



2010 Strategic Plan

South Central Enterprise Region

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PREAMBLE






Comprehensive Planning

As SCER moves forward with its planning processes it utilizes a model that ties all the pieces or planning processes together. The Board and staff of the ER can clearly see how all the parts of the various planning process fit together. The ER uses the model not only as an internal planning tool but also to meet current expectations of Enterprise Saskatchewan's guidelines.

All of the components required by Enterprise Saskatchewan's guidelines for application are included in the process; the formatting of the document is only adjusted to represent a clearer flow from process to process. More importantly the "model" or process will solidify the planning process and assist moving SCER Inc. forward successfully meeting the expectations of its members and stakeholders.

Key Components of the Model

This model is comprised of five main components:

-  Strategic Planning
-  Strategic Imperatives (Strategic Directions)
-  Operational Planning
-  Action/Tactical Planning
-  Financial Planning

Key Principles of the Model

The model has 5 principles. In *figure 1*, as you move from top to bottom of the model:






-  The planning horizon (measured in time) decreases.
-  The level of detail increases.
-  The specificity of the associated targets and metrics increases.
-  The number of people involved with planning and execution increases.
-  The level of staff involved in planning and execution decreases.

FIGURE 1 INTEGRATED PLANNING MODEL








The Law of Diminishing Detail

The diagram below shows how the farther you plan from the current quarter, the less detail you should be articulating. Eliminating unnecessary detail allows greater attention to be placed in the areas of planning that can really make a difference.

Refreshed SI's	Quarter X	Quarter X + 1	Quarter X + 2	Quarter X + 3
SI #1	Bus Plans to achieve SI • BP 1(a) • BP 1(b) • BP 1(c)	Bus Plans to achieve SI's	Bus Plans to achieve SI's	Bus Plans to achieve SI's
SI #2	Bus Plans to achieve SI • BP 2(a) • BP 2(b) • BP 2(c)		Bus Plans to achieve SI's	Bus Plans to achieve SI's
Etc...	Bus Plans to achieve SI • BP X(a) • BP X(b) • BP X(c)			Bus Plans to achieve SI's

Level of Detail






The law of diminishing detail really quite simply:

-  Puts detail in your plans only where it is needed.
-  Results of one action often lead to more and/or different unanticipated actions.
-  Puts the greatest detail in your plans only for things that are going to occur in the next quarter or so.
-  Puts at least some placeholders in your plan for initiatives or activities that must take place 4 to 6 quarters away.
-  You will be reviewing and updating your plan at least quarterly, so don't put a lot of effort into making detailed plans for more than 2 quarters away. Everything is likely to change anyway.

The result is that the short term plans are more accurate because there was less focus on creating endless detail for things that may never happen. Better, more fully thought out short term plans have a better chance of success and results.

SCER Focus

It is important to note that SCER focuses on those activities that generate positive growth in:

-  overall tax base (measure: property assessment);
-  population (measure: Sask Health);
-  individual and corporate wealth (measure: Census);
-  the creation of new jobs: (measure: employment, participation and number of people on unemployment insurance -Moose Jaw); and
-  the creation of new or expanded businesses by community.

Introduction

Corporate Background and Information

Who Are We

South Central Enterprise Region Inc. is a not for profit corporation who was incorporated under the laws of Saskatchewan January 21st, 2009.

The boundaries of the SCER service area includes but is not limited to the outer boundaries of the Rural Municipalities of:

RM NAME	#	RM NAME	#
Happy Valley	10	Gravelbourg	104
Hart Butte	11	Redburn	130
Poplar Valley	12	Shamrock	134
Bengough	40	Pense	160
Old Post	43	Chaplin	164
Waverley	44	Marquis	191
Key West	70	Shamrock	134
Wood River	74	Enfield	194
Elmsthorpe	100		

Municipalities within the SCER service area include:

Zone 1		Zone 2		Zone 3	
RM Name	#	RM Name	#	RM Name	#
Marquis No.	191	Redburn No.	130	Hart Butte No.	11
Chaplin No.	164	Baildon No.	131	Poplar Valley No.	12
Enfield No.	194	Hillsborough No.	132	Bengough No.	40
Pense No.	160	Rodgers No.	133	Willow Bunch No.	42
Moose Jaw No.	161	Shamrock No.	134	Old Post No.	43
Caron No.	162	Elmsthorpe No.	100	Waverley No.	44
Wheatlands No.	163	Terrell No.	101	Happy Valley	10
		Lake Johnston No.	102		
		Sutton No.	103		
		Gravelbourg No.	104		
		Key West No.	70		
		Excel No.	71		
		Lake Of The Rivers No.	72		
		Stonehenge No.	73		
		Wood River No.	74		

The Board of Directors of the South Central Enterprise Region Inc. are:

Full Name	Address	Occupation
Barry Gunther	The Resort Village of Sun Valley, SK	Retired
Cal Jorstad	RM of Moose Jaw, SK	Business Owner/Agricultural Producer
Elmer Klassen	Moose Jaw, SK	Realtor
Micheal Klein	Wood Mountain, SK	Retired
Ron Kurz	Central Butte, SK	Retired Farmer
Brian Martynook	Moose Jaw, SK	Executive Director
Garry McKay	Moose Jaw, SK	City Manager
Ryan Miller	Lafleche, SK	Regional Sales Manager
Michael Wolverine	Moose Jaw, SK	Executive Director
Carol Peterson	Ogema, SK	Insurance Broker
Edward Plumb	Coronach, SK	Production Support Coordinator
Stewart Scott	Briercrest, SK	Retired
Ron Walter	Moose Jaw, SK	Journalist
Peter Lapointe	Moose Jaw, SK	Campus Director
Marc Topola	Assiniboia, SK	CEO
David Ogle	Assiniboia, SK	Business Owner
Rochelle Neff	RM of Excel, SK	Administrator

Vision 2013

As a global leader in regional economic development, we will be considered to be the model for innovative economic and business thought and expertise without changing our unique quality of life and our sense of community and place.

By focusing on our diverse regional economic sectors, we will see positive growth in our overall tax base, population, and individual and corporate wealth which will lead to the creation of new jobs, new businesses, and positive urban and rural development.

This success will also ensure that our Region will have the infrastructure we require to continually improve which in turn will increase our abilities to commercialize and attract new opportunities.

We will be renowned for shaping our pattern of economic development to balance the needs for growth with the environment and for solving problems through collaboration and cooperation among the various units of government, education, civic organizations, and the private sector.

Mission

The mission of South Central Enterprise Region Inc is to foster increased capacity for sustainable economic sector development.

Values

Accountable

WE SET MEASURABLE PERFORMANCE GOALS WHICH SUPPORT THE PRIORITIES OF THE REGION AS ESTABLISHED BY OUR SECTORS, OUR STRENGTHS, AND OUR STAKEHOLDERS AND ARE GIVEN THE NECESSARY AUTHORITY AND RESOURCES TO ENABLE US TO ACHIEVE THESE GOALS. WE ARE PROUD OF THE PROFESSIONALISM, COMPETENCY AND DEDICATION THAT EXIST THROUGHOUT THE ORGANIZATION AND RECOGNIZE OUR OBLIGATIONS TO BE TRANSPARENT AND ACCOUNTABLE TO OUR STAKEHOLDERS, WITHOUT EXCEPTION.

Fairness

WE RECOGNIZE AND APPRECIATE THE UNIQUENESS OF OUR REGIONAL STAKEHOLDERS WITHIN OUR DEFINED GEOGRAPHICAL AREA AND VALUE THEIR INDIVIDUAL NEEDS AND CONTRIBUTIONS CREATED BY DIFFERENT EXPERIENCES AND PERSPECTIVES. WE ARE COMMITTED TO TREATING EACH AND EVERY REGIONAL STAKEHOLDER WITHIN OUR AUTHORITY WITH RESPECT, DIGNITY, AND EQUALITY.

OUR DECISIONS WILL BE BASED ON SERVING THE MAJORITY OF INTERESTS AND BASED UPON THE MOST CURRENT INFORMATION THAT WE HAVE PRESENTED OR AVAILABLE TO US.

Participatory

WE BELIEVE IN A PARTICIPATORY STYLE OF GOVERNANCE WHEREBY OUR REGIONAL STAKEHOLDERS WILL HAVE A SAY IN DECISIONS PROPORTIONAL TO THE DEGREE THAT PARTICULAR DECISIONS WE ARE CONSIDERING WILL AFFECT

THEM. THE VIEWS OF OUR REGIONAL STAKEHOLDERS ARE CRITICAL TO ACHIEVING OUR MISSION AND VISION AND THIS IS ESSENTIAL SO THAT OUR DECISIONS AND ACTIONS ARE IN THE BEST INTERESTS OF THE MAJORITY.

Partnerships, Cooperation, and Collaboration

WE PLACE A HIGH VALUE ON BUILDING PARTNERSHIPS WITH OUR REGIONAL STAKEHOLDERS TO ASSURE WE UNDERSTAND THEIR NEEDS AND CONTINUE TO DELIVER THE SERVICES THEY DESIRE IN THE MOST EFFECTIVE MANNER POSSIBLE.

WE RESPECT EACH OTHER AS INDIVIDUALS, AND WE TAKE THE TIME AND EFFORT TO SHOW IT. WE TREAT ALL OUR REGIONAL STAKEHOLDERS WITH THE SAME CONSIDERATION FOR THEIR IDEAS AND CONCERNS. WE REALLY LISTEN TO, AND GIVE EACH OTHER HONEST FEEDBACK. WE RECOGNIZE PARTNERSHIPS AMONG WORK GROUPS AND EMPLOYEES AS ESSENTIAL TO EFFECTIVELY MAXIMIZING RESOURCES AND DELIVERING HIGH QUALITY SERVICES.

Environmentally Conscious

OUR ENVIRONMENT IS CRITICAL TO THE SUCCESS OF OUR REGION AND ENVIRONMENTAL SUSTAINABILITY WILL BE BALANCED WITH ECONOMIC AND BUSINESS DEVELOPMENT IN OUR DECISION MAKING PROCESSES.

Proactive

WE STRIVE FOR EXCELLENCE IN THE QUALITY AND PRODUCTIVITY OF OUR WORK AND WILL CREATE A BUSINESS ENVIRONMENT IN WHICH WE LOOK FOR NEW SOLUTIONS AND EXPERIMENT WITH INNOVATIVE WAYS TO DO THINGS - EVEN IF THEY DON'T ALWAYS WORK THE FIRST TIME. WE RECOGNIZE THE NEED TO BE DYNAMIC IN MEETING OUR STAKEHOLDERS CHANGING NEEDS WHICH WILL ALLOW US TO DEVELOP AND GROW IN A SUSTAINABLE MANNER.

Equitable

WE RECOGNIZE OUR RESPONSIBILITIES THAT WE ARE ENTRUSTED WITH IN DEVELOPING OUR REGION AND WILL ENSURE THAT OUR DECISIONS AND DEALINGS ARE CONDUCTED AND ADMINISTERED IN A FAIR, BALANCED, AND IMPARTIAL MANNER.

Supportive of Private Sector Development

WE WILL BE SUPPORTIVE OF PRIVATE SECTOR DEVELOPMENT THAT IS CONSISTENT WITH OUR VALUES AND MISSION AND ACCOMMODATING TO OUR VISION.

Core Services (P= Program; S= Service)

Service / Program Name	P / S	Service / Program Defined
Regional Business Retention and Expansion.	P	Determining issues, needs and concerns of business that affect their profitability and ease of doing business analyze and determine recommendations and actions.
Regional Planning Resource	S	Assisting with the development of municipal economic development plans. Information garnered from community plans will be useful in encouraging regional collaboration in project and industry development.
Project Funding	S	Providing project based matching funding to communities and groups for the development of economic development focused projects.
Path Finding	S	Listening, analyzing needs and directing clients to the right service or opportunity for their situation promptly utilizing the “shortest-path”. Path finding would include referral services; business planning; networking; and regional business communication; internal research and one on one consultation.
Business Industry Intelligence	PS	Business research and regional profile development which would include business needs assessments; infrastructure asset mapping; and related regional based services. NOTE: In this program area SCER will take a very focused approach to asset mapping and map those assets that are the most immediate needs of business development more specifically water, waste water management, communications, power and transportation.
Business Attraction and Investment Readiness.	P	The development and implementation of a focused Business attraction Strategy. This includes assisting the region in becoming “Investment Ready”. Investment Ready means taking a proactive approach to business attraction versus a reactive approach which could include but is not limited to: tax sharing agreements, zoning, servicing, services, property availability, accurate regional profile data, business friendly bylaws, reducing red tape. SCER roll in Investment Readiness is to inventory investment readiness measures, identify gaps and inform authorities of those gaps.
Special Projects	P	SCER will in some circumstances undertake in its own right or in partnership with other entities certain projects that show potential to have a significant economic benefit to the region, generally up to the feasibility stage.

Strategic Directions

The following Strategic Directions define what SCER staff and Board must collectively work to accomplish in the next 12 months and beyond.

1 Building Regional Economies

SCER is built around its natural regional economy, the area in which people live and/or travel to work, do business, and obtain goods and services. New relationships, new collaboration and new partnerships should be pursued, formed and developed within the region to achieve and sustain economic growth. Development of regional capacity to generate new ideas to increase investment, resources and businesses is essential.

2 Fostering a Culture of Enterprise and Innovation

Enterprise and innovation are at the foundation of any successful regional economic strategy. For the South Central region to be successful it must have a business environment conducive to attracting, creating, retaining, and expanding business. SCER in seeking new ways to prosper will be best served by fostering an entrepreneurial climate and pro-business attitude to encourage local business start-ups, innovation, expansions, and investment attraction. SCER must be investment-ready and move from a reactive to a proactive mode to create opportunities.

3 Building on Competitive Advantages

SCER must be able to identify, assess, improve, or create advantages to maintain a competitive position in the face of global markets. An integrated economic, social and environmental approach will capitalize on a region's natural attributes to sustain and enhance regional wealth. SCER must focus its efforts on the economic approach and collaborate with those whose focus is social and environmental approaches.

4 Engaging Leadership in, and Effective Governance of, Regional Economic Development

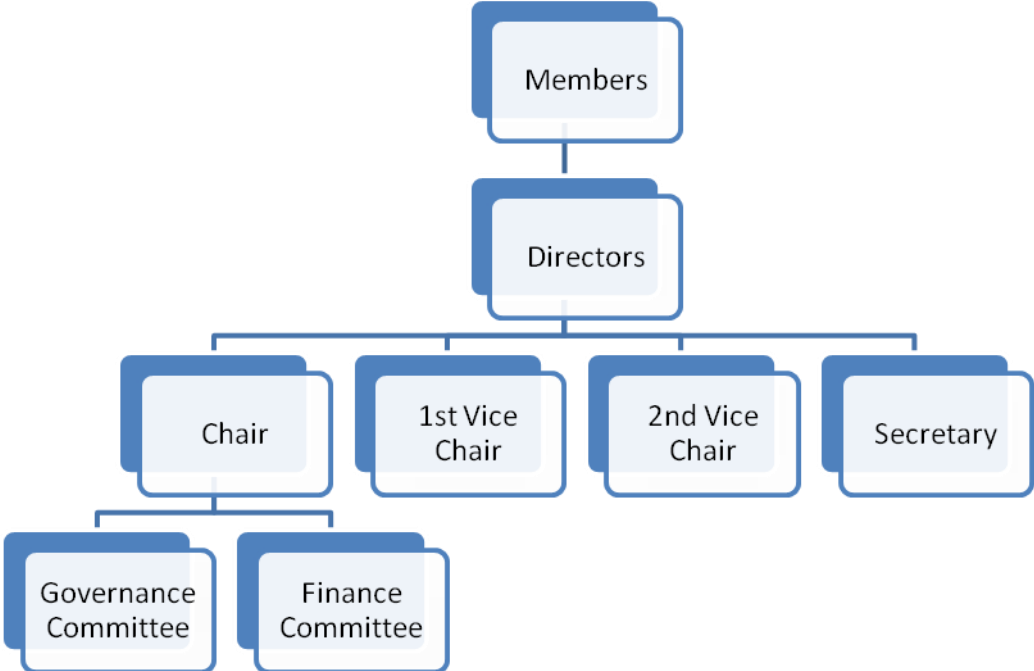
To ensure that SCER's development and economic growth is maintained, new leaders within business, communities and organizations must be identified and developed. As well, SCER itself must engage leaders and encourage new ideas to effectively coordinate the economic development of the region.

5 Building and Maintaining a Strong Stable Organization

To be effective as leaders in the economic development of the region it must ensure that SCER Inc. builds and maintains a strong stable organization that can meet the needs of its members and stakeholders consistently and for the long term.

Corporate Governance

Board



Staff

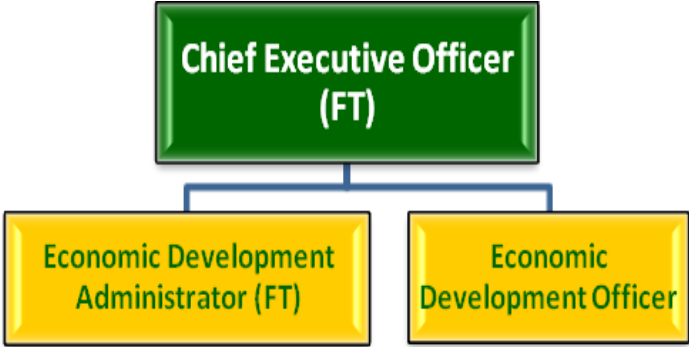


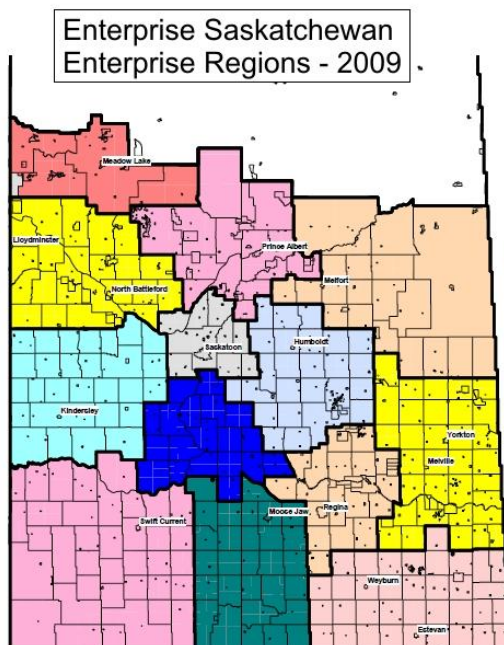
FIGURE 2 STAFFING STRUCTURE

South Central Enterprise Region

The South Central Enterprise Region

The South Central Enterprise Region is comprised of what used to be two Regional Economic Development Authorities, Red Coat and Moose Jaw.

FIGURE 3 ENTERPRISE REGION MAP



The South Central Enterprise Region consists of the following rural municipalities and urban municipalities therein: Baildon No. 131, Bengough No. 40, Caron No. 162, Chaplin No. 164, Elmsthorpe No. 100, Excel No. 71, Gravelbourg No. 104, Hart Butte No. 11, Hillsborough No. 132, Key West No. 70, Lake Johnston No. 102, Lake Of The Rivers No. 72, Marquis No. 191, Moose Jaw No. 161, Old Post No. 43, Pense No. 160, Poplar Valley No. 12, Redburn No. 130, Rodgers No. 133, Shamrock No. 134, Stonehenge No. 73, Sutton No. 103, Terrell No. 101, Waverley No. 44, Wheatlands No. 163, Willow Bunch No. 42, Wood River No. 74, Happy Valley No. 10 and Enfield No. 194.

Funding

The Enterprise Region will have available to it the following financial resources:

Funding Available			
Base	\$ 75,000.00		\$ 75,000.00
Per Capita	\$ 2.44	51530	\$ 126,458.00
Sq Kms	\$.873	25400	\$ 23,059.00
			\$ 224,517.00
Matching	Prov		\$ 75,000.00
Matching	Other		\$ 75,000.00
			\$ 150,000.00
		Can be used for Operations	
Total Available			\$ 375,517.00

Year Ending March 31, 2011

Strategic Imperative 1 Milestones

Strategic Imperative Title		1 Building Regional Economies
		Complete by: March 31, 2011
Strategic Imperative statement		
ERs are built around natural regional economies which are essentially commuter-sheds (that suggest a level of economic integration occurring within the region itself) – the areas in which people live and/or travel to work, do business, and obtain goods and services. New relationships, new collaboration and new partnerships should be pursued, formed and developed within these commuter-sheds to achieve and sustain economic growth. Development of regional capacity to generate new ideas to increase investment, resources and businesses is essential.		
Background		Executive Accountability: CEO
We are all stronger when we work together. The ER is positioned to facilitate the development of partnerships and pursue collaborative efforts that can truly benefit the entire region.		
Milestones to accomplish this Strategic Imperative	Develop standardized business attraction tool/template that can be used whenever a business attraction opportunity presents itself.	
	<i>SCER (Rural) Business Retention and Expansion Program - Business Retention & Expansion Program" to survey targeted rural employers to determine barriers to investment, needs, wants, issues, barriers, labour issues, red flags, expansion plans, etc. CITY OF MOOSE JAW Develop a Business Visitation Program with the initial focus on the major employers in the city. Cancelled due to funding cutbacks.</i>	
	CITY OF MOOSE JAW Develop and implement a strategy that will ensure direct input and access to the Regina Global Distribution Hub and any potential spin-off opportunities.	
Measures of Success		
At least 3 measures.	Template implemented.	
	Strategy implemented.	
	A list of potential target spin-off businesses created.	

Strategic Imperative 2 Milestones

Strategic Imperative Title		2 Fostering a Culture of Enterprise and Innovation
		Complete by: March 31, 2011
Strategic Imperative statement		
Enterprise and innovation are at the foundation of any successful regional economic strategy. Successful regions have a business environment conducive to attracting, creating, retaining, and expanding business. Many regions seeking new ways to prosper will be best served by fostering an entrepreneurial climate and pro-business attitude to encourage local business start-ups, innovation, expansions, and investment attraction. ERs must be investment-ready and move from a reactive to a proactive mode to create opportunities.		

Background		Executive Accountability: CEO
Developing and retaining our young people is important to our regional growth strategy.		
Milestones to accomplish this Strategic Imperative	Saskatchewan Young Professional Entrepreneurs - Partnership Initiative with South Central Community Futures to undertake development of a SYPE chapter.	
	CITY OF MOOSE JAW Conduct a pre-feasibility analysis for a business incubator.	
Measures of Success At least 3 measures.	SYPE Chapter	
	PX2 – 12 trained	
	Four developmental workshops for Young Entrepreneurs and Professionals	

Strategic Imperative 3 Milestones

Strategic Imperative Title		3 Building on Competitive Advantages
		Complete by: March 31, 2011
Strategic Imperative statement		
All regions must be able to identify, assess, improve, or create advantages to maintain a competitive position in the face of global markets. An integrated economic, social and environmental approach will capitalize on a region's natural attributes to sustain and enhance regional wealth.		
Background		Executive Accountability: CEO
In order to move forward and build on what we have we need a clear understanding of what our consolidated assets are. Constant stakeholder input will be required if the ER is to be successful in meeting its mission and mandate.		
Milestones to accomplish this Strategic Imperative	SCER will determine Sector Team Terms of Reference and will use the concept to establish initially a Seed Cleaning and Processors Sector Team.	
	Asset Mapping - Regional physical infrastructure identification and taking inventory, including water, waste water treatment, communications, power and gas transmission, all transportation (including air) as well as available buildings. The project will assist in understanding what is and is not in the region for infrastructure to support business.	
	Develop municipal economic development planning program to assist in defining opportunities and target sectors and industries. A pilot project will be developed to determine the cost/benefit to SCER and the participating communities. The pilot will utilize one community "first come first served". The pilot will be combined with the asset mapping initiative.	
	Execute Regional stakeholder meetings to determine issues and concerns to gain a better understanding of the needs of the region and to promote the newly created organization. To communicate the mandate and vision of SCER to	

	stakeholders.	
	MOOSE JAW REGINA INDUSTRIAL CORRIDOR - SCER is working in collaboration with the Regina Enterprise Region to facilitate a Municipal Stakeholders action plan to advance the Moose Jaw Regina Industrial Corridor towards shovel-readiness, as it is a vital hub for increased growth and investment.	
	Identify opportunities for geothermal heating as a competitive advantage to the City of Moose Jaw (heating Multiplex).	
	Undertake Qu'Appelle Watershed Conveyance project. Working in partnership (as the applicant) with Saskatchewan Water Shed Authority and in collaboration with RROC to advance a major water conveyance project that will be vital for increased industrial and agricultural growth and investment.	
	SCER in collaboration with the Canadian Home Builders Association will determine Sector Team Terms of Reference and will use the concept to establish initially a Regional Residential Construction Sector Team.	
	CITY OF MOOSE JAW Develop/re-develop a marketing plan for the City of Moose Jaw around the brand "Surprisingly Unexpected".	
	CITY OF MOOSE JAW Develop a Distribution Centre Development Strategy and Implementation Plan.	
	CITY OF MOOSE JAW Develop and Implement a Business Attraction Strategy focused on High Tech companies.	
	CITY OF MOOSE JAW Pursue becoming a provincial oil and gas training location.	
	CITY OF MOOSE JAW Investigate and promote the Moose Regina Corridor to new businesses and existing businesses.	
	CITY OF MOOSE JAW To identify all polluted site within the City in order to determine land development and property remediation costs so these sites are available for sale on the open market.	
	CITY OF MOOSE JAW Develop a Municipal Airport Development/Enhancement Strategy.	
	CITY OF MOOSE JAW To identify all polluted site within the City in order to determine land development and property remediation costs so these sites are available for sale on the open market.	
	CITY OF MOOSE JAW To develop a City business attraction marketing plan for the City.	
	CITY OF MOOSE JAW To service inquiries for City of Moose Jaw development – conducting tours, arranging delegation tours (i.e. China); VIP lunches (with Mayor) as required; printing documents, etc.	

Measures of Success At least 3 measures.	Pilot Sector Teams set up x 2
	Asset Mapping completed for SCER region and on website
	Moose Jaw Regina Corridor – Official Plan and Strategic Marketing Plan underway
	Business Attraction Marketing Plan presented to the EDC
	Mayor’s Delegation to China completed
	Qu’Appelle Conveyance Project underway

Strategic Imperative 4 Milestones

Strategic Imperative Title		4 Engaging Leadership in, and Effective Governance of, Regional Economic Development
		Complete by: March 31, 2011
Strategic Imperative statement To ensure that regional development and economic growth is maintained, new leaders within business, communities and organizations must be identified and developed. As well, the ER itself must engage leaders and encourage new ideas to effectively govern and coordinate the economic development of the region.		
Background		Executive Accountability: CEO
The ER must insure that the Board represents business, industry communities and organizations if it is to truly be in a position to provide valuable services that meet their needs.		
Milestones to accomplish this Strategic Imperative	Host initial Board orientation workshop to review Board current policies and CEO operational work plan(s).	
	CITY OF MOOSE JAW Develop a First Nations partnership strategy.	
	Board Governance Committee established	
Measures of Success	Annual Board Agenda completed	
	Board evaluation completed	
	Two Board governance training sessions delivered	
	Board orientation completed with training manual	

Strategic Imperative 5 Milestones

Strategic Imperative Title		5 Building And Maintaining A Strong Stable Organization
		Complete by: March 31, 2011
Strategic Imperative statement To ensure that SCER Inc. builds and maintains a strong stable organization that can meet the needs of its members and stakeholders consistently and for the long term.		
Background		Executive Accountability: CEO
Corporate development will be critical to the success of the ER.		
Milestones to accomplish this Strategic Imperative	Develop a standardized inquiry tracking system template.	
	Communications Plan - Continue Website Development	

	Communications Plan - Board and CEO MLA, MP Updates	
	Communications Plan - External Advertising / Marketing.	
	CITY OF MOOSE JAW To Conduct a cost analysis related to the current South central Enterprise Region contract with the City of Moose Jaw in relation to start-up and operational costs of establishing a stand-alone City Department.	
	CITY OF MOOSE JAW To identify specific economic development or growth related benchmarks of the City as a means to measure economic growth.	
	CITY OF MOOSE JAW To review and update the existing Economic Development Commission Bylaw and terms of reference in accordance with the desires of the newly elected Council.	
	CITY OF MOOSE JAW To design an investment ready and business focused website, linked seamlessly to the city's website.	
Measures of Success	Positive support from MLA's	
	Positive feedback from City on Service Contract	
	Professional Website	
	Municipal Stakeholder feedback is positive	