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| Title: Regional Community Development Committee (RCDC): Work Plan | | Policy No.: **02-01 E** |
| Section: **61 - M** | Code: **P - A** | Page No.: **1 of 8** |

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| Purpose: | To establish a Regional Community Development Committee (RCDC) Work Plan for Smoky Lake County for the Smoky Lake County Regional Community Development Committee (RCDC) Program. |

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| Policy Statement and Guidelines: |
| **STATEMENT:**  The **Regional Community Development Committee (RCDC) Work Plan,** ***Schedule “A”*** outlines the Work Schedule of Projects and duties on a daily, weekly, monthly, and periodic time frame which provides detailed work to be undertaken in the Regional Community Development Committee (RCDC) Program.  **BENEFITS:**  The Regional Community Development Committee (RCDC) Work Plan will provide the following benefits:  ■ Broaden the portfolio of the Regional Community Development Committee (RCDC).  ■ Good understanding of the process of the Regional Community Development Committee (RCDC).  ■ Increase efficiency and strengthen timeframe of deadlines.  ■ Establishes accountability of the Program.  ■ Communication and Cross-Training Tool.  **REVIEW:**  The Regional Community Development Committee (RCDC) Work Plan will be reviewed and presented to Council on an annual basis beginning of each year. |

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|  | Municipality | Date | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **Chief Administrative Officer** |
| Approved | **RCDC: 178-20**  **Smoky Lake County: 911-20** | **June 10, 2020**  **June 25, 2020** |
| Amended | **RCDC:**  **Smoky Lake County:** |  |
| Amended |  |  |

**Section 61-M Policy: 02-01**

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**SCHEDULE “A”**

**REGIONAL COMMUNITY DEVELOPMENT COMMITTEE (RCDC): WORK PLAN 2021**

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| **TIME** | **WORK**  **SCHEDULE**  **PROJECTS** | **WORK DESCRIPTION**  **PROJECTS** | **ELEMENTS: TASKS**  **DUTIES** | **VERIFIED OUTCOME** |
| **DAILY** | | | | |
| 1 hour | Correspondence: Email, phone, messaging | Address inquiries to RCDC and prepare correspondence to external parties. | Record correspondence in Action List, Opportunity Tracker, CEDO Report or other documents as appropriate. | Inquiries resolved. |
| 1 hour | Opportunity Identification | Research opportunities. | Review current affairs and communications from Regional, Provincial and Federal economic development organizations. | Retention, attraction and development actions taken. |
| 30 min | Local business interaction | Business Networking. | Closely liaise with local businesses and business groups and identify networks and implement networking opportunities. | RCDC economic development programming and priorities are targeted to the current and emerging regional business needs. |
| Variable | Public Interaction | Stakeholder Participation program. | Respond to information requests. | Public receives accurate and useful information. |
| 30 min | Event Promotion | Regional Promotion. | Promote Regional events via Social media and website. | Wide audience reached for local events. |
| variable | Community Engagement | Stakeholder Participation program. | Proactively seek out opportunities to be present in Regional communities.   * Establish an annual “Public Participation” mechanism: Open House / Forum / Information Sessions / Informal Meeting with the public for opinions to provide feedback and input on issues that concern them. * Conduct surveys and/or studies that provide more research and statistical material. * Communicate activities, processes on an ongoing basis to identify areas for improvement and to adjust as needed. * Develop and maintain a database of existing businesses for regular contact. * Stay apprised of real-estate availability for potential investor opportunities. | Improved community engagement. |

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**REGIONAL COMMUNITY DEVELOPMENT COMMITTEE (RCDC): WORK PLAN 2021 - *Continued:***

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| **TIME** | **WORK**  **SCHEDULE**  **PROJECTS** | **WORK DESCRIPTION**  **PROJECTS** | **ELEMENTS: TASKS**  **DUTIES** | **VERIFIED OUTCOME** |
| **WEEKLY** | | | | |
| 30 min | Website | Communications, promotion and connection to stakeholders. | Development / updating the “Smoky Lake Region” website to service various stakeholders in the community.  Post up-to-date information and reports about RCDC’s plans, programs and performance.  Be a resource for community statistical information, forms, and current matters which may need to be communicated urgently. | Communicate opportunities and information to community stakeholders in a timely and effective manner. |
| 30 min | Social Media | Communications, promotion and connection to stakeholders. | Update Twitter and Facebook with current information and events. Create posts and tweets relevant to Regional audience.  Seek out news relevant to community and share on website and social media. | Communicate opportunities and information to community stakeholders in a timely and effective manner. |
| 30 min | Weekly Report to RCDC | Timely Committee awareness of CEDO activities. | Report outlines accomplishments and areas for follow-up. Record activities, meetings, conferences, and hours. | RCDC is aware of Economic Development activities in a timely manner. |
| 1 hour | Business Counselling | Regional Business sustainability. | During regular business hours and on an out-reach and after-hours basis – ensure high quality business counseling services and support is available. Network with internal and external resources to provide business supports. | Meets needs of Business community. |
| **MONTHLY** | | | | |
| 30 min | Budget | Budget management. | Report to RCDC the current spending against budget and explain any over/under spending Review accounting report for all items coded to RCDC. Compare to spend for each line and correct any miscodes, Identify over/under spending. | Compliance to budget. |
| 6 hours | Meeting Preparation (RCDC and its sub-committees) | Professional meeting processes. | Provide content for meetings. Review prior meeting minutes and action lists for accuracy.  Prepare Agenda. Prepare Agenda packages.  Send out meeting notices and calendar invites. Coordinate meeting catering. | RCDC alignment to objectives. |
| 30 min | Stakeholder Participation | Meeting Agenda Item: Stakeholder Engagement. | RCDC meeting Standing Agenda item under “Other Business” Stakeholder Engagement, between 10:30 a.m. and 11:00 a.m., to gather input and feedback from Regional businesses, industries, and community groups. | Regular opportunity for public to inform RCDC of relevant issues and request RCDC action. |

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**REGIONAL COMMUNITY DEVELOPMENT COMMITTEE (RCDC): WORK PLAN 2021 - *Continued:***

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| **TIME** | **WORK**  **SCHEDULE**  **PROJECTS** | **WORK DESCRIPTION**  **PROJECTS** | **ELEMENTS: TASKS**  **DUTIES** | **VERIFIED OUTCOME** |
| **MONTHLY -***Continued* | | | | |
| 5 hours | Meeting Recording (RCDC and its subcommittees) | Attend and Record. | Record motions, reports, and direction from meetings. Include motions from municipalities as appropriate. | Detailed record of RCDC activities. |
| 5 hours | Minute and Action List | Complete Minutes and Action. | Prepare minutes and action lists including actions taken, for presentation to the following meeting. | To meet legislative requirements. |
| 1 hour | Opportunity Tracker (new business opportunities) | Regular summary of opportunities. | Record economic and community development retention, development and attraction inquiries and outreach activities. | Economic development matters are referred to RCDC for information, review, consideration and/or recommendations. |
| 5 hours | Smoky Lake Region Meetings | Promotion of RCDC to Regional stakeholders. | Attend and support business groups across Region including Chamber of Commerce. | RCDC aware of business activities and challenges across the Region. |
| 10 hours | External Meetings | Leverage support to RCDC and Regional stakeholders. | Attend HUB, Kalyna, Lakeland, Go East, and other Regionally related meetings. | RCDC is kept up to date on opportunities and activities of Regional groups. |
| 5 hours | Internal Meetings | Collaboration with Municipal activities | Attend internal meetings as requested by Municipal Staff and Elected. | RCDC aware of Municipal activities and adds value to the discussion. |
| 2-6 hour | Issues for Decision or Discussion | RCDC Decision making. | Prepare Request for Decisions for RCDC to support implementation of the Strategic Priorities. | RCDC is active in the decisions regarding economic development priorities. |
| 30 min | Strategic Priorities Chart | 20 Year Strategic Plan. | Report on changes to the chart and add/edit chart as per RCDC recommendations. | Strategic Priorities Chart reflects current focus of RCDC. |
| 30 min | Media Release | Communication, promotion, and connection to stakeholders. | Prepare news release after each RCDC meeting (or as required) to highlight the work of the RCDC. | Regional awareness of RCDC activities. |
| 2 hours | Heritage Board | Strategic Plan. | Support the development of tourism products to improve awareness and visitation of the Region’s cultural and historic assets. | Awareness and collaboration across departments. |
| 15 min | Invoices | Financial Stewardship. | Review and approve RCDC invoices. | Budget compliance. |
| 1 hour | Office Safety Meeting | Safety. | Attend safety meetings and act as appropriate. | Ensure safe work environment. |
| 1 hour | Advocacy | Regional betterment. | Advocate on matters of interest to Region and RCDC. | Create environment for Regional improvements |
| 30 min | Business correspondence | Business attraction and retention. | Send welcome, congratulatory or thank you letters as directed by RCDC. | File letters in Master RCDC Binder. |

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**REGIONAL COMMUNITY DEVELOPMENT COMMITTEE (RCDC): WORK PLAN 2021 - *Continued:***

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| **TIME** | **WORK**  **SCHEDULE**  **PROJECTS** | **WORK DESCRIPTION**  **PROJECTS** | **ELEMENTS: TASKS**  **DUTIES** | **VERIFIED OUTCOME** |
| **QUARTERLY** | | | | |
| 30 min | Grant Matrix | Funding sustainability. | Track Grant opportunities and share with appropriate stakeholders. | Community stakeholders aware and able to take advantage of Grant opportunities. |
| 30 min | Real Estate | Property Inventory. | Update active Real estate listing binder. | Used at tradeshows and other public events and for investment inquiries. |
| 2 hours | Management System | RCDC consistency. | Ensure minutes, binders, policies and other management system documents for RCDC are current and signed by appropriate authorities. Maintain digital and hardcopy versions. | Management system compliance. |
| 8 hours | Stakeholder Participation | RCDC sponsored events. | Showcases, Information Sessions, RCDC Tradeshows: 4x per year.  Conferences, Forums, Seminars: 4x per year if timely topics arise. | Audience is informed on relevant topics. |
| 20 hours | Community Relations | RCDC Communications. | To build credibility and a positive reputation, relationships need to be cultivated with local Community agencies and organizations/clubs.  Personal Contacts: Consult the Community by paying close attention to the resources and programs of other agencies and organizations already operating in the area; e.g., Chamber of Commerce, Community Futures, Northeast Alberta HUB.  Public Meetings, Site Tours, Public Speaking, Educational Opportunities**.** | Positive reputation in RCDC communities and beyond. |
| **YEARLY** | | | | |
| 10 hours | Performance Appraisal | RCDC professionalism. | As per Policy, conduct Performance appraisal. Review with Economic Development contractor. Review with RCDC. | Alignment to Managing Partner processes. |
| 4 hours | RCDC Year End Report | RCDC Communications. | Prepare annual report to the three member Councils, on the various initiatives and activities undertaken (includes RCDC Report Card). | Joint and RCDC alignment. |
| 20 hours | Strategic Plan Management | RCDC. | Update Schedules and Submit Schedule D to RCDC for approval. Publicly publish and promote annual Schedule “D”. | Accountability to stakeholders on Strategic Planning Activities |
| 20 hours | RCDC Workbook | RCDC Accountability. | Submit completed Workbook to RCDC for approval. | Annual summary of activities documented. |

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**REGIONAL COMMUNITY DEVELOPMENT COMMITTEE (RCDC): WORK PLAN 2021 - *Continued:***

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| **TIME** | **WORK**  **SCHEDULE**  **PROJECTS** | **WORK DESCRIPTION**  **PROJECTS** | **ELEMENTS: TASKS**  **DUTIES** | **VERIFIED OUTCOME** |
| **YEARLY-***Continued* | | | | | |
| 20 hours | Management System | RCDC Effectiveness. | Update all documents, files, folders, policies as required to support RCDC activities. | Management system is efficient and effective. |
| 2 hours | RCDC Orientations | RCDC Committee effectiveness. | Consult with Committee members on active files and overall priority implementation. | Committee engagement in Department activities. |
| 30 hours | Strategic Planning | 20-year plan stewardship. | Lead the planning session for RCDC including 3 year rolling action plan.. | Strategic plan is current to environment. |
| 30 min | Memberships | RCDC Networking. | Maintain memberships in appropriate organizations. | Connections to current affairs for Economic Development. |
| 3 hours | Budget | Annual Budget. | Use action plan for following year, input from Committee, and create draft budget for Committee consideration. | Budget aligned to activities planned for following year. |
| **SEASONAL** | | | | | |
| 1 hour per week | Regional Tourist Outlets | Regional promotion consistency. | Ensure inventory of Regional materials is maintained at each location. | Materials available to visitors when needed. |
| 2 hours per month | Agricultural Producer events | Regional economic diversification. | Attend event to engage RCDC with agricultural producers. | Strategic Plan implementation. |
| **PERIODIC** | | | | | |
| 20 hours | Grant application | RCDC sustainability. | Complete grants applicable to RCDC activities Define budget. Define tasks, summarize outcomes and create application. | Grants submitted and managed. |
| 40 hours | Grant reporting | RCDC sustainability. | As per individual grant, track all outputs and budget for required reporting. Report as per grant expectations the achieved outcomes and budgets. | Report accepted. |
| 16 hours prep; attendance variable | Tradeshows/  Events | Regional promotion. | Create Tradeshow/event tactic for RCDC approval – identify audience, materials, budget and report on outcomes.  External Tradeshows and Conferences: 4x per year. | Region promoted with relevant materials to specific audiences. |
| Variable | Conferences | Economic Development continuous improvements. | Attend as applicable. | Economic Development skills improved. |

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**REGIONAL COMMUNITY DEVELOPMENT COMMITTEE (RCDC): WORK PLAN 2021 - *Continued:***

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| **TIME** | **WORK**  **SCHEDULE**  **PROJECTS** | **WORK DESCRIPTION**  **PROJECTS** | **ELEMENTS: TASKS**  **DUTIES** | **VERIFIED OUTCOME** |
| **PERIODIC -** *Continued* | | | | |
| 16 hours | Public Information Sessions | Regional stakeholder engagement. | Prepare and host as appropriate to support Strategic Priorities. | Public engagement. |
| 8 hours | GIS | Information Management. | Create maps and other info for RCDC activities. Stay current on land sales. | Effective visuals to support messaging. |
| 8 hours | Event support | Stakeholder engagement. | Attend and support local group events in the Region. | Awareness of RCDC mandate and activities, creating additional engagement in programs. |
| 4 hours | Tenders | Business support. | Review information received on Tenders (government and other parties) and forward to appropriate Regional Businesses. | Businesses granted access to opportunities within and beyond Region. |
| 10 hours | Contracts and Hiring | RCDC resource management. | Identify and acquire resources to support RCDC activities. | Ensure right resources are engaged. |
| 3 hours per ad | Advertising | Regional communications. | News Releases published in the newspaper highlighting the RCDC work to inform and serve the Smoky Lake Region.  Development of various brochures/pamphlets which highlight Economic Development or programs, services, or attractions offered.  Displays on development and delivery of various education programs for businesses. | Current information available to stakeholders. |
| 16 hours | Promotion – Business | Regional promotion. | Ensure business attraction packages and brochures are current. | Recipients know about our current offerings. |
| 16 hours | Promotion – Residents | Resident attraction and retention. | Ensure community directory is current. | Recipients know about our current offerings. |
| 16 hours | Promotion – Tourism | Regional attraction. | Ensure tourism attraction packages and brochures are current. | Recipients know about our current offerings. |
| 2 hours | Branding | RCDC consistency. | Ensure consistent use of RCDC branding. | Stakeholder awareness. |
| 8 hours per Policy | Policy and Bylaws | RCDC Management System. | Develop new or update existing policies.  Advise Municipalities on Economic Development relevant bylaws, policies, or procedures. | Alignment to current expectations. |
| 2 hours | Annual Work Plan | RCDC Management System. | Update Economic Development Department Annual Work Plan to reflect activities. | Support to contract and performance expectations. |
| 2 hours | Office Administration | RCDC resource management. | Inventory materials, archive materials, organize space to suit activities. Order supplies as needed. | Efficient workspace. |

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**REGIONAL COMMUNITY DEVELOPMENT COMMITTEE (RCDC): WORK PLAN 2021 - *Continued:***

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| **2021 PROJECTS** | | | | |
| May 4, 2020 | **Motion 152-20** | Business (and Trades) Directory | Finalize Guide – online and print versions. | Business support, resident attraction, and retention. |
| May 4, 2020 | **Motion 152-20** | Regional Transportation  Strategy with ACP grant (Town) | Transportation assets and needs quantified and recommendations presented to Committee for consideration. | Resident attraction and retention; employee retention. |
| May 4, 2020 | **Motion 152-20** | Victoria District Economic Development Strategy | Provide insights and identify opportunities to support strategy development and plan implementation. | RCDC perspective included in strategy. |
| May 4, 2020 | **Motion 152-20** | COVID19 Response and Recovery. | Respond to ongoing COVID19 measures and identify impacts to business.  Provide supports as available from Federal, Provincial and other organizations. | Businesses have best chance of success to remain open. |
| March 10, 2021 | **Motion 60-21** | Year 2 of 3 Year Rolling Action Plan | Execute Strategic Plan as defined in RCDC planning session (March) and outlined in 2021 Action Plan.  Create alignment with SPC Goals, Objectives, Now, Next and Advocacy activities. | Progressing RCDC Strategic Plan. |

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