



PLEDCO Strategic Plan 2022

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Executive Summary

On April 1st and 2nd, 2022 the Primrose Lake Economic Development Corporation (PLEDCO) Board and ED held a two-day strategic planning session at the Park Town Hotel 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 focus on facilitating economic development through funding, training, negotiations, networking, partnerships, communication and follow up. In discussing whether the organization has achieved success over the past year, the Board felt that PLEDCO has done a commendable job of navigating through the continued COVID-19 pandemic and met almost all of the goals set out in the 2021 strategic plan.

Due to the ongoing COVID-19 pandemic, PLEDCO was not able to have a strong presence in the communities over the past year. However, things are getting back to normal and they are now in a position to regularly visit all of the communities.

The Board discussed PLEDCO's relationship with the four communities. Overall, the relationship is strong and the mayors who were present at the session indicated that they feel supported by PLEDCO. A large number of programs have been developed over the past eight years to support the communities, including primary producer, business development and infrastructure programs.

The Board highlighted a strong need for supporting entrepreneurship. There is a sense that individual community members do not have the entrepreneurial mindset and interest in taking the risks necessary to start new businesses. Instead they are looking to the community development corporations (CDC's) to start new businesses and create employment opportunities. There may be the need for new incentive programs to encourage entrepreneurship. A suggestion was made about developing an incubator for the communities with support from the CDC's. There was also interest in augmenting the infrastructure fund, as currently there is not enough money available for the scale of infrastructure projects that are needed in the communities. PRC can also be instrumental in providing support to individual entrepreneurs, by hiring an Economic Development Officer position that is partially funded by PLEDCO. This position is critical to helping the smaller communities move forward with economic development projects.

Primrose Resource Corporation (PRC) is now in a position to begin making some foundational agreements with industry. They recently met with the PLEDCO Board and will be requesting grants totalling up to \$500,000 to start up new ventures. Not all of the money is needed at once; these requests will come as a series of applications. PLEDCO has adequate funds set aside in unrealized gains which could be used to fund these pending applications. The mayors of the four communities are the board members of PRC and are overseeing the work that is being done. Overall, the PLEDCO Board is

very supportive of PRC becoming a successful enterprise that can provide a portion of their profits back to the four communities.

The PLEDCO Board discussed the key risks faced by the organization. These include investment risk (due to the accumulation of unrealized gains/losses), risk of not achieving the mission (helping entrepreneurs), board members not understanding the foundational agreements that provide the funding for PLEDCO (due diligence), making decisions that aren't in alignment with the agreements (governance/administrative risk), being subject to a cyber attack and the risk of other political groups lobbying to take over the agreement.

The financial information for 2017-2021 reveals 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 from the trust varied from \$560,689 to \$1,118,962 over the five-year period. The expenses also varied over the past five years, depending on how many applications were funded in that year. Overall, the organization had a positive balance of \$1,296,880 at the end of 2021 and the Board feels comfortable with the financial strategy.

A clause in the PLEDCO foundational agreement requires that the organization be evaluated every five years. The next five-year evaluation will be completed over the 2022-23 year for the dates April 1, 2017 to March 31, 2022. Progress over past five years will be assessed by an outside consultant, and there will be a lot of focus on providing the chosen consultant with enough information to complete the evaluation. The evaluation is a large expense (approximately \$50K) as a proportion of the annual operating fund of \$200K.

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' Activities

2. ECONOMIC DEVELOPMENT AGENCIES

- a. Community 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

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Introduction

On April 1st and 2nd, 2022 the Primrose Lake Economic Development Corporation (PLEDCO) Board and ED held a two-day strategic planning session at the Park Town Hotel 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.

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 PLEDCO 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 and foster entrepreneurial attitudes within the four communities. 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 PLEDCO Board discussed the current mission and agreed to change the word 'developing' to 'leading' in terms of strategic partnerships and collaborations to reflect the organization's growth and ability to play a leadership role in terms of connecting key partners in economic development in the region. The revised mission of PLEDCO is:

PLEDCO Mission

*Supporting economic activity by facilitating entrepreneurship and **leading** 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. Recently they have organized regional economic development meetings to ensure that the communities have on-the-ground connections with suppliers and resource supports. Attendees have included representatives from PLEDCO, PRC, NWC, Community Mayors, SaskPower and Cameco Corporation.

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 funds initiatives for traditional land users, including Elders.

Part of PLEDCO's continued value proposition is dependent on tracking activities in order to measure and communicate success. This helps with succession planning, ensures that best practices are developed and helps to demonstrate the value it provides to communities and other stakeholders.

PLEDCO has been successful in supporting the villages, hamlets and economic development corporations. However, discussions indicated that there might be more that PLEDCO could do to support individual entrepreneurs. PLEDCO follows up with entrepreneurs one year after a successful application to find out how they are doing. This is important to gain an understanding of how they can better support entrepreneurs in the future.

Comments were made that some community members may not be comfortable taking on the risk of starting a business and prefer to take a job within a business started by the economic development corporations in the communities. Prospective entrepreneurs may also become discouraged by the large number of hurdles to receiving funding from various programs. PLEDCO will work with these funding partners to be more present in the communities and provide the type of hands-on support they need to complete the funding applications.

Review of 2021 Strategic Plan

In the session, the PLEDCO Board reviewed the strategic plan developed in 2021 and discussed progress made towards each of the goals. Several years ago, 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 PLEDCO Board re-affirmed this commitment to ensuring that the Executive Director, with support from the Board, is accountable for meeting the goals in the strategic plan.

CIRCLE FOCUS: Communities

Key Focus Area: Training

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

In the past year, PLEDCO provided funding for online training in SAGE-50 accounting software, which is the most common software used by northern small businesses. The training was very successful with fifty people completing the training session. It was agreed that a multi-year training plan aligned with potential employment opportunities would be helpful for PLEDCO to engage in longer term planning going forward.

Key Focus Area: Entrepreneurship

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

PLEDCO continues to check in with entrepreneurs one year after a successful application has been received. They are looking to do more to entice new entrepreneurs, such as providing larger funding opportunities with a matching equity contribution. The current maximum for new start-ups is \$10,000 in funding.

Key Focus Area: Scholarships

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

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

The Scholarship Committee have ensured that effective policies and procedures are in place for the administration of scholarships and awards. A new program will be launched in Fall 2022 for high school students from Jans Bay and Cole Bay to incentivize them to return to their studies each year. They are required to travel to other communities in order to attend high school and because of that, they tend to have a higher drop-out rate. Therefore, it is PLEDCO's intention to ensure that they support community members and provide the support they need to pursue education that will allow them to contribute to economic development in the future.

Key Focus Area: Supporting Municipalities

Goal #1: To support sustainability of community development.

PLEDCO is supportive of funding an economic development officer position within Primrose Resource Corporation (PRC). The PLEDCO Board is hopeful that this position will be instrumental in developing economic activity within Cole Bay and Jans Bay. PLEDCO also intends to work with the four communities to develop a five-year plan to ensure that they understand the goals of the communities so they can forecast how to best support their aspirations for growth.

Key Focus Area: Supporting Elder Activity

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

Three of the communities have been quite active in terms of submitting funding requests for Elders' activities, including entertainment kits, housing repairs and gift baskets. Ile a la Crosse is saving up for a larger initiative which they will request funding for in the future.

CIRCLE FOCUS: Economic Development Agencies

Key Focus Area: Community Economic Development Agencies

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

There are many initiatives ongoing. See Building Capacity in the Communities - Community Updates section below for details.

Key Focus Area: Primrose Resource Corporation (PRC)

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

Funding has been provided for advertising of the new Economic Development Officer position within PRC. Representatives from PRC have been in attendance at the regional meetings and overall, the working relationship with the development corporation is quite positive.

Key Focus Area: Other Partners

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

The PLEDCO Board agreed that the regional partners need to be more present in the communities. PLEDCO has a good relationship and will encourage them to come in more often to provide the hands-on support that the community members need to be successful.

CIRCLE FOCUS: Broader Region

Key Focus Area: Regional Economic Development

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

As the economy improves and resource development ramps up, it is plausible that PLEDCO could be involved in larger regional projects. They need to prepare community members for employment in the mines by providing funding for appropriate training programs. A regional investment group (North West Communities Management Company) which includes representation from two of the member communities is starting to have conversations about how the communities can work together on larger projects (e.g. purchase of Anglers fishing lodge). The asset assessment project completed in all four communities has provided clarity in terms of resources, as well as how they can collaborate and improve efficiencies.

CIRCLE FOCUS: Organization and Board**Key Focus Area: Human Resources**

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

PLEDCO is no longer planning to hire any additional staff and instead is considering a funding application from Primrose Resource Corporation (PRC) to hire an Economic Development Officer who can support all of the communities, with particular focus on supporting Cole Bay and Jans Bay.

Key Focus Area: Organizational Review

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

The organizational review is almost complete with the majority of policies and procedures having been reviewed over the past year.

Key Focus Area: Governance

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

The PLEDCO Board completed their annual review of best practices in governance at the strategic planning session. Overall, the majority of the goals and objectives in the 2021 strategic plan have been achieved.

Situational Analysis

Impacts of COVID-19

Due to the ongoing COVID-19 pandemic, PLEDCO was not able to have a strong presence in the communities over the past year. However, things are getting back to normal and they are now in a position to regularly visit all of the communities. The pandemic made PLEDCO and others realize that essential services are needed in all of the communities if lockdowns were to happen again in the future. In some cases, community members were left without the food and supplies they needed to meet their basic needs. Overall, the Board agreed that PLEDCO did a commendable job at weathering the COVID-19 pandemic and now are looking forward to a brighter future.

PLEDCO's Relationship with the Communities: Building Capacity For Economic Development

At the session, the Board discussed PLEDCO's relationship with the four communities. Overall, the relationship is strong and the mayors present at the session indicated that they feel supported by PLEDCO. A large number of programs have been developed over the past eight years to support the communities, including primary producer, business development and infrastructure programs.

Community Updates

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 moving forward as the pandemic subsides and a new normal is established.

Beauval

The Kitchen is moving into town as soon as normal operations return to the BDI Hall. Mdeez is looking to expand into the space that will be vacated by the post office later this year. Blueberry Hills Water is still on the same path. Expansion and a larger delivery truck are needed but nothing in the works at this point.

The Community Hall construction project is coming along and should be completed in the Spring, which will allow them to host a diverse number of events. The current emphasis is on solidifying ongoing businesses. They also continue to move forward with a feasibility study/business plan for a cannabis retail store with a partner from Prince Albert and it should be completed in the next few months.

Opportunities at the Forks (including new fast service restaurant franchises) and the acquisition of existing businesses will be explored throughout the coming year, but the focus is on strengthening existing operations after COVID. Beauval will also be part of a regional heavy equipment project if it goes forward. Over the past year, training has been provided in food safety and 'shoe box accounting' for part time entrepreneurs.

Long term projects include continued exploration of the purchase of Anglers fishing lodge along with an RV park, a new office complex, and other projects to provide multi-use space for the community.

Cole Bay

Cole Bay is in a time of transition as elections are currently underway. A new mayor will be voted in within the next few weeks and then the community development corporation (Booth Bay) can refocus on the lapsed projects. A new convenience store in Cole Bay has been established and the owner may submit an application to PLEDCO for funding in the near future.

More training is needed to ensure community members are prepared for jobs that will be coming up with the mines. They are interested in developing a strategic plan for the next five years with longer term funding provided by PLEDCO.

Ile a la Crosse

Ile a la Crosse has been involved in a land preservation study and a report will be generated for future use in discussions with government. Residential and commercial lots are scarce, which is a concern for prospective homeowners and entrepreneurs. The cost of bringing a lot up to standard is very high so the community must juggle normal operations with taking on a new subdivision.

Sakitawak Development Corporation is exploring a housing grant to support the development of six or seven housing units. PLEDCO provided funding for the needs assessment as part of this project.

In terms of training, community members need funding for ticket renewals, power saw, safety, etc. Long term projects include the park enhancement and revitalization project at South Bay.

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.

Wasaw now has a full-time CEO, who is already working hard to develop contracts in log hauling and opportunities through other JV's. The convenience store exists but they would like to add a gas bar. However, SMEDCO has indicated they aren't willing to fund a feasibility study due to the size of the population. However, the organization's long-term focus continues to be on finding a funding partner for the feasibility study. Training needs include heavy equipment and ticket sales.

Supporting Entrepreneurship

There is a sense that individual community members do not have the entrepreneurial mindset and interest in taking risks to start new businesses. Instead, they are looking to the community development corporations (CDC's) to start new businesses and create employment opportunities. There may be the need for new incentive programs to encourage entrepreneurship. Suggestions were made about developing an incubator for the communities with support from the CDC's. If new businesses are co-owned by the CDC's when they start up, community members might be more willing to take the risk.

There was also interest in augmenting the infrastructure fund, as currently there is not enough money available for the scale of infrastructure projects that are needed in the communities.

PRC can be instrumental in providing support to individual entrepreneurs, by hiring an Economic Development Officer position that is partially funded by PLEDCO. This position is critical to helping the smaller communities move forward with economic development projects.

New Program Targeted at Home-based Start-up Businesses

During a recent policy and procedure review, the ED proposed the possibility of a new program targeting low-income applicants who want to start small home-based businesses. This is a way to encourage entrepreneurship in the communities while allowing for lower risk by the applicants. The application will be simple and will not require the same due diligence required for approval of a larger loan or grant. A proposal will be forthcoming from the ED for board approval.

Primrose Development Corporation (PRC)

PRC was established eight 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. PRC has sustained operations over the years through their involvement in joint ventures with companies who wanted to do work at Northern mine sites. The joint ventures have created training, apprenticeship and employment opportunities for residents of the Primrose Lake region.

PLEDCO has provided financial support to PRC since it was established, in terms of funding feasibility studies and planning efforts. They have also invited PRC representatives to the regional meetings set up by PLEDCO.

PRC is now in a position to begin making some foundational agreements with industry. They recently met with the PLEDCO Board and will be requesting grants totalling up to \$500,000 to start up new ventures. Not all of the money is needed at once, instead these requests will come as a series of applications. PLEDCO has adequate funds set aside in unrealized gains which could be used to fund these pending applications. The mayors of the four communities are the board members of PRC and are overseeing the work that is being done.

Overall, the PLEDCO Board is very supportive of PRC becoming a successful enterprise that can provide a portion of their profits back to the four communities. It was agreed that the Board will continue to consider applications from PRC for project work on a case-by-case basis. They will also explore developing a Memorandum Of Understanding (MOU) between PLEDCO and PRC to formalize the working relationship.

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 they have a real or perceived conflict of interest regarding a funding decision or if they believe that another board member has a potential conflict. They are able to have a healthy discussion and debate when considering funding applications. The PLEDCO Board and ED are also comfortable having difficult conversations and dealing with conflict. They talk about issues related to conflict of interest regularly and are able to resolve conflict amongst their group. To formalize these norms, the Board has also implemented a conflict of interest check-in at the start of each meeting prior to discussing any items on the agenda.

The PLEDCO Board indicated an interest in formalizing their confidentiality procedures, as they often review sensitive information, including business plans, that can not be shared with other community members. The Board agreed that they would like to add a formal confidentiality check-in to all board meeting agendas to discuss what information must be kept confidential.

In 2021, 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 Board. The new annual process will also include a yearly signing of the confidentiality agreement.

The PLEDCO Board discussed any training that they might be interested in, and it was agreed that they will hold a board meeting protocol refresher session to ensure that everyone is comfortable with regular board meeting rules and procedures.

Risk Governance

In the session, the PLEDCO Board discussed the key risks faced by the organization. These include investment risk (due to the accumulation of unrealized gains/losses), risk of not achieving the mission (helping entrepreneurs), board members not understanding the foundational agreements that provide the funding for PLEDCO (due diligence), making decisions that aren't in alignment with the agreements (governance/administrative risk), being subject to a cyber attack and the risk of other political groups lobbying to take over the agreement.

Overall, the Board is aware of the risks and has developed management and mitigation strategies to ensure the organization is protected and all risks are minimized.

Financial Overview

In the session, the PLEDCO Board reviewed the financial information for 2017-2021. 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 \$1,118,962 over the five-year period. The ED is supported by RBC to manage the trust and ensure that PLEDCO sees the best possible returns.

The expenses have also varied over the past five years, depending on how many applications were funded in that year. Overall, the organization had a positive balance of \$1,296,880 at the end of 2021 and the Board feels comfortable with the financial strategy, as there are a number of projects where funds are committed but have not yet been paid out.

Five-Year Evaluation

A clause in one of the PLEDCO foundational agreements requires that the organization be evaluated every five years. The next five-year evaluation will be completed over the next year for the dates April 1, 2017 to March 31, 2022. Progress over past five years will be assessed by an outside consultant, and there will be a lot of focus on providing the chosen consultant with enough information to complete the evaluation. The evaluation is a large expense (approximately \$50K) as a proportion of the annual operating fund of \$200K, and therefore the PLEDCO Board would like to get this time period extended to a 10-year evaluation or have the ability to pay for the evaluation out of other funds, but at this time that is not possible.

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' Activities

2. ECONOMIC DEVELOPMENT AGENCIES

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

3. BROADER REGION

- a. Regional Economic Development

4. 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 develop and implement a multi-year training plan for the communities.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Identify training needs based on future economic activity in the region.	ED	April 2023	Report on training needs	Uranium mines will be restarting production in Fall 2022
2. Work with a training institution to develop a training plan and budget.	ED	On-going	Training plan created and budget approved	Partner with GDI and First Nations in the region
3. Set up information sessions to share information about future job and training opportunities.	ED	May 2023	Sessions held	A session will be held in each of the four communities

Objective #2	To inform high school students about future employment and career opportunities.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Set up visits to the high schools to share information about job/career opportunities upon graduation.	ED	Nov 2022	Visits completed	Visits will be arranged with Ile a la Crosse and Beauval High Schools (ED will help to facilitate with support from PRC)

Key Focus Area: Entrepreneurship

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

Objective #1	To develop a new program for community members who want to start home-based businesses.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Develop a framework for the program.	ED	May 2022	Framework developed	
2. Communicate program application and requirements to community members.	ED	Ongoing	Information communicated across various media	With support from PRC

Key Focus Area: Scholarships and Awards

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

Objective #1	To ensure continued success of the scholarship program.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Review and monitor scholarship program annually.	ED, Scholarship Committee	Ongoing	Annual review	Current scholarship program is running well, if demand greatly exceeds capacity, changes may be needed

2. Goal: To increase student retention in high school education.

Objective #1		To implement an incentive program for high school education.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Implement changes to policies and procedures.	Scholarship Committee, ED	June 2022		Program developed as part of 2021 strategic plan

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. To explore funding of an Economic Development Officer position through PRC.	ED	May 2022	Position hired	Requires board approval Position work plan will be informed by input from ED

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 ensure Elders in the communities are supported.		
Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. To continue to fund Elders' activities as requested.	ED	Ongoing	Requests considered and approved	Funding needs are determined by Elders' groups

Circle Focus: Economic Development Agencies

Key Focus Area: Community Development Corporations

1. Goal: To support growth of the community development corporations.

Objective #1 To strategically fund economic initiatives led by the four communities.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. To collaborate with Mayors and CDC's to determine funding needs.	ED, Board	Ongoing	Regular meetings, consultations	

Key Focus Area: Primrose Resource Corporation (PRC)

1. Goal: To strategically support PRC to develop capacity for growth and sustainability.

Objective #1 To evaluate economic development initiatives proposed by PRC.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. To review and consider funding applications from PRC.	PLEDCO Board, ED, PRC Liaison (Nick Daigneault)	Ongoing	Evaluate applications, decisions made	Board has indicated an interest in supporting PRC in getting established Board will have ongoing discussions regarding support of PRC going forward

Objective #2 To develop an MOU to formalize the relationship between PLEDCE and PRC.

Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. To develop and sign an MOU in collaboration with PRC.	PLEDCO Board, PRC Board, PLEDCE ED, PRC Liaison	July 2022	MOU approved by PLEDCE Board and PRC Board MOU signed	MOU could include communication protocols, means of maintaining connections with PRC's operations (Ec Dev Officer could attend meetings with PLEDCE Board to provide updates)

Key Focus Area: Other Partners

1. Goal: To collaborate with other partners (service providers, funding agencies, etc.) in support of economic development in the region.

Objective #1	To strengthen effective relationships with other partners to facilitate development.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. To maintain relations with current partners to serve all community members.	ED	Ongoing	Review progress at quarterly Board meetings	Existing partners include CCDF, SMEDCO, SIEF, GDI, NWC, Beaver River Community Future, NEFI

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 continually monitor for opportunities at the regional level.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. TBD, based on opportunities that arise from ongoing monitoring	TBD	TBD	TBD	NWC is currently examining opportunities for the region, PLEDCO will stay in contact with NWC and report progress

Circle Focus: Organization and Board

Key Focus Area: Governance

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

Objective #1	To ensure that the Board operates effectively.
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Action	Resources	Timelines / Completed	Indicators / Deliverables	Notes
1. Implement an annual Board evaluation.	ED, Board	April 2023	Board evaluation completed	Board evaluation will be included in the strategic planning retreat going forward
2. Develop and implement an annual declaration policy and signing of confidentiality agreement for board members.	ED, Board	May 2022	Declaration form created and signed by all board members Confidentiality forms signed Master declaration document circulated to Board	Declaration policy for sitting on other boards and/or being employed in any organization in the region that may apply for funding List of all declarations will be circulated to the Board
3. Develop and implement a confidentiality check-in process within board meeting agendas.	ED, Board Chair	Ongoing	Standard item on board agendas	
4. Implement a bi-annual review of relevant funding agreements with the Board.	ED, Board	Ongoing (every 2 years)	Review session held (every 2 years)	Based on four-year board terms, bi-annual review would ensure that new board members are orientated to the agreements
5. Host a session for the Board to review board meeting procedures.	ED, Board	Ongoing (every 2 years)	Review session held (every 2 years)	

Conclusion

PLEDCO is committed to facilitating economic development in the North West Region of Saskatchewan for the benefit of the four member communities. To this end, the PLEDCO Board engaged in a strategic planning process to ensure they maintain a forward-looking focus. Critical to this process is ensuring that they continue to provide effective leadership and governance to the organization. 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 continues to grow. This report addresses the issues brought forward by the Board and ED, poising PLEDCO to be a relevant and sustainable organization going forward.