

# Flagstaff County Our Common. Wealth.

Economic Development Strategic Pathways  
(2015-2018)

**Approved January 2015**





## Our Common. Wealth.

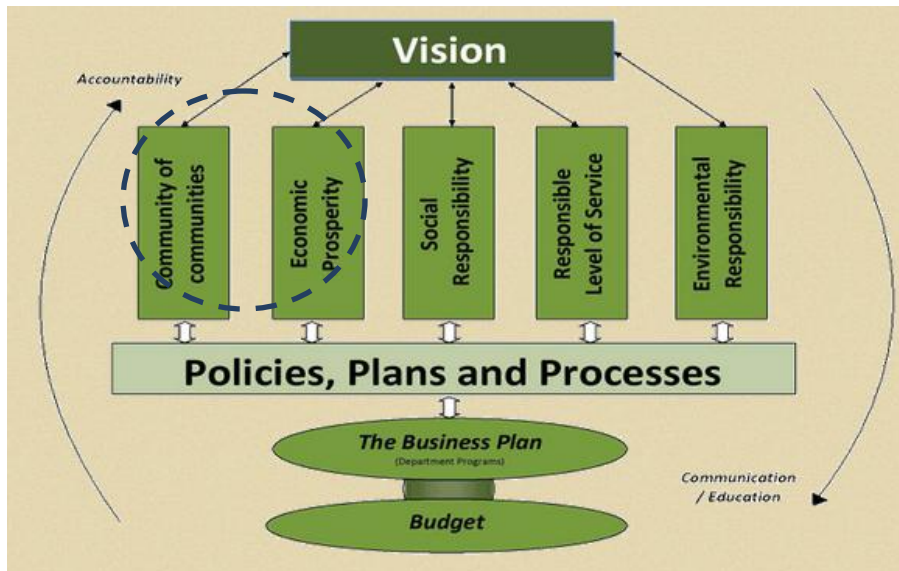
### Economic Strategic Pathways for Flagstaff County (2015-2018)

This Plan represents an update to, and replacement of, the Economic Development Strategic Plan (2009). In 2014 Flagstaff County conducted workshop activities that have sought a more region-based consensus on an economic and community development path forward. This Plan contains thematic focus and a short to intermediate term economic development agenda for the County. Actions are dedicated to working toward the County vision and objectives established in this Plan.

#### County Vision

A safe, caring and vibrant rural "Community of communities" committed to working with our neighbours to ensure the quality of life for all citizens.

As an innovative and progressive "Community" that balances economic prosperity and environmental stewardship, we deliver a responsible level of service that is both efficient and effective.



Actionable keywords that lie in the vision statement are: *collaborative, innovative, progressive, economic prosperity, and environmental stewardship*. These words influence economic development plan focus. "Community of communities" and Economic Prosperity are intertwined given the demographic and economic dynamic in the County and are the focal point for an economic development strategy.

#### Strategic Context: Need For Niche Strategy

Flagstaff County has a set of natural conditions that conclude that it can't be everything to everyone. Flagstaff County's economic development opportunities are niche:

- Small – not critical mass individually as ten communities plus the County. There is a need for collaboration, which represents opportunity for efficiency and services breakthroughs.
- The family farm in Alberta is in decline...some might say it's increasingly a lifestyle not money-making proposition...hence propensity of most families to have at least one off-farm job. The corporate farm is on the rise. In other words, farms are upsizing, leading to an aging and

declining population in rural Alberta. The result is a distinct challenge to avoid a continued downward trajectory of County population.

- Declining urban/rural population within County boundary (7.9% decline 2001 to 2011 in context of 20.9% growth in Alberta during the same period.)
- Not as accessible as many parts of Alberta.
- Flagstaff County does not have a visible brand per se; most people would know it as prairie agricultural space based on location.
- “Cool” little towns – reasonably close together.
- Complexity of today’s global investment environment that influences local dynamic (e.g. agriculture.) Today - whether it’s nature, governance, or economy, systems are increasingly integrated.

An economic development strategy can be a key community and economic development catalyst if it recognizes additional perspective:

- While municipalities care about boundaries, investment and visitors don’t at a regional scale.
- While many economic development organizations are general opportunity marketers (i.e. an “enabler” for investment with provision of statistics, and facilitation of permitting, etc.), economic development can take a “step beyond” by serving as a catalyst for economic development with identification and communication of a competitively positioned vision for community and economic development in tandem with identification and pursuit of target markets for which a competitive advantage can be obtained in Flagstaff County.
- Vision provides an additional internal benefit. An old economic development adage is that 80% of investment is local. Local residents: a) gravitate to organizations that are purpose-driven because people more emotionally identify with values, and in the case of municipalities – potential to directly contribute to legacy-building; b) who understand and like a community development vision are more apt to invest in their community; and c) perceive actions, regulations, facility, and infrastructure development, etc. in context of vision and therefore have greater potential to express satisfaction (with all of its positive ramifications) in addition to reaching other key strategic decisions like rationalization of services with greater understanding.
- Job-focused economic development can’t lose sight of broader community development objectives and action, especially in an era where a shift to a knowledge-based workforce that views community locational choice as a matter of quality of place and quality of life characteristics drives a need to think more holistically about community development and competitive advantage. For Flagstaff County this will require collaboration to centralize some services/amenities.
- Today’s effective municipal brands (tourism and economic development) are about focused, distinctive (i.e. competitive advantage) experiences and aligned product development, not a “something for everyone” approach.
- The Four P’s of Marketing (Product, Place, Price, Promotion) should be extended to include a fifth P: People. The self-determination of a local population, emboldened by vision and driven by action, can have fundamental influence on economic and community development.

## Economic Development Vision

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

## Key Economic Development Performance Targets

### 1) Reduce Rate of Population Decline by 50% to -3.75% by 2021

Population	Flagstaff	Daysland	Hardisty	Killam	Sedgewick	Alliance	Forestburg	Galahad	Heisler	Lougheed	Strome	Total
2001	3692	779	743	1004	865	171	870	161	183	228	273	8969
2006	3506	818	760	1019	891	158	895	134	153	217	252	8803
% change	-5	5	2.3	1.5	3	-7.6	2.9	-16.8	-16.4	-4.8	-7.7	-1.8
2011	3244	807	639	981	857	174	831	119	151	233	228	8264
% change	-7.5	-1.3	-15.9	-3.7	-3.8	10.1	-7.2	-11.2	-1.3	7.4	-9.5	-6.1
Alberta 2001 to 2006: +10.1%			Alberta 2006 to 2011: +10.8%									
Src: Census Canada												

### 2) Reduce Rate of Aging to 2x Alberta Rate by 2021

Median Age	Flagstaff	Daysland	Hardisty	Killam	Sedgewick	Alliance	Forestburg	Galahad	Heisler	Lougheed	Strome	AB
2001	38.1	41.8	36	39.3	40	42.2	37.9	45.5	35.8	42	36.1	35
2006	41.1	43.9	35	40.9	41.3	49	41.8	55.5	48.8	43.2	43.9	36
Change (2001-2006)	3	2.1	-1	1.6	1.3	6.8	3.9	10	13	1.2	7.8	1
2011	45	47.5	41.6	39.9	43.7	50.3	44.8	61.6	54.2	42.9	50.7	36.5
Change (2006-2011)	3.9	3.6	6.6	-1	2.4	1.3	3	6.1	5.4	-0.3	6.8	0.5
<b>Change 2001-2011</b>	<b>6.9</b>	<b>5.7</b>	<b>5.6</b>	<b>0.6</b>	<b>3.7</b>	<b>8.1</b>	<b>6.9</b>	<b>16.1</b>	<b>18.4</b>	<b>0.9</b>	<b>14.6</b>	<b>1.5</b>
Src: Census Canada												

## Key Strategic Objective

Attract working age population and families.



**Marketing**

## Regional Collaboration

Commercial/Industrial Land  
Amenities/Governance

## Investment Attraction and Retention

Agriculture

Services  
Processing  
Hand-crafting

Metal  
Fab.

Oil  
and  
Gas

Eastern  
Alberta  
Trade  
Corridor

Commercial  
Services

Tourism

Recreation  
Farm Stay  
Signature- BRR

Entrepreneurship Training  
Procurement Workshops  
Celebrate Successes

## Entrepreneurship Enablement

Youth Program  
Internet  
Info Provision/Partnerships  
Investment Fund

# Economic Development Roadmap



# Economic Development Strategic Pillars

## I) Entrepreneurship Enablement: “Pillars of the Earth”

- ◆ Nurture Youth Development and Engagement
- ◆ Provide Extension Information Services and Participate in Business Partnerships
- ◆ Provide Programming and Projects Previously Provided by Battle River Training Hub
- ◆ Create A Local Investment Fund
- ◆ Facilitate Next Generation Internet

## II) Investment Attraction and Retention: “Prosperity Horizons”

- ◆ Pursue Investment Attraction Leads (inquiries/referrals)
- ◆ Create/Maintain a Database of Available Commercial Land and Buildings within the Region
- ◆ Participate in the Global Petroleum Show as a Labour Attraction/Retention Initiative
- ◆ Identify/Undertake 1-2 Collaborative Economic Development Initiatives Specific to Advancing the Interests of each of Killam and Hardisty—Two Communities That Have More Actively Expressed Interest in Collaborative Economic Development
- ◆ Work with Regional Tourism Operators and Other Resources (e.g. Government of Alberta) to Identify Focused Tourism Product Development Opportunities Focuses on “Wide Open Spaces”
- ◆ Develop/Procure Business Cases Where a Specific Opportunity Requires Municipal Facilitation
- ◆ Celebrate Local Business Successes, Community Target Sector Strategic Issues, and Source Productivity/Entrepreneurship/Opportunity-Focused Target Sector Content in Flagstaff County Economic Development eNewsletter
- ◆ Establish a Business Retention & Expansion Visitation Program. Visit 10% of Enterprises Annually (with Business License) to Discuss Opportunities/Limitations
- ◆ Work with Executive Director, Eastern Alberta Trade Corridor (Highways 36 and 41, [www.albertatradecorridor.com](http://www.albertatradecorridor.com)), to Identify and Promote Commercial Services Opportunities.
- ◆ Visit Industry Leaders of Oil and Gas Companies With Presence in The Region (Hardisty Hub) To Identify Region-Based Oil and Gas Services Opportunities
- ◆ Visit Industry Leaders in the Agriculture Sector to Identify Region-Based Agriculture Opportunities
- ◆ Hold Procurement and Matchmaking Workshops
- ◆ Consider Establishing An Entrepreneurship Training Program
- ◆ Nurture/Promote a Metal Fabrication Opportunity and Conduct Investment Attraction Activities

## III) Marketing “Upstanding” Brand Building

- ◆ Develop an Umbrella Brand for the Region, with Sub-Brands
- ◆ Create an Investment Profile for the Region
- ◆ Redesign the Visitor Section of the Flagstaff County Website for Focus on 2-3 Signature and/or Land-Based Thematic Recreation Experiences
- ◆ Rename “Business” Tab to “Invest” Tab on Flagstaff County Website and Reorganize Content Around Investment Decision-Making Hierarchy
- ◆ Produce Sector Profiles for Each of Oil and Gas, and Agriculture
- ◆ Generate Three Success Stories per Target Market
- ◆ Conduct Joint Venture Tourism Promotion (1-2 Product Experiences-Focused)
- ◆ Create a Forum for Identified Business Opportunities (Succession, Investment) in the Business Section of the Flagstaff County Website
- ◆ Articulate a Unique Brand Value Proposition
- ◆ Advertise Camrose and Wainwright RE: Residency in the County
- ◆ Organize and Implement a Youth Leadership and Business Conference within the Region

*Note: The FIP Committee is recommended as the implementation mechanism for the execution of Regional Collaboration—when the group is ready to proceed with economic development projects.*

## IV) Regional Collaboration: “Musketeering”

- ◆ Facilitate the Creation of Region-Based Municipal (Development) Plan
- ◆ Investigate Potential for an Industrial Park on County and/or Urban Municipal Land
- ◆ Investigate Potential for Commercial Services/Recreation Centre Node
- ◆ Work Through Flagstaff Inter-Municipal Partnership to Lobby for Regional Municipal Plan Creation
- ◆ Establish Management Mechanism for Collaborative Economic Development Initiatives

## Economic Development Strategic Pillars

### I) Entrepreneurship Enablement: “Pillars of the Earth”

#### Context

Region-based consultation has indicated a desire for greater access to entrepreneurial resources and services. Flagstaff County Economic Development is uniquely positioned to provide value-added services to businesses and the region which will serve to help avoid leakages on multiple levels (financial, human, and business). A strong focus on entrepreneurial development and innovation will foster business expansion and retention as well as promote and encourage the injection of local investment into the Flagstaff Region business community.

#### Vision

Entrepreneurship programs, information services, next generation Internet connectivity, and a local investment mechanism foster home-made business successes.

#### Initiatives

##### 1) Nurture Youth Development and Engagement (***Core Initiative***)

- Provide sponsorship for youth to attend the Alberta Community and Cooperative Association Youth Leadership program.
- Continue to facilitate and expand the Junior Achievement Program within the Region. This program supplements the curriculum that students are already learning within the school. We assist with a diverse and hands-on program that keeps students engaged while educating them about the basics of business, financial literacy, and work readiness.
- Refer aspiring young entrepreneurs, ages 18-39 to Futurpreneur Canada (Formerly known as Canadian Youth Business Foundation (CYBF)).

##### 2) Provide Extension Information Services and Participate in Business Partnerships (***Core Initiative***)

- Provide extension opportunities to local businesses with topics such as: business plans, marketing plans, social media, corporate leadership, payroll management, and research funding opportunities.
- Provide local businesses with information about labour, temporary foreign workers, potential funding opportunities, etc.
- Maintain and update the website and social media.
- Produce an annual report.
- Provide quarterly economic development updates with information pertaining to regional business, networking opportunities, funding options, and professional development.
- Partner with tourism groups from around the east central Alberta region
- Provide services and resources to co-operating organizations for economic development projects that promote and enhance regional growth, including but not limited to: Battle River Alliance for Economic Development (BRAED), Economic Developers Alberta (EDA), Veterans Memorial Highway Association, Ports-to-Plains Alliance, Go East Regional Tourism Organization (RTO), and AlbertaHUB.

##### 3) Provide Programming and Projects Previously Provided by Battle River Training Hub (***New Initiative***)

- Tri-County Career Fair

##### 4) Create a Local Investment Fund (***New Initiative***)

Traditional financing has its merits, but is not a good fit with smaller scale, high risk, and/or more atypical initiatives – including community development initiatives. With 80% of investment being local, local investment environment mechanisms should be nurtured.



- Investigate best practices and potential for a New Generation Co-op Investment Model that pools local investment in vetted economic development initiatives (e.g. value-added agriculture).
- Establish a Flagstaff County Foundation to support philanthropy by creating a framework for 'Legacy Giving' and to undertake community development projects (e.g. Vancouver Foundation, <http://vancouverfoundation.ca/give/legacy-giving>.)
- Create a modest County-funded Investment Fund to fund 2-3 community development projects annually. Based on proposal submissions, this initiative offers prospect to fund creative ideas, create community dialogue about community development, and create a more permeable relationship between municipal government and the community (e.g. Prince Rupert Port Authority <http://www.rupertport.com/community/investment>.)
- Investigate potential to create a Flagstaff County chapter of Awesome Calgary ([www.awesomecalgary.org](http://www.awesomecalgary.org)) to support 'micro-financing for micro-brilliance'. Note: this very modest funding mechanism should be driven by invaluable local business mentorship.

#### 5) Facilitate Next Generation Internet (*New Initiative*)

- Investigate potential for community-owned next generation wireless Information and Communication Technologies (ICT) broadband infrastructure (e.g. Parkland County – which has established an Intelligent Communities Initiative ([http://www.parklandcounty.com/Residents/High\\_Speed\\_Internet.htm](http://www.parklandcounty.com/Residents/High_Speed_Internet.htm)) with a strategic goal of providing reliable, reasonably priced, high speed Internet to 95% or more of its residents.

## II) Investment Attraction and Retention

### Context

- Investment Attraction should pursue target economic sectors that have existing local strength with the goal of accelerating their economic development. This requires exploration of value chain enhancement opportunities.
- Economic sectors with local strength are agriculture and oil and gas. There is an emergent but not well leveraged/focused tourism development opportunity given the County lies within two hours of the Edmonton metropolitan region.
- Opportunity Identification can benefit from clear articulation of specific opportunities (marketing.)
- Research from a number of sources demonstrates that existing businesses create 60-90% of all new economic growth in a community. (Src: The Ohio State University, 2002, North Dakota Department of Commerce, 2001; University of Illinois, 2004.) A formal business retention and expansion program helps identify challenges, issues and trends within the business community.

### Vision

Flagstaff County has a thriving oil and gas and agricultural economic base that is more fully leveraged economically, an emergent land-based tourism product, and more diverse forms of housing that attract recreational property owners and a more youthful labour force.

### Initiatives

- 1) Pursue Investment Attraction Leads (inquiries/referrals) (***Core Initiative***)
- 2) Create/Maintain a Database of Available Commercial Land and Buildings within the Region (***Core Initiative***)
- 3) Participate in the Global Petroleum Show as a Labour Attraction/Retention Initiative (***Core Initiative***)



- 4) Identify/Undertake 1-2 Collaborative Economic Development Initiatives Specific to Advancing the Interests of each of Killam and Hardisty – Two Communities That Have More Actively Expressed Interest in Collaborative Economic Development (**Core Initiative**)
- 5) Work with Regional Tourism Operators and Other Resources (e.g. Government of Alberta) to Identify Focused Tourism Product Development Opportunities Focused on “Wide Open Spaces.” (**Core Initiative**)

When distinctive experiences are generated, there is economic benefit in the form of: attractiveness to travelers from a long distance (since longer distance travelers spend more money and represent “export tourism”); opportunities for new business spin-offs; job creation; additional farm income; relocation given research link between tourism visitation and relocation decision making.

- Focus on development of a signature attraction – the Battle River Railway (see Flagstaff County: Heritage as Economic Opportunity document, 2013).
- Nurture farm stay and farm hand-made products development and branding.
- Focus product development on land-based recreation activities (camping, resorts, trails, affordable golf, etc.), including leverage of a key geographic feature – the Battle River Valley.
- Investigate potential for recreational property ownership initiative at Fish Lake Park, overlooking Battle River Valley, or Killam-Daysland area with proximity to Edmonton.
- An integrated, more advanced business model is exemplified by the Great Canadian Barn Dance (recreational property ownership, RV lease, entertainment venue, campground, bed and breakfast - <http://gcbd.ca/>).
- Advertise regional tourism investment opportunities with Travel Alberta (<http://tpr.alberta.ca/tourism/programs-and-services/investment/pdf/Regional-Investment-Opportunities.pdf>).
- Consider innovation of affordable housing, targeting farm retirement and labour force attraction. Such targeting suggests consideration of location in either, or each of the west side of the County with proximity to Camrose, and the east side of the County with proximity to Wainwright. (e.g. Great Canadian Barn Dance (<http://gcbd.ca/>), micro-housing Dawson City - <http://dipl.com/and/this-guy-was-tired-steep-expenses-but-he-had/55633>, Saskatoon - [http://globalnews.ca/news/1603754/mini-dwellings-gaining-momentum-in-saskatoon/?utm\\_source=Homegnca-regina&utm\\_medium=MostPopular&utm\\_campaign=2014](http://globalnews.ca/news/1603754/mini-dwellings-gaining-momentum-in-saskatoon/?utm_source=Homegnca-regina&utm_medium=MostPopular&utm_campaign=2014))

### Tourism Product Development Pathway

A suggested tourism product space is land-based recreation that capitalizes on wide open spaces and connection to land. Such as:

Battle River Railway

Battle River Valley

Water-based recreation

Highlight outdoor activities – walk, golf, horseback, resort properties (e.g.

[www.battlerivercrossingresort.ca/Directions\\_446H.php](http://www.battlerivercrossingresort.ca/Directions_446H.php)), summer camping, campfires, connection to

land theme, see Cranberry Flats outside Saskatoon, trails (e.g. Big Knife Provincial Park); can they be linked cross country or out of Town (Sedgewick, Hardisty)

If land is the key component, then you need access to it, whether this land is public or private property.



Great Canadian Barn Dance, Hill Spring

- 6) Develop/Procure Business Cases Where a Specific Opportunity Requires Municipal Facilitation (**Core Initiative**)
- A business case can be used to frame an opportunity a municipality wishes to sell. On occasion, that opportunity may not be obvious to the marketplace. A business case can outline a specific competitive advantage in more detail than is otherwise typically expressed in an Economic Development Strategy where the “want” is expressed in the absence of market context and specific market opportunity to be exploited.
    - e.g. Town of Peace River Oil and Gas Services - <http://peaceriver.ca/wp-content/uploads/2013/03/FinalOilandGasServicesBusinessCaseJanuary152011.pdf>
    - Government of Ontario (business case framework) [www.omafra.gov.on.ca/english/busdev/facts/02-023.htm](http://www.omafra.gov.on.ca/english/busdev/facts/02-023.htm)
- 7) Celebrate Local Business Successes, Communicate Target Sector Strategic Issues, and Source Productivity/Entrepreneurship/Opportunity-Focused Target Sector Content in Flagstaff County Economic Development eNewsletter (**Core Initiative**)
- 8) Establish a Business Retention and Expansion (BRE) Visitation Program. Visit 10% of Enterprises Annually (with Business License) to Discuss Opportunities/Limitations (**Core Initiative**)
- Identify businesses that have identified succession planning (i.e. desire to mentor purchaser or sell) as an important business issue (note: according to TD Waterhouse's 2011 Business Succession Poll of 609 small business owners, just 24 per cent of small business owners surveyed said they had a succession plan worked out for retirement). Generate a business succession strategy if desired (see Investment Attraction, Agriculture), or work one on one with enterprises to facilitate succession.
  - Develop an import replacement database that identifies products/services local businesses source from outside community that they would be interested in sourcing within the community.
- 9) Work with Executive Director, Eastern Alberta Trade Corridor (Highways 36 and 41, <http://www.albertatradecorridor.com/>), to Identify and Promote Commercial Services Opportunities. (**Core Initiative**)

#### Investment Attraction Initiatives

- 10) Visit Industry Leaders of Oil and Gas Companies with Presence in the Region (Hardisty Hub) to Identify Region-Based Oil and Gas Services Opportunities (**New Initiative**)
- 11) Visit Industry Leaders in the Agriculture Sector to Identify Region-Based Agriculture Opportunities Services, processing (at scale), hobby-craft production (e.g. Saskatoon jam), or tourism (e.g. farm stay) opportunities. Discuss farm succession opportunities/constraints and develop a farm success strategy if required based on consultation. (**New Initiative**)

#### Alberta context:

- An agricultural inventory and opportunity identification for the value-added agriculture sector in the Wainwright region (Src: Battle River Alliance for Economic Development, [www.braedalberta.ca](http://www.braedalberta.ca)) reveals the region has roughly 4,600 farmers, and 126 small-scale agri-value added businesses (food products, greenhouses/market gardens, honey products, processed meats). Opportunities include nutraceuticals, food ingredients/foods/food for health products (meat, grains and oilseeds, bakery product, beverage, or food ingredient-based), bio-energy (bio-diesel, ethanol, biogas), ag tourism (e.g. experiential recreational products and farm stays), and greenhouse/horticulture activity driven by fibre-in-diet/ethnic/fresh food trends and plant material to serve Alberta’s rapidly growing housing market.
- Starting a grain farm with new capital is difficult today. Very large acreage is needed to make it a viable business. A lease from existing landowners is possible, but it requires intense capital and no bank will provide an operating loan (cash poor, equipment rich).



- Off-farm jobs are typical. There is common feeling that it's difficult to solely rely on farm income unless the farm is large scale. In addition, competing income paths – particularly in the oil patch, squeeze both agriculture labour availability and new investment in farming operations.
- Smaller scale hobby farming can offer a first opportunity for new residents/those without intensive capital investment required for larger scale farming. This form and function would require land use framework adjustments at the County level.
- One perceived pathway (identified in Saddle Hills County) for younger people to farm is cow-calf operations. They can start with the purchase of 15 cows and a quarter section of land. (Average land base needed: 5 acres/cow/year to graze + 5 acres/cow/year for feed.) Planned growth of the operation is by one quarter section at a time. A \$30/\$40K net profit annually for an extended period of time following the start-up is a clear demonstration of how tough it is to get into farming and how it is a labour of love. Especially when the alternative option can be to take \$40K, purchase a 4X4 truck, take a 6 month course and be able to immediately secure a \$100K/year job as a well operator. Cost to borrow capital needed to establish an agriculture enterprise is relatively cheap, but will incrementally increase with additional land purchases (and can be a threat if interest rates rise.)
- It's hard to entice younger generations to remain in agriculture. It's too easy to make income away from the farm (e.g. oil patch where a well operator makes \$100K/yr and with overtime can easily become \$150K/yr.). There is a general sense of entitlement with younger population that was not present in the homesteading era, and big city lights invariably attract youth seeking more excitement. Agriculture is hard work, and youth feel it's easier to make money pursuing other paths. A society focused on material wealth accentuates this pattern. This is a natural evolution of society that won't disappear. There is some perception that a small target population of youth (e.g. in Ag Colleges), and a small but increasing number of youth want to specifically pursue more independent living in rural areas. In addition, immigrant farming populations that are willing to work hard to be able to come to Canada and have investment funds represent an opportunity...an opportunity that has been exploited in places like Alberta SouthWest ([www.albertasouthwest.com](http://www.albertasouthwest.com)) where the region has been working on attracting Dutch farm families, with measureable success. There is opportunity to consider promotion of a revisiting of homesteading roots with targeting at immigrant investment/movement from countries that originally homesteaded in Flagstaff County, and are still present to some degree. Land price is a critical success factor. A farm succession program in the context Ag College program graduates and/or immigrant populations is a distinct opportunity.

#### Business Retention and Expansion (BRE) Initiatives (*New Initiatives*)

***Recommendation: Flagstaff County Economic Development should focus 75% of their effort on business retention and expansion initiatives.***

#### 12) Hold Procurement and Matchmaking Workshops (*New Initiative*)

- Local leaders work with business support organizations to inform area businesses on how to engage in government procurement (local, provincial, and federal) and corporate procurement programs. This can include matchmaking sessions that enable business representatives to meet with government and corporate entities to explore procurement opportunities. *Note: BRAED indicates only 10% of procurement for CFB/ASU Wainwright comes from within the Wainwright region. There is opportunity to establish contracts with the Base and/or to subcontract with larger companies with established Base contracts for provision of food, office supplies, repair and maintenance and construction.*

#### 13) Consider Establishing an Entrepreneurship Training Program (called "Airdrie Made" in Airdrie) (*New Initiative*)

- Establishment of an eight-month entrepreneur training program to help enhance small business skills using a proven training program and mentorship. GoForth Institute's 100 Essential Small Business Skills, an online training program (10 modules, 30 lessons). Eleven in-person supplementary training sessions led by local and area experts. One on one mentorship program with local business leaders. Target groups:

would-be entrepreneurs, growth entrepreneurs (in business 0-3 years). Application process for all participants. Smart Start is currently looking at packaging this program for others to apply to their communities.

#### 14) Nurture/Promote a Metal Fabrication Opportunity and Conduct Investment Attraction Activities *(New Initiative)*

- The industry in Alberta has a wide range of products and services, and a multi-sector presence (oil and gas, agriculture, defense, etc.), indicating that the industry has substantial collective capability. Products and services include: Pre-design and design, engineering, fabrication and manufacturing, custom fabrication, machining, and welding. Industrial equipment and machinery manufacturing has a presence in the Wainwright area. This sector has experienced strong growth, primarily driven by the oil and gas industry. Sources: Fabrication Sector Profile <http://bit.ly/1qEcyt2>, Alberta Industrial Sector Market Opportunities Report (PDF) <http://bit.ly/1okb5Lm>, Alberta Metal Fabrication and Machinery Manufacturing: Sector Overview (PDF) <http://bit.ly/1hSUw6z>

### III) Marketing: “Upstanding” Brand Building

#### Context

If Flagstaff County can answer two key questions in its pursuit of strategic initiative, it’s 90% of the way there in terms of efficacy of collaborative action:

- Who is Flagstaff County in the future?
- Why does Flagstaff matter to residents, investors, and visitors in the future?

Marketing is all about establishing a unique value proposition in a marketplace, establishing a community and economic development vision, identifying those one needs to talk to in the marketplace to achieve vision (targeting), and selling a value proposition more boldly in a world that is inundated in marketing noise.

For the communities encompassed by Flagstaff County, a bridging mechanism across all municipal interests lies in cooperative marketing effort:

- Labour attraction strategy – jobs (work with partners), housing, affordability, services value proposition.
- Housing prospectus for potential new residents.
- Youth attract-back – “rural” has advantages
- Demonstrate to skilled workers that small towns offer a slower pace, safer for families, lower cost of living (i.e. a common brand).
- Marketing of aggregate services and amenities that communicate a sum greater than the parts.
- Explore targeted investment opportunities.

#### Vision

Flagstaff County has an established identity in the marketplace that helps it achieve its industry diversification and tourism development goals, and broadcasts the County as a location of choice for niche markets, including recreational property, retirement, and youth (age 18-35) “return to rural” living.



## Initiatives

### 1) Develop an Umbrella Brand for the Region, with Sub-brands Underneath It (***New Initiative***)

- Each community will have a sub-brand that represents their communities.
  - There's much to like about this approach - <http://www.kalynacountry.com/Towns--Cities> - from culinary tours to agtourism to farmer's markets, to daytrips, to the overall visual effect and linking of land to more emotive resonance.
  - Develop an Agriculture Sub-Brand for the County (hand-made/hand-crafted products)
- With a new brand complete, develop a new visual template for the Flagstaff County website.

There is potential to re-connect people to sense of space, nature, and the authentically real represented by land, big skies, and "real people." This brand narrative forms a canvas for painting of heritage experience as one feature element of a Flagstaff County brand. The argument goes something like this:

"I think every Canadian should have a map of Canada in his or her house. It should be displayed in a place where one can sit and contemplate the wonderful vastness of this land. As Canadians we are continuously groping for an identity and a sense of love for our nation. We grapple with the concept, find it somewhat distasteful and leave it for another day. We find American flag waving, hand over heart while belting out Oh, say, can you see... too much and avoid doing the same. We admire their national spirit, but Canadians are, in contrast, understated. To understand the identity that exists in our hearts think of our sweepingly majestic home, its quiet, serene beauty. A beauty recognizable to us all. We are proud of this nation and of who we are. We just don't say it. It's like the map. It just sits there on the wall displaying the lines of our coasts, the bulk of our waterways, and the breadth of our northern territories. Surveying all of this leaves me in awe. It brings a tear to my eye...O Canada..."

- Debora O'Neil

What role does rural Alberta play in society, our culture, and our connection to place? The rural Alberta experience of immersion in the power of geographic place represents a spiritual underpinning of who we are and what we represent as a country. The experiences engendered in rural landscape unites us despite our great diversity of culture and breadth of distance....an enduring tie that binds.

In a chaotic world of hectic, where we are connected by device but feel increasingly disconnected, Rural Alberta can spiritually re-engage people with deeper pursuit of happiness - reconnecting people to land, landscape, and things that matter more deeply:

"In vast landscape, endless horizon, and ever-changing big skies we can bend a few turns around who we are and why we matter. I had 9 hours of driving to Wainwright and back yesterday...much of that on quiet roads in eastern Alberta. There's such poetry in the movement of sky, a hopeful sunrise, a brewing storm, fields sprouting anew, old grey homesteads tilting unsteadily, the quiet of throwing yourself across time and space. There's time to think free from life's exclamation marks. Pleasure in simple, beautiful things. How small you can feel amidst landscape that is enduring. We are all a "limited edition" I concluded - clarity for the bravery needed to be your highest aspiration."

-C. Fields

"Outside Wainwright, a German tourist is found standing at a fence line, arms up and palms held up to the sky, nothing in view except vast sky, and buffalo off to one side. When asked what the tourist was doing, he responded "it's so big...I feel like I'm touching heaven."

-Story related by Doug Griffiths, MLA

Flagstaff County can tap into this brand narrative using some key land-based hooks:

- In the naming of a "Circle Tour of Nothing" to celebrate vastness of landscape.
- Produce a "Barns of Flagstaff County" publication (akin to the Bridges of Madison County)
- Star-gazing on Flagstaff Hill or one or two other designated key sites in the County.
- Rehabilitation and tourism operation (farm stay, working vacation) of a "Canadian Pacific Railway(CP) Farm."

- In the context of limited volunteer resources, use key dates like Valentine’s or Canada Day as lightning rods for events/attractions.
  - Ability to participate in a community building project (in the genre of barn-raising of old, or in the annual harvest).
  - Create active event(s) targeted at older demographic, and that celebrate a lively older age – e.g. a Senior’s Olympics using ag-related events and machinery, or “Alberta’s First Geriatric Motor Bike Tour” called “Old Hogs.”
  - Culinary Tourism/Farm Stays – from the 50 km Diet to the organic food movement to farmer’s markets, there is rapidly growing interest in local products, and a broader narrative that re-connects people to land as provider. Flagstaff County should nurture and promote Farm Stays (via Provincial Farm Stay Program) that include ability to “do things” on the farm, and promote “made in Flagstaff County-branded” local value-added products. Though this isn’t purely heritage preservation, it is promotion of more broad-based agricultural heritage. This effort requires, among other things, research, identification of farmer’s interested in talking about land, agricultural production, promotion of a Farm Stay Program locally and externally, and creation and promotion of a local food products guide (products based on local outputs including Hutterite colony (3), canola, wheat, barley, oats, corn, peas, flax, Saskatoon berry, raspberries, upick(s), alpaca (wool), buffalo, and value-added production (Heisler Sausage, “Sarah’s Cake,” Daysland meat shop , “The Mad Butcher”)).
  - Land Access/Appreciation/Park/Trail Development (access to land and space). While rural Alberta is the land of large landscapes and potential for re-connection to the deeper meaning land represents (wild things, food we grow, ever changing skies), in general land is inaccessible due to farm fencing. Flagstaff County could position itself as “Land of the Free” in a land access (selected site/corridors) initiative:
    - Land Trusts/Conservation Easements (presently two quarters in the County but there could be more and they could be linked into a linear system) that permit hiking, appreciation of landscape, wildlife viewing, and potential for nature tours. While landowners are generally opposed to public access to lands for liability and privacy reasons, Land Trust offer one means of generating conservation-focused access to land (e.g. Southern Alberta Land Trust Society - [http://www.salts-landtrust.org/st\\_governance\\_directors.html](http://www.salts-landtrust.org/st_governance_directors.html), M.D. of Foothills Land Trust brochure - [http://www.foothillslandtrust.org/docs/FLT\\_Brochure\\_2009r.pdf](http://www.foothillslandtrust.org/docs/FLT_Brochure_2009r.pdf), Cross Conservation Area (SW of Calgary) - <http://www.crossconservation.org/>)
  - Use Geocaching in relation to heritage structures and other “cool” natural features in the County as a means to engage younger generations. The idea here is to use GPS-based geocaching to send people hunting for small tokens/rewards around the County. These could be real or linked to an App. When you find something – like a trinket you can load it on your App (e.g. Foursquare-like).
  - Use Land As Inspiration For Art (e.g. Landart Festival (annual, June) – Grindelwald, Switzerland - where short-lived works of natural art are placed on the landscape using natural, local materials. Images - <https://www.google.ca/search?q=land+art+festival+grindelwald&newwindow=1&safe=off&tbm=isch&tbo=u&source=univ&sa=X&ei=N8WTUisidFZTcoATn44CYBA&ved=0CFMQsAQ&biw=1958&bih=860&dpr=0.7>. Web link - [http://jungfrauregion.ch/en/Holidays/NEWS/Top\\_Events?Landart-Festival\\_Grindelwald](http://jungfrauregion.ch/en/Holidays/NEWS/Top_Events?Landart-Festival_Grindelwald))
- 2) Create an Investment Profile for the Region (e.g. JEDI – Wetaskiwin area - <http://www.jedialberta.com/DocumentCenter/View/46>) (**Core Initiative**)
  - 3) Redesign the Visitor Section of the Flagstaff County Website for Focus on 2-3 Signature and/or Land-Based Thematic Recreation Experiences (**Core Initiative**)
  - 4) Rename “Business” Tab to “Invest” Tab on Flagstaff County Website and Re-Organize Content Around Investment Decision Making Hierarchy (**Core Initiative**)



The Development Counsellors International survey of corporate executives with site selection responsibilities regarding marketing techniques that help shape their perceptions of a community's business climate (Src: <http://www.aboutdci.com/winning-strategies/>) indicates a website appears at the top of the list and is therefore a key point of marketing concentration for the corporate target. When it comes to websites and critical features, the 2011 Winning Strategies Report indicates executives view information on available incentives (not generally used in Canada – but more visible in the U.S. where the survey is conducted) and workforce statistics as the most useful features of an economic development organization's website. Demographic information, database of available buildings and sites and comparisons to competitor locations were also strongly valued by survey respondents (the survey presented 15 features that are commonly included in the design of an economic development organization's website).

For the Independent Entrepreneur or Workforce market, facts must be mixed with branded experience and softer, more emotive value proposition to effect decision making. A mix of approach for each of corporate target and independent entrepreneur/workforce attraction is reflected in a recommended adjustment to navigation structure (a modest re-organizing of content so as to “effect” initial relocation/investment decision making with intuitive navigation

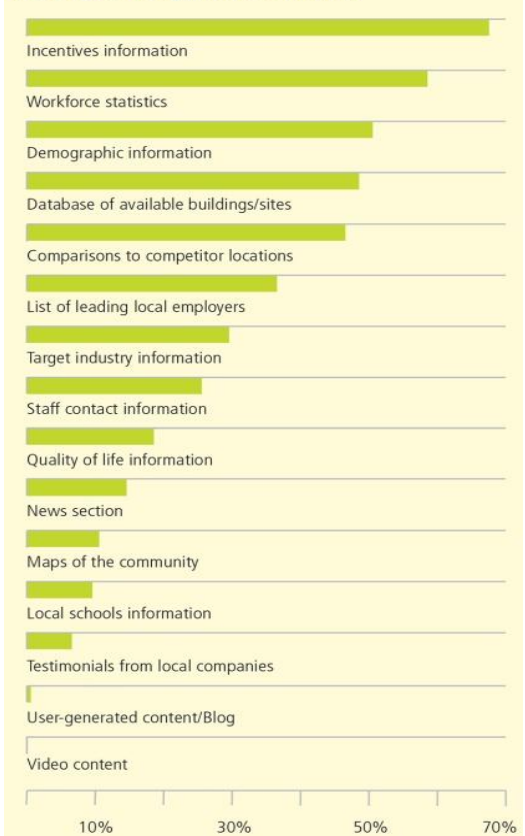
is suggested), and supporting marketing material to be downloaded from the website. In general, the website is envisioned as a pivot point around which supporting marketing tactics are implemented, and additional marketing channels are leveraged. The bottom line for an investment section of a municipal website is to maximize how quickly, easily, and effectively an investment/relocation focused target audience can acquire what they need from the site, and how the representation of the site can motivate a target audience to action (investment, relocation) and/or influence perception (image management).

There are four key pillars that drive the success of an economic development online presence:

- **Vision** – clarity, focus, dynamism of communication, ability to place economic development in the context of ‘engaging’ and ‘compelling’ community development direction.
- **Targeting** – identification of specific target sectors/personality profile while avoiding a key pitfall – trying to be everything to everyone and speaking too broadly.
- **Data** – a fundamentally important element of the investment decision making process, and a matter of articulating the ‘right’ data without communicating too much data.
- **Simplicity** – there is an over-arching need to be concise and focused as opposed to serving as a repository for everything and anything. Simplicity around focused desire/site objectives/targets is a fundamental marketing principle that cuts through marketplace clutter and improves chances of engagement with target investors/newcomers. A key means to achieve this is to convert data points to visual charting and infographic-type images.

The investment process is a face to face, human process that no website will be able to process independently. The website therefore functions as a lead generation tool – with an effective sales pitch, a solid brand experience,

**CHART N: Most Useful Features of an Economic Development Organization's Website**



Src: <http://www.aboutdci.com/wp-content/uploads/2014/09/Winning-Strategies-in-Economic-Development-Marketing-2011.pdf>

desired (site selection criteria) and up-to-date and information, and back end functionality to support customer relationship management (contact information.)

**A baseline Invest tab navigation structure is provided in Appendix A.**

- Recommended navigation is as follows: a landing page soft value proposition (as per Brand Strategy) supported by quantification of the value proposition; Alberta Advantage (for those investing from out of province); Key Industries; Grow Your Business (all the information required to expand or relocate a business); Resources (supplementary information from third party sources.)
- Wherever possible, comparative statistics or use of statistics that demonstrate Flagstaff County's value proposition or competitive advantage should be employed as opposed to straight listing of factual statistics. The objective is to show advantage and make an investment consideration easier to digest.
- Add a handful of images to the section to enhance dynamism.
- Add handful sidebar testimonial quotes with dynamic photo of entrepreneur as opposed to embedding as a subsection of Flagstaff County Advantage subsection
- Consider embedding Invest in Flagstaff County video in landing page of Invest section (right sidebar.)

Place soft value proposition followed by hard value proposition on landing page of Invest section.

5) Produce Sector Profiles for Each of Oil and Gas and Agriculture (***New Initiative***)

6) Generate Three Success Stories Per Target Market (***New Initiative***)

- A key tactic that can be used to support articulation of target markets is to build success stories. Storytelling is a time-honoured tradition of effective marketing (it's part of human DNA in terms of absorption of message), and care must be taken to tell stories dynamically (vs. dry). The biggest single critical success factor for this effort is the dynamism of the storytelling (i.e. use classic techniques including creative hook, creative introduction, character development, obstacle to overcome, strong ending), and the creativity of translation to multimedia form. Success stories should be a multimedia creation effort (feature people, images, words, and video), and can be leveraged in three ways: Testimonial Quotes – website (trusted, independent endorsement); Written stories – electronic distribution in template output; Video (max. two minutes)

7) Conduct Joint Venture Tourism Promotion (1-2 product experiences-focused) with Camrose (***New Initiative***)

- Travel Alberta's research (<http://tpr.alberta.ca/tourism/research-and-statistics/research/canadian-market-potential-studies/pdf/Quantitative.pdf>) indicates potential for Flagstaff County to collaborate/co-promote signature attractions with Wainwright or Camrose, but particularly Camrose. Exhibit 15b indicates that Camrose is a popular current destination for Edmonton region residents, and has a measure of visitation from Central and even Northern Alberta. Wainwright receives modest visitation from Central Alberta residents. Exhibit 16 indicates Camrose has high desire as a travel location among residents of Central Alberta, while Wainwright falls off this list.

8) Create a Forum for Identified Business Opportunities (Succession, Investment) in the Business Section of the Flagstaff County Website (***New Initiative***)

- As an alternative, consider an initiative to work with area realtors to post land sale or even farm succession opportunities (e.g. <http://www.dignam.com/category/western-provinces>)

9) Articulate a Unique Brand Value Proposition (***New Initiative***)

An example interpreted from 2014 Workshop activity is provided as follows:

**Upstanding : "Don't Take Life Lying Down"**

Decent. Good. Honest. Honourable. Friendly. Our residents are our rock of civility...gentility. We call ourselves the steering wheel hand-wavers....disarmingly grounded in a larger world of anonymity and even hostility. On the ground, in the air, and by the seat of the pants in the combine, we are each one in a million...acres of land...stars in

the sky that are so dark one is reminded about the old funny about the shin being a useful object for finding furniture in the dark.

There is nothing so beautiful as the empty...the embrace of a solitude that is yours and yours alone...bereft of the noise and the intrusion of 24/7 go go. Prairie thunderstorm's electrified sky. The soothing rise and fall of roadside power lines stared at through the side window. A fresh-picked Saskatoon berry pie. The dance of sun-kissed canola in a breeze. Winter's blizzard howl. Things tenuous and resilient.

Land meets sky and spreads to infinity so big it reminds us how small we are in the scheme of things. To be nothing is to be everything...at the root of who we are and how we matter. In simplicity lies beauty...spirituality...a beacon to guide our way. Some call that a spiritual awakening. We call that the everyday.

In the tug of war with life made complex in a hectic society, get back to roots in land and people. In our oil and gas, our agriculture, and our land-based recreation activity that feels free, lies the ingredients for life well lived.

*Example of a more animated image approach to conveying human interaction in rural landscape:*



*Src: Alberta Tourism Framework, Travel Alberta*

## Market Preferences

**I) Corporate Investment Attraction Action-Based Pillars** (in order): Labour (skill/cost), Transportation Access, Advanced ICT Services, Business Costs, Land/Buildings, Existing Industry, Quality of Life (low crime, healthcare, housing availability/costs). *Src: 26th annual US Corporate Survey of Site Selection Factors -*

<http://www.areadevelopment.com/AnnualReports/Winter2012/26th-Corporate-Consultants-RE-survey-results-287677888.shtml>

**II) Individual Investment Attraction Action-Based Pillars:** Quality of Place, Quality of Life, Niche Opportunities.

**III) Preferred Tourism Activities for Daytrip and Overnight Trips in Rural Areas:** See Exhibit 39, Travel Alberta Research, Potential Demand For Rural Vacation Experiences In Alberta By Residents Of Alberta," 2013

(<http://tpr.alberta.ca/tourism/research-and-statistics/research/canadian-market-potential-studies/pdf/Quantitative.pdf>)

10) Advertise in Camrose and Wainwright re: Residency in the County (***New Initiative***)

11) Organize and Implement a Youth Leadership and Business Conference within the Region (***New Initiative***)



#### IV) Regional Collaboration: “Musketeeing”

The Flagstaff Inter-municipal Partnership (FIP) Committee (est. 2003) has established regional collaborative precedent with its history of region-based initiatives, including emergency services, employee safety, public works, and bylaw enforcement. Five initiatives aimed at further strengthening the Region were identified in a 2011 strategic planning session (Pitman Consulting):

1. The Partnership should be seen as thinking and acting regionally.
2. Develop a regional strategy for Economic Development.
3. Secure ongoing funding for the Partnership.
4. Develop a regional Municipal Emergency Management Plan.
5. Regional coordination of Public Works and Health & Safety - staff and equipment.

Initiatives outlined in this Plan implement #2 in the context of a broader, more provocative direction identified in a 2014 regional economic development workshop whereby people think it’s time to move to deeper services and governance initiatives.

The FIP Committee is recommended as the implementation mechanism for execution against Initiative 2 – when the group is ready to proceed with economic development projects. A content framework for development of a regional strategy for economic development is presented as follows:

##### Context

Young people who represent a working age population have higher expectations of quality of services, while an older demographic is happy with the status quo. As a Community of communities with numerous overlapping services and infrastructure, and lack of individual critical mass to consider more novel solutions such as a centralized regional recreation centre, commercial services node, or senior’s housing, some planning and services consolidation will be required to achieve quality vs quantity important to attracting/retaining a next generation labour force, investment, and population stability. Regionalization is a leap of faith, requiring everyone to give up some things for prospects of a greater good for all current/future residents of the region.

##### Vision

In a competitive marketplace, a collaborative, project-based approach between 11 municipal partners will set a new standard for creative rural municipal governance that benefits the entire population within the County.

Collaborative leadership initiatives focus on providing enhanced, enabling services and community development that support population stabilization/growth and labour force attraction/retention. These

#### **Top 2 Priorities 2014 Regional Economic Development Workshop**

1. Focus on Quality Services (18)
  - Enhance quality of life (provide quality of services instead of quantity...people coming to area want quality education, recreation, health, and daycare).
  - One Stop shopping centre in the centre of the Region – “keep it local.”
  - Senior’s housing.
2. One Region-Based Government (7)
  - Service efficiency, service enhancement, cost competitiveness, ability to more fully leverage all opportunities.
  - By partnership agreement not just absorbed into County.
  - Identification of future land use requirements and designate to make land development ready for commercial and industrial activity.
  - Regional planning/site location for recreation services, health, education and municipal services infrastructure, and commercial/industrial land.

initiatives acknowledge that some consolidation and centralization of services (recreation, education, health, municipal services, and commercial services) may be required to provide critical mass.

### Economic Development Role

In a competitive marketplace, Flagstaff County dynamics suggest a collaborative approach that sets a new standard for creative municipal governance is a good start that has support as evidenced by workshop findings. A sliding scale of regionalization (from least to most) presents itself at four levels:

1) Collaborative Marketing (*see Strategic Pillar #3*)

2) Commercial/Industrial Land Servicing – establish locations and mix in key locations most amenable to spillover economic activity from economic generators.

#### Options:

- Largest/most central urban centre that functions as a regional service centre (Killam).
- Oil and gas activity (Hardisty-related, Wainwright) – suggesting an east County location.
- Urban centre spillover (Camrose) – suggesting a west County location near Daysland. At 35 minutes from Camrose, distance would suggest land/development price must be a very significant competitive advantage in relation to Camrose.

3) Regionalized Community Amenities (recreation, education, health, municipal services, commercial services)

- Killam is the geographic centre of the County – a natural place for centralization of services such as health and education.

4) Regionalized Government

- While a “rurban” form of government is to date unusual in Alberta, it is not unheard of (e.g. Rural Municipality of Wood Buffalo, Strathcona County).

### Economic Development Initiatives

1) Facilitate Creation of Region-Based Municipal (Development) Plan

A Municipal Plan typically addresses key land development and pillar infrastructure (recreation, education, health, housing) services. A collaborative Plan can be approached through the prism of economic and community development:

- What and where are realistic economic development opportunities and what land or other infrastructure do we need to enable those opportunities?
- What form of partnership is required specific to each opportunity, be it County initiative and/or joint venture with one of more urban municipalities?
- What fundamental community amenities do we need/desire and where is it most logical (road network, servicing, access to population) to locate these services?
- Identify a benefit or opportunity for each of the communities at a second-tier amenities level (e.g. pathways)

*Note: a region-based, legally binding Municipal Development Plan involving 11 communities is not enabled by the Municipal Government Act, but a Municipal Plan could be generated via the Flagstaff Inter-Municipal Partnership. To achieve measureable progress under the umbrella of a Plan, the Partnership would need to legally formalize its relationship.*

2) Investigate Potential for an Industrial Park on County and/or Urban Municipal Lands.

- Investigate joint venture municipal land development (shared cost/shared tax revenue).
- 3) Investigate Potential for Centralized Commercial Services/Recreation Centre Node
- Investigate joint venture municipal land development (shared cost/shared tax revenue).
- 4) Via Council, Work Through Flagstaff Inter-Municipal Partnership to Lobby for Regional Municipal Plan Creation
- 5) Establish Management Mechanism for Collaborative Economic Development Initiatives
- Operate a County Economic Development Advisory Working Group (include business).
  - Hold an annual workshop to discuss and set annual economic development projects.
  - Where projects are shared with towns, develop a common budget.





## STRATEGIC PRIORITIES CHART 2015 – 2018

### Economic Development Strategic Pathways

**Now:**

<p><b>1. Develop an Umbrella Brand for the Region</b> (Marketing “Upstanding” Brand Building)</p>	<p>Quarter 1, 2015</p>
<p><b>2. Produce Sector Profiles For Each Of Oil And Gas And Agriculture</b> (Marketing “Upstanding” Brand Building)</p>	<p>Quarter 1, 2015</p>
<p><b>3. Generate Three Success Stories Per Target MARKET</b> (Marketing “Upstanding” Brand Building)</p>	<p>Quarter 1, 2015</p>
<p><b>4. Visit Industry Leaders Of Oil And Gas Companies With Presence In The Region (Hardisty Hub) To Identify Region-Based Oil And Gas Services Opportunities</b> (Investment Attraction)</p>	<p>Quarter 3, 2015</p>
<p><b>5. Visit Industry Leaders In The Agriculture Sector To Identify Region-Based Agriculture Opportunities</b> (Investment Attraction)</p>	<p>Quarter 3, 2015</p>
<p><b>6. Conduct Joint Venture Tourism Promotion (1-2 Product Experiences-Focused) With Camrose</b> (Marketing “Upstanding” Brand Building)</p>	<p>Quarter 1, 2016</p>
<p><b>7. Create A Forum For Identified Business Opportunities (Succession, Investment) In The Business Section Of The Flagstaff County Website</b> (Marketing “Upstanding” Brand Building)</p>	<p>Quarter 1, 2016</p>
<p><b>8. Articulate A Unique Brand Value Proposition</b> (Marketing “Upstanding” Brand Building)</p>	<p>Quarter 3, 2016</p>
<p><b>9. Advertise In Camrose And Wainwright Re Residency In The County,</b> (Marketing “Upstanding” Brand Building)</p>	<p>Quarter 3, 2016</p>
<p><b>10. Hold Procurement And Matchmaking Workshops</b> (Investment Attraction)</p>	<p>Quarter 3, 2016</p>

**Next:**

1. Consider Establishing An Entrepreneurship Training Program (Investment Attraction)
2. Create A Local Investment Fund (Entrepreneurial Enablement)
3. Facilitate Next Generation Internet (Entrepreneurial Enablement)
4. Nurture/Promote A Metal Fabrication Opportunity And Conduct Investment Attraction Activities (Investment Attraction)
5. Organize and Implement a Youth Leadership and Business Conference Within the Region (Marketing “Upstanding” Brand Building)

**Core Activities:****Entrepreneurial Enablement:**

1. Nurture Youth Development and Engagement
2. Provide Extension Information Services and Participate in Business Partnerships

**Investment Attraction**

1. Pursue Investment Attraction Leads (inquiries/referrals)
2. Create/Maintain a Database of Available Commercial Land and Buildings within the Region
3. Participate in the Global Petroleum Show as a Labour Attraction/Retention Initiative
4. Identify/Undertake 1-2 Collaborative Economic Development Initiatives Specific to Advancing the Interests of each of Killam and Hardisty – Two Communities That Have More Actively Expressed Interest in Collaborative Economic Development
5. Work with Regional Tourism Operators and Other Resources (e.g. Government of Alberta) to Identify Focused Tourism Product Development Opportunities Focused on “Wide Open Spaces.”
6. Develop/Procure Business Cases Where a Specific Opportunity Requires Municipal Facilitation
7. Celebrate Local Business Successes, Communicate Target Sector Strategic Issues, and Source Productivity/Entrepreneurship/Opportunity-Focused Target Sector Content in Flagstaff County Economic Development eNewsletter
8. Establish a Business Retention and Expansion (BRE) Visitation Program. Visit 10% of Enterprises Annually (with Business License) to Discuss Opportunities/Limitations
9. Work with Executive Director, Eastern Alberta Trade Corridor (Highways 36 and 41, <http://www.albertatradecorridor.com/>), to Identify and Promote Commercial Services Opportunities.)

**Marketing “Upstanding” Brand Building:**

1. Create an Investment Profile for the Region
2. Redesign the Visitor Section of the Flagstaff County Website for Focus on 2-3 Signature and/or Land-Based Thematic Recreation Experiences
3. Rename “Business” Tab to “Invest” Tab on Flagstaff County Website and Re-Organize Content Around Investment Decision Making Hierarchy

## Appendix A – Site Map – Invest Tab

Blue indicates first tier navigation

Pink indicates second tier navigation

Page Name	Description	Search Engine Optimization (SEO) Keywords
<b>Invest</b>	<p><u>Purpose:</u> Describe the Flagstaff County value proposition for investors</p> <p><u>Primary Content:</u> Soft value proposition followed by (quantifiable) 5-7 value propositions</p>	Invest in Flagstaff County
Advantage Alberta	<p><u>Purpose:</u> Describe the Alberta value proposition for investors</p> <p><u>Primary Content:</u> Indicate (quantifiable) 5-7 value propositions</p>	Alberta Business Advantages
Grow Your Business	<p><u>Purpose:</u> Link to relocation sub-section content</p> <p><u>Primary Content:</u> Summary introduction to resources in section</p>	Flagstaff County Business
Transportation and Access	<p><u>Purpose:</u> Describe transportation modes, distance to key centres</p> <p><u>Primary Content:</u> Summary descriptions</p>	Flagstaff County Transportation
Real Estate including Industrial Land	<p><u>Purpose:</u> Describe major commercial/industrial developments</p> <p><u>Primary Content:</u> Summary description, map, links, property location(s), real estate companies listing, residential and commercial MLS listing links</p>	Flagstaff County Real Estate and Industrial Land
Tax and Utilities	<p><u>Purpose:</u> Provide tax and utility information</p> <p><u>Primary Content:</u> Summary description of utility companies with links, municipal utilities, tax rates</p>	Flagstaff County Taxes and Utilities
Labour Costs	<p><u>Purpose:</u> Provide labour cost information (provincial sources)</p> <p><u>Primary Content:</u> Summary description of labour costs (compared to “averages”)</p>	Flagstaff County Labour Costs
Cost of Living	<p><u>Purpose:</u> Provide cost of living information</p> <p><u>Primary Content:</u> Summary description of cost of living (house prices, Alberta tax info, municipal tax/utilities)</p>	Flagstaff County Cost of Living
Finance	<p><u>Purpose:</u> Provide links to key banking companies in region municipalities</p> <p><u>Primary Content:</u> Links – company name, location, web</p>	Flagstaff County Finance



	address		
Internet	<p><u>Purpose:</u> Summarize Internet connectivity in County</p> <p><u>Primary Content:</u> Content and imagery describing services (incl. links where applicable) in County, including coverage map, typical pricing and speeds.</p>	Flagstaff Internet	County
Development Approval/Licensing	<p><u>Purpose:</u> Summarize development approval process</p> <p><u>Primary Content:</u> Summary description</p>	Flagstaff Development Approvals	County
Major Projects	<p><u>Purpose:</u> Summarize major development projects in region</p> <p><u>Primary Content:</u> Summary descriptions, links if applicable</p>	Flagstaff Industry Projects	County
Business Resources	<p><u>Purpose:</u> Provide links to key business development contacts and indicate services offered</p> <p><u>Primary Content:</u> Links – provincial, community futures, municipal</p>	Flagstaff Business Resources	County
Key Industries	<p><u>Purpose:</u> Entry page for target industries</p> <p><u>Primary Content:</u> Industry overview with image/title button link to each subsection</p>	Flagstaff Industries	County
Agriculture	<p><u>Purpose:</u> Describe key sector opportunities</p> <p><u>Primary Content:</u> Summary description of opportunities and brief sector profile including Alberta and Flagstaff County context.</p>	Flagstaff Industry Sectors	County
Oil and Gas	<p><u>Purpose:</u> Describe key sector opportunities</p> <p><u>Primary Content:</u> Summary description of opportunities and brief sector profile including Alberta and Flagstaff County context</p>	Flagstaff Industry Sectors	County
Tourism Product Development	<p><u>Purpose:</u> Describe key sector opportunities</p> <p><u>Primary Content:</u> Summary description of opportunities including Alberta and Flagstaff County context</p>	Flagstaff Industry Sectors	County
Independent Entrepreneurs	<p><u>Purpose:</u> Describe key sector opportunities</p> <p><u>Primary Content:</u> Summary description of opportunities</p>	Flagstaff Industry Sectors	County
Success Stories	<p><u>Purpose:</u> Provide success stories in key industries</p> <p><u>Primary Content:</u> Journalistic style writing or multimedia (300 words or max 2 minute (video))</p>	Flagstaff Industry Success Stories	County
Publications	<p><u>Purpose:</u> Emphasize (with image and link) download of</p>	Flagstaff	County

	Investment Profile	Investment Package
Invest in Flagstaff County Video	<u>Purpose:</u> Link to general investment promotional video (2 minutes)	Flagstaff County Video
Tender Opportunities	<u>Primary Content:</u> Existing Tender Opportunities Content	Flagstaff County Tenders
Business Directory	<u>Primary Content:</u> Existing Business Directory Content	Flagstaff County Business Directory