensure that best practices are developed;
- Outcomes need to be measured so that PLEDCO can demonstrate to the communities and other external stakeholders how they are providing value.

## Vision and Mission

A **vision** outlines what the organization would look like to achieve with no obstacles in the way of achieving the mission. The current vision, as articulated in the previous strategic plan, is:

*PLEDCO will be a driving force in the economy of North West Region.*

The Board agreed that the above vision is somewhat unclear and does not accurately reflect PLEDCO's aspirations. They revised the vision as follows:

***PLEDCO will be instrumental in the growth of a thriving economy in the North West Region.***

The **mission** for an organization outlines its purpose or the reason for its existence. It described how the mission will be achieved. The mission articulated in the previous strategic plan is:

*To promote economic development in North West Saskatchewan.*

The Board agreed that the above mission no longer reflects the focus and specific offerings of PLEDCO. They revised the mission as follows:

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

## Overview of Previous Strategic Planning

### Primrose Lake Economic Development Corporation Five Year Review Report

In October 2012, an independent assessment of PLEDCO's operations was completed to compare results over a five year period with the original principles and objectives agreed to in the Canada-Primrose Lake Economic Development Agreement. This agreement, between PLEDCO and the Government of Canada, was signed on March 30<sup>th</sup>, 2007. The Board and CEO reviewed the progress towards recommendations that were made and agreed that overall PLEDCO has made progress on many initiatives and will continue to pursue many of the recommendations.

***Refer to Appendix I for specific updates on progress made toward these recommendations***

### Strategic Priorities 2012-14

The strategic priorities previously developed by the PLEDCO board were reviewed and are included in this report for information purposes, as follows:

1. The development of partnerships with other funding agencies (CCDF, SMEDCO, WD, others).
2. The development of relationships and/or partnerships with private enterprise and Crown Corporations (Cameco, Areva, others).
3. Promote training in workforce development and actively pursue training and development of management skills.
4. Creation of the Business Development Centre to serve the needs of PLEDCO and strategic tenants.
5. Developing a communication strategy to provide internal and external stakeholders and funders with information (tied to physical location, website and social media).
6. Development of policy to increase impact of PLEDCO activities and to provide the Board and CEO with the structure necessary to be successful.
7. Assist in the promotion of Tourism in the region as an economic driver.
8. Diversify business development to include other resource sectors and direct commercial development.

### Strategic Planning 2013

The strategic plan developed by the PLEDCO board in 2013 included the following short term goals:

- ▶ Development of the Business Centre/Commercial Space/Hotel Space
  - Getting all regional economic development groups to collaborate to develop a center
- ▶ Business Training
  - Needs Assessment of each community
  - Identify and implement programs needed for management and entrepreneur training
- ▶ SaskEnergy
  - Lobbying strategy and Prefeasibility Study
- ▶ Governance

- Management Board
- Roles and Responsibilities
- Board Insurance
- Annual Conflict of Interest Declaration
- Confidentiality of Board Meetings

## Current Situational Analysis

### Background

PLEDCO has engaged in a number of successful initiatives in the last year which has included a successful partnership with Beaver River Communities Futures. PLEDCO had budgeted \$100,000 for loans but exceeded this by providing \$142,000 for loans to 'Primary Producers' (i.e. trappers, fisherman etc.) in the four communities (each loan was between \$2,000 and \$10,000). Since PLEDCO is not a lending agency, it relies on Beaver River's expertise in credit checks and administering loans. The two organizations have built a trusting relationship and PLEDCO would like to use this relationship as an example for building additional partnerships.

Nick Daigneault was hired as the CEO of PLEDCO in April 2014. He brings extensive experience working in government and business expertise to the role. The Board feels confident that he will continue to build positive results to the organization as he builds relationships and renews the focus of PLEDCO's activities. Since PLEDCO has struggled to implement previous strategic plans and initiatives, the Board emphasized that the CEO must be action-oriented and not overly focused on planning and research.

It is worth noting that there are still questions from a select group of elders in the four communities regarding their 'honour payments'. An agreement was signed to compensate them for displacement from their land in 2007. They were paid \$10,000 maximum payments in 2009 but it seems that there was some miscommunication regarding a second lump sum for housing allowance/improvements. In addition, the \$2 million lump sum did not allow for payout to all elders. It was noted that effective communication will continue to be a challenge faced by the organization; press releases aren't sufficient because information travels by word of mouth among the elders in the communities,

### Building Capacity in the Communities

The Board discussed how PLEDCO can improve economic development in the communities. PLEDCO can engage in a number of different ways, including: training, creating ideas, ensuring business supports are in place, providing an incubator and business support center, and ensuring follow through on businesses by asking for evidence of development. With so many possibilities, it is critical for PLEDCO to define a clear scope of activities.

PLEDCO also needs to build and improve relationships with the economic development agencies within the four communities as well as individuals in private industry. To this end, the CEO may require support in the form of an economic development officer in the field.



## Regional Strategies

The Board talked about how they define the word 'regional'. From a provincial view, PLEDCO's primary region is the four communities, secondary region is the North West region and beyond that it might consider strategies that affect the entire Northern region.

There was a discussion on the benefits and drawbacks of investing in regional strategies. Large regional projects would put PLEDCO "on the map" and create opportunities for collaboration and larger rewards. The communities do not have the funds to invest in multi-million dollar projects on their own. However, if PLEDCO focuses attention on regional projects it may lose focus on the unique needs of and opportunities within each community. Another risk is that regional strategies require more resources which could result in a struggle to manage this growth effectively.

Primrose Resources Corporation (PRC), the regional for-profit economic development arm of PLEDCO, was identified as the party that should focus on developing regional strategies. The new CEO of PRC indicated that he would be comfortable with this approach, if the PLEDCO Board can agree to parameters for consideration of projects (i.e. level of risk they are comfortable with, outcomes such as employment).

## Collaboration Among Communities

The Board discussed the challenges and barriers to collaboration among the four communities. Although there is evidence of collaboration demonstrated in the formation of a for-profit economic development corporation (PRC), it was agreed that there is still a lack of understanding about what each community needs. There are also geographic limitations as to who will directly benefit from various projects and it is understandable that communities sometimes consider and act in their own self-interest rather than regional interest. Another challenge is that there is disparity in the level of infrastructure dedicated to economic development. For example, the larger communities (Beauval and Ile-a-la Crosse) have more resources and infrastructure in place than the smaller communities (Jans Bay and Cole Bay).

## Primrose Resources Corporation (PRC)

Primrose Resources Corporation (PRC) is the for-profit economic development arm of PLEDCO. PRC represents the interests of all four communities but has struggled to build prosperity because the four communities are not in a primary impact zone with respect to engagement in uranium mining projects.

PRC is starting to work with other Economic Development Agencies (e.g. SDC) to develop partnerships and opportunities for collaboration. The PLEDCO Board would like to assist PRC to develop viable business ventures with a potential for profitability in the next three to five years. The PLEDCO Board would also like to co-facilitate a strategy with PRC to address competition between PRC and the individual community economic development agencies.

## **Relations with Government**

The PLEDCO bylaws dictate that ex-officio members from the Federal and Provincial governments are to serve on the board of directors and there is currently one representative from each of those bodies.

## **PLEDCO Education & Training Initiatives**

### **Training for New Entrepreneurs**

PLEDCO has contributed funds to training programs, including security training (in Jans Bay and Ile-a-la-Crosse) and training for business planning. Currently PLEDCO only requires a letter and short application to be completed, as well as proof of any successful funding grants from other agencies.

PLEDCO isn't currently funding any after care programs for funding recipients after they have started operating their businesses. This is an area that can be improved. One challenge is that entrepreneurs are often reluctant to admit that they are struggling and need follow-up assistance. PLEDCO is developing marketing materials to explain the after care initiatives that will be available to funding recipients. In developing an after care model, PLEDCO plans to draw on models used by other organizations in developing comprehensive terms for funding and reporting requirements.

### **Scholarship Program**

PLEDCO offers scholarships to students who are pursuing post-secondary business education. There is a committee comprised of members from all four communities and they review and consider all applications. The committee is highly functional and the funds will continue to be allocated to students from the communities based on the type of education they are pursuing.

## **Governance**

The PLEDCO Board discussed the state of current governance processes. The Board agreed it has a good understanding of its oversight and strategic planning functions and has committed to holding strategic planning sessions on a regular basis. There is also business knowledge on the board, from the Ex-officio government members and others who are appointed from their communities and are also entrepreneurs. In the past, there have also been board members with knowledge in finance and law. The Board expressed interest in obtaining further education on economic development, including current trends and best practices.

Conflict of interest and confidentiality issues are managed through protocols and governance training. Board members need to understand what constitutes conflict of interest, and to recognize when a conflict is present in themselves and others. The Board was reminded of their duty of care to the organization and their duty of loyalty to the mission. One of the ways to ensure confidentiality is to come to agreement on the messages that are communicated to members of the communities and other stakeholders following board meetings. Overall, the Board indicated an interest in regularly scheduled training to refresh the knowledge of board members on roles and responsibilities and to examine any specific issues such as those listed above.

## Operations

### Marketing and Communications

PLEDCO will ensure that their program information is accurate before investing in marketing and communications, including further development of the website and brochures.

### Business Development Centre

PLEDCO is in the preliminary stages of facilitating the creation of a Business Development Centre, which could be housed in a location large enough to include other partners. There was discussion of contracting PRC for the construction of such a project. Although PLEDCO and PRC lack resources to undertake this project in the short term, it was discussed as a potentially viable option in the long term (3-5 years).

The rationale for the development of this center stems from the need to provide proper support services in the stakeholder communities. A recent study discussed at the session flagged a lack of child care and lack of housing as the two largest barriers to local people getting jobs. However, other concerns included the inability of people to travel outside of their local community to work and/or to receive training/certification that would lead to work. Along with these challenges, access to support services such as interview skills, technology skills and building a resume were flagged as the most in-demand services for 18-25 year olds in Prince Albert, SK. It is fair to assume that many of the residents of the same age in the four communities served by PLEDCO would also benefit from similar services and a Business Service Centre could be instrumental in meeting these needs.

# Key Areas of Focus

Based on the analysis above, the following 'Key Areas of Focus' were identified by the Board and were incorporated into a strategic work plan for the next three years. The Board developed a list of proposed strategies by region and these were used to develop the key focus areas.

*Refer to Appendix II for a comprehensive list of the strategies developed during the brainstorming session.*

- 1. COMMUNITIES**
  - a. Training
  - b. Entrepreneurship
  - c. Scholarships
  
- 2. ECONOMIC DEVELOPMENT AGENCIES**
  - a. Community Economic Development Agencies
  - b. PRC
  - c. Other Partners
  
- 3. BROADER REGION**
  
- 4. ORGANIZATION and BOARD**
  - a. Internal Infrastructure
  - b. Governance
  - c. Communications



## PLEDCO Goals, Objectives and Action Items

In the session, the Board and management developed the following strategic work plan to align directly with the 'Key Areas of Focus' listed above. The work plan below includes 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.

*Refer to Appendix III for a strategic plan in chart format.*

### SHORT TERM STRATEGY (Less than 1 year)

#### CIRCLE FOCUS: COMMUNITIES

##### Key Area of Focus: Training

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

**Objective #1:** Offer business training to community members.

**Action Item #1:** Find a training vendor and confirm training program.

**Timeline:** April 2015

**Action Item #2:** Offer one training program in accounting or management skills.

**Timeline:** October 2015

**Objective #2:** Facilitate access to information and inspire entrepreneurship.

**Action Item #1:** Engage in community visits for idea generation.

**Timeline:** April 2015 (multiple visits)

**Action Item #2:** Bring in service providers to promote their offerings (business planning, funding agencies, etc.) to the communities.

**Timeline:** May 2015 (first visit) and December 2015 (second visit)

**Objective #3:** Provide support for training in job specific skills for employment.

**Action Item #1:** Find out about existing training opportunities.

**Action Item #2:** Provide funding to a vendor to hold at least one training session.

**Timeline:** December 2015

##### Key Area of Focus: Entrepreneurship

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

**Objective #1:** Develop an entrepreneurship resource package for the communities.

**Action Item #1:** Compile existing internal and external information into a package.

**Timeline:** June 2015

**Objective #2:** Identify after care processes for businesses that have received funding.

**Action Item #1:** Meet with successful and unsuccessful entrepreneurs to identify the after care required for success and report to the Board.

**Timeline:** September 2015

**Objective #3:** Identify and promote success stories.

**Action Item #1:** Use information gathered in Objective #2 and incorporate into quarterly newsletter.

**Timeline:** Ongoing

### **Key Area of Focus: Scholarships**

**Goal #1:** To promote access to education.

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

**Action Item #1:** Identify recipients and funding amounts.

**Timeline:** December 2014

**Action Item #2:** Identify and highlight recent success stories (AGM, website, materials).

**Timeline:** August 2015

### **CIRCLE FOCUS: ECONOMIC DEVELOPMENT AGENCIES**

#### **Key Area of Focus: Community Economic Development Agencies**

**Goal #1:** To collaborate with economic development agencies.

**Objective #1:** Build effective relationships with agencies to facilitate development.

**Action Item #1:** Continue with communication via quarterly meetings.

**Action Item #2:** Touch base with agencies to understand their future plans and assist, if possible.

**Timeline:** Ongoing

#### **Key Area of Focus: Primrose Resources Corporation (PRC)**

**Goal #1:** To collaborate with PRC.

**Objective #1:** Build effective relationship with PRC to facilitate development.

**Action Item #1:** Touch base with PRC to understand their future plans and assist, if possible.

**Timeline:** Ongoing

**Action Item #2:** Create parameters for potential investment opportunities.

**Timeline:** January 2015

**Action Item #3:** Clarify roles and responsibilities for PLEDSCO and PRC.

**Timeline:** December 2015

**Additional Resources:** CEO of PRC, Other consultants

## **Key Area of Focus: Other Partners**

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

**Objective #1:** Build and strengthen effective relationships with other partners to facilitate development.

**Action Item #1:** Continue to develop relationship with Beaver River and use as example for relationships with other agencies.

**Action Item #2:** Identify other partners to develop partnerships.

**Timeline:** Ongoing

## **CIRCLE FOCUS: BROADER REGION**

### **Key Area of Focus: Relationships**

**Goal #1:** To build collaborations that assist with economic development.

**Objective #1:** Ensure that PLEDCO has a presence in the broader business sector.

**Action Item #1:** Attend events hosted by Saskatchewan Economic Development Association (SEDA).

**Action Item #2:** Pursue membership with Northern Economic Development Council (NEDC).

**Action Item #3:** Collaborate with North West Community Wood Products (NWCWP).

**Timeline:** Ongoing

## **CIRCLE FOCUS: ORGANIZATION and BOARD**

### **Key Area of Focus: Internal Infrastructure**

**Goal #1:** To ensure adequate HR resources within the organization.

**Objective #1:** Secure administration support.

**Action Item #1:** Recruit and hire a part-time administrator.

**Timeline:** May 2015

**Goal #2:** To ensure that information about funding is clear.

**Objective #1:** Update processes and documents to ensure transparency.

**Action Item #1:** Update funding application.

**Timeline:** February 2015

## Key Area of Focus: Governance

**Goal #1:** To ensure governance competency at the board level.

**Objective #1:** Provide training and access to information for board members.

**Action Item #1:** Schedule a training session (every two years).

**Timeline:** May 2015

**Objective #2:** Provide orientation for new board members.

**Action Item #1:** Create an orientation package (including federal and provincial agreements) and/or hold a governance training session.

**Timeline:** December 2015

## Key Area of Focus: Communications

**Goal #1:** To improve communication with communities and partners about PLEDCO's mission and activities.

**Objective #1:** Launch new website.

**Action Item #1:** Complete web updates and prepare for launch.

**Timeline:** February 2015

**Objective #2:** Develop and circulate communication materials.

**Action Item #1:** Finalize brochures, posters and information sheets.

**Timeline:** January 2015

**Action Item #2:** Circulate brochures, posters and information sheets.

**Timeline:** May 2015

## LONG TERM STRATEGY (1-3 years)

### Circle Focus: Economic Development Agencies

**Goal #1:** To develop collaboration with PRC.

**Objective #1:** Discuss future business resource centre through partnership with PRC.

### Circle Focus: Organization and Board

**Goal #1:** To ensure governance competency at the board level.

**Objective #1:** Develop a governance manual for board members.

**Goal #2:** To develop a communications strategy.

## Conclusion

PLEDCO is well positioned to have a strong impact on the communities and stakeholders it serves and to meet the goals set out in the 2014-15 strategic plan. There is strong leadership at the Board and staff levels which will help the organization continue on a path of growth and development.



## Appendix I – PLEDCO Five Year Review Report

Recommendation	Status Update
Continue with, and build on, efforts to follow more strategic approach to economic development.	On going
Take steps to reduce board-related expenses.	Recommended to free up more money for activities but the Board feels comfortable with the current expenses
Hire an admin assistant for the CEO.	In progress
Effort to recruit and appoint board members with more business experience and/or greater standing in the communities.	Current talent pool is acceptable
Extend board member terms beyond 2 years.	Will consider proposed bylaw revision to allow for 3-4 year board terms to the AGM in 2015
Provide support services for entrepreneurs including assistance with business plan development.	Included in the plan going forward
Funding of scholarships should be more strategic.	Completed; funds in place to target students pursuing business-related education
Consider forming a sub-committee to deal with scholarship applications.	Completed
Prioritize facilitation of HR development (particularly business skills) – skilled owners and development corporation staff are key to economic development.	Will consider the regional admin assistant model, particularly for the smaller communities Expertise from PLEDCO CEO and ED of PRC
Investigate distance learning as a vehicle to deliver entrepreneur skills and other training.	Low priority – will talk with Northlands College to indicate interest in their programs and promote other opportunities that exist as well as provide a location for delivery if they don't have home access
Conduct an assessment of local and regional skill shortages.	Plan to develop a resources inventory (with PRC) and a relationship with Saskatchewan First Nations Centre of Excellence in order to access their database and encourage use by members from the region.
Promote and support Junior Achievement in the high schools.	In progress

Recommendation	Status Update
Implement the current plan to establish an investment corporation to invest in companies operating locally.	The board agreed that they don't wish to pursue for-profit department within PLEDCO at this time and would prefer to develop and support the work of PRC.
Address identified barriers to employment.	Individual communities have a responsibility to identify their own needs, but PLEDCO will consider support in terms of job training skills and general management skills training.

## Appendix II – Proposed Strategies by Region

### COMMUNITY

- Training
  - Accounting training for existing and aspiring business owners
  - Management training – prior to becoming self-employed
  - Workshops for certain aspects of business planning
    - Planting the seed for entrepreneurship (idea generation)
    - Business planning tools
  - Support for training within the communities (e.g. for things that aren't funded by other agencies)
- Entrepreneurship
  - Path finding – business resource centre, providing information to prospective entrepreneurs
  - Funding
  - After Care
- Scholarships
  - Monitor the process
  - Track success stories – a few each year

### ECONOMIC DEVELOPMENT AGENCIES

- Community Ec Dev Agencies
  - Ongoing communication (continue with quarterly meetings)
  - Cross-resourcing
  - Relationship building (understanding the communities' priorities)
  - Collaboration in planning (template for identifying big projects)
- PRC
  - Hands-on proactive relationship building
  - Collaboration in planning (template for identifying big projects)
- Other Partners
  - Strengthen relationship with Beaver River (and use as example for PLEDCO's relationship with other agencies)

### BROADER REGION

- PRC manages activity in the broader region for PLEDCO
  - Hands-on proactive relationship building
  - Collaboration in planning (template for identifying big projects)
- Sask Economic Development Association (SEDA)
  - Attending events hosted by SEDA
- Northern Economic Development Council (NEDC)
  - Pursuing membership
- North West Community Wood Products (NWCWP)
  - Collaboration opportunity

## PARAMETERS

### For consideration of projects that PRC should pursue

- Emphasis on employment vs profits
  - Utilization of assets: tourism, training, mining, forestry, construction
- Alignment with current resources
  - Asset map, labour pool, land, capital resources, investment from communities, existing businesses and government agencies
- Potential projects
  - Business development centre at the Forks

## MEASUREMENT

- Process – progress towards success
  - Workshops
  - Funding Applications
  - Scholarships
  - Funding (total value)
  - Development of Networks
  - Development of Partnerships
- Outcomes
  - Employment – # of FTEs
  - Profitability - PRC
  - Status of businesses
  - Success stories of post-secondary students

## Appendix III – Strategic Work Plan for 2015-2017

Goals	Objectives	Action Items, Timelines & Resources
Short Term Strategy (Less than 1 year)		
Circle Focus: COMMUNITIES		
Key Area of Focus: Training		
<p>1. To ensure community members have access to training for their entrepreneurship and employment aspirations.</p>	<p>1. Offer business training to community members.</p> <p>2. Facilitate access to information and inspire entrepreneurship.</p> <p>3. Provide support for training in job specific skills for employment.</p>	<p>Find a training vendor and confirm training program. <i>Timeline:</i> April 2015</p> <p>Offer one training program in accounting or management skills. <i>Timeline:</i> October 2015</p> <p>Engage in community visits for idea generation. <i>Timeline:</i> April 2015 (multiple visits)</p> <p>Bring in service providers to promote their offerings (business planning, funding agencies, etc.) to the communities. <i>Timeline:</i> May 2015 (first visit) and December 2015 (second visit)</p> <p>Find out about existing training opportunities.</p> <p>Provide funding to a vendor to hold at least one training session. <i>Timeline:</i> December 2015</p>

Circle Focus: COMMUNITIES con't		
Key Area of Focus: Entrepreneurship		
1. To facilitate the creation of new businesses.	<p>1. Develop an entrepreneurship resource package for the communities.</p> <p>2. Identify after care processes for businesses that have received funding.</p> <p>3. Identify and promote success stories.</p>	<p>Compile existing internal and external information into a package. <i>Timeline:</i> June 2015</p> <p>Meet with successful and unsuccessful entrepreneurs to identify the after care required for success and report to the Board. <i>Timeline:</i> September 2015</p> <p>Use information gathered in Objective #2 and incorporate into quarterly newsletter. <i>Timeline:</i> Ongoing</p>
Key Area of Focus: Scholarships		
1. To promote access to education.	1. To offer funding to students pursuing post-secondary education.	<p>Identify recipients and funding amounts. <i>Timeline:</i> December 2014</p> <p>Identify and highlight recent success stories (AGM, website, materials). <i>Timeline:</i> August 2015</p>
Circle Focus: ECONOMIC DEVELOPMENT AGENCIES		
Key Area of Focus: Community Economic Development Agencies		
1. To collaborate with economic development agencies.	1. Build effective relationships with agencies to facilitate development.	<p>Continue with communication via quarterly meetings.</p> <p>Touch base with agencies to understand their future plans and assist, if possible. <i>Timeline:</i> Ongoing</p>

Circle Focus: ECONOMIC DEVELOPMENT AGENCIES		
<b>Key Area of Focus: Primrose Resources Corporation (PRC)</b>		
1. To collaborate with PRC.	1. Build effective relationship with PRC to facilitate development.	<p>Touch base with PRC to understand their future plans and assist, if possible. <i>Timeline: Ongoing</i></p> <p>Create parameters for potential investment opportunities. <i>Timeline: January 2015</i></p> <p>Clarify roles and responsibilities for PLEDCO and PRC. <i>Timeline: December 2015</i> <i>Additional Resources: CEO of PRC, Other consultants</i></p>
<b>Key Area of Focus: Other Partners</b>		
1. To collaborate with other partners (service providers, funding agencies, etc.).	1. Build and strengthen effective relationships with other partners to facilitate development.	<p>Continue to develop relationship with Beaver River and use as example for relationships with other agencies.</p> <p>Identify other partners to develop partnerships. <i>Timeline: Ongoing</i></p>
Circle Focus: BROADER REGION		
<b>Key Area of Focus: Relationships</b>		
1. To build collaborations that assist with economic development.	1. Ensure that PLEDCO has a presence in the broader business sector.	<p>Attend events hosted by Saskatchewan Economic Development Association (SEDA).</p> <p>Pursue membership with Northern Economic Development Council (NEDC).</p>

Circle Focus: BROADER REGION		
Key Area of Focus: Relationships		
1. To build collaborations that assist with economic development.	1. Ensure that PLEDCO has a presence in the broader business sector.	Collaborate with North West Community Wood Products (NWCWP). <i>Timeline: Ongoing</i>
Circle Focus: ORGANIZATION and BOARD		
Key Area of Focus: Internal Infrastructure		
1. To ensure adequate HR resources within the organization.	1. Secure administration support.	Recruit and hire a part-time administrator. <i>Timeline: May 2015</i>
2. To ensure that information about funding is clear.	Update processes and documents to ensure transparency.	Update funding application. <i>Timeline: February 2015</i>
Key Area of Focus: Governance		
1. To ensure governance competency at the board level.	1. Provide training and access to information for board members.	Schedule a training session (every two years). <i>Timeline: May 2015</i>
	2. Provide orientation for new board members.	Create an orientation package (including federal and provincial agreements) and/or hold a governance training session. <i>Timeline: December 2015</i>
Key Area of Focus: Communications		
1. To improve communication with communities and partners about PLEDCO's mission and activities.	1. Launch new website.	Complete web updates and prepare for launch. <i>Timeline: February 2015</i>
	2. Develop and circulate communication materials.	Finalize brochures, posters and information sheets. <i>Timeline: January 2015</i>
		Circulate brochures, posters and information sheets. <i>Timeline: May 2015</i>



Goals	Objectives	Action Items & Resources
<b>Long Term Strategy (1 to 3 years)</b>		
<b>Circle Focus: ECONOMIC DEVELOPMENT AGENCIES</b>		
1. To develop collaboration with PRC.	1. Discuss future business resource centre through partnership with PRC.	N/A
<b>Circle Focus: ORGANIZATION and BOARD</b>		
1. To ensure governance competency at the board level  2. To develop a communications strategy.	1. Develop a governance manual for board members.	N/A