

Woodlands County
Economic Development
Committee

Strategic
Planning
Session
Final Report
conducted by
Community
Futures
Yellowhead
East

Community
Futures 
Yellowhead East

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Community Futures Guiding Principles

Community Futures Yellowhead East utilizes the following Guiding Principals to assist in the facilitation of the Strategic Planning Process.

We create an opportunity for open and inclusive discussion among key personnel, where the team can objectively analyze the SWOT of the organization, and examine together the vision, mission, and values of where they have been and where they desire to be. With the goal being to create a flexible, tactical, visionary action plan, that ensures everyone involved is aligned, engaged and committed to the execution of, while remembering the importance of reviewing and updating the plan to ensure it continues with the alignment of the organization.

MISSION

Woodlands County provides quality municipal services and development opportunities in a transparent, sustainable, and fiscally responsible manner.

VISION

N/A

RECOMMENDATIONS

Develop a Vision Statement with one or two sentences that provide a vision for the desired future of Woodlands County Economic Development Committee.

CORE VALUES

- Ethical
- Collaboration
- Transparency
- Diversity
- Environment
- Sustainability



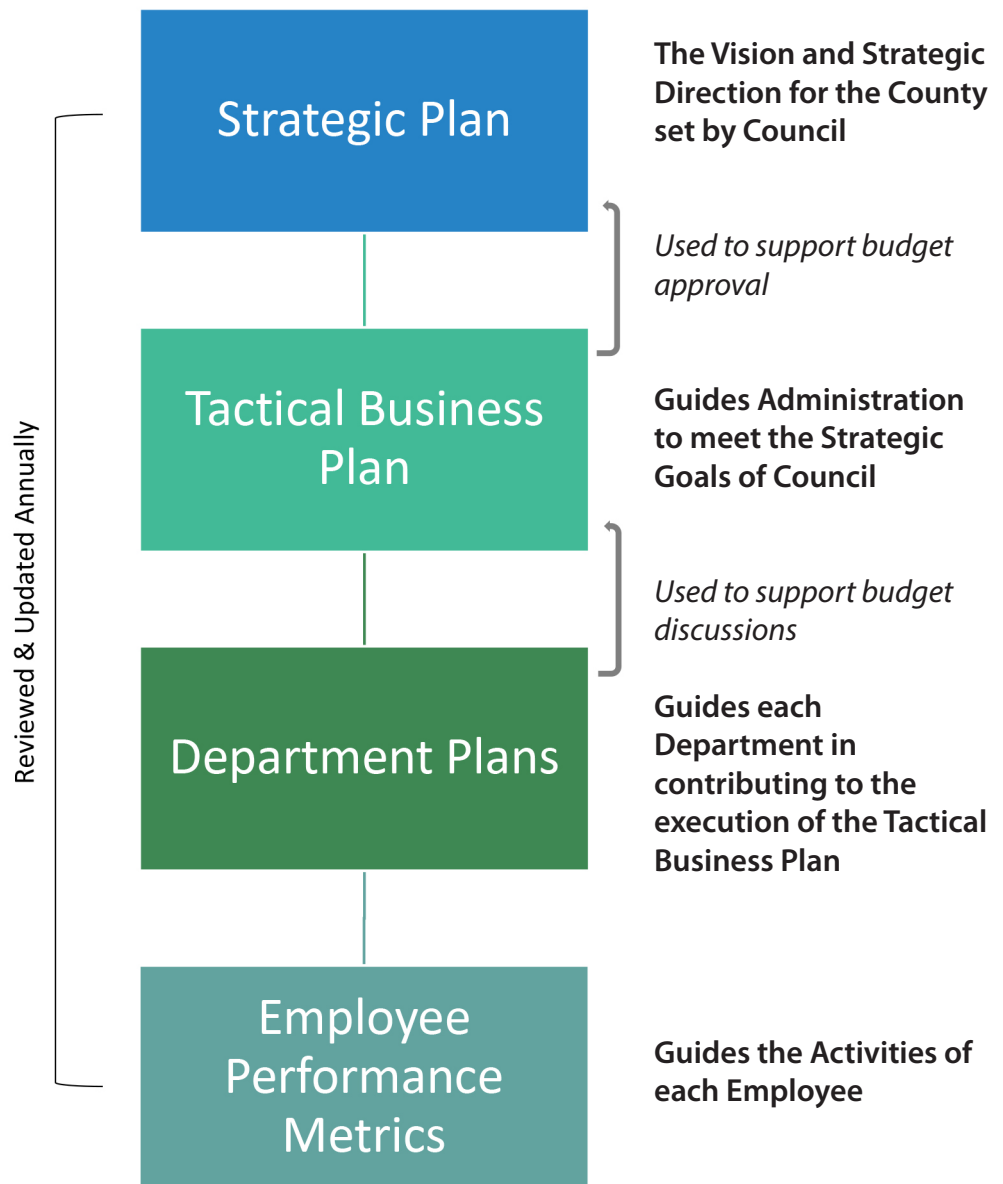
Woodlands County Strategic Planning Process

COMMUNITY FUTURES YELLOWHEAD EAST GUIDING PRINCIPALS FOR STRATEGIC PLANNING PROCESS

Utilizing the Woodlands County Strategic Planning Process and Framework as a guide, allowed for a very strategic and direct facilitation process for the day.

WOODLANDS COUNTY STRATEGIC PLANNING PROCESS

Strategic planning allows a Council and Administration to work collaboratively to achieve a vision for their municipality in a focused way. In support of this, Woodlands County has adopted the following strategic planning process in the development of the 2019-2022 Strategic Plan.



Woodlands County Strategic Framework



STRATEGIC PLANNING SESSION FRAMEWORK

Utilizing the Framework of the Woodlands County Strategic Plan, we were able to quickly establish the goals and tactics identified for the Economic Development Committee.

The goals/tactics were utilized as the starting point for the facilitation of the Strategic Planning Session.



Woodlands County Strategic Priorities



FINANCIAL LEADERSHIP

GOALS

- Long term sustainable financial strategy
- Strategy for viable revenue streams
- Identify new revenue streams



INFRASTRUCTURE & ASSET MANAGEMENT

GOALS

- Annual Long-Term asset management and life cycle plan



REGIONAL COLLABORATION

GOALS

- Complete ICF's and IDP with adjacent neighbouring municipalities
- Priority discussions with Town of Whitecourt – Regional partnership



STRATEGIC ECONOMIC DEVELOPMENT

GOALS

- Partner with local business associations and regional neighbours to identify and pursue new economic opportunities for regions
- Build relationship with industry in strategic sectors to determine development opportunities
- Work with post-secondary to ensure region is employment ready
- Development Business Retention Strategy



ORGANIZATIONAL EXCELLENCE

GOALS

- Develop corporate plan framework/policy and tactical plan reviewed and updated annually
- Develop and implement comprehensive Bylaw/Policy/Procedure review process
- Develop and implement project management process
- Enhance HR support capacity

Woodlands County Economic Development Terms of Reference

COMMITTEE PURPOSE

To support local economy and business and continue to pursue new opportunities for diversified and sustainable growth.

STRATEGIC GOALS

Strategic Planning Session will explore opportunities and develop goals and objectives identified by the Committee that align with the Strategic Priorities developed.

- PARTNER with local business associations and regional neighbours to identify and pursue new economic opportunities for the region:
 - Leverage projects other business organizations are involved in that you partner with and highlight them acknowledging the involvement of WCEDC on a regular basis
 - EDO/Committee members attending more in-person - Chamber, BSN, meetings to highlight who the Committee is and their purpose
 - Join regional synergy groups such as Fox Creek Synergy Group to keep informed of projects in the area, and to promote Woodlands County economic development
- BUILD relationship with industry in strategic sectors to understand development opportunities:
 - Increase awareness around the relationships that do exist and take advantage of promoting them with social media updates, etc..
 - More on-site visits to SME and Industry within the County
- WORK with post-secondary institutions to ensure region is employment ready:
 - Increase consistent awareness around projects, courses, opportunities that exist within the Woodlands County area, regardless of direct involvement
- DEVELOP a Business Retention Strategy:
 - Utilizing the new Business Directory, create regular opportunity to reach out to local County businesses, showcasing their businesses within the community
 - Leverage the Chamber of Commerce weekly newsletter to draw attention to the local business directory, opportunity for small business
 - Share all upcoming business opportunities and workshops, etc. that Woodlands is currently partnering in or supporting direct to the business contact group
 - Leverage results from the Covid-19 Business Survey to determine challenges and solutions for Woodlands County businesses

SCOPE OF COMMITTEE WORK *(with Committee Recommendations)*

- Advise Council on the engagement, development and coordination of activities relating to the enhancement of economic development within Woodlands County
 - *Addition to Council Agenda for Committee Members to present at council meetings on a consistent basis*
- Responds to request from council to provide advice on matters which influence the economic development climate with Woodlands County
 - *Could be addressed by having a place on Council meetings*
- May establish specific sub-committees to deal with the tasks and projects as identified and assigned by the Committee
 - *Review of each project and create sub committees based on skill sets and interest of members on each project*
- Bring forward economic development concerns from residents and businesses to council and Administration
 - *Committee Recommended a review of the current process to see where improvements can be developed*

- Recommend to Council the annual budget for economic development, projects, and programs
 - *Include the new Calendar Template, priority goals and objectives developed, ROI, when presenting to Council for budget considerations*
- May assist administration in the facilitating client access to information and help relay the benefits of doing business within Woodlands County
 - *Committee suggested doing a trial run through the process to see what recommendations can be made*
- Provide advice to administration on economic development matters
 - *Increased communication channels available and improved method of approval for committee*
- Assist with the implementation of the Woodlands County's Strategic Plan
 - *Through flexible plan development, consistent review of execution of plan, progress, implementation, goals and objectives are being met*

Economic Development Committee Asset Profile

Current Committee Council members collectively provide the group with experience and guidance in being both long-term residents and, in some cases, small business owners and farmers within Woodlands County, who provide value that only comes from understanding of both the history and process of the economic development of the County.

3 - Council Members

Municipal Election is Monday, October 18, 2021

DALE KLUIN	Council Member and Committee Chair
JIM RENNIE	Council Member and former Mayor of Woodlands County
BRUCE PRESTIDGE	Long-term resident and Councilor

With the additional support of JOHN BURROWS, Mayor of Woodlands County

4 - Volunteer Committee Members

LESIA HLECK	Long-term resident of both Whitecourt and Woodlands County. Retired Educator with the Northern Gateway School System, long-term community volunteer).
ART BAUER	Long-term resident and small business owner, former RAP Program Consultant, retired Educator and Forestry partner.
DANA SEVERSON	Long-term young family resident, former EDO of Woodlands County, community volunteer and small business champion.
LINDA RENFERT	Long-term Fort Assiniboine and Woodlands County resident, retired Woodlands County municipal employee, entrepreneur and volunteer

The volunteer team are a tremendous asset to the committee. A group of individuals that not only provide a diverse skill set, but also represent a broad range of perspective from long-term residents, to young families, and small business owners and community professionals. A committed group of individuals that compliment the entire WCEDC, and should be utilized accordingly. In addition, volunteers have a different opportunity than paid staff and officials in terms of building relations with community members.

RECOMMENDATIONS

The inclusion of policy around the length of term council/volunteers members can remain on the committee. In order to ensure proper succession of the committee, allowing for both stability and progress of the committee through experienced and fresh eyes collectively.

Woodlands County Economic Development Officer Job Description

POSITION PURPOSE

The EDO of Woodlands County is a Management Position which provides leadership to both the Economic Development Committee, and Committee Council Members. As a non-voting member – EDO Endorses and Implements County Strategic Plan and Tactical business plans for the Economic Development of Woodlands County

ROLES & RESPONSIBILITIES

Reviewed throughout the Strategic Planning process.

RECOMMENDATIONS

- *Currently position described as mainly a desk job, which does not necessarily allow for a boots on the ground approach required to develop relationships with community, small business and industry partners.*
- *Create a Calendar Template that clearly outlines the current roles and responsibilities as indicated in the job description to include the actual hours and time commitment required for each task, including a transparent ROI, around each as it pertains to the Economic Development of Woodlands County.*
- *Review of the current budget that provides for the Economic Development of Woodlands County, are there additional revenue streams that Economic Development Committee can develop that can be applied directly to Economic Development in addition to current budget dollars available.*
- *Consideration of Additional Revenue Streams: product sales, advertising sales opportunity, Event revenue etc.*
- *Local Synergy Groups: should include attendance of the EDO, in addition to the CAO.*
- *Budget: Recommend providing budget outline that shows clear understanding of the budget amount that Committee is accountable for. what portion*

is already accounted for in terms of salaries, non optional requirements, so the committee has an understanding of what portion of the outlined budget can and should be allocated to the tactical objectives, and how it can be achieved within this framework, or if recommendations for changes need to be made.

RATIONALE

CALENDAR - To provide a visual detailed listing of ongoing commitments and time scheduled to accommodate – Create ROI on each of these commitments

JOB DESCRIPTION – to consider in future budget deliberations and review of job description to allow for more boots on the ground approach to Ec. Dev Development

BUDGET - to allow ROI, on where funds are currently being utilized and make recommendations to changes within the budget, in an effort to achieve the new goals set out. Ability to develop new revenue streams that can be utilized by the committee for efforts to achieve goals.

- Annual Operational Budget
- Assist and Develop Capacity for Tourism
- Manages and implements business development initiatives with the planning and infrastructure departments
- Assists with corporate business leads – manages relationships developed
- Regional Economic Planning activities
- Champions special projects that are sector specific – based on current environment in partnership with external organizations.
- Provides research and compiles detailed economic demographic info that profiles and promotes the County

- Develops advertising and marketing campaigns using promotional items
- Develops/provides committee meeting agendas, Council reporting packages
- Assist in the maintenance of promotional items and inventory
- Responsible for portable tent rentals and parade floats
- Prepare and provide monthly reports
- Responsible for departments website content
- Part of County Emergency Response Team
- Other related duties

CAO oversees and provides guidance to EDO.

Input from Chairman, Mayor and Board Members is sought when needed, outside of regular meetings.

Chairman is consulted on the development of Ec. Dev. Committee meeting packages and agendas.

Recent internal discussions have focused on making the EDO responsible for grant research, grant writing and follow up for the entire County. This is a duty that may be added to the job description.

BUDGET: CONSIDERATIONS / OBSERVATIONS

• *HOW DEVELOPED - Council Driven Process, Council proposes changes and has final approval. All County spending must take into consideration organization wide department cutbacks, wage cutbacks and freezes, and the 5 year recovery plan. All Committees can make recommendations to Council regarding budgets.*

• *ADDITIONAL REVENUE OPTIONS - Administration discussion have included: product sales, advertising sales, implementing a sponsorship program, event revenue, business license revenue, and of course growing the tax base.*

• *WHAT AND WHERE CAN PARTNERSHIPS BE LEVERAGED - REDA, BSN, Chambers, CFYE, GOA, GOC, School Divisions, Post-Secondary, Non-Profits, Private Enterprise, Co-ops*

• *MAJORITY DESK POSITION - Ability to network, engage, develop, create partnerships – according to description*

• *GRANTS AVAILABLE - EDO researches grants on a case-by-case basis often with partners.*

• *CAO RESPONSIBILITIES - EDO position is a direct report to the CAO. Weekly one-on-one meetings are held to discuss and guide all Ec. Dev. activities.*

OTHER DUTIES AS REQUIRED

• **ADMINISTRATION REPRESENTATIVE TO GOLDEN TRIANGLE COMMITTEE** – a partnership of 6 municipalities with an annual budget of \$90k provided annually by each municipality (\$15k each). The Golden Triangle is operated by the 3 partnering snowmobile clubs. EDO approves all receipts submitted by Golden Triangle as the account is managed by Woodlands.

• **STAFF APPOINTEE to Whitecourt Office Safety Committee and Chair of all Office Safety Meetings (monthly);** this includes attending quarterly Joint Safety Meetings with the other designated reps.

SWOT Analysis

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STRENGTHS

For example:

- Things your company does well
- Qualities that separate you from your competitors
- Internal resources such as skilled, knowledgeable staff
- Tangible assets such as intellectual property, capital, proprietary technologies

- Dedicated EDO position
- Recognized need for Ec. Dev Committee 6 years ago, open to guidance from members at large
- Looking for strong economic base
- Open to out-of-the-box thinking
- Pushing forward with long term recovery plans
- Aim to retain businesses and grow, looking for ideas on how to attain this goal
- Variety of skill sets and networks within committee make-up
- Resources within County
- Forward-thinking, progressive, goal-oriented
- Good committee structure
- Support for Whitecourt Bucks and West Fraser came together well, took opportunity and reacted quickly.. advantage via quick movement
- Small wins.. Open Farm Days.. highlighted 2 farms..
- Shared their success at local networking,
- Blueprint for airport, and looking at that as resource, competitive edge.. look at us as hub
- Municipal tax voice kept things manageable
- McSweeney workshops.. regional collaboration and networking.. aware to their own stats they can build upon.. post-secondary
- Grand opening - Inside Edge and Blue Ridge Farms.. well attended
- Geothermal study underway
- Any activities need to provide with ROI and is it the right ROI
- Advocacy and changes to try to get tax dollars back
- Committee reactivity and support.. Whitecourt Bucks (ie: exceptional action), empowerment at community level
- Low dollars to high dollar projects/opportunity.. what is available and build from there
- Strong collaborations.. Bert took on Regional Energy Resource Corridor.. regained foothold
- Value presented to Council.. ROI seen.. more wins are presented, case is made for importance of committee

- Aim to streamline communications from high level conversations on to Ec. Dev Committee
- Benefits of doing biz: long term relationship with Town & County gives strength going forward, post-Covid tourism and community.. pick 3-5 events we would like to have post Covid, get people excited about future.. people are really looking to be social again
- Clear, transparent website in works.. numbers/locations incorrect or buried – new website coming in March
- Bert communicates well regarding opportunities he would like to act on.. things that will benefit the municipality they do not wait on.. Bert is empowered to react to opportunities

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WEAKNESSES

For example:

- Things your company lacks
- Things your competitors do better than you
- Resource limitations
- Unclear unique selling proposition

- Distinct areas between Fort Assiniboine and Whitecourt.. Ratepayers in the Fort don't have all amenities available the same.. Issue for County to deal with as a whole
- Asset inventory and identifying uses
- Need for increased awareness of County's efforts for Ec. Dev. projects
- Follow up with businesses denied of requests, and how to continue working with them
- Clear, transparent website.. numbers/locations incorrect or buried – new website coming in March
- Disservice to Bert if he's not able to react quickly, or have to wait for go-ahead from Ec. Dev. Committee

There are many opportunities for the Woodlands Economic Development Committee to pursue. Once prioritized as to return on investment (ROI) and overall impact, these must be balanced with sufficient financial resources and manpower available.



OPPORTUNITIES

For example:

- Underserved markets for specific products
- Few competitors in your area
- Emerging need for your products or services
- Press/media coverage of your company

- Possible synergies with municipalities
- RAP program opportunities for youth, 200 business connections within this network, local opportunities
- Resources within County
- 3 internet companies vying for business
- Energy Futures Lab, generating energy plan for region; greenhouse project with Whitecourt Power, hydrogen potential.. Feb 11 next session
- Birch file, helping ANC understand market.. Moving forward with business plan.. Info from bush vs. info from industry not yet in alignment
- Looking at different types of energy opportunities, companies want to go that way, industries looking for opportunities
- Value-added agriculture potential
- Geothermal study underway
- REDA and WILD Alberta, Lemonade Day, BSN and WCEDC involvements, Golden Triangle
- Any activities need to provide with ROI and is it the right ROI?
- Regional REDA opportunities/collaborations
- Farming, harvested ended up well.. But yields are down x2.. Prices should be going up, but farmers are not compensated properly
- New company taking over Trident leases.. Landowners are dealing with different conditions..
- Need to get their fair share and that is not being presented with new agreement
- Some plants are opening up again
- Crushing company materials leaving on daily bases going to Edmonton. Fort Mac and ___ ... no local residents working for them
- Excellent site for geothermal and carbon capture Increases in production of carbon capture.. how can County work with these companies on local geology?
- Alberta to Alaska potential.. transloading/ transportation potential actively worked on.. 3-5 year plan
- Advocacy and changes to try to get tax dollars back
- Old Briar patch, Fort Assiniboine, .. Potential tourism experiences
- Requested to have risk mitigation.. No new licenses if taxes are not kept up

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OPPORTUNITIES

- Potential campground.. Road may get closed.. Zoning in area is developable.. Need guidelines clearly spelled out
- Streamline communications from high level conversations on to Ec. Dev Committee
- Benefits of doing biz: long term relationship with Town & County gives strength going forward, post-Covid tourism and community.. pick 3-5 events we would like to have post Covid, get people excited about future.. people are really looking to be social again
- Benefit of doing biz with County.. Post Covid potential.. Aim to be first community to announce events
- Benefit of doing biz with County.. ANC Perspectives.. Attraction.. 30-day shovel in the ground situation..
- Identification of development-friendly sites.. Red-tape relieved
- ANC sale, highway access, relationships with forestry companies
- Leads based on relationship with ANC.. Support letters
- Define asset list
- Business Park Study finalized with Whitecourt and Woodlands.. Border-to-border study displays industrial site potentials, Hwy 43 where connectivity potential sits
- Joint geothermal study may show alignments with previous point study
- McSweeney study.. Conway study.. Data now into market-ready documents
- Biomass wood, hydrogen, geothermal ... shovel-ready land inventory.. Asset and inventory list..
- Conversations with big players with interest in that stuff.. Have them be part of building the package..
- Vested-Interest in building the product.
- New power plant going within border of county....
- Privately owned road
- Things going well with ANC, West Fraser and ____..
- Come up with list of big players, have sit down, what are their needs, how can County address their needs
- Propane project on hold
- Keyera KAPS pipeline.. Keystone conversation..
- Conduit or dark fiber laid adjacent to pipeline
- Line confirmed by SemCams/Energy Transfer and Keyera KAPS.. Not much of working relationship yet
- Airport

T

THREATS

For example:

- Emerging competitors
- Changing regulatory environment
- Negative press/media coverage
- Changing customer attitudes towards your company

- Current global and provincial economic conditions
- Surrounding municipalities seen as competition
- New company taking over Trident leases.. Landowners are dealing with different conditions.. Need to get their fair share and that is not being presented with new agreement
- Where are they going to sell the natural gas with current conditions
- Oil and gas needs us to change our carbon footprint.. Leases and municipal taxes.. Agreement to allow new startups to going municipal tax-free for 2 years.. County left in the lurch (applicable if development happens in Alberta)
- Additional dollars still owed to County
- Business and industry may find it difficult to commit to County
- Lost Keystone opportunity
- Asset inventory and identifying uses.. Old Briar patch, Fort, .. Potential tourism experiences
- Potential campground.. Road may get closed.. Zoning in area is developable.. Need guidelines clearly spelled out
- No specific stream for how information trickles down
- ANC is leasing opportunity that can be a limiting factor
- County has very little land that they control themselves.. Need to work with third-party .. No ability to leverage their own land or affect sales price.. (Briar Patch in Blue Ridge) (available land in Fort Assiniboine) (need for re-zoning)
- Briar Patch rehabilitation plan is complex
- Fort, community meeting 2018.. Access to water is a limiting factor/barrier.. Hamlet has potential .. ie: 10 acre parcel
- Hydrogen potential is non-specific.. 'Heartland's strength is they have large collaboration of engaged network and use existing infrastructure.. Heartland needs to take a back seat... County can't run from the geology.. Windfall field in 1947.. County has geological asset
- Line confirmed by SemCams/Energy Transfer and Keyera KAPS.. Not much of working relationship yet
- Farming, harvested ended up well.. But yields are down x2.. Prices should be going up, but farmers are not compensated properly

Q1:

What do you see as the role/priorities of the Economic Development Committee based on the current terms of reference, Administration Job Description and Woodlands County Strategic Plan?

What makes the committee a valuable part of the overall Woodlands Economic Development efforts?

(Strengths)

- Current direction given is very good; no significant changes needed. Within the last 12 months, TOR, Job Description, Tactical Plan and Strategic Plan have all been reviewed and accepted.
- Create a spot of the Ec. Dev Committee Agenda for a Council Report. Increase reporting from Ec. Dev back to Council
- Keep a running list of our successes; show Council and Residents where we are going and what has been accomplished. How can this be incorporated into the new website?

Group Questions Posed
Using the Strategic Planning Guiding Principals, a series of questions were posed to the group for discussion.

- We need to communicate our assets, achievements, opportunities in a better and routine way (improve processes)
- How are concerns of residents and developers brought forward? Advocate for faster approval for outside information needed for development permits (Alberta Transport)
- Formalize a post-Covid Event / Relaunch (date to be determined)
- 2023, July 1st 200th Anniversary of Fort Assiniboine
- Vehicle for economic development initiatives
- Representatives from all parts of the County
- Voice for change / feedback to Council
- Revenue generator for municipality which funds departments
- Liaison between stakeholders / partners
- Find new opportunity not old ones
- Support, retain, attract

Q1:

What do you see as the role/priorities of the Economic Development Committee based on the current terms of reference, Administration Job Description and Woodlands County Strategic Plan?

What makes the Committee a valuable part of the overall Woodlands Economic Development efforts?

(Strengths)

Group Questions Posed Continued

- Clarify / simplify development process
- Better communication
- Asset inventory and possible use
- Collaborations, including sharing data or info, but not necessarily ideas / competitive edge
- ROI
- Ec. Dev info session with new Council

Q2:

How might some of the challenges currently facing the economic development of Woodlands County/ Economic Development Committee be addressed or overcome?

(Opportunities)

- Be in front of businesses as much as possible
- Celebrate our existing business community whenever possible (logo banner)
- Simplify / Educating entrepreneurs on the development process, being the coach / hand holder / safe space to comment
- Engage public in development process, give correct information, don't let coffee row determine the conversation and the reaction (limit rumors)

Committee Recommendations And Solutions Identified

- Get energy companies together, ask them to share their plans (internally, publicly)
- Capitalize in Woodlands West and how it can be developed and promoted asset development list, shovel ready land inventory
- Business inventory and understanding of development and growth plans of existing business community
- Further develop business retention strategies
- Constituent buy-in for new development
- Clarification on what Ec. Dev is / re-branding / enhance the narrative ie: Developers, Realtors, County session well defined, show return on investment (ROI)
- Create growth mindset
- Communicating Ec. Dev initiatives / wins
- Business trusting County
- Non-traditional training / education
- Use Chamber as resources to connect with business

Q3:

What are some new or ongoing ideas/ project proposals/ recommendations, that might assist the Ec. Dev Committee in terms of their tactical plan requirements.

Keeping in mind the confines of the Committee/ Administrative Role/ Schedule/Budget and the Strategic priorities of Woodlands County

(Opportunities)

ROI: Priorities And Return on Investment

- Business directory
- Birch wood project
- Executive level business engagement
- Using Chamber more as resource to connect to business
ie: use weekly Chamber update to publicize RFP opportunities, et. al
Indigenous partnerships (Casino, energy, trade corridor)

RECOMMENDATIONS

- *Tents and parade don't fall under Economic Development; is there another way for the County to address this?*
- *Promotional items / products / inventory - can that be moved to another department? (Reason and purpose for promo items?) (Trade Fair, Career Expo, Global Energy Show, Alberta Sports Show)*
- *Use of the calendar template can help address time available for these types of tasks for review*

Q4:

Based on today's sessions and the information discussed, If you were to make recommendation for rolling out the tactical plan, what might they be?

How would you prioritize them?

What would be the ROI?

(Strengths)

- Clarify, simplify development process and communication, Ec. Dev is the translator / hand holder (4.4)
- Asset inventory / possible uses for land and sites (4.1)
- Business directory (contact info, map location, products and services offered) (4.4)
- Site selection info – utility access, road access, land use planning for the area (4.2) liaise with other municipalities – data, statistics, demographics, regional picture to help support the neighbours (4.1)

- Ec. Dev info session with new Council in the fall (EDA – Ec. Dev training) (info session for all committees to Council after election (4.4)
- Getting the oil companies together and getting their plans
- Asset development list with shovel-ready
- Woodlands west – geothermal, carbon capture & hydrogen
- Business inventory list
- Business visits
- Birch Fire Wood support
- Ag Days, Open Farm Days
- Transportation and Alberta Highways – solve process for development
- Biggest challenge is showing what is achieved within the budget
- CAO should be joined be a member of Ec. Dev Committee or Council at bi-annual meetings to assist
- A newsletter outlining the outcome of the meetings

Q4:

Based on today's sessions and the information discussed, if you were to make recommendation for rolling out the tactical plan, what might they be?

How would you prioritize them?

What would be the ROI?

(Strengths)

HOW DO YOU SHOW ROI TO COUNCIL?

- Leverage partnerships such as the Chamber and BSN to promote tender opportunities

MAKE IT HAPPEN

- Review & educate – committee & business community on the process involved to make development happen with committee.
- Undergo an exercise making application and identify the areas that are creating issues. Partner with another community to undergo this exercise.

MEASURABLES

- Letters of support, number of development permit applications and approved
- Committee Introductions & Improved Information Sharing
- Develop resource package for companies coming in to do work that showcase the current business resources available within the county for hiring consideration on big projects

COMMITTEE RECOMMENDATIONS

- *(4.3 a - in Tactical Plan) to be reworded "and other post secondary institutions to expand their business and education offerings in the region:*
- *(4.3 b - in Tactical Plan) "and Living Waters"*

Q5:

What Role do YOU as a Council member / committee member / EDO of Woodlands County play in the responsibility and implementation of the Woodlands County?

- Area/regional documents highlighting sector advantages
(ie: Industrial Heartland Hydrogen Task Force)
- Who do we need at the table, how do you include admin, exec and elected officials? How does this engagement lead to third party involvement and partnership building?
- Geothermal: how do we advance the overall discussion?
- Natural Gas: niche refining? Jet fuel production, etc..
- Can we establish a winning process so that we can replicate our own success across several industries? (replicate our Birch Wood discussion)
- Recycling, waste use, regional facility? Partners? Ways to re-allocate, re-use?
- Ec. Dev works with industry to identify, define and pursue opportunities that we can identify. We will develop a repeatable process so that we can do this type of work across many industries

Key Performance Indicators

RECOMMENDATIONS

Develop a template that provides value, measurables and return on investment of each goal and objective outlined in the tactical plan. A tool that can be reviewed to evaluate the success of the targets identified.

GOAL	OBJECTIVE	PLAN OF ACTION	DESIRED OUTCOMES	METHOD OF EVALUATION
Post-Covid celebration	Bring community and business back together	Strike sub-committee, events details	Promote resilience of Woodlands County	Participation, positive feedback, renewed faith

Woodlands County Economic Development Committee Next Steps

TACTICAL PLAN TEMPLATES

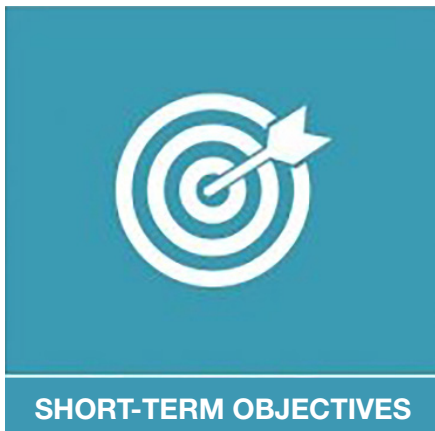
As a Committee, utilize the Strategical Planning Report as a guide toward the completion of a 2021/2022 Tactical Plan that implements the:

- Committee Recommendations
- SWOT Analysis
- New, detailed Calendar Template
- List of Short-term and Longer-term priorities
- Align with Strategic Priorities identified

Activity	Project Lead	Timeframe	Financial Impact	Policy Alignment	Communication Needs	Comments
Strategic Priority 1: Financial Leadership						
1.1 Develop a long-term financial strategy that addresses sustainability.						
a. Develop 5-year operating plan and 5-year capital plan.	Director, Corporate Services	Dec-20	May require additional staff resources in 2020.	No supporting policies currently in place.	Quarterly updates to Council; Communicate to Public following Council approval	First year will be a basic plan that will be built out in Year 2. Comprehensive plan will be completed in 2020 once asset management plan is in place.
b. Develop and implement a Reserve Policy.	Director, Corporate Services	Sep-19	No financial impact.	Combine existing reserve policies into new overarching Reserve Policy	Provide to Council for direction and approval.	
c. Develop Tax Strategy Policy.	Director, Corporate Services	Oct-19	No financial impact.	No supporting policies currently in place.	Provide to Council for direction and approval.	
d. Complete a service level review.	CAO	Dec-19	Hire third party to complete assessment. Impact to 2020 budget.	No supporting policies currently in place.	Internal communication before, during and after regarding objectives, timelines, process and outcomes; External (public) communication during project to assess perception of services and service needs, and after to communicate outcomes, any changes that can be anticipated, and how change will be managed.	
e. Develop financial management policy that addresses requirements for borrowing and approach for obtaining capital for major projects.	Director, Corporate Services	Sep-21	No financial impact.	No supporting policies currently in place.	n/a	Develop prior to next municipal election.
1.2 Create a strategy for variable revenue streams.						
a. Fees & Services Bylaw Review.	CAO	Sep-21	No financial impact.	Fees & Services Bylaw	Public notice of fee changes.	All services to be reviewed by July 2021.
b. Review Tax Stabilization Policy.	Director, Corporate Services	Apr-20	No financial impact.	Tax Stabilization Policy & Reserve Policy	n/a	
c. Support RMA strategy regarding outstanding taxes on oil & gas industry.	CAO	Sep-19	No financial impact.	No supporting policies currently in place.	External communications with RMA, Provincial Government and other affected municipalities	Long-term service levels could be affected by outcomes of this strategy if companies are unable to pay.
1.3 Identify new revenue sources.						
a. Develop approach for cost recovery and fee for service.	CAO	Sep-21	No financial impact.	Fees & Services Bylaw	Public notice of fee changes.	Phase in cost recovery and fee-for-service approach over 3-5 years; implement prior to next municipal election.
b. Discussion with rural neighbours.	CAO	Apr-20	No financial impact.	No supporting policies currently in place.	Public notice of outcomes.	Include in ICF discussions.
c. Explore business licensing and building/safety code fees.	Manager, Planning & Development	Dec-19	No financial impact.	All building and safety code policies	Public notice of outcomes.	Aims to obtain consistency across the County. No Fee, Voluntary Business Directory implemented by Council in late of Business Licensing
d. Explore opportunity for franchising fees.	Director, Corporate Services	Dec-19	No financial impact.	Fees & Services Bylaw	Public notice of outcomes.	Establish what process would be and decide go or no go.
e. Explore possibility to engage in development projects.	CAO	Dec-20	No financial impact.	Planning Documents, Land Use Bylaw	n/a	Needs to be a sustainable and viable business initiative.
f. Explore sources of revenue at or around the airport.	Director, Infrastructure	Dec-19	No financial impact.	Airport Master Plan, Land Use Bylaw, Planning Documents	Consult/Inform Airport Advisory Committee.	
g. Opportunity for cost recovery at all Ag Water Fills/Sewer staff	Manager, Infrastructure Services	Oct-19	No financial impact.	Agricultural Water Use Policy	Public notice of outcomes.	Recommendation is to go to a cost recovery model.
Strategic Priority 2: Infrastructure & Asset Management						
2.1 Develop a long-term asset management and lifecycle plan that is reviewed and updated annually.						
a. Complete Asset Management Plan (includes lifecycle planning).	Director, Infrastructure	Aug-22	Within current budget. Third party consultant. ~\$300K; FTE (TBD)	TCA, Reserve Policies, Planning Documents, Construction Standards	Provide to Council for direction and approval; Internal communication.	Will become a living document requiring regular review and update. Determine FTE requirement with organizational review.
b. Road Management Plan	Director, Infrastructure	Dec-22	Within current budget. Third party consultant. ~\$80K	Gravel Policy, Utility Road Allowance Right of Way, Road Construction Standards	Public notice of outcomes.	
c. Bridge Management Plan	Director, Infrastructure	completed	Within current budget. Third party consultant.	No supporting policies currently in place.	n/a	
d. Airport Management Plan including review of Airport Master Plan	Director, Infrastructure	Jun-22				Airport Master Plan Update to be presented in October, 2020
e. Community groups infrastructure asset management costs to be reviewed.	Director, Infrastructure	Aug-22	Third party consultant (Cost TBD through RFP). Impact to 2020 budget.	Capital Grant Policy	Engagement Strategy for Volunteer Organizations.	Potential for adding as optional provision to the Asset Management RFP.
f. Update capital grant program for non-profit facilities that includes cooperative planning.	Manager, Parks & Recreation	Dec-22	No financial impact.	Capital Grant Policy	Engagement Strategy for Volunteer Organizations.	
Strategic Priority 3: Regional Collaboration						
3.1 Complete Intermunicipal Collaboration Frameworks (ICFs) and Intermunicipal Development Plans (IDPs) with adjacent and neighbouring municipalities.						
a. Complete Urban ICF with Whitecourt.	CAO	Apr-20	ICF with Whitecourt has a collaboration grant	ICF Bylaws	Intermunicipal negotiations; public notice of outcomes.	
b. Complete 7 Rural ICFs.	Manager, Planning & Development	Apr-20	No financial impact.	ICF Bylaws	Intermunicipal negotiations; public notice of outcomes.	2 ICF are complete and 1 is near completion
c. Agreement with Towns of Mayerthorpe and Barrhead.	CAO	Dec-19	No financial impact.	Mayerthorpe expired agreement	Intermunicipal negotiations; public notice of outcomes.	
d. Discussion with MD Greenview.	CAO	Apr-20	No financial impact.	No supporting policies currently in place.	Intermunicipal discussions.	
e. Complete 8 IDPs (new, updated or exemptions) with adjacent communities.	Manager, Planning & Development	Apr-20	Third party consultant, as required.	Land Use Bylaw, Planning Documents	Intermunicipal negotiations; public hearing on IDPs	Have 4 exemptions and 4 that need to be put together or updated.
f. Meet regularly with 8 neighbouring communities and Mayerthorpe, administration to administration (minimum quarterly with key partners and annually with others).	CAO	Ongoing	Within current budget.	No supporting policies currently in place.	Intermunicipal discussions.	Updates are also passed along at GROWTH REDA and Business Support Network Meetings. (Monthly)
3.2 Prioritize discussions with the Town of Whitecourt regarding regional partnership.						
a. Achieve consensus on all municipal services provided through Joint Sharing Agreement.	CAO	Dec-19	ICF with Whitecourt has a collaboration grant	Intermunicipal Agreements	Intermunicipal negotiations; public notice of outcomes.	
b. Further relationship/building with the Town of Whitecourt	CAO	Dec-19	Within current budget - Cost of event when County hosts	No supporting policies currently in place.	Intermunicipal discussions.	To occur 2 times/year on an ongoing basis
c. Review terms of Reference for Joint Liaison	CAO	Dec-19				
Strategic Priority 4: Strategic Economic Development						
4.1 Partner with local business associations and regional neighbours to identify and pursue new economic opportunities for the region.						
a. Review of Economic Strategic Plan	Economic Development Officer	Ongoing	Within current budget.	Economic Development Strategy	Stakeholder engagement via social media and public notice of outcomes.	Strategic Planning Items are discussed monthly at Ec.Dev. Committee Meetings.
b. Meet with Chamber, Business Support Networks, Community Futures Organizations, and Regional Economic Development Association.	Economic Development Officer	Ongoing	Within current budget.	Economic Development Strategy	Stakeholder engagement via social media and public notice of outcomes.	
c. Best practices research on economic development strategies with municipalities of a similar size and nature inside and outside of Alberta.	Economic Development Officer	Jan-20	No financial impact.	No supporting policies currently in place.	Engagement with external municipalities.	To be updated annually. Business Directory was modelled on Brazeau County's program implemented in 2019.
d. Build relationships with local First Nations and explore potential to collaborate on business opportunities.	CAO	Ongoing	No financial impact.	No supporting policies currently in place.	Engagement with local First Nations.	Blanket Exercise Fall of 2019. Meetings with Alexander First Nation and Alexis First Nation planned.
4.2 Build relationship with industry in strategic sectors to understand development opportunities.						
a. Attend Global Petroleum Show (Annual)	Economic Development Officer	Jun-20	Within current budget.	No supporting policies currently in place.	Stakeholder engagement with oil and gas companies and industry organizations	Show Cancelled in 2020, should resume in 2021.
b. Biannual meeting with oil industry representatives	CAO	Ongoing	Within current budget.	No supporting policies currently in place.	Stakeholder engagement with oil companies	Meet on an annual basis at a minimum with industry representatives.
c. Meet with Forest Industry representatives regarding potential opportunities.	Economic Development Officer	Ongoing	Within current budget.	No supporting policies currently in place.	Stakeholder engagement with companies	Meet on an annual basis at a minimum with industry representatives.
d. Attract Cannabis / Hemp operations to the County.	Economic Development Officer	Ongoing	Within current budget.	Land Use Bylaw, Planning Documents, Federal Regulations	Business engagement; Public engagement; Producer engagement (once commitment is secured from company)	Other areas of Alberta have emerged as industry leaders and are developing investment nodes and centres of excellence
4.3 Work with post-secondary institutions to ensure region's employment-ready.						
a. Explore opportunities to partner with Norquest College to expand their trades and tourism offerings in the region.	Economic Development Officer	Oct-21	Within current budget.	Land Use Planning	Engagement with Norquest; Engagement with industry to identify needs.	Norquest has ceased local operations. Multiple entities are offering online services in the area.
b. Continue to support and expand Summer Boot Camp offerings.	Economic Development Officer	Ongoing	Within current budget.	No supporting policies currently in place.	Engagement with Northern Gateway School Division.	2020 Courses were offered online only.
4.4 Develop a business retention and expansion strategy.						
a. Develop an overarching business retention and expansion strategy.	Economic Development Officer	Ongoing	Within current budget.	Grant for business entrepreneurs; Economic Development Strategy	Public Participation Policy	Stakeholder and public engagement
b. Follow-up on public consultation with Blue Ridge and Fort Assiniboine on tangible business strategies.	Economic Development Officer	Dec-19	Within current budget.	Public Participation Policy; County Logo Policy; Social Media Policy	Stakeholder and public engagement	Work with WILD Alberta to build our destination management organization within the region. Website, radio ads, historical information, greocaching.
c. Tourism and marketing strategy for Woodlands County.	Economic Development Officer	Mar-20	Impact to 2020 budget.	Public Participation Policy; County Logo Policy; Social Media Policy	Stakeholder and public engagement	Investigate submission deadlines for Tourism Alberta marketing materials; Launch local hashtag to begin tourism trends, advertising and social media strategy, etc.
d. Develop Woodlands County communications & marketing strategy.	Economic Development Officer	Mar-20	Impact to 2020 budget.	Public Participation Policy; County Logo Policy; Social Media Policy	Stakeholder and public engagement	
Strategic Priority 5: Organizational Excellence						
5.1 Develop a corporate planning framework/policy and tactical implementation plan that is reviewed and updated annually.						
a. Evaluate need for Communications/Public Engagement support to address communications and public engagement needs of the County to meet strategic goals	CAO	Dec-19	Third Party Provider. Within current budget.	Public Participation Policy	Internal Communications	Should be addressed through the organizational review.
b. Complete organizational and compensation review	CAO	Dec-19	Third Party Provider. Within current budget.	No supporting policies currently in place.	Internal communication before, during and after regarding objectives, timelines, process and outcomes.	Includes organizational review, compensation and benefits review and job description review.
c. Review and update Tactical Business Plan annually, at a minimum.	CAO	Annually	No financial impact.	Strategic Plan	Internal Communication	Updates can occur more frequently, if needed.
d. Develop Corporate Planning Framework that brings together the recommendations from the Asset Management Plan, Organizational Review and Service Level Review to develop a comprehensive organizational plan	CAO	Sep-21	No financial impact.	Asset Management Plan, All updated Bylaws & Policies following bylaw and policy review	Internal Communication	Alignment with all relevant documents including Asset Management Plan, 5 year operating and capital budget, Organizational Review recommendations, Service level recommendations and all updated bylaws and policies coming out of other activities of this tactical plan.
5.2 Develop and implement a comprehensive Bylaw/Policy/Procedure review process.						
a. Review all current bylaws, policies and procedures to identify gaps, update as required and define term of review.	CAO	Dec-20	Impact to 2020 budget if external consultant is engaged.	All Bylaws and Policies	Internal Communication	
b. Develop policies to support and define service levels.	CAO	May-21	No financial impact.	All relevant Bylaws and Policies	Internal Communication	Complete following service level review.
c. Update bylaw/policy/procedure log registry to support ongoing maintenance.	CAO	May-21	No financial impact.	All Bylaws and Policies	Internal Communication	Complete following bylaw/policy review.
5.3 Develop and implement Project Management Process.						
a. Develop a project management and execution policy for capital projects.	Director, Corporate Services	Jun-20	No financial impact.	Procurement Policy, Unbudgeted expenditures policy, and other relevant policy, as identified.	Internal Communication	Policy to address requirements for consideration prior to approval of a capital project (e.g. capital and operating costs, staff resourcing required, etc.); Could include the development of a template for a project charter.
5.4 Enhance HR support capacity.						
a. Complete assessment of HR service requirements for the organization and develop recommendation regarding HR support	CAO	Dec-19	Within current budget.	Procurement Policy	Engagement with internal staff	Should form part of the organizational review requirements.

Activity	Complete By	Start Date	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	D		
Strategic Priority 1: Financial Leadership																																		
1 Develop a long-term financial strategy that addresses sustainability.																																		
1. Develop 5-year operating plan and 5-year capital plan.	Dec-19	Jul-19																																
2. Develop and implement a Reserve Policy.	Sep-19	Jul-19																																
3. Develop Tax Strategy Policy.	Oct-19	Jul-19																																
4. Complete a service level review.	Dec-20	Jan-20																																
5. Develop financial management policy that addresses requirements for borrowing and approach for obtaining capital for major projects.	Sep-21	Jan-21																																
2 Create a strategy for variable revenue streams.																																		
1. Fees & Services Bylaw Review.	Sep-21	Jan-21																																
2. Review Tax Stabilization Policy.	Apr-20	Jan-20																																
3. Support RMA strategy regarding outstanding taxes from oil & gas industry.	Sep-19	Jul-19																																
3 Identify new revenue sources.																																		
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4. Explore opportunity for franchising fees.	Dec-19	Jul-19																																
5. Explore possibility to engage in development projects.	Dec-20	Jan-20																																
6. Explore sources of revenue at or around the airport.	Dec-19	Jul-19																																
7. Opportunity for cost recovery at Ag Water Fills.	Oct-19	Jul-19																																
8. Explore potential for solar farm at the airport.	Dec-19	Jul-19																																
Strategic Priority 2: Infrastructure & Asset Management																																		
1 Develop a long-term asset management and lifecycle plan that is reviewed and updated annually.																																		
1. Complete Asset Management Plan (includes lifecycle planning).	Aug-20	Sep-19																																
2. Road Management Plan	Dec-19	In progress																																
3. Bridge Management Plan	Oct-19	In progress																																
4. Community infrastructure asset management costs to be reviewed.	Aug-20	Sep-19																																
5. Update capital grant program for non-profit facilities that includes cooperative planning.	Dec-20	Sep-20																																
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5. Complete 8 IDPs (new, updated or exemptions) with adjacent communities.	Apr-20	In progress																																
6. Meet regularly with 8 neighbouring communities and Mayerthorpe, administration to administration (minimum quarterly with key partners and annually with others).	Ongoing	Ongoing																																
2 Prioritize discussions with the Town of Whitecourt regarding regional partnership.																																		
1. Achieve consensus on four priority service areas: Fire Services, Recreation Services, Airport Services, Revenue / Tax Sharing.	Dec-19	In progress																																
2. Further relationship-building with the Town of Whitecourt	Dec-19	Ongoing																																
Strategic Priority 4: Strategic Economic Development																																		
1 Partner with local business associations and regional neighbours to identify and pursue new economic opportunities for the region.																																		
1. Meet with Chamber, Business Support Networks, Community Futures Organizations, and Regional Economic Development Association.	Ongoing	Ongoing																																
2. Best practices research on economic development strategies with municipalities of a similar size and nature inside and outside of Alberta.	Jan-20	Jul-19																																
3. Build relationships with local First Nations and explore potential to collaborate on business opportunities.	Oct-21	May-20																																
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3. Meet with Forest Industry representatives regarding potential opportunities.	Ongoing	Ongoing																																
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3. Tourism and marketing strategy for Fort Assiniboine.	Mar-20	Sep-19																																
4. Develop Woodlands County communications & marketing strategy.	Mar-20	Sep-19																																
Strategic Priority 5: Organizational Excellence																																		
1 Develop a corporate planning framework/policy and tactical implementation plan that is reviewed and updated annually.																																		
1. Evaluate need for Communications/Public Engagement support to address communications and public engagement needs of the County to meet strategic goals	Dec-19	Jul-19																																
2. Complete organizational and compensation review	Dec-19	Jul-19																																
3. Review and update Tactical Business Plan annually, at a minimum.	Annually	Annual																																
4. Develop Corporate Planning Framework that brings together the recommendations from the Asset Management Plan, Organizational Review and Service Level Review to develop a comprehensive organizational plan	Sep-21	Sep-20																																
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Woodlands County Economic Development Committee Goals And Objectives For The 2021/2022 - Business Retention Tactical Plan



Maximize and Strengthen Communication

Aligns with all Strategic Priority Goals

- Between Committee and Council, Community, SME's and Industry

Increase communicating accomplishments

Aligns with Strategic Goal #1

- Leveraging partnership opportunities and self promotion

Improve Method and Regularity of Reporting to Council

- Request spot on council agenda for rotating committee member to present

Post- Covid County Event

Aligns with Strategic Priority Goal #4

- Ft. Assiniboine Anniversary Week/Month

Concerns of Residents

Aligns with Strategic Priority Goal #4

- Reevaluate method of communication from residents to committee members

Asset List

Aligns with Strategic Priority Goal #2, 3, 4

- Develop a List of Woodland County assets and promote

Re-Brand /Shift Narrative

Aligns with all Strategic Priority Goals

- Ongoing promotion of any and all positive activity going on within the county particular to economic development

Advocate for Faster Approval Time

Aligns with all Strategic Priority Goals

- Allowing committee to more effectively and efficiently achieve and perform their goals

February 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
31	01	02	03	04	05 WCTStar.WILDab Tourism Guide(s) deadline	06
07	08	09	10	11	12	13 ATTENDING? WCT Trailblazers Club Rally
14 ATTENDING? WCT Trailblazers Club Rally	15 ATTENDING? WCT Trailblazers Club Rally	16 Volunteers Growing the North Conference, virtual	17 Volunteers Growing the North Conference, virtual	18 Volunteers Growing the North Conference, virtual	19	20 ATTENDING? Swan Hills Snow Goer's Jamboree
21	22	23	24	25	26	27
28	01	02	03	04	05	06

RECOMMENDATIONS

Each month to include scheduling into the template., meetings, etc.

ADDITIONAL NOTES:

MONTHLY MEETINGS:

- Growth / WILD Alberta
- BSN Planning
- BSN Networking Luncheon
- WDChamber of Commerce
- Woodlands Ec Dev Committee

Conclusion

TO SUMMARIZE

Woodlands County Economic Development Committee is a group of highly committed and resourceful volunteers, counselors and staff who are responsible for supporting and developing the local economy, and business development through the ongoing pursuit of new opportunities that provide sustainability and diversified economic growth of Woodlands County .

Woodlands County has undergone some significant transitions over the course of the past couple of years. The organization has positively and successfully hired a new CAO, added a full time Economic Development Officer, attracted a diverse group of committed and skilled volunteer members in addition to a visionary group of Council members. Poised to create and pursue economic development opportunities.

Recently, WCEDC committed to developing a County Business Directory, engaged in the development of a Birch Wood Project, as well as involvement with several other industry, business and employment development projects being considered within the regional activities that will assist in providing valuable

capacity opportunities for Woodlands County economic development.

The committee is determined to raise awareness of economic development opportunities within Woodlands County in addition to establishing and re-establishing relationships and partnerships in the County while endeavoring to become more transparent and sustainable in its business retention strategy.

The team is highly engaged, energetic and well positioned to advocate and drive the Committee's purpose, definition of success, and to establish high level of key performance indicators. The committee shows huge potential in the ongoing development and execution of the goals and objectives of the economic development of Woodlands County.



" Leaders have three fundamental responsibilities: they craft a vision, they build alignment, and they champion execution." - Anonymous