

SEEDS OF SUCCESS: SOWING THE FUTURE OF RURAL DEVELOPMENT

OPERATIONAL PLAN

**The Village of Donnelly and Smoky River
Region Economic Development Plan**

Operational Plan

2024



Table of Contents

1.0	Introduction	1
1.1	Purpose of the Operational Plan.....	1
2.0	Tactical Critical Path	2
3.0	Tactical Workplans.....	4
3.1	Segmentation of Tactics.....	4
3.2	Strategic Priorities, Tactics, and Workplans.....	5
	Strategic Priority #1 – Capacity Building	5
	Strategic Priority #2 – Workforce Development	14
	Strategic Priority #3 – Business Retention and Expansion	22
	Strategic Priority #4 – Foster Entrepreneurial Spirit	33
	Strategic Priority #5 – Infrastructure Investment	41

Created by: Lochaven Consulting

Lead by: Village of Donnelly

Supported by: Smoky River Region Economic Development

June 2024

1.0 Introduction

In today's dynamic environment, it is more critical than ever for regions such as the Smoky River to take control of their own destinies through strong leadership, commitment to partnerships, and a clear vision and plans for the future. By proactively shaping their economic landscape, communities can harness their strengths, address challenges, and capitalize on opportunities to foster sustainable growth and prosperity. With a collaborative approach and a strategic road map in place, Smoky River can navigate complexities, leverage resources effectively, and build a resilient economy that benefits all stakeholders for generations to come.

In acting on this, the Village of Donnelly took a leadership role in finding the resources needed for the region to conduct careful planning and strategizing to build off the momentum created by the recent attraction of a hemp decortication facility. This effort resulted in the creation of an Economic Development Plan for the Smoky River Region for the next three years. In order to provide the best chance for success and implementation of this plan, this operational plan was created and contains a workplan for each of the tactics proposed in the Economic Development Plan, including a critical path.

It should be noted that this plan should be fluid and adaptable depending on the region's most current context. Should opportunities arise, Smoky River Region, the Village of Donnelly and its regional partners should be opportunistic in their action.

1.1 Purpose of the Operational Plan

The purpose of this document is to outline the actions necessary to implement the economic development plan prepared for the Smoky River Region, "Seeds of Success: Sowing the Future of Rural Development". This document serves as a dynamic blueprint for achieving long-term prosperity and resilience in the Smoky River Region, by increasing the region's ability to implement the tactics presented.

2.0 Tactical Critical Path

Before the workplans are presented, a priority list is provided outlining a suggested critical path for the order in which these tactics are performed. Again, this should be adapted taking into consideration fluid contextual elements and continually shifting factors.

Table 1: The Critical Path of Tactic Implementation of Strategic Priorities 1,2, and 3

Strategic Priorities	Tactic	Immediate Actions		Short Term Actions		Long Term Actions	
		0-6 m	6-12 m	12-18 m	18-24 m	24-30 m	30-36 m
Capacity Building	Core						
	Peer-to-Peer Mentorship	●					→
	Networking and Collaboration	●					→
	Resource Mobilization and Grant Writing	●					→
	Strategic Partnerships and Alliances	●					→
	Tertiary						
	Training and Professional Development for Staff/Council Members			●		●	
	Stakeholder Involvement (HS*)			●			→
	Capacity Building Workshops (HS*)			●			→
	Public Awareness Campaigns (HS*)			●			→
Workforce Development	Core						
	Employment Counseling and Support Services		●				→
	Employee attraction and Retention capacity building for employers.			●			→
	Secondary						
	Skills Assessment and Gap Analysis			●			→
	Matchmaking service			●			→
	Tertiary						
	Training Programs (HS*)					●	→
	Apprenticeships and Internships (HS*)					●	→
	Recruitment Initiatives (HS*)					●	→
Business Retention and Expansion	Core						
	Celebrate Successes	●					→
	Concierge Program for Business Support Services	●					→
	Peer to Peer Mentorship Program		●				→
	Business Seminars/Workshops (Capacity building for business owners)	●					→
	Access to Financing (Match Making)		●				→
	Secondary						
	Buy/Support Local Campaigns		●				→
	Succession Planning					●	→
	Local Procurement Initiatives					●	→
	Tertiary						
	Business Incubators (HS*)					●	→
	Marketing and Promotion of Hemp Sector (HS*)					●	→

Table 2: The Critical Path of Tactic Implementation of Strategic Priorities 4 and 5

Strategic Priorities	Tactic	Immediate Actions		Short Term Actions		Long Term Actions	
		0-6 m	6-12 m	12-18 m	18-24 m	24-30 m	30-36 m
Foster Entrepreneurial Spirit	Core						
	Small Business Week Celebration	●					→
	Access to Financing	●					→
	Entrepreneurship Training Programs	●					→
	Promote Specific Opportunities Relating to Hemp				●		→
	Secondary						
	Entrepreneurship Education in Schools	●					→
	Tertiary						
	Shared Facilities and Equipment			●			→
Infrastructure Investment	Run a Mentorship Program				●		→
	Core						
	Broadband Connectivity	●					→
	Secondary						
	Employment Land Preparedness and Inventory			●			→
	Housing Strategy				●		→
	Secondary						
	Centre of Innovation						●
	Community Investment Fund						●
	Transportation Networks (HS*)						●
	Utilities and Processing Facilities (HS*)						●
	Housing and Community Services (HS*)						●

3.0 Tactical Workplans

The workplans below have been fully equipped with a suggested timeframe, level of risk, key considerations and risks, expected results, actions required, the champion of the tactic, suggested partners in implementation, and estimated budget. These workplans are by no means set in stone. They are but a tool in providing Smoky River Region Economic Development, the Village of Donnelly, and its implementation partners with a guideline on how these tactics can be implemented.

3.1 Segmentation of Tactics

Understanding that access to capacities and resources can be a challenge in the region, the tactics have been broken down in to three main categories in order to give Smoky River Region Economic Development, the Village of Donnelly, and its implementation partners an understanding of which tactics are most important to conduct. The tactics are segmented as per the categories below.

Core Tactics:

Core tactics are the primary actions or strategies that should be focused on by Smoky River Region Economic Development, the Village of Donnelly, and its implementation partners. Resources and capacities should be focused on these tactics before engaging in other tactics. These tactics have been suggested to build capacity in the region, build momentum in small wins, and create a strong base for further implementing the plan.

Secondary Tactics:

Secondary tactics are tactics that should be focused on after the core tactics. Having completed the core tactics, there will be momentum, capacity, and the potential resources to complete the secondary tactics. While they are essential to achieving the desired future of the region, they are less critical in the present moment than core tactics.

Tertiary Tactics:

Tertiary tactics are supplementary actions that should be considered if resources are available.

Hemp Specific Tactics (HS*)

Hemp specific tactics are also included in this plan and are denoted as above with a (HS*). They are focused on developing the hemp sector as a whole in the region.

3.2 Strategic Priorities, Tactics, and Workplans

Strategic Priority #1 – Capacity Building

Description: As the Smoky River Region endeavours to strengthen its local economy, proactive action and a commitment to success are paramount. However, it's equally crucial to prioritize the establishment of robust local capacities to implement and adapt to the region's evolving dynamics. To this end, the Smoky River Region proposes laying strong foundations that will support its long-term diversification efforts. This initial phase, to be completed within the first six months, will focus on capacity building, communication, and the cultivation of partnerships and alliances, ensuring a solid framework for ongoing progress and adaptation.

Core Tactics

1. Peer-to-Peer Mentorship
2. Networking and Collaboration
3. Resource Mobilization and Grant Writing
4. Strategic Partnerships and Alliances:
 - a. Collaborate on joint projects
 - b. Empower community members:

Tertiary

1. Training and Professional Development for Necessary Staff/Council Members
2. Stakeholder Involvement (HS*)
3. Capacity Building Workshops (HS*)
4. Public Awareness Campaigns (HS*)

Core Tactics

Strategic Priority: Capacity Building		Timeframe: Immediate (0-6 months)	
Tactic: Peer-to-Peer Mentorship Connect Local EDO with other EDOs and economic development professionals to increase knowledge and ability.		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <div><div>1. Compatibility: Ensuring compatibility between EDO and peers based on their expertise, needs, and personality traits.</div><div>2. Commitment: Both EDO and peers need to commit sufficient time and effort to make the mentorship effective.</div><div>3. Coordination: Effective coordination and management are required to facilitate mentorship relationships and ensure ongoing communication.</div></div>			
Expected Results (Why we are doing it?) <div><div>1. Enhanced Knowledge and Skills: Local Economic Development Officer (EDO) will acquire new knowledge, skills, and best practices from their peers.</div><div>2. Professional Growth: Local EDO will experience professional growth and development through the exchange of ideas and experiences.</div><div>3. Strengthened Networks: The mentorship program will help build stronger professional networks and foster collaboration between different economic development organizations.</div><div>4. Improved Economic Development: Enhanced skills and knowledge will contribute to more effective economic development initiatives and strategies at the local level.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Identify potential peers – local EDOs, professionals, and organizational leaders.</div><div>2. Set regular meetings both formal and informal with peers to discuss Economic Development, Community Development, and different programs/initiatives.</div><div>3. Seek opportunities for collaboration or synergies.</div><div>4. Continually seek new peers/mentors to connect with.</div></div>		Smoky River Region Economic Development	Local EDO Organizational Leaders Economic Development Professionals
Budget: \$0 - \$20,000			

Strategic Priority: Capacity Building		Timeframe: Immediate (0-6 months)	
Tactic : Networking and Collaboration Enhance collaboration amongst staff, council members, and stakeholders across the region.		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <div><div>1. Coordination:</div>Effective coordination is required to organize and manage networking and collaboration activities.</div> <div><div>2. Communication:</div>Clear and open communication channels need to be established to facilitate the sharing of information and ideas.</div> <div><div>3. Resource Allocation:</div>Adequate resources (time, budget, and personnel) must be allocated to support networking and collaboration efforts.</div>			
Expected Results (Why we are doing it?) <div><div>1. Enhanced Cooperation:</div>Improved cooperation and collaboration among staff, council members, and external stakeholders, leading to more cohesive and coordinated efforts.</div> <div><div>2. Leveraged Expertise and Resources:</div>Utilization of collective expertise, resources, and relationships to address economic development challenges more effectively.</div> <div><div>3. Promoted Innovation:</div>Increased opportunities for innovation through the sharing of ideas and best practices.</div>			
Actions Required		Champion	Partners
<div><div>1. Identify Key Stakeholders</div><div>2. Organize Networking Events such as workshops, seminars, conferences, and informal meetups to facilitate interaction and collaboration</div><div>3. Prioritize Communication Channels</div><div>4. Become a cheerleader for inter-regional communication and collaboration</div><div>5. Recognize and Celebrate Successes</div></div>		<div>Smoky River Region Economic Development</div> <div>Village of Donnelly</div>	<div>Local Councils and CAOs</div> <div>Local Organizational Leaders</div> <div>Private Sector</div>
Budget: \$0 - \$1,000			

Strategic Priority: Capacity Building		Timeframe: Immediate (0-6 months)	
Tactic : Resource Mobilization and Grant Writing		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Capacity Building: Developing the necessary skills and knowledge for effective grant writing and resource mobilization among staff.</div></div> <div><div>2.</div><div>Time and Effort: Grant writing and resource mobilization require significant time and effort, often involving detailed research, proposal development, and follow-up.</div></div> <div><div>3.</div><div>Competition: High competition for grants and limited funding opportunities can pose challenges in securing resources.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Long-term Sustainability: Improved long-term sustainability of economic development initiatives through diversified funding sources.</div></div> <div><div>2.</div><div>Increased Funding: Access to additional funding and resources to support economic development initiatives and projects.</div></div> <div><div>3.</div><div>Capacity Building: Enhanced skills and capabilities in grant writing and resource mobilization among staff.</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Assess Funding Needs</div></div> <div><div>2.</div><div>Identify funding opportunities aligned with long-term community goals and vision</div></div> <div><div>3.</div><div>Build grant writing skills in key team members</div></div> <div><div>4.</div><div>Develop proposal templates to increase efficiency and streamline writing process</div></div> <div><div>5.</div><div>Develop strong proposals and track how they progress in the funding stream</div></div> <div><div>6.</div><div>Foster relationships with funders</div></div> <div><div>7.</div><div>Monitor and report</div></div> <div><div>8.</div><div>Evaluate and learn</div></div>		Smoky River Economic Development and Village of Donnelly	Municipal Councils Organizational Leaders
Budget: \$0 - \$2,5000			

Strategic Priority: Capacity Building		Timeframe: Immediate (0-6 months)	
Tactic: Strategic Partnerships and Alliances: i) Collaborate on Joint Projects, ii) Empower Community Members		LEVEL OF RISK LOW-MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
1. Alignment of Goals: Ensuring that the goals and objectives of all partners are aligned to avoid conflicts and enhance collaboration.			
2. Communication: Maintaining clear and consistent communication among all partners to ensure transparency and effective coordination.			
3. Resource Sharing: Efficiently sharing resources, including time, expertise, and funding, to maximize the impact of joint projects.			
Expected Results (Why we are doing it?)			
1. Enhanced Collaboration: Stronger collaboration and synergy between different organizations, leading to more impactful economic development initiatives.			
2. Leveraged Resources: Improved utilization of resources through joint projects and shared responsibilities.			
3. Community Empowerment: Greater empowerment of community members through their involvement in projects and initiatives.			
4. Innovative Solutions: Development of innovative solutions to economic development challenges through collaborative efforts.			
Actions Required		Champion	Partners
Collaborate on Joint Projects		Smoky River Economic Development and Village of Donnelly	Municipal Councils
1. Identify Potential Partners i.e. Municipal, Non-Profit, Community, Business			
2. Define Common Goals			
3. Develop Collaboration Agreements – Formal agreements outline the roles, responsibilities and contributions of various players			Organizational Leaders
4. Plan and Execute Projects			
5. Monitor Progress			
Empower Community Members			Private Sector
1. Actively engage community in implementation ensuring they are bought in on outcomes			
2. Provide training and support to community members involved in implementation			
3. Create participation opportunities for community members			
4. Facilitate access to resources			
5. Promote successes and inclusivity			
6. Evaluate impact			
Budget: \$0			

Tertiary Tactics

Strategic Priority: Capacity Building		Timeframe: 12-18 months	
Tactic: Training and Professional Development for Necessary Staff/Council Members i.e. Relevant Conferences		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Relevance: Ensuring that the training and professional development opportunities are relevant to the needs of staff and council members.</div></div> <div><div>2.</div><div>Cost: Balancing the costs associated with attending conferences and training sessions with the benefits gained.</div></div> <div><div>3.</div><div>Time Commitment: Managing the time commitment required for staff and council members to participate in training and professional development without disrupting their regular duties.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Enhanced Skills and Knowledge: Improved skills and knowledge among staff and council members</div></div> <div><div>2.</div><div>Increased Efficiency: Greater efficiency in operations and project implementation due to better-trained personnel.</div></div> <div><div>3.</div><div>Professional Growth: Support for the professional growth and career development of staff and council members.</div></div> <div><div>4.</div><div>Networking Opportunities: Expanded professional networks through relevant conferences and training sessions.</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Identify Training Needs</div></div> <div><div>2.</div><div>Research Opportunities and Identify</div></div> <div><div>3.</div><div>Allocate Budget</div></div> <div><div>4.</div><div>Create a Schedule</div></div> <div><div>5.</div><div>Encourage Participation</div></div> <div><div>6.</div><div>Facilitate Knowledge Sharing</div></div> <div><div>7.</div><div>Monitor and Evaluate</div></div> <div><div>8.</div><div>Foster Continuous Learning</div></div>		Smoky River Region Economic Development and Village of Donnelly	Grant and Funding Partners for Capacity Building
Budget: \$2,500 – \$10,000			

Strategic Priority: Capacity Building		Timeframe: 12-18 months	
Tactic: Stakeholder Involvement in Developing Industrial Hemp Sector (HS*)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Diverse Stakeholder Interests: Balancing the interests and priorities of various stakeholders, including farmers, businesses, researchers, and government agencies.</div><div>2. Regulatory Environment: Navigating the complex regulatory environment surrounding industrial hemp production and use.</div><div>3. Resource Allocation: Ensuring adequate resources (funding, expertise, time) are allocated to support stakeholder engagement.</div><div>4. Sustainability: Ensuring that the development of the industrial hemp sector is sustainable and benefits the community.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Enhanced Collaboration: Stronger collaboration and communication among stakeholders, leading to more coordinated efforts in developing the industrial hemp sector.</div><div>2. Regulatory Compliance: Understanding and navigation of regulatory requirements, leading to compliance and reduced risk.</div><div>3. Market Development: Increased market opportunities and a more robust supply chain for industrial hemp products.</div><div>4. Knowledge Sharing: Improved knowledge sharing and capacity building among stakeholders, leading to innovative solutions and best practices.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Identify Key Stakeholders</div><div>2. Conduct Stakeholder Analysis - Contact Information, Potential Roles etc.</div><div>3. Organize stakeholder meetings to facilitate communication, collaboration, and information sharing</div><div>4. Promote Research, Innovation, Advocacy, and Education</div><div>5. Celebrate Milestones and Successes</div></div>		<div>Smoky River Region Economic Development</div> <div>Village of Donnelly</div>	<div>Local Organizations</div> <div>Smoky Hemp Decortication</div> <div>Municipal Councils</div>
Budget: \$0			

Strategic Priority: Capacity Building		Timeframe: 12-18 months	
Tactic: Capacity Building Workshops (HS*)		LEVEL OF RISK LOW-MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div>1. Relevance: Ensuring that the workshop content is relevant and meets the needs of participants.</div> <div>2. Expertise and Resources: Securing knowledgeable speakers and trainers, as well as the necessary resources to conduct the workshops effectively.</div> <div>3. Participation: Encouraging sufficient participation from key stakeholders, including farmers, processors, businesses, and community members.</div> <div>4. Follow-up and Support: Providing ongoing support and follow-up after the workshops to ensure that participants can apply what they have learned.</div>			
Expected Results (Why we are doing it?)			
<div>1. Increased Knowledge and Skills: Enhanced knowledge and skills among participants regarding industrial hemp production, processing, and market opportunities.</div> <div>2. Best Practices Adoption: Increased adoption of best practices in hemp cultivation and processing, leading to improved productivity and quality.</div> <div>3. Capacity Building: Strengthened capacity of local stakeholders to develop and support the industrial hemp sector.</div>			
Actions Required		Champion	Partners
<div>1. Needs Assessment</div> <div>2. Develop workshop topics</div> <div>3. Identify and engage experts</div> <div>4. Secure Funding and Resources</div> <div>5. Promote, organize, and conduct workshops</div> <div>6. Provide follow up support</div> <div>7. Evaluate effectiveness</div> <div>8. Adjust and improve</div>		Smoky River Region Economic Development	Economic Development Organizations
Budget: \$0-\$5,000			

Strategic Priority: Capacity Building		Timeframe: 12-18 months	
Tactic: Public Awareness Campaigns (HS*)		LEVEL OF RISK MEDIUM-HIGH	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div>1. Public Perception: Addressing and managing public perceptions and potential misconceptions about hemp.</div> <div>2. Messaging: Developing clear, consistent, and accurate messaging that effectively communicates the benefits and opportunities of the hemp sector.</div> <div>3. Target Audience: Identifying and reaching the appropriate target audiences, including farmers, businesses, consumers, and policymakers.</div> <div>4. Resource Allocation: Ensuring adequate resources (budget, personnel, and materials) are allocated to design and implement the campaigns.</div>			
Expected Results (Why we are doing it?)			
<div>1. Increased Awareness: Improved public understanding of the industrial hemp sector, including its benefits and potential economic impact.</div> <div>2. Positive Perception: Enhanced public perception and acceptance of hemp as a valuable agricultural and industrial commodity.</div> <div>3. Stakeholder Support: Increased support from stakeholders, including farmers, businesses, consumers, and policymakers, for hemp sector development initiatives.</div> <div>4. Market Expansion: Growth in market demand for hemp products as a result of increased public awareness and acceptance.</div>			
Actions Required		Champion	Partners
<div><div>• Set objectives</div><div>• Develop key messages</div><div>• Identify target audiences</div><div>• Design campaign materials</div><div>• Choose communication channels i.e. social media, website, etc.</div><div>• Launch and track campaign with continuous monitoring and evaluation</div></div>		Smoky River Region Economic Development	Local Organizations
Budget: \$0-\$2,500			

Strategic Priority #2 – Workforce Development

Description: Workforce development in the Smoky River Region focuses on aligning skills and education with the needs of local industries. By offering training, apprenticeships, and partnerships with educational institutions, we ensure our workforce is equipped with the necessary skills to thrive in our diverse economy.

Core Tactics

1. Employment Counseling and Support Services
2. Employee attraction and Retention capacity building for employers.

Secondary

1. Skills Assessment and Gap Analysis
2. Matchmaking service

Tertiary

1. Training Programs (HS*)
2. Apprenticeships and Internships (HS*)
3. Recruitment Initiatives (HS*)

Core Tactics

Strategic Priority: Workforce Development		Timeframe: 6-12 months	
Tactic: Employment Counselling and Support Services		LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Accessibility: Ensuring that employment counselling and support services are accessible to all individuals in need, including those in remote or underserved areas.</div></div> <div><div>2.</div><div>Resource Availability: Securing sufficient resources (funding, personnel, facilities) to provide comprehensive and effective support services.</div></div> <div><div>3.</div><div>Privacy and Confidentiality: Maintaining the privacy and confidentiality of individuals receiving counselling and support services.</div></div> <div><div>4.</div><div>Customized Support: Providing tailored support that meets the diverse needs of job seekers, including youth, long-term unemployed, and individuals with barriers to employment.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Increased Employment: Higher employment rates as individuals receive the guidance and support needed to find and secure jobs.</div></div> <div><div>2.</div><div>Enhanced Skills and Confidence: Improved job readiness skills and confidence among job seekers.</div></div> <div><div>3.</div><div>Better Job Matches: More effective matching of job seekers with suitable employment opportunities.</div></div> <div><div>4.</div><div>Long-term Career Development: Support for long-term career development and advancement for individuals receiving services.</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Assess Community Needs</div></div> <div><div>2.</div><div>Establish Partnerships with local businesses, educational institutions, and community organizations to enhance service offerings and provide support.</div></div> <div><div>3.</div><div>Develop communications and promotions to inform the community about available services and encourage participation.</div></div> <div><div>4.</div><div>Establish facilities where individuals can receive counselling and support, ensuring they are equipped with the necessary resources and technology.</div></div> <div><div>5.</div><div>Implement follow-up mechanisms to monitor the progress of individuals receiving services and provide ongoing support as needed.</div></div> <div><div>6.</div><div>Regularly evaluate the effectiveness of the employment counselling and support services.</div></div>		Smoky River Region Economic Development	Government of Alberta Local Organizations
Budget: \$2,500- \$5,000			

Strategic Priority: Workforce Development		Timeframe: 12-18 months	
Tactic: Employment Retention and Attraction Training for Employers		LEVEL OF RISK LOW-MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Relevance and Customization: Ensuring the training content is relevant and tailored to the specific needs of employers in the community.</div></div> <div><div>2.</div><div>Engagement: Encouraging active participation and engagement from employers to maximize the effectiveness of the training.</div></div> <div><div>3.</div><div>Resource Allocation: Securing sufficient resources (funding, trainers, materials) to provide high-quality training.</div></div> <div><div>4.</div><div>Follow-up and Support: Providing ongoing support and follow-up to help employers implement retention and attraction strategies effectively.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Improved Retention Rates: Employers will adopt strategies to improve employee retention, leading to a more stable and satisfied workforce.</div></div> <div><div>2.</div><div>Enhanced Attraction Strategies: Employers will develop effective attraction strategies to draw talent to their organizations and the community.</div></div> <div><div>3.</div><div>Increased Regional Competitiveness: Businesses will become more competitive in the job market across the region by offering better employment conditions and opportunities.</div></div> <div><div>4.</div><div>Stronger Employer-Employee Relationships: Improved relationships between employers and employees, fostering a positive work environment.</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Assess employer needs</div></div> <div><div>2.</div><div>Create partnerships to deliver programming</div></div> <div><div>3.</div><div>Engage Expert Trainers</div></div> <div><div>4.</div><div>Secure Funding and Resources</div></div> <div><div>5.</div><div>Promote the Training Program</div></div> <div><div>6.</div><div>Organize Training Sessions</div></div> <div><div>7.</div><div>Facilitate Active Participation</div></div> <div><div>8.</div><div>Provide Follow-up Support</div></div>		Smoky River Region Economic Development	Local Organizations Government of Alberta Private Sector
Budget: \$0 - \$2,500			

Secondary Tactics

Strategic Priority: Workforce Development		Timeframe: 12-18 months	
Tactic: Skills Assessment and Gap Analysis		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Comprehensive Data Collection:</div><div>Ensuring thorough and accurate data collection to identify existing skills and gaps.</div></div> <div><div>2. Stakeholder Engagement:</div><div>Engaging key stakeholders, including employers, educational institutions, and workforce development organizations, in the assessment process.</div></div> <div><div>3. Resource Allocation:</div><div>Allocating sufficient resources (funding, personnel, tools) to conduct the assessment and analysis.</div></div> <div><div>4. Privacy and Confidentiality:</div><div>Maintaining the privacy and confidentiality of individuals' data collected during the assessment.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Identification of Skill Gaps:</div><div>Clear identification of skill gaps and areas where additional training and development are needed.</div></div> <div><div>2. Informed Decision-Making:</div><div>Data-driven decision-making for workforce development, education, and training programs.</div></div> <div><div>3. Enhanced Workforce Planning:</div><div>Improved workforce planning and alignment with the needs of local industries.</div></div> <div><div>4. Targeted Training Programs:</div><div>Development of targeted training and development programs to address identified skill gaps.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Define the specific objectives and scope of the skills assessment and gap analysis, including the target population and key areas of focus.</div><div>2. Engage key stakeholders, including employers, educational institutions, workforce development organizations, and community leaders, to gather input and support for the assessment.</div><div>3. Create or select appropriate assessment tools and methodologies to collect data on the current skills and competencies of the workforce.</div><div>4. Conduct surveys, interviews, focus groups, and other data collection methods to gather information on the existing skills and competencies within the workforce.</div><div>5. Analyze the collected data to identify skill gaps, trends, and areas where additional training and development are needed.</div></div>		Smoky River Region Economic Development	<div>Local Organizations</div> <div>Government of Alberta</div> <div>Private Sector</div>
Budget: \$0 - \$10,000			

Strategic Priority: Workforce Development		Timeframe: 12-18 months	
Tactic: Employee/Employer Matchmaking Services		LEVEL OF RISK MEDIUM-HIGH	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Confidentiality and Data Protection:</div><div>Handling sensitive employee and employer data requires strict confidentiality and data protection measures to avoid breaches or leaks.</div></div> <div><div>2. Fairness and Bias:</div><div>Ensuring that the matching process is fair and unbiased, without favoring certain individuals or groups, is crucial to maintain trust and credibility.</div></div> <div><div>3. Employee Buy-In:</div><div>Securing employee participation and buy-in may be challenging, especially if employees are hesitant to share their personal information or are skeptical about the service.</div></div> <div><div>4. Employer Commitment:</div><div>Ensuring that employers are committed to the program and willing to work with the matching service can be challenging, particularly if they have existing recruitment processes in place.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Improved employee engagement and job satisfaction through better job fit</div><div>2. Increased employee retention rates as a result of better job matches</div><div>3. Reduced recruitment costs for employers through efficient matching</div><div>4. Enhanced employer brand reputation through innovative recruitment strategies</div><div>5. Increased employee referrals and word-of-mouth marketing</div></div>			
Actions Required		Champion	Partners
<div><div>1. Establish partnership with organizations capable of delivering/assisting in delivering programming.</div><div>2. Conduct needs assessment from the employees and employer side on the hiring process</div><div>3. Design program and train staff on program.</div><div>4. Communicate and promote program to employees and employers.</div><div>5. Encourage employers to participate in the program by providing ongoing support and feedback throughout the hiring process.</div><div>6. Monitor and evaluate program effectiveness.</div></div>		Smoky River Region Economic Development	<div>Local Organizations</div> <div>Government of Alberta</div> <div>Private Sector</div>
Budget: \$0 - \$25,000			

Tertiary Tactics

Strategic Priority: Workforce Development		Timeframe: 12-18 months	
Tactic: Training Programs for Hemp Sector (HS*)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Industry Knowledge: Ensuring that training programs are tailored to the specific needs of the hemp sector.</div></div> <div><div>2.</div><div>Regulatory Compliance: Complying with federal and state regulations regarding hemp production, processing, and employment.</div></div> <div><div>3.</div><div>Industry Awareness: Educating employers about the benefits of hiring workers with hemp-related training can be difficult, especially if they are unfamiliar with the industry.</div></div> <div><div>4.</div><div>Workforce Readiness: Ensuring that trainees have the necessary skills and knowledge to enter the hemp sector workforce.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Increased Employability: Increased employability of trainees in the hemp sector</div></div> <div><div>2.</div><div>Improved Job Satisfaction: Improved job satisfaction and retention rates among trainees</div></div> <div><div>3.</div><div>Enhanced Employer Access: Enhanced employer access to a skilled and trained workforce</div></div> <div><div>4.</div><div>Increased Competitiveness: Increased competitiveness for employers in the hemp industry</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Develop training programs with hemp industry partners ensuring they are relevant to industry gaps and opportunities.</div></div> <div><div>2.</div><div>Build relationships with local employers.</div></div> <div><div>3.</div><div>Promote the program through social media and local outreach.</div></div> <div><div>4.</div><div>Monitor program outcomes and adjust as needed.</div></div>		Smoky River Region Economic Development	<div>Local Organizations</div> <div>Government of Alberta</div> <div>Private Sector</div>
Budget: \$0 - \$10,000			

Strategic Priority: Workforce Development		Timeframe: 12-18 months	
Tactic: Apprenticeships and Internships (HS*)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Industry Awareness: Employers may not be familiar with apprenticeship and internship programs, making it challenging to secure partnerships.</div></div> <div><div>2.</div><div>Program Structure: Developing a structured program that meets industry needs and provides valuable learning experiences for students can be complex.</div></div> <div><div>3.</div><div>Funding: Securing funding for apprenticeship and internship programs can be difficult, especially for small businesses.</div></div> <div><div>4.</div><div>Regulatory Compliance: Ensuring compliance with federal and state regulations regarding apprenticeships and internships can be time-consuming.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Increased Industry Knowledge: Apprentices and interns gain hands-on experience in the hemp sector</div></div> <div><div>2.</div><div>Improved Workforce Readiness: Apprentices and interns develop skills and knowledge to enter the workforce</div></div> <div><div>3.</div><div>Enhanced Employer Engagement: Employers gain access to a pipeline of skilled and knowledgeable workers</div></div> <div><div>4.</div><div>Increased Competitiveness: The hemp industry grows and becomes a major employer in the region</div></div> <div><div>5.</div><div>Job Creation: New job opportunities emerge in the hemp industry</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Partner with hemp industry employers to develop apprenticeship and internship programs</div></div> <div><div>2.</div><div>Promote programs through social media and local outreach</div></div> <div><div>3.</div><div>Secure funding for program administration and student stipends</div></div> <div><div>4.</div><div>Monitor program outcomes and make adjustments as needed</div></div>		Smoky River Region Economic Development	<div>Local Organizations</div> <div>Private Sector</div> <div>Smoky Hemp Decortication</div>
Budget: \$0			

Strategic Priority: Workforce Development		Timeframe: 12-18 months	
Tactic: Recruitment Initiatives (HS*)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Workforce Availability: Attracting and retaining workers for the hemp sector can be challenging, especially in areas with limited job markets.</div></div> <div><div>2.</div><div>Industry Awareness: Employers may not be aware of the benefits of hiring workers with specific skills or training in the hemp sector.</div></div> <div><div>3.</div><div>Regulatory Compliance: Ensuring compliance with federal and state regulations regarding employment in the hemp sector can be time-consuming.</div></div> <div><div>4.</div><div>Employer Buy-In: Securing employer commitment to hire workers with specific skills or training can be difficult, especially if they have existing hiring processes in place.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Increased Workforce: More workers are attracted to and retained in the hemp sector</div></div> <div><div>2.</div><div>Improved Employer Engagement: Employers gain access to a skilled and knowledgeable workforce</div></div> <div><div>3.</div><div>Enhanced Job Quality: Jobs in the hemp sector are more competitive and appealing to workers</div></div> <div><div>4.</div><div>Increased Competitiveness: The hemp industry grows and becomes a major employer in the region</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Develop targeted recruitment campaigns to attract workers to the hemp sector</div></div> <div><div>2.</div><div>Provide employer education and training on the benefits of hiring workers with specific skills or training</div></div> <div><div>3.</div><div>Develop job matching services to connect job seekers with available positions</div></div> <div><div>4.</div><div>Establish partnerships with local workforce development organizations and educational institutions</div></div> <div><div>5.</div><div>Monitor program outcomes and make adjustments as needed</div></div>		<div>Smoky River Region Economic Development</div> <div>Smoky Hemp Decortication</div>	<div>Local Organizations</div> <div>Smoky Hemp Decortication</div>
Budget: \$5,000 - \$25,000			

Strategic Priority #3 – Business Retention and Expansion

Description: BRE efforts build from an understanding of context, needs, and gaps in existing services as they pertain to business survival, sustainability, and growth. They build from a recognition that while in some cases there may be commonality of certain needs, in other instances, there is not a one size fits all. This is confirmed by considerations like the varying importance of selected firm level influencers.

Core Tactics

1. Celebrate Successes
2. Concierge Program for Business Support Services
3. Peer to Peer Mentorship Program
4. Business Seminars/Workshops (Capacity building for business owners)
5. Access to Financing (Match Making)

Secondary

1. Buy/Support Local Campaigns
2. Succession Planning
3. Local Procurement Initiatives

Tertiary

1. Business Incubators (HS*)
2. Marketing and Promotion for Hemp Industry (HS*)

Core Tactics

Strategic Priority: Business Retention and Expansion		Timeframe: 0-6 months	
Tactic: Celebrate Successes of Local Businesses – Small Business Profiles		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ul style="list-style-type: none">1. Ensure there is cross regional representation of businesses included in celebration.2. Select a diverse range of entrepreneurs representing various industries to showcase the depth of local entrepreneurship.3. Promote the celebration events through various channels.			
Expected Results (Why we are doing it?) <ul style="list-style-type: none">1. Establish the Smoky River Region as one that is full of opportunity.2. Promote the notion that entrepreneurship is a viable career choice.3. Strengthen the reputation of the Smoky River Region as one that promotes its entrepreneurs.			
Actions Required		Champion	Partners
<ul style="list-style-type: none">1. Identify promotional channels to celebrate local businesses (i.e., newspaper, social media, key stakeholders' communication).2. Identify structure of promotion.3. Identify businesses to promote across the region.4. Create communications plan developed for member communities.5. Implement communications plan and promote businesses.		Smoky River Region Economic Development Village of Donnelly	Private Sector Local Media
Budget: \$0			

Strategic Priority: Business Retention and Expansion		Timeframe: 0-6 months	
Tactic: Concierge Program for Business Support Services		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) 1. Lead Organization: One organization will be the concierge to all programs and services; their capacity is key to sustainability. 2. Privacy: Data sharing and privacy will need to be considered when sharing one client's information with another organization. 3. Continual Updates: An inventory of programs and services will have to be continually updated.			
Expected Results (Why we are doing it?) 1. Increased Business Success: Businesses experience increased success and growth 2. Improved Business Retention: Businesses are more likely to remain in operation 3. Enhanced Competitiveness: The local business community becomes more competitive and attractive to investors			
Actions Required		Champion	Partners
1. Create programs and service inventory by identifying all programs and services for businesses in the area based on their stage of the business lifecycle (Pre-Entrepreneurship, Launch, Growth, Maturity, Exit). This will allow for effective referral of clientele. 2. Create process to ensure client's receive prompt and consistent service. 3. Create communication avenues specifically for this program (i.e., telephone number and email) 4. Create communications to inform and educate potential clientele of the concierge program. 5. Update inventory every 6-12 months.		Smoky River Region Economic Development	Economic Development Organizations
Budget: \$0			

Strategic Priority: Business Retention and Expansion		Timeframe: 6-12 months	
Tactic: Create a Peer-to-Peer Support Program for Businesses		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div>1. Peer Selection: Participant selection is crucial as participants should not be in competition with each other.</div> <div>2. Trust: Confidentiality and trust in these groups is of utmost importance.</div> <div>3. Facilitator Expertise: Facilitator chosen for the group should encourage participation, manage group dynamics, and address challenges/conflicts should they arise.</div>			
Expected Results (Why we are doing it?)			
<div>1. Capacity Building: Business owners gain knowledge and capacity through sharing and learning with other business owners.</div> <div>2. Networking and Collaboration: Business owners have the opportunity to network and grow relationships.</div> <div>3. Business Competition: Businesses may experience improved performance, increased competitiveness, and enhanced sustainability.</div> <div>4. Increased Business Resilience: Businesses are better equipped to navigate challenges and setbacks</div>			
Actions Required		Champion	Partners
<div>1. Define the objectives, scope, and structure of the peer-to-peer support program, hire the proper facilitator.</div> <div>2. Develop program materials, guidelines, and protocols.</div> <div>3. Identify and recruit potential participants for the peer-to-peer support program.</div> <div>4. Interview and hire facilitator.</div> <div>5. Conduct first meeting and onboard facilitators.</div> <div>6. Conduct ongoing meetings.</div> <div>7. Monitor and evaluate ongoing meetings and program.</div>		Smoky River Region Economic Development	Municipal Councils Private Sector Local Organizations
Budget: \$0			

Strategic Priority: Business Retention and Expansion		Timeframe: 0-6 months	
Tactic : Business Seminars/Workshops (Capacity building for business owners)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ul style="list-style-type: none">1. Content Relevance: Poorly chosen topics may not be relevant to business owners' needs.2. Engagement: Low audience participation or disengagement.3. Facilitator Expertise: Facilitators lacking necessary expertise or experience.4. Time Commitment: Difficulty securing a time commitment from business owners to attend the seminar/workshop.			
Expected Results (Why we are doing it?) <ul style="list-style-type: none">1. Increased Business Knowledge: Business owners gain new skills and knowledge to improve their operations2. Improved Business Decision Making: Business owners make more informed decisions as a result of the training3. Enhanced Competitiveness: Business owners are better equipped to compete in the market4. Increased Productivity: Business owners are more efficient and productive as a result of improved skills and knowledge			
Actions Required		Champion	Partners
<ul style="list-style-type: none">1. Conduct needs assessments to determine relevant topics for seminars/workshops2. Partner with experienced facilitators or industry experts to deliver high-quality content3. Promote seminars/workshops through targeted marketing campaigns to attract business owners4. Establish a registration process to ensure accurate headcount and participant tracking5. Evaluate program outcomes and adjust as needed based on feedback from participants		Smoky River Region Economic Development	Local Organizations (Community Futures) Private Sector
Budget: \$5,000 - \$25,000			

Strategic Priority: Business Retention and Expansion		Timeframe: 6-12 months	
Tactic : Access to Financing (Matchmaking services)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div>1. Financing Options: Limited availability of financing options for business owners</div> <div>2. Matching Capability: Difficulty in matching business owners with suitable financing options</div> <div>3. Eligibility Criteria: Stringent eligibility criteria for financing options may exclude some business owners</div> <div>4. Application Process: Complex and time-consuming application process for financing options</div> <div>5. Interest Rates and Fees: High interest rates and fees associated with financing options</div>			
Expected Results (Why we are doing it?)			
<div>1. Business Expansion: Business owners may be able to scale their operations, increase production, and expand their customer base as a result of accessing financing options</div> <div>2. Job Creation: New job opportunities may be created as a result of business growth, contributing to economic development</div> <div>3. Improved Cash Flow: Businesses may have improved cash flow, enabling them to meet financial obligations and plan for the future</div> <div>4. Enhanced Competitiveness: Businesses may be better equipped to compete in the market, with access to the resources they need to thrive</div>			
Actions Required		Champion	Partners
<div>1. Inventory all potential funding streams and options (i.e. financial institutions, private lenders etc.)</div> <div>2. Establish partnerships with financial institutions to offer a range of financing options</div> <div>3. Develop a clear and easy-to-understand application process for business owners</div> <div>4. Provide education and support to help business owners prepare for the application process</div> <div>5. Offer alternative financing options, such as alternative lenders or crowdfunding platforms</div> <div>6. Monitor and evaluate the effectiveness of the matchmaking program and make adjustments as needed.</div>		Smoky River Region Economic Development	<div>Financial Institutions</div> <div>Local Organizations (Community Futures)</div> <div>Private Sector</div>
Budget: \$0			

Secondary Tactics

Strategic Priority: Business Retention and Expansion		Timeframe: 6-12 months	
Tactic : Buy/Support Local Campaigns		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Community Engagement:</div><div>Limited community awareness and engagement with local businesses</div></div> <div><div>2. Competition from Larger Markets:</div><div>Competition from larger markets and online retailers may make it challenging for local businesses to compete</div></div> <div><div>3. Limited Resources:</div><div>Limited resources and budget for marketing and promotional efforts</div></div> <div><div>4. Measuring Success:</div><div>Difficulty in measuring the impact and success of buy/support local campaigns</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Increased Awareness:</div><div>The buy/support local campaign may increase awareness about the importance of supporting local businesses among community members</div></div> <div><div>2. Improved Sales:</div><div>Local businesses may see an increase in sales as a result of the campaign, leading to increased revenue and job creation</div></div> <div><div>3. Enhanced Community Spirit:</div><div>The campaign may foster a sense of community pride and ownership, bringing people together to support local businesses</div></div> <div><div>4. Increased Loyalty:</div><div>Customers may become more loyal to local businesses, leading to long-term growth and sustainability</div></div>			
Actions Required		Champion	Partners
<div><div>1. Organize a "Shop Local" event or day, featuring discounts, promotions, and activities at participating local businesses</div><div>2. Launch a social media campaign using hashtags and tag participating businesses to encourage sharing and engagement</div><div>3. Create a loyalty program that rewards customers for frequenting local businesses</div><div>4. Partner with local schools and educational institutions to incorporate "buy/support local" lessons into their curriculum</div><div>5. Host a "Meet the Maker" event, where customers can meet and learn about the people behind local products and services</div></div>		Smoky River Region Economic Development	<div>Financial Institutions</div> <div>Local Organizations and Municipalities</div> <div>Private Sector</div>
Budget: \$0 - \$2,500			

Strategic Priority: Business Retention and Expansion		Timeframe: 24-30 months	
Tactic : Succession Planning Programming		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div>1. Strategic Partnership: Succession is a complicated subject that will require subject matter expertise. A partnership organization with a specialty in Succession should be the lead in operating this program.</div> <div>2. Privacy: Business succession needs to be approached with sensitivity and privacy as many business owners do not want to make their exploration of the subject public for a number of reasons.</div>			
Expected Results (Why we are doing it?)			
<div>1. Increased Readiness: Increased readiness for succession strengthens the business community and enhances business retention.</div> <div>2. Investment Opportunity: Provides opportunities for potential businesses owners to invest in the region.</div> <div>3. Retain employment: Successfully succeeding businesses retains employment opportunities in the region.</div>			
Actions Required		Champion	Partners
<div>1. Conduct a comprehensive assessment of succession needs within the community.</div> <div>2. Map current succession programs and services within the community.</div> <div>3. Secure grant funding to fill these needs.</div> <div>4. Establish partnership with the most able, appropriate, and willing strategic partner</div> <div>5. Provide administration support, referring potential clients to the partner</div> <div>6. Track client progress</div> <div>7. Monitor and evaluate</div>		Smoky River Region Economic Development	<div>Local Organizations</div> <div>Private Sector</div> <div>Professional Service Providers</div>
Budget: \$0			

Strategic Priority: Business Retention and Expansion			Timeframe: 24-30 months	
Tactic : Local Procurement Initiatives			LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ul style="list-style-type: none">1. Supply Chain Complexity: Managing a local procurement initiative can be complex, involving multiple stakeholders and suppliers2. Cost Increases: Local procurement may result in higher costs due to transportation, labor, and other expenses3. Quality Control: Ensuring the quality of local products or services can be challenging4. Scalability: Local procurement initiatives may not be scalable to meet the needs of a large organization				
Expected Results (Why we are doing it?) <ul style="list-style-type: none">1. Economic Benefits: Local procurement initiatives can contribute to the local economy by keeping money within the community2. Job Creation: Local businesses may create jobs as a result of increased demand for their products or services3. Community Engagement: Local procurement initiatives can foster community engagement and pride among employees and customers4. Supply Chain Resilience: By supporting local businesses, organizations can reduce reliance on external supply chains and improve resilience				
Actions Required			Champion	Partners
<ul style="list-style-type: none">1. Conduct a thorough assessment of local suppliers and vendors to identify those that meet organizational standards2. Encourage local business to develop local procurement practices3. Establish relationships with local suppliers and vendors to ensure consistent communication and quality control4. Monitor and track the economic benefits of local procurement, including job creation and community engagement metrics5. Continuously evaluate and refine the local procurement initiative to ensure its effectiveness and impact			Smoky River Region Economic Development	Local Organizations School District Healthcare Private Sector
Budget: \$0.00	Year 1: \$0.00	Year 2: \$0.00	Year 3: \$0.00	

Tertiary Tactics

Strategic Priority: Business Retention and Expansion		Timeframe: 24-30 months	
Tactic : Business Incubators (HS*)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Capacity Building: Business incubators require significant resources and expertise to support entrepreneurs and small businesses</div></div> <div><div>2.</div><div>Scalability: Incubators may struggle to scale their services to meet the needs of a large number of clients</div></div> <div><div>3.</div><div>Quality Control: Ensuring the quality of the businesses supported by the incubator is crucial to its reputation and success</div></div> <div><div>4.</div><div>Funding: Securing sufficient funding for the incubator's operations and services can be challenging</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Entrepreneurial Growth: Business incubators can help entrepreneurs grow their businesses and create new jobs</div></div> <div><div>2.</div><div>Innovation: Incubators can foster innovation and entrepreneurship in the local economy</div></div> <div><div>3.</div><div>Job Creation: Incubators can help create new job opportunities in the community</div></div> <div><div>4.</div><div>Capacity Building: Incubators can build capacity among entrepreneurs, enabling them to compete effectively in the market</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Establish a clear mission, vision, and goals for the business incubator, aligned with sector development objectives</div></div> <div><div>2.</div><div>Identify and recruit a team with expertise in entrepreneurship, business development, and sector-specific knowledge</div></div> <div><div>3.</div><div>Establish partnerships with key stakeholders, including government agencies, educational institutions, and industry associations</div></div> <div><div>4.</div><div>Offer a range of services, including mentorship, training, and networking opportunities, tailored to the specific needs of entrepreneurs in the sector</div></div>		Smoky River Region Economic Development	Local Organizations Private Sector
Budget: \$20,000 - \$400,000			

Strategic Priority: Business Retention and Expansion		Timeframe: 24-30 months	
Tactic : Marketing and Promotion of the Hemp Sector – Business Focused (HS*)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
5. Capacity Building: Business incubators require significant resources and expertise to support entrepreneurs and small businesses			
6. Scalability: Incubators may struggle to scale their services to meet the needs of a large number of clients			
7. Quality Control: Ensuring the quality of the businesses supported by the incubator is crucial to its reputation and success			
8. Funding: Securing sufficient funding for the incubator's operations and services can be challenging			
Expected Results (Why we are doing it?)			
5. Entrepreneurial Growth: Business incubators can help entrepreneurs grow their businesses and create new jobs			
6. Innovation: Incubators can foster innovation and entrepreneurship in the local economy			
7. Job Creation: Incubators can help create new job opportunities in the community			
8. Capacity Building: Incubators can build capacity among entrepreneurs, enabling them to compete effectively in the market			
Actions Required		Champion	Partners
5. Establish a clear mission, vision, and goals for the business incubator, aligned with sector development objectives		Smoky River Region Economic Development	Local Organizations
6. Identify and recruit a team with expertise in entrepreneurship, business development, and sector-specific knowledge			Private Sector
7. Establish partnerships with key stakeholders, including government agencies, educational institutions, and industry associations			
8. Offer a range of services, including mentorship, training, and networking opportunities, tailored to the specific needs of entrepreneurs in the sector			
Budget: \$2,500 - \$5,000			

Strategic Priority #4 – Foster Entrepreneurial Spirit

Description: BRE efforts build from an understanding of context, needs, and gaps in existing services as they pertain to business survival, sustainability, and growth. They build from a recognition that while in some cases there may be commonality of certain needs, in other instances, there is not a one size fits all. This is confirmed by considerations like the varying importance of selected firm level influencers.

Core Tactics

1. Small Business Week Celebration
2. Access to Financing
3. Entrepreneurship Training Programs
4. Promote Specific Opportunities Relating to Hemp

Secondary

1. Entrepreneurship Education in Schools

Tertiary

1. Shared Facilities and Equipment
2. Run a Mentorship Program

Core Tactics

Strategic Priority: Foster Entrepreneurial Spirit		Timeframe: 0-6 months	
Tactic : Small Business Week		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Engagement and Participation:</div>Ensuring active participation and engagement from local small businesses, community members, and stakeholders.</div> <div><div>2. Resource Allocation:</div>Securing sufficient resources (funding, personnel, venues) to organize and execute the events.</div> <div><div>3. Promotion and Outreach:</div>Effectively promoting the event to ensure high visibility and attendance.</div> <div><div>4. Inclusivity:</div>Ensuring the event is inclusive and represents the diversity of the local business community.</div>			
Expected Results (Why we are doing it?)			
<div><div>1. Increased Visibility for Small Businesses:</div>Enhanced visibility and recognition for local small businesses.</div> <div><div>2. Community Engagement:</div>Strengthened connections between small businesses and the community.</div> <div><div>3. Business Growth and Networking:</div>Opportunities for small businesses to network, collaborate, and grow.</div> <div><div>4. Economic Development:</div>Increased support for local businesses, contributing to economic development and sustainability.</div> <div><div>5. Celebration of Local Entrepreneurship:</div>Acknowledgment and celebration of the contributions of local entrepreneurs to the community.</div>			
Actions Required		Champion	Partners
<div><div>1. Develop a detailed plan for the Small Business Week Celebration, including objectives, schedule, budget, and key activities.</div><div>2. Involve key stakeholders, including local business associations, chambers of commerce, community leaders, and sponsors, in the planning and execution of the event.</div><div>3. Obtain funding and resources through sponsorships, grants, and partnerships to support the event.</div><div>4. Use various channels such as social media, local media, newsletters, and community events to raise awareness and encourage participation.</div><div>5. Encourage community involvement through interactive activities, contests, and opportunities to support local businesses during the celebration.</div><div>6. Recognize and celebrate the achievements of local small businesses through awards, testimonials, and success stories.</div><div>7. Report outcomes</div></div>		Smoky River Region Economic Development	Local Organizations Private Sector Municipal Councils
Budget: \$5,000 - \$10,000			

Strategic Priority: Foster Entrepreneurial Spirit		Timeframe: 12-18 months	
Tactic : Access to Financing (Match Making)		LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <ol style="list-style-type: none">Financial Literacy: Ensuring that entrepreneurs have the necessary financial literacy to effectively manage and utilize financing.Resource Allocation: Securing sufficient resources (funding, personnel) to provide financing options and support services.Risk Management: Assessing and managing the risks associated with lending and financing for startups and small businesses.Diverse Financing Options: Providing a range of financing options to meet the diverse needs of entrepreneurs.			
Expected Results (Why we are doing it?) <ol style="list-style-type: none">Increased Business Startups: Higher rates of business startups as entrepreneurs gain access to the necessary financing.Business Growth: Enhanced growth and development of small businesses due to improved access to capital.Economic Development: Overall economic development and job creation driven by entrepreneurial activity.Financial Literacy: Improved financial literacy and management skills among entrepreneurs.Diverse and Inclusive Economy: A more diverse and inclusive local economy with opportunities for all entrepreneurs.			
Actions Required		Champion	Partners
<ol style="list-style-type: none">Conduct a needs assessment to identify the specific financing needs of local entrepreneurs and small businesses.Establish partnerships with banks, credit unions, venture capital firms, and other financial institutions to expand financing options and resources.Build a support network that includes financial advisors, business mentors, and community organizations to provide guidance and assistance to entrepreneurs seeking financing.Implement a comprehensive outreach and promotion campaign to inform entrepreneurs about available financing options and how to access them.Simplify and streamline the application and approval processes for financing to make it easier for entrepreneurs to apply and qualify.		Smoky River Region Economic Development	Local Organizations Private Sector Financial Institutions
Budget: \$0			

Strategic Priority: Foster Entrepreneurial Spirit		Timeframe: 0-6 months	
Tactic : Entrepreneurship Workshops and Training Programs		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1.</div><div>Relevance and Quality: Ensuring that the workshops and training programs are relevant, high-quality, and meet the needs of aspiring and current entrepreneurs.</div></div> <div><div>2.</div><div>Resource Allocation: Securing sufficient resources (funding, trainers, materials) to organize and deliver effective training programs.</div></div> <div><div>3.</div><div>Engagement and Participation: Encouraging active participation and engagement from entrepreneurs to maximize the benefits of the training.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1.</div><div>Enhanced Entrepreneurial Skills: Improved skills and knowledge among participants, leading to more effective business planning, management, and growth.</div></div> <div><div>2.</div><div>Increased Business Startups: Higher rates of business startups as individuals gain the confidence and skills needed to launch their ventures.</div></div> <div><div>3.</div><div>Business Growth: Enhanced growth and sustainability of existing businesses through the application of best practices learned in the training.</div></div> <div><div>4.</div><div>Networking Opportunities: Creation of networking opportunities among participants, fostering collaboration and support within the entrepreneurial community.</div></div>			
Actions Required		Champion	Partners
<div><div>1.</div><div>Conduct a needs assessment to identify the specific training and development needs of local entrepreneurs.</div></div> <div><div>2.</div><div>Identify and engage organizations, experienced trainers, and industry experts to deliver the workshops and training programs.</div></div> <div><div>3.</div><div>Obtain the necessary funding and resources to organize and conduct the training, including venues, materials, and technology.</div></div> <div><div>4.</div><div>Implement a comprehensive promotional campaign using various channels to raise awareness and encourage participation in the workshops and training programs.</div></div> <div><div>5.</div><div>Schedule and organize training sessions, ensuring they are accessible and convenient for participants to attend.</div></div>		Smoky River Region Economic Development	Community Futures Local Business Support Organizations
Budget: \$0 - \$10,000			

Strategic Priority: Foster Entrepreneurial Spirit		Timeframe: 12-18 months	
Tactic : Promote Specific Opportunities Relating to Hemp		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Market Research:</div><div>Conducting thorough market research to identify and validate the specific opportunities in the hemp industry.</div></div> <div><div>2. Regulatory Compliance:</div><div>Ensuring that all promoted opportunities comply with local, state, and federal regulations governing hemp production and sales.</div></div> <div><div>3. Resource Allocation:</div><div>Allocating sufficient resources (funding, personnel, marketing tools) to effectively promote hemp opportunities.</div></div> <div><div>4. Stakeholder Engagement:</div><div>Engaging key stakeholders, including farmers, businesses, investors, and community members, to support and participate in the promotion efforts.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Increased Investment:</div><div>Attracting investment in the hemp industry from local and external investors.</div></div> <div><div>2. Business Growth:</div><div>Supporting the growth and development of hemp-related businesses and ventures.</div></div> <div><div>3. Enhanced Awareness:</div><div>Raising awareness about the benefits and opportunities of the hemp industry among potential stakeholders and the general public.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Perform comprehensive market research to identify and validate specific opportunities within the hemp industry, such as cultivation, processing, product development, and sales.</div><div>2. Create high-quality promotional materials, including brochures, presentations, videos, and online content, to highlight the identified hemp opportunities.</div><div>3. Organize meetings, workshops, and forums to engage key stakeholders, including farmers, businesses, investors, and community members.</div><div>4. Implement a multi-channel marketing strategy to promote hemp opportunities through social media, local media, industry publications, and community events.</div><div>5. Showcase success stories and case studies of existing hemp businesses and projects to demonstrate the potential and viability of the industry.</div><div>6. Offer information sessions, webinars, and one-on-one consultations to provide detailed information and support to interested stakeholder</div></div>		Smoky River Region Economic Development	Private Sector
Budget: \$0 - \$			

Secondary Tactics

Strategic Priority: Foster Entrepreneurial Spirit			Timeframe: 12-18 months	
Tactic : Entrepreneurship Education in Schools			LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) <div><div>1. Program Relevancy: Ensuring the entrepreneurship curriculum is engaging, relevant, and age-appropriate for students.</div><div>2. Teacher Training: Providing adequate training and resources for teachers to effectively deliver entrepreneurship education.</div><div>3. Resource Allocation: Securing sufficient resources (funding, materials, guest speakers) to support the implementation of entrepreneurship education.</div><div>4. Student Engagement: Encouraging active participation and interest among students in entrepreneurship activities and lessons.</div><div>5. Partnerships: Establishing partnerships with local businesses, entrepreneurs, and educational institutions to enhance the program</div></div>				
Expected Results (Why we are doing it?) <div><div>4. Increased Investment: Attracting investment in the hemp industry from local and external investors.</div><div>5. Business Growth: Supporting the growth and development of hemp-related businesses and ventures.</div><div>6. Enhanced Awareness: Raising awareness about the benefits and opportunities of the hemp industry among potential stakeholders and the general public.</div></div>				
Actions Required			Champion	Partners
<div><div>1. Establish partnership with organization interested in facilitating program.</div><div>2. Establish partnership with schools interested in offering program.</div><div>3. Set purpose, objectives, and timeframes with lead organization and school representative.</div><div>4. Work with school and organization to design hands-on projects and activities that allow students to apply entrepreneurial concepts in real-world scenarios.</div><div>5. Promote successes of the program.</div><div>6. Monitor and evaluate</div></div>			Smoky River Region Economic Development	Local Schools Local Business Support Organization
Budget: \$0.00	Year 1: \$0.00	Year 2: \$0.00	Year 3: \$0.00	

Tertiary Tactics

Strategic Priority: Foster Entrepreneurial Spirit		Timeframe: 12-18 months	
Tactic : Shared Facilities and Equipment		LEVEL OF RISK MEDIUM-HIGH	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Resource Allocation:</div><div>Securing sufficient resources (funding, space, equipment) to establish and maintain these shared facilities.</div></div> <div><div>2. Maintenance and Management:</div><div>Implementing effective management and maintenance practices to keep facilities and equipment in good condition.</div></div> <div><div>3. Stakeholder Engagement:</div><div>Engaging stakeholders, including local businesses, educational institutions, and community organizations, to support and utilize shared facilities.</div></div> <div><div>4. Sustainability:</div><div>Developing a sustainable business model to ensure the long-term viability of shared facilities.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Increased Access to Resources:</div><div>Providing entrepreneurs and small businesses with access to high-quality facilities and equipment they might not afford on their own.</div></div> <div><div>2. Enhanced Collaboration:</div><div>Fostering collaboration and networking among users, leading to innovation and shared knowledge.</div></div> <div><div>3. Business Growth:</div><div>Supporting the growth and development of small businesses and startups by reducing overhead costs and providing necessary resources.</div></div> <div><div>4. Community Engagement:</div><div>Strengthening community ties by creating spaces where people can work, create, and collaborate.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Perform a needs assessment to identify the demand for shared facilities and equipment in the community.</div><div>2. Obtain funding from various sources, such as grants, local government support, private investments, and partnerships with businesses and educational institutions.</div><div>3. Find and secure suitable locations for the shared facilities, ensuring they are accessible and meet the needs of potential users.</div><div>4. Collaborate with local businesses, educational institutions, and community organizations to promote and support the use of shared facilities.</div><div>5. Launch a promotional campaign to raise awareness about the availability and benefits of the shared facilities, targeting potential users through various channels.</div></div>		Smoky River Region Economic Development	Private Sector Local Organizations
Budget: \$0			

Strategic Priority: Foster Entrepreneurial Spirit		Timeframe: 18-24 months	
Tactic : Run a Mentorship Program to Match New and Existing Entrepreneurs		LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Compatibility: Ensuring compatibility between mentors and mentees based on their expertise, needs, and personality traits.</div><div>2. Commitment: Both mentors and mentees need to commit sufficient time and effort to make the mentorship effective.</div><div>3. Program Structure: Designing a structured mentorship program that includes clear guidelines, expectations, and objectives.</div><div>4. Resource Allocation: Allocating sufficient resources (funding, personnel, training materials) to support the mentorship program.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Enhanced Knowledge and Skills: New entrepreneurs gain valuable knowledge, skills, and insights from experienced mentors.</div><div>2. Professional Growth: Both mentors and mentees experience professional growth and development through the exchange of ideas and experiences.</div><div>3. Strengthened Networks: Building stronger professional networks and fostering collaboration within the entrepreneurial community.</div><div>4. Business Success: Increased success rates for new businesses due to the guidance and support provided by experienced entrepreneurs.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Clearly define the objectives of the mentorship program, such as improving entrepreneurial skills, fostering business growth, and enhancing community support.</div><div>2. Identify and recruit experienced entrepreneurs who are willing to serve as mentors, ensuring they have the necessary expertise and commitment.</div><div>3. Develop criteria and a matching process to pair new entrepreneurs with suitable mentors based on their needs, goals, and compatibility.</div><div>4. Design a structured program that includes guidelines, expectations, timelines, and activities for mentors and mentees.</div><div>5. Offer training sessions and resources for mentors to help them effectively guide and support their mentees.</div><div>6. Promote the mentorship program to new and existing entrepreneurs through various channels, including business associations, community organizations, and social media.</div></div>		Smoky River Region Economic Development	Economic Development Organizations
Budget: \$0 - \$5,000			

Strategic Priority #5 – Infrastructure Investment

Description: Infrastructure investment is crucial for the Smoky River Region's economic development. By investing in transportation, broadband, utilities, healthcare, and education infrastructure, we enhance our region's competitiveness, connectivity, and quality of life, supporting sustainable growth and prosperity.

Core Tactics

1. Broadband Connectivity

Secondary

1. Employment Land Preparedness and Inventory
2. Housing Strategy

Tertiary

1. Centre of Innovation
2. Community Investment Fund
3. Transportation Networks (HS*)
4. Utilities and Processing Facilities (HS*)
5. Housing and Community Services (HS*)

Core Tactics

Strategic Priority: Infrastructure Investment		Timeframe: 0-6 months	
Tactic : Broadband Connectivity		LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Technical Challenges:</div><div>Addressing technical challenges related to the installation and maintenance of broadband infrastructure, especially in remote or underserved areas.</div></div> <div><div>2. Regulatory Compliance:</div><div>Ensuring compliance with local, state, and federal regulations related to telecommunications and infrastructure development.</div></div> <div><div>3. Stakeholder Engagement:</div><div>Engaging key stakeholders, including government agencies, private sector partners, and the community, to support and participate in the broadband initiative.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Enhanced Connectivity:</div><div>Improved broadband connectivity for residents, businesses, and institutions, leading to better access to information and services.</div></div> <div><div>2. Education and Workforce Development:</div><div>Improved access to online educational resources and training programs, supporting workforce development and lifelong learning.</div></div> <div><div>3. Quality of Life:</div><div>Enhanced quality of life for residents through improved access to telehealth, e-government services, and digital entertainment.</div></div> <div><div>4. Community Resilience:</div><div>Increased community resilience by providing reliable communication infrastructure that supports emergency services and disaster response.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Continue to finalize implementation of broadband in the region</div><div>2. Promote the implementation of broadband to specific markets (i.e. remote workers)</div><div>3. Implement a system to monitor and evaluate the performance of the broadband infrastructure, using metrics such as connectivity speeds, coverage, and user satisfaction.</div><div>4. Develop a sustainable business model for the long-term maintenance and operation of the broadband infrastructure, including pricing strategies and service agreements.</div><div>5. Regularly report on the progress and impact of the broadband connectivity initiative to stakeholders and the community, highlighting successes and addressing challenges.</div></div>		Smoky River Region Economic Development	Municipal Councils
Budget: \$5,000 (Promotion)			

Secondary Tactics

Strategic Priority: Infrastructure Investment		Timeframe: 12-18 months	
Tactic : Employment Land Preparedness and Inventory		LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div>1. Land Assessment: Conducting thorough assessments to identify suitable land for employment purposes.</div> <div>2. Zoning and Regulations: Ensuring compliance with local zoning laws and regulations to facilitate development.</div> <div>3. Infrastructure Readiness: Assessing and preparing necessary infrastructure, such as utilities, transportation access, and communications, to support employment land.</div>			
Expected Results (Why we are doing it?)			
<div>1. Increased Availability of Employment Land: More land ready for development, attracting businesses and fostering economic growth.</div> <div>2. Enhanced Business Attraction: Improved ability to attract new businesses and industries due to prepared and strategically located land.</div> <div>3. Efficient Land Use: Optimal and efficient use of land resources to meet the needs of businesses and the community.</div>			
Actions Required		Champion	Partners
<div>1. Perform an assessment to identify and evaluate potential land parcels suitable for business purposes, considering factors like location, size, accessibility, and current use.</div> <div>2. Create a detailed inventory of identified land parcels, including information on ownership, zoning, infrastructure, and potential uses.</div> <div>3. Collaborate with property owners, developers, businesses, and local government officials to gather support and input for land preparedness initiatives.</div> <div>4. Evaluate the infrastructure needs of identified employment lands, such as roads, utilities, transportation links, and communications, and develop plans to address any gaps.</div> <div>5. Create site readiness plans for each identified land parcel, outlining steps to prepare the land for development, including site clearance, utility connections, and infrastructure improvements.</div> <div>6. Obtain funding and resources needed for land preparation activities through government grants, private investments, and public-private partnerships.</div> <div>7. Implement a marketing campaign to promote the availability of prepared employment land to potential businesses, developers, and investors.</div>		Smoky River Region Economic Development	Professional Service Organizations
Budget: \$0 - \$20,000			

Strategic Priority: Infrastructure Investment		Timeframe: 18-24 months	
Tactic : Housing Strategy		LEVEL OF RISK LOW-MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Declining affordability resulting in housing insecurity, homelessness, and socioeconomic disparities.</div><div>2. Regulatory delays, uncertainties, and costs associated with regulatory processes, zoning restrictions, and permitting requirements.</div><div>3. Market Volatility such as fluctuations in the real estate market</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Increased affordability and accessibility of housing options for residents.</div><div>2. Enhanced economic stability and growth as housing needs are met.</div><div>3. Increased attractiveness of the region for businesses and investors.</div><div>4. Enhanced community resilience and sustainability.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Take a comprehensive and forward-looking approach to housing planning and development, considering long-term trends, growth projections, and future housing needs.</div><div>2. Develop Public-Private Partnerships</div><div>3. Develop a housing needs assessment.</div><div>4. Assess policy frameworks and make recommendations for housing policies and strategies to address identified needs and promote housing affordability, diversity, and sustainability.</div><div>5. Explore and identify financial incentives, subsidies, and grants to encourage developers to build affordable and workforce housing.</div><div>6. Simplify and expedite the permitting and approval process for housing projects to reduce costs, delays, and administrative burdens for developers.</div><div>7. Plan for land use and development in alignment with housing goals and objectives, including strategic land acquisitions, infill development, and redevelopment opportunities.</div><div>8. Regularly monitor housing market trends, track progress towards housing goals, and evaluate the effectiveness of housing policies and programs to make informed decisions and adjustments.</div><div>9. Remain responsive to changing market conditions, demographic shifts, and emerging challenges to continuously adapt and refine housing strategies and interventions.</div></div>		Smoky River Region Economic Development	<div>Provincial and Municipal Housing Agencies/Associations</div> <div>Economic Development Organizations</div> <div>Major Employers</div>
Budget: \$100,000			

Tertiary Tactics

Strategic Priority: Infrastructure Investment		Timeframe: 30-36 months	
Tactic : Centre of Innovation		LEVEL OF RISK MEDIUM	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Funding and Investment:</div><div>Securing sufficient funding and investment to establish and maintain the Centre of Innovation.</div></div> <div><div>2. Stakeholder Engagement:</div><div>Engaging key stakeholders, including businesses, educational institutions, government agencies, and the community, to support and participate in the center's activities.</div></div> <div><div>3. Infrastructure and Resources:</div><div>Ensuring the center is equipped with the necessary infrastructure, technology, and resources to support innovation.</div></div> <div><div>4. Program Development:</div><div>Designing and implementing programs that foster innovation, entrepreneurship, and collaboration.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Enhanced Innovation:</div><div>Increased innovation and technological advancements through collaborative efforts.</div></div> <div><div>2. Business Growth:</div><div>Support for the growth and development of startups and existing businesses through access to resources and expertise.</div></div> <div><div>3. Education and Training:</div><div>Improved education and training opportunities for students, entrepreneurs, and professionals.</div></div> <div><div>4. Community Engagement:</div><div>Strengthened community engagement and collaboration in activities hosted at innovation centre.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Obtain funding from various sources, including government grants, private investments, corporate sponsorships, and public-private partnerships.</div><div>2. Collaborate with businesses, educational institutions, government agencies, and community organizations to gather support and input for the center including its feasibility.</div><div>3. Identify and secure a suitable location for the center, ensuring it is accessible and equipped with the necessary infrastructure.</div><div>4. Design and equip the center with state-of-the-art technology, laboratories, workspaces, and meeting areas to support innovation activities.</div><div>5. Develop a range of programs and services, including incubators, accelerators, research and development labs, mentorship, and training workshops.</div><div>6. Implement a marketing and outreach campaign to promote the center to potential users, partners, and investors.</div></div>		Smoky River Region Economic Development	Local Organizations Municipal Councils
Budget: \$20,000 - \$1,000,000			

Strategic Priority: Infrastructure Investment		Timeframe: 30-36 months	
Tactic : Community Investment Fund		LEVEL OF RISK MEDIUM - HIGH	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Governance and Management:</div><div>Establishing a robust governance structure and management team to oversee the fund's operations and investment decisions.</div></div> <div><div>2. Stakeholder Engagement:</div><div>Engaging stakeholders, including local businesses, government agencies, and community members, to support and participate in the fund.</div></div> <div><div>3. Risk Management:</div><div>Implementing risk management practices to safeguard the fund's assets and ensure prudent investment decisions.</div></div> <div><div>4. Regulatory Compliance:</div><div>Ensuring compliance with all relevant financial regulations and legal requirements.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Regional Branding:</div><div>Enhance the region's reputation as one that invests in itself.</div></div> <div><div>2. Job Creation:</div><div>Supporting job creation and retention in the community by funding businesses and projects that generate employment.</div></div> <div><div>3. Community Engagement:</div><div>Fostering a sense of community ownership and involvement in local economic development initiatives.</div></div> <div><div>4. Financial Returns:</div><div>Generating financial returns that can be reinvested into the fund to support additional projects and initiatives.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Outline the fund's goals, target sectors, investment criteria, and governance structure.</div><div>2. Obtain funding from government grants, donations, sponsorships, and community fundraising.</div><div>3. Create a board with key stakeholders and finance experts to oversee the fund.</div><div>4. Recruit a team to handle daily operations and investment evaluations.</div><div>5. Define guidelines for how funds will be allocated to community projects and businesses.</div><div>6. Raise awareness and attract investors and beneficiaries through a promotional campaign.</div><div>7. Solicit and review funding proposals from local businesses and organizations.</div><div>8. Choose projects with strong economic impact and potential financial returns.</div><div>9. Track the performance of funded projects and provide ongoing support</div></div>		Smoky River Region Economic Development	<div>Financial Institutions</div> <div>Private Sector</div> <div>Local Organizations</div>
Budget: \$0 - \$20,000			

Strategic Priority: Infrastructure Investment		Timeframe: 30-36 months	
Tactic : Assess Transportation Networks for Future Improvements		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Comprehensive Data Collection: Ensuring thorough data collection on current transportation infrastructure and usage.</div><div>2. Stakeholder Engagement: Engaging key stakeholders, including government agencies, businesses, and community members, to gather diverse perspectives and input.</div><div>3. Technical Expertise: Leveraging technical expertise to accurately assess the condition and performance of transportation networks.</div><div>4. Funding for Assessment: Securing funding to conduct a comprehensive assessment.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Detailed Understanding: A detailed understanding of the current state of transportation networks, including strengths, weaknesses, and areas for improvement.</div><div>2. Data-Driven Decisions: Ability to make informed, data-driven decisions about future transportation investments and improvements.</div><div>3. Improved Planning: Enhanced planning and prioritization of transportation projects based on assessment findings.</div><div>4. Stakeholder Alignment: Better alignment and collaboration among stakeholders on transportation priorities and strategies.</div><div>5. Foundation for Funding: Establishing a strong foundation for securing funding for transportation improvements based on assessed needs.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Define Scope and Objectives: Clearly define the scope and objectives of the transportation network assessment.</div><div>2. Engage Stakeholders: Collaborate with government agencies, businesses, and community members to gather input and support for the assessment.</div><div>3. Collect Data: Conduct comprehensive data collection on current transportation infrastructure, usage patterns, and performance metrics.</div><div>4. Analyze Data: Analyze the collected data to identify strengths, weaknesses, gaps, and areas for improvement in the transportation network.</div><div>5. Conduct Technical Assessments: Perform technical assessments of transportation infrastructure, such as roads, bridges, public transit systems, and pedestrian pathways.</div><div>6. Compile Findings: Compile the assessment findings into a detailed report, highlighting key insights and recommendations.</div></div>		Smoky River Region Economic Development	Private Sector Professional Transportation Services Local Organizations
Budget: \$20,000 – \$50,000			

Strategic Priority: Infrastructure Investment		Timeframe: 30-36 months	
Tactic : Utilities and Processing Facilities (HS*)		LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)			
<div><div>1. Infrastructure Investment:</div><div>Securing sufficient funding and investment for the development of utilities and processing facilities.</div></div> <div><div>2. Regulatory Compliance:</div><div>Ensuring compliance with local, state, and federal regulations related to utilities and hemp processing.</div></div> <div><div>3. Technical Expertise:</div><div>Leveraging technical expertise in the design, construction, and operation of processing facilities.</div></div> <div><div>4. Sustainability:</div><div>Implementing sustainable practices in the development and operation of facilities to minimize environmental impact.</div></div>			
Expected Results (Why we are doing it?)			
<div><div>1. Enhanced Processing Capacity:</div><div>Increased capacity for processing hemp, supporting the growth of the hemp sector.</div></div> <div><div>2. Economic Development:</div><div>Stimulated economic growth through the creation of new businesses, jobs, and market opportunities in the hemp industry.</div></div> <div><div>3. Improved Infrastructure:</div><div>Enhanced infrastructure supporting the hemp sector, including utilities and processing facilities.</div></div> <div><div>4. Sustainable Practices:</div><div>Adoption of sustainable practices in the development and operation of hemp processing facilities.</div></div>			
Actions Required		Champion	Partners
<div><div>1. Establish partnerships to assess utilities and processing facilities.</div><div>2. Clearly define what you need to find out.</div><div>3. Get input from farmers, businesses, government agencies, and community members.</div><div>4. Gather information on current utilities and facilities and predict future needs.</div><div>5. Identify gaps and future requirements from the data collected.</div><div>6. Evaluate the condition and capacity of existing utilities and facilities.</div><div>7. Summarize findings and recommendations in a report.</div></div>		<div>Smoky River Region Economic Development</div>	<div>Private Sector Local Organizations</div>
Budget: \$0 - \$10,000			

Strategic Priority: Infrastructure Investment			Timeframe: 30-36 months	
Tactic : Housing and Community Services			LEVEL OF RISK LOW	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)				
1. Funding and Investment: Securing sufficient funding to enhance housing and community services.				
2. Sustainability: Implementing sustainable practices in housing and community service improvements.				
3. Service Integration: Coordinating with various service providers to ensure comprehensive community service enhancement.				
Expected Results (Why we are doing it?)				
1. Improved Housing: Better housing options that attract new residents and businesses.				
2. Enhanced Community Services: Improved community services such as healthcare, education, and recreation.				
3. Economic Growth: Stimulated local economy through increased business and citizen attraction.				
4. Higher Quality of Life: Enhanced quality of life for residents.				
5. Community Engagement: Strengthened community involvement and support for local initiatives.				
Actions Required			Champion	Partners
1. Clearly define what needs to be improved in housing and community services.			Smoky River Region Economic Development	Private Sector Local Organizations
2. Get input from residents, businesses, and local government.				
3. Evaluate the current state of housing and community services.				
4. Determine what's missing or needs improvement.				
5. Create a simple action plan to enhance housing and community services.				
6. Secure funding from government grants, private investments, and other sources.				
7. Carry out the planned housing and community service enhancements.				
8. Inform the community and potential new residents and businesses about the improvements.				
9. Regularly check on the progress of the improvements.				
10. Collect feedback from the community and make adjustments as needed.				
Budget: \$0.00	Year 1: \$0.00	Year 2: \$0.00	Year 3: \$0.00	