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TOWN OF BLACKFALDS

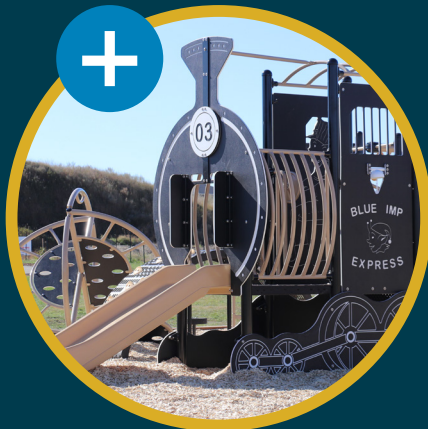
# *Economic Development & Tourism Strategy*

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Presented  
**10/01/2021**

**BLACKFALDS**  
ALBERTA





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# Acknowledgements

This Economic Development & Tourism Strategy was achieved through the collaboration of multiple organizations, community and business members.

This plan would not have been possible without the expertise of the Economic Development and Tourism Advisory Council (EDTAC) and the guidance and insight from the Economic Development and Tourism Strategy sub-committee representatives.

We would also like to thank EDTAC, the strategy sub-committee, and Council for their ongoing support.





# Executive Summary

**The Town of Blackfalds must stay up to date on the local, national, and international economic climate which will assist in realizing the town’s potential for future growth.**

The Economic Development and Tourism Strategy will remain on course to sustainable economic prosperity by providing recommendations through stakeholder consultation. It also identifies several actions that must be implemented by Town to achieve its goals. The Blackfalds Municipal Development Plan and the Intermunicipal Development Plan provide a comprehensive analysis of current and future economic growth and development in the Town using the most up to date data available.

At the core of the strategy, the Town aims to significantly grow community engagement.

Building on a solid understanding of the local economy - stakeholders from various industries including business, manufacturing, tourism, the public sector, education, the development



industry, and professional services, as well as the Economic Development and Tourism Advisory Committee - adding dimension to this Economic Development and Tourism Strategy.

The process revealed four major points of opportunity for stakeholders to provide input and to influence this strategy.

*Christopher Johnson,*  
Economic Development Officer

# Strategy at a Glance

## WHAT IS IT?

An Economic Development and Tourism Strategy will help cultivate economic growth for the Town of Blackfalds over the next ten years.

## WHY WAS IT PREPARED?

The Town of Blackfalds requires a strategy that will assist in achieving future economic growth and prosperity. This strategy provides a road map for our future. We know there will be unforeseen circumstances and new directions to explore along the way, and we will adjust course as needed. It will take time to arrive at our future destination, but together is how we'll get there.

## HOW WILL IT HELP?

The strategy provides direction and help decisionmaking by key stakeholders and local governments.



## WHO PREPARED IT?

Economic Development Officer, Christopher Johnson developed a participatory framework that allowed community stakeholders and the Economic Development and Tourism Advisory Committee (EDTAC) to shape the development of the Economic Development and Tourism Strategy.

## WHEN WAS IT COMPLETED?

A draft of the plan was presented in September and the final draft will be shared in October of 2021.

## WHO WILL IMPLEMENT IT?

Town of Blackfalds Council, staff and other key business and community stakeholders will work collaboratively to implement the strategy.

## WHO WILL BENEFIT?

Everyone who lives, works, develops, or visits the Town of Blackfalds.

## WHERE DO I GET MORE INFORMATION?

Christopher Johnson,  
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# Blackfalds...A Brief History

Centrally located between Red Deer and Lacombe, The Town of Blackfalds is one of Canada's fastest growing communities. The first time this happened was after the establishment of a railway line in 1891, long before the town's incorporation in 1904. Blackfalds' early growth resulted from the historic Calgary & Edmonton Trail and the railway.

Originally known as Waghorn, the village was named after Blackfalds' first postmaster, Walter Waghorn, who with mother Sarah and brother William, were some of the earliest settlers to come to the area in 1889. In 1903, the name changed to Blackfalds to pay homage to the postmaster's home in Scotland who claimed the rolling hills and farmland reminded him of the landscape where black sheep grazed back in Scotland.

The community's market access and rich agricultural land attracted people from across Canada, the US, and Europe. At various times Blackfalds has had the distinction of being one of the youngest and fastest growing communities in both Alberta and Canada.

Today, Blackfalds is a vibrant, entrepreneurial community; home to many well-educated, young families that are a critical factor in encouraging business prosperity. The Town has expanded rapidly with many businesses and homes now located on both sides of Highway 2A. It is a fast-growing community with a small town feel and a progressive economic vision.

Blackfalds is focused on community and economic development. As such, it strives to understand the business climate, the community's assets, the regional workforce, and its key economic indicators.

Blackfalds is a hub for the energy, construction, and transportation sectors, with many companies using the community as a staging area for their servicing and infrastructure projects throughout the province.

The community is fully serviced (water, wastewater, electricity, natural gas, cell phone coverage, broadband, and fibre optics) and is adjacent to Highway 2, the main corridor between the major cities of Edmonton and Calgary, both of which provide international airports.



# Blackfalds Fast Forward...

Blackfalds was known as a small bedroom community in between two growing cities, Lacombe and Red Deer. However, in recent years, more young families moved to Blackfalds due to its central location and its small-town, safe, and inviting feel.

Due to a growing population, Town Administration and Council, with resident input and recommendations from volunteer boards and committees, worked towards providing more amenities and services for its residents.

This commitment resulted in the creation of a Multi-Plex arena, multiple playgrounds, open green spaces, parks, the Abbey Centre, commercial and industrial areas, the Bike Sills Park, and

eventually the (now) Eagle Builders Centre. After some time, people began to visit Blackfalds for the outstanding recreational and business opportunities but ended up staying here for the fun and homey community.

As the Town continues to grow, more and more amenities are added to the community including health services, personal services, unique restaurants and local businesses, and education opportunities.

In 2020, the Town took on a new brand statement and story, which reflected the growth of Blackfalds and how it came from the small transit community to the youthful town it is today.





# Blackfalds Brand

## BRAND POSITIONING STATEMENT

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Blackfalds - modern, active, fun - a vibrant community of young families, thriving businesses and outstanding recreation opportunities.

## BRAND STORY

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Blackfalds is a community of young hearted people with a shared enthusiasm for play. Experience our youthful vibe while you explore our trails and parks, take in family-friendly events, or enjoy your favorite sports and leisure activities.

**For parents with young children and the grandparents who chase them, for visitors who seek to discover fun, and for local businesses who promote the growth of a thriving community, Blackfalds is your place to play!**



# Where We Want to Go



## VISION STATEMENT

The vision of the municipality provides direction for those who work for the Town and includes the goals that each employee has for Blackfalds.

Blackfalds is an active family community full of pride, commitment and opportunities reflecting an economically sustainable, selfsufficient, and safe living environment, with a balanced range of municipal services provided through innovation and proactive community partnerships.







# A Place to be Proud of...

Throughout the interactions with members of EDTAC and the community, EDTAC sessions and community engagement, a number of assets to the Town of Blackfalds and area have been identified which are important to note and celebrate as they provide a baseline for the creation of future action plans to be produced in carrying out the Economic Development and Tourism Strategy.

## LOCATION

- Central to major cities with international airports
- Close proximity to highways and transportation
- Access to universities, colleges, and other post secondary institutions

## ECONOMY

- Outstanding farming community with rural agricultural heritage
- Innovative industrial/manufacturing community
- Developable land
- Prosperous small family and home-based businesses

## OUTDOOR LIFESTYLE

Year-round recreational opportunities and healthy outdoor living that include:

- bike skills and all wheels parks, outdoor sports facilities & trails
- themed and inclusive playgrounds
- slo-pitch, soccer, mountain biking, hiking, and camping,

Access to nearby recreation such as:

- fishing, hunting, skiing, ATV riding, snowboarding, snowmobiling, equestrian centres, golfing, water sports

Facilities that cater to:

- community markets, weddings, sport events, tradeshow, and concerts.



## MUNICIPALITY

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- Council and administration are proactive and probusiness
- Excellent municipal services
- Well-paved roads
- Local schools & education facilities
- Strong municipal council
- Ambitious chamber of commerce
- Variety of recreation facilities

## RURAL FABRIC

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- A strong sense of community
- Small-town feel
- A great place to live & raise a family
- Diverse and unique
- A rural setting not affected by urban sprawl
- Friendly, generous, and helpful people
- A healthy mix of long-time residents and newcomers
- An enthusiastic community spirit





# SWOT Analysis

## S

- Superb access to major Alberta and Canadian markets
- Access to QE 2 and two international airports
- Skilled labour force
- Young population
- Relatively inexpensive land
- Superior quality of life
- Ambience of small town
- New public buildings and amenities
- Natural beauty – trail and water systems
- Safety
- Proximity to post secondary education
- High speed internet connectivity

## W

- Lack of health practitioners and healthcare facilities
- Insufficient provincial services (Registries Office)
- No local secondary education facilities
- Unbalanced tax assessment
- Limited mix of labour force
- Strong competition for labour due to surrounding municipalities
- Shortage of commercial services – retail/restaurant/entertainment
- Limited diversity/multiculturalism
- Lack of hospitality and tourism services
- Skewed population age distribution



- Willingness to embrace change
- Affordable housing for retirees and older citizens
- Available serviceable land
- Nearby airports offer development opportunities
- Tourism development and growth
- Regional cooperation/collaboration
- Potential to grow entertainment sector
- Build existing labour force to include more diverse skills
- Great place to attract new investment
- Poised to promote healthy community lifestyles and attract health practitioners and other health/lifestyle businesses
- Attract technology work force, remote workers
- Attract workers who can work remotely and choose to live and work in Blackfalds
- Opportunity to create a stronger identity for the community
- Community growth brings new opportunities
- Downtown core offers retail opportunities and balance big box stores providing a unique retail experience for residents and visitors



- Loss of aging population due to lack of housing and provincial supports
- Shortfall of career focused employment
- Disproportionate tax base
- Unfrequented downtown core
- Competitive environment makes it a challenge for Blackfalds to grow and retain a competitive advantage over nearby communities
- Local transit system does not offer regional service causing potential residents to move outside of the community
- Economic downturn in Alberta
- Pandemic makes engagement and personal relationship building a challenge.



# Strategic Pillars

Broaden and build the local business base by investing in business development and support programs and services.

Plan, invest and encourage placemaking efforts to grow the community of Blackfalds as a destination for businesses, visitors, and new residents.



Plan, support, invest and build tourism efforts to grow Blackfalds as an attractive destination for visitors and residents.

Participate in the creation of an integrated approach to infrastructure, services, and policy framework which will support the growth of investment and local employment.



## GOAL 1

Grow and develop business retention and expansion initiatives including business visits, surveys and provision of business information and support in order to ensure regular communication, monitoring and updating of business community needs and issues.

### ACTIONS



Develop events calendar of workshops, training, and other outreach activities to support business. Compile and update business distribution list.



Regular schedule of business satisfaction surveys.



IMMEDIATE



SHORT-TERM



CONTINUING



## GOAL 2

Launch Business Directory on new website to showcase local licensed businesses

### ACTIONS



Update Localintel and maintain current directory on Town website.



Maintain directories to increase walkability.



Include home-based businesses

## GOAL 3

Attend targeted trade shows (virtual and otherwise) that allow promotion of development opportunities and provide access to major retail companies and institutional investors.

### ACTIONS



Compile list and seek approval - will be included in future budgeting.

## GOAL 4

Continue to support and assist with business retention programs in partnership with existing business groups i.e. Annual Business Awards, Passport to Christmas, Health Professional Appreciation

### ACTIONS



Attend local and regional chambers of commerce meetings



Create more programs as opportunities arise.

## **GOAL 5**

**Establish an environment of entrepreneurship. Advocate for and support relevant programming across the education system.**

### **ACTIONS**



Research entrepreneurial and cooperative programs.



Liase with the Blackfalds Chamber of Commerce.



Work with school districts to understand needs.



Host and promote regional career fairs and involve external groups such as [careersnextgen.ca](http://careersnextgen.ca)

## **GOAL 6**

**Continue to streamline permitting and licensing processes and make available online whenever possible.**

### **ACTIONS**



Develop online platform that integrates with the Town website.

## **GOAL 7**

**Strengthen relationships with agencies to enhance delivery of business supports and training in the community.**

### **ACTIONS**



Develop accessible online training i.e. webinars, online workshops and regional resources.



Develop annual calendar of training as it becomes available.

## GOAL 8

Contribute to updates to Land Use Bylaw, Municipal Development Plan, MSP, and other planning documents, to mitigate unnecessary constraints and costs for businesses.

### ACTIONS



Engage with business community.



Aid in the development or update.

## GOAL 9

Create a prospectus that highlights specific types of business that are wanted in Blackfalds i.e. professional, health food store, artisan market, restaurants. Use as part of marketing package and post on relevant websites.

### ACTIONS



Conduct gap analysis and engagement surveys.



Include prospective verbiage and content in attraction marketing



Research business incentives opportunities



Distribute and promote on social media



IMMEDIATE



SHORT-TERM



CONTINUING



## **GOAL 10**

Enhance collaboration with Lacombe County on promoting available properties in joint economic development area and adjacent industrial parks.

### **ACTIONS**



Maintain inventory of development and commercial lands.



Collaborate with Lacombe County EDO to market opportunities.



Compile and update available properties and commercial land content on Town website and Localintel.



Make available in easily accessible place

## **GOAL 11**

Categorize and maintain collateral for investors, businesses, residents and visitors including sector profiles, testimonials, maps, etc.

### **ACTIONS**



Compile and update collateral Town website and Localintel.



Make available in easily accessible place



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 12

Assess residential, commercial and industrial developers needs and interests in partnering on collaborative marketing initiatives.

### ACTIONS



Use Localintel collaborative Quality of Life tool.



Develop community engagement plan



Establish list of current/interested developers.



Explore creating a microsite showcasing resident neighbourhoods.



Market “Your Best Life” in Blackfalds, through sustaining and increasing population growth and economic development activities in Blackfalds.





# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Increased business engagement (number of businesses, amount of individuals)

Change in the number of local businesses and/or in a targeted sector

Value of building permits

Increase in non-residential tax assessment

Increase in business licenses applications

Increased satisfaction scores

Increased website traffic on LocalIntel and Town website

## QUANTITATIVE INDICATORS

Reputation as a good location for small and medium business growth

Level of engagement with the business community

Increased business engagement with “Shop Local” programs and initiatives.



## GOAL 1

Invest in promoting the community through dynamic and storytelling content. Emphasize Blackfalds as modern, active and fun - a vibrant community of young families, thriving businesses and outstanding recreation opportunities.

### ACTIONS



Gather/create inventory of marketing collateral and content i.e. videos, still ads, photography, virtual community tours.



Develop marketing plan through implementation.



Explore addition of Localintel Quality of Life Tool and embed into Business & Development pages on Town website.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 2

Champion and participate in community branding. When the time is right, integrate into economic development marketing; enhance residential and commercial areas by adding streetlight banners, neighbourhood wayfinding signage and other elements.

### ACTIONS



Re-establish branding committee to continue established course of action.



Go to market for Community Branding consultant.



Engage community, departments, Council, and Administration.



Re-introduce new branding to Council for adoption and acceptance.



Work with Marketing & Communications to roll out new brand to community through marketing campaigns.

## GOAL 3

Promote opportunities to attract health services and wellness facilities, childcare providers, affordable housing, and accessible aging in place accommodations.

### ACTIONS



Implement physician marketing strategy.



Conduct needs assessment.



Refine incentive program.





Work with Localintel for inventory.



Conduct gap analysis of accessible, affordable, adult-only, and rental housing.



Build a plan to address identified needs.

## GOAL 4

Identify, densify, and enliven the downtown core.

### ACTIONS



Engage stakeholders.



Engage in gap/analysis survey



Explore opportunities for programming



Research/grant funding initiatives, revitalization incentive program, art and culture initiatives.



Continue to advance the initiatives in the Downtown Revitalization Plan, including façade improvements



Research business attraction/incentives.



Advocate for growth of unique retail, office, restaurant, and entertainment opportunities in commercial areas, recognizing current limited available commercial space downtown.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 5

Plan and encourage local events and activities.  
Prepare for the opening of EagleBuilders Centre.

### ACTIONS



Plan for visitor needs such as hotels, restaurants, shopping, etc.



Gap analysis and community engagement.



Develop event specific marketing.



Research relevant tradeshow.

## GOAL 6

Support the development of gathering spaces and assist  
with attraction & delivery of programming and events.

### ACTIONS



Attract sponsorship and support for the Eagle Builders Centre plaza space.



Research events group RFP and contracting.



Research available grants for community events.



Expand summer community markets and Arts & Culture Series.



Growth of event base to include Bike Skills, All Wheels Park, All Star, and other regional landmarks and tourism attractions.



## GOAL 7

Build community capacity to attract, welcome, integrate, and retain newcomer residents and entrepreneurs.

### ACTIONS



Plan to expand hospitality industry and tourism attractions such as hotels, restaurants, shopping, etc.



Conduct gap analysis and community engagement.



IMMEDIATE



SHORT-TERM



CONTINUING





# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Perception of downtown as a destination and key asset in the community

Increased participation from visitors and residents

Presence of philanthropic giving and community endowments

Improved quality of life elements i.e. schools, health services, cultural assets, recreation amenities, and public transit

## QUANTITATIVE INDICATORS

Investment & redevelopment expenditures

Increase of new companies in Blackfalds

Total number of businesses

Population changes - numbers, age categories and diversity

Increased resident & visitor engagement

Amount of visitors and inquiries through Visitor Information Centre

Increase of new home builds



## GOAL 1

Maintain and promote an available property inventory. Aim to make this an online, interactive and searchable tool on the Town's website.

### ACTIONS



Work with Localintel to maintain.



Work with the business community to maintain current vacancies.



Embed on Town website.



IMMEDIATE



SHORT-TERM



CONTINUING



## GOAL 2

Investigate renewal options with Localintel and embed existing investment attraction tools into the Town website or create in-house tools.

### ACTIONS



Regularly update Localintel information.



Put MarComm in communication with Localintel for web integration.

## GOAL 3

Market broadband communications infrastructure as a community strength. Assess and advocate for additional fibre build where beneficial.

### ACTIONS



Maintain updated map.



Include in relevant marketing.



Conduct needs assessment and advocate for expansion where necessary.







## GOAL 4

Organize regular opportunities to engage local landlords, business property owners, realtors and prospective developers, so their needs, challenges and successes are clearly understood.

### ACTIONS



Develop list of opportunities.



Maintain calendar of events.



Maintain email distribution list.



Market calendar to community and partner groups.

## GOAL 5

Support the expansion of the BOLT regional public transit system to support economic growth, workforce, and schooling mobility.

### ACTIONS



Provide input, when necessary, which contributes to establishing new or updated functioning.



IMMEDIATE



SHORT-TERM



CONTINUING



**INVESTMENT READINESS**

# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Level of engagement with business community

Easier accessibility to information

Easier accessibility to inventory and contact information

## QUANTITATIVE INDICATORS

Value of commercial/institutional/ industrial building permits

Appropriate residential, commercial and industrial lands

Increase in non-residential tax assessment

Growth in local employment

Overall supply of serviced employment lands

Available square footage for commercial and industrial use employment lands

Change in # of overall businesses in the community and/or in a specific sector

Total inquiries received for employment lands

Web traffic to Business & Development web pages with embedded Localintel tools





## GOAL 1

Develop opportunities in sports and recreation tourism. Create a strategy to attract related activity and private spin off industries including sport medical facilities and businesses.

### ACTIONS



Work with AJHL to create events surrounding the team and community.



Attract and grow current sports circuit as well as new opportunities.



Research group for activation of Bike and All Wheels parks.



Grow relationship with Lacombe Regional Tourism to be the premier destination for activity and sport/recreation hosting.



Research Trade Show, Conference, and sponsorship opportunities.



IMMEDIATE



SHORT-TERM



CONTINUING



## GOAL 2

### Grow tourism in Blackfalds.

#### ACTIONS



Expand marketing to reach Edmonton and Calgary markets



Maintain and enhance relationships with tourism partners – Central Alberta Tourism Alliance, Lacombe Regional Tourism, and Tourism Red Deer and encourage investment from private tourism operators (accommodations, golf course, trail and river experiences, hunting, and camping).



Explore opportunities to contract a local community group to provide visitor services at the Wadey Centre.



Expand visitor services to be more community visible at high priority events.



Research Trade Show, Conference, and sponsorship opportunities.



Research feasibility of a Town of Blackfalds/Tourism app to focus on the younger population and include itinerary creation and implementation.

## GOAL 3

### Attract tourism businesses and build partnerships.

#### ACTIONS



Inventory available tourism options and develop needs/opportunities assessment.



Market opportunities and actively search for partners to grow business in Blackfalds.



Mentor B2B collaboration to create new local options.

## GOAL 4

Create relevant and exciting content specific to tourism and maintain an updated database available for use with industry partners.

### ACTIONS



Develop a database of year-round photography.



Contract drone photographer.



Develop a tourism panel and request HD footage from willing participants.



Work with Lacombe Regional Tourism to maintain regional content.

## GOAL 5

Create a Destination Marketing Fund (DMF).

### ACTIONS



Organize a committee/non-profit group.



Develop industry standard inclusion process and fees.



Develop compelling marketing strategy to attract buy-in.



IMMEDIATE



SHORT-TERM



CONTINUING

## GOAL 6

Develop and maintain an online tourism presence.

### ACTIONS



Create a tourism portal on the Town website.



Explore creating a Tourism microsite.



Create and maintain tourism specific social media.



Be present on Lacombe Regional Tourism and Travel Alberta social media and website.

## GOAL 7

Major Projects – Creation of new capital projects or inclusion into current projects and events.

### ACTIONS



Encourage ideation of major tourism projects.



Conduct feasibility studies.



IMMEDIATE



SHORT-TERM



CONTINUING



# KEY PERFORMANCE INDICATORS

## QUALITATIVE INDICATORS

Customer Satisfaction

Product Quality

Stakeholder Satisfaction

Creation of standalone Tourism Board/Committee

Strong partnerships with local Tourism partners, TRD, LRT, TA

Tourism related employment

## QUANTITATIVE INDICATORS

Increased Quality of Life Index

Increase in visitors

Increase in new local business (tourism)

Increase in new tourism options/entertainment

Increase in hotel stays

Website traffic and time spent

# Implementation Plan

**The actions outlined in this strategy represent the priorities of Town of Blackfalds and its stakeholders in moving forward to guarantee a positive future for the Town and its residents. The Town will need to act as leader, facilitator, and partner in this endeavour and with the assistance and participation of its stakeholders, this future can be achieved.**

In addition to the actions described herein, the Town of Blackfalds must determine the means by which it can keep on top of trends and development initiatives. This imperative, along with the significant work program that this strategy embodies will require an assessment of the resources that are currently available for economic development in the Town to determine if they are sufficient to meet the requirements of the goals laid out by the stakeholders consulted.

The Town will also need to be diligent in monitoring the success of the actions it decides upon. Careful monitoring will help inform the need to stay the course, increase efforts, or change directions on any given action.

The ability to do this is crucial given the pace of change in today's economy.

The effort required to successfully implement the strategy as outlined is significant. In this context, it will be important to determine whether existing resources (budget, staffing) allocated to economic development activities in the Town of Blackfalds are sufficient. One approach to kick-starting the implementation of this strategy is to begin to work immediately on those things that can be started easily, require limited resources, and yield results quickly.

**Several projects outlined in this strategy are already underway and will work toward this strategy's goals.**

Economic Development and Town departments will complete detailed implementation plans for each focus area. New projects will be planned and budgeted for through the Town's processes and will seek Council approval prior to beginning.

We will continue to engage community partners and enlist their help in moving this strategy forward. We will look for, and listen to, opportunities for collaboration



Our new Strategic Plan is ambitious both in terms of its targets and scope of work. The Economic Development and Tourism Advisory Committee (EDTAC) was clear in its recommendation of the need to be proactive in keeping the business community updated on our progress and ways to get involved.

To hit our targets, manage the work and involve businesses as much as possible, we need to adjust the way we will do things in three ways:

## PROMOTIONALLY

The development of a promotional storyline to help raise awareness of Blackfalds as a great place to invest, reside, and grow.

## FINANCIALLY

A rigorous bottom-up approach to appropriately budgeting for this ambitious plan will be required. Detailing funding requirements, particularly for the new projects, will require time. A measured approach will ensure that responsible recommendations are presented to council as part of the annual budgeting process.

## ORGANIZATIONALLY

New areas of focus and greater activity in existing areas of focus will result in new and increased activity which include:

- Connecting and consulting with small and medium businesses
- Organize and promote business events
- Manage sustainable innovation projects
- Promote Blackfalds' lifestyle
- Workforce attraction
- Develop a diverse workforce
- Promote Blackfalds to potential investors
- Profile available land and space
- Retain, promote and celebrate existing businesses
- Be fiscally responsible in budget planning and seek out grants and sponsorship opportunities
- Purchasing



## TWO KEY TARGETS

Community stakeholders, including business leaders and citizens, who are interested in knowing about progress being made, what it means for them and their businesses, as well as how they may be able to provide additional support.

A broader group of business leaders, investors and influencers who are interested in finding out more about investment opportunities in Blackfalds, from buying land or buildings, to locating their companies here or investing in newer ventures.

## ACTIONS

- Quarterly e-newsletters to keep businesses updated on events, opportunities, and progress on the Economic Development and Tourism Strategy
- Select media releases to highlight when we have hit key milestones
- Regular updates featuring interviews about local success stories and inspiring perspectives
- Targeted presence at events and venues locally, regionally, and nationally where council and staff can promote investment opportunities in person
- Frequent social media news, boosted posts and ad campaigns on Facebook, Instagram and LinkedIn
- Broader business gatherings that inspire leadership, workforce development, and innovation
- Regular updates to Council





*We're Getting There!*

In building this Economic Development and Tourism Strategy, we progressively narrowed our focus, choosing goals with the greatest potential to accelerate the long-term economic well-being and quality of life of our community.

Each goal has metrics attached. Because without effective measurement, who's to say how effective completed actions actually are? We need to know that we're moving the needle on economic well-being for the long term. As we shift into execution, we will be measuring our progress on each goal, which will allow us to adjust in order to be more effective.

While the Strategy includes performance indicators for all identified priorities, Action Plans will be created for each individual goal and will include their own key metric categories linked to the plan's main goals.





# A Lasting Tribute...

With heavy hearts, we had to say goodbye to a valued member of our community and of the Economic Development and Tourism Advisory Committee, Alex Yule.

Alex passed away unexpectedly at the Red Deer Regional Hospital Centre, on Friday, September 17, 2021 at the age of 63 years. Born in Sarnia, Ontario, Alex moved to our community in 2014 when he was transferred with GE to Alberta. He purchased a home in Blackfalds and resided there with his wife Cheryl until his passing. Happily married for almost 30 years, Alex and Cheryl had 4 children and 7 grandchildren.

When he wasn't volunteering and being an active member of the community, Alex spent his time camping and playing golf. He served on the Family Community Support Services board for 6 years and recently served on both the Economic Development & Tourism Advisory Committee as well as the Blackfalds Health Professional Attraction & Retention Committee. Alex was about to start a new adventure as he aspired to become the next Mayor of Blackfalds.

No words can express the great loss we feel as a community as we say goodbye to this amazing individual. From the bottom of our hearts, we thank you for your energy and commitment.

Rest in Peace Alex.

**Alexander Stuart Yule (1957-2021)**





# Appendices

- Municipal Sustainability Plan
- Central Alberta Economic Partnership (CAEP) 2021 Community Overview
- Municipal Development Plan
- Intermunicipal Development Plan
- Central Alberta Economic Partnership (CAEP) Community Profile



*Let's get started!*

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