



# **Town of Coronach**

## **Economic Transition Project**

November, 2019





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## Message from The Town of Coronach

The Town of Coronach has taken direct action to address the closures of the Poplar River Mine and Poplar River Power Plant. The Town has been working with federal and provincial governments along with regional partners to better understand the impact of these closures and plan for the future. To date The Town of Coronach has received two grants from Western Diversification through the Canada Coal Transition Initiative (CCTI), the first grant of \$320,000 has been allocated to our partnership and leadership by Saskatchewan Economic Development Alliance. The partnership has initiated The Economic Transition Project with specific targets that maximize our strength with a strategic plan and for a 2-year contract with a local Economic Transition Coordinator.

We have also been granted \$60,000 for a Coal Interpretive Centre feasibility study. The purpose of the project will be to determine if it is feasible to build a Centre that compliments our local coal history with an emphasis on educating and teaching teachers and students from all over Saskatchewan about the history of coal in our province.

The Town has hosted conversations with Western Diversification's team about the planning and distribution of an Economic Infrastructure development for Coal Communities Fund, which includes \$105 million for coal-impacted communities in Saskatchewan and Alberta. We are investigating a Trust program as a long-term strategy for economic infrastructure incentives and development opportunities for the local area.

We have started conversations with the Ministry of Government Relations to discuss the promise given in the SaskParty's Speech from the Throne of \$10 million for coal-impacted communities. We are committed to the priorities set in the vision statement set by Town Council through the recent process of training and work on our future needs for our community:

"The Town of Coronach shall strive to maintain a safe, viable community while strengthening resident engagement and community spirit. We will encourage thriving regional partnerships and the development of an innovative, diverse economy."



## Executive Summary

The Town of Coronach has undertaken the development of this Economic Transition Project to support and prepare the community for the announced closure of the Poplar River Power Plant and Poplar River Coal Mine, the largest employers in the region. In order to better understand what impact these closures will have on the region; the project includes an in-depth economic impact analysis. This analysis estimates the economic impacts on the area within 100 km of Coronach. Looking more specifically at the Town of Coronach and the Rural Municipality of Hart Butte No. 11, the impacts will be stark:

- Population reduction of 573 (67%)
- Total jobs reduced by 388 (67%)
- GDP reduced by \$390 million (89%)
- Household income reduced by \$36 million (89%)

This Transition Project is charged with developing initiatives to support a diversified business environment, workforce transition and prepare the community to be investment ready. The project provides a roadmap for building on past success, effectively leveraging the community's strengths, and encouraging a strong and sustainable economy for the future. The Strategic Pillars support the Town's overarching vision for the region as well as the desired outcomes of the strategic planning process.

The process for developing the Economic Transition Strategy included a review of local and regional government priorities, plans and research that have a direct bearing on implementation efforts, opportunities for economic diversification and economic projections. The project also included significant engagement with industry, community members and regional municipalities through multiple workshops held across the region, one-on-one interviews, and online and telephone surveys resulting in the Engagement Report. The final draft of the project was also shared publicly and presented in an open forum hosted in Coronach.



## Strategic Pillars

The Economic Transition Project is underpinned by four strategic pillars, intended to anchor and qualify all objectives and ensuing actions over the next ten years. The priorities support the Town's overarching vision as well as the desired outcomes of the strategic planning process. A major component of every pillar is regional cooperation, engagement and participation with extensive efforts to include communities in the region in each engagement activity.

### The Four Strategic Pillars:

The following is a breakdown of the four strategic pillars including the aspirations of the community each pillar is designed to achieve.

<b>PILLAR 1: Workforce Transition, Attraction and Entrepreneurship</b>
Coronach's primary goal is to transition and retain as much of the current workforce as possible.
<b>PILLAR 2: Business Retention, Expansion and Attraction</b>
Coronach will support the growth, innovation and diversity of the local business community.
<b>PILLAR 3: Tourism Destination Development</b>
Through the establishment of thriving regional partnerships, tourism will be a major driver of the economy.
<b>PILLAR 4: Next Phase Resource Development</b>
Coronach will support new resource development as a key component of the community's future.

It is important to note that the list of actions is a prioritized starting point based on community input and research at a point in time. It is by no means an exhaustive or comprehensive list of all the potential actions for the Town of Coronach and the broader region. New actions may emerge and will need to be assessed against the priorities of the Project.



## Critical Path Actions

Each of the following “critical path” actions present a concept for the highest priority initiatives. They are assembled from the actions identified in the action plan and show the interconnectedness of different activities – how doing one thing will have a positive impact on several objectives. These actions were designed to be implemented in the short-term to support the medium and long-term objectives of the Town of Coronach and the broader region.

### Critical Path Actions and How They Complement with Pillars of the Strategy

Priority Objectives and Actions	Pillar 1	Pillar 2	Pillar 3	Pillar 4
Action #1.1.1: Establish a Regional Economic Transition Committee that will act as a regional voice and partner to secure funding, provide recommendations, support the Economic Transition Project and investigate the establishment of an Economic Transition Trust.	✓	✓	✓	✓
Action #1.1.2: Coordinate a workforce transition/development plan with all involved parties. Currently, there is a lack of coordination/understanding of how the transition teams will be working together. As the local municipality, Coronach needs to take a leadership role in this process.	✓	✓	✓	
Action #2.1.1: Build on the business satisfaction survey by creating a dedicated business retention and expansion program focused on addressing current concerns and facilitating growth.	✓	✓	✓	✓
Action #2.1.2: Work with CF and Business Community to develop a Business Guide that outlines all the services and processes of the municipality and using the Province’s template, develop Business Opportunity Sheets that assist in identifying business investment opportunities.	✓	✓		✓
Action #3.1.1: Investigate the development of a regional tourism organization to nurture and provide programming support that will assist and leverage the attraction of tourists and the development of new assets into the Coronach region.	✓		✓	
Action #3.3.1: Building on the efforts of the regional asset mapping exercise, investigate the development of a regional Asset Development and Marketing Plan to support the regional tourism organization.		✓	✓	
Action #4.1.2: Work with SaskPower to identify all respondents to the Solar and Wind power generation RFQ and RFP process to develop a shortlist of proponents who may be interested in developing facilities in Coronach.		✓		✓



# Section 1







# Background Report

In order to better understand the Town of Coronach and region's context a full review of available background research, documents, plans and strategies was conducted as the first stage of the Economic Transition Project.

## Summary of Findings

Several background documents were reviewed to uncover themes that were common amongst them. This assessment is important because it offers clues on the desired direction of the region, economic and social trends that are indications of likely future change, and preferred direction of policies that will drive development toward preferred outcomes.

The following observations are also important because they highlight themes that are strongly represented in the Town of Coronach's current policy framework and where there is alignment with regional policies in areas of importance. Further, this review identifies and highlights gaps that exist where key themes and areas of importance do not currently have prominence in the municipal policy framework. If these gaps represent key objectives or priorities that are identified through the research and community engagement process, they heighten awareness for further examination to ensure effective alignment with future priorities.

The common threads identified among the policies and documents examined include:

**Renewable Energy** – Power sources such as wind, solar, and geothermal are potential avenues to explore further investment. These could capitalize on existing power output infrastructure and would create jobs in the construction and maintenance phases.

**Natural Gas** – Natural gas is a cleaner fossil fuel to generate power than coal, and through Carbon Capture and Storage, these generating stations can be made net-zero emissions and could capitalize on the existing power grid infrastructure. This method is being utilized in the nearby City of Estevan but is prohibitively expensive to implement in Coronach due to a lack of active wells and pipeline infrastructure.

**Clean Coal Uses** – Carbon Capture and Storage (CCS) units can be placed on coal-fired power generators to render them net-zero emissions. This technology can be placed on generators where it makes financial sense, given the set-up costs of the units and the lifespan of the generators themselves. Also, fly ash is a by-product of burning coal for electricity, and this product can be recycled for use as a strengthening agent in concrete. However, this option is not economically viable in Coronach as the Poplar River Power Plant is nearing end of life and would require an entire refit to implement these technologies.

**Tourism Industry** – There is a lot of history in the area like the historic outlaw hideouts, which attract tourists to the area. Events and festivals such as the Outlaw Festival are large draws for tourists and spur economic activity during their operations.

**Infrastructure Development** – Past and future infrastructure development was a re-occurring theme in many of the documents. Future infrastructure development can open the way for new industries to





move into the area. Also, the coal plant and mine in Coronach supply infrastructure support during their operations, which may leave gaps that need to be filled by the municipality.

**Historical Context** – Several documents provided useful historical context to the project. These included important dates, decisions made, and news from Coronach's recent history.

**Workforce Integration** – The current employees of the plant and mine will be impacted the most by the proposed closures. Considerations involving how to integrate these workers into the future economy and share the impacts of the closures with other industries to minimize the impacts on this group is an important consideration.

The figure below presents a common threads matrix, showing the association between each theme relative to the documents it has been identified in via a series of checkmarks. A single checkmark (✓) indicates the document has some content relating to the theme, but it is not a primary focus of the document, while a double checkmark (✓✓) indicates there is a primary focus on the theme.

For the full document review, see Appendix F.



## Common Themes Matrix

Figure 1: Common Themes Matrix

Selection of Relevant Documents Reviewed	Renewable Energy	Natural Gas	Clean Coal Uses	Tourism Industry	Infrastructure Development	Historic Context	Workforce Integration
Coronach Planning Study 1983					✓✓	✓✓	
JUST Transition from Coal Task Force			✓				✓✓
Getting It Right – A Just Transition Strategy for Alberta’s Coal Workers	✓	✓			✓		✓✓
Backgrounder - Saskatchewan Labour Demand Outlook	✓					✓	✓
Fall South Central News Updates					✓	✓✓	
Red Coat Regional Economic Development Authority (REDA) documents					✓✓	✓✓	
Coronach Market Snapshot				✓✓	✓	✓	✓
Town of Coronach 2004-11 Presentation to Saskatchewan Power Corporation	✓	✓	✓		✓✓	✓✓	✓
2007 Municipal Leadership document						✓	
CEDC Documents			✓	✓	✓	✓✓	
1996 Farmwell Policy					✓✓	✓✓	
Coronach - RM 11 - May 1980 Land Annexation						✓✓	
Town of Coronach August 10, 1978 (Conversion for Village to Town)						✓✓	
Coronach Economic Development Officer (EDO) Documents						✓	
2007 Municipal Leadership Document				✓	✓✓		✓✓
Community Initiatives Fund Application				✓	✓✓		
Aviva Splash Park Document				✓			
Sonoash Opportunity Brochure			✓✓		✓✓		
North 49 Wind Project Handout	✓✓				✓		
Saskatchewan Operating Mines List					✓		
Canada Just Transitions Report 2019					✓	✓	✓✓
Coal in Coronach			✓			✓✓	
Coal Transition Information and Resources Package							✓✓
Facing the Challenge of Industry Closure					✓	✓	✓✓
Reimagining Pennsylvania’s Coal Communities				✓	✓	✓	✓✓
Supply Chain Options – Nuclear Preliminary					✓✓		
Western Development Museum (WDM) Saskatchewan’s Clay Resources						✓	
Resource Map of Saskatchewan, Saskatchewan Geological Survey	✓	✓	✓		✓	✓	
Economic Development Presentation “Transitioning from Coal” Garrett Osborn	✓✓		✓✓		✓✓		





## Economic Projections

### Municipal Finance Model & Impact

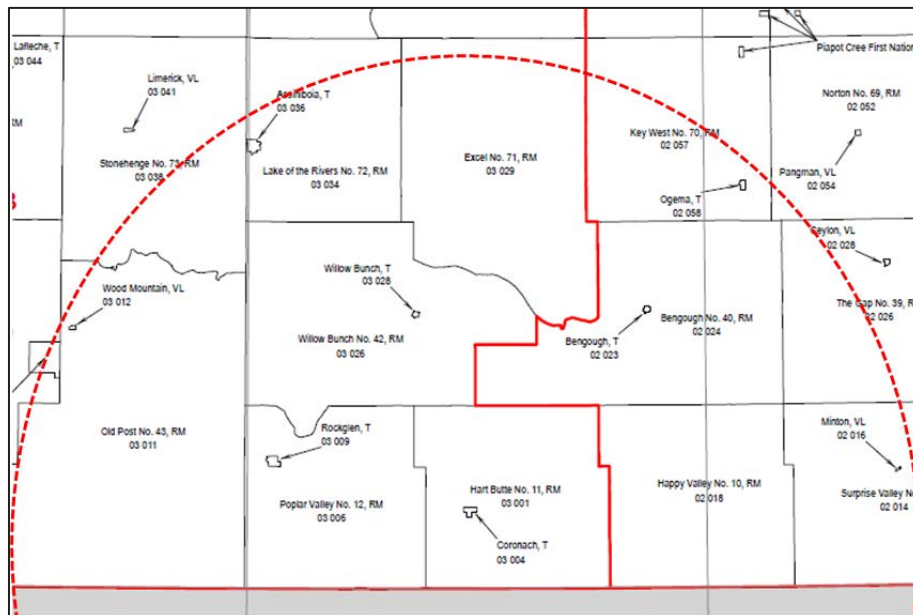
This report assesses the socio-economic impact of the pending closures of the Poplar River Power Plant and Poplar River Coal Mine on the businesses and communities within a 100 km radius of these facilities. The closures are expected to begin in 2030, but they could begin earlier. When they occur, they will affect more than 300 workers directly and many other workers indirectly.

#### Recent Population and Employment Trends in the Study Area

*metroeconomics* estimates 21 municipalities (Census-Sub-Divisions) either entirely or largely fall within a 100 km radius of Coronach. This group of 21 municipalities will be referred to from this point forward as the Study Area.

According to the 2016 Census, 7,785 people live in the Study Area, while employers provide 3,680 jobs within the area.

Figure 2: Map of the Coronach Study Area



Source: Statistics Canada and *metroeconomics*

To measure the impacts of the proposed closures, the Study Area has been divided into two sections:

- **Primary Study Area:** The Town of Coronach plus the Rural Municipality of Hart Butte No. 11.
- **Secondary Study Area:** The other 19 municipalities within a 100 km radius of Coronach.



Figure 3: Key Demographic and Economic Indicators of the Study Area 2001 to 2016

	2001	2006	2011	2016	Change 01-16
<b>Population</b>					
Primary	1,133	1,042	975	895	-238
Secondary	8,284	7,250	7,218	6,890	-1,394
<b>Total Study Area</b>	<b>9,417</b>	<b>8,292</b>	<b>8,193</b>	<b>7,785</b>	<b>-1,632</b>
<b>Employed by Place of Work</b>					
Primary	840	685	485	570	-270
Secondary	4,110	3,455	2,640	3,110	-1,000
<b>Total Study Area</b>	<b>4,950</b>	<b>4,140</b>	<b>3,125</b>	<b>3,680</b>	<b>-1,270</b>
<b>Mining Employed</b>					
Primary	160	110	120	130	-30
Secondary	0	10	0	10	10
<b>Total Study Area</b>	<b>160</b>	<b>120</b>	<b>120</b>	<b>140</b>	<b>-20</b>
<b>Utilities Employed</b>					
Primary	195	125	180	120	-75
Secondary	20	35	55	0	-20
<b>Total Study Area</b>	<b>215</b>	<b>160</b>	<b>235</b>	<b>120</b>	<b>-95</b>
<b>All Other Industries Employed</b>					
Primary	485	450	185	320	-165
Secondary	4,090	3,410	2,585	3,100	-990
<b>Total Study Area</b>	<b>4,575</b>	<b>3,860</b>	<b>2,770</b>	<b>3,420</b>	<b>-1,155</b>
<b>All Other Industries Employed per 1,000 Residents</b>					
Primary	428	432	190	358	-71
Secondary	494	470	358	450	-44
<b>Total Study Area</b>	<b>486</b>	<b>466</b>	<b>338</b>	<b>439</b>	<b>-47</b>

Source: Statistics Canada compiled by *metroeconomies*

Figure 3 above provides key data regarding recent trends in the number of people and jobs within the Study Area and each of its two parts:

- In 2016 the total population of the Study Area was 7,785; 895 people live in the Primary Area, and 6,890 live in the Secondary Area.
- Between 2001 and 2016, the population of the Study Area fell by 1,632 from 9,417 in 2001 to 7,785 in 2016 (or by 17%). Over that span, the population of the Primary Area fell by 238 (21%) while that of the Secondary Area fell by 1,394 (17%).





- The total number of jobs provided by employers in the Study Area fell from 4,950 in 2001 to 3,680 in 2016 or by a total of 1,270 (26%). Primary Area jobs were down by 270 (32%) and Secondary Area jobs by 1,000 (24%).
- The Primary Area accounted for 130 mining jobs in 2016, down from 160 in 2001. The Secondary area accounted for only a few mining jobs at any point over that span.<sup>1</sup>
- The Primary Area accounted for 120 utilities jobs in 2016 down by 75 from 195 in 2001 (38%). Utilities jobs in the Secondary Area disappeared altogether.
- Jobs in the Study Area's mining and utilities industries are considered to be the economic base or export-based jobs of the area. Changes over time in the number of economic base jobs in an area determine changes in the economic and social wellbeing of that area.
- Jobs in all other industries – those that are primarily population serving or community based – fell by 1,155 from 4,575 in 2001 to 3,420 in 2016 (25%) across the entire Study Area. The Primary Area's population serving jobs fell by 34%, and the Secondary Area's fell by 24%.

The bottom line of the above trends: the gradual erosion of jobs in the Study Area's economic base industries (down 30% from 2001 to 2016) has resulted in the gradual decline of the area's population (down 17%).

### Estimated Closure Impacts on the Study Area

All of the Study Area's economic base jobs – those in mining and utilities – are located in the Primary Area. About half are held by Primary Area residents (Town of Coronach plus the Rural Municipality of Hart Butte No. 11) and the other half by Secondary Area residents (The other 19 municipalities within a 100 km radius of Coronach). The mining and utilities jobs held by Primary Area residents account for 31% of all the jobs held by Primary Area residents. The mining and utilities jobs held by Secondary Area residents account for less than 4% of all the jobs held by Secondary Area residents.

Thus closure of the Poplar River Power Plant and Poplar River Coal Mine – which together account for all of the utilities and mining jobs in the Primary Area – will have a much greater relative impact on the population and employment base of the Primary Area than on the population and employment base of the Secondary Area.

Figure 4 compares the age profiles of the populations of each of the Primary and Secondary Areas to that of Saskatchewan as a whole:

- The population of the Primary Area has relatively more people aged 0 to 14, 20 to 24 and over 55 than the province as a whole and significantly relatively fewer persons aged 25 to 34.
- The population of the Secondary Area has significantly relatively fewer persons aged 0 to 14 and 20 to 44 than the province as a whole and significantly relatively more people aged 55 and over.

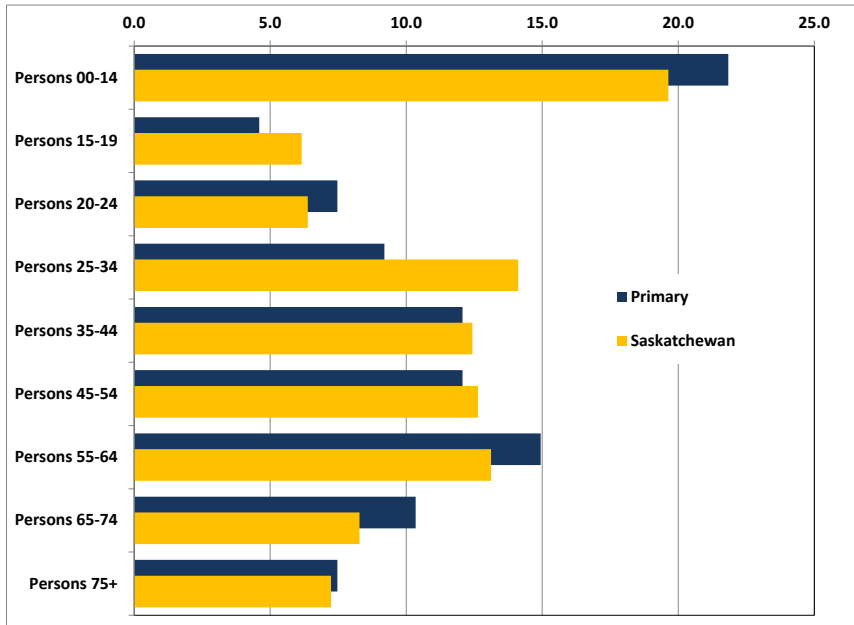
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<sup>1</sup> Statistics Canada random rounds all Census estimates for all economic and demographic variables within detailed cells to the nearest 5 for confidentiality purposes. Thus the mining employed estimates for the Secondary area for each of 2001, 2006, 2011 and 2016 could easily each have been about 5 but still be published as 0, 10, 0 and 10 respectively.

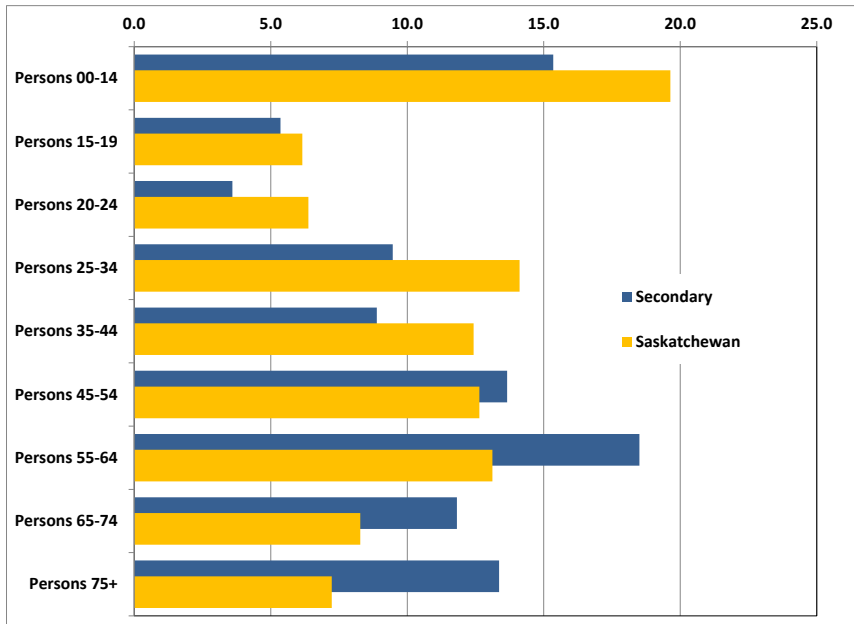


**Figure 4: Population by Major Age Group as a Percent Share of the Total in 2016 Primary and Secondary Areas Compared to Saskatchewan**

**Primary Area Compared to Saskatchewan**



**Secondary Area Compared to Saskatchewan**



Source: Statistics Canada compiled by *metroeconomics*





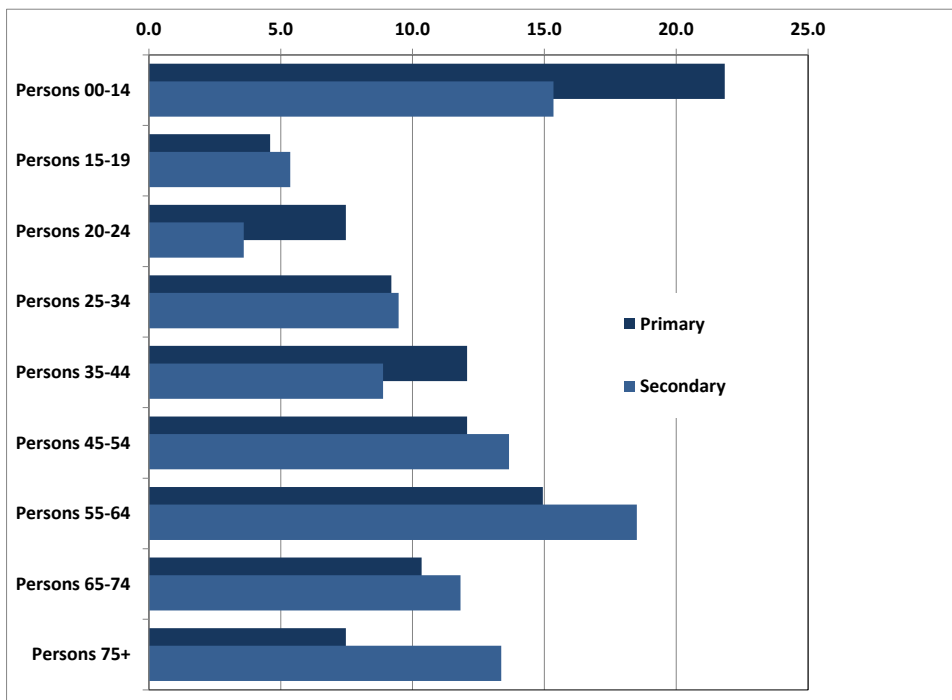
Figure 5 compares the age profiles of the population of the Primary Area to that of the Secondary Area:

- The Primary Area has relatively more people aged 0 to 14, 20 to 24 and 35 to 44 than the Secondary Area.
- The Secondary Area has relatively more people aged 45 and over.

Migrants – people who move – tend to be relatively young people aged 20 to 39 often with youngsters in tow. That description defines the residents of the Primary Area compared to those in the Secondary Area in 2016. As people age beyond 40 years, they are significantly less likely to move than those under the age of 40. That description defines the residents of the Secondary Area compared to those in the Primary Area in 2016.

The relative age profiles of the two areas suggest the closure impacts are likely to result in relatively more out-migration of people from the Primary Area than from the Secondary Area, although outmigration is likely to occur from both.

**Figure 5: Population by Major Age Group as a Percent Share of the Total in 2016 Primary Area Compared to Secondary Area**



Source: Statistics Canada compiled by *metroeconomics*

In the Study Area, the coal produced by the Poplar River Coal Mine serves as a prime input to the Poplar River Power Plant's generation of electricity.



Figure 6 below is based on Statistics Canada's *Sources and Uses Tables* for Saskatchewan for 2015.

**Figure 6: Coal Mining and Electricity 2015, Production Costs and Gross Operating Surpluses as a Percent Share of Total Revenues**

	Coal Mining	Electricity
<b>Total Revenues</b>	<b>100%</b>	<b>100%</b>
Inputs	40%	40%
Wage and Salaries	30%	15%
Taxes on Production	0%	4%
Gross Operating Surplus	30%	41%

Source: Statistics Canada compiled by *metroeconomics*

#### Concerning coal mining province-wide:

- 40% of sales revenues go to purchases from other industries (goods and services)
- 30% goes to wages, salaries and benefits to those employed in coal mining
- Major contributors to the input costs are repair construction services, equipment purchases, electricity, other fuels and other support services
- Taxes on production account for less than 1% of coal industry revenues
- 30% falls to the bottom line representing the industry's gross operating surplus

#### Concerning electricity activities province-wide:<sup>2</sup>

- 40% of sales revenues go to purchases from other industries (goods and services)
- Half of those input costs are accounted for by natural gas or coal
- Other major contributors to input costs are repair construction services, head office services and computer services
- 15% goes to wages, salaries and benefits to those employed in electricity activities
- Taxes on production account for 4% of electricity activity revenues
- 41% falls to the bottom line representing the industry's gross operating surplus

Data regarding the local share of input costs of goods and services that define the input costs of each industry are not available. It is likely, at least some repair construction services and most equipment purchases are not acquired from businesses within the Study Area. The projections described in the

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<sup>2</sup> Data for electricity generation alone are not available. The data for electricity in Figure 6 therefore include electricity generation, transmission and distribution.





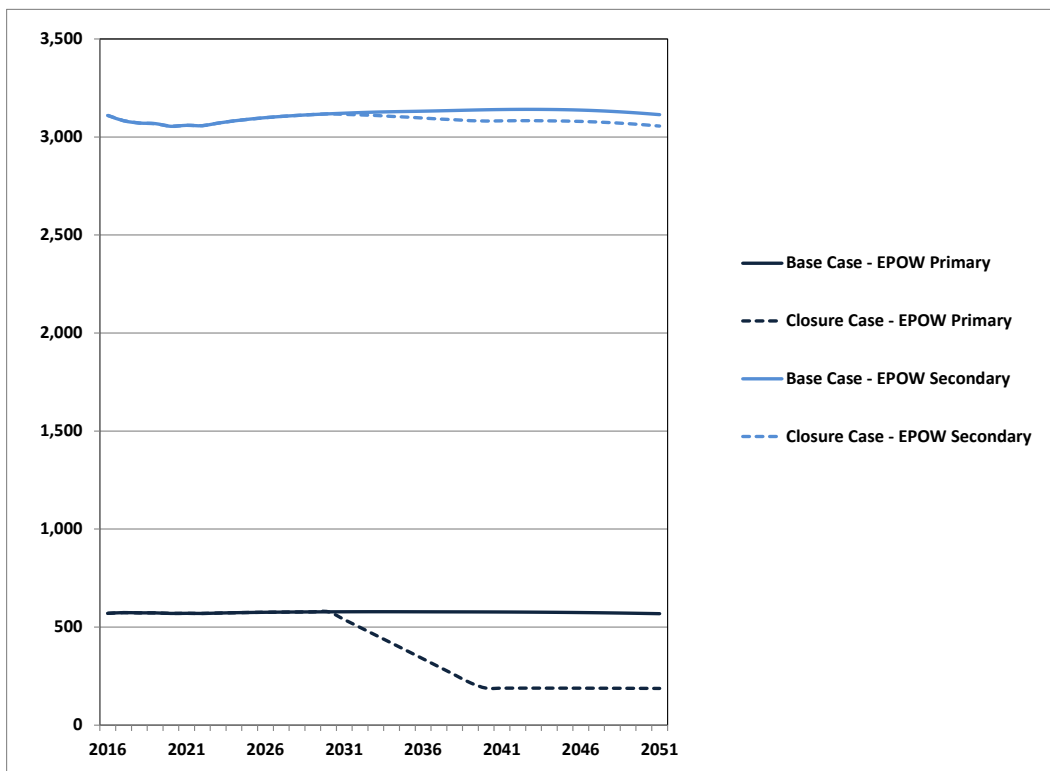
following section assume the closures will impact local jobs primarily in the mining and utilities sectors directly, that jobs among suppliers will mostly impact communities outside the Study Area.

### The Estimated Closure Impacts on the Primary and Secondary Areas

*metroeconomics'* sub-provincial projection system is described in detail in the accompanying Appendix. Using this system, a Base Case projection was developed for each of the Primary Area and the Secondary Area. A Closure Case projection alternative was also developed for each area, assuming the closures will begin in 2031 and take ten years to complete. The results of these projections are illustrated in the charts and tables of this section of the report.

Note: Different Closure Case projections could be developed if a different time profile for the closures is warranted.

**Figure 7: Total Employed by Place of Work, Primary Area (Dark Blue) and Secondary Area (Light Blue), Base Case (Line) and Closure Case (Dotted Line), Annual Data 2016 to 2051**



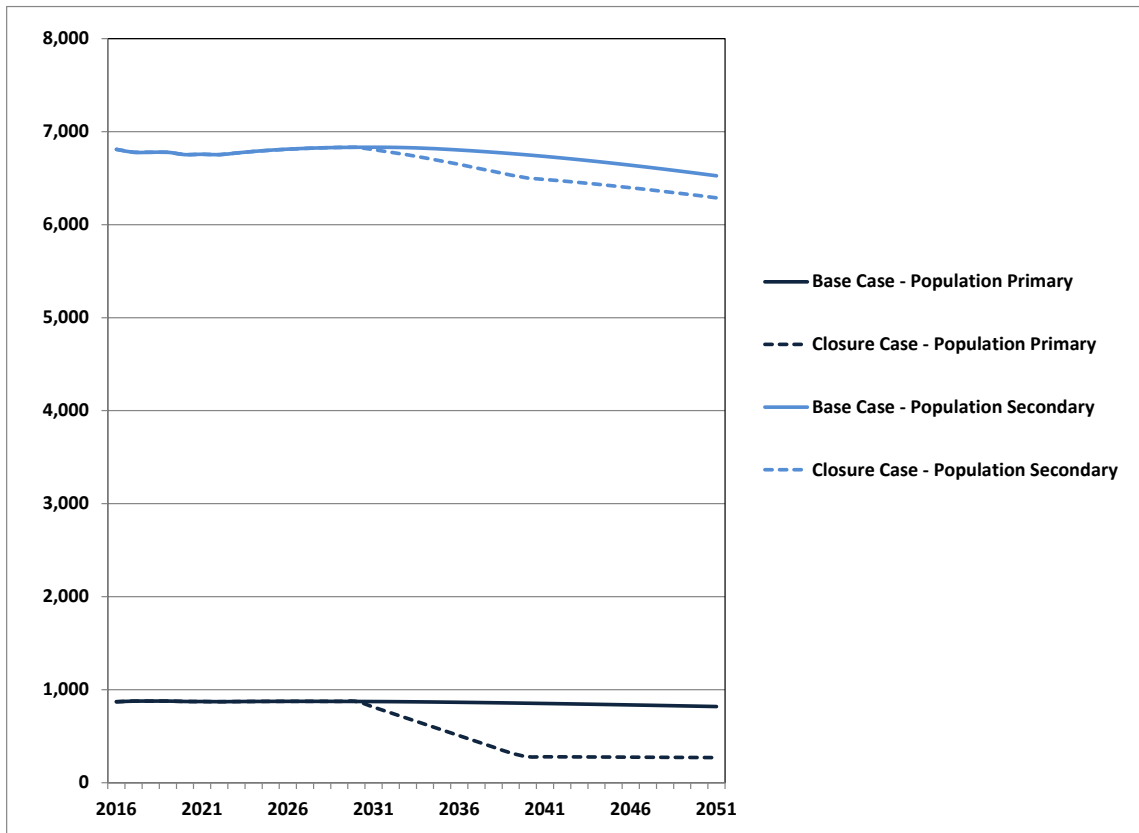
Source: *metroeconomics*

Figure 7 above illustrates the projected path for total employment by place of work for each of the Base and the Closure Cases for each of the Primary and Secondary Areas to 2051.

Figure 8 below illustrates the projected path for the total population for each of the Base and the Closure Cases for each of the Primary and Secondary Areas.



**Figure 8: Total Population, Primary Area (Dark Blue) and Secondary Area (Light Blue), Base Case (Line) and Closure Case (Dotted Line) Annual Data 2016 to 2051**



Source: *metroeconomics*

In the Base Case, total employment and the total population are projected to hold steady through to 2051 in both the Primary and Secondary Areas. This reflects the expectation that, if the facilities are not closed, mining and utility jobs will remain flat, reflecting *metroeconomics*' projections for mining and utilities employment province-wide.

In the Closure Case, employment drops between 2030 and 2040 from 129 in 2030 to 0 in mining and from 122 to 0 in utilities reflecting the expectation that both facilities will close but that the closures will occur gradually over ten years.

Since these jobs are all located in the Primary Area, the impact on total jobs and the total population is greatest in that Area. Though residents of the Secondary Area hold half of these jobs, they account for only a small portion of all the jobs held by Secondary Area residents. As a result, the decline in the population of the Secondary Area stemming from the closures is relatively modest.



**Figure 9: Total Population and Total Employed by Place of Work, Primary Area and Secondary Areas, Base and Closure Cases, 2016 to 2051 in 5 Year Intervals**

	2016	2021	2026	2031	2036	2041	2046	2051
<b>Primary Area</b>								
<b>Population</b>								
Base Case	870	872	874	872	864	851	836	818
Closure Case	870	872	874	812	505	278	274	269
Absolute Impact	0	0	0	-60	-359	-573	-562	-549
Percentage Impact	0.0	0.0	0.0	-6.9	-41.6	-67.3	-67.2	-67.1
<b>Employment</b>								
Base Case	570	570	576	578	578	577	574	568
Closure Case	570	570	576	538	338	188	188	187
Absolute Impact	0	0	0	-40	-240	-388	-386	-381
Percentage Impact	0.0	0.0	0.0	-6.9	-41.6	-67.3	-67.2	-67.1
<b>Secondary Area</b>								
<b>Population</b>								
Base Case	6,810	6,757	6,812	6,833	6,803	6,734	6,639	6,526
Closure Case	6,810	6,757	6,812	6,807	6,648	6,486	6,397	6,289
Absolute Impact	0	0	0	-26	-155	-247	-242	-237
Percentage Impact	0.0	0.0	0.0	-0.4	-2.3	-3.7	-3.7	-3.6
<b>Employment</b>								
Base Case	3,110	3,060	3,099	3,122	3,132	3,140	3,137	3,114
Closure Case	3,110	3,060	3,099	3,116	3,097	3,082	3,079	3,056
Absolute Impact	0	0	0	-6	-35	-58	-58	-58
Percentage Impact	0.0	0.0	0.0	-0.2	-1.1	-1.8	-1.9	-1.9
<b>Total Area</b>								
<b>Population</b>								
Base Case	7,680	7,629	7,686	7,705	7,666	7,585	7,475	7,344
Closure Case	7,680	7,629	7,686	7,618	7,152	6,764	6,671	6,558
Absolute Impact	0	0	0	-86	-514	-820	-804	-786
Percentage Impact	0.0	0.0	0.0	-1.1	-6.7	-10.8	-10.8	-10.7
<b>Employment</b>								
Base Case	3,680	3,630	3,674	3,700	3,710	3,717	3,711	3,682
Closure Case	3,680	3,630	3,674	3,654	3,434	3,271	3,267	3,243
Absolute Impact	0	0	0	-46	-276	-446	-444	-439
Percentage Impact	0.0	0.0	0.0	-1.2	-7.4	-12.0	-12.0	-11.9

Source: *metroeconomics*

Quantitatively, as tabulated in Figure 9, as of 2051:

- The population of the Primary Area is lower in the Closure Case than in the Base Case by 278 people, or by 67.3%, while the population of the Secondary Area is lower by 247 people or 3.7%.
- The number of jobs in the Primary Area is lower by 388 or 67.3% while the number of jobs in the Secondary Area is lower by 58, or by 1.8%.
- For the total Study Area, the population in 2051 is lower in the Closure versus the Base Case by 820 (10.8%) while the number of jobs is down by 446 (12.0%).





## Impacts on Municipal Finance

To do so, we note that:

In 2018 the Town of Coronach collected:

- \$883,466 in tax and other unconditional revenue
- \$434,271 in fees and charges
- \$27,969 in conditional grants
- \$20,792 in investment income and commissions
- \$5,037 net losses on land and other capital assets
- \$18,724 in other revenues

Thus, its total revenues that year were \$1,380,185.

Although none of these revenues is paid by the Poplar River Power Plant or Poplar River Coal Mine directly, the municipality will be impacted by the closures. The impacts annually from 2041 onwards are estimated as:

- The population reduced by 573 (67%)
- Total jobs reduced by 388 (67%)
- GDP reduced by \$390 million (89%)
- Household income reduced by \$36 million (89%)

These projected changes would be devastating to the municipality with extreme impacts on municipal finance as the loss of population would reduce the Town's residential tax base by over half. The losses in household income and population would necessarily impact the business community and lead to closures and a further reduction in tax base.

## 2. Build on strengths

- \* potential to market coal
- \* promote tourism more/expand it ✓
- \* expand lake/campground - do upgrades. ✓
- \* offer business incentives to come here/stay here ✓
- \* promote Coronach in general ✓
- \* expand on railway - into USA?
- \* use existing infrastructure + lines for wind/solar.

## 1.) BIG MUDDY CENTRAL

### GOV'T HUB

- Ambulance
- Rec Facilities
- community services

TOURISM

### HUNTING

RESERVOIR - WATERSPORTS  
- FISHING

BIG MUDDY - STOP #1 OUTLAW TRAIL  
SITTING BULL TRAIL - American  
Tourist opportunity - Into Moose Jaw

- WINDY + SUNNY

216 bH 41-64  
1114# RETIREES < 130 over 65 years

# Section 2

- Business attraction/retention
- use "suppliers" capacity
- large growth in US oil & gas
- increased market access
- investments for fertilizers, nuclear energy, etc.
- competitive tax & utility rates
- training of workers
- transportation infrastructure
- Industrial Parks

## III Differences to make for businesses

Internet - infrastructure

- 10Mbps → 7kb

- limits communications/business ops.

Ltd. industrial ⇒ streamline rezoning process.

Tax base evolution / diversity

pop ↓ ⇒ sustainability

Supporting abandonment, damage,

→ Main St. revitaliz'n.

- plumbing upgrade needed.

- impact on image.

21<sup>st</sup> century

Theme: Retention

## TOURISM - POOLING RESOURCES & GET TOGETHER A REGIONAL PLAN → TIE INTO MOOSEJAW

- UNDERSTANDING HISTORICAL SIGNIFICANCE
- INVENTORY OF ALL TOURISM DRIVES

- HUNTING - PROMOTION
  - WATER SPORTS - TREES AT RESERVOIR
  - DEVELOP A REGIONAL PARK
  - COTTAGE DEVELOPMENT
- PLANT TODAY FOR TOMORROW

## LIST MORE BUSINESS

- ↳ Keep residents
- ↳ Keep able workforce
- ↳ Affordable - tax breaks
  - cheap land
  - affordable housing
  - business hub
- Develop interest + get them to understand what is offered
- develop Agri biz - cattle farming
- Keep small farms viable
  - ↳ supplemental income opportunities



# Engagement Report Summary

## Business Survey Highlights

A telephone survey was conducted in September of 2019, reaching 100 businesses out of an initial sample of 581 businesses. This resulted in results in a maximum margin of error of approximately +/- 8.8% with a confidence interval of 19 times out of 20.

- Overall, business satisfaction in the region is strong at 95%, with 66% Very Satisfied and 29% Somewhat Satisfied.
- 14% indicate their attitude to doing business in the region is more positive than 12 months ago, compared to 66% indicating more negative, representing a net decrease of 52%.
- Businesses were asked to rate their satisfaction on 13 different factors affecting their business performance. Only five of these factors had a satisfaction level of less than 60% satisfaction.
- Factors with lowest levels of satisfaction were Availability of skilled labour, Availability of unskilled labour, Availability of health and medical services, Provincial roads and highways, and Internet services.
- When considering what factors are statistically most likely to lead to improved business satisfaction, the top priorities are Availability of skilled labour, Availability of unskilled labour, and Availability of health and medical services. Addressing these top-priority business factors through review, adaptation, or sustained attention is most likely to lead to higher business satisfaction.

For the full survey report, see Appendix A.

## Public Survey Highlights

A telephone and web survey were conducted in October of 2019, reaching 230 individuals out of an initial sample of 2,389. This sample results in a maximum margin of error of approximately +/-6.5% with a confidence interval of 19 times out of 20.

- Respondents were from Assiniboia (38%), Coronach (26%), Bengough (12%), Rockglen (9%), Mankota (4%), Williw Bunch (4%), Wood Mountain (2%), Fife Lake (2%), Big Beaver (2%) and Minton (1%).
- 70% of Respondents were 55+, 80% have lived in the region 10+ years, 69% of households have less than three individuals.
- Top three reasons for living in the region are: Born here (33%), Moved for work (24%), and Spouse lived/moved here (14%).
- 96% are Satisfied or Very Satisfied with the region as a place to live.
- 21% of respondents place of business/employment supply the Powerplant and Mine, 9% are currently employed at one of the two facilities.
- 57% indicated there are only some or few jobs available, 26% are considering entrepreneurship





- 49% believe the closures will negatively impact their household, 20% indicate they will likely or very likely need to relocate in the next five years.
- Significant or very significant factors in attracting/keeping people in the area: Quality of Life (86%), Sense of Community (78%), Affordability (77%), Social Circle (60%), and Closer to Family (58%).
- The top industries individuals see opportunities in are: Primary Agriculture (34%), Energy Production (17%), Agricultural Product Processing (16%), and Tourism (13%).
- Top supports needed in the area Improved Internet Access (25%), Start-up Funding/Support (17%), and Social Support (12%).

For the full survey report, see Appendix B.

## Community Workshop Highlights

Five community workshops were held in the Coronach region between October 6<sup>th</sup> to 8<sup>th</sup>.

### Workshops 1,2 and 4: Open to Community

The workshop in Coronach had an estimated 40 attendees, Rockglen had an estimated 15 attendees and Big Beaver had an estimated 20 attendees.

### Workshop 3: Key Stakeholders

This workshop was held in Coronach with a selection of key stakeholders, organizations and businesses with an estimated 35 attendees.

### Workshop 5: Municipal Leaders and Administrators

This workshop was held in Coronach with a group of municipal leaders and administrators with a focus on regional cooperation with an estimated 30 attendees.

**Figure 10: Key Themes from Workshops**

Strengths	Opportunities	Challenges	Business Support
Workforce	Tourism	Infrastructure	Broadband
Lifestyle/Tourism	Healthcare	Retaining Residents	Promote the Region
Infrastructure	Broadband	Resident Attraction	Buy Local
Natural Resources	Agriculture	Maintaining Amenities	Business Networks
Agriculture	Natural Resources	Healthcare	Support Services

For the full workshop report, see Appendix C.



## Deep Dive Opportunity Interviews

Building on highest order opportunities that had been identified to date, MDB Insight interviewed 12 experts associated with the following areas of interest:

- Workforce Development and Transition
- Power Generation
- Tourism
- Agribusiness
- Resource Development
- Business Support and Investment Attraction

Interviewees were from several organizations, including:

- The Province of Saskatchewan
  - Ministry of Agriculture
  - Ministry of Trade and Export Development
  - Ministry of Energy and Resources
  - Ministry of Government Relations
- Westmoreland
- SaskPower
- Innergex Renewable Energy Inc. SaskTel
- Community Futures South Central
- Western Diversification
- Ag-West Bio Inc.

These interviews informed the development of the SOARR, strategic objectives and actions.

# Section 3







# SOARR Assessment Results

## Defining the SOARR

A SOARR analysis can assist in understanding the context in which an economic development strategy is being created. This framework was developed based on insights from the review of the local and regional context, as well as comprehensive dialogue with local businesses, community stakeholders and partners.

For this report, the SOARR is characterized in the following terms:

<b>S</b>	<b>Strengths</b> What can we build on?	<ul style="list-style-type: none"><li>• What are we doing well?</li><li>• What key achievements are we most proud of?</li><li>• What positive aspects have individuals and enterprises commented on?</li></ul>	
<b>O</b>	<b>Opportunities</b> What are our best possible future opportunities?	<ul style="list-style-type: none"><li>• What changes in demand do we expect to see in the future?</li><li>• What external forces or trends may positively affect development?</li><li>• What are the key areas of untapped potential?</li><li>• What weaknesses or threats can be converted into SMART improvements?</li></ul>	
<b>A</b>	<b>Aspirations</b> What do we care deeply about achieving?	<ul style="list-style-type: none"><li>• What are we deeply passionate about?</li><li>• What difference do we hope to make for businesses, residents, and institutions?</li><li>• What does our preferred future look like?</li></ul>	
<b>R</b>	<b>Risks</b> How will we recognize and mitigate or eliminate potential risks?	<ul style="list-style-type: none"><li>• What challenges do we need to be aware of?</li><li>• What policy shifts could impact our aspirations?</li><li>• What contingencies should be in place address threats or consequences?</li></ul>	
<b>R</b>	<b>Results</b> How will we know we are succeeding?	<ul style="list-style-type: none"><li>• What are the key goals we would like to accomplish in order to achieve these results?</li><li>• What meaningful measures will indicate that we are on track toward achieving our goals?</li><li>• What resources are needed to implement our most vital projects and initiatives?</li></ul>	

Source: MDB Insight, 2019.





## Strengths

**S** **STRENGTHS**  
What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

- Large Skilled Workforce currently at working at the Poplar River Power Plant and Poplar River Coal Mine
- Inexpensive land and housing
- Tourism assets (Big Muddy, Outlaw Trail, First Nations Heritage, Sitting Bull Trail)
- Natural Resources (lignite coal, agriculture, helium, clay, salts)
- A large group of engaged long-term and retired residents
- Access to services (e.g. school, healthcare, groceries, bank, long-term living)
- Infrastructure (e.g. transmission lines, dams, railway, oil wells)
- Overall, satisfaction amongst business owners is strong at 95% Very Satisfied or Somewhat Satisfied.

## Opportunities

**O** **OPPORTUNITIES**  
What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

- Regional tourism initiatives: Regional Destination Marketing Organization, Coal Interpretive Centre
- Developing tourism and recreation assets (e.g. First Nations Attractions, parks, trails, reservoir beach, cabins, hunting, fishing)
- Repurposing of lignite coal (e.g. ammonia, fertilizer, by-product processing)
- Agribusiness Development (e.g. secondary processing of agricultural products, direct to consumer sales, farmers markets, organic products, vertical farming, greenhouses)
- Utilize existing infrastructure (transmission lines for power generation)
- Regional cooperation (e.g. shop local, import substitution)
- Promote the area as a retirement destination
- Develop a business/entrepreneurship, coworking, mentorship facility and provide training
- Advertising (to attract new businesses)



- Develop investment-ready sites and promote to attract investment
- Invest in water and sewage infrastructure improvements, support site development and right-size infrastructure

### Business Survey Data

- The business survey completed in the region asked businesses how satisfied they were with a number of local factors that could be opportunities to improve the local business climate.
- The factors with the lowest levels of satisfaction were Availability of skilled labour, Availability of Un-Skilled Labour, Availability of health and medical services, Provincial roads and highways and Internet Services. This indicates that businesses in the region need support in accessing labour and healthcare services.
- When considering what factors are statistically most likely to lead to improved business satisfaction, the top priorities are Availability of skilled labour, Availability of Un-Skilled Labour, Availability of health and medical services. Addressing these top-priority business factors through review, adaptation, or sustained attention is most likely to lead to higher business satisfaction

## Aspirations



### ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- Maintain and improve community services including access to healthcare and education (secure a satellite campus from targeted education institutions, University of Regina and Southeast College)
- Maintain and grow local businesses and improve business friendliness
- Improved internet and broadband infrastructure
- Improved social cohesion (e.g. sense of community, buy local, inclusivity, increased volunteers, event participation)
- Increased market access and cross-border trade
- Support services for businesses (e.g. co-working, mentorship, small business centre, maker space)
- Development of a Community Trust for economic development projects
- Skilled workforce (re-train/re-hire)
- Regional partnership/organization that promotes and develops the tourism sector, building on natural and historical assets with partnerships and opportunities for businesses (e.g. hunting, outfitters, camps)
- Business diversification



## Risks

**R** **RISKS**  
How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

- Loss of businesses and skilled workforce
- Low community morale (uncertainty about the future)
- Loss of population (vacant housing)
- Loss of community health and recreation services
- Difficulty maintaining infrastructure (roads, water and sewage, internet)
- Replacing community investment provided by SaskPower and Mine
- Lack of inter-community cooperation
- Loss of tax revenue and an unbalanced residential to business tax ratio

## Results

**R** **RESULTS**  
How will we know we are succeeding?

- What are the key goals we would like to accomplish in order to achieve these results?
- What meaningful measures will indicate that we are on track toward achieving our goals?
- What resources are needed to implement our most vital projects and initiatives?

- Ongoing tracking and improvement of business satisfaction
- Successful transition and retention of Plant and Mine workforce
- Entrepreneurship centre and programming
- Investment ready sites identified and promoted
- New business attraction and expansion of existing businesses
- Retain existing population levels; retirees choose the region
- Families and remote -enabled entrepreneurs are attracted to the region
- Regional tourism destination marketing organization is active and successfully increasing tourism traffic, a centrepiece is the completed Coal Interpretive Centre
- Main street revitalization (new facades, full commercial and retail areas)



## Developing Objectives

The SOARR assessment provides not only a deeper understanding of economic context but also provides the roadmap to connecting the aspirations of a community to potential objectives and opportunities. The figure below highlights how specific objectives and aspirations have significant areas of overlap that indicate high priority opportunities.

**Figure 11: Connecting Aspirations to Pillars**

Pillars	Aspirations					
	Grow Businesses and Improve Friendliness	Support Services for Business	Resource Development	Economic Diversification	Growing Tourism Development and Assets	Skilled Workforce
Workforce Transition, Attraction and Entrepreneurship	✓	✓	✓	✓	✓	✓
Business Retention, Expansion and Attraction	✓	✓		✓		✓
Tourism Destination Development	✓			✓	✓	
Next Phase Resource Development	✓		✓	✓		✓





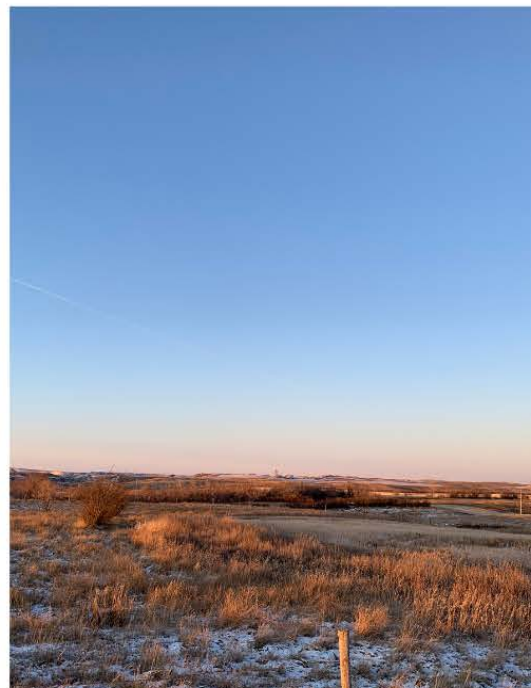
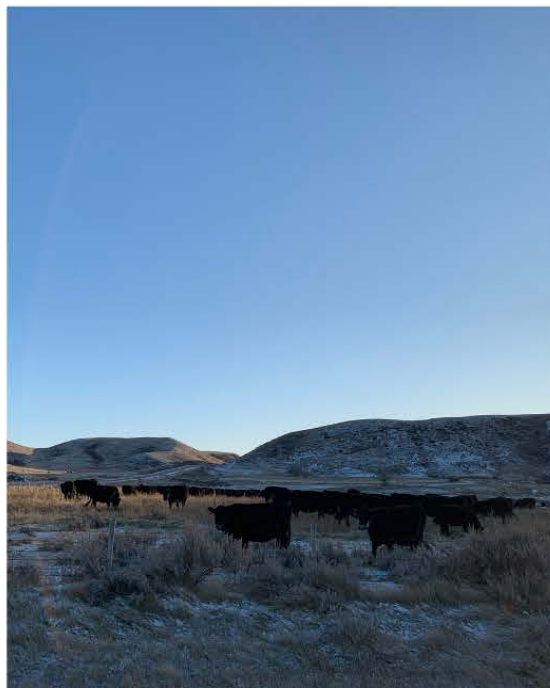
## Regional Approach to Objectives

The following figure highlights the development of a regional approach to the objectives identified in the earlier sections. Only by understanding how many federal, provincial and regional organizations are playing the sandbox can we hope to fully leverage all the resources available to pursue the aspirations of the community.

**Figure 12: How Regionalism Runs through Strategic Objectives**

Organization	Investment Attraction	Business Retention & Expansion	Start-up Support & Development	Infrastructure & Planning	Workforce Development	Tourism Marketing
Local Municipalities	Non-core	Non-core	Core	Core	Non-core	Core
Local Chambers of Commerce	None	Core	Core	None	Non-core	Non-core
Province of Saskatchewan	Core	Non-core	Non-core	Core	Non-core	Non-core
Western Diversification	Core	Core	Core	Core	Core	Core
SaskPower	Core	None	None	Core	Core	None
Community Futures South Central	Non-core	Core	Core	None	Core	None
SaskTel	Core	Core	Non-core	Core	None	None

# Section 4





# Guiding Pillars and Actions for Economic Transition

Based on research and consultation with the business community, regional stakeholders and the area municipalities, the following four pillars were identified as key considerations for the Economic Transition Project.

## PILLAR 1: Workforce Transition, Attraction and Entrepreneurship

The planned 2030 closure of the Poplar River Power Plant and Poplar River Coal Mine place the importance of the workforce in harsh relief. Workforce development is a regional issue that extends beyond municipal borders and will require long-term partnerships to address. The survey of local businesses indicated that the availability of skilled and unskilled labour are the top two factors affecting business satisfaction, which could potentially slow growth in sectors that are dependent on the ability to train and recruit high-skilled workers. This situation is expected to worsen as more individuals who currently work at the two facilities move away ahead of the shutdown. Therefore, focusing specifically on transitioning the existing workforce into long-term sustainable jobs in the region is the number one priority of the transition project.

## PILLAR 2: Business Retention, Expansion and Attraction

The community of small and medium-sized businesses plays a significant role in supporting and sustaining the diversity of the business base, including providing stability and valuable employment opportunities. Small and medium-sized businesses are often delivery agents of positive economic impacts, can be extremely nimble, can scale up and scale down employees and production to match the boom and bust cycles of the economy, and can reach national and international markets. Despite their high value, only limited support exists regionally. Businesses have reported that they are struggling with a number of issues.

Community Futures South Central is an important partner for the community in its efforts to retain and support existing businesses and entrepreneurs. While currently located in Moose Jaw, future expansion plans may position the Town of Coronach to be a key player in business development support.

A major component of a successful Business Retention, Expansion and Attraction program is engaging with the business community and working to improve the business climate. Coronach can build off the business satisfaction survey that was completed as part of this project and engage with underrepresented home-based businesses and young people.

## PILLAR 3: Tourism Destination Development

Tourism is increasingly being recognized as an important factor in the economic performance of communities. The perception of a community as livable, diverse, and inclusive is a vital component of its ability to attract and retain residents from a wide range of demographic groups. This discussion takes on greater relevance in the battle to attract the workforce that is required to drive the development of more knowledge-based sectors. Attracting workers, or the intellectual capital that powers the development of a knowledge-based economy, has become a priority in many areas of Canada.



Tourism can be influenced by natural heritage features (access to lakes, rivers, open spaces), cultural amenities (historic buildings, festivals, events, libraries, religious centres, entertainment), efficient transportation networks, diverse and affordable housing opportunities, and openness to newcomers. To fully leverage tourism, Coronach must give due consideration and attention to these elements and has made progress in this area by launching the Coal Interpretive Centre feasibility study and could make significant waves in the industry by pursuing UNESCO Global Geopark designation.

## PILLAR 4: Next Phase Resource Development

Coronach is a community with a long history of resource development both in agriculture as well as mining, and geological studies have identified several additional opportunities in the region that should be explored. At the same time, a deeper dive into primary and secondary agricultural production is necessary to build on the strengths in the region. Diversifying these existing assets and industries in the region will support Coronach's long-term goals of sustainability. Examples include the alternative uses of lignite coal from the Poplar River Mine in the development of fertilizer and the production of road base and rare earth metal recovery from coal ash.

## Action Plan

The Economic Transition Project is underpinned by four strategic pillars, intended to anchor and qualify all strategic objectives and ensuing actions on the part of the Town over the next ten years. The priorities support the Town's overarching vision for the region as well as the desired outcomes of the strategic planning process.

It should be noted that the list of actions is a prioritized starting point based on community input and research at a point in time. It is by no means an exhaustive or comprehensive list of all the potential actions for the Town of Coronach. New actions will emerge and will need to be assessed against the priorities of the Project.

For the project, the objectives and actions are presented in the following manner:

- **Strategic Pillars**– The desired outcome that emerged from the strategic planning process and a statement of the aspirations of Coronach's stakeholder community.
- **Strategic Objectives** – How these directions are to be achieved and what must be accomplished in the years ahead.
- **Actions** – The direction the Town, its partners, and its stakeholders will undertake to combat the essential issues or opportunities that must be addressed over the length of the project.
  - **Priority Timing** – The timeframe for implementing the Action. Priority timings are either Immediate (0-18 months), Short-term (S, build-out to 2025), or Long-term (L, build-out beyond 2030).
  - **Lead and Partners** – The identification of select leads and internal/external partners that can support transition objectives.





PILLAR 1: Workforce Transition, Attraction and Entrepreneurship			Priority Timing		
Objective 1.1	Develop Workforce Transition/Development Plan with Partners	Lead and Partners	I	S	L
Action #1.1.1	Establish a Regional Economic Transition Committee that will act as a regional voice and partner to secure funding, provide recommendations, support the Economic Transition Project and investigate the establishment of an Economic Transition Trust. We recommend including a youth representative on this committee to better engage with the young people of the region.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, Westmoreland, SaskPower, WD, CF, Municipalities			
Action #1.1.2	Coordinate a workforce transition/development plan with all involved parties. Currently, there is a lack of coordination/understanding of how the transition teams will be working together. As the local municipality, Coronach needs to take a leadership role in this process.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, Westmoreland, SaskPower, WD, CF			
Objective 1.2	Secure Local Training/Retraining Opportunities	Lead and Partners			
Action #1.2.1	Support local training and talent development in Coronach with industry partners and post secondary institutions. SaskPower will require a specialized workforce in the region until 2030, securing training locally in partnership with post-secondary institutions as well as providing retraining opportunities in the region will be essential to retain and develop the workforce.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, Westmoreland, SaskPower, Education			
Objective 1.3	Develop a Resident Attraction Strategy	Lead and Partners			
Action #1.3.1	Work with the region to promote the benefits and opportunities that exist locally. Focus targeted campaigns on individuals that can work locally with whom the value proposition of Coronach resonates.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Thrive Coronach			
Action #1.3.2	Build on the existing services and retiree population by promoting the region as a centre for retirees and attract additional medical services and remote services to support these individuals.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Thrive Coronach			
Action #1.3.3	Invest in developing/redeveloping a dedicated website to support resident attraction activities, workforce development and raise the profile of the region.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Thrive Coronach			
Objective 1.4	Development of Entrepreneurship/Maker Space	Lead and Partners			
Action #1.4.1	Building on the approved “Coal Interpretive Centre” feasibility study, investigate the development of an Entrepreneurship/Maker Space facility that serves as the centre for workforce training/retraining, coworking, entrepreneurship services, business networking and development in the region.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Conexus, SaskPower			



PILLAR 2: Business Retention, Expansion and Attraction			Priority Timing		
Objective 2.1	Support, Retain and Expand the Existing Business Community	Lead and Partners	I	S	L
Action #2.1.1	Build on the business satisfaction survey by creating a dedicated business retention and expansion program focused on addressing current concerns and facilitating growth. Work with Thrive Coronach to engage with underrepresented segments of the population, including young people and home-based businesses.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Local Businesses, Thrive Coronach			
Action #2.1.2	Work with CF and Business Community to develop a Business Guide that outlines all the services and processes of the municipality and using the Province’s template, develop Business Opportunity Sheets that assist in identifying business investment opportunities.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, CF, Local Businesses			
Action #2.1.3	Develop a strategy that provides clear direction on matters related to the development and attraction of innovation businesses, creative industries, information technology and communication industries, and other knowledge-based industries to Coronach.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, CF, Local Businesses			
Objective 2.2	Develop Investment Ready Sites	Lead and Partners			
Action #2.2.1	Develop an inventory of investment-ready sites and vacant buildings that also includes inventory affordable and flexible workspaces / co-working spaces. Once completed, promote these available sites.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, SaskPower, SaskTel, WD			
Action #2.2.2	Organize regular opportunities to engage local landlords, business property owners and prospective developers with economic development and appropriate Town business centres to understand developer and entrepreneur needs, challenges and successes.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Business Community, CF			
Objective 2.3	Secure Business Support Services in Community	Lead and Partners			
Action #2.3.1	Work to secure business support services in the Town of Coronach provides information on how to utilize the existing support agencies outside the community while pushing for these services to be available locally. This action should be tied directly to the securing of the Entrepreneurship/Maker Space in Coronach.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Thrive Coronach			
Objective 2.4	Secure Key Infrastructure Investments (Water, Broadband)	Lead and Partners			
Action #2.4.1	Address infrastructure constraints by examining opportunities to upgrade/right size municipal services, enhance broadband connectivity through the SaskTel Community Participation program and ensure enough built infrastructure to attract/retain investment opportunities.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, SaskTel, SaskPower			



PILLAR 3: Tourism Destination Development			Priority Timing		
Objective 3.1	Development of Regional Tourism Organization	Lead and Partners	I	S	L
Action #3.1.1	Investigate the development of a regional tourism organization to nurture and provide programming support that will assist and leverage the attraction of tourists and the development of new assets into the Coronach region.	<b>Lead:</b> Town of Coronach <b>Partners:</b> WD, CF, Regional Municipalities, Thrive Coronach, Tourism Saskatchewan, Tourism Coronach			
Action #3.1.2	Investigate opportunities associated with the completion of Regional Festivals and Event Strategy to attract and host destination events.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Regional Municipalities, Thrive Coronach, Tourism Saskatchewan, Tourism Coronach			
Action #3.1.3	Maintain a comprehensive visible community profile that can be shared with regional partners and used in conjunction with regional marketing and promotion activities. Including building on the unique history of the region to support a UNESCO Designation.	<b>Lead:</b> Town of Coronach <b>Partners:</b> WD, CF, Thrive Coronach, Tourism Saskatchewan			
Action #3.1.4	Work with Thrive Coronach and Coronach Tourism to engage with underrepresented segments of the population and visitors to determine their needs and identify development opportunities within the region.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Regional Municipalities, Thrive Coronach, Tourism Saskatchewan			
Objective 3.2	Development of the Coal Interpretive Centre	Lead and Partners			
Action #3.2.1	Continue and complete the planned Coal Interpretive Centre feasibility study but also include provisions for the development of the centre as a multipurpose space, including Entrepreneurship/Maker Space, Co-working, business support services, workforce development/training uses.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Westmoreland, WD, CF, Tourism Saskatchewan, Tourism Coronach			
Objective 3.3	Development of Asset Development and Marketing Plan	Lead and Partners			
Action #3.3.1	Building on the efforts of the regional asset mapping exercise, investigate the development of a regional Asset Development and Marketing Plan to support the regional tourism organization.	<b>Lead:</b> Town of Coronach <b>Partners:</b> WD, CF, Thrive Coronach, Tourism Coronach			
Action #3.3.2	Support the build-out of leisure and recreation facilities and other community amenities which provide a quality of life that attracts new businesses and residents.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Thrive Coronach, Tourism Coronach			



PILLAR 4: Next Phase Resource Development			Priority Timing		
Objective 4.1	Power Generation (Wind, Solar)	Lead and Partners	I	S	L
Action #4.1.1	To capitalize on the power transmission infrastructure in the region, investigate profit-sharing power generation investment models for the Coronach region.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, SaskPower, WD			
Action #4.1.2	Work with SaskPower to identify all respondents to the Solar and Wind power generation RFQ and RFP process to develop a shortlist of proponents who may be interested in developing facilities in Coronach.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, SaskPower, WD			
Objective 4.2	New/Alternate Mining Development (Helium, Coal, Clay)	Lead and Partners			
Action #4.2.1	Continue to explore opportunities with resource development firms, and in partnership with the province, create and publish a project investment readiness scorecard that assesses the proponent's investment readiness. This is to ensure the community has criteria for measuring the potential success of an opportunity before becoming involved.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province			
Action #4.2.2	Continue to work with the Ministry of Energy and Resources to maintain a database of extractable resources in the region with special attention paid to helium, clays and salts. Reach out to active extraction firms in the region to explore new development opportunities.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province			
Action #4.2.3	Explore alternative uses for the lignite coal and coal ash at the Poplar River Mine and Poplar River Power Plant. Current opportunities include fertilizer development, road base and rare earth metals recovery.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, Business Community, Investors			
Objective 4.3	Agribusiness (Secondary Processing, New product development)	Lead and Partners			
Action #4.3.1	Support local producers of agricultural products implementing new technology to sell their products directly to consumers and encourage the diversification of their operations to include an agritourism aspect.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF, Business Community			
Action #4.3.2	Coordinate with the Province's Investment Attraction Branch to develop Business Opportunity Sheets for agricultural processing in the region. Leveraging the primary production occurring in the region and existing transportation infrastructure.	<b>Lead:</b> Town of Coronach <b>Partners:</b> Province, WD, CF			





## Critical Path Actions

Each of the following “critical path” actions present a concept for the highest priority initiatives. They are assembled from a variety of actions in the previous section and show the interconnectedness of different activities – how doing one thing will have a positive impact on several objectives.

### Critical Path Actions and How They Complement with Pillars of the Strategy

Priority Objectives and Actions	Pillar 1	Pillar 2	Pillar 3	Pillar 4
Action #1.1.1: Establish a Regional Economic Transition Committee that will act as a regional voice and partner to secure funding, provide recommendations, support the Economic Transition Project and investigate the establishment of an Economic Transition Trust.	✓	✓	✓	✓
Action #1.1.2: Coordinate a workforce transition/development plan with all involved parties. Currently, there is a lack of coordination/understanding of how the transition teams will be working together. As the local municipality, Coronach needs to take a leadership role in this process.	✓	✓	✓	
Action #2.1.1: Build on the business satisfaction survey by creating a dedicated business retention and expansion program focused on addressing current concerns and facilitating growth.	✓	✓	✓	✓
Action #2.1.2: Work with CF and Business Community to develop a Business Guide that outlines all the services and processes of the municipality and using the Province’s template, develop Business Opportunity Sheets that assist in identifying business investment opportunities.	✓	✓		✓
Action #3.1.1: Investigate the development of a regional tourism organization to nurture and provide programming support that will assist and leverage the attraction of tourists and the development of new assets into the Coronach region.	✓		✓	
Action #3.3.1: Building on the efforts of the regional asset mapping exercise, investigate the development of a regional Asset Development and Marketing Plan to support the regional tourism organization.		✓	✓	
Action #4.1.2: Work with SaskPower to identify all respondents to the Solar and Wind power generation RFQ and RFP process to develop a shortlist of proponents who may be interested in developing facilities in Coronach.		✓		✓



## Appendices

See accompanying documents for the following appendices.

- Appendix A: Business Survey Report
- Appendix B: Public Survey Report
- Appendix C: Workshop Report
- Appendix D: Target List of Investors and Influencers
- Appendix E: Saskatchewan Business Opportunity Sheet
- Appendix F: Background Document Review
- Appendix G: Coal Transition Case Studies
- Appendix H: metroeconomics' Sub Provincial Projection System
- Appendix I: Coal Transition Context and Funding
- Appendix J: Terms of Reference for the Advisory Committee