

The background of the document is a photograph of an industrial facility. In the upper left, there is a large grain elevator with several tall, cylindrical silos and a complex network of conveyor belts and ladders. Below and to the right of the elevator, a long train of black tanker railcars is parked on gravel tracks. The sky is clear and blue. The overall scene suggests a focus on agriculture and transportation.

Operational Plan

2022- 2023

SOUTHGROW
REGIONAL ECONOMIC DEVELOPMENT
GROWTH • INNOVATION • PROSPERITY

The logo graphic for SouthGrow, which is a stylized map of the South Central region of the United States, including parts of Texas, Oklahoma, and Arkansas.

Prepared by Peter Casurella, Executive Director
March 2022 for the SouthGrow Management Board.

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EXECUTIVE DIRECTOR'S MESSAGE

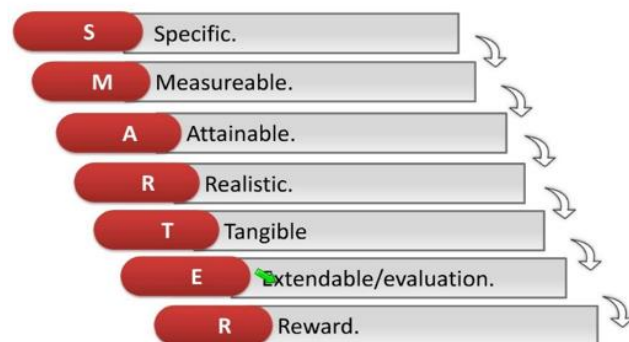
Dear SouthGrow Members:

Please find attached the Operational Plan for the SouthGrow Regional Initiative for the year 2022 - 2023. This plan was prepared with reference to the Strategic Framework and in consultation with the Executive Committee, government advisors, and our key partners and stakeholders, with feedback gleaned from our member communities over the past year, particularly from 24 In-person council presentations that I was privileged to make.

This year's operational plan was informed by two primary considerations. First, much of 2021-22 was spend developing large, funded programs that we now have to run. This will constitute the bulk of our work leaving little capacity for additional new work. Secondly, the plan has been heavily influenced by the issues of the day, Including topics such as the energy transition, labour market problems, and the need to take meaningful action on reconcilliation.

FIGURE 1.2: S.M.A.R.T.E.R. GOALS

Setting S.M.A.R.T.E.R Goals allows you to build realistic plans so that your plan is achievable. They help anchor the tasks you set so that you can focus on under-promising and over-delivering.



As with last year, the Executive wanted a plan that was focused and achievable with measurable projects. For projects themselves I continue to use the SMARTER goal method for building objectives. Individual goals should be Specific, Measurable, Attainable, Realistic, Tangible, be Evaluated, and Rewarded.

A note on budget. With the membership re-funding the association at \$1 per capita, we are in much better shape this year, but our fiscal position should not be overrated. Despite showing an estimated income this year of over \$1.5 million, almost all of this money Is pass-through project expense and does not assist us in the funding of our operational overhead. Furthermore, we are In the final year of our funding agreement with the Government of Alberta, and there are no guarantees that they will continue to fund the REDAs after 2023. We did, however, receive a \$25,000 boost from the GOA for projects in the operational year, which certainly has helped.



As always, we hope to maintain the flexibility to move funds between line-items within Strategic Pillars so that we can remain flexible enough to pursue targets of opportunity and move flexibly to deliver our tactical objectives in a way that is most cost-effective. In short, we would rather be cost-conscious and focus on delivering *valuable outcomes*, than on simply focusing on spending our way through a set line-item. Moving money within strategic pillars is within the authority of the Executive Committee while re-allocating funds from one pillar to another requires a decision by the full board.

Thank you again for allowing me to serve In this capacity. Working for SouthGrow gets me out of bed In the morning and I truly love what I do.

Sincerely,

Peter Casurella

Executive Director

SouthGrow Regional Initiative

PART I: STRATEGIC LADDER

REGIONAL VISION



The Vision of the Region is a broad statement that encompasses what sort of economic environment our membership would like to see realized. It informs SouthGrow's mission and gives us a direction to lay our efforts towards. SouthGrow cannot achieve the vision alone, but we can play our part to realize it.

The SouthGrow region is home to collaborative, prosperous and vibrant communities which have diverse economies, anchored by a progressive agricultural industry.

THE ASSOCIATION'S MISSION

This is our mandate to realize the vision above. We feel that this is the mission we can pursue to help realize the Regional Vision.

*In collaboration with its members and supporters,
SouthGrow will proudly deliver economic development programs and initiatives
that contribute to growth potential throughout the region.*

CORE GOALS

These are the core goals that we will keep in focus as we look to achieve our mission:

- I) To foster a south-central Alberta shared vision for regional economic development
- II) To create awareness and support for new economic development opportunities in the region
- III) To encourage and enhance collaborative approaches to regional economic development services delivery
- IV) To provide south central Alberta with a unified voice on regional economic development priorities

OUR STRATEGIC PILLARS

The Core Goals inform our Strategic Pillars. These pillars are the objectives that we will focus on, and through which we will filter our scope of work, limiting ourselves to an achievable level of work. If a project or deliverable falls outside these pillars, it is outside our association's mandate to pursue. If it is within these pillars, we have the option of pursuing it, provided we have the organizational capacity to do so.

Strategic Collaboration



Build regional economic development capacity by promoting a shared vision and fostering a unified sense of purpose through collaborations with member communities, industry and business, and government.

Marketing & Communications

Promote south-central Alberta's lifestyle and business advantages to internal and external audiences.

Economic Development & Innovation

Facilitate new and existing regional economic development opportunities through targeted programs that reach domestic and international audiences, and in partnership with member communities, regional businesses/industry, and government.

STRATEGIC TO TACTICAL BREAKDOWN

These are actionable projects within each Strategic Pillar that we build one-year timelines for. Each tactic is fleshed out with a SMARTER goal, desired outcomes, measures of success, specific targets, and a three-year work-plan broken down by quarter to allow the organization to remain flexible yet on-pace.

Pillar I: Strategic Collaboration

I. Member Engagement



- A. Annual Council Presentations
- B. Councillor Training
- C. Government Relations Committee
- D. Annual Economic Development Summit

II. Build and Sustain Collaborations

- A. Southern Alberta Alternative Energy Partnership – ARRCUS Mapping Project
- B. Southern Alberta Alternative Energy Partnership – Community Energy Forum
- C. Southern Alberta Alternative Energy Partnership – Government Education
- D. Southern Alberta Investment and Trade Initiative
- E. Canada's Premier Food Corridor and Canada's Western Gateway
- F. Southern Alberta Tourism Collaboration
- G. Highway 3 Twinning Development Association

III. Sustain or Expand Membership

- A. Sustain Membership
- B. Expand Associate Memberships to Industry

Pillar II: Marketing & Communications

I. Regional Promotion

- A. Website Improvements
- B. Market the Region Globally
- C. FDI Test Drive Year 2

II. Internal Communications

- A. Newsletters

Pillar III: Economic Development & Innovation

I. Ag-Tech Market Development

- A. Agri-food Scholarship Program
- B. Agri-food Conference Representation

II. Broadband Deployment

- A. Support Completion of Vulcan County, Highway 4, and Cardston Broadband Upgrades

III. Labour Market Solutions

- A. Rural Immigration Pathways



IV. **Community Supports**

- A. Community Ec Dev Resource Promotion

V. **Special Projects**

- A. Zero Emissions Vehicle Infrastructure Project (2-year)
- B. EV Bus Project
- C. Supply Chain Opportunity Identification Project

VI. **Targets of Opportunity**

- A. SouthGrow Power Project

VII. **Shelved Projects on the Wish List**

- A. Local Waste Solutions Feasibility Study
- B. Blackfoot Language Signage



PART II: TACTICAL PLAN

PILLAR I: STRATEGIC COLLABORATION

I. MEMBER ENGAGEMENT

Annual Council Presentations

SMARTER GOAL	The Executive Director will endeavor to deliver a direct report to council to 40% of our members on an annual basis. (12) Staff will also provided a once-per-year recorded update to all members that they can play for their councils, and will distribute the monthly Mayors and Reeves reports to the full board with
OUTCOME	Half of the SouthGrow members receive a report directly to council.
MEASURE	Numbers of councils that receive reports on an annual basis.
TARGET	40% of councils are visited within the year.
WORKPLAN	Book visits to councils in July after release of the annual report and attend councils in August through November.
Budget	Administrative work.

Councillor Training

SMARTER GOAL	SouthGrow hosts a Reconciliation and Inclusion Training session for Municipal Staff and Councils that is attended by at least 40 individuals from across the region. This session will take place in quarter 1 or quarter 3 of the 2022-23 fiscal year (depending on scheduling conflicts and will be MC-ed by a member of our Board from the Blood Tribe, or their alternate.
OUTCOME	Staff and councillors from across the region have an increased awareness of what reconciliation means and involves and have a growing understanding of how we got here and how we move forward together as a community.
MEASURE	Did training session (s) occur. How many people attended.
TARGET	One session held in Q 1 or 3 of 2022. 40 registrants.



WORKPLAN	Find appropriate date and venue, book trainer, secure Blood Tribe support and MC, advertise event and fill up attendance, secure catering and value-added elements, host training, report.
Budget	\$4000 (JEI Program Grant)

Government Relations Committee

SMARTER GOAL	SouthGrow will convene a government relations committee of volunteers pulled from its members to re-develop communications and partnerships with the political leadership and beaurocracy of the Government of Alberta to grow collaboration for increase outcomes. This will include achieving a meeting with the Minister of Jobs, Economy and Innovation, the Minster of Ag and Forestry and Rural Economic Development, and ADM or Director level meetings with Beaucrats.
OUTCOME	SouthGrow has met with the two ministers above and other Individuals at the beaurocratic level and has reached an understanding to continue meetings in future years.
MEASURE	Did the meetings occur? How many meetings were held? What were the narrative outcomes of the meetings?
TARGET	Favorable communications are re-established with Government of Alberta Ministers and staffs for the re-establishment of partnerships.
WORKPLAN	Organize meetings, draft terms of reference, establish work plan divide responsibilities. Identify stakeholders to leverage, identify relationship building targets. Issue invitations, set meetings, establish conversational agendas, Host meetings or travel to hosted meetings. Establish agreements for follow up meetings. Report back to executive committee.
Budget	\$2000 (Specifically sourced from Membership dollars)

Economic Development Summit



SMARTER GOAL	SouthGrow hosts a regional Economic Development Summit in March of 2023 that provides stakeholders with access to speakers and engagement on important economic development topics, trends, and issues that affect our region.
OUTCOME	The summit is held in a member community with local hosts and excellent attendance as measured against previous years. (2019 - est 80)
MEASURE	Was the event held? Attendance levels? Feedback from attendees.
TARGET	Greater than 70 attendees from member communities, partners, and stakeholders.
WORKPLAN	Reach out to members to secure host community In September of 2022. Secure venue in member community at same time. Develop list of speakers and agenda (October). Develop invites (November) and issue to members, especially new council members. Secure catering for March (January) Host event in March.
Budget	\$5000

II. BUILD OR SUSTAIN COLLABORATIONS

Southern Alberta Alternative Energy Partnership - Event

SMARTER GOAL	SouthGrow will increase community awareness of opportunities in renewable energy by hosting a community energy forum that offers staff and councillors an in-depth look at the opportunities available in community energy, how to pursue them, how to fund them, and the benefits they bring; and we will host this forum in the early fall of 2022, before municipal budgets are set for the coming year.
OUTCOME	SouthGrow member communities are exposed to the lessons learned by other communities who have engaged in community energy projects and are aware of their options and opportunities in community energy. SouthGrow members can easily survey regional assets to leverage additional resources, partners, and organizations towards their efforts.
MEASURE	Was the session held? Attendance



	Feedback on the quality of the event (feedback handout).
TARGET	50 staff and councillors, or other interested parties attend.
WORKPLAN	Secure Speakers from communities, MCCAC, FCM, and others for event in early summer, 2022. Advertise event to communities in mid summer and into the early fall. Host event in September 2022 Collect payments from other SAAEP members.
Budget	\$2000 (partner matching funding and sponsorships to be sought)

Southern Alberta Alternative Energy Partnership - ARRCUS Mapping Project

SMARTER GOAL	SouthGrow will integrate the ARRCUS renewable energy mapping tool provided through RINSA into the SAAEP website by Q3 of 2022. We will also encourage Palliser Economic Partnership to seek RIN funding to build out the tool to cover their region as well.
OUTCOME	The SAAEP website has a new tool that tracks renewable energy usage from projects in Alberta SouthWest and in SouthGrow
MEASURE	Was the tool built? Was it Integrated into the website? Website metrics.
TARGET	ARRCUS delivers tool. RINSA pays Invoice and is thanked. SouthGrow integrates tool Into websites by Q3 of 2022. SouthGrow and RINSA issue press release.
WORKPLAN	Track progress by ARRCUS with RINSA Take delivery of tool. Integrate into websites. Write and distribute Press Release.
Budget	\$0 (\$15,000 RINSA Contract)

Southern Alberta Alternative Energy Partnership - Government Education

SMARTER GOAL	SouthGrow will aim to present to one standing government committee on the opportunities and obstacles in non traditional energy in Alberta. We will do
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	so with the support of our SAAEP partners and our partners with the Energy Futures Lab.
OUTCOME	SouthGrow communicates the economic opportunities and obstacles impacting investment in the non-traditional energy sector to government in an informed and Impactful way.
MEASURE	<p>Did we present to a standing committee?</p> <p>How many meetings were we able to have with Government on this?</p> <p>How many partners were involved in the meetings?</p> <p>Was any action taken by government In response to our communications?</p>
TARGET	1 presentation to a standing committee.
WORKPLAN	<p>Follow up with Standing Committee on Natural Resources regarding request to present.</p> <p>Have follow up meeting with SAAEP and EFL regarding the above.</p> <p>Prepare information from industry for presentation.</p> <p>Deliver presentation.</p>
Budget	Administrative Budgets

Southern Alberta Investment and Trade Initiative

SMARTER GOAL	SouthGrow maintains its participation and leadership in the Southern Alberta Investment and Trade Initiative, pursuing meaningful projects under its umbrella as detailed in other plan sections.
OUTCOME	SouthGrow maintains the SAITI collaboration with meaningful work underway.
MEASURE	<p>Partnership is active.</p> <p>Programs pursued under the partnership meet their goals.</p>



TARGET	At least one project is advanced under the brand within 2021 as detailed elsewhere.
WORKPLAN	Participate In bi-monthly meetings of the collaboration. Drive forward projects as assigned to SouthGrow under other work plans.
Budget	Administrative work.

Canada's Premier Food Corridor and Canada's Western Gateway

SMARTER GOAL	SouthGrow supports the growth of sub-regional collaborations that promote industry clusters by convening them when necessary, hosting meetings, providing advisor services, connecting them with resources, and by actively using those brands in our own communications efforts. This support is ongoing and continual.
OUTCOME	SouthGrow is home to active sub-regional marketing brands that independently invest additional money in Initiatives that raise the profile of the region.
MEASURE	Do the brands have marketing projects underway? Are they being Independently managed by their members? Are they investing money in their own initiative?
TARGET	CPFC and CWG remain active and managed by their own membership.
WORKPLAN	Attend meetings of both groups. Invite them to participate In SouthGrow initiatives. Check in with managing partners periodically to stay apprised of their efforts. Send opportunities to both brands as opportunity allows.
Budget	Administrative work.

Southern Alberta Tourism Collaboration

SMARTER GOAL	SouthGrow partners with Tourism Lethbridge and Alberta SouthWest to leverage partnership dollars to secure Federal funding for a robust regional tourism development project that enhances tourism product throughout south-central and south-western Alberta and provides a robust slate of services for local operators to help them recover and expand their operations. To this end we will expand our use of the Driftscape app to include regional
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	tours with specific development of an Indigenous Tour, a Food Tour, and an Alternative Energy tour. In addition, we will provide support and training for regional operators to help them enhance visitor experiences and provide coaching and support for access to additional small grants or business improvement loans. Conversations are advanced with the EDA regarding province-wide rollout of municipal apps for broad impact.
OUTCOME	High-quality digital tours are created, a training event is held for regional tourism operators, one on one coaching service provided through Tourism Lethbridge for operators, possibility of providing provincial service explored with EDA.
MEASURE	Number of Tours built, Number of app downloads, social media metrics and engagement with tours, Training attendance, coaching points of service, narrative report on advancement of wider conversations with EDA.
TARGET	<ul style="list-style-type: none"> - App Tech expanded - Three tours created and in use - One training event held - 50 Coaching points of contact - Advancement of conversation with EDA
WORKPLAN	To be developed by Tourism Lethbridge with input from partners. SouthGrow to provide letters of support. Pay contribution Participate on steering committee
Budget	\$10,000

Highway 3 Twinning Development Association

SMARTER GOAL	SouthGrow supports the Highway 3 Twinning Development Association towards Its goals by providing matching funding, board representation, In-kind support, and by helping to continually secure regional buy-in from our membership. SouthGrow ensures that the H3TDA remains a vibrant, active, and impactful organization.
OUTCOME	SouthGrow gives up to \$3000 in matching funding to Highway 3 and the association remains active and achieving its own goals.
MEASURE	Money Spent Annual Report on H3TDA operations (Are they making progress?).
TARGET	H3TDA maintains a slate of work advancing the goal H3TDA appears to be on track to accomplish their strategic goals.
WORKPLAN	Participate In board meetings



	Contribute funding upon request and review.
Budget	\$3000 available for matching

III. SUSTAIN OR EXPAND MEMBERSHIP

Sustain Membership

SMARTER GOAL	SouthGrow sustains its paying membership within 10% of its current membership income levels (+ or - \$10,000).
OUTCOME	Membership remains relative stable despite rapidly changing fiscal environment.
MEASURE	Municipalities that paid their memberships. Amount of money received vs amount of money invoiced.
TARGET	Retention of membership dollars within 10% of expected income level. Expected membership income is \$96,515.00, so plus or minus \$9651.50
WORKPLAN	Issue Annual Report Issue Invoices Provide council presentations Follow up with any councils seeking to exit and provide value proposition. Leverage board members for Individual conversations.
Budget	Administrative work.

Expand Associate Memberships to Industry and Institutions

SMARTER GOAL	SouthGrow retains at least 2 existing associate members and adds 2 more for a total end of year of 4 associate members.
OUTCOME	SouthGrow has a growing number of associate memberships who care about the success of our initiatives and see value in giving of their time and expertise to further regional opportunities.
MEASURE	Numbers of industry or institutional members recruited.
TARGET	2 additional Associate Members within 2022 for a sustained total of 4.
WORKPLAN	Brainstorm target prospects in the spring of 2021 Draft recruitment letter and 'sales sheet'



	Discuss special arrangements with Executive Committee, such as reciprocal memberships, special pricing for institutions, or other issues that arise. Present in person to interested prospects by the fall of 2022. Welcome representatives of these members to the Board as associate members by March 2023 at the latest.
Budget	Administrative work.

PILLAR II: MARKETING & COMMUNICATIONS

I. REGIONAL PROMOTION

Website Improvements

SMARTER GOAL	SouthGrow updates its easy-to-use WIX website with additional resources from its digitization program in 2020 and makes these resources available. Links are tested, content refreshed, and meta data improved for greater visibility and impact. Backlinks to core partner websites are added in a visible location before end of year.
OUTCOME	The SouthGrow website Is kept fresh and current, with functioning links, more resources, and Is a useful tool for the region and beyond.
MEASURE	Website traffic Links clicked.
TARGET	Website is refreshed by end of May 2022 with opportunities for additional improvements throughout the year.
WORKPLAN	Set 2-days aside for website improvement In May 2022 Getter done. Revisit in November 2022. Getter done.
Budget	Administrative work.

Global Marketing Project

SMARTER GOAL	SouthGrow project manages a digital marketing campaign that was built in 2021 and funded in early 2022 by Canexport as part of the SAITI partnership. In 2022/23 we run a digital campaign that raises the profile of our region in
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	target markets around the world, with particular emphasis on the United States, Canada, and Western Europe.
OUTCOME	The region completes its first unified digital campaign and has increased global awareness as measured by digital metrics.
MEASURE	Campaign spend vs. metrics Contacts developed.
TARGET	SouthGrow has the campaign running by June of 2022 with our selected consultants. Campaign runs for a full 12 months. Collect meaningful data on penetration and conversions from this pilot for base metric in future campaigns.
WORKPLAN	Sign Canexport grant when it arrives. Host a workshop with consultant to re-position pre-built campaign for a 12 month run. Launch SAITI landing page. Monitor, respond to inquiries, share information with partnership on metrics, outcomes, and interest generated. Reporting to partnership and to Canexport.
Budget	\$36,900

SAITI FDI Test Drive Year 2

SMARTER GOAL	SouthGrow funds the delivery of a target FDI project aimed at identifying and starting conversations with 8 - 10 highly qualified investment leads with regional economic development officers from our contributing communities and conversations are assigned and ongoing by Q3 of 2022 and are in the CRM hosted for the region by EDL. Funding already provided by partners and Canexport.
OUTCOME	The region adds 8 - 10 highly qualified lead to our CRM and pursues conversations with those companies.
MEASURE	Leads identified by Gazelle AI Leads contacted Reports on outcomes of conversations.
TARGET	SouthGrow has the campaign running by June of 2022 with our selected consultant (CIDEF) CIDEF delivers 8 - 10 leads.



	8 - 10 high quality conversations opened with lead information captured in CRM for follow up.
WORKPLAN	<p>Sign Canexport grant when it arrives.</p> <p>Brief EDL on project expectations and introduce new staff to CIDEP</p> <p>Pay money CIDEP for project initiation.</p> <p>Participate in steering committee to oversee project management by EDL.</p> <p>Launch SAITI landing page.</p> <p>Ensure regional partners are fully informed of project progress and outcomes and make sure that there is regional Interest reflected in project.</p> <p>Monitor, respond to inquiries, share information with partnership on metrics, outcomes, and interest generated.</p> <p>Reporting to partnership and to Canexport.</p>
Budget	\$10,000

II. INTERNAL COMMUNICATIONS

Newsletters

SMARTER GOAL	SouthGrow keeps its internal members and stakeholders well-advised of trends, opportunities, threats, and events that impact community and regional economic development. We also keep them well informed of Provincial Government initiatives.
OUTCOME	SouthGrow members are well-advised on these topics through our newsletters
MEASURE	<p>Numbers of newsletters issued.</p> <p>Number of subscribers</p> <p>Open rate vs. past</p>
TARGET	<p>Newsletters are issued bi-weekly to a distribution list of anyone who wants it.</p> <p>Board members receive a daily Government Relations newsletter forwarded from the SouthGrow office.</p>
WORKPLAN	Maintain production and distribution of newsletters.
Budget	<p>\$2400 for newsletters</p> <p>\$500 for subscriptions</p>



PILLAR III: ECONOMIC DEVELOPMENT & INNOVATION

I. AG-TECH MARKET DEVELOPMENT

A. Ag-Tech Scholarship/Incentive Program

SMARTER GOAL	SouthGrow actively supports youth engagement in the Hi-Tech Ag sector by partnering with educational organizations in the region to deliver up to 4 scholarships to students attending Lethbridge College or the University of Lethbridge who plan to build a career in agri-food in southern Alberta.
OUTCOME	Young people in the region have a growing awareness of hi-tech ag as a viable industry in which to pursue a profession.
MEASURE	Numbers of applications to the scholarship program measured against previous years. Amount of money provided to students. Stretch Goal: Number of scholarships, or number of scholarships increased by member or partner donations.
TARGET	Up to 4 scholarships worth \$2500 each are awarded in the fall of 2022. Applicants exceed 2021 numbers. (10)
WORKPLAN	Identify target sponsors to increase scholarship program by early spring of 2022. Draft sponsorship request letter and send to target sponsors with request for partnership. Evaluate results of sponsorship drive in June 2022 and set targets for scholarship program. Send out call for applications by beginning of July 2022. Promote on Social media acknowledging sponsors. Evaluate scholarship applicants with sponsor(s) included. Award scholarships by September 2022.
Budget	Up to \$2500

B. Agri-food Conference Representation

SMARTER GOAL	SouthGrow represents southern Alberta at at least one global agri-food convention or trade show to build relationships and increase awareness of opportunities within the region. Furthermore, we collaborate with our partners to divide up conference attendance so that we have the maximum reach possible.
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OUTCOME	There is increased awareness of opportunities in agri-food in southern Alberta by attendees at the conferences or trade shows we visit.
MEASURE	Was an event attended. Number of attendees at convention. Number of conversations developed.
TARGET	One convention attended. 5 conversations started that lead to local introductions.
WORKPLAN	Review conference list provided by contractor in 2021 Review costs and scheduling Consult with partners to avoid overlap Attend conference Process introductions and leads Submit narrative report to Board on conference.
Budget	\$5000

II. BROADBAND DEPLOYMENT

Terragraph Project for Below CRTC Speed Members

SMARTER GOAL	SouthGrow continues to organize and assist the efforts of our members in Vulcan County, the Highway 4 region, the Town of Cardston, and the Blood Tribe to move them towards high-speed status by utilizing terragraph technology or other solutions and partnerships. By the end of the operational year, at least 2 more communities will have instituted very high speed networks, and POP site upgrades will have been completed for all of the Vulcan County and Highway 4 sites.
OUTCOME	Out of the remaining 10 urban communities in the SouthGrow Region that do not have very fast high-speed internet, 2 more reach the goal or are on a path to project completion in 2022 / 23.
MEASURE	Members engaged in the project. Reported advancement of deployments in target communities POP sites upgraded Partnerships begun. Amount of Broadband matching dollars spent by SouthGrow from pre-approved program.
TARGET	5 POP sites upgraded in Vulcan County 2 POP sites upgraded down Highway 4



	<p>Town of Cardston Issues RFP for build or has advanced a partnership to complete build.</p> <p>Stretch Goal: Blood Tribe has a partnership and/or a path towards deployment.</p>
WORKPLAN	<p>Consult, advise, and provide support to Wi-fibre, MRCC, communities, and government as opportunity allows.</p> <p>Coordinate payment of community contributions in Vulcan County for POP site upgrades.</p> <p>Keep abreast of grant opportunities in this space.</p> <p>Advise communities on UBF rollout and track coverage while looking for gaps.</p> <p>Advise Blood Tribe on broadband development options.</p>
Budget	\$2000

III. LABOUR MARKET SOLUTIONS

Introduction to Rural Immigration Pathways

SMARTER GOAL	<p>SouthGrow will host a workshop for regional municipalities, chambers, large industrial stakeholders, and our economic development partners to introduce the region to the opportunity available through rural immigration streams to help provision the labour needs of the region and coach them on how to get started. Our goal will be to host a half-day event with 70 attendees, in partnership with a wide range of stakeholders, to significantly raise the profile of the opportunity.</p>
OUTCOME	<p>There is wide regional awareness amongst key stakeholders of the path forward to take advantage of rural immigration pathways to address community and regional labour needs.</p>
MEASURE	<p>Number of attendees at session.</p>
TARGET	<p>70 registrants.</p>
WORKPLAN	<p>Find appropriate date and venue, book speakers from pilot communities, immigrant services (Lethbridge and Calgary Catholic), Provincial representatives, individuals who have come to Canada through the pilot. Advertise event and fill up attendance, secure catering and value-added elements, host event, report.</p>
Budget	\$6000



IV. COMMUNITY SUPPORTS

Community Ec Dev Resource Promotion

SMARTER GOAL	By Quarter 3 of 2022 SouthGrow provides resources to support community level economic development by delivering customized reports to our councils and their administrations that detail the supports and information already available to them, reminding them of their existence so that they can be leveraged. SouthGrow also increases the resources available on our website and through our newsletter and works to increase readership of the bi-weekly newsletter.
OUTCOME	There is a growing awareness amongst our staff and councils of the huge library and network of economic development supports that are available for them to tap into.
MEASURE	Were county-specific reports created and sent to councils? Were village-specific reports created and sent to councils? Were town/city reports created and sent to councils? Did newsletter subscriptions Increase, and by how much?
TARGET	30 reports sent out. Newsletter subscriptions increase by 50
WORKPLAN	Research target data to include for member types. Compile reports by type. Get feedback from ec dev ecosystem. Send as correspondence to our councils and administrations. Integrate Identified resources into website. Include identified resources in newsletter. Send out invitations to the ecosystem to subscribe to the newsletter. Run a social campaign to drive newsletter signups.
Budget	Admin budget.

V. PILOT PROJECTS

Supply Chain Opportunity Identification Project (Import Replacement Project)

SMARTER GOAL	Together with Economic Development Lethbridge, SouthGrow launches a 2-year Supply Chain Identification project that profiles regional inputs and
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	outputs from our 200 largest industrials, investment opportunities, red flags, and more, and captures that information in a database to begin matchmaking and the sharing of opportunities. This project is underway by summer of 2022 with a contractor hired and implementing the deliverables. Project moves into phase 2 by summer of 2023 for completion in 2024.
OUTCOME	Supply Chain Identification project is underway with contractor in place. Database is set up and in use. Over 100 stakeholders have been fully profiled, introductions have begun, and investments and red flags have been discussed by project committee.
MEASURE	Number of stakeholders contacted. Number of stakeholders that have shared metrics. Number of connections made. Number of investment opportunities identified. Number of red flags identified.
TARGET	200 stakeholders contacted. 100 share their information 10 introductions made 10 red flags identified 10 business opportunities or investments identified.
WORKPLAN	Sign funding agreements. Develop and issue RFP or job listing. Hire for position, plan program, initialize Monitor consultant/employee progress. Provide support. Manage finances. Report on outcomes.
Budget	\$10,000

Zero Emissions Vehicle Infrastructure Project (2-year)

SMARTER GOAL	SouthGrow manages the disbursement of ZEVIP funding from NRCAN to fund a wide array of charging infrastructure in the region. This project is completed by 2024 and involves an active partnership with the MCCAC allowing many of our member municipalities to get fully subsidized infrastructure, and institutions and businesses to get 46% matching funding for their projects. The full amount is successfully spent by project end in 2024.
OUTCOME	SouthGrow provides members and regional stakeholders with privileged access to significant amounts of money to deploy electric vehicle chargers throughout the region.



MEASURE	Operational plan is on-track by the end of 2022 for completion in 2024.
TARGET	Est 1.7 million dollars in spend on infrastructure in the region. 2022 Target. Funding is secured, Project Manager hired, operational plan is on-schedule for completion.
WORKPLAN	Work Plan finalized with the MCCAC in April 2022. Process core applications between SouthGrow and the MCCAC. Distribute Marketing and push applicants to the funnel. Submit claims and disburse funds as claims are received and processed. Provide oversight to efforts of MCCAC on our behalf. Proactively promote the program to businesses in our own region in the 3 month head start period.
Budget	\$2,000,000 from grant, none from SouthGrow.

EV Bus Pilot Project

SMARTER GOAL	SouthGrow completes multi-year application process to get EV bus for highway 4 corridor funded, with funding landed within 2022 and bus purchased and operational in-region by Fall of 2022.
OUTCOME	Highway 4 EV bus pilot is funded by the FCM and moves forward to implementation.
MEASURE	Was the bus purchased and delivered? Was the pilot initiated? Is the pilot underway with metrics being tracked?
TARGET	Bus is purchased and delivered by fall of 2022.
WORKPLAN	Secure final buy-in from Handi-bus committee. Edit agreement to adjust for new equipment. Get agreement signed. Order vehicle. Facilitate delivery of vehicle and payment of invoices. Lay out project expectations and tracking for Society and launch program.
Budget	\$211,700

VI. TARGETS OF OPPORTUNITY

SouthGrow Power Project



SMARTER GOAL	SouthGrow advances the implementation of a < 5MW solar installation that will be owned and operated by SouthGrow the intent of funding the organization. Within the operational year, we will attempt to Identify eligible land, purchasers for the power, and a viable grid connection while completing a feasibility study. By the end of the operational year, we will reach the point where the Board will need to decide on a go-no-go for the project.
OUTCOME	SouthGrow has the information it needs to decide on whether or not to move the project forward to the funding stage and grid connection application.
MEASURE	Can appropriate land be identified? Is there capacity in the grid at the connection point? Can a customer be secured? Has a feasibility study been conducted? Does the board have the information it needs to make an Informed decision?
TARGET	All the information is available for the Board to make a fully informed go-no-go decision.
WORKPLAN	Identify high quality land for the project. Identify a connection point with capacity. Identify possible customers. Identify consultants to build the feasibility study. Find funding for feasibility study Write grants (if needed). Confirm legal structure required for operation. Confirm partnership interest from Lethbridge College for OM. Put information in front of Board for Decision
Budget	\$10,000

VII. SHELVED PROJECTS ON THE WISHLIST

Community Waste Solutions Pilot Project



SMARTER GOAL	SouthGrow leverages \$5000 against our own membership contributions, pilot community contributions, and other grants, to pay for a high-quality feasibility study that profiles a tech and implementation solution for a small community in the SouthGrow region. This is a purely academic exercise which is contracted out to MPE by Q2 of 2022 and is finalized and delivered by Q4 to the partners for evaluation and the planning of next steps.
OUTCOME	A feasibility study that fully addresses the technicalities and operability of a small-cell waste solution for a small rural community.
MEASURE	Was the report completed or not? Number of feasible options. Cost of proposed solution. Update by a volunteer community to pilot.
TARGET	Feasibility study is complete by Q4 of 2022/23 year.
WORKPLAN	Secure pilot community, get quote from MPE, gather funding, write grants, sign contract, pester engineers for deliverable, consult with stakeholders, take delivery, and present report to stakeholders, strategize pilot scale implementation for next operational year.
Budget	NA

Blackfoot Language Signage

SMARTER GOAL	SouthGrow secures funding for the provision of place-name signage for municipalities and points of interest across the region. The project is supported by the Blood Tribe with an expert linguistic advisor, and fully funds signage for anyone who wants it up to the funding limit.
OUTCOME	SouthGrow provides Blackfoot place-name signage for communities to assist with the advancement of reconciliation and add to the vibrant tourism landscape of southern Alberta.
MEASURE	How much money was secured? How many signs were applied for? How many signs were installed? How much money was secured?
TARGET	\$50,000 for signage. 20 signs are deployed.
WORKPLAN	Secure buy-in and support from Blood Tribe Identify funding stream and funding partners. Solicit letters of interest in program Apply for money



	Distribute money for completed signs. Celebrate.
Budget	NA

PART III: BUDGET

As mentioned in the Executive Summary, these are projections only based on the best available data and should not be considered binding.

INCOME



Income	Amount	Description
Membership Fees	96,515.00	From per-capita and associates
Associate Member fees	800.00	From 4 Associate Members
JEI Operational Grant	50,000.00	From GOA Operating
JEI Project Funding	25,000.00	From GOA Projects
CanExport Partnership Liability Carried Forward	23,450.00	Collected and Carried forward
Registrations, Sponsorships, Other Fees	15,000.00	To be Collected
Highway 3 Admin Support	2,275.00	To be paid for year
Interest	0.00	Uncertain interest environment
CanExport Grant	23,450.00	Secured from GOC
GST Recovered	8,000.00	To be paid back by GOC
ZEVIP	1,009,500.00	From GOC
JEI - Supply Chain	15,000.00	From GOA
EDL - Supply Chain	5,000.00	From EDL, to be billed
Prairies Can - Supply Chain	51,000.00	From GOC, to be paid
FCM Grant	211,700.00	From FCM, to be paid

Projected Income	1,536,690.00
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EXPENSE

Strategic Collaboration	Amount	Description
Develop and Build Partnerships	2,000.00	Relationship building
Board Development	3,000.00	Executive Committee training
Econ Development Summit	5,000.00	Annual Event
SAAEP	3,000.00	Annual Event
Regional Tourism Collaboration	10,000.00	For Tourism Project
H3TDA Support	3,000.00	Matching fund Transportation



REDA Collaboration	1,000.00	REDA promotion
Councillor Training Event	4,000.00	Reconciliation Training
Sponsorships	2,000.00	Annual Sponsorship fund
Government Relations Committee	2,000.00	Relationship Building

Total	35,000.00
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Marketing and Communication	Amount	Description
Advertising/Subscriptions	2,000.00	Admin Expense
Travel - Regional	3,000.00	Driving around region
Newsletters	2,400.00	Bi-weekly newsletters
Websites	500.00	Admin Expense
AGM / Other Events & Meetings	3,500.00	Hosting AGM and other
SAITI Global Marketing Project	36,900.00	Global Marketing Project
SAITI FDI Test Drive Year 2	10,000.00	Investment Attraction Project
Agri-food Conference Attendance	5,000.00	To Attend 1 Conference

Total	63,300.00
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Economic Development		
Scholarships	2,500.00	Scholarships – to be leveraged
Broadband	1,000.00	Misc. spend on Broadband initiatives
Broadband Matching Project	SPECIAL	\$3000 per community if claimed – expired?
EV Bus Pilot	211,700.00	Grant from FCM
Supply Chain Identification	78,000.00	Supply Chain Project
ZEVIP Program	1,009,500.00	NRCAN Project
SouthGrow Power Project	10,000.00	For feasibility, leverage
Rural Immigration Pathways	6,000.00	For large educational event

Total	1,318,700.00
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Administration		
Manager	87,000.00	Manager's contract
Annual Operational Reserve	3,000.00	For targets of Opportunity
Administration Support	2,000.00	Manger support work
Executive Honorarium/Mileage	1,500.00	Executive or other Board members as claimed
Bookkeeping	1,500.00	QuickBooks and Bookkeeping advice
Professional Fees	4,500.00	Annual Audit
Insurance	2,600.00	RMA Insurance Annual
Telephone and Internet	1,800.00	Rogers, Google
Office Supplies	1,500.00	Ink, Misc. supplies



Postage Courier Freight	800.00	Post office box, mailings
Meetings and Hosting	1,000.00	Executive meetings, Misc. meetings
Miscellaneous	0	
GST	8,000.00	GST spend - recoverable.

Total	115,200.00
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Total Budget	1,532,200.00
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Income vs Expense	4490.00
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[About SouthGrow Regional Initiative](#)

SouthGrow is an economic development alliance of twenty-eight south central Alberta communities committed to working together to achieve prosperity for the region. Representing over 180,000 people, SouthGrow is committed to assisting communities, organizations, businesses, and people in the region to further their economic development goals and to maintain the high quality of life.