

PRINCE ALBERT
REGIONAL ECONOMIC DEVELOPMENT ALLIANCE

Regional Economic Development Framework Final Report

Prepared for: Prince Albert Regional Economic Development Alliance (PREDA)
Project Task Force

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JULY 2018

EXECUTIVE SUMMARY

Over the last few years, there have been many changes in local, provincial and national economies. Today, businesses, industry, municipalities, agencies and others are continually challenged to understand how to best position themselves for success within a changeable economic environment. Economic development, then, can be understood as the effort to increase wealth and improve the quality of life within a community or region.

Globally, the most successful economies are organized on a regional basis. In order to recognize and support economic opportunities, regional collaboration must become the standard operating procedure. Regions best understand their assets and what is important for long-term prosperity as players can come together to establish priorities and successfully implement initiatives. As such an approach is multi-faceted, regional economic development often focuses activities in several areas, including tourism, business retention, investment attraction, labour force development, economic data collection and analysis or entrepreneurship.

In order to recognize and support economic opportunities, regional collaboration must become the standard operating procedure.

Recognizing this, stakeholders within the Prince Albert region wished to pursue an economic development approach that was tangible, practical and sustainable. The desire was to create a regional framework for an organization which would play a vital role in the connection, coordination and implementation of economic development planning and projects. This organization would be the cornerstone of support for regional economic development. As it evolved, it would help bring financial and technical resources to the table in support of projects and initiatives, serve as an important link to related agencies and organizations as well as proactively market both the province and the region.

In 2017, Prince Albert City Council commissioned the development of an economic development framework for the region. While there was a professed need for enhanced coordination and support for regional economic development activities, further research, analysis and consultative facilitation were to clarify the circumstances whereby an economic development organization might be established. Differentiation and efficiency were two primary drivers for stakeholders to consider a regional partnership.

This work was guided by a regionally-representative Task Force and supported by a project consultant and select City of Prince Albert staff. **The result is a recommendation for the establishment of a regional, non-profit economic development corporation, supported by four strategic focus areas and funded by six regional shareholder members – the City of Prince Albert, the Rural Municipality of Prince Albert, the Rural Municipality of Buckland, the Town of Shellbrook, Muskoday First Nation and Peter Ballantyne Cree Nation – through an incremental, flat-fee approach.**

The name of this regional entity was determined to be **Prince Albert Regional Economic Development Alliance (PREDA)**.

Background

In the early 1990's, the Saskatchewan government developed a province-wide Regional Economic Development Authority (REDA) program. REDA's were created as a way to encourage economic activity and foster quality of life at local and regional levels. The Province acted as a coordinating body for the program and anticipated that REDA activity would support larger economic growth and renewal strategies that were also developed at that time. Indeed, REDA's were to cultivate collective means of economic development and build strategic partnerships and alliances that reflected regional strengths and advantages. 28 REDA's were initially formed. These organizations represented geographic areas around Saskatchewan and operated through cost-sharing agreements with the Province, as well as with any other entities (e.g. municipal, First Nations, businesses, industry sectors, educational institutions, etc.) who saw fit to fund and/or support REDA operations. A REDA existed that encompassed Prince Albert and area.

While the REDA program was in place over an approximate 10-to-15 year time frame, it was eventually redeveloped into a "new" Enterprise Region (ER) program that was launched in 2009. Coordinated by the Province, this new ER program reorganized the previous 28 REDA areas into 13 larger regions. The intent behind this realignment was to try to create high-performing regions that would support a new, provincial economic development plan. A focus on regional cooperation and competitive advantages was meant to spur sustainable economic growth and offer expanded services across the province. Core funding was provided by the government to do so. Additional entities, similar to the REDA program, could also develop cost-sharing agreements with their ER organizations. The North Central ER operated out of Prince Albert and included Spiritwood, Duck Lake, Birch Hills, Kinistino, Shellbrook, Candle Lake as well as additional communities and partners within the larger area. (Photo credit: paNOW)



In 2012, the Government of Saskatchewan eliminated funding for the ER program. Without core funding and support from the Province, almost all of the ER's disbanded across Saskatchewan. The province's largest urban centres, Saskatoon and Regina, were the entities most capable of regrouping, reorganizing and quickly re-establishing renewed economic development agencies. Individual municipalities and rural regions, however, were essentially left "on their own," with the onus on recreating economic development organizations and networks left with local Councils or stakeholder groups. Since then, a few regional entities have emerged to advance community and economic development opportunities within select areas (e.g. Mid Sask Municipal Alliance, Assiniboia Regional Economic Alliance).

Since the dissolution of the North Central ER, the City of Prince Albert, along with several partners, continued to explore and discuss what a renewed economic development organization might look like for the region. The goal of the regional economic development project was to bring together advocates to consult, research, analyze and recommend a proposed framework to recreate an economic development entity that best reflects Prince Albert and area. Determining an appropriate **governance structure, funding model, and areas of focus** were key aspects of this project.

Benefits of Regionalism

It is important to note that initiatives supporting regionalism are not new to Prince Albert and area. For example, the Prince Albert District Planning Commission was originally established in 1955 and is one of the oldest Planning Districts in Saskatchewan. Connecting the R.M. of Prince Albert, the R.M. of Buckland and the City of Prince Albert, it stands as a successful example of inter-municipal cooperation and confirms the importance of regional land use planning.

Strengthening regional partnerships was also recognized as a Core Value within the City of Prince Albert's five-year strategic plan (2015-2020) and expanded upon within its Official Community Plan, Kistapinanihk 2035, as it seeks to foster a "relationship of trust and cooperation with regional stakeholders including First Nations, rural municipalities and Federal and Provincial governments."¹ The Town of Shellbrook was a leader in establishing a new regional hospital and integrated health care facility; it has identified ongoing, regional planning and cooperation as an important objective within its Official Community Plan. (Photo credit: Graham Construction, Parkland Integrated Health Centre)



The Muskoday First Nation Land Code is an award-winning plan which directs present and future land use while recognizing the importance of proactive, cooperative regional partnerships. The Economic Development Land Use Plan developed by Peter Ballantyne Cree Nation, too, affirms the need to work cooperatively with other entities to advance growth, development and sustainable economic opportunities. Because of its varied nature, economic development depends on many partnerships, such as with different levels of government, the private sector, not-for-profit organizations as well as communities. While independently guided by their own plans, policies, regulations and bylaws, all six regional shareholders involved in this project have clearly demonstrated successes with regional projects, partnerships and initiatives. (Photo credit: Peter Ballantyne Group of Companies, Peter Ballantyne Field Service Division)



In an increasingly competitive globalized economy, the efforts of smaller centers to engage in retaining, attracting or expanding business and industry now demands a level of capacity and resources that is often not achieved by individual municipal governments or entities. While concerns were expressed regarding possible loss of local municipal ability to attract business or create strategies that focused narrowly on the interests within municipal boundaries, the benefits to regionalism far outweigh these

¹ City of Prince Albert, Official Community Plan, p. 6.

perceived constraints. Respondents involved in this project expressed enthusiasm for a regional approach to economic development and highlighted numerous advantages such as:

- Increased capacity to create plans, initiatives and projects that benefit the entire region;
- Improved regional communication and information-sharing;
- A coordinated approach to promote Prince Albert and area to both visitors and prospective investors;
- Proactive interactions with varying levels of government, agencies and organizations; and
- Enhanced ability to develop improved, long-term regional policy coordination and economic performance.

Regional success starts with the aligning of assets to support economic development initiatives and projects. Business owners, investors, site selectors and chief decision-makers all evaluate several key factors on a regional basis before determining if an area is a good fit for expansion or location.

(Photo credit: Flaman Agriculture, Prince Albert)



These groups may not pay attention to local boundaries until well along in their process as such decisions typically include the following factors:

- Workforce – Quality, cost and sustainability.
 - Real Estate – Availability, quality and cost.
 - Taxes – Rates, structures and how money is invested/used/allocated.
- Utilities – Availability and cost.
 - Regulatory – Timelines for approval processes, permits and cost.
 - Quality of Place – Existing recreation, tourism and cultural assets and ongoing investment/enhancement strategies.
 - Infrastructure – Quality, maintenance and future plans.
 - Incentives – Usability, value and reporting requirements.

Fortunately, these are all factors that can be influenced to position Prince Albert and area for long-term success.

If the question is – do we need to come together as a region to be more effective? – then the answer is yes. It is clear that a fragmented approach is neither working, nor desired, and will only continue to provide uncertain results compared with integrating economic development efforts regionally. With few federal and provincial policies dedicated to community or regional development, regions can and must come together to play a larger role in their economic futures. Incrementally developing regional economic development capacity, initiatives, strategic alliances and solutions encourages players to collaborate to unlock regional resources, determine common purpose and pursue opportunities for mutual benefit.

Regional Economic Development Framework Approach

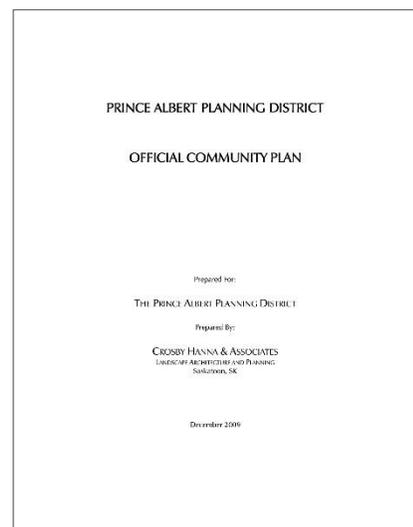
The approach to this project included four phases and associated facilitation and analysis, reflecting the direction provided by the City of Prince Albert and, upon establishment, the project Task Force, to create an appropriate framework for a regional economic development entity.

a) Documentation Review

An initial review of plans, strategies and related documentation was focused on identifying regional areas of interest; regional cooperative intent; potential service gaps, overlaps and issues; and regional economic development models, reach, impact and funding. This enabled identification of areas of opportunity and confirmed key questions to ask Task Force members as well as stakeholders during the consultation phase of work.

The documentation review included:

- Strategy, policy and accountability documentation that currently guides economic development objectives for the City of Prince Albert and regional cohorts and partners, such as the R.M. of Prince Albert, the R.M. of Buckland, the Town of Shellbrook, Muskoday First Nation, Peter Ballantyne Cree Nation and Prince Albert Tourism & Marketing. This included the City of Prince Albert's corporate strategic plan, economic development, downtown and municipal cultural plans, municipal and First Nations Official Community Plans and land use plans, former Enterprise Saskatchewan (ER) regulations as well as related community, media and organizational reports and articles.
- Relevant research and documentation on best practices and policy supports for regional economic development and integration.
- Relevant research and documentation on regional models similar to the size and scope of Prince Albert and area. This was to assess service areas and funding scenarios that informed subsequent discussions regarding arrangements for the Prince Albert region.



b) Stakeholder Consultation

To complement the documentation review and provide additional insight and context for regional economic development, a focused, regional Economic Development Roundtable was held that included representation from regional municipalities, First Nations, funding agencies, regional businesses, Chambers of Commerce, Community Futures, tourism and cultural representatives as well as representation from the provincial Ministry of the Economy. Roundtable participants all had strong interest and influence in advancing regional economic development. The exercises were based on the initial discoveries of the documentation review and also identified, reviewed and assessed economic determinants for Prince Albert and area. Please refer to the Regional Economic Development Roundtable Report for the detailed findings from this event.

As well, during the framework's development, a brief survey was circulated that asked regional stakeholders to prioritize potential service areas along with their level of interest in financially supporting a new entity. These results were shared with the Task Force, helped validate the direction of project work and informed final discussions regarding the framework's formation. Please see Appendix B for a copy of the questionnaire as well as the results.

c) Analysis

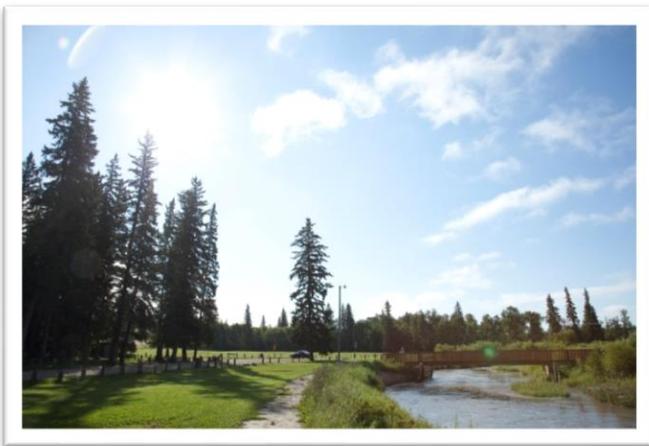
The approach to addressing how a regional economic development entity might look for Prince Albert and area focused on the following issues and related questions:

- i) **Rationale** – Why is regional economic development important to area stakeholders? How can an organization provide clarity and direction for regional economic development efforts? Determining the regional scope and the vision, mission and values for such an organization involved consideration of prior organizational efforts, stakeholder interest and commitment as well as desired objectives and priorities for economic development.
- ii) **Effectiveness** – How might an economic development entity implement appropriate services, create impact and provide value for money? Agreeing upon a governance structure and initial funding model that satisfied stakeholders was a critical aspect.
- iii) **Focus** – What economic development activities and services will provide expected outcomes and benefits? Are there existing, related services that can be linked or leveraged? Contemplating these questions identified preferred focus areas and areas of improvement for regional economic development efforts and activities.

d) Review, Recommendation and Establishment

As the analysis determined an appropriate mix of services and the most effective model for delivery, a final review of the framework was undertaken by the six shareholder members. Agreement on the structure, function and funding of the regional economic development entity signalled that work

could continue on PREDA's incorporation and organizational establishment. (Photo credit: City of Prince Albert, Little Red River Park)



VISION, MISSION & VALUES

When articulated together, vision, mission and value statements are powerful organizational tools. Developed to be inspirational while clearly and concisely conveying the purpose, direction and driving forces of an organization, these statements remind and motivate members that they are united by a meaningful, common sense of purpose.

Insight gathered through regional documentation, engaged stakeholders and Task Force members provided the basis for PREDA's vision, mission and values formation. In particular, recurring wording and themes that were shared through the *Visioning* exercise from the Economic Development Roundtable communicated many of the shared ideas, opinions and beliefs of the region and created a valuable base from which to build guiding organizational statements.

Vision: Why are we here?

PREDA's vision conveys a 'big picture' sense of organizational purpose and describes the impact it wishes to have. Looking to the future, it communicates a shared ambition to influence planning and decision-making over the long-term.

Long term, shared economic prosperity across the Prince Albert region.

Together, strengthening the Prince Albert region's competitiveness, productivity and community investment opportunities.

Mission: What do we do?

PREDA's mission statement describes the organization's general purpose. Concentrating on the present, it conveys core activities that can be monitored and measured – competitiveness, productivity, community investment – to ensure ongoing progress towards regional goals.

Values: Who are we?

PREDA's value statements reflect how it envisions itself carrying out organizational duties and responsibilities; they connect and drive the day-to-day operations and strategic decision-making functions.

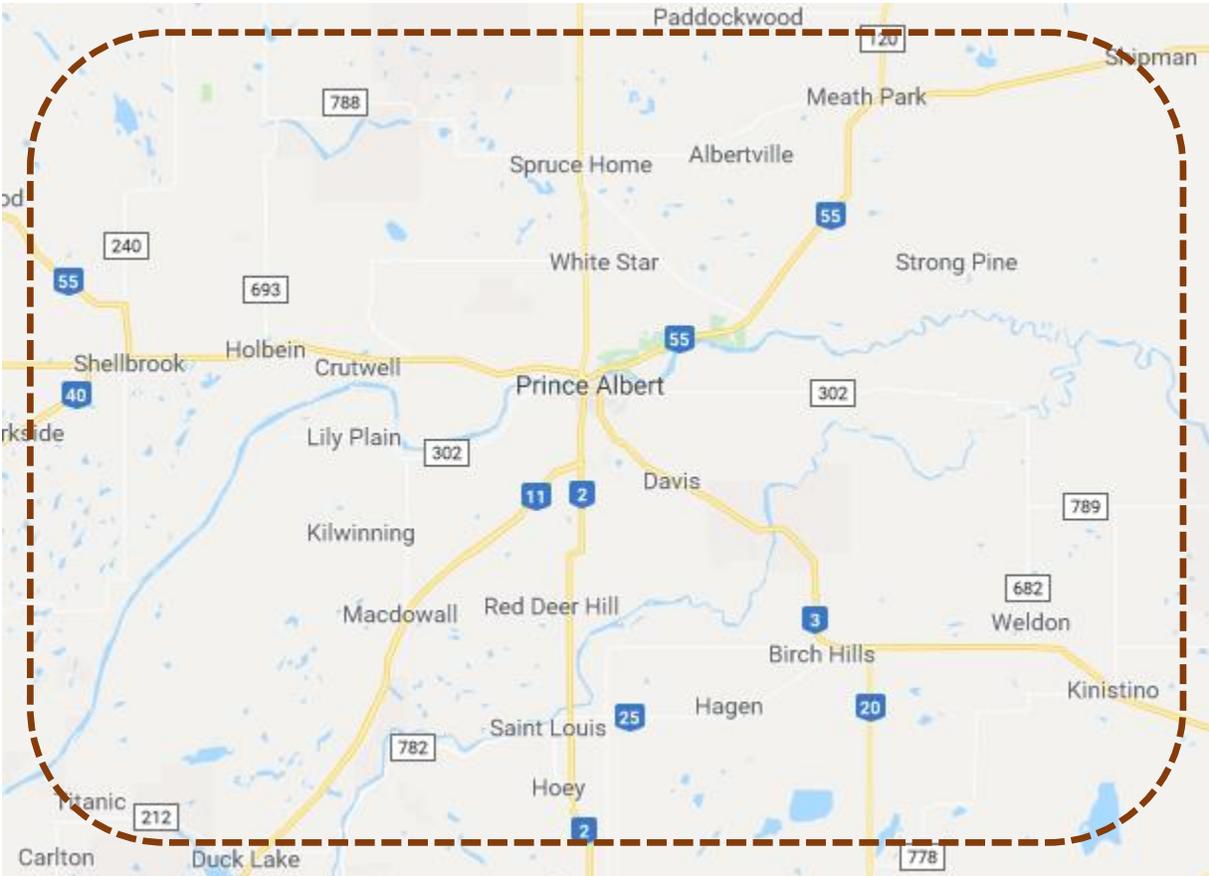
Professional Cooperation & Collaboration
Enterprising Leadership
Inclusive and Sustainable Prosperity
Responsible & Accountable

Overall, PREDA's vision, mission and values are distinguishable, but inseparable. The core elements of these statements not only determine the organization's direction, they are also meant to shape strategy, align efforts and facilitate ongoing evaluation and improvement.

REGIONAL SCOPE

The geographic scope of PREDA includes the municipal boundaries (as well as regional land holdings) of the initial six partners charged with creating an economic development framework. The City of Prince Albert, R.M. of Prince Albert, R.M. of Buckland, Town of Shellbrook, Muskoday First Nation and Peter Ballantyne Cree Nation are all accounted for within an approximate 60-kilometre radius.²

Figure 1: PREDA Region



As economic activities increasingly interconnect, fostering strong relationships with a range of regional partners is vital for economic stability and growth. As functional economic areas are defined as regions where people live, work and shop, understanding how such patterns play out within PREDA will be important when planning future projects and initiatives.

² It was important to the Task Force that this geographic boundary remain somewhat fluid. That is, it may change over time if other communities wish to join PREDA.

GOVERNANCE STRUCTURE

Over the duration of the project, much discussion centered around the principles of governance models and how these structures should work. Exploring the fundamental role of the Board, how the Board is to add value and how the effectiveness of a governance framework is to be evaluated was a fundamental part of this process. Following this, the Task Force was in a better position to design a framework that would address:

- PREDA's primary focus;
- The Board's independence from management;
- Board composition, responsibilities and dynamics;
- Board support requirements; and
- The relationship between the Board and the CEO.

As the intent of PREDA is to carry out activities for purposes other than the financial gain of its members, establishing itself as a non-profit corporation was deemed most appropriate. Incorporating under this traditional business model creates a formal structure from which to operate, allows the organization to take part in any required legal proceedings under its own name, permits the organization to enter into contracts and own and/or sell property in its own name, authorizes the organization to qualify for grants or funding, limits the personal liability of members and accepts that membership may change even as the organization continues to exist as the same legal entity. As an independent, regionally representative decision-making entity, PREDA's purpose is tied to benefiting its members.

While incorporating PREDA as a **non-profit membership corporation** within Saskatchewan comes with additional responsibilities (e.g. such as meeting, communication and financial duties), it provides an official structure from which to hold the organization accountable for delivering on its mission. Upon incorporation, PREDA would be governed under the Saskatchewan Non-profit Corporations Act, which is administered by Information Services Corporation (ISC).

The following documentation will establish a hierarchy of authority for PREDA's governance structure:

1. A **Memorandum of Understanding (MOU)**, which establishes multi-party support for a regional economic development entity.
2. PREDA's **incorporating document(s)**, which sets out its purpose and terms and conditions of incorporation.
3. PREDA's **bylaws**, which outline the basis for the governance of the organization, including the rights of members and scope of the Board's authority.
4. Board **policies**, which describe how the Board will further exercise its authority, meet its responsibilities and manage its affairs.

Board of Directors

The role of a Board in governing a non-profit corporation cannot be overestimated. PREDA's Board of Directors are to represent the membership of the organization and provide objective oversight for all aspects of its management and operations. Charged with making decisions in the best interests of the organization, taking into account impacts on regional members or other stakeholders, they will need to understand why PREDA exists, how it is legally structured, the interests of its members and how it will manage any concerns or opportunities. Further development of PREDA's policies and processes should encourage good board dynamics, including a strong Board/CEO relationship, as well as ongoing reflection and evaluation of governance activities.

Responsibilities

- Promote PREDA's vision, mission and values.
- Play a leading, proactive role in strategic decision-making and in setting strong, clear directions and priorities for PREDA's programs, projects and services.
- Monitor operational performance against clearly defined performance indicators.
- Cultivate constructive relationships with key stakeholders and positively represent PREDA.
- Strive to ensure that the Board's composition is diverse and that its Directors possess the characteristics, skills and attributes required for strong leadership and governance.
- Regularly prepare for, attend and participate in Board and Committee meetings.

Composition

PREDA's Board membership should strive for diversity of representation, experience and perspectives to ensure credibility and sound Board oversight and decisions. Agreeing to a "one share, one vote" principle, it was determined that the primary funders of PREDA are to hold leadership positions as "shareholders" on a **12-member Board of Directors**. Board membership is to reflect a mix of the following and allow for recruitment based on individual interest, skills and complementary organizational representation:

- 4 municipal representatives and/or primary funders;
- 2 First Nations and/or Metis representatives;
- 1 tourism sector representative; and
- 5 "Director-at-Large" representatives.

PREDA's founding Board members will include the City of Prince Albert, the R.M. of Prince Albert, the R.M. of Buckland, the Town of Shellbrook, Muskoday First Nation and Peter Ballantyne Cree Nation. The project Task Force will provide guidance in recruiting PREDA's other inaugural Board members as it moves towards organizational incorporation. For transparency and accountability, Board members are to be formally appointed to PREDA by their respective organizations.

Officers

Upon establishment, the Task Force agreed that PREDA's Officers are to be appointed by the organization's Board of Directors. These positions reflect the position of trust that Directors and Officers hold in relation to PREDA and its members. As an Officer, one of the most important duties is the duty of care. Duty of care requires that, in carrying out organizational functions, PREDA's Directors and Officers must exercise a level of care and diligence that a reasonable person would exercise in similar circumstance and act honestly at all times, in good faith and in the best interests of the organization. The following roles were determined to be most appropriate for PREDA:

a) Chair

The Chair is a member of the Board, provides leadership to the Board of Directors and is a partner with the CEO in achieving the organization's mission.

b) Vice-Chair

The Vice-Chair is a member of the Board of Directors and works closely with the Chair and CEO. In the absence of the Chair, the Vice-Chair presides at all meeting of the Board and/or of the membership.

c) Secretary-Treasurer

The Secretary-Treasurer maintains knowledge of the organization and shares a commitment to its goals and objectives, assists with organizational records and financial oversight, as needed, as well as assumes responsibilities of the Chair or Vice-Chair, in their absence.

Please refer to Appendix C for additional information provided by the Government of Saskatchewan regarding the general roles and responsibilities of Officers.

Term Limits

The use of Board term limits is a common governance practice. However, no consensus exists on the topic, with arguments both for and against the practice of imposing limitations. Following much debate, the Task Force decided against imposing term limits for PREDA's Board members. Rationale for doing do included:

- Avoiding loss of experience, training and contacts; and
- Promoting stable, consistent governance.

It is important to note that Task Force members supported staggering Board member appointments, as best possible, to proactively try to address the concerns noted above, should Board members wish to retire, change roles or move on from the organization. At any rate, while setting term limits doesn't necessarily equate to a best-practice, what does constitute a best practice is regular review of organizational governance needs and whether or not term limitations fit in with supporting the overall vision, mission and values of the organization.

Relationship with CEO

The relationship between a Board of Directors and its primary staff member is one of constructive partnership. As the senior oversight entity, the Board hires/appoints a CEO; the CEO, as management, hires employees to operate the organization. The CEO is responsible for implementing organizational strategy along with managing the day-to-day operations; they make the tactical decisions required for meeting organizational goals.

While the ideal dynamic is often difficult to describe, it should strive to be professional, respectful and based on a strong foundation of trust. This working relationship thrives when there is a clear understanding of roles, a good flow of two-way information and a relationship that is not too close, but close enough to accommodate frank and open discussion. Savvy Board members and CEO's see one another as strategic assets, developing shared priorities and a platform from which to effectively lead an organization.

Overall, good governance will require establishing reasonable expectations, effective oversight and a balancing of autonomy versus collective benefit to ensure PREDA is able to advance prospects and opportunities for the entire region.

Board Standing Committees

Standing Committees are those committees that an organization uses on a continual basis. Their primary role is to discuss and debate issues in its area of expertise and recommend decisions and actions to the full Board. Aligning with its four strategic focus areas, PREDA's proposed Standing Committees are outlined below.

Governance Committee

The purpose of the Governance Committee is to enhance the engagement and participation of Board and Committee members and to ensure the effective operation of the leadership structure. A minimum of three Board members will comprise the Governance Committee (e.g. Chair, Vice-Chair, Secretary-Treasurer).

Committee activities include:

- Conduct regular review of PREDA's vision, mission and value statements.
- Conduct regular review of PREDA's bylaws.
- Conduct regular review of organizational policies.
- Oversee Board orientation and ongoing Board development along with providing support to Committee leadership.
- Ensure that the composition of the Board reflects the demographics and diversity of Prince Albert and area and provides the particular talents and skills needed to accomplish strategic objectives.
- Provide guidance during annual budget preparation and undertake ongoing financial resource monitoring.
- Authorize CEO job description, remuneration, hiring and performance review.

Strategy & Performance Monitoring Committee

The purpose of the Strategy & Performance Monitoring Committee is to advise the Board on the development, content, evolution and progress of PREDA's strategic plan and to monitor the organization's performance. A minimum of three Board members will comprise the Strategy & Performance Monitoring Committee.

Committee activities include:

- Strengthen collaborative behaviours.
- Consider organizational performance (e.g. strategic, operational and financial) against agreed-upon key performance indicators.
- Monitor economic data collection, assessment and sharing.
- Consider the impact of major changes and/or developments within the region.
- Recommend to the Board positions on related policy and/or legislative issues that may affect Prince Albert and area.

Business Advisory Committee

The Business Advisory Committee's role is to advance regional relationships, visibility and PREDA's organizational profile within the business community. A minimum of three Board members will comprise the Business Advisory Committee.

Committee activities include:

- Provide advice and recommendations on ways PREDA could improve the business climate within the region.
- Provide a forum for business and industry to raise issues, discuss and provide insight into related policy matters.

Tourism & Stakeholder Relations Committee

The purpose of the Tourism & Stakeholder Relations Committee is to provide oversight for activities involving regional tourism, working in collaboration with tourism partners to enhance visitor and business experiences and opportunities. It also oversees communication and brand management. A minimum of three Board members will comprise the Tourism & Stakeholder Relations Committee. (Photo credit: Prince Albert Tourism & Marketing, Prince Albert Historical Museum)

Committee activities include:

- Provide strategic insight and advice on matters pertaining to regional destination development and tourism service delivery.
- Oversee strategic communications and messaging.
- Assistance in identifying and reaching target audiences.



STRATEGIC PILLARS

Supporting the vision and mission of the organization, PREDA's strategic pillars are high-level focus areas that form the basis for organizational activities and provide boundaries for strategic plan development and assessment. Intentionally broad in scope, the strategic focus areas encompass many of the themes that emerged through the Economic Development Roundtable as well as insight from business and industry stakeholders and the project's Task Force members. Together, PREDA's strategic pillars capture the strategic intent of the organization, while allowing for flexibility in the provision of regional programs, projects or initiatives. Funding and prioritization will determine which areas have more focus at any given time.

Business Retention & Expansion

Business development support. This service area focuses on business opportunities aimed at building capability and connecting existing businesses to networks in order to increase productivity and value-added product and service provision. Its aim is to foster a healthy climate for doing business within the region.

Business & Industry Development

Skills support, investment attraction and industry development support. This service area focuses on attracting investment and improving business and industry access to resources to provide goods and services for key regional sectors. Attention may shift between workforce development, site identification and selection support, infrastructure alignment and appropriate land availability, for instance.

Tourism & Marketing

Regional visitor and events attraction, promotion and relationship-building.³ This service area involves promoting the advantages and amenities of the region to target markets to attract additional spending into Prince Albert and area. It also includes organizational marketing and brand alignment that supports "quality of place" investment and development within the region, while seeking to strengthen regional stakeholder relationships.

Strategy & Performance

Strategy development and performance monitoring combined with data collection and analysis.⁴ This service area supports the coordination of regional efforts towards strategic priorities. It may involve shared contracting of services to achieve organizational objectives, seek to link and leverage cooperative partnerships, implement a common performance monitoring scorecard for use across regional agencies and organizations or assess important policy impacts or changes.

³ Through focused consultation, it became clear that tourism is an important sector within the region. Incorporating Prince Albert Tourism & Marketing within this strategic pillar is anticipated to increase information-sharing as well as align regional activities and resources to enhance promotional efforts. While the Prince Albert Destination Marketing Fund Advisory Committee will remain a separate entity, regular communication between this group and PREDA should aim to strengthen the capacity of the region to deliver high-quality visitor experiences and business opportunities. Further work in this area will be required.

⁴ It will be critical to develop a strategic plan and performance measures early in PREDA's existence so that all parties have a clear understanding of what the goals are and what success will look like.

FUNDING MODEL

Funding a regional economic development entity, while ensuring its sustainability, requires commitment, pragmatism and creative thinking. While there are special, project-based funding streams available for economic development initiatives, annual, operational funding is often derived through cost-sharing approaches.

Regional Contributions

Following much consultation, debate and deliberation by the Task Force, the proposed funding model for PREDA is to be an **incremental, flat-fee approach**. Regional “shareholders” are the primary funding contributors, with the City of Prince Albert providing base, annual financial support. The model assumes annual, incremental contributions during an initial three-year commitment. It was also determined that regional shareholder members with a population of less than 2,500 may contribute a fixed, annual fee. Contribution amounts are noted in the following table.

Table 1: PREDA Funding Contributions 2019-2021

Shareholder Member	Year	Amount
City of Prince Albert	2019	\$100,000
	2020	\$102,500
	2021	\$105,000
3-year cumulative contribution total \$307,500		
R.M. of Buckland	2019	\$5,000
	2020	\$7,500
	2021	\$10,000
3-year cumulative contribution total \$22,500		
R.M. of Prince Albert	2019	\$5,000
	2020	\$7,500
	2021	\$10,000
3-year cumulative contribution total \$22,500		
Town of Shellbrook	2019	\$5,000
	2020	\$5,000
	2021	\$5,000
3-year cumulative contribution total \$15,000		
Peter Ballantyne Cree Nation	2019	\$5,000
	2020	\$5,000
	2021	\$5,000
3-year cumulative contribution total \$15,000		
Muskoday First Nation	2019	\$5,000
	2020	\$5,000
	2021	\$5,000
3-year cumulative contribution total \$15,000		

Funding shareholders have representation on the Board of Directors, voting rights and access to all future programs and services.

Membership

Organizational funding may also be supplemented through memberships whereby individuals, agencies, businesses and municipalities pay a fee for service access. Memberships, however, may fluctuate from year-to-year and are not intended to be a secure, longstanding funding stream. Based on feedback received from regional stakeholders, affordable membership options were important. The following table outlines PREDA's proposed membership benefits and fee structure.

Table 2: PREDA Membership Structure

Benefits	Category	Fee
<ul style="list-style-type: none"> - Visibility to companies expanding in and relocating to Prince Albert region - Access to economic information and resources - Partnership opportunities - Discounted pricing and VIP invitations to special programs and events - Networking events and opportunities - Recognition opportunities 	Individual For individuals interested in economic development. Sole proprietor, home-based businesses may be included in this category.	\$150
	Agency Government entities, not-for-profits and institutional organizations.	\$250
	Private Sector Private developers, financial institutions, or other business and/or industry entities invested in economic development.	\$500

Annual Budget Amounts & Tasks

PREDA's fiscal year is to be from January-December. Whereas annual budget amounts may change slightly due to grants, sponsorships or memberships, the approximate annual budget amount and anticipated tasks are outlined in the table below.

Table 3: PREDA Annual Budget & Tasks

Year	Budget Amount	Tasks
Year One - 2019	~\$125,000	Finalize incorporation Board recruitment Hiring of CEO Organizational establishment/set-up Strategy & performance indicator development
Year Two - 2020	~\$132,500	Strategy & performance indicator completion Prioritization of activities Beginning of strategy implementation
Year Three - 2021	~\$140,000	Continued strategy implementation Early performance indicator reporting Evaluate, amend and/or renew an updated three-year agreement

It is important to note that the anticipated, annual budget amounts are not expansive. Staffing, program or service provision will reflect these funding realities. Operational cost-sharing is strongly recommended. As PREDA matures, innovative cost recovery or revenue-sharing mechanisms may be developed to provide alternate means of funding the organization.

CONCLUSION

Economic development is not an easy task. Although partnerships can create advantages, challenges such as governance, funding, expectation management and shared goal setting will always exist. Yet through this project's research, discussion and analysis, stakeholders can be assured that the recommendations to develop a new, regional organization are based on practical experience, knowledge and a shared willingness to shape the region's economic future.

Recommendations

Collaborative Regional Economic Development: Hybrid-Public Framework

In this framework, PREDA may be governed by both public and private sector representatives but is primarily funded by public dollars. At the outset, PREDA will benefit by having political support from leadership and elected officials will help build credibility for the organization. Over the long term, political support for PREDA will ensure regional economic development remains a priority. However, PREDA must not ignore its business community. Business and industry input may be provided through Board representation, Committee involvement or via consultative means. Key organizations (such as Chambers of Commerce, tourism agencies, Community Futures, etc.) and related sector representatives will also continue to provide invaluable sources of information and opportunity. PREDA's vision, mission and values speak to this shared relationship, signifying both the end goal and identity of the organization.

Governance, Structure & Strategic Pillars

A non-profit membership corporation offers the best organizational model for PREDA. This traditional model binds members together, provides structure for an independent, decision-making entity and protects PREDA communities and organizations from liability. The Board is to be regionally-representative, with primary funding shareholders holding positions as Directors. PREDA's Committee structure supports its strategic focus areas, with guidance provided for business retention and expansion, business and industry development, investment attraction, tourism, stakeholder relations, strategy and performance monitoring. Performance indicators should represent industry standards and align with PREDA's strategic goals.

Funding

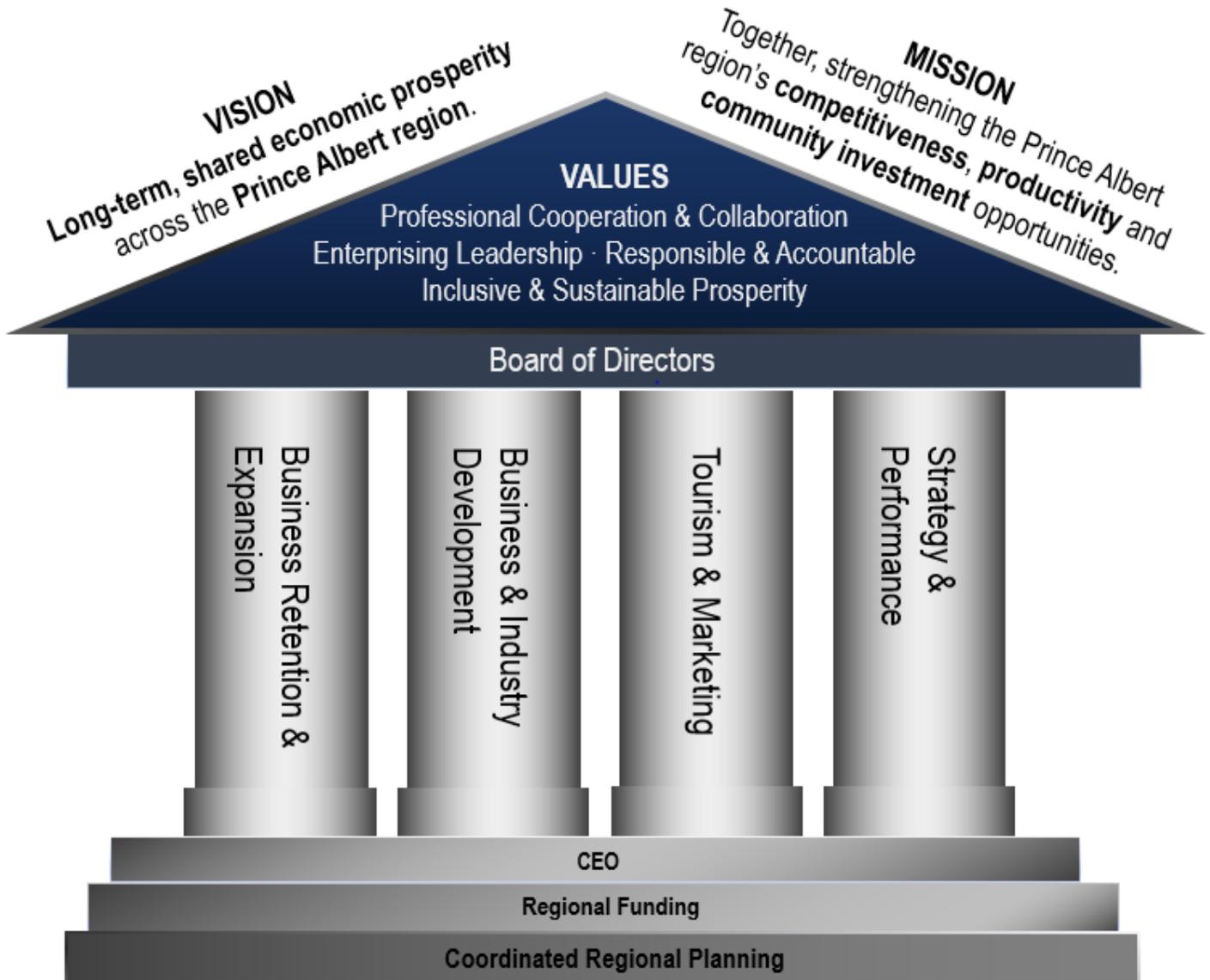
A multi-year shareholder funding agreement will allow PREDA to proceed from the start-up phase and begin to create results. An incremental, flat-fee approach was favoured by Task Force members. Membership fees will provide a small source of additional revenue. To make the most of existing funding levels, it is strongly suggested that PREDA's staff and office be housed within existing office space and utilize, as best possible, existing equipment to reduce overhead costs.

Other Considerations

An MOU agreement will verify the commitment of the six regional partners to create a regional economic development entity. Following this, the project Task Force has indicated its willingness to support the establishment of PREDA. Select administrative support may be provided by the City of Prince Albert to do so. However, following PREDA's incorporation and start-up, it will be important that it communicates regularly with its funders and stakeholders, especially regarding the creation of a strategic plan. It will be in this plan that the Board clearly articulates what is achievable for the new organization given its initial capacity and resources. Allowing PREDA to narrowly focus its work at the outset will help the organization enjoy success and better achieve its goals.

Geographic boundaries should also be maintained in the short-term. This is to allow the organization to be efficient and effective with the resources it has at its disposal. If communities or organizations are interested in joining PREDA as a funding shareholder, their inclusion may be determined when agreements are reviewed and/or renewed.

PREDA FRAMEWORK



APPENDIX A

Task Force Members

Greg Dionne, Mayor	City of Prince Albert
Jim Toye, City Manager	City of Prince Albert
Paul Rybka, Reeve	R.M. of Prince Albert
Don Fyrk, Reeve	R.M. of Buckland
George Tomporowski, Mayor	Town of Shellbrook
David Knight, Councillor	Town of Shellbrook
Trevor Ives, CEO	Peter Ballantyne Group of Companies/Peter Ballantyne Cree Nation
Austin Bear, Chief	Muskoday First Nation
April Roberts-Poitras	Muskoday First Nation Economic Development Authority
Sharon Muntain, General Manager	Prince Albert & District Community Futures

Project Staff

Craig Guidinger, Director of Planning & Development Services	City of Prince Albert
Heather Greier, Economic Development Coordinator	City of Prince Albert
Kiley Bear, Communications Manager	City of Prince Albert
Jason Kaptein, Planning Officer	Prince Albert District Planning Commission

APPENDIX B

Regional Economic Development Alliance – Feedback Questionnaire & Results

**PRINCE ALBERT & AREA
REGIONAL ECONOMIC DEVELOPMENT ALLIANCE**
Feedback Questionnaire - May 8, 2018

A coordinated, regional approach to economic development is underway for Prince Albert and area. A Task Force is working to create a framework that includes a vision, priorities, and representation that is reflective of the region.

Your insight will help inform the development of this economic development framework.

Please take a few moments to complete this brief questionnaire. Completed copies may be left on your table or returned to the City of Prince Albert information booth.

**1. In your opinion, what activities should a regional economic development organization focus on?
(Circle top 5.)**

Regional data/economic information

Business retention and expansion

Business attraction

Incentive programs

Entrepreneurship activities

Regional planning and growth

Regional marketing/promotion

Tourism, events, and convention services

Workforce education, development, and training

Liaison, partnership, and/or advocacy with related agencies, organizations, and levels of government

2. Would you, your agency, business, or organization pay a fee to become members of a regional economic development organization?

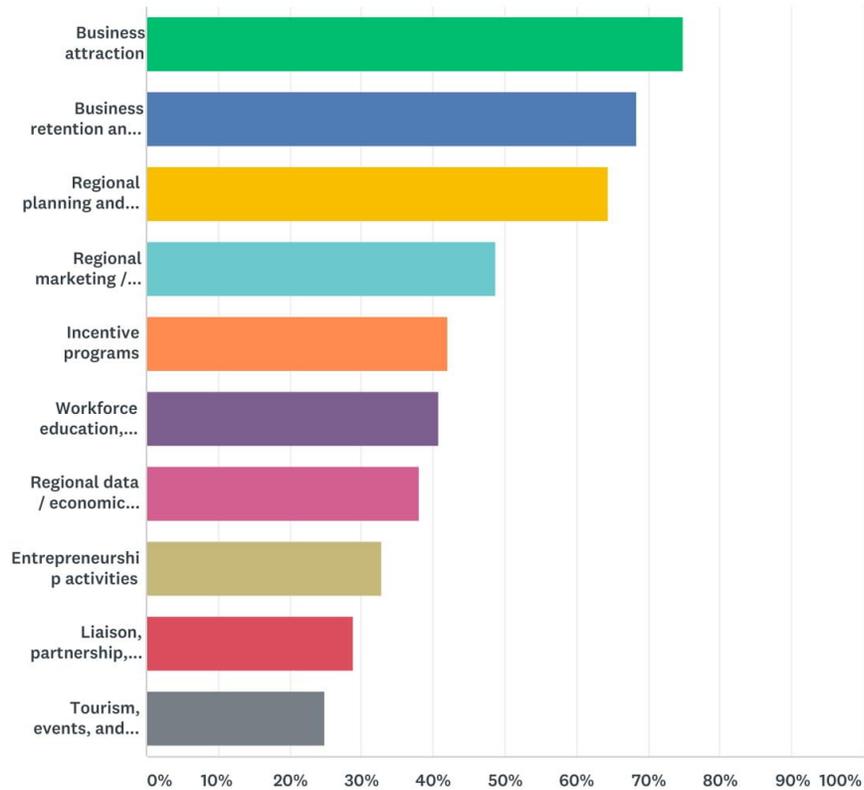
- **YES** because _____
- **NO** because _____
- **I DON'T KNOW** because _____

3. Is there anything else you would like the Task Force to consider?

THANK YOU FOR YOUR FEEDBACK!

Q1 In your opinion, what activities should a regional economic development organization focus on? (check top 5)

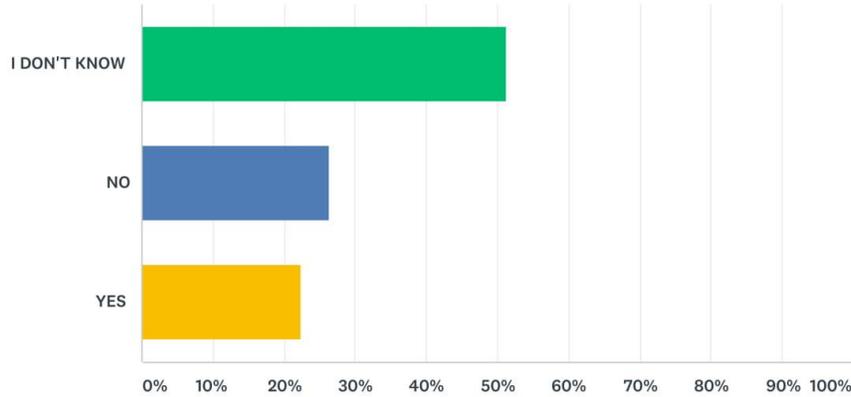
Answered: 76 Skipped: 0



ANSWER CHOICES	RESPONSES
Business attraction	75.00% 57
Business retention and expansion	68.42% 52
Regional planning and growth	64.47% 49
Regional marketing / promotion	48.68% 37
Incentive programs	42.11% 32
Workforce education, development, and training	40.79% 31
Regional data / economic information	38.16% 29
Entrepreneurship activities	32.89% 25
Liaison, partnership, and/or advocacy with related agencies, organizations, and levels of government	28.95% 22
Tourism, events, and convention services	25.00% 19

Q2 Would you, your agency, business, or organization pay a fee to become members of a regional economic development organization?

Answered: 76 Skipped: 0



ANSWER CHOICES	RESPONSES	
I DON'T KNOW	51.32%	39
NO	26.32%	20
YES	22.37%	17
TOTAL		76

Q3 Is there anything else you would like the Task Force to consider?

Answered: 31 Skipped: 45

#	RESPONSES	DATE
1	First Nations partnerships and joint ventures	5/23/2018 6:23 PM
2	- partnerships with other organizations, non-profit, groups/clubs - long-term impact; plans (growth, change, etc.)	5/23/2018 6:20 PM
3	Looking into enhancing business competitiveness and reducing the cost of doing business in PA.	5/23/2018 6:15 PM
4	Consideration for a Hwy 2 North corridor which provides products and services related to tourism and business companies along the corridor and in the north.	5/23/2018 6:14 PM
5	Players need to commit \$ in order to leverage activities. What you get from the REDA is dependent upon what you put into it.	5/23/2018 6:08 PM
6	Consider including industry leaders as partners in REDA, to help identify, leverage, and support new opportunities.	5/23/2018 6:06 PM
7	Leadership and commitment to the regional approach will be key. Patience to see the process be fully realized. A strong, skilled, leader of the REDA will be critical. Someone who is energetic, enthusiastic, and focused on building relationships and bringing people together.	5/23/2018 6:04 PM
8	bring in industry that brings more than entry level jobs	5/14/2018 11:17 AM
9	Nothing I can think of at present.	5/11/2018 12:53 PM
10	Why aren't businesses/industries locating here? What are the barriers? Are there misconceptions about the community deterring development? What does the community/local government need to do to make our community more attractive to business/industry?	5/11/2018 11:50 AM
11	May Prince Albert an easy place to conduct business.	5/10/2018 2:09 PM
12	I think encouraging, helping, and supporting, (financially and otherwise), entrepreneurs will help our region prosper.	5/10/2018 11:03 AM
13	The REDA will be supported by the business sector if it can demonstrate the ability to create real results	5/10/2018 9:44 AM
14	NO DONT HAVE ANYTHING TO SAY	5/10/2018 8:49 AM
15	I think we neglect the beauty of our riverbank. There should be a draw, encouraging people to exit the highway corridor and enter downtown P.A. Unfortunately, I have no recommendations as to what that draw might be.	5/10/2018 8:39 AM
16	Get to work, the city of Warman has more developed commercial/industrial space than prince albert (and don't count out by the pulp mill). Start attracting industry and get rid of the 'Shut down town" view of our area. Be ready for the next economic upturn.	5/10/2018 8:25 AM
17	How to deal with the negative elements that is portraying this city in a bad light. This is becoming rampant here.	5/10/2018 6:20 AM
18	Less barriers to new businesses. The process , inspections, etc all hinder growth. It's a joke	5/9/2018 10:49 PM
19	keep everyone informed all the time	5/9/2018 6:40 PM
20	Nothing comes to mind right now	5/9/2018 6:24 PM
21	Development of sustained renewable industry	5/9/2018 6:11 PM
22	Help small business deal with city negotiat , and resolve issues in a timely manner	5/9/2018 5:57 PM
23	Include more information for business owners on the city website.	5/9/2018 5:18 PM
24	We need to market PA in a more positive light and try to attract businesses that want to invest in infrastructure - visionary, make PA a destination!	5/9/2018 4:34 PM

Prince Albert & Area Regional Economic Development Alliance Framework
Development - Feedback Questionnaire

SurveyMonkey

25	I feel that a deterrent to business in Prince Albert is the drug and alcohol problems in the city, and the feeling and look of that. I realize this is being addressed by other task forces, but I think it needs to be addressed on every level and at every opportunity in order to have a thriving community and a healthy business atmosphere.	5/9/2018 3:27 PM
26	development of attainable lots for attainable housing	5/9/2018 3:25 PM
27	1. Showcase the City of Prince Albert at trade shows and events outside of SK. 2.) Develop a compelling suite if business incentives and not short-term stop-gap construction incentives.	5/9/2018 3:17 PM
28	No	5/9/2018 2:26 PM
29	No	5/9/2018 2:07 PM
30	dont know	5/9/2018 1:59 PM
31	Business incentives and working with the city to develop a long term plan with city hall to improve the downtown business district. Not a band aid solution like they have been doing and creating white elephants.	5/9/2018 1:50 PM

APPENDIX C

Duties of Officers – Board of Directors



DUTIES OF OFFICERS - BOARD OF DIRECTORS

CHAIRPERSON / PRESIDENT DUTIES:

- Plans for and presides at executive, board and annual general meetings.
- Ensures that board meetings follow parliamentary procedures.
- Delegates duties and works with committees.
- Insures compliance with bylaws and policies.
- Acts as official spokesperson for the Corporation.
- Maintains close contact and good working relationships with the staff and the membership.
- Votes to break a tie.
- Has signing authority.

Effectively chairing a board meeting means:

- Keeping to the agenda.
- Being aware of and informed of all topics to be discussed.
- Keeping the conversation focused.
- Motivating and encouraging other board members to participate.
- When debates occur, the important points are summarized and the differences are diffused.

VICE-CHAIRPERSON//VICE-PRESIDENT DUTIES:

- Plans and presides at meetings in the absence of the chairperson.
- Assists the chairperson/president with his (her) responsibilities.
- Assumes other duties of the chairperson/president in his (her) absence.

TREASURER DUTIES:

- Leads the Board members through the financial records, helping members to understand the financial situation of the child day care centre.
- Ensures that the accounting and bookkeeping work is done according to generally accepted methods. (The treasurer may do the bookkeeping or a bookkeeper may be appointed.)
- Ensure that an auditor is appointed.
- Presents the annual financial statements to the membership.
- Educates her/himself with the budget of the centre and its monthly spending patterns.
- Assists in the preparation of the annual budget.
- Understands charitable registration and the reporting required by government bodies.
- Reports regularly to the finance committee and to the Board on the Corporation's revenues and expenses.
- Ensures proper accounting of petty cash funds.
- Comprehends the structure of the staff salary schedule and has a clear understanding of staff benefits.

- Familiarizes her/himself with insurance policies.
- Acts as a signing officer for the Corporation's bank account (along with at least one other person).

* The duties of the treasurer may be combined with the duties of the secretary on some smaller boards.

SECRETARY DUTIES:

- Ensures that the business of the Corporation stays on track.
- Has responsibility for the security of official forms and correspondence.
- Ensure that documents are filed on time.
- Prepares and circulates minutes of Board and general meetings.
- Assists in planning meetings and sends out notices.
- Ensures records and files of the centre's correspondence are maintained.
- Retains custody the corporate seal.
- Places applications for membership before the board.
- Ensures the official membership register is maintained.
- Maintains manuals, time tables, meeting schedules and planning calendars.
- Signs board and general meeting minutes with the chairperson.

A manual of minutes should be kept which has the following sections:

- Correspondence
- By-laws
- List of the current Board of Directors with addresses and telephone numbers
- List(s) of previous Board of Directors with addresses and telephone numbers
- Financial reports and statements, name and address of bank(s); name and address of auditor
- Minutes of meetings
- Resolutions (motions that have been passed)

