

2026

WOODLANDS COUNTY

RURAL ALBERTA ECONOMIC
DEVELOPMENT BEST PRACTICES
BENCHMARK STUDY

Report prepared by:



Economic Development &
Land-use Planning

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Executive Summary

Woodlands County commissioned a province-wide benchmarking study to better understand how rural municipalities across Alberta structure, resource, and deliver economic development services. The County sought to evaluate and better understand its own economic development model relative to peer rural jurisdictions to assess its economic development gaps and opportunities.

For the purposes of this study, a “rural municipality” follows the definition provided by the Government of Alberta report titled “Economic Development in Rural Alberta Plan” (2022) wherein it stated that,

“in the context of economic development, rural refers to a community’s capacity to sustain itself and grow, the quality of life for residents and the industries that contribute to the economy.”

The report further details the following characteristics of rural communities in the Alberta context as having:

- A population of less than 20,000 people,
- Limited geographic proximity to population centres over 25,000 that could provide employment and services,
- Communities may be remote or have in them, or around them, a significant amount of nature, natural resources, agricultural land and wilderness areas, and
- A workforce largely focused on primary economic activity, including oil and gas, agriculture and forestry.

Based on the definition and characteristics provided by the Government of Alberta, the project team identified fifty-six municipalities within Alberta that met the province’s definition of rural.

An online survey was developed to gather key baseline information from each municipality that would provide an overview of the municipality, its economic development vision, understanding of the municipality’s commitment to economic development (staffing, budget, programs, initiatives, data gathering, promotion, involvement in industry associations and regional partnerships), and strategic partnerships to achieve economic development goals.

In total thirty-nine rural municipalities participated in the online survey representing a 70% completion rate. The response base includes jurisdictions from northern, central and southern Alberta and reflects a broad cross-section of fiscal capacities, population scales and governance models.

Overall, the survey confirms that economic development remains a declared priority across rural Alberta. However, municipalities continue to operate with limited staff capacity, modest budgets, constrained infrastructure, lack of available housing, limited access to a sufficient labour force, lack of available land, and internet connectivity challenges. Despite these limitations, local governments are advancing creative partnerships, leveraging grant funding, and increasingly aligning economic development with broader issues such as housing, workforce shortages, and community identity.

The survey results suggest that there is a disconnect between municipalities indicating that economic development is a priority yet lacking in dedicated personnel and appropriated financially resourcing programs and initiatives to meet their stated goals.

Participating municipalities ranged in size from fewer than 5,000 residents to fewer than 20,000, with just over half falling into the smallest population category. Many reported either stable populations or moderate growth since 2016 (72%) however 28% of municipalities surveyed noted a population decline.

Although municipal operating budgets varied significantly—from \$3.6 million to \$140 million—economic development functions typically comprised a small fraction of total spending, usually between \$25,000 and \$200,000 annually.

Nonetheless, 60% have successfully secured external grants, often through the Northern and Regional Economic Development (NRED) program or federal PrairiesCan funding. Grant values ranged from \$65,000 to more than \$1 million, enabling planning, infrastructure upgrades, or workforce development initiatives that would be otherwise unattainable.

Limited local data collection remains a constraint, as only 18% of municipalities conduct their own census, relying instead on Statistics Canada or occasional resident and business surveys.

The report highlights substantial variation in how rural municipalities structure their economic development functions, though most operate with limited internal capacity. **Notably, despite economic development being considered a priority for rural municipalities, 63% of those surveyed indicated having no economic development personnel.** 55% indicated that the Chief Administrative Officer and 23% noted that the Planning Department is responsible for economic development.

In balance, economic development responsibilities lie with the mayor, a regional economic development group or community services. It should be noted that the survey questions did not address economic development training, credentials, or years of experience in the profession.

The survey results indicate that rural municipalities rely heavily on collaboration: 87% participate in at least one Regional Economic Development Alliance (REDA). For many respondents, regional collaboration is not optional but foundational to rural economic development capacity. Formal and informal collaboration with Indigenous communities remains limited at 13%. 23% indicated that their municipality has an economic development committee.

Core economic development activities are broadly consistent across municipalities. Business retention and expansion (BRE), investment attraction, tourism development, and shop-local campaigns are the most common programs delivered. In recent years, municipalities have expanded their scope to include investment marketing, housing partnerships, workforce attraction, renewable energy planning, and local business events such as trade shows. Tourism continues to emerge as both a community identity tool and an economic driver, with more than 70% of municipalities engaged in tourism development.

48% of rural Alberta communities have a current economic development strategic plan and 74% of municipalities do not have a current economic development promotional campaign. **The absence of formal strategies and promotional campaigns among many if the municipalities surveyed suggests uneven market positioning and a lack of clear strategic direction and external messaging.**

Success in economic development is measured largely by an increase in municipal tax assessments (73%), new business openings (47%), the total number of businesses retained each year (37%) and development statistics (37%).

Infrastructure constraints—particularly water and wastewater servicing—represent significant barriers to industrial attraction and investment readiness. **Approximately 42% of municipalities are investing in infrastructure to stimulate economic growth, including industrial water and wastewater servicing, and road upgrades.**

Despite barriers, the survey highlights a pattern of innovation among rural municipalities. Communities are leveraging regional alliances, expanding digital tools such as GIS and online investment platforms, and integrating housing and workforce planning into economic development strategies. **Grant funding has enabled pilot projects, new marketing assets, and infrastructure investments that position rural communities for diversification.**

1. Introduction & Project Overview

1.1 Background and Purpose

Rural municipalities across Alberta are navigating economic transition while balancing traditional industries such as agriculture, energy, and forestry with emerging opportunities in tourism, renewable energy, and small business growth. Recognizing the importance of benchmarking peer practices, Woodlands County initiated this survey to assess how comparable municipalities structure and resource their economic development functions.

Economic Development in Rural Alberta Plan (EDRAP)

The Alberta government's major strategic document outlining its rural economic development direction is the Economic Development in Rural Alberta Plan (EDRAP, 2022). Within this plan, the province frames rural in a qualitative, context-based way rather than a rigid, statutory definition:

How EDRAP describes rural:

- It recognizes that defining “rural” by a single numeric threshold (population size, density, or proximity to services) is difficult; instead, it defines rural in the context of economic development capacity and community characteristics.
- Characteristics commonly associated with rural communities in this context include:
 - Population of less than 20,000 people
 - Limited geographic proximity to population centres over 25,000 that provide employment and services
 - A community's capacity to sustain and grow itself, the quality of life for residents, and the structure of local industries and economies
- This “capacity-based” definition is intended to reflect the reality that rural places vary widely in Alberta and that economic development issues often relate to how integrated a place is with urban centres, not just its population.

The survey provides insight into the operational models, staffing, budgets, priorities, partnerships, and perceived challenges of rural economic development.

The goal is to inform local strategy, identify collaboration opportunities, and strengthen regional competitiveness.

It is anticipated that rural Alberta municipalities, upon review of the survey findings, will develop a better understanding of their current operations and how their economic development capacities, programs, partnerships and initiatives measure against the thirty-nine municipalities that participated in the survey.

The survey provides insight into the operational models, staffing, budgets, priorities, partnerships, and perceived challenges of rural economic development. The goal is to inform local strategy, identify collaboration opportunities, and strengthen regional competitiveness.

1.2 Objectives and Scope

The survey sought to:

- Benchmark economic development functions across rural Alberta municipalities;
- Identify best practices, resource levels, and organizational models;
- Understand key barriers and opportunities for economic growth;
- Provide evidence-based recommendations for municipal decision-makers.

1.3 Methodology

An initial email was sent on June 24, 2025 to all fifty-six municipalities detailing the purpose of the project and requesting completion of the online survey. Follow up emails were sent on July 15 and August 12, 2025 in an effort to increase survey completion rates.

From August 25 to September 12, 2025, the project team directly called municipalities that had not completed the survey to determine if there were barriers to completion that could be addressed. The online survey link was sent to these remaining municipalities on September 12, 2025.

Thirty-nine valid responses were received from counties and municipal districts. The survey included 48 questions, both quantitative and open-ended, covering governance, staffing, budgets, initiatives, partnerships, and barriers. Data were analyzed to identify patterns, common themes, and emerging practices across municipalities.

2. Profile of Participating Municipalities

2.1 Geographic and Demographic Overview

Respondents represented municipalities from all regions of Alberta – north, central, and south— the majority with populations under 5,000 (54%). An additional twenty-five percent fall between 6,000 and 10,000 residents, and seventeen and a half percent fall between 11,000 and 15,000. Based on the population results, it is evident that the survey sample is heavily weighted towards small, rural municipalities. Therefore, in consideration of the survey results, it is important to reference the fact that these smaller municipalities will invariably have lower operating budgets, staffing levels and capacity to deliver economic development programs and initiatives.

Roughly one-third reported stable populations, while 38% noted growth since 2016. Population decline is a challenge for 28% of the municipalities surveyed. It is evident that there is significant variation across the rural municipalities surveyed where some are managing growth whereas others are addressing resident retention and attraction and by extension, prevention of the loss of local businesses.

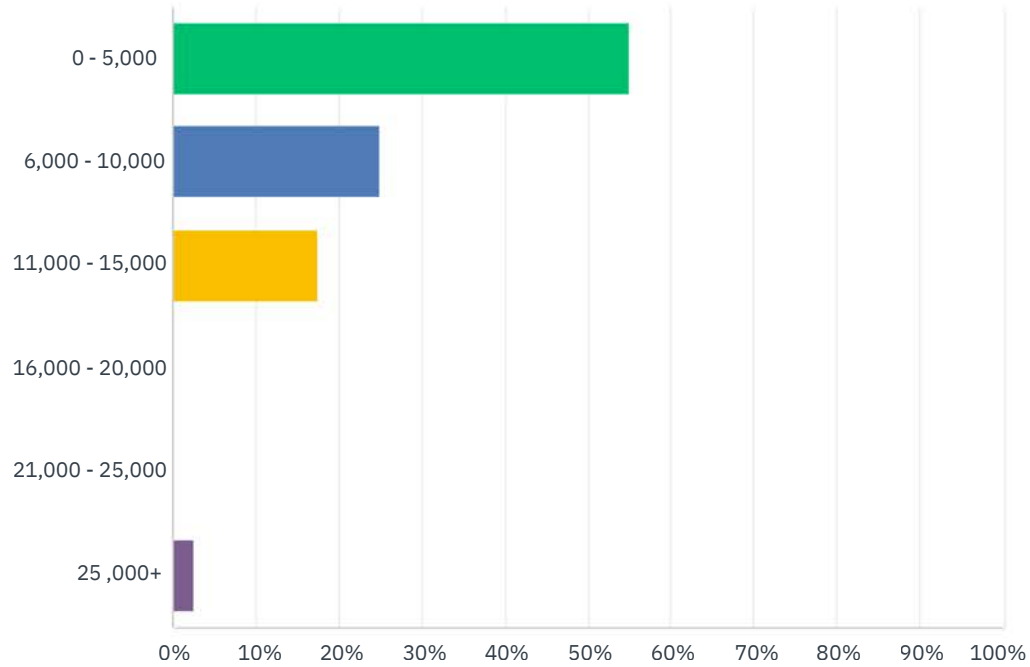
2.2 Population and Data Practices

Only 18% conduct their own municipal census and 43% of these municipalities include a resident satisfaction survey within their municipal census. Primarily, municipalities rely on Statistics Canada data to understand their current population and changes over time between federal census. The limited frequency of local data collection constrains evidence-based planning in smaller jurisdictions, particularly for those municipalities that have indicated that their populations have increased since 2016. For municipalities that are managing their growth, it is critical to have current and accurate population data.

2.3 Economic and Fiscal Context

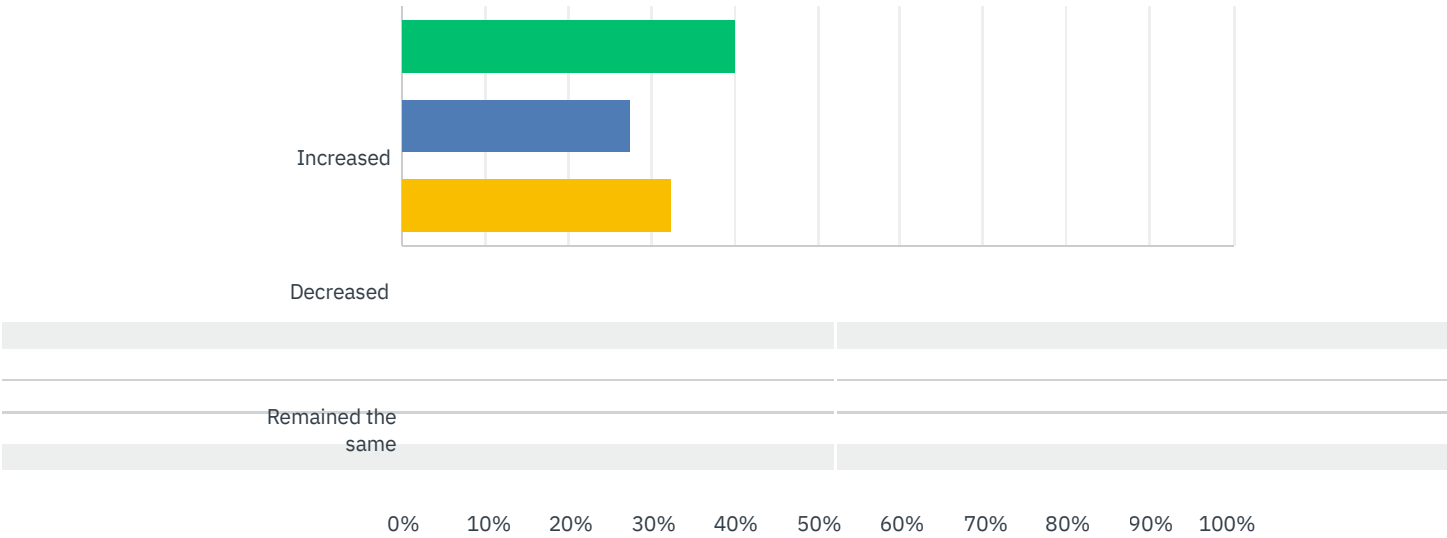
Operating budgets varied widely, from \$3.6 million to one municipality as an outlier that has an operating budget of \$140 million, reflecting significant scale differences between smaller and mid-sized municipalities. Most rural municipalities operate with modest fiscal capacity, and their economic development functions represent a small fraction of total spending – typically between \$25,000 and \$150,000 per year. 62% of municipalities reported receiving government grants or other forms of external funding to support their economic development goals. Therefore, external funding plays a vital role in supplementing municipal economic development budgets and supporting initiatives such as investment attraction, marketing, infrastructure and workforce development.

Q2 What is the population of your municipality (including source and year)?



ANSWER CHOICES	RESPONSES	
0 - 5,000	55.00%	22
6,000 - 10,000	25.00%	10
11,000 - 15,000	17.50%	7
16,000 - 20,000	0.00%	0
21,000 - 25,000	0.00%	0
25,000+	2.50%	1
TOTAL		40

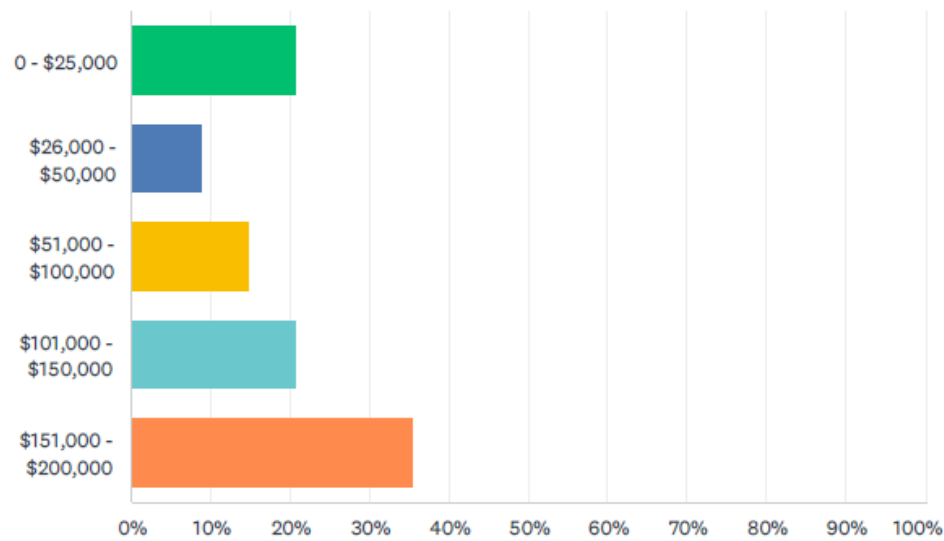
Q3 Since 2016, has your population:



ANSWER CHOICES	RESPONSES	
Increased	40. 00%	16
Decreased	27. 50%	11
Remained the same	32. 50%	13
TOTAL		40

Q7 What is your municipality's allotted Economic Development budget per year?

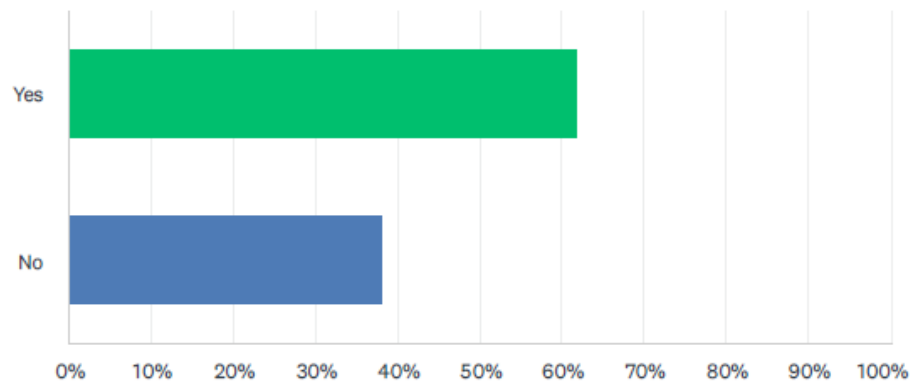
Answered: 34 Skipped: 6



ANSWER CHOICES	RESPONSES	
0 - \$25,000	20.59%	7
\$26,000 - \$50,000	8.82%	3
\$51,000 - \$100,000	14.71%	5
\$101,000 - \$150,000	20.59%	7
\$151,000 - \$200,000	35.29%	12
TOTAL		34

Q8 Has your municipality received any government grants of other funding sources for Economic Development programs or initiatives?

Answered: 34 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	61.76%	21
No	38.24%	13
TOTAL		34

3. Organizational Capacity and Governance

3.1 Staffing and Departmental Structures

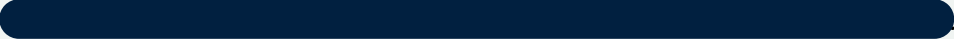
Economic development capacity remains limited across rural Alberta. 61% of responding municipalities reported having no full-time economic development staff. Only a small minority (fewer than 10%) employ two or more full-time economic development officers. Therefore, the majority of rural municipalities operate with limited or no dedicated economic development staff. Roughly one-third of municipalities assign economic development functions to an existing administrator or Chief Administrative Officer (CAO). This lean staffing environment underscores the reliance on shared regional positions and external consultants for project delivery, assuming that there is sufficient budget for the latter. The survey results indicate that most rural municipalities operate economic development functions as a secondary responsibility rather than a dedicated discipline.

3.2 Governance and Leadership

Economic development leadership varies across responding municipalities, with 53% indicating that the Chief Administrative Officer holds responsibility for economic development. 35% of municipalities have a designated economic development officer and 10% report that responsibility lies in other departments such as planning, community services or alternative governance arrangements.

This diversity reflects the flexible, adaptive nature of rural governance but also points to a need for clearer accountability structures. It is important to note, that the survey did not determine the level or years of experience, or qualifications of those performing economic development functions.

3.3 Regional and Inter-Municipal Collaboration

A majority of respondents (87%) participate in at least one Regional Economic Development Alliance (REDA). The most commonly cited organizations  Roughly 85% of REDAs have a formal strategic plan, and most member committees meet quarterly. Annual municipal financial contributions range between \$1,000 and \$15,000, with most providing additional in-kind staff time (10–30 hours annually). This regional model remains a cornerstone of rural capacity-building and information sharing.

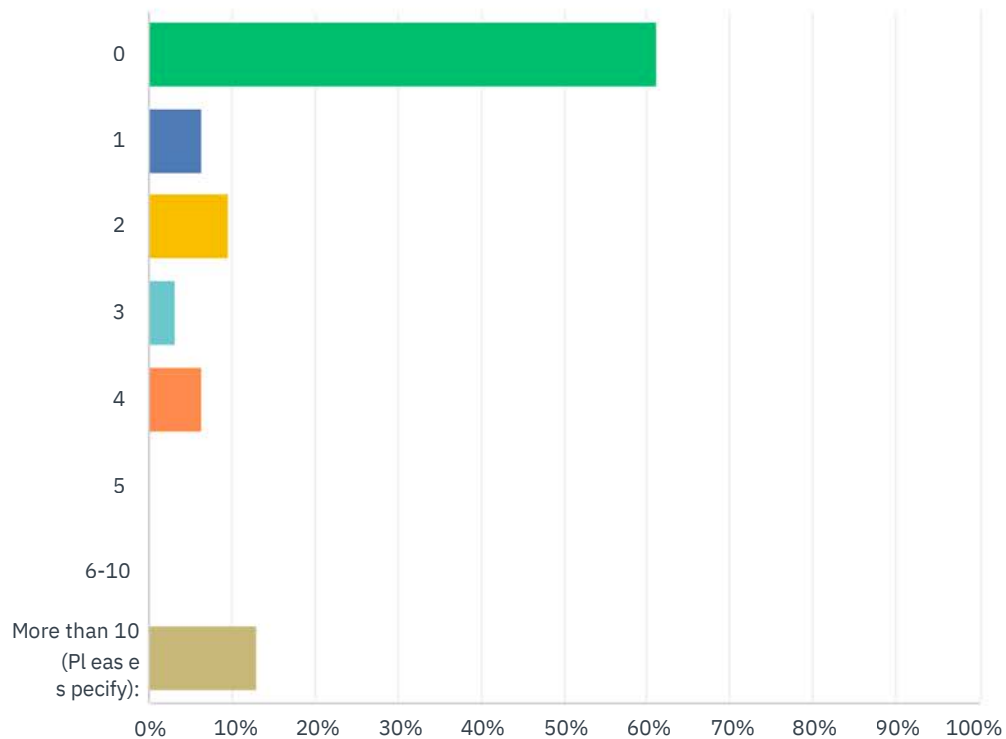
3.4 Engagement with Chambers and Professional Networks

Approximately 58% of municipalities are Chamber of Commerce members, and half attend the Economic Developers Alberta (EDA) conference. Only a small fraction are members of the national or international associations (EDAC or IEDC), indicating that professional engagement tends to remain provincial in scope.

3.5 Indigenous Collaboration

Only 13% of municipalities report formal agreements or Memoranda of Understanding with Indigenous communities, though several others are in active discussions. The limited number of formal agreements suggests that Indigenous collaboration remains underdeveloped in many rural jurisdictions. Establishing formal frameworks could enhance economic development efforts.

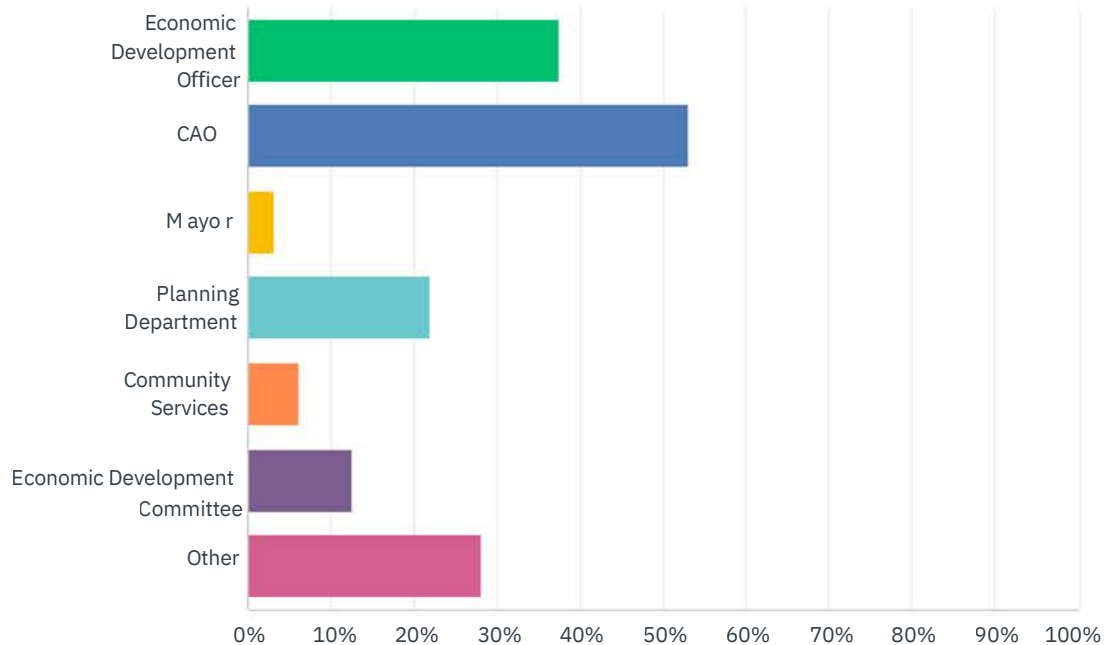
Q10 How many full-time Economic Development staff work at your municipality?



ANSWER CHOICES 0		RESPONSES
1		61.29% 19
2		6.45% 2
3		9.68% 3
4		3.23% 1
5		6.45% 2
6-10		0.00% 0
More than 10 (Please specify):		0.00% 0
TOTAL		12.90% 4
		31

#	MORE THAN 10 (PLEASE SPECIFY):	DATE
1	No, we have about a 30% position shared with the T of Wain.	7/22/2025 1:19 PM
2	none	7/16/2025 11:12 AM
3	None - Ec. Dev is a side desk role of CAO	6/25/2025 2:37 PM

Q11 Who in your municipality is responsible for Economic Development?



ANSWER CHOICES	RESPONSES
Economic Development Officer	37.50% 12
CAO	53.13% 17
Mayor	3.13% 1
Planning Department	21.88% 7
Community Services	6.25% 2
Economic Development Committee	12.50% 4
Other (please specify):	28.13% 9
Total Respondents: 32	

#	OTHER (PLEASE SPECIFY):	DATE
1	Driven by Council and their Strategic Plan, the EDO and Admin. Assistant bring to reality the actions and direction put forward. Ongoing advice is received from the Ec. Dev. Committee in their Advisory Role	12/19/2025 3:13 PM
2	Economic Development Department	9/12/2025 12:55 PM
3	Couple of staff , have roles for different areas	9/11/2025 3:59 PM
4	Communications, Director Rural Development	9/4/2025 9:07 AM
5	Regionally, we hire a Dev. Officer who manages economic development for 4 municipalities	9/4/2025 8:45 AM
6	Communications Director	8/12/2025 1:17 PM

4. Economic Development Programs & Services

4.1 Range of Services

Municipalities deliver a wide range of programs, often with limited staff resources. The most common include:

- Business retention and expansion (BRE) initiatives (61%);
- Investment attraction (60%);
- Shop Local campaigns (55%);
- Tourism promotion (70%); and
- Resident or workforce attraction (45%).

Several municipalities also offer industrial park development, agricultural supports, or tax incentive programs for business growth. Despite limited budgets and staffing capacity, rural municipalities provide a broad range of economic development services.

4.2 New and Ongoing Initiatives

Recent initiatives launched in 2024–25 highlight growing sophistication among rural economic development offices:

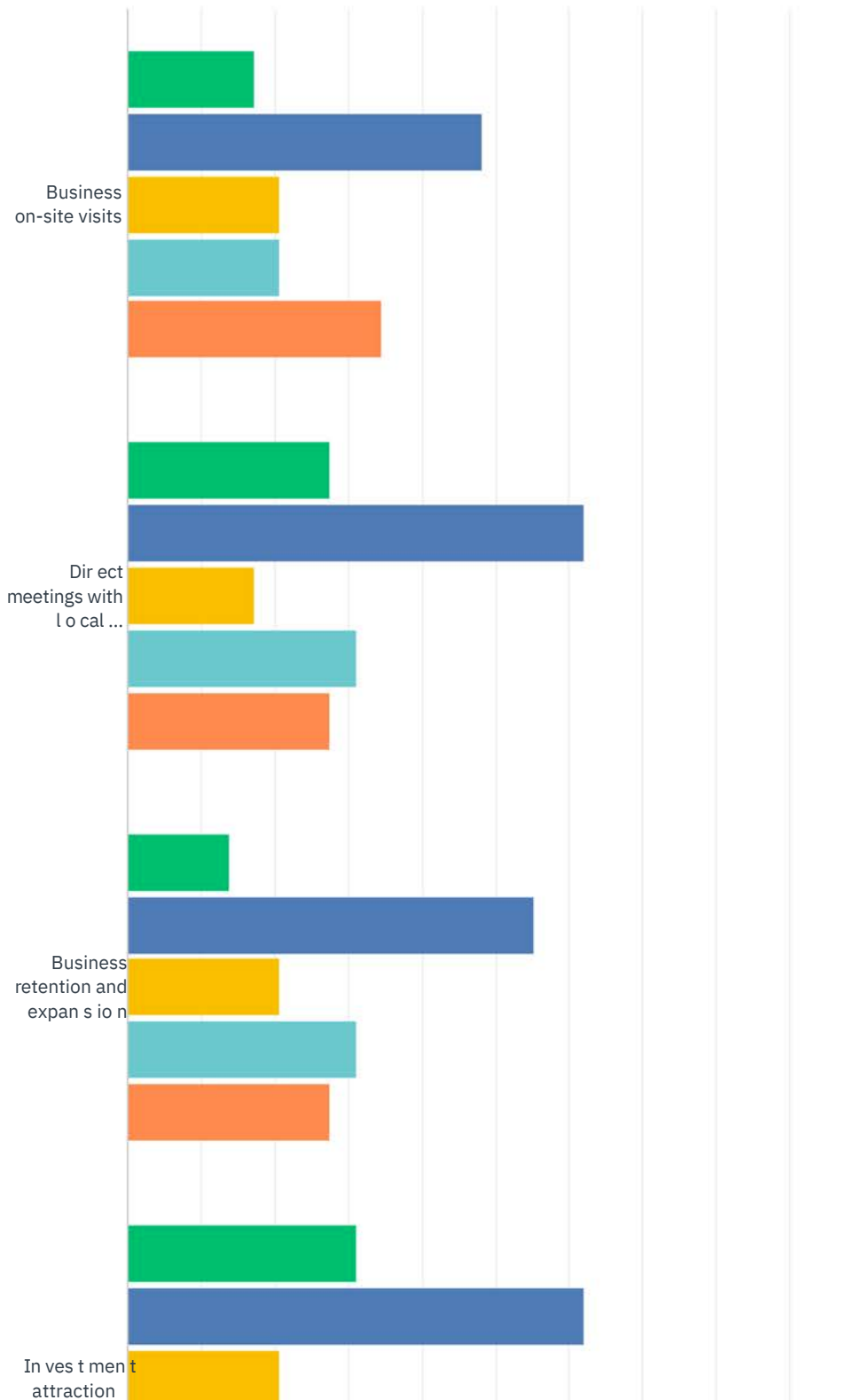
- Business attraction and marketing programs (e.g., sector profiles, promotional videos, new websites);
- Workforce housing and daycare partnerships addressing labour shortages;
- Renewable energy studies and industrial land servicing projects;
- Local business conferences and trade shows; and
- Joint tourism and marketing initiatives through regional collaborations.

4.3 Tourism and Resident Attraction

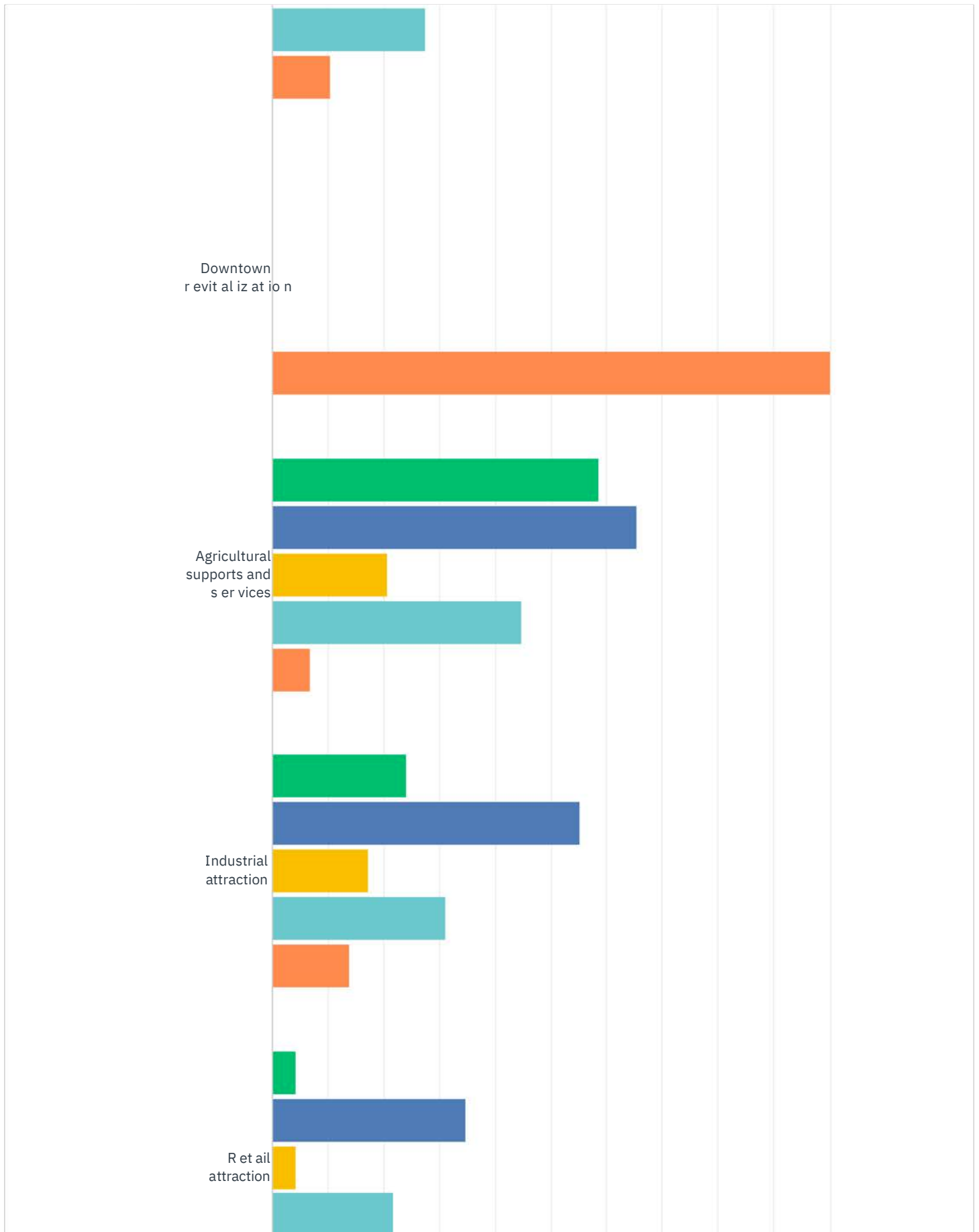
Roughly 71% of municipalities are directly involved in tourism development. Most rely on one or fewer staff and frequently partner with Destination Marketing Organizations (e.g., Mighty Peace, Alberta SW, David Thompson Country). Tourism is increasing, [redacted] driver.

Q12 Please identify what Economic Development services your municipality provides (select all that apply):

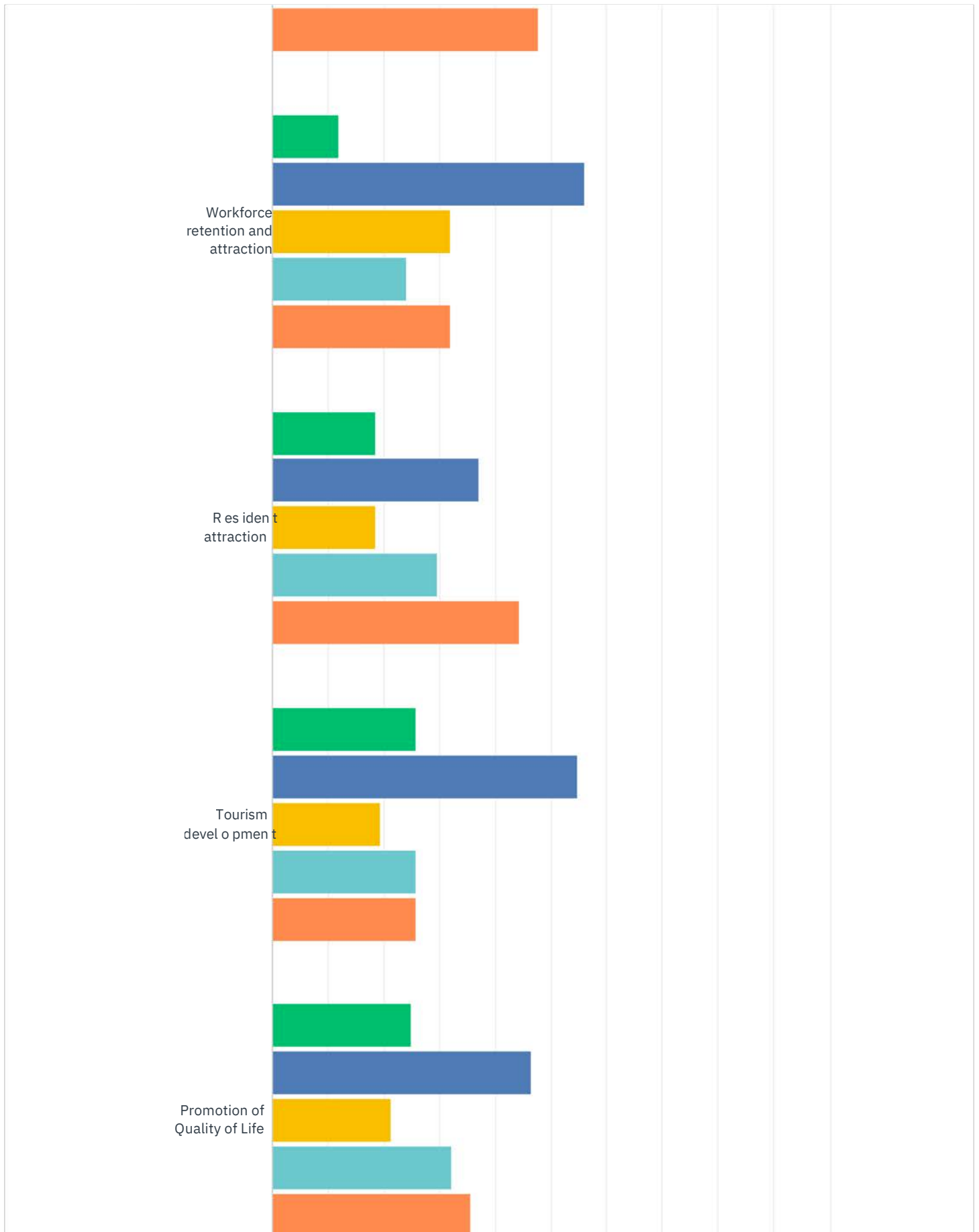
Answered: 32 Skipped: 8



Woodlands County Benchmark Study



Woodlands County Benchmark Study



Woodlands County Benchmark Study

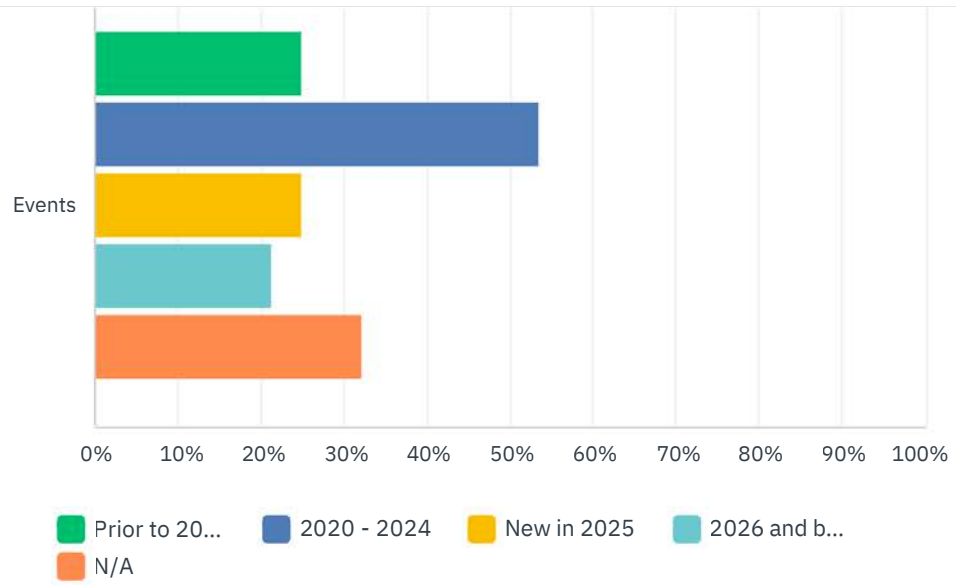
Tax Incentive
Program

Business
surveys

Shop Local
Campaign

Municipal Land
Development

Woodlands County Benchmark Study



Woodlands County Benchmark Study

	PRIOR TO 2020	2020 - 2024	NEW IN 2025	2026 AND BE YOND	N/A	TOTAL RE S P ONDE NT S
Business on-site visits	17. 24% 5	48. 28% 14	20. 69% 6	20. 69% 6	34. 48% 10	29
Direct meetings with local bus ines s es	27. 59% 8	62. 07% 18	17. 24% 5	31. 03% 9	27. 59% 8	29
Business retention and ex pans ion	13. 79% 4	55. 17% 16	20. 69% 6	31. 03% 9	27. 59% 8	29
Investment attraction	31. 03% 9	62. 07% 18	20. 69% 6	27. 59% 8	10. 34% 3	23
	0. 00% 0	0. 00% 0	0. 00% 0	0. 00% 0	100. 00% 23	29
Downtown revitalization	58. 62% 17	65. 52% 19	20. 69% 6	44. 83% 13	6. 90% 2	29
Agricultural supports and s erv ic es	24. 14% 7	55. 17% 16	17. 24% 5	31. 03% 9	13. 79% 4	23
Industrial attraction	4. 35% 1	34. 78% 8	4. 35% 1	21. 74% 5	47. 83% 11	25
Retail attraction	12. 00% 3	56. 00% 14	32. 00% 8	24. 00% 6	32. 00% 8	27
	18. 52% 5	37. 04% 10	18. 52% 5	29. 63% 8	44. 44% 12	28
Workforce retention and attraction	25. 81% 8	54. 84% 17	19. 35% 6	25. 81% 8	25. 81% 8	28
Resident attraction	25. 00% 7	46. 43% 13	21. 43% 6	32. 14% 9	35. 71% 10	28
Tourism development	14. 29% 4	46. 43% 13	17. 86% 5	42. 86% 12	39. 29% 11	28
Promotion of Quality of Life	10. 71% 3	32. 14% 9	21. 43% 6	17. 86% 5	46. 43% 13	28
Tax Incentive Program	17. 86% 5	39. 29% 11	17. 86% 5	25. 00% 7	53. 57% 15	28
Business surveys	3. 57% 1	32. 14% 9	21. 43% 6	35. 71% 10	42. 86% 12	
Shop Local Campaign	25. 00% 7	53. 57% 15	25. 00% 7	21. 43% 6	32. 14% 9	
Municipal Land Development						
Events						

5. Strategic Planning & Policy Alignment

5.1 Existence and Currency of Strategies

Almost half of respondents (47%) have a current economic development strategic plan, most completed or updated between 2022 and 2025. Among those without a plan, several indicated that one is in progress or pending Council approval.

5.2 Integration with Council and Corporate Priorities

A strong majority (77%) report that economic development is a Council strategic priority, often embedded in strategic or municipal development plans. In several cases, economic development also appears as a cross-cutting theme linked to investment, tourism, or housing objectives.

5.3 Measuring Success

Municipalities use a mix of output-based indicators:

- New business openings (47%);
- Jobs created (37%);
- Development statistics (building starts, new housing – 36%);
- Increased assessment values (73%).

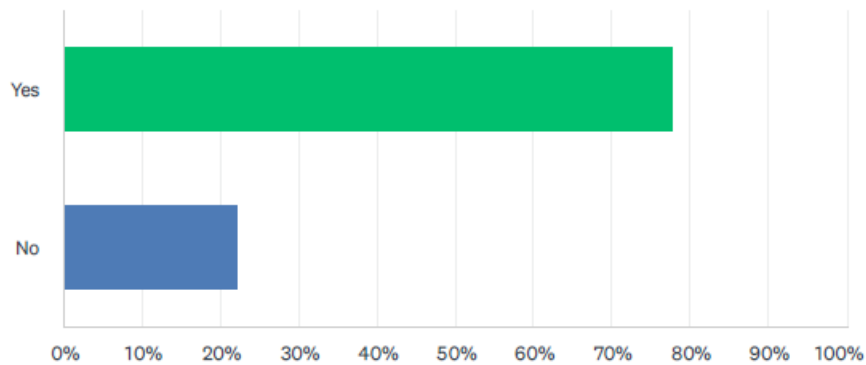
However, several municipalities noted they lack a formal measurement framework, reflecting the need for standardized performance metrics across rural Alberta.

5.4 Data and Decision-Making Tools

Nearly all municipalities use Statistics Canada data, while many complement it with internal GIS systems or platforms like Lightcast, LocalIntel, or Manifold. Yet, only one-third systematically use local business or resident surveys, suggesting untapped potential in community-driven data collection.

Q22 Is Economic Development a priority for your municipality?

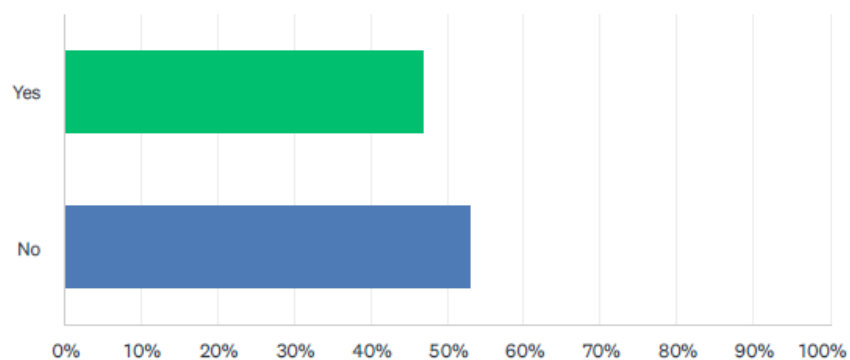
Answered: 27 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	77.78%	21
No	22.22%	6
TOTAL		27

Q24 Does your municipality have a current Economic Development Strategic Plan?

Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	46.88%	15
No	53.13%	17
TOTAL		32

6. Infrastructure, Land Development, and Growth Readiness

6.1 Infrastructure Investment

Roughly 42% of municipalities have undertaken or are planning significant infrastructure investments to enable economic growth. Common projects include:

- Water and wastewater servicing for industrial parks,
- Road and utility upgrades,
- Airport or hamlet redevelopment, and
- Broadband and connectivity enhancements.

6.2 Development Constraints

The most frequently cited constraint is limited access to serviced industrial land due to water or utility capacity. Several respondents noted that dependence on external water suppliers limits industrial attraction. Water and wastewater servicing capacity was a common limiting factor for specifically industrial attraction. Broadband was also identified as a barrier for several municipalities.

6.3 Growth Readiness

Municipalities with shovel-ready land and updated Area Structure Plans are best positioned to attract investment. Strategic infrastructure, such as industrial water lines and highway access improvements, are identified as transformative enablers for long-term diversification. Municipalities that invest in core infrastructure are more likely to realize their economic development goals and in turn, fund additional infrastructure maintenance and upgrades.

7. Key Challenges and Barriers

When asked to rank the greatest barriers to economic development, municipalities consistently identified:

1. Workforce availability and skills shortages;
2. Housing availability and affordability;
3. Infrastructure limitations (water, sewer, broadband);
4. Support for local businesses and entrepreneurship; and
5. Limited available serviced land.

Secondary barriers include restrictive zoning, land-use bylaws, and lack of high-speed internet. Several respondents emphasized limited internal expertise and staff turnover as additional capacity challenges.

The consistency of these barriers across rural municipalities suggests that rural economic development barriers are systemic rather than isolated.

8. Emerging Opportunities and Best Practices

Despite constraints, the survey revealed creative approaches to advancing rural economic development:

- Regional collaboration models such as shared EDOs or joint marketing programs;
- Use of grant funding (e.g., NRED, SCOP, CanExport) to pilot new initiatives;
- Integration of workforce and housing planning into economic development;
- Tourism branding and resident attraction campaigns linking quality of life with investment promotion;
- Digital mapping and data visualization tools to showcase investment opportunities.

These practices demonstrate that small municipalities can leverage partnerships and targeted programs to achieve significant outcomes even with limited resources. Collaboration should be perceived as a significant lever rather than a supplementary tool in economic development.

9. Conclusions & Recommendations

The 2025 Benchmark Survey underscores a central theme: rural economic development in Alberta is driven by commitment, collaboration, and creativity rather than the municipalities size, budget or economic development staff.

While many municipalities face similar barriers such as workforce, housing, and infrastructure, their adaptive strategies offer valuable lessons.

Key Recommendations

1. Formalize Economic Development Strategies

With fewer than half of municipalities maintaining a current economic development strategy, there is a disconnect between municipal priorities and action or implementation plans to realize economic development goals.

2. Enhance Data Collection and Evaluation

- Implement consistent performance indicators (business starts, jobs, tax base growth, satisfaction levels).

3. Invest in Infrastructure Readiness

- Prioritize water, broadband, and industrial land servicing to attract investment.

4. Strengthen Regional Collaboration

- Deepen partnerships with REDAs, Chambers, and Indigenous governments to build collective capacity.

5. Expand Workforce and Housing Initiatives

- Integrate workforce attraction, housing development, and daycare capacity into economic planning.

6. Pursue External Funding Opportunities

- Leverage provincial and federal programs to accelerate diversification and offset limited municipal budgets.

Together, these actions can position rural municipalities, including Woodlands County, for sustained, diversified, and inclusive economic growth. **For Woodlands County, the benchmark findings provide both validation and direction. The County's future economic competitiveness will depend not only on program activity, but on governance clarity, infrastructure readiness, strategic alignment and sustained regional collaboration.** The data suggests that municipalities that formalize these elements are better positioned to achieve long-term resilience and diversification.

10. Appendices

Appendix A: Complete Survey Results

Q1 Which municipality are you from?

Answered: 39 Skipped: 1

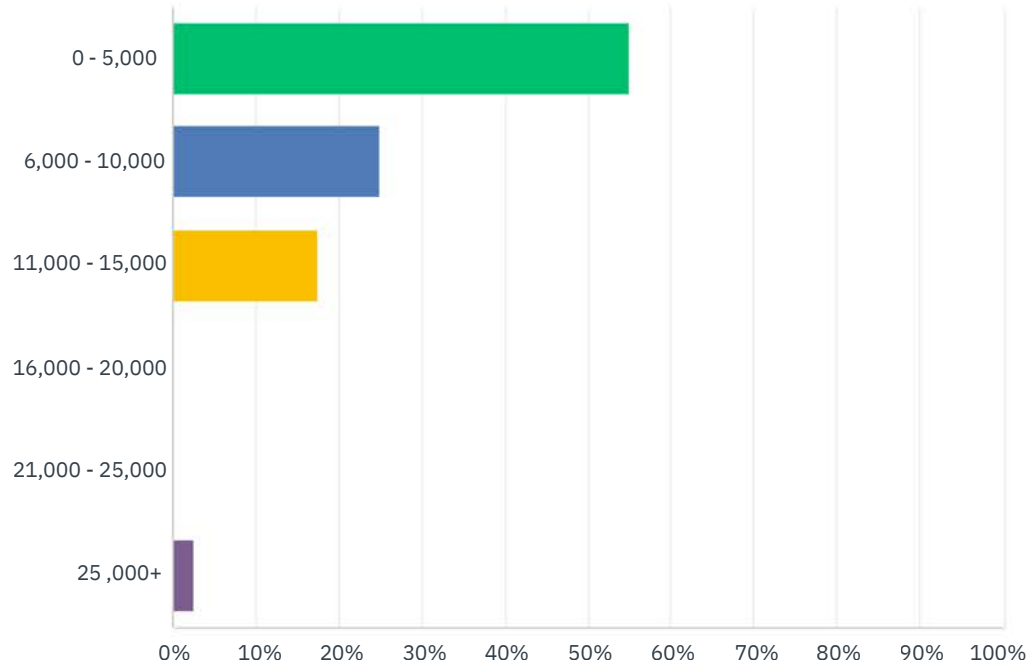
#	RESPONSES	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:05 PM
2		9/17/2025 5:27 PM
3		9/15/2025 3:03 PM
4		9/15/2025 11:43 AM
5		9/15/2025 8:46 AM
6		9/15/2025 8:40 AM
7		9/12/2025 4:01 PM
8		9/12/2025 12:50 PM
9		9/12/2025 10:55 AM
10		9/12/2025 10:32 AM
11		9/12/2025 10:23 AM
12		9/4/2025 9:33 AM
13		9/4/2025 9:29 AM
14		9/4/2025 9:17 AM
15		9/4/2025 9:05 AM
16		9/4/2025 8:39 AM
17		8/13/2025 9:42 AM
18		8/12/2025 1:06 PM
19		7/23/2025 8:25 PM
20		7/23/2025 9:21 AM
21		7/22/2025 1:16 PM
22		7/22/2025 10:40 AM
23		7/22/2025 9:14 AM
24		7/22/2025 8:57 AM
25		7/22/2025 8:11 AM
26		7/21/2025 4:51 PM
27		7/21/2025 4:36 PM
28		7/18/2025 1:44 PM
29		7/16/2025 1:25 PM
30		7/16/2025 11:10 AM
31		7/15/2025 9:07 AM
32		7/8/2025 9:19 AM

Woodlands County Benchmark Study

33	Redacted in alignment with confidentiality protocols	6/30/2025 2:36 PM
34		6/26/2025 10:01 AM
35		6/26/2025 8:56 AM
36		6/25/2025 2:34 PM
37		6/25/2025 11:46 AM
38		6/24/2025 10:29 AM
39		6/24/2025 9:08 AM

Q2 What is the population of your municipality (including source and year)?

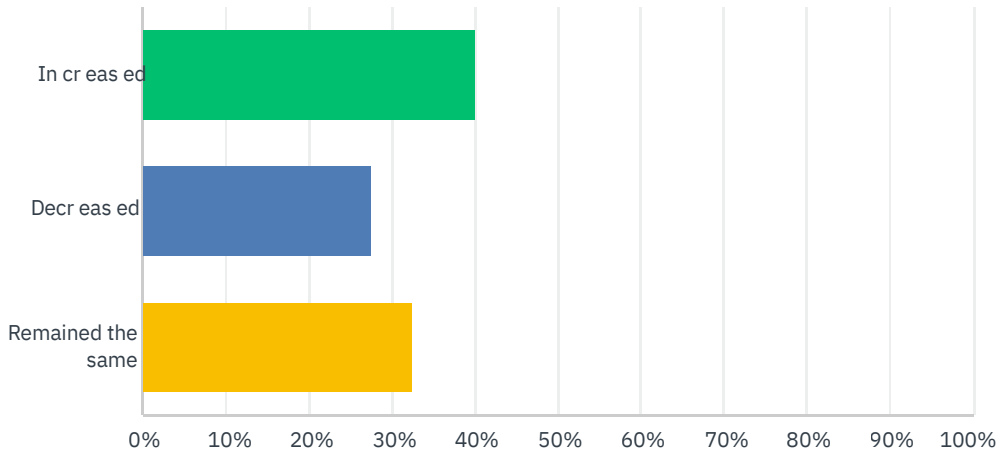
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
0 - 5,000	55.00%	22
6,000 - 10,000	25.00%	10
11,000 - 15,000	17.50%	7
16,000 - 20,000	0.00%	0
21,000 - 25,000	0.00%	0
25,000+	2.50%	1
TOTAL		40

Q3 Since 2016, has your population:

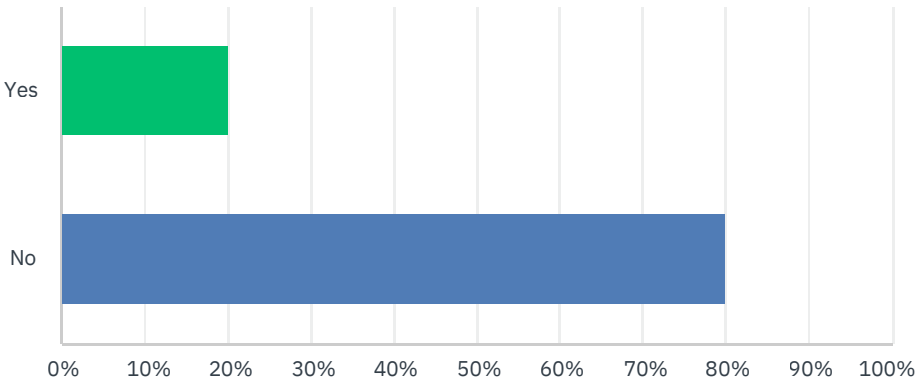
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
I nc reas ed	40. 00%	16
Decr eas ed	27. 50%	11
Remained the same	32. 50%	13
TOTAL		40

Q4 Does your municipality conduct its own census collection?

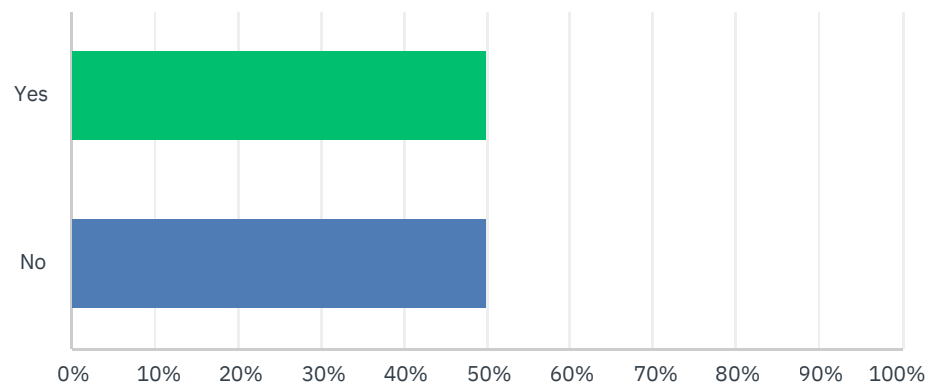
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	20.00%	8
No	80.00%	32
TOTAL		40

Q5 If you responded yes to question #4, does your municipality's census include resident satisfaction survey?

Answered: 8 Skipped: 32



ANSWER CHOICES	RESPONSES	
Yes	50.00%	4
No	50.00%	4
TOTAL		8

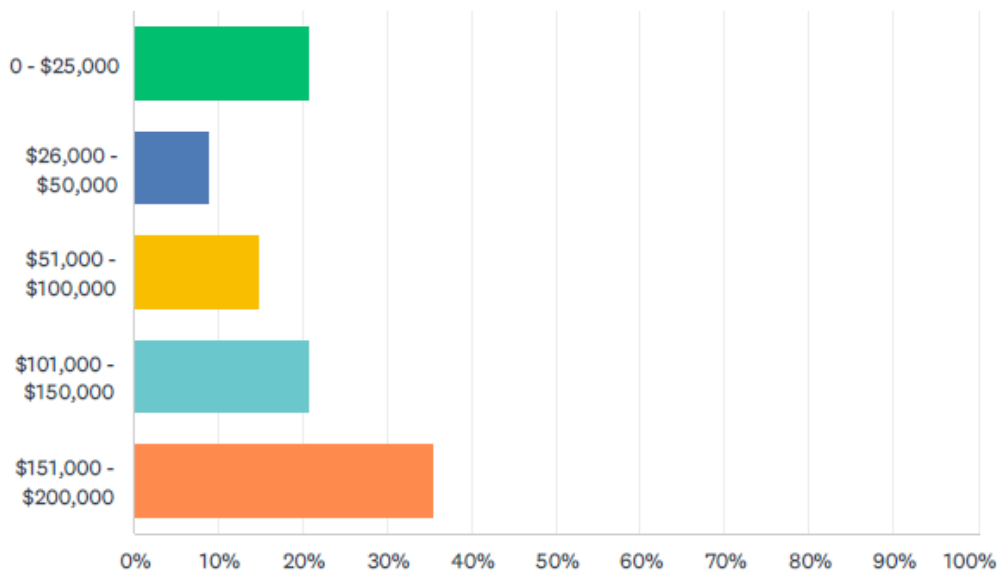
Q6 What is your municipality's Operating Budget (including year)?

Answered: 33 Skipped: 7

#	RESPONSES	DATE 12/19/2025
1	\$35, 943, 443	3:08 PM
2	12,102,000 - 2025	9/15/2025 3:09 PM
3	10, 000, 000	9/15/2025 11:43 AM
4	\$32,000,000 2025	9/15/2025 8:48 AM
5	unknown large county though so pretty significant almost 200 staff i believe	9/12/2025 4:01 PM
6	\$140M	9/12/2025 12:53 PM
7	Approximately \$50 million	9/12/2025 10:55 AM
8	2025 - 21M	9/12/2025 10:32 AM
9	18000000	9/12/2025 10:23 AM
10	\$11, 000, 000. 00	9/11/2025 3:57 PM
11	About 5m each year	9/4/2025 9:33 AM
12	\$20,863,570 (2025)	9/4/2025 9:30 AM
13	15 million	9/4/2025 9:18 AM
14	\$14, 447, 657	9/4/2025 8:40 AM
15	2025 - \$25,000,000.00	8/12/2025 1:12 PM
16	2025 - \$3.6 Million	7/23/2025 9:22 AM
17	35, 000, 000	7/22/2025 1:16 PM
18	\$50M	7/22/2025 10:40 AM
19	2,924,627 - 2025	7/22/2025 9:21 AM
20	\$25, 000, 000	7/22/2025 8:58 AM
21	23,921,232 (2025)	7/22/2025 8:17 AM
22	2025 \$16.5M	7/21/2025 4:53 PM
23	\$47 Million (2025)	7/16/2025 1:26 PM
24	2025 - \$41M	7/16/2025 11:10 AM
25	37, 380, 000	7/15/2025 9:08 AM
26	24M	7/8/2025 9:22 AM
27	2025 = \$34,280,764 (Net)	6/30/2025 2:41 PM
28	\$30,558,431 (2024)	6/26/2025 10:12 AM
29	28,000,000.00 (2025)	6/26/2025 9:07 AM
30	\$8 million 2025	6/25/2025 2:36 PM
31	7.6 million (2024)	6/25/2025 11:49 AM
32	\$67. million excluding requisitions	6/24/2025 10:32 AM
33	\$35M	6/24/2025 9:08 AM

Q7 What is your municipality's allotted Economic Development budget per year?

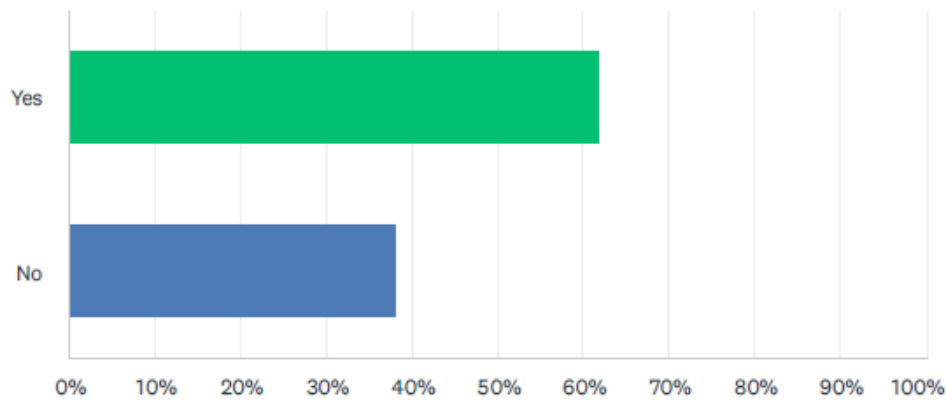
Answered: 34 Skipped: 6



ANSWER CHOICES	RESPONSES	
0 - \$25,000	20.59%	7
\$26,000 - \$50,000	8.82%	3
\$51,000 - \$100,000	14.71%	5
\$101,000 - \$150,000	20.59%	7
\$151,000 - \$200,000	35.29%	12
TOTAL		34

Q8 Has your municipality received any government grants of other funding sources for Economic Development programs or initiatives?

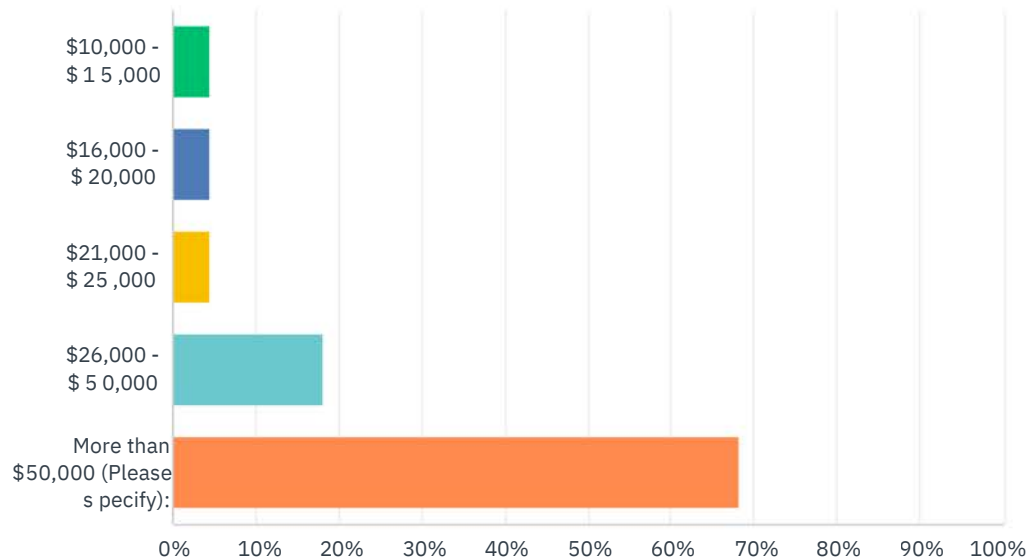
Answered: 34 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	61.76%	21
No	38.24%	13
TOTAL		34

Q9 If so, what is the value of the grants recieved?

Answered: 22 Skipped: 18



ANSWER CHOICES	RESPONSES
\$10,000 - \$15,000	4. 55% 1
\$16,000 - \$20,000	4. 55% 1
\$21,000 - \$25,000	4. 55% 1
\$26,000 - \$50,000	18. 18% 4
More than \$50,000 (Please specify):	68. 18% 15
TOTAL	22

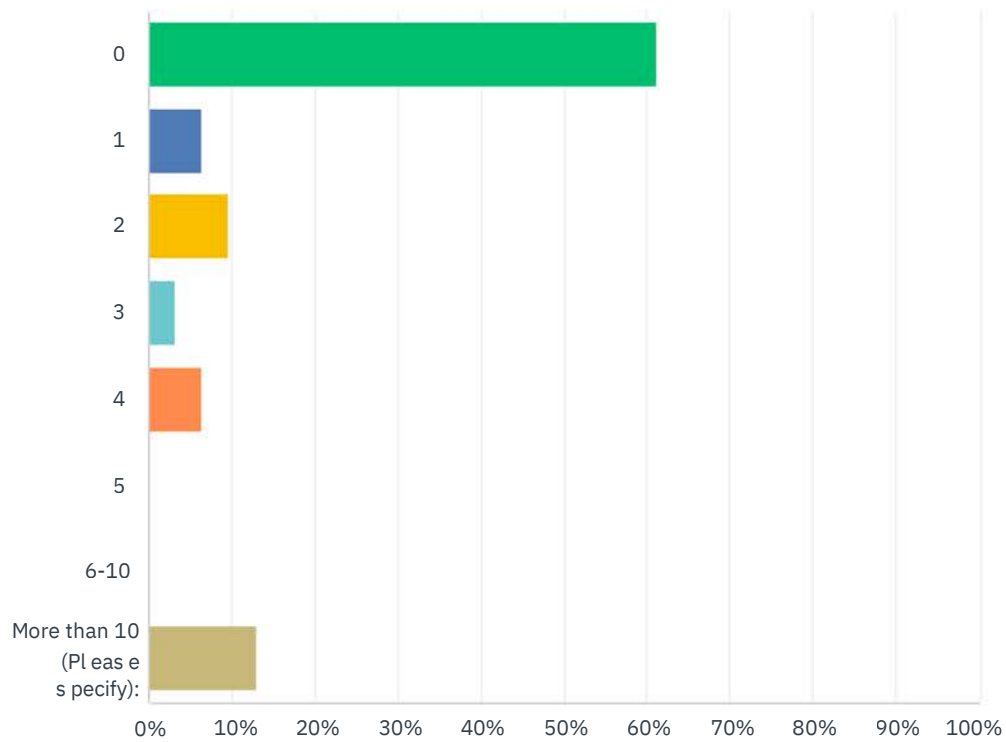
#	MORE THAN \$50,000 (PLEASE SPECIFY):	DATE
1	NRED 255k for Investment Attraction, SCOP in 2024 for 88K	12/19/2025 3:09 PM
2	\$150, 000	9/15/2025 8:48 AM
3	1.2 million in 2021-2024, 1 million combined 24-26 grants	9/12/2025 4:02 PM
4	NRED, and PrariesCan - \$200k	9/12/2025 12:54 PM
5	Not sure	9/12/2025 10:56 AM
6	130000	9/4/2025 9:30 AM
7	2 grants totaling \$157,000	9/4/2025 8:40 AM
8	Economic and Skills Development - \$100,000.00	8/12/2025 1:15 PM
9	Working as a region, participating with 6 other municipalities including a city and a town,	7/21/2025 4:53 PM
10	\$75,000 matching NRED	7/16/2025 11:10 AM
11	NRED 2023 = \$102,750	6/30/2025 2:42 PM

Woodlands County Benchmark Study

12	\$65,000 CanExport plus \$200,000 NRED	6/26/2025 10:13 AM
13	167, 000	6/26/2025 9:09 AM
14	SCOP grant, CECI grant	6/25/2025 11:51 AM
15	Unsure, as it was several years ago.	6/24/2025 9:08 AM

Q10 How many full-time Economic Development staff work at your municipality?

Answered: 31 Skipped: 9

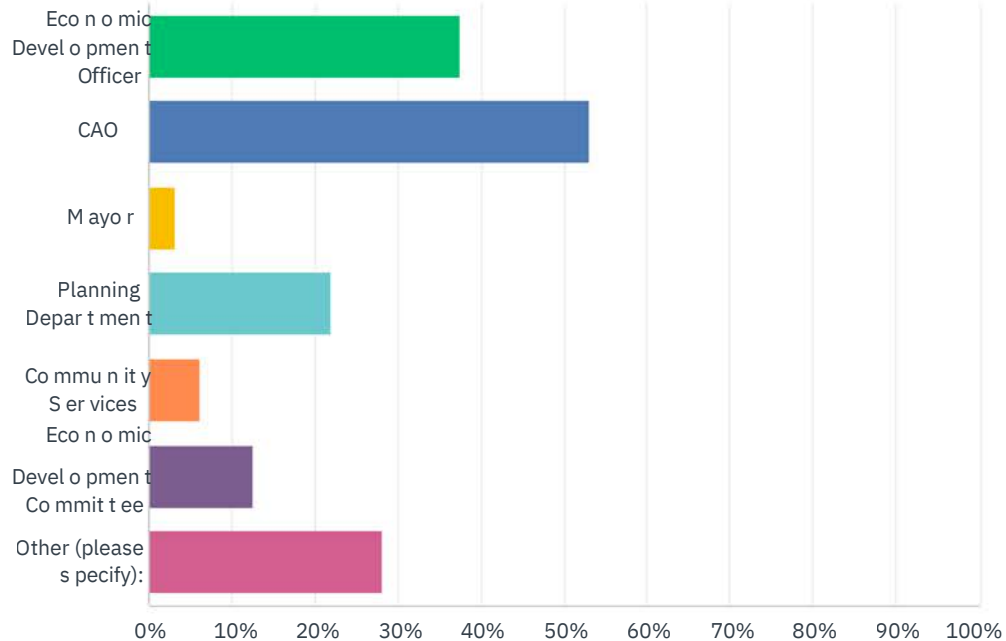


ANSWER CHOICES 0		RESPONSES	
1		61.29%	19
2		6.45%	2
3		9.68%	3
4		3.23%	1
5		6.45%	2
6-10		0.00%	0
More than 10 (Please specify):		0.00%	0
TOTAL		12.90%	4
			31

#	MORE THAN 10 (PLEASE SPECIFY):	DATE
1		7/22/2025 1:19 PM
2	none	7/16/2025 11:12 AM
3	None - Ec. Dev is a side desk role of CAO	6/25/2025 2:37 PM

Q11 Who in your municipality is responsible for Economic Development?

Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Economic Development Officer	37.50%	12
CAO	53.13%	17
Mayor	3.13%	1
Planning Department	21.88%	7
Community Services	6.25%	2
Economic Development Committee	12.50%	4
Other (please specify):	28.13%	9
Total Respondents: 32		

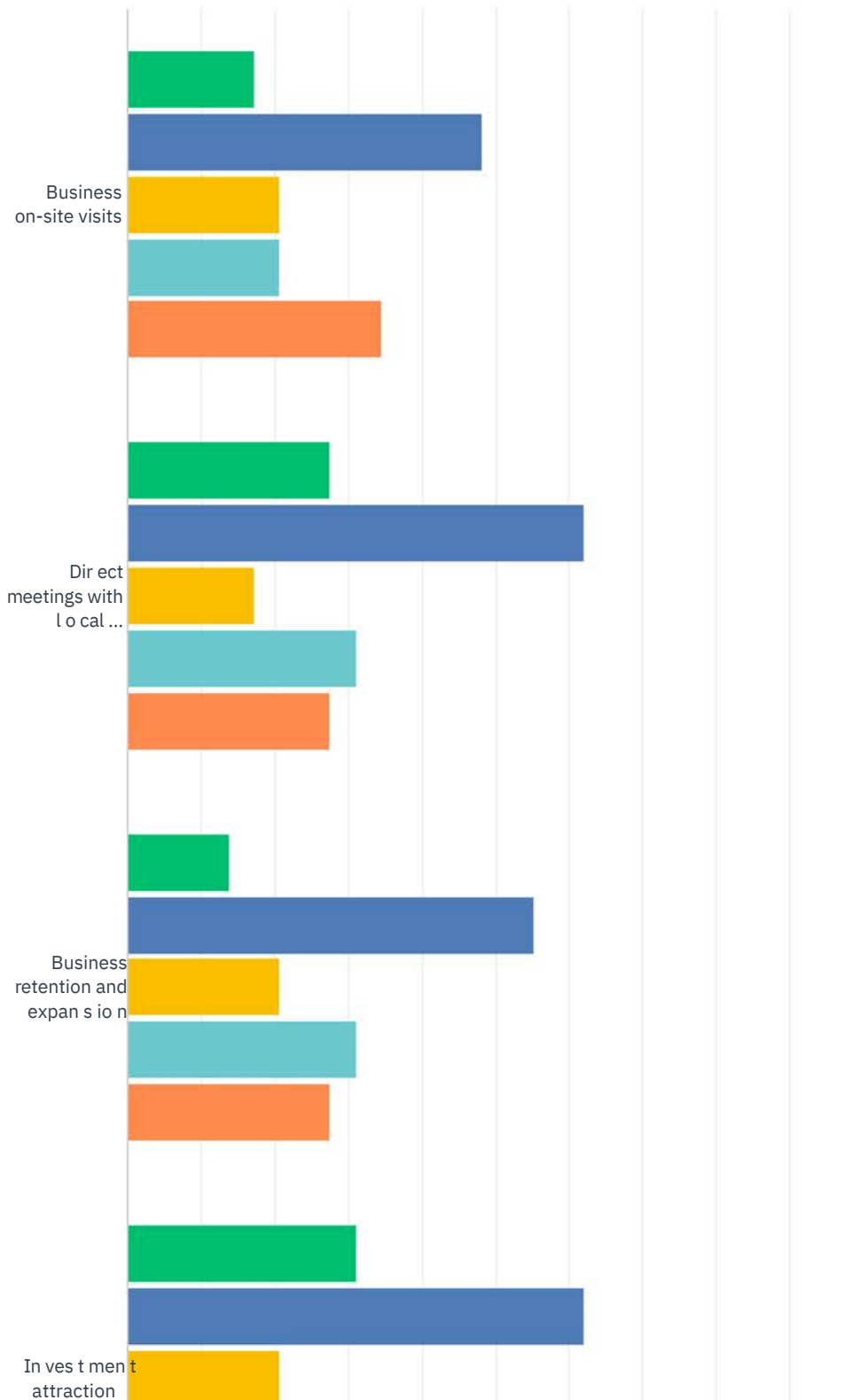
#	OTHER (PLEASE SPECIFY):	DATE
1	Driven by Council and their Strategic Plan, the EDO and Admin. Assistant bring to reality the actions and direction put forward. Ongoing advice is received from the Ec. Dev. Committee in their Advisory Role	12/19/2025 3:13 PM
2	Economic Development Department	9/12/2025 12:55 PM
3	Couple of staff , have roles for different areas	9/11/2025 3:59 PM
4	Communications, Director Rural Development	9/4/2025 9:07 AM
5	Regionally, we hire a Dev. Officer who manages economic development for 4 municipalities	9/4/2025 8:45 AM
6	Communications Director	8/12/2025 1:17 PM

Woodlands County Benchmark Study

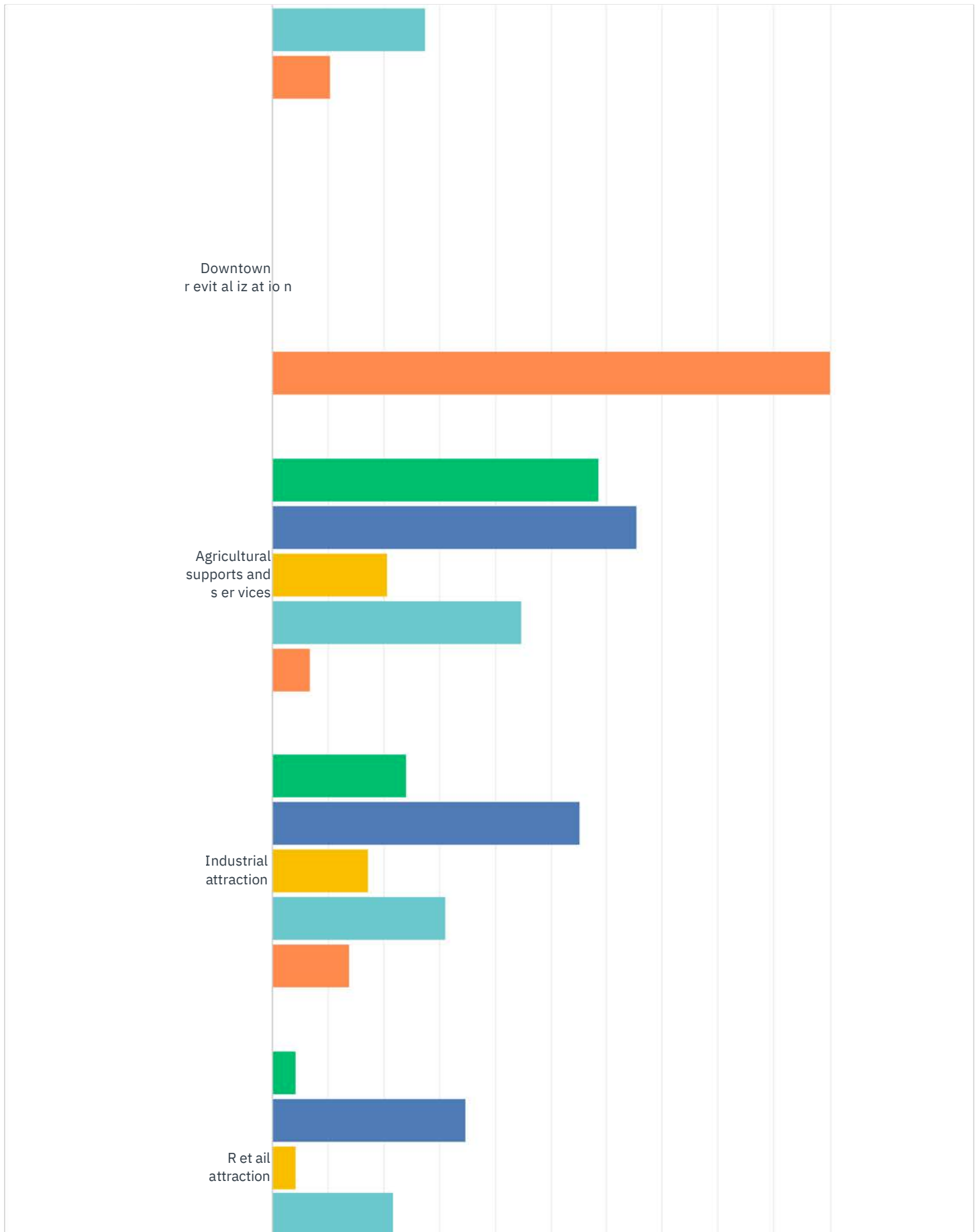
7		7/21/2025 4:56 PM
8	Economic Development Manager	6/26/2025 10:14 AM
9	Contracted Regional Economic Development Officer	6/25/2025 11:53 AM

Q12 Please identify what Economic Development services your municipality provides (select all that apply):

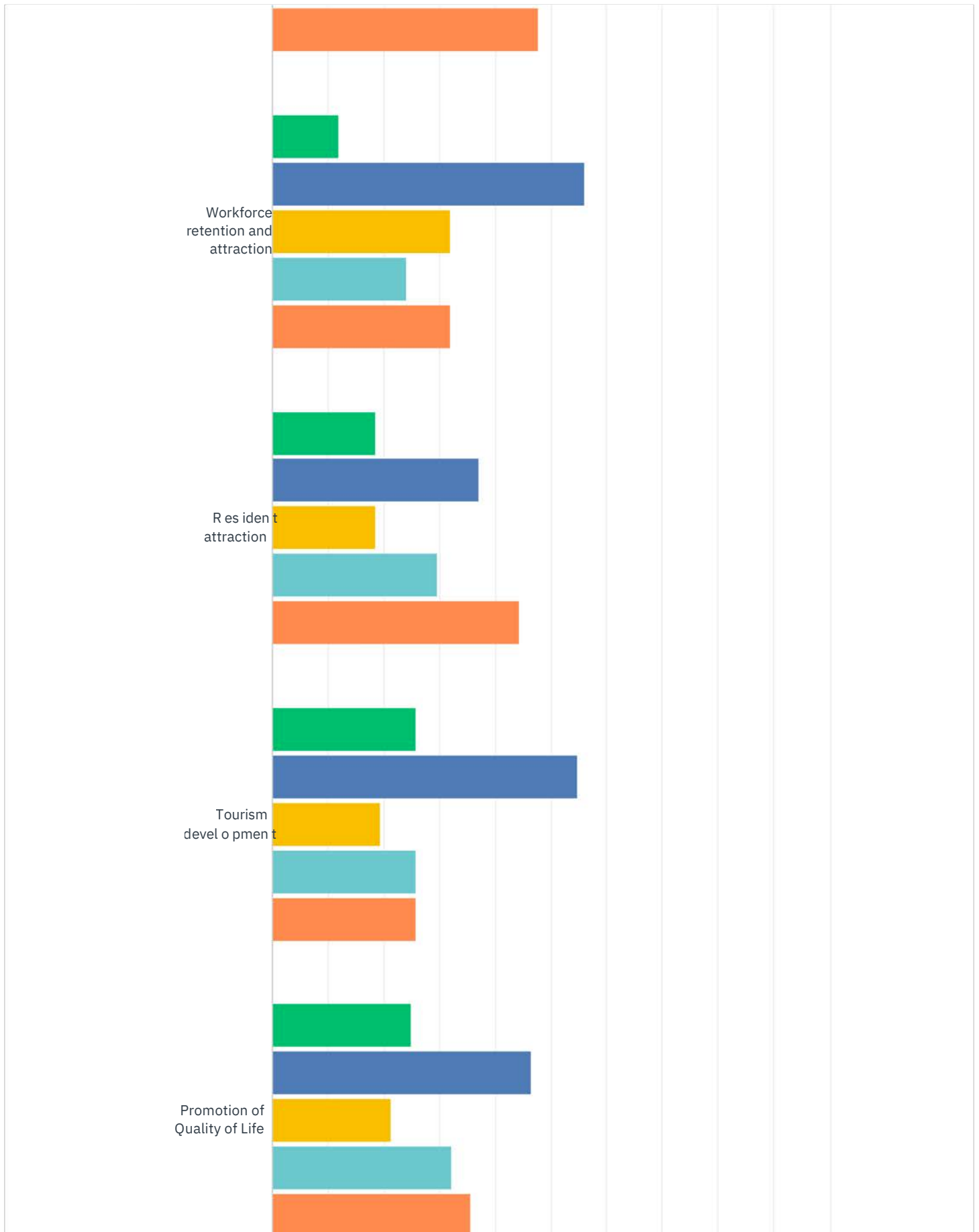
Answered: 32 Skipped: 8



Woodlands County Benchmark Study



Woodlands County Benchmark Study



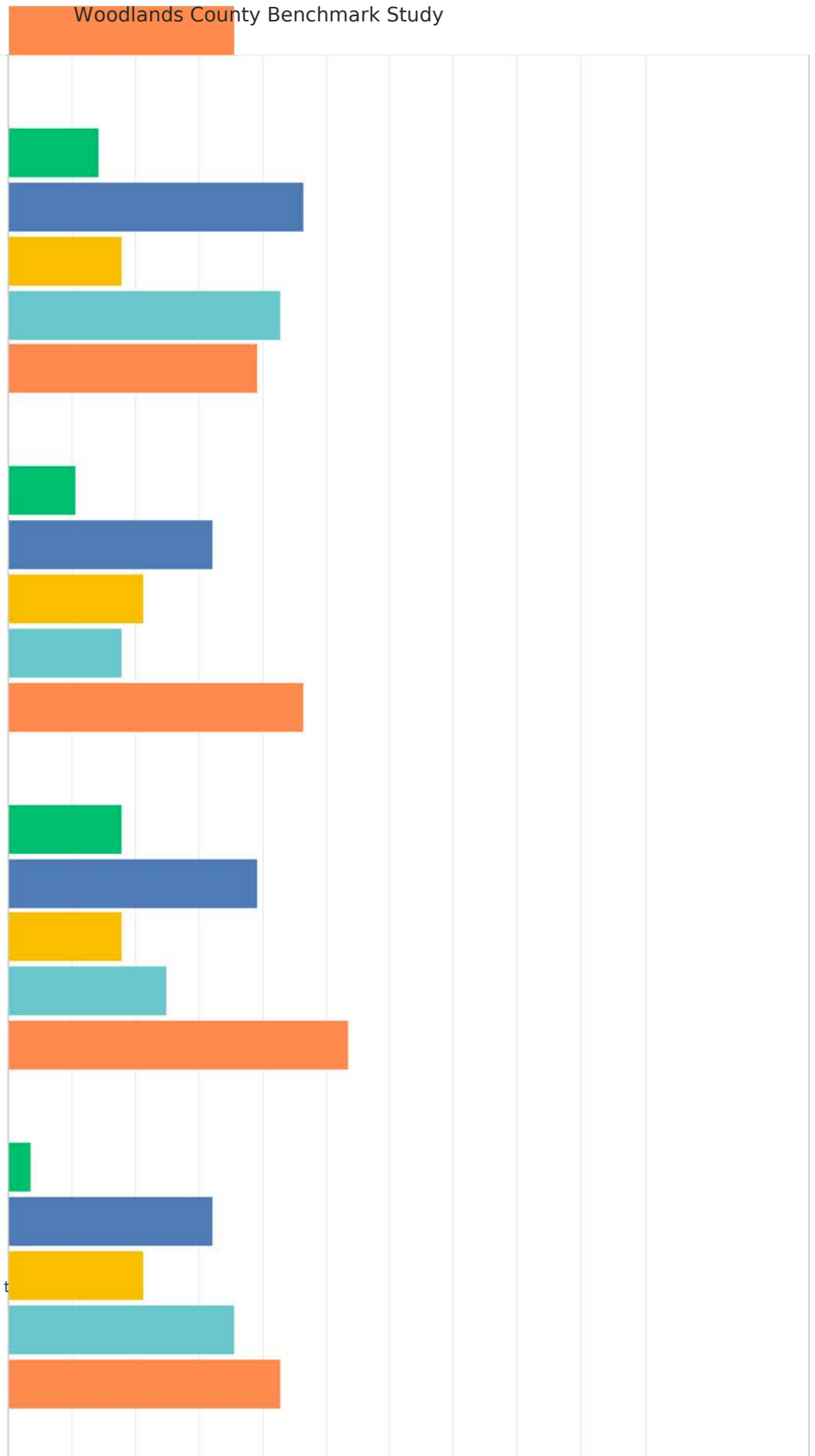
Woodlands County Benchmark Study

Tax Incentive
Program

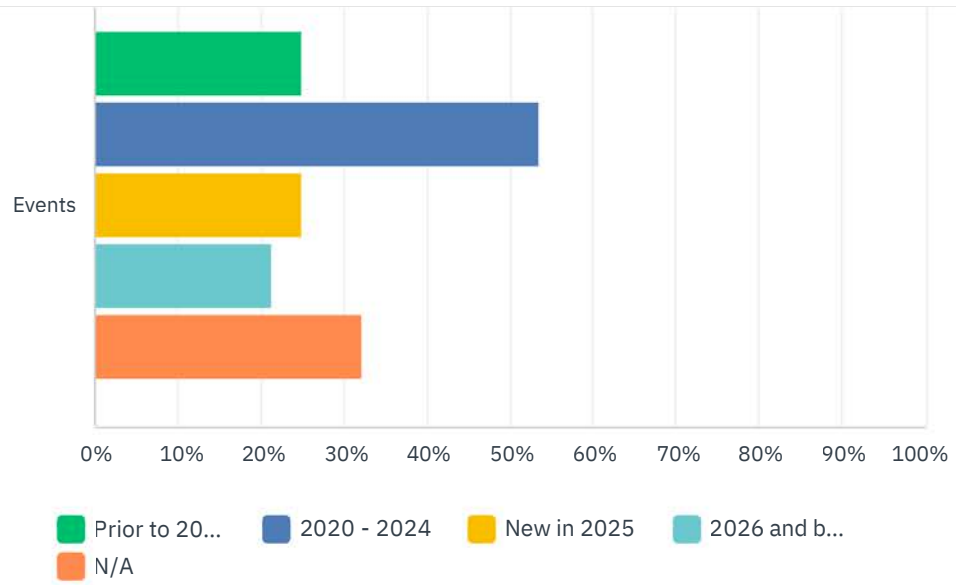
Business
surveys

Shop Local
Campaign

Municipal Land
Development



Woodlands County Benchmark Study

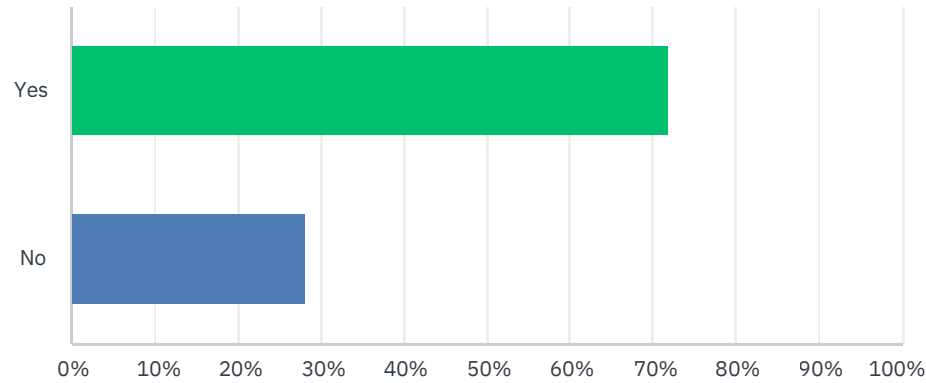


Woodlands County Benchmark Study

	PRIOR TO 2020	2020 - 2024	NEW IN 2025	2026 AND BE YOND	N/A	TOTAL RE S P ONDE NT S
Business on-site visits	17. 24% 5	48. 28% 14	20. 69% 6	20. 69% 6	34. 48% 10	29
Direct meetings with local bus ines s es	27. 59% 8	62. 07% 18	17. 24% 5	31. 03% 9	27. 59% 8	29
Business retention and ex pans ion	13. 79% 4	55. 17% 16	20. 69% 6	31. 03% 9	27. 59% 8	29
Investment attraction	31. 03% 9	62. 07% 18	20. 69% 6	27. 59% 8	10. 34% 3	23
	0. 00% 0	0. 00% 0	0. 00% 0	0. 00% 0	100. 00% 23	29
Downtown revitalization	58. 62% 17	65. 52% 19	20. 69% 6	44. 83% 13	6. 90% 2	29
Agricultural supports and s erv ic es	24. 14% 7	55. 17% 16	17. 24% 5	31. 03% 9	13. 79% 4	23
Industrial attraction	4. 35% 1	34. 78% 8	4. 35% 1	21. 74% 5	47. 83% 11	25
Retail attraction	12. 00% 3	56. 00% 14	32. 00% 8	24. 00% 6	32. 00% 8	27
	18. 52% 5	37. 04% 10	18. 52% 5	29. 63% 8	44. 44% 12	28
Workforce retention and attraction	25. 81% 8	54. 84% 17	19. 35% 6	25. 81% 8	25. 81% 8	28
Resident attraction	25. 00% 7	46. 43% 13	21. 43% 6	32. 14% 9	35. 71% 10	28
Tourism development	14. 29% 4	46. 43% 13	17. 86% 5	42. 86% 12	39. 29% 11	28
Promotion of Quality of Life	10. 71% 3	32. 14% 9	21. 43% 6	17. 86% 5	46. 43% 13	28
Tax Incentive Program	17. 86% 5	39. 29% 11	17. 86% 5	25. 00% 7	53. 57% 15	28
Business surveys	3. 57% 1	32. 14% 9	21. 43% 6	35. 71% 10	42. 86% 12	
Shop Local Campaign	25. 00% 7	53. 57% 15	25. 00% 7	21. 43% 6	32. 14% 9	
Municipal Land Development						
Events						

Q13 Is your municipality involved in Tourism Development?

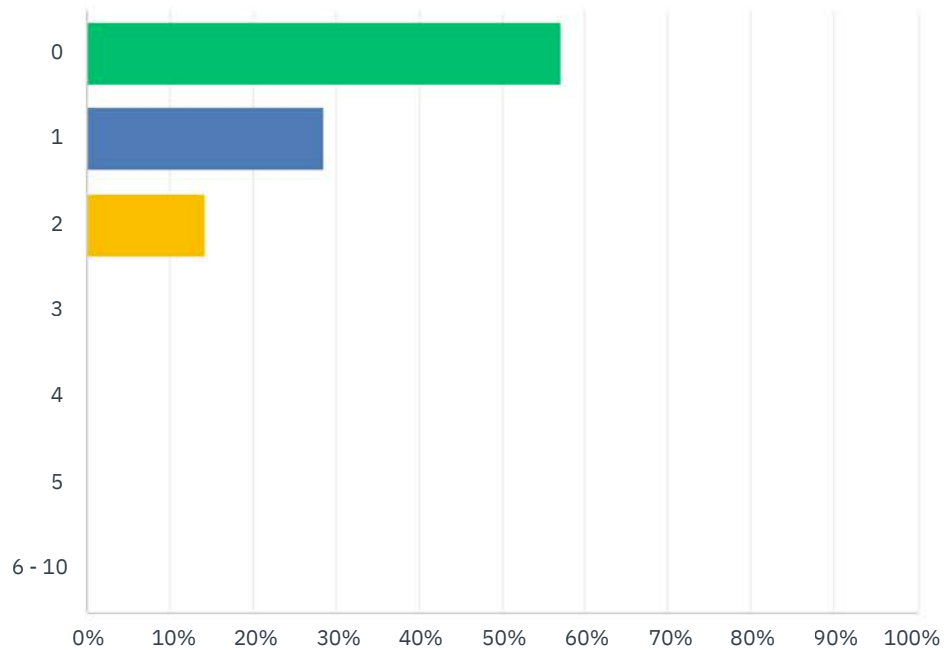
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	71.88%	23
No	28.13%	9
TOTAL		32

Q14 How many staff are involved in Tourism Development?

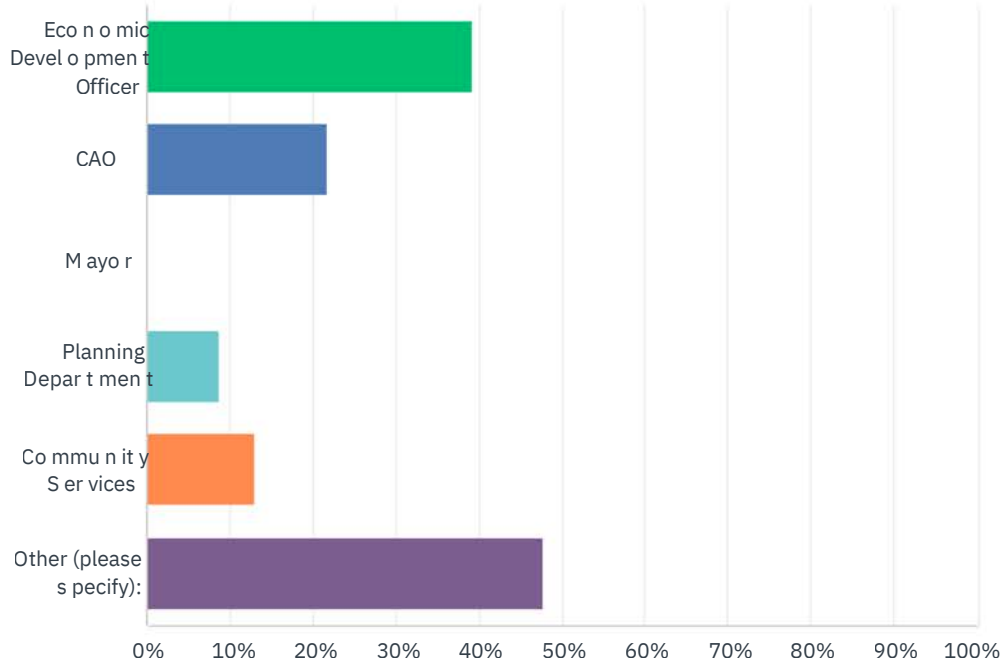
Answered: 21 Skipped: 19



ANSWER CHOICES	RESPONSES	
0	57.14%	12
1	28.57%	6
2	14.29%	3
3	0.00%	0
4	0.00%	0
5	0.00%	0
6 - 10	0.00%	0
TOTAL		21

Q15 Who is responsible for Tourism Development?

Answered: 23 Skipped: 17



ANSWER CHOICES	RESPONSES
Economic Development Officer	39.13% 9
CAO	21.74% 5
Mayor	0.00% 0
Planning Department	8.70% 2
Community Services	13.04% 3
Other (please specify):	47.83% 11
Total Respondents: 23	

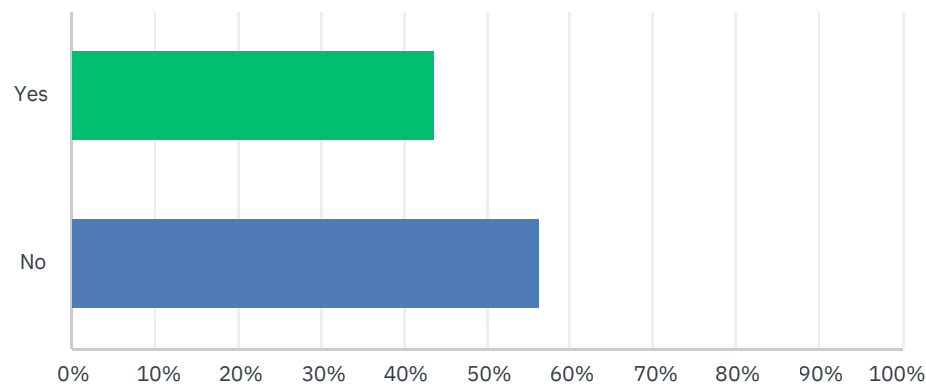
#	OTHER (PLEASE SPECIFY):	DATE
1		12/19/2025 3:13 PM
2	in conjunction with the DMO	9/15/2025 8:50 AM
3	Regional organization	9/12/2025 10:24 AM
4	A REDA	9/11/2025 4:00 PM
5	Communications, Director Rural Development	9/4/2025 9:07 AM
6		9/4/2025 8:46 AM
7	Communications Director	8/12/2025 1:17 PM
8	CAO responsible, off side of desk, 0 full time staff, a few staff part time a few hours per month	7/21/2025 4:57 PM

Woodlands County Benchmark Study

9	Economic Development Manager	6/26/2025 10:14 AM
10		6/25/2025 2:38 PM
11	We liaise with a couple of regional organizations	6/24/2025 10:56 AM

Q16 Has, or does your municipality have any plans for significant infrastructure upgrades to support Economic Development?

Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	43.75%	14
No	56.25%	18
TOTAL		32

Q17 If yes, please describe the planned infrastructure upgrades?

Answered: 14 Skipped: 26

#	RESPONSES	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:17 PM
2		9/15/2025 3:42 PM
3		9/15/2025 8:51 AM
4		9/12/2025 12:57 PM
5		9/12/2025 10:36 AM
6		9/12/2025 10:25 AM
7		9/4/2025 9:35 AM
8		9/4/2025 9:30 AM
9		9/4/2025 8:46 AM
10		7/22/2025 10:43 AM
11		7/21/2025 4:58 PM
12		7/8/2025 9:23 AM
13		6/26/2025 10:16 AM
14		6/24/2025 10:56 AM

Q18 What new Economic Development initiatives or programs has your municipality launched in the last year?

Answered: 27 Skipped: 13

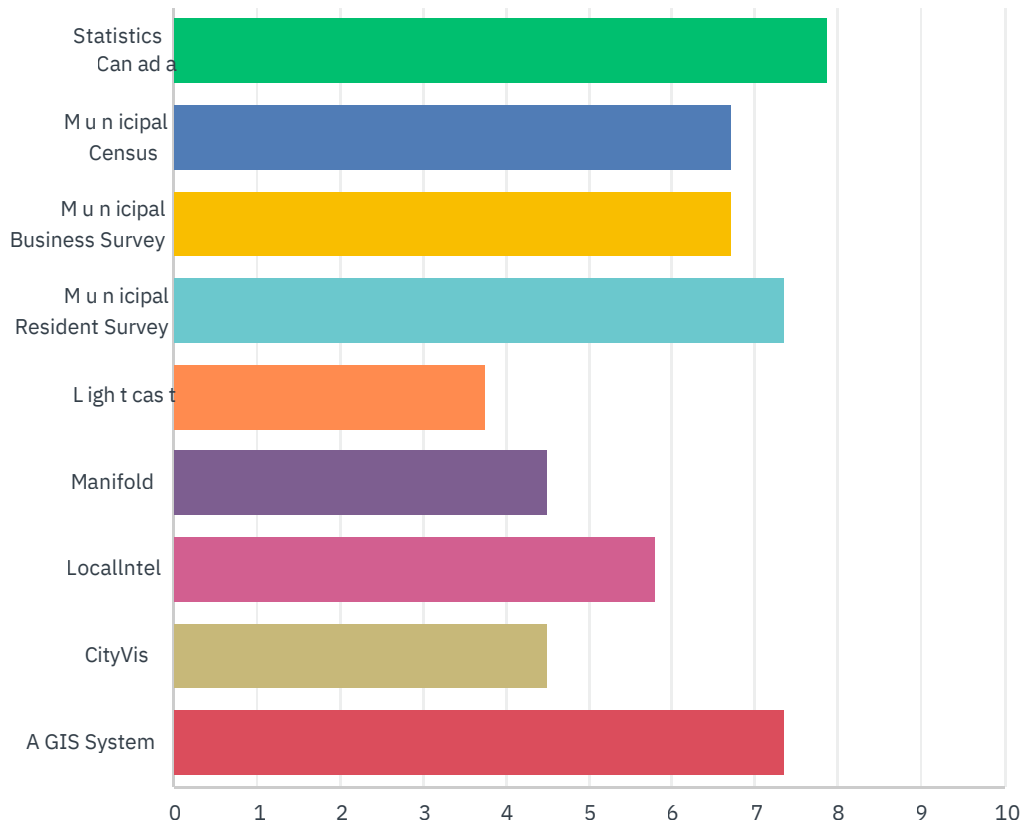
#	RESPONSES	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:20 PM
2		9/15/2025 3:44 PM
3		9/15/2025 11:46 AM
4		9/15/2025 8:55 AM
5		9/12/2025 1:00 PM
6		9/12/2025 10:27 AM
7		9/4/2025 9:36 AM
8		9/4/2025 9:32 AM
9		9/4/2025 9:21 AM
10		9/4/2025 9:09 AM
11		9/4/2025 8:48 AM
12		8/12/2025 1:21 PM
13		7/22/2025 1:23 PM
14		7/22/2025 10:46 AM
15		7/22/2025 9:24 AM
16		7/22/2025 9:00 AM
17		7/22/2025 8:28 AM
18		7/16/2025 1:42 PM
19		7/16/2025 11:14 AM
20		7/8/2025 9:25 AM
21		6/30/2025 2:48 PM
22		6/26/2025 10:19 AM

Woodlands County Benchmark Study

23	Redacted in alignment with confidentiality protocols	6/26/2025 9:15 AM
24		6/25/2025 2:40 PM
25		6/25/2025 11:55 AM
26		6/24/2025 10:56 AM
27		6/24/2025 9:12 AM

Q19 What data does your municipality rely on for decision making and service delivery? (Please select all that apply and rank)

Answered: 31 Skipped: 9

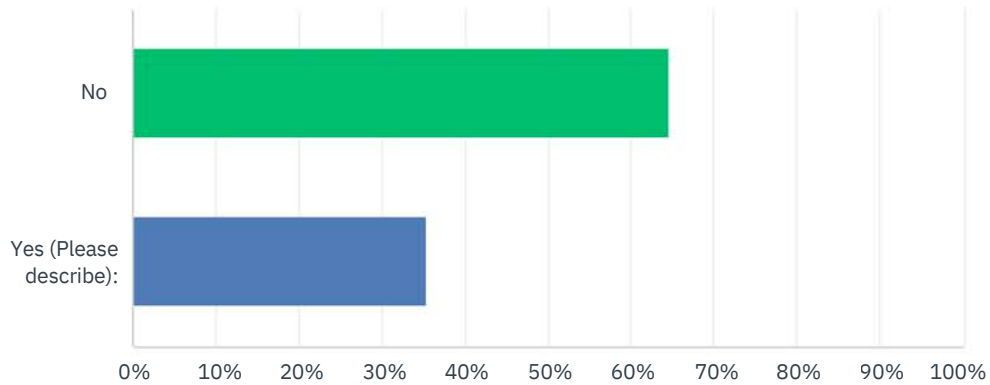


Woodlands County Benchmark Study

	1	2	3	4	5	6	7	8	9	N/A	TOTAL	S CORE
Statistics Canada	25.00% 7	28.57% 8	10.71% 3	7.14% 2	3.57% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 7	28	7.86
Municipal Census	0.00% 0	13.64% 3	4.55% 1	4.55% 1	9.09% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	68.18% 15	22	6.71
Municipal Business Survey	13.64% 3	27.27% 6	4.55% 1	4.55% 1	0.00% 0	0.00% 0	4.55% 1	4.55% 1	4.55% 1	36.36% 8	22	6.71
Municipal Resident Survey	21.74% 5	4.35% 1	13.04% 3	4.35% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4.35% 1	52.17% 12	23	7.36
Light cast	0.00% 0	0.00% 0	4.35% 1	0.00% 0	0.00% 0	4.35% 1	4.35% 1	0.00% 0	4.35% 1	82.61% 19	23	3.75
Manifold	0.00% 0	0.00% 0	0.00% 0	4.55% 1	4.55% 1	4.55% 1	4.55% 1	0.00% 0	0.00% 0	81.82% 18	22	4.50
LocalIntel	12.00% 3	4.00% 1	4.00% 1	12.00% 3	8.00% 2	4.00% 1	4.00% 1	8.00% 2	0.00% 0	44.00% 11	25	5.79
CityVis	0.00% 0	0.00% 0	9.09% 2	0.00% 0	0.00% 0	0.00% 0	4.55% 1	0.00% 0	4.55% 1	81.82% 18	22	4.50
AGIS System	29.03% 9	16.13% 5	19.35% 6	12.90% 4	9.68% 3	3.23% 1	0.00% 0	0.00% 0	0.00% 0	9.68% 3	31	7.36

Q20 Has your municipality utilized other data sources (including any GIS data)?

Answered: 31 Skipped: 9

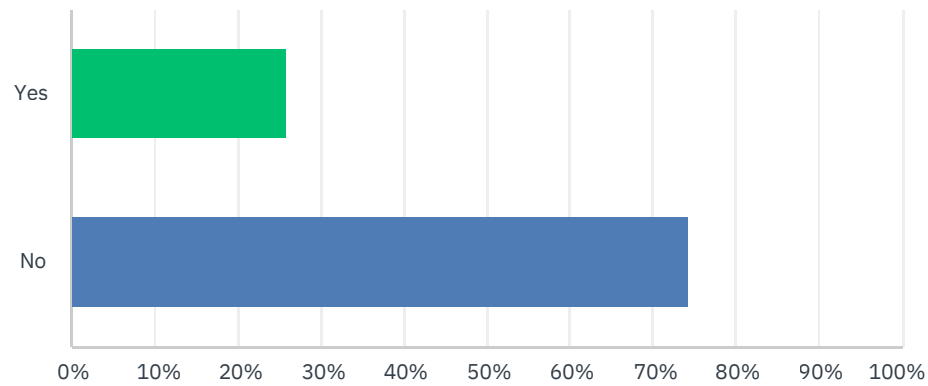


ANSWER CHOICES		RESPONSES	
No		64. 52%	20
Yes (Please describe):		35. 48%	11
TOTAL			31

#	YES (PLEASE DESCRIBE):	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:20 PM
2		9/15/2025 8:55 AM
3		9/12/2025 1:00 PM
4		9/4/2025 9:36 AM
5		7/22/2025 8:28 AM
6		7/21/2025 5:00 PM
7		7/8/2025 9:25 AM
8		6/30/2025 2:48 PM
9		6/26/2025 10:19 AM
10		6/25/2025 2:40 PM
11		6/25/2025 11:55 AM

Q21 Does your municipality have an Economic Development Committee?

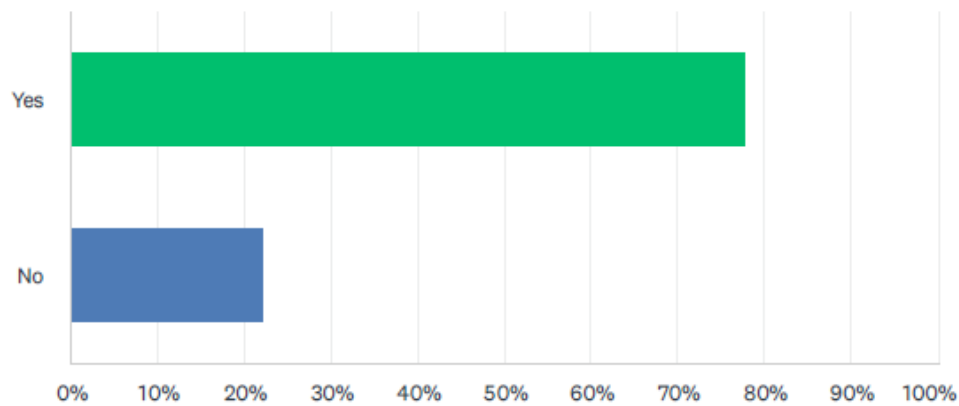
Answered: 31 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	25.81%	8
No	74.19%	23
TOTAL		31

Q22 Is Economic Development a priority for your municipality?

Answered: 27 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	77.78%	21
No	22.22%	6
TOTAL		27

Q23 If yes, how is Economic Development articulated as a priority (i.e. Council Strategic Priority, Municipal Development Plan, etc.)

Answered: 26 Skipped: 14

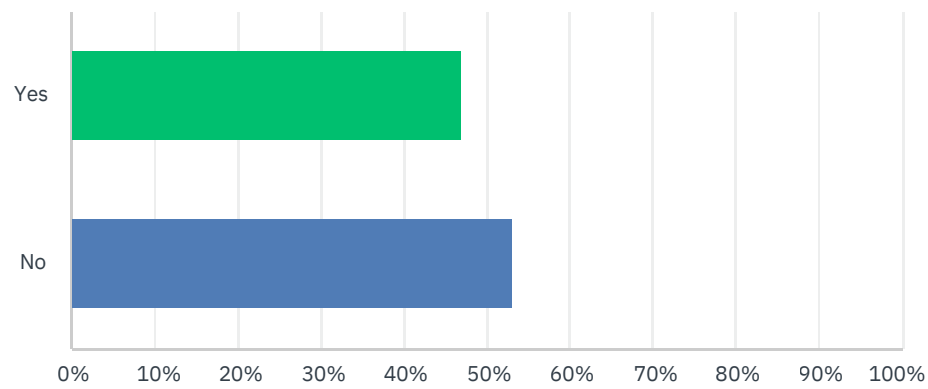
#	RESPONSES	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:22 PM
2		9/15/2025 8:55 AM
3		9/12/2025 4:05 PM
4		9/12/2025 1:01 PM
5		9/12/2025 10:37 AM
6		9/12/2025 10:28 AM
7		9/12/2025 8:42 AM
8		9/4/2025 9:36 AM
9		9/4/2025 9:32 AM
10		9/4/2025 9:21 AM
11		9/4/2025 9:09 AM
12		9/4/2025 8:48 AM
13		8/12/2025 1:21 PM
14		7/22/2025 10:46 AM
15		7/22/2025 9:26 AM
16		7/22/2025 8:31 AM
17		7/21/2025 5:00 PM
18		7/16/2025 1:42 PM
19		7/16/2025 11:15 AM
20		7/8/2025 9:25 AM
21		6/30/2025 2:50 PM
22		6/26/2025 10:20 AM
23		6/26/2025 9:18 AM

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24	Redacted in alignment with confidentiality protocols	6/25/2025 2:40 PM
25		6/24/2025 10:57 AM
26		6/24/2025 9:13 AM

Q24 Does your municipality have a current Economic Development Strategic Plan?

Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	46.88%	15
No	53.13%	17
TOTAL		32

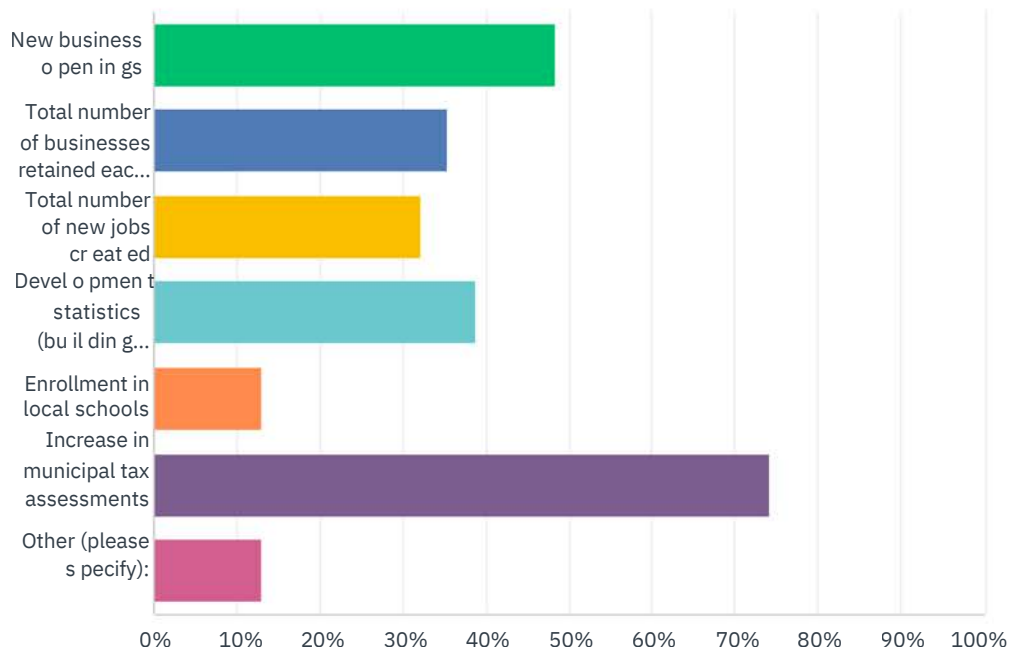
Q25 If yes, what year was your Economic Development Strategy completed?

Answered: 15 Skipped: 25

#	RESPONSES 2024	DATE
1	Redacted in alignment with confidentiality protocols	8:55 AM
2		9/12/2025 4:05 PM
3		9/12/2025 1:01 PM
4		9/12/2025 10:29 AM
5		9/4/2025 9:32 AM
6		9/4/2025 9:10 AM
7		8/12/2025 1:21 PM
8		7/22/2025 1:24 PM
9		7/22/2025 10:46 AM
10		7/22/2025 9:00 AM
11		7/16/2025 1:50 PM
12		7/8/2025 9:26 AM
13		6/26/2025 9:18 AM
14		6/25/2025 11:56 AM
15		6/24/2025 10:57 AM

Q26 How does your municipality measure Economic Development success?

Answered: 31 Skipped: 9

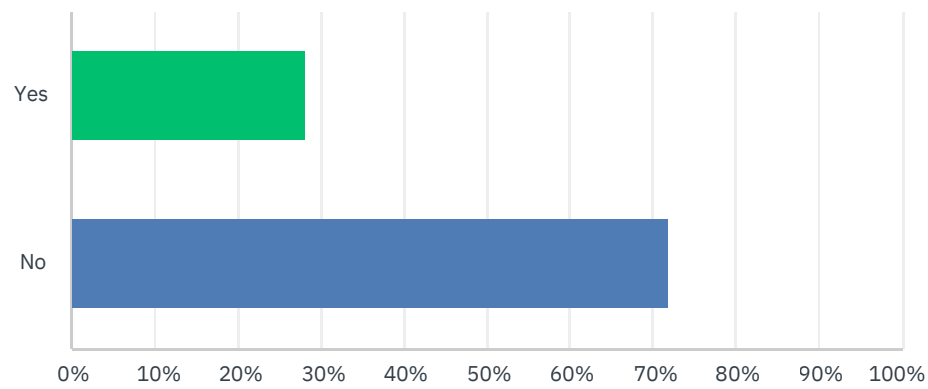


ANSWER CHOICES	RESPONSES	
New business openings	48. 39%	15
Total number of businesses retained each year	35. 48%	11
Total number of new jobs created	32. 26%	10
Development statistics (building starts, new housing)	38. 71%	12
Enrollment in local schools	12. 90%	4
Increase in municipal tax assessments	74. 19%	23
Other (please specify):	12. 90%	4
Total Respondents: 31		

#	OTHER (PLEASE SPECIFY):	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:24 PM
2		9/4/2025 9:32 AM
3		7/16/2025 11:16 AM
4		6/24/2025 9:14 AM

Q27 Does your municipality have a current Economic Development Promotional Campaign?

Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	28.13%	9
No	71.88%	23
TOTAL		32

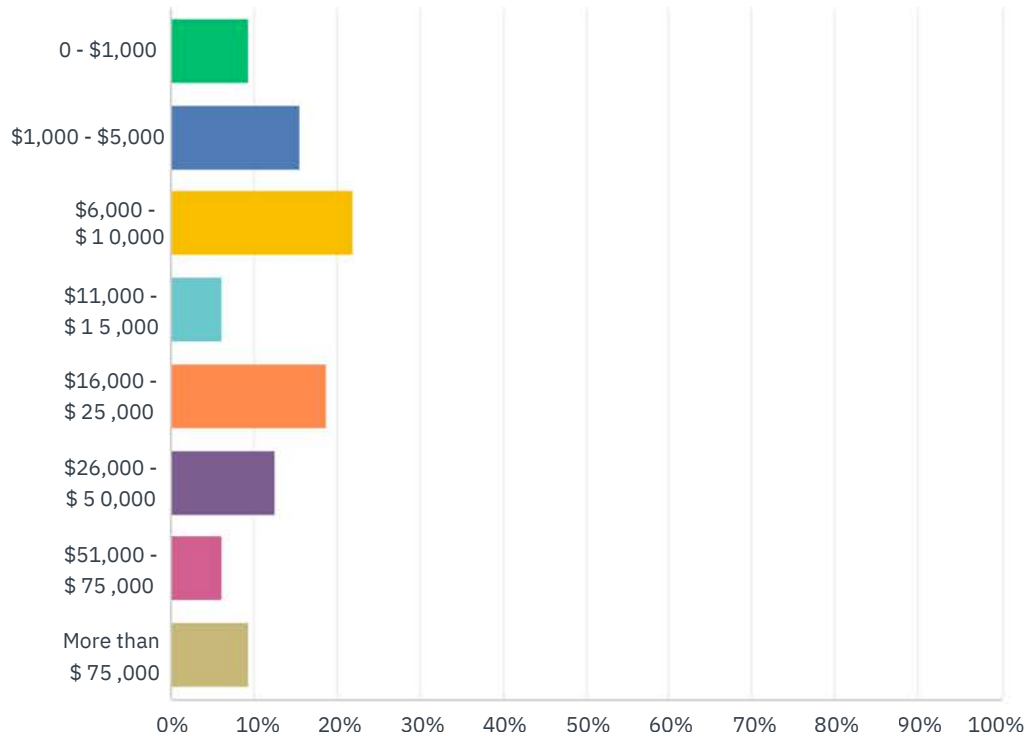
Q28 Can you provide a link/materials/social media/website?

Answered: 8 Skipped: 32

#	RESPONSES	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:24 PM
2		9/4/2025 9:36 AM
3		7/22/2025 10:49 AM
4		7/22/2025 9:01 AM
5		7/16/2025 1:52 PM
6		7/8/2025 9:26 AM
7		6/26/2025 10:21 AM
8		6/26/2025 9:20 AM

Q29 How much does your municipality allocate each year on Economic Development promotion and marketing (including advertising, promotional items)?

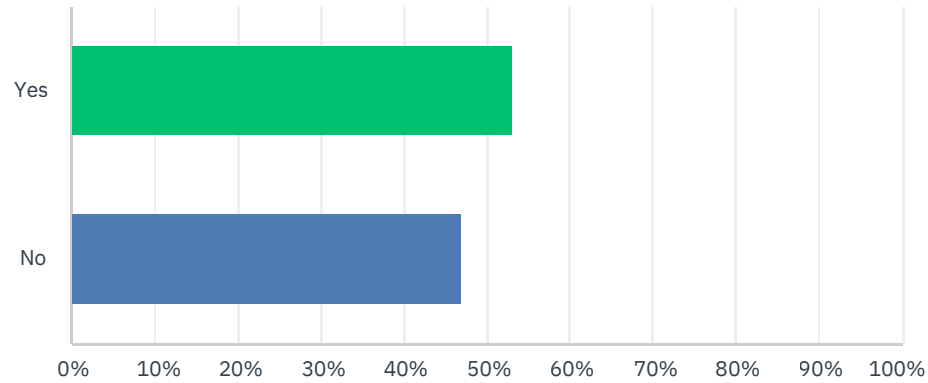
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
0 - \$1,000	9. 38%	3
\$1,000 - \$5,000	15. 63%	5
\$6,000 - \$10,000	21. 88%	7
\$11,000 - \$15,000	6. 25%	2
\$16,000 - \$25,000	18. 75%	6
\$26,000 - \$50,000	12. 50%	4
\$51,000 - \$75,000	6. 25%	2
More than \$75,000	9. 38%	3
TOTAL		32

Q30 Is your municipality a member of the Economic Developers Alberta?

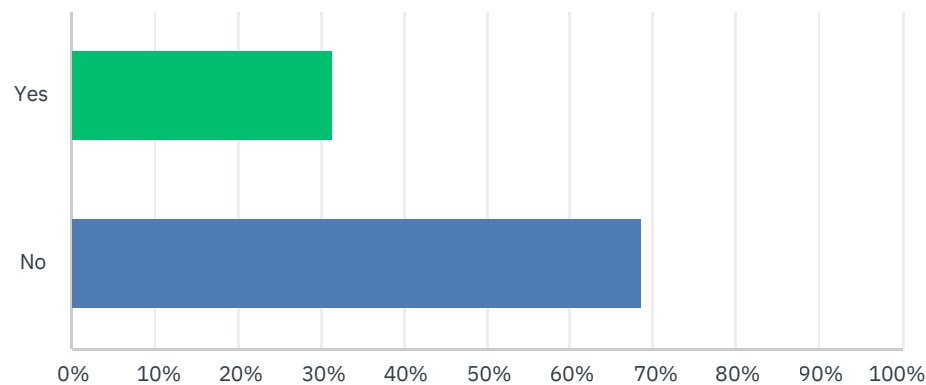
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	53.13%	17
No	46.88%	15
TOTAL		32

Q31 Is your municipality a member of the Economic Developers Association of Canada?

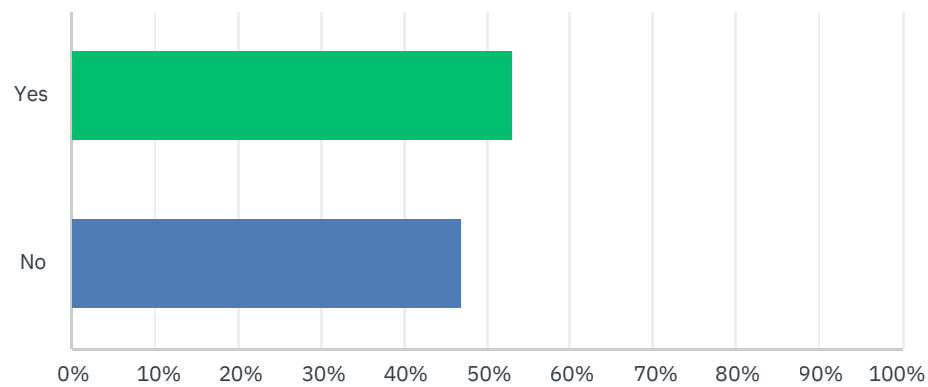
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	31. 25%	10
No	68. 75%	22
TOTAL		32

Q32 Does your municipality send representatives to the Economic Developers Alberta annual conference?

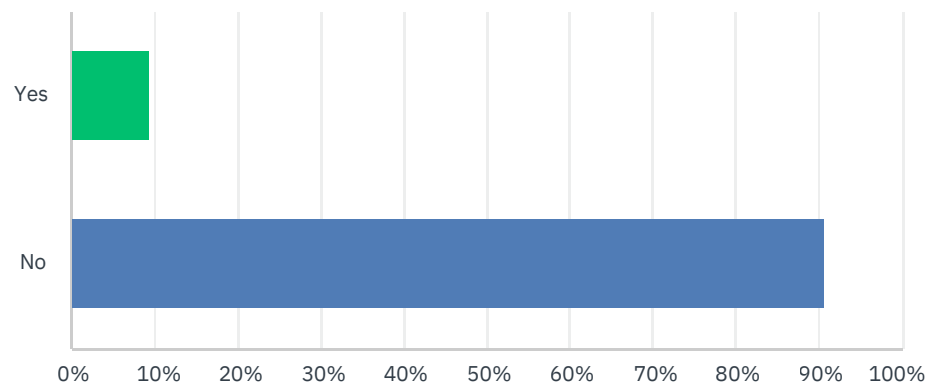
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	53.13%	17
No	46.88%	15
TOTAL		32

Q33 Is your municipality a member of the International Economic Development Council (IEDC)?

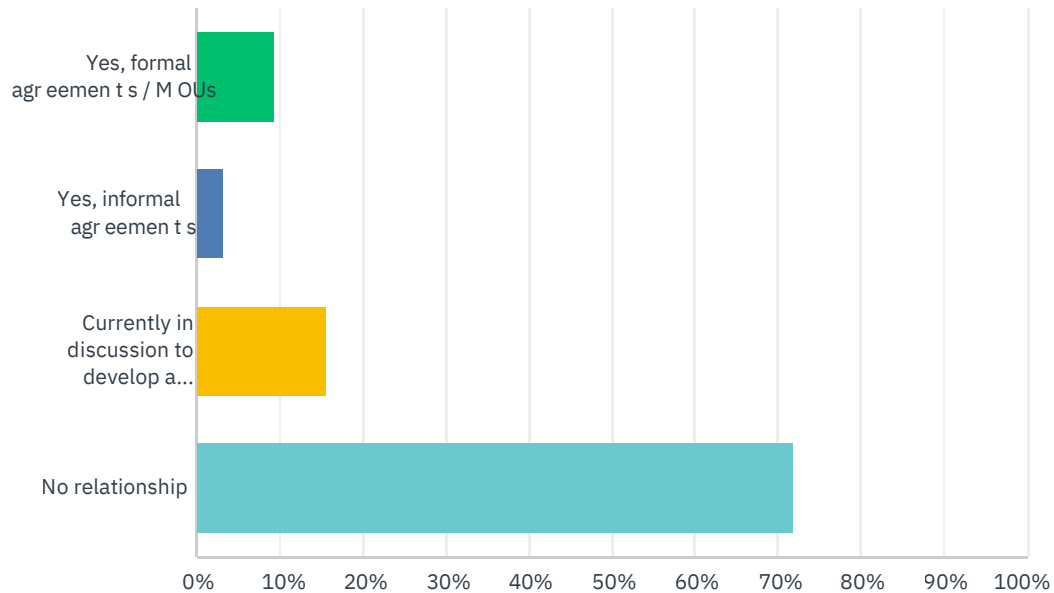
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	9. 38%	3
No	90. 63%	29
TOTAL		32

Q34 Does your municipality have an Economic Development relationship with local Indigenous or First Nations groups?

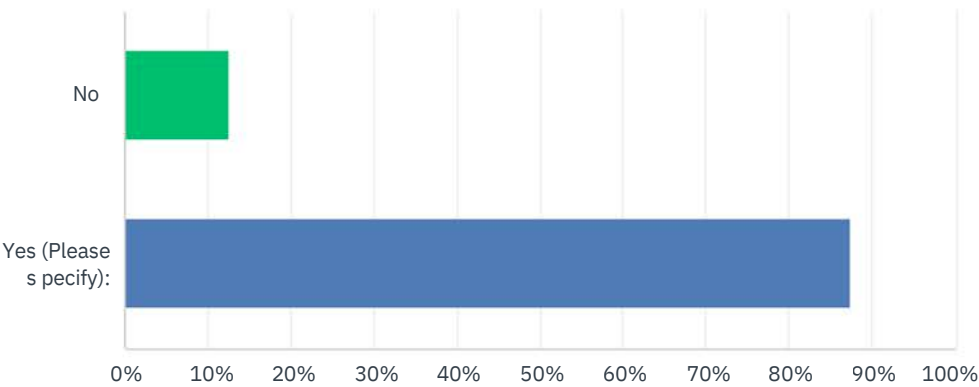
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes, formal agreements/MOUs	9.38%	3
Yes, informal agreements	3.13%	1
Currently in discussion to develop a relationship	15.63%	5
No relationship	71.88%	23
TOTAL		32

Q35 Is your municipality a member of a Regional Economic Development group/organization?

Answered: 32 Skipped: 8



ANSWER CHOICES		RESPONSES	
No		12. 50%	4
Yes (Please specify):		87. 50%	28
TOTAL			32

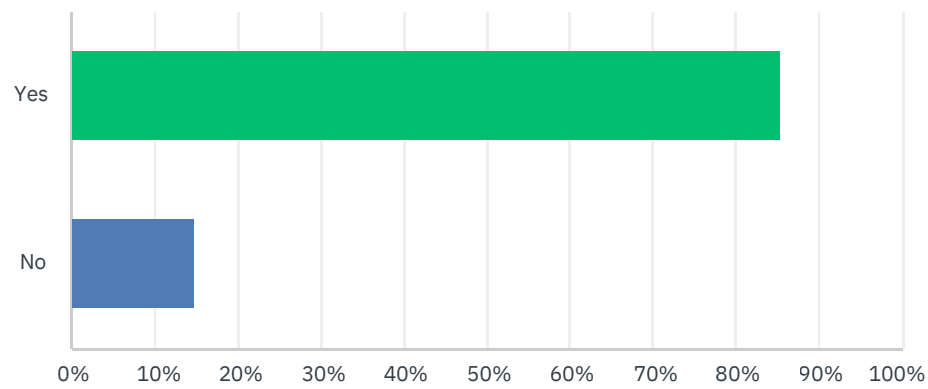
#	YES (PLEASE SPECIFY):	DATE
1	Redacted in alignment with confidentiality protocols	12/19/2025 3:28 PM
2		9/15/2025 3:49 PM
3		9/15/2025 11:47 AM
4		9/15/2025 8:59 AM
5		9/12/2025 1:04 PM
6		9/12/2025 10:39 AM
7		9/12/2025 10:30 AM
8		9/12/2025 8:46 AM
9		9/4/2025 9:36 AM
10		9/4/2025 9:32 AM
11		9/4/2025 9:23 AM
12		9/4/2025 8:50 AM
13		8/12/2025 1:24 PM
14		7/23/2025 9:28 AM
15		7/22/2025 1:27 PM
16		7/22/2025 10:52 AM
17		7/22/2025 9:59 AM

Woodlands County Benchmark Study

18	Redacted in alignment with confidentiality protocols	7/22/2025 8:43 AM
19		7/21/2025 5:04 PM
20		7/16/2025 11:19 AM
21		7/8/2025 9:28 AM
22		6/30/2025 2:53 PM
23		6/26/2025 10:25 AM
24		6/26/2025 9:34 AM
25		6/25/2025 2:43 PM
26		6/25/2025 12:00 PM
27		6/24/2025 10:59 AM
28		6/24/2025 9:16 AM

Q36 Does your Regional Economic Development group/organization have a Strategic Plan?

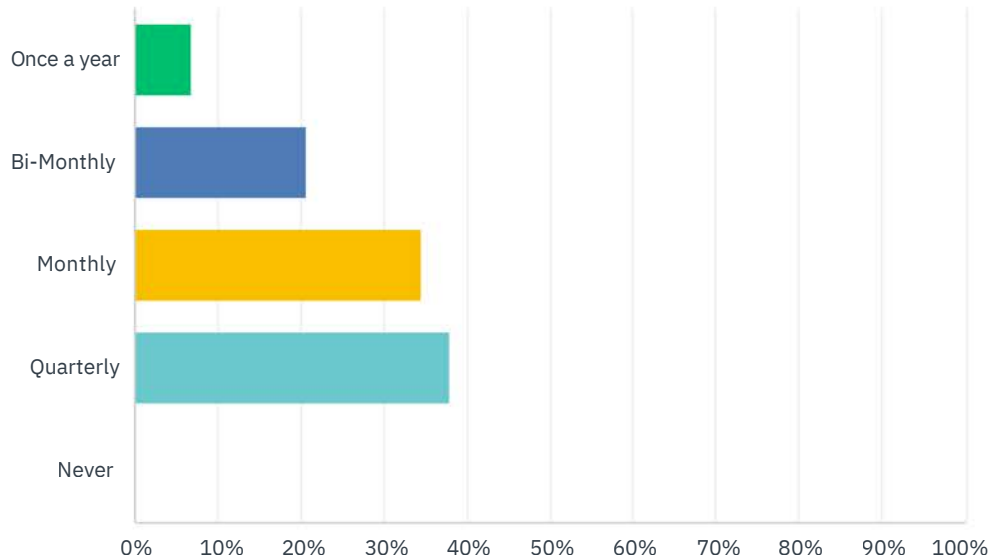
Answered: 27 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	85.19%	23
No	14.81%	4
TOTAL		27

Q37 Regarding your involvement/inputs annually with the Regional Economic Development group/organization: How often does your committee meet?

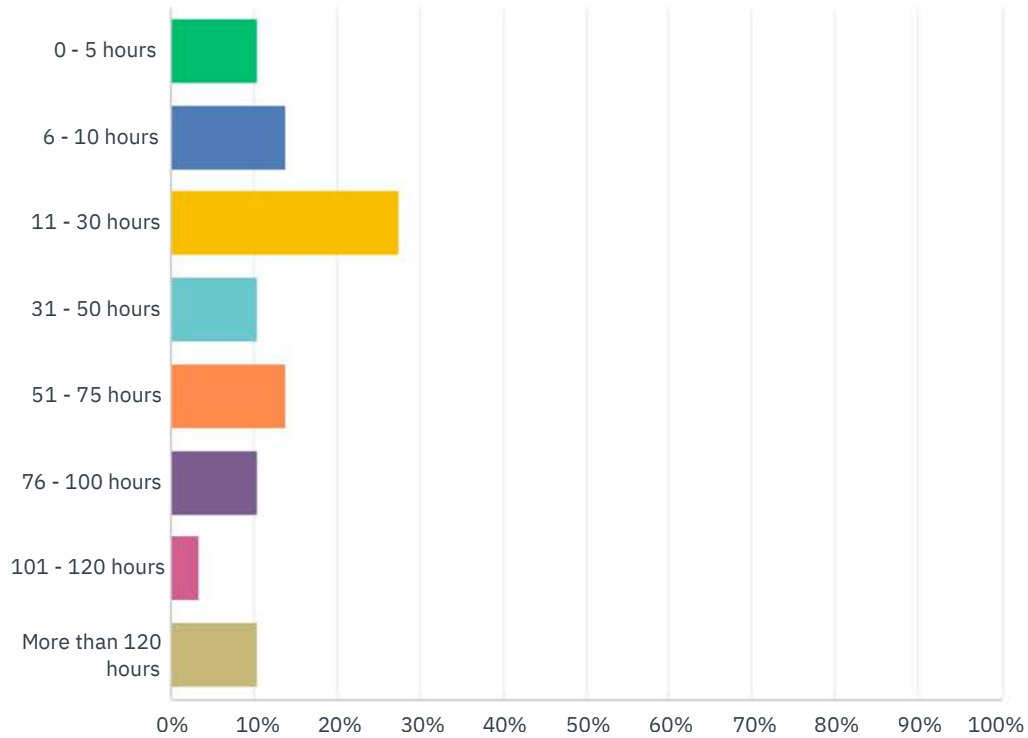
Answered: 29 Skipped: 11



ANSWER CHOICES	RESPONSES	
Once a year	6.90%	2
Bi-Monthly	20.69%	6
Monthly	34.48%	10
Quarterly	37.93%	11
Never	0.00%	0
TOTAL		29

Q38 Regarding your involvement/inputs annually with the Regional Economic Development group/organization: How many hours of staff time per year?

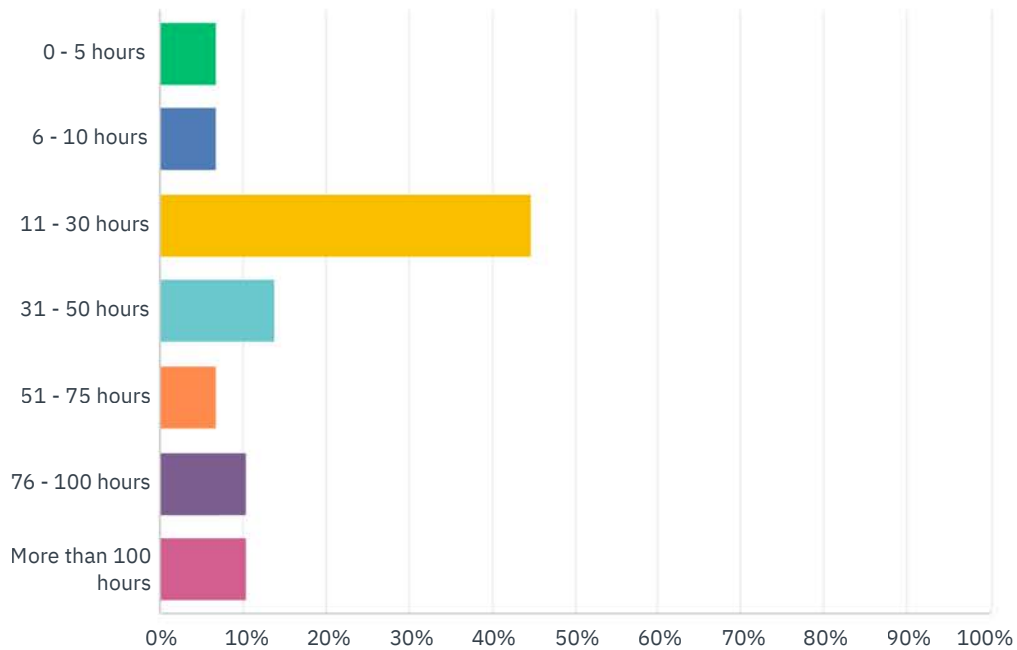
Answered: 29 Skipped: 11



ANSWER CHOICES	RESPONSES	
0 - 5 hours	10. 34%	3
6 - 10 hours	13. 79%	4
11 - 30 hours	27. 59%	8
31 - 50 hours	10. 34%	3
51 - 75 hours	13. 79%	4
76 - 100 hours	10. 34%	3
101 - 120 hours	3. 45%	1
More than 120 hours	10. 34%	3
TOTAL		29

Q39 Regarding your involvement/input annually with the Regional Economic Development group/organization: Hours of Council time per year?

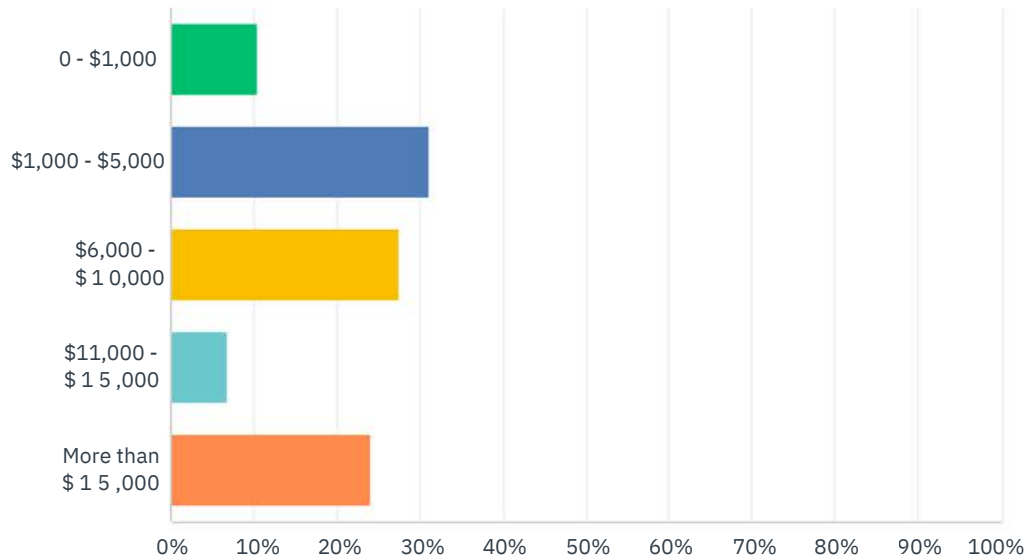
Answered: 29 Skipped: 11



ANSWER CHOICES	RESPONSES
0 - 5 hours	6. 90% 2
6 - 10 hours	6. 90% 2
11 - 30 hours	44. 83% 13
31 - 50 hours	13. 79% 4
51 - 75 hours	6. 90% 2
76 - 100 hours	10. 34% 3
More than 100 hours	10. 34% 3
TOTAL	29

Q40 Regarding your involvement/inputs annually with the Regional Economic Development group/organization: What is your municipality's financial contributions to regional economic development initiatives/programs?

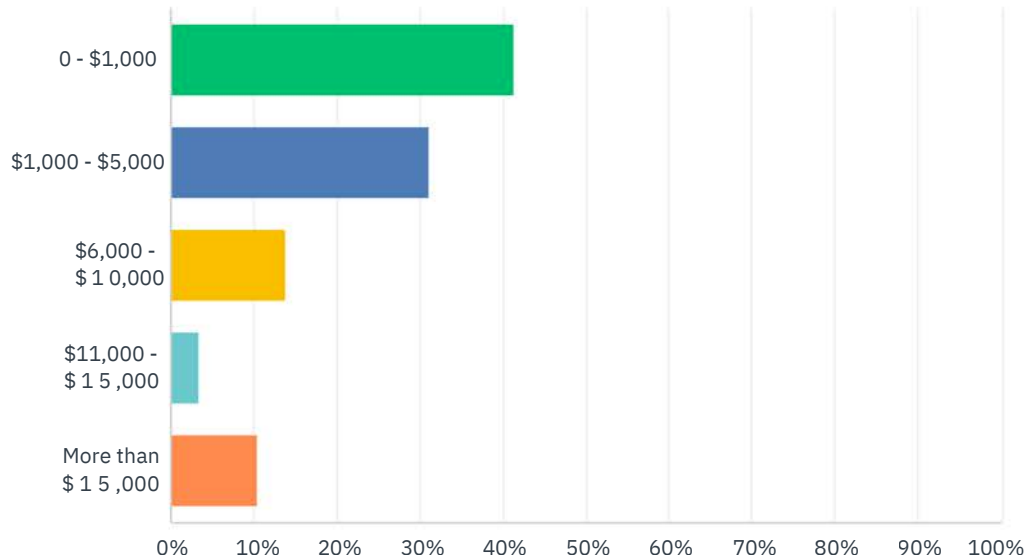
Answered: 29 Skipped: 11



ANSWER CHOICES	RESPONSES	
0 - \$1,000	10. 34%	3
\$1,000 - \$5,000	31. 03%	9
\$6,000 - \$10,000	27. 59%	8
\$11,000 - \$15,000	6. 90%	2
More than \$15,000	24. 14%	7
TOTAL		29

Q41 Regarding your involvement/inputs annually with the Regional Economic Development group/organization: Additional fees for events or regional economic development initiatives/programs?

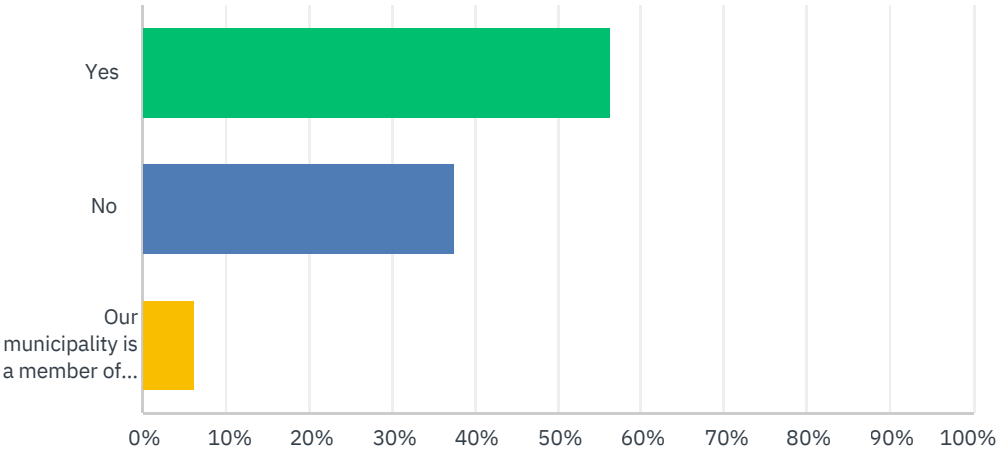
Answered: 29 Skipped: 11



ANSWER CHOICES	RESPONSES	
0 - \$1,000	41. 38%	12
\$1,000 - \$5,000	31. 03%	9
\$6,000 - \$10,000	13. 79%	4
\$11,000 - \$15,000	3. 45%	1
More than \$15,000	10. 34%	3
TOTAL		29

Q42 Is your municipality a member of a local Chamber of Commerce?

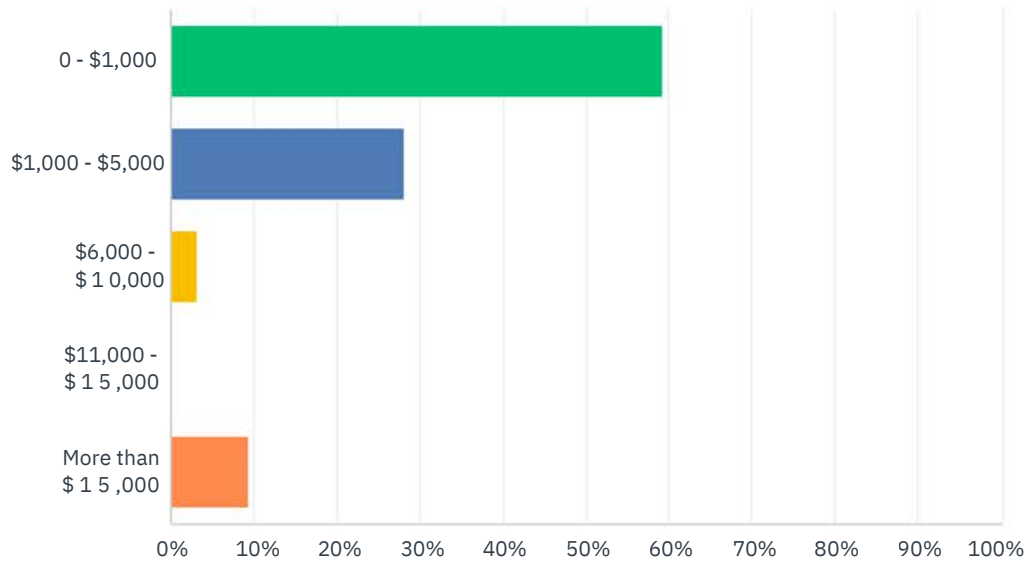
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	56.25%	18
No	37.50%	12
Our municipality is a member of more than one Chamber of Commerce	6.25%	2
TOTAL		32

Q43 How much money does your municipality spend on the Chamber of Commerce involvement?

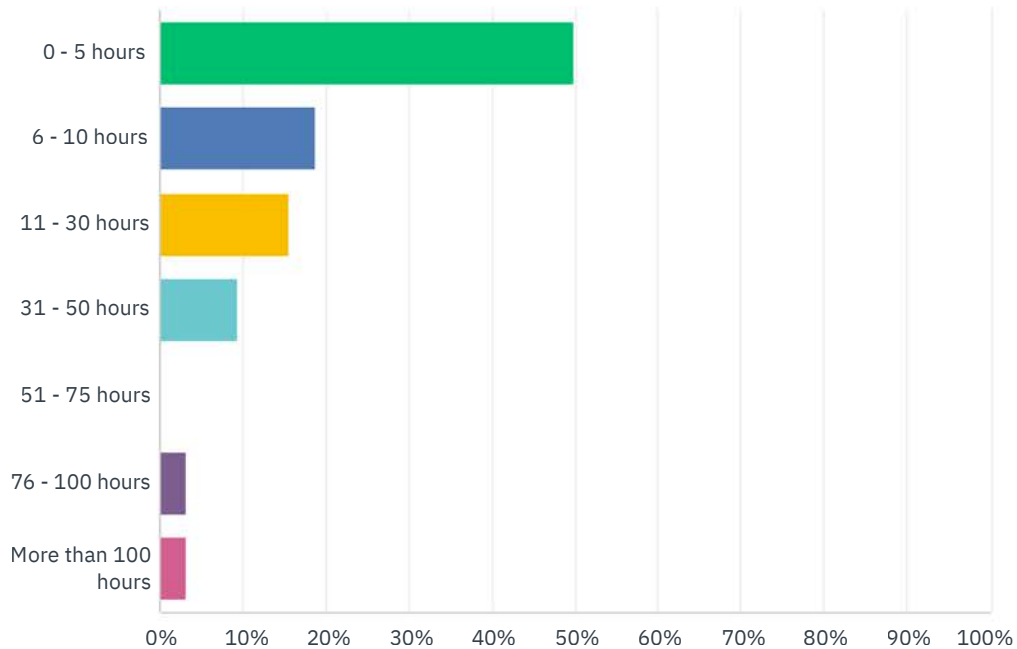
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
0 - \$1,000	59.38%	19
\$1,000 - \$5,000	28.13%	9
\$6,000 - \$10,000	3.13%	1
\$11,000 - \$15,000	0.00%	0
More than \$15,000	9.38%	3
TOTAL		32

Q44 How much time does your municipality spend on the Chamber of Commerce involvement?

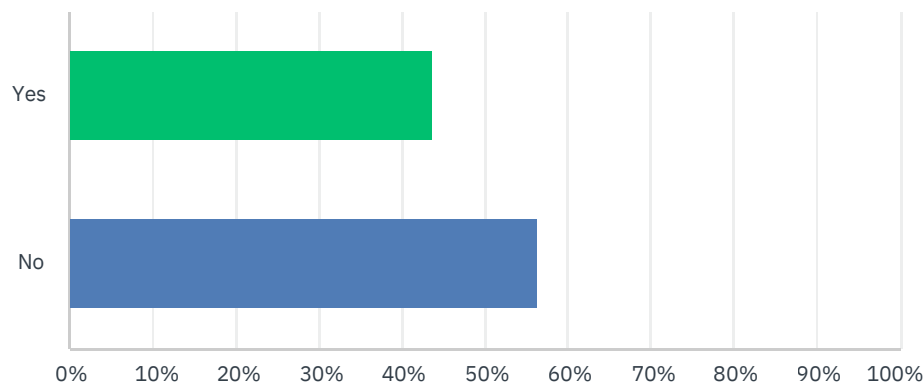
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
0 - 5 hours	50.00%	16
6 - 10 hours	18.75%	6
11 - 30 hours	15.63%	5
31 - 50 hours	9.38%	3
51 - 75 hours	0.00%	0
76 - 100 hours	3.13%	1
More than 100 hours	3.13%	1
TOTAL		32

Q45 Does your municipality interact regularly with your Regional Economic Development Specialist from the Ministry of Jobs, Economy and Trade?

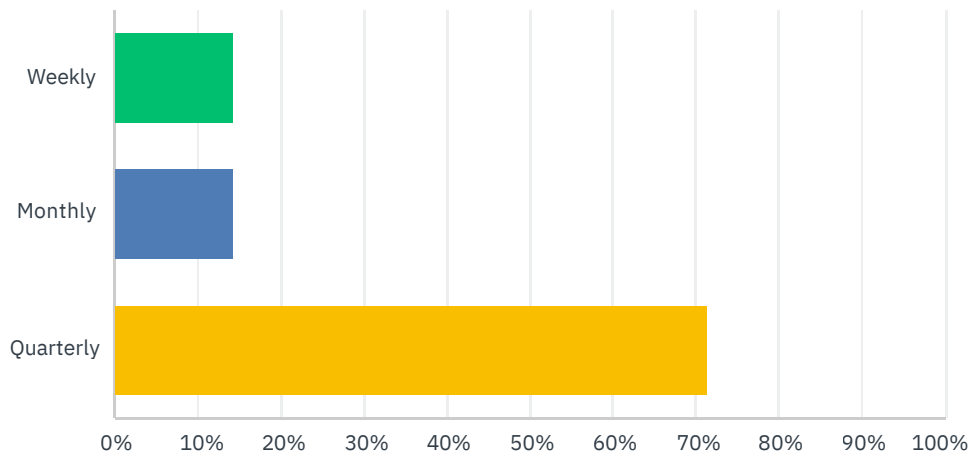
Answered: 32 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	43.75%	14
No	56.25%	18
TOTAL		32

Q46 If yes, what is the frequency of interactions?

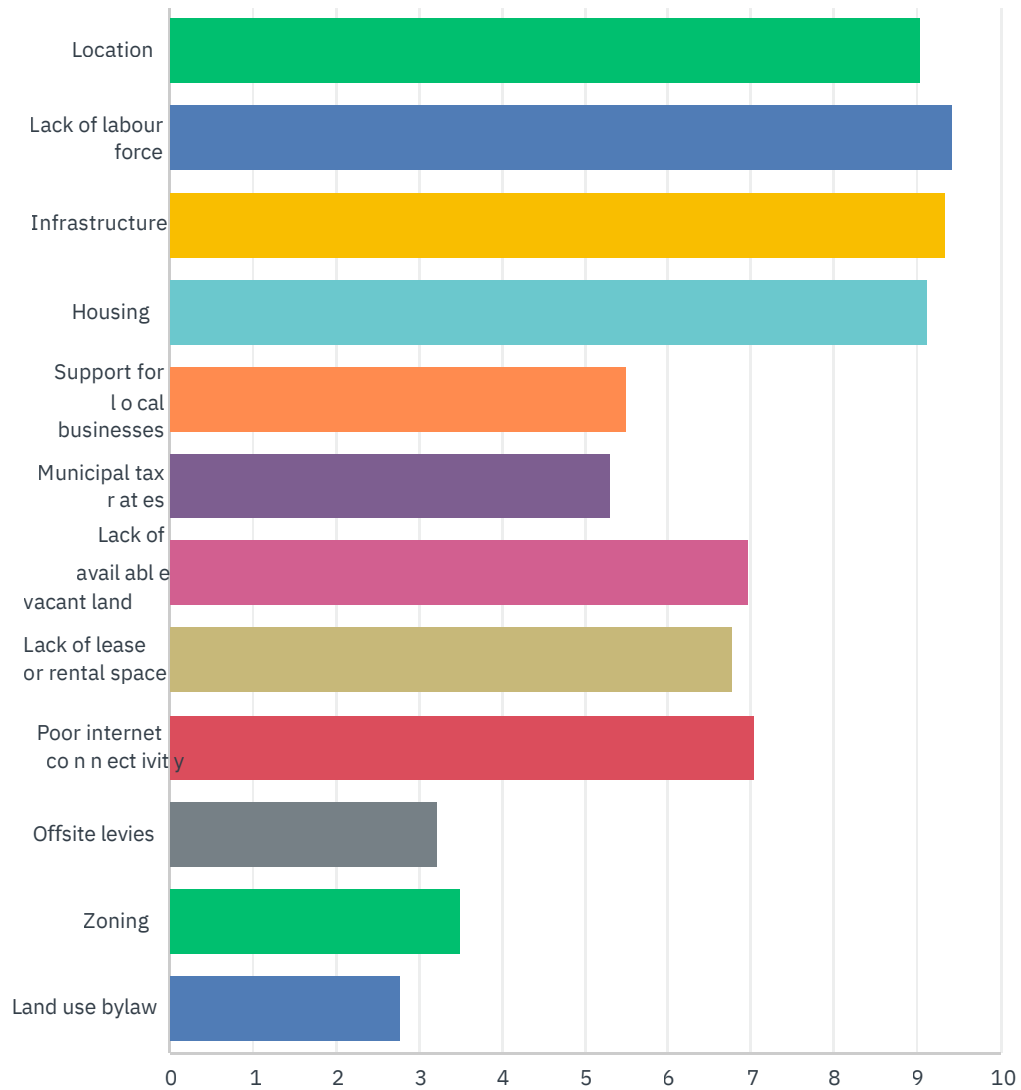
Answered: 14 Skipped: 26



ANSWER CHOICES	RESPONSES	
Week ly	14. 29%	2
M ont hl y	14. 29%	2
Quart erl y	71. 43%	10
TOTAL		14

Q47 What is your municipality's greatest barrier to Economic Development growth? (Please rank)

Answered: 30 Skipped: 10



Woodlands County Benchmark Study

	1	2	3	4	5	6	7	8	9	10	11
Location	40.00% 12	0.00% 0	26.67% 8	3.33% 1	3.33% 1	0.00% 0	10.00% 3	0.00% 0	6.67% 2	0.00% 0	3.33% 1
Lack of labour force	10.00% 3	33.33% 10	10.00% 3	20.00% 6	6.67% 2	10.00% 3	3.33% 1	6.67% 2	0.00% 0	0.00% 0	0.00% 0
Infrastructure	20.00% 6	6.67% 2	23.33% 7	20.00% 6	13.33% 4	13.33% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.33% 1
Housing	10.00% 3	20.00% 6	16.67% 5	16.67% 5	20.00% 6	3.33% 1	6.67% 2	6.67% 2	0.00% 0	0.00% 0	0.00% 0
Support for local businesses	0.00% 0	0.00% 0	0.00% 0	3.33% 1	16.67% 5	16.67% 5	26.67% 8	10.00% 3	6.67% 2	3.33% 1	6.67% 2
Municipal tax rates	0.00% 0	10.00% 3	0.00% 0	0.00% 0	10.00% 3	13.33% 4	13.33% 4	13.33% 4	10.00% 3	10.00% 3	10.00% 3
Lack of available vacant land	13.33% 4	0.00% 0	6.67% 2	13.33% 4	10.00% 3	10.00% 3	13.33% 4	20.00% 6	0.00% 0	3.33% 1	0.00% 0
Lack of lease or rental space	0.00% 0	13.33% 4	6.67% 2	10.00% 3	6.67% 2	10.00% 3	10.00% 3	20.00% 6	20.00% 6	3.33% 1	0.00% 0
Poor internet connectivity	3.33% 1	10.00% 3	6.67% 2	10.00% 3	13.33% 4	13.33% 4	3.33% 1	20.00% 6	16.67% 5	3.33% 1	0.00% 0
Offsite levies	0.00% 0	3.33% 1	3.33% 1	0.00% 0	0.00% 0	3.33% 1	6.67% 2	0.00% 0	13.33% 4	26.67% 8	13.33% 4
Zoning	3.33% 1	0.00% 0	0.00% 0	3.33% 1	0.00% 0	0.00% 0	6.67% 2	3.33% 1	20.00% 6	23.33% 7	33.33% 10
Land use by law	0.00% 0	3.33% 1	0.00% 0	0.00% 0	0.00% 0	6.67% 2	0.00% 0	0.00% 0	6.67% 2	26.67% 8	30.00% 9

Q48 Is there anything else that you would like to share regarding Economic Development in your municipality?

Answered: 10 Skipped: 30

#	RESPONSES	DATE
1	No	12/10/2025 2:25 PM

Redacted in alignment of confidentiality protocols

