

# Succeeding Together



**ECONOMIC & COMMUNITY  
DEVELOPMENT STRATEGIC PLAN**

A young boy in a white and green shirt and light blue pants is fishing by a lake. He is holding a fishing rod with a reel. The background shows a calm lake and some trees. A large yellow and white graphic element is overlaid on the left side of the page, resembling a torn piece of paper or a ribbon.

# Our Strategic Plan – Succeeding Together

Today it is essential that communities and regions undertake careful and comprehensive strategic planning along with committed and focused action to preserve and enhance socio-economic circumstances and quality of life. We understand very well that prosperity does not occur by happenstance and we are collectively responsible for our future well-being. This Economic & Community Development Strategic Plan reflects our commitment to the process of moving our Region forward.

What follows is necessarily based on contemporary best practices that reflect changes in structures, institutions, and the process and evolution of economic development. It is grounded and driven by the participation, input, and guidance of community members. As presented, this plan builds on and celebrates the successes already accomplished within the Region and focuses on a definable and realistic path forward. It reflects the unique qualities and assets of the Region and especially the spirit of cooperation and collaboration that continues to separate our Region from others.

Flagstaff Region together with its citizens, businesses, and member communities share a passion and ambition to establish the Region as one of Alberta's and Canada's best rural communities to live and work in. The Region is committed to the premise of succeeding together.

This plan positions our community to take full advantage of the existing opportunities created by dynamic markets and competitive forces. Our unique position is defined as much by style and process as it is by substance. The area will benefit from leveraging existing strengths into new economic power.

We are open for business. We appreciate and support existing enterprises and welcome new ventures. Council is actively pursuing growth to enhance our local economy and to provide opportunities for all of our residents and enterprises.



## Letter from the Reeve

**Don Kroetch**, Reeve  
*Flagstaff County*

The Flagstaff Region is a Community of communities committed to building a destination that is known for its wide-open spaces and opportunities for growth – both personally and professionally. Flagstaff County Council is proactive in pursuing economic initiatives that promote sustainability, diversification, and growth within the region. We are committed to finding opportunities out of the challenges that face us by fostering a culture that supports and encourages innovative and cooperative solutions.

This five-year strategy encompasses both economic and community development, recognizing that the two initiatives go hand in hand and cannot be successfully addressed in isolation. The strategy also recognizes that economic development

is most effective when it is approached regionally, and that it cannot be defined by municipal borders.

While developing the strategy, more than 90 stakeholders from across the Flagstaff Region were consulted, including, but not limited to: representatives from law enforcement, family services, education, recreation, local municipalities, agriculture, oil and gas, and local business owners. The participation and contributions from these stakeholders were instrumental in identifying the wide range of challenges and opportunities that exist in the Flagstaff Region, as well as the many synergies within communities in the Region.

This strategy paves the way for an effective, efficient, and action-oriented

economic development function. It is intended to be operational and action focused, and clearly identifies the importance of micro, small, and medium sized enterprises to the Region. Small businesses represent approximately 98% of Alberta's economy; at the local level we recognize that small and medium sized enterprises are instrumental to driving growth, investment, social resiliency, and citizen attraction for the region.

Flagstaff County is committed to the economic and community development of the region; I look forward to working with regional stakeholders, citizens, and the business community to ensure the Flagstaff Region is something we can all be proud of.

# Our County Vision

To be a strong, vibrant and sustainable regional **Community of communities** through collaboration and a focus on economic, social and environmental cooperation that contributes to a rural essence and quality of life.

# Our Economic Development Vision

As a rural “community of communities” we will collaborate uniquely and innovatively to stabilize population with investment attraction, business retention, a youth entrepreneurship development strategy, and developing tourism experiences.





## Our Core Values

Leadership

Integrity

Community

# Our Guiding Principles

**1. Collaboration**  
Strengthen relationships to build a strong, vibrant and sustainable region that benefits all citizens.

**2. Economic**  
Pursue economic initiatives that promote sustainability, diversification and growth within the region.

**3. Social**  
Support and promote a strong, vibrant, resilient, healthy, inclusive, and safe “Community of communities” that addresses local values, social issues, and well-being of its citizens.

**4. Programs and Services Delivery**  
Provide citizens with effective, appropriate, and financially responsible levels of service.

**5. Environment**  
Promote the value of a healthy, sustainable, natural environment and encourage its effective stewardship to ensure its preservation for current and future generations.





## Strategic Priority 1

### Succeeding Through Strong Businesses: Business Retention and Expansion

#### **Objective: Enhance local procurement opportunities.**

##### Tactics:

- Inventory procurement opportunities of major employers.
- Assist local businesses in their capacities to access procurement opportunities.
- Host reverse tradeshow.

#### **Objective: Assist local businesses to increase their capacities to reach their goals.**

##### Tactics:

- Undertake annual needs determination.
- Design/facilitate capacity building workshops.
- Act as a concierge to business assistance programming.
- Promote investment retention.
- Pursue community co-op or community bonds.

#### **Objective: Increase vitality and health of local businesses.**

##### Tactics:

- Help local businesses to identify new markets.
- Assist local businesses to access financing.
- Convene a tripartite consultation process on workforce issues.

## Strategic Priority 2 Succeeding Through Attraction & Retaining Our Citizens

**Objective: Promote and foster newcomer attraction and retention in the Region.**

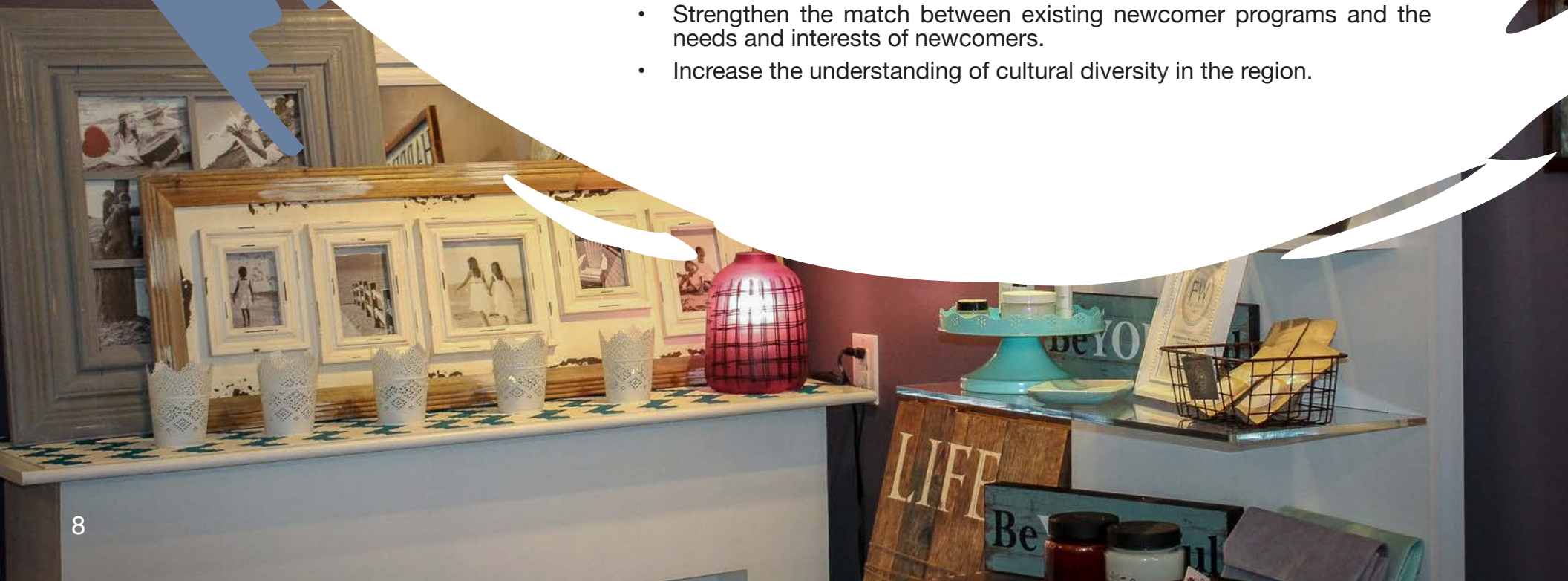
Tactics:

- Introduce a Flagstaff “Ambassador Program”.
- Undertake a labour force readiness study to understand the current and future workforce needs as a basis for citizen attraction.
- Integrate citizen attraction and retention with investment attraction and retention efforts.
- Promote citizen attraction through diaspora.

**Objective: Ensure newcomers feel welcome and successfully transitioned into the community.**

Tactics:

- Strengthen the match between existing newcomer programs and the needs and interests of newcomers.
- Increase the understanding of cultural diversity in the region.







## Strategic Priority 3

### Succeeding Through New Business Start-Ups

#### **Objective: Celebrating the Successes of the Region.**

##### Tactics:

- Develop a communication plan for celebrating local successes.
- Undertake a Community Benefit Assessment on the contributions of Micro, Small, and Medium enterprises (MSME).
- Prepare Profiles to promote MSME diversity (focus on youth and gender).
- Celebrate small business week.

#### **Objective: Create support for entrepreneurship endeavours.**

##### Tactics:

- Undertake a First Impressions Program.
- Host Workshops/Trainings from idea to launch.
- Inventory potential business opportunities by sector (MSME focussed).
- Monitor the policy environment as it relates to entrepreneurial development and set out the role of Economic Development.
- Develop a business start-up bootcamp.

#### **Objective: Create a culture of entrepreneurship in the Region.**

##### Tactics:

- Develop youth entrepreneurship programming (in schools AND for post-school underemployed).
- Provide technical support to business associations in the region.
- Build and foster partnerships with business service providers to maximize entrepreneurial development in the Region.

# Strategic Priority 4

## Succeeding Through New Business Investment

**Objective: Retain investment through effective succession.**

Tactics:

- Promote the importance and proper process of succession planning.
- Develop succession programming for 1-on-1 workshops.
- Create a team to support businesses for succession (create linkages to business valuers, lawyers, accountants, financial planners, realtors, and others.)

**Objective: Build capacity to promote investment attraction within the Region (Investment Promotion Organization).**

Tactics:

- Continue to build on and update existing investment attraction tools.
- Identify/confirm target markets, sectors and strategies.
- Align and look for synergies between local effort and external agencies as partners for a Regional investment promotion operation (IPO).
- Establish “Team Flagstaff”.

**Objective: Ensure there are local financial mechanisms to support investment opportunities.**

Tactics:

- Work/coordinate with local financial institutions as an advocate for the needs and interests of local businesses
- Work with the Battle River Economic Opportunities Committee to further the Development Finance Institute and investor network development.





## Strategic Priority 5

### Succeeding Together – Economic Development as a Supportive Team Member

#### Objectives:

1. Keep regional collaboration a focal point.
2. Focus on Effective Social Development.
3. Support Other Business Units & Partners in Program & Services Delivery.
4. Include environmental sustainability in efforts (Sustainable Development Goals).

#### Shared Tactics with Departments and Partners

- Establish a monthly roundtable of operating departments to develop synergies among economic development related efforts within the County.
- Provide promotional/communication supporting attraction efforts.
- Profile celebration of citizen or group of the month.
- Develop a volunteer database.
- Host a social enterprise workshop (volunteerism, strategic planning, infrastructure management).
- Create a backbone support agency offering the core functional area supports for local volunteer agencies (Accounting, Marketing/Communications/Volunteer (HR) Management, Fundraising)



**Flagstaff**  
*region*

For more information about opportunities in the Flagstaff Region:

**Economic Development Department**  
12435 Twp Rd. 442, Box 358  
Sedgewick, AB, T0B 4C0

email: [ecdev@flagstaff.ab.ca](mailto:ecdev@flagstaff.ab.ca)

Phone: 1.780.384.4100

Toll Free: 1.877.387.4100

Fax: 1.780.384.3635