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# PLEDCO Strategic Plan 2021

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*Facilitation and Report by Vince Bruni-Bossio and Brooke Klassen  
Open Circle Strategies Inc.*

## Executive Summary

On June 25th and 26th, 2021 the Primrose Lake Economic Development Corporation (PLEDCO) Board and ED held a two-day strategic planning session at Staybridge Suites across from the University of Saskatchewan in Saskatoon, SK to conduct a situational analysis of PLEDCO and create a strategic plan 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 board members to determine 'Key Discussion Points' for the strategy session. This report highlights the findings and strategy from that session. Two of the Mayors of the communities (who serve as the shareholder representatives) participated in the session.

PLEDCO's value proposition continues to be about facilitating economic development through funding, training, negotiations, networking, partnerships, communication and follow up. Due to the COVID-19 pandemic, the Board was unable to hold their annual strategic planning retreat in 2020. In discussing whether the organization has achieved success over the past year, the Board felt that PLEDCO has done a remarkable job at weathering the COVID-19 pandemic and had still met most of the goals set out in the 2019 strategic plan. While the pandemic caused many of economic development projects and initiatives to be stalled in 2020, things are starting to improve now that community members can get vaccinated and restrictions are easing up. Both Beauval and Ile a la Crosse have continued to explore opportunities for economic development during the pandemic and are positioned well as restrictions lift to move forward on these projects. Jans Bay and Cole Bay, as smaller communities with less capacity, continue to struggle in developing opportunities.

It was noted that significant financial support and regular communication from PLEDCO was provided during the pandemic. However, concerns were expressed that the ongoing funding is not always allocated evenly across the communities. Some of the funds, such as the municipal infrastructure fund and elders' legacy fund, are split equally across the communities. However, for programs that require applications, a larger proportion of the funding often goes to members of the larger communities (Beauval and Ile a la Crosse). It was acknowledged that the smaller communities (Cole Bay and Jans Bay) require more support in helping their members get their applications for funding started.

The Board and ED agreed to explore the possibility of hiring an employee to better support communities by assisting with developing capacity for economic development. This type of support would be particularly helpful in the two smaller communities where many community members need help to identify what funding is available and to complete applications. This employee would also provide additional support to the Elders' groups in the four communities and the ED by taking on some of the office administration work.

Currently, PRC has a part-time CEO, and the PRC Board is comprised of the Mayors of the four communities. It was agreed by the PLEDCO Board that they will continue to consider applications from PRC for project work on a case-by-case basis, with the hope that PRC can be successful in the future and return a portion of their profits to the communities.

In discussing governance issues, board members agreed they need to be vigilant to identify and address conflicts of interest. A review of financial information for 2016-2019 reveals that, overall, the cash

balance has increased, as there are many applications that have been approved but whom PLEDCO has not yet provided all funding for. The proceeds for the trust vary depending on the markets and how well the trust is managed. The proceeds varied from \$560,689 to \$939,206 over the previous four-year period. Expenses have also varied over the past four years, depending on how many applications were funded in that year. Overall, the organization had a negative balance of \$149,449 at the end of 2019 but the Board felt comfortable with the financial strategy, as there were surpluses in previous years that could make up for the negative year end balance.

An asset assessment report completed in 2020 reveals that many resources in the Primrose Lake region are being underutilized. The communities, if they choose, could work collaboratively to identify opportunities that could create jobs and wealth for the region. However, the logistics for this type of collaboration could be complex.

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 and Awards
- d. Supporting Municipalities
- e. Supporting Elders' Economic Activity

#### **2. ECONOMIC DEVELOPMENT AGENCIES**

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

#### **3. BROADER REGION**

- a. Regional Economic Development

#### **4. ORGANIZATION and BOARD**

- a. Human Resources
- b. Organizational Review
- c. Governance
- d. Lobbying

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## Introduction

On June 25th and 26th, 2021 the Primrose Lake Economic Development Corporation (PLEDCO) Board and ED held a two-day strategic planning session at Staybridge Suites across from the University of Saskatchewan in Saskatoon, SK to conduct a situational analysis of PLEDCO and create a strategic plan 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 board members 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 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, Ile-a-la Crosse and Jans Bay. 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 Primrose Lake 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 to employ their community members. Two of 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. Discussions focused on how PLEDCO can continue to support economic growth directly in the communities. Another key discussion was related to how the organization has weathered the COVID-19 pandemic. 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 vision is:

#### **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 mission of PLEDCO is:

#### **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 means that PLEDCO's value proposition must be aligned with the needs of the four communities and region.

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.

## Situational Analysis

### Impacts of COVID-19 on the 2020 Strategic Priorities & 2019 Strategic Plan

Due to the COVID-19 pandemic, the PLEDCO Board was unable to hold their annual strategic planning retreat in 2020. In the session, the Board reviewed the strategic priorities developed by the Executive Director in 2020 in lieu of a strategic plan and discussed progress made in each area. They also reviewed the previous strategic plan developed by the Board in 2019. Overall, the Board felt that PLEDCO has done a remarkable job at weathering the COVID-19 pandemic and had met most of the goals set out in the 2019 strategic plan.

#### Strategic Priorities for 2020

The first major priority set in 2020 was to ensure the stability of the community economic development corporations in the four communities. The ED stayed in regular communication with the CEO's of each of the economic development corporations to ensure they felt supported and provided grants and loans in excess of \$250,000 during the pandemic. The grants and loans were used to replace outdated equipment, renovate existing businesses and enhance existing services.

Another priority was to create a plan of action to be ready to resume regular economic activity after the pandemic subsides. With support from a consultant, the four PLEDCO communities were engaged in an assessment of equipment and services in order to compile a database that can be used to look for opportunities to fund a joint venture between communities.

It was also important to temporarily enhance supports for PLEDCO region businesses, which included increasing the maximum grant for the Business Incentive Program from \$10,000 to \$25,000, resetting the five-year grace period between successful applications for various programs to allow for earlier applications, and working with Beaver River to extend loan repayment periods from 2 years to 4 years.

Another priority in 2020 was to work with leaders to ensure Elders in the four communities accessed the Elders' Legacy Fund (ELF) during the pandemic. Elders were committed a total of \$68,000 (\$17,000 reserved for each community) throughout the pandemic to ensure they could fund special initiatives. Grants were also dispersed for isolation kits and sanitizing products during the pandemic.

It was also important to continue to support projects partially funded by PLEDCO during the pandemic. The two major projects underway are the office building in Beauval and the grocery co-operative in Ile-a-la-Crosse.

PLEDCO also responded well to various challenges such as local business owners not always being able to go into communities and deliver products because of community lockdowns. However, the smaller communities were frustrated by the lack of opportunity and progress towards completing projects during the pandemic.

It was noted that stimulus funding is available through SMEDCO for the community economic development corporations to assist communities in getting their businesses back up and running post-pandemic. PLEDCO could engage in research on other potential funding opportunities and share the information with the communities if they had another staff person hired to engage in this type of work.

## Building Capacity in the Communities

At the session, the Board discussed the role that PLEDCO can continue to play in building capacity in the communities.

### Community Updates

In the session, updates were provided on the economic development projects happening in each of the four communities. It was noted that many of the projects and initiatives were stalled due to the COVID-19 pandemic, but progress is starting to pick up as community members get vaccinated and restrictions are reduced.

#### **Beauval**

Beauval plans to continue building on past success and strengthening current offerings. The plans are being finalized for a new office building, which will be a focal point of local economic organizations and the permanent home of PLEDCO. The Anglers Trail opportunity remains the most viable option for Beauval to get into the tourism business and could be a regional project supported by PLEDCO. There may be an opportunity to expand MDDeez confectionary to meet the local demand. Blueberry Hills Water Bottling could also be expanded by providing water to the mine sites if they were able to purchase more robust equipment. Currently, they are at bottling capacity with high demand from Beauval, Ile-a-la Crosse and Kettle Lake. Housing rental and residential development pilot projects are also being developed. Beauval may be in a position to create a housing fabrication industry within the region, which could be a good investment for PLEDCO in the future.

#### **Cole Bay**

The community's economic development corporation, Booth Bay, recently purchased a new piece of heavy equipment that can be used in community work and contracted for various jobs as needed. PLEDCO is in a good position to help Cole Bay join the regional economy through joint ventures or contract work. The most pressing need is a convenience store or fast food restaurant in the community. PLEDCO needs to continually support Booth Bay to ensure they become viable. A multi-year plan would be helpful to ensure Cole Bay can move forward. In addition, PLEDCO could provide additional human resource support to ensure that community members are able to apply for the funding that is available.

#### **Ile-a-la Crosse**

Ile-a-la Crosse is working through usage planning for South Bay Park as well as an initiative to clearly establish traditional uses for surrounding lands. The community's economic development corporation, Sakitawak, undertook renovations to the Northern Sunset Motel, built an entertainment centre (with support from PLEDCO) and created a construction division during the pandemic. They are looking at developing land around Canoe River, constructing a strip mall, and considering repurposing a fish plant into a fabrication shop. Long term projects include bidding on major water and sewer replacement projects, a historical landmarks initiative, a possible golf course at Canoe River and enhancement of the Prairie Wild regional park and camp sites.

## **Jans Bay**

Throughout the pandemic there was not a lot of opportunity for the community's economic development corporation, Wasaw, to find new projects. However, in 2021 they purchased some heavy equipment and secured additional contracts. The main focus for Jans Bay is a new hamlet office but they are also in need of a convenience store. PLEDCO's ability to facilitate Jans Bay's inclusion in the regional economy should become a focus in the coming years. PLEDCO could provide additional human resource support to ensure that community members are able to apply for the funding that is available.

## **PLEDCO's Relationship with the Communities**

At the session, the Board discussed PLEDCO's relationship with the four communities. It was noted that, while significant financial support was provided during the pandemic, a larger proportion of this funding went to the larger communities. Some of the funds, such as the municipal infrastructure fund and elders' legacy fund, are split equally across the communities. However, for programs that require applications, a larger proportion of the funding often goes to members of the larger communities (Beauval and Ile-a-la Crosse). It was acknowledged that the smaller communities (Cole Bay and Jans Bay) require more support in helping their members get their applications for funding started. This could be achieved by hiring someone from one of the smaller communities who can be a direct line of support. There were also comments made that the communities could greatly benefit from being able to access a larger pool of funding each year in order to invest in large scale community projects. PLEDCO could also assist with a government lobbying strategy in the long term to support a request from the communities to increase the size of the trust.

## **Human Resources: Economic Development Officer to Support Communities**

The ED has expressed interest in hiring an employee who could support the communities by assisting with developing capacity for economic development. This type of support would be particularly helpful in the two smaller communities where many community members need help to identify what funding is available and to complete applications. This employee would also provide additional support to the Elders' groups in the four communities and the ED by taking on some of the office administration work. Overall, this position would enable the ED to be more active in helping move large projects forward in the communities. The Board agreed that they would like the ED to bring forward options for how to fund this position. Operating funds at PLEDCO are limited but finding a way to hire a full-time person from one of the smaller communities would be ideal.

## **Primrose Development Corporation (PRC)**

PRC was established seven years ago as a way for the four communities to invest in areas deemed important to Mayor and Council without having to navigate the restrictions that often accompany funding obtained directly from PLEDCO. PLEDCO has provided financial support to PRC since it was established, but they have not yet been able to move forward with a successful project. However, PRC was able to sustain operations over the years through their involvement in joint ventures with companies who wanted to do work at Northern mine sites. The joint ventures created training, apprenticeship and employment opportunities for residents of the Primrose Lake region.

Currently, PRC has a part-time CEO, and the PRC Board is comprised of the Mayors of the four communities. Previously the PRC Board included two of the Mayors as well as members from all communities, but it was restructured in 2019 to allow the organization to be guided directly by community leaders. It was agreed by the PLEDCO Board that they will continue to consider applications from PRC for project work on a case-by-case basis, with the hope that PRC can be successful in the future and return a portion of their profits to the communities.

### **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 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. However, there was agreement that a formal process should be implemented to ensure board members declare their involvement in other organizations and boards in the region. The ED will then compile a list of all declarations and provide them to all members of the PLEDCO Board.

At the session, the Board discussed a letter that was submitted by a community member in Ile-a-la-Crosse as an example of a potential conflict of interest. The letter was sent by a community member who owns a confectionary in response to PLEDCO's potential support of a grocery co-operative in the community. While the letter questions PLEDCO's support of the co-operative, the Board agreed that the application was assessed fairly and aligns with PLEDCO's funding principals and criteria. However, board members also agreed that the intent of the letter reinforces the need to be vigilant when dealing with conflicts of interest at all times.

### **Financial Overview**

In the session, the Board reviewed the financial information for 2016-2019. Overall, the cash balance has increased, as there are a large number of applications that have been approved but whom PLEDCO has not yet provided all funding for. The proceeds for the trust vary depending on the markets and how well the trust is managed. The proceeds varied from \$560,689 to \$939,206 over the four-year period. RBC is working with the ED to manage the trust and ensure that PLEDCO sees the best possible 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 negative balance of \$149,449 at the end of 2019 but the Board felt comfortable with the financial strategy, as there were surpluses in previous years that could make up for the negative year end balance.

### **Asset Assessment Report**

In 2020, the Board identified a need to take an inventory of its four communities and community economic development corporations' assets to help them identify business opportunities. The intent of the project was to allow PLEDCO and its shareholders to discover what resources in their region were

being underutilized and work collaboratively with the other communities to identify opportunities that could create jobs and wealth for the region.

By leveraging their resources and expertise, the four communities could potentially procure more business opportunities while also benefitting from the cost savings created through pooling their physical and capital assets. Through the assessment process, it was identified that the four communities have several underutilized assets. A list of the key underutilized assets were categorized into Equipment, Heavy-duty Vehicles and Equipment, Trailers, Vehicles, Event Space and Equipment and Land. The assets were identified as key underutilized assets if they: a) have a utilization rate of 50% or less and; b) are still in good working condition.

By pooling their underutilized resources together, the four communities could potentially complete economic development projects that create wealth and jobs for their communities and grow the region's economy. However, the logistics for this type of collaboration could be complex. The Mayors of the communities need to further discuss this report and gather feedback from their community members about using assets for economic development projects when they might be needed for community work.

## 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.

### 1. COMMUNITIES

- a. Training
- b. Entrepreneurship
- c. Scholarships and Awards
- d. Supporting Municipalities
- e. Supporting Elders' Economic Activity

### 2. ECONOMIC DEVELOPMENT AGENCIES

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

### 3. BROADER REGION

- a. Regional Economic Development

### 4. ORGANIZATION and BOARD

- e. Human Resources
- f. Organizational Review
- g. Governance
- h. Lobbying





## 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.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Work with regional educational providers to determine available programming and provide funding support.	ED	On-going	Number of opportunities identified	Current partners: GDI Funding support: SMEDCO, CCDF, SIEF, WED, Beaver River CF Information providers: Square One
2. Identify and connect with training and funding opportunities that reduce barriers to entrepreneurship.	ED	On-going	Partnerships, funding	ED to reach out to Women Entrepreneurs of Saskatchewan and CCDF (targeted program for women and youth)

<b>Objective #2</b>	<b>To support employment in the communities.</b>
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Create workforce development programs with each community that PLEDCO can support.	ED	Ongoing		e.g. communicating about training and expense allowances

## Key Focus Area: Entrepreneurship

### 1. Goal: To support entrepreneurs after funding has been provided.

<b>Objective #1</b>	<b>To better monitor the progress of successful applicants.</b>
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Establish a process for quarterly follow ups.	ED	July 2021	Process established	Currently engage in a 1-year follow up Amend board reports to include 'wellness checks'

## Key Focus Area: Scholarships and Awards

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

<b>Objective #1</b>	<b>To review current scholarship policies for possible changes.</b>
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Assess current scholarship policies.	Scholarship Committee	Dec 2021		
2. Report to board for discussion and possible changes.	Scholarship Committee, Board	March 2022		
3. Implement changes to policies.	Scholarship Committee, ED	June 2022		

## 2. Goal: To increase student retention in secondary education.

Objective #1		To develop incentive programs for secondary education.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Develop scenarios for awards to high school students.	Scholarship Committee	Dec 2021		
2. Report to board for discussion and possible changes.	Scholarship Committee, Board	March 2022		
3. Implement changes to policies.	Scholarship Committee, ED	June 2022		

### Key Focus Area: Supporting Municipalities

#### 1. Goal: To support sustainable community development.

Objective #1		To support Cole Bay and Jans Bay in developing capacity for economic development.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. See Circle Focus: Organization and Board, Key Focus Area: Human Resources				

### 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 ensure Elders in the communities are supported.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes

1. Meet with Elders and ask if they would like support in organizing their groups.				e.g. options may include non-profit corporate status or organizing under the municipality
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**Circle Focus: Economic Development Agencies**

**Key Focus Area: Community Economic Development Corporations**

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

**Objective #1 To support growth of the community development corporations.**

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. Meet with Mayor and Council to understand their long-term goals and aspirations.	ED, Board	Plan to be completed by Dec 2021		

**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
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1. Work with liaison to remain informed on current projects managed by PRC.	Board, Liaison (Nick Daigneault)	Ongoing	Review business plan, project progress reports, etc.	
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## 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.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Continue to develop and maintain relations with current partners to serve all community members.	ED	Ongoing	Review progress at quarterly Board meetings	Existing partners include CCDF, SMEDCO, SIEF

## 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 continue to monitor for opportunities at the regional level.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1.				

## Circle Focus: Organization and Board

### Key Focus Area: Human Resources

## 1. Goal: To ensure human resources are in place to support economic development.

Objective #1	To increase capacity for economic development in the communities (in particular Cole Bay and Jans Bay).			
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Develop scenarios for hiring an economic development officer.	ED	July 2021		3 options: hired by PLEDSCO, hired by PRC and funded by PLEDSCO, partnership with Beaver River CF
2. Board discussion and approval of job description and funding.	Board	Aug 2021		
3. TBD (depending on chosen scenario)		Nov 2021		

## Key Focus Area: Organizational Review

### 1. Goal: To ensure organization policies and procedures remain relevant and effective.

Objective #1	To review board and organization policies and procedures.			
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Review policies and procedures and provide recommendations.	ED	Oct 2021		
2. Board discussion and approval regarding possible changes.	Board, ED	Nov 2021		
3. Implement changes, as needed.	ED	TBD		

## 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 2022	Board evaluation completed	
2. Develop and implement a declaration policy for board members.	ED, Board	August 2021		Declaration policy for sitting on other boards

### Long Term Strategy (more than 1 year)

#### Circle Focus: Organization and Board

#### Key Focus Area: Lobbying

### 1. Goal: To explore the option of lobbying government to increase the funds available to community members.

## Conclusion

PLEDCO is committed to facilitating economic development in the North West Region of Saskatchewan for the betterment of the four member communities. To this end, the PLEDCO Board engaged in a strategic planning process to ensure they are forward thinking and guiding the organization in the best possible direction. Critical to this process is ensuring that they continue to build capacity for development at all levels. Focusing on supporting initiatives related to entrepreneurship, community engagement, strategic partnerships and collaborations will allow PLEDCO to remain sustainable in the short term while retaining the flexibility to readjust priorities in the medium and long term as required.

Strong leadership within the organization is needed to guide the organization as it matures. This report addresses the issues brought forward by the Board and ED, poising PLEDCO to be a relevant and sustainable organization going forward.