



**ECONOMIC
DEVELOPMENT PLAN -
NOTES FOR DISCUSSION**

REVISION 2 - AS PRESENTED TO COUNCIL - JULY 23, 2024

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DOCUMENT PURPOSE

The following document highlights the areas that were recommended for changes and potential considerations for Council to review.

The pages and sections donated with a green arrow have been outlined below and followed with a revision for Council to review, discuss and accept as presented or provide additional consideration for Administration.

There are options of the Executive Summary and Conclusion for Council to review and consider. The remainder of the proposed changes have been presented with singular revisions for review and discussion.

The plan as presented on July 23, 2024 has been attached for Council's reference.



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EXECUTIVE SUMMARY DISCUSSION

Council indicated they wish to see a statement on

- Kneehill County is open for business Recognize the need to develop previously designated agriculture lands
- Interested in exploring a diversity of sectors in which to attract than traditionally sought Wish to not mention renewable energy Positive and forward thinking statements
- How the County, it's residents and businesses will be "better" and the benefits received

Other items to consider:

- Would the Reeve and Council wish to provide a Message from the Reeve and/or Council in the beginning of the document

EXECUTIVE SUMMARY

Kneehill County initiated a comprehensive 3-year Economic Development Plan aimed at driving sustainable growth and prosperity while prioritizing residents' well-being. The plan, shaped with input from diverse stakeholders and facilitated by Tara Zeller, Economic Development Consultant, outlines actionable strategies aligned with community aspirations.

In the pursuit of economic development, Kneehill County recognizes it will be necessary to identify developable lands (agricultural or otherwise) in which to pursue investment attraction. For successful investment attraction to occur the plan will undergo an investment readiness process and develop a business retention program to identify growth opportunities for businesses and the region.

Kneehill County will build capacity amongst community leaders, Council, businesses and stakeholders in which to partner and while building the County's brand through marketing awareness and campaigns to achieve economic development goals to ensure a resilient, culturally rich, and economically prosperous future for generations to come.

The following key sectors are areas of focus while continuing to identify and pursue additional opportunities:

Agri-Business: With favorable conditions for agricultural processing and ag-tech innovation, the county aims to capitalize on Alberta's status as a major agri-food exporter.

Tourism: Leveraging proximity to major urban centers and unique attractions, the County targets wellness tourism and film industry investments.

Energy: Positioned in the Western Canadian Sedimentary Basin, Kneehill County is positioned to identify opportunities through the energy supply chain for development.

Manufacturing & Logistics: The county's strategic location provides easy access to transportation routes, making it an attractive destination for manufacturing businesses.

The plan will outline the four (4) strategic priorities and ten (10) goals over the next 3 years to achieve economic resilience and diversity.

EXECUTIVE SUMMARY

Kneehill County has embarked on a comprehensive 3-year Economic Development Plan aimed at diversifying the County's economy and expanding its tax base. This strategic initiative is designed to harness the County's existing strengths while positioning it to capitalize on emerging opportunities in both traditional and innovative industries. The message is clear: Kneehill County is ready and poised for business.

To attract and expand investments successfully, Kneehill County is focused on identifying agricultural, hamlet and areas within major transportation corridors suitable for development. As part of this effort, the County will undergo an investment readiness process to ensure it remains competitive in the marketplace and attractive to potential investors. This proactive approach sets the foundation for robust and sustainable economic growth.

Equally important to this plan is the County's commitment to supporting existing businesses. Through a targeted retention program, Kneehill County aims to nurture local enterprise growth, improve workforce development, and engage youth in the local economy. The program will offer workshops, engagement initiatives, and resources to empower the business community.

In its pursuit of economic development, Kneehill County will also focus on building capacity by fostering continuous learning and engagement opportunities for stakeholders. A key priority will be enhancing the County's brand awareness, ensuring that residents, businesses, community organizations, and government entities recognize the County as a thriving hub for economic activity.

With its business environment prepared and receptive, the priorities and goals outlined in this plan provide Kneehill County with a clear pathway for future community growth, innovation, and boundless opportunities.

EXECUTIVE SUMMARY

Kneehill County's 3-year Economic Development Plan represents a forward-thinking approach to securing sustainable growth and long-term prosperity for the region. Developed through collaboration with stakeholders and grounded in community insights, this Plan is designed not only to address immediate challenges but also to unlock new opportunities, ensuring Kneehill County's future is vibrant and resilient.

Strategically located in south-central Alberta, Kneehill County's proximity to key transportation routes and neighboring municipalities positions it as an ideal location for diverse economic growth. By actively seeking to attract new industries beyond traditional sectors, Kneehill County is embracing innovation and diversification. This strategic focus will create a wealth of new opportunities for businesses and residents alike, fostering an environment where entrepreneurship can thrive and new ventures can take root.

As Kneehill County looks ahead, its commitment to building capacity, supporting business retention and expansion, attracting investment, and enhancing its branding and marketing efforts will be essential in driving success.

For residents, this means access to new job opportunities, improved services, and a stronger local economy. For businesses, it means a supportive environment ripe with potential for growth and collaboration. By aligning these priorities with the community's shared vision, Kneehill County is prepared to shape a prosperous future where both residents and businesses can flourish and succeed.

Kneehill County is embarking on a transformative journey with the launch of its 3-year Economic Development Plan. The primary objective is to strengthen and diversify the County's economy, while broadening its tax base to ensure long-term fiscal sustainability. Through strategic initiatives and a commitment to progress, Kneehill County is positioning itself as a proactive and business-forward community, eager to unlock new opportunities.

A critical component of this plan is the identification of identifying potential development in and surrounding existing towns, villages and hamlets, transportation corridors and agricultural lands ripe for development. By preparing these areas for investment, the County aims to attract businesses in both established industries and innovative sectors. To facilitate this, Kneehill County will undergo a comprehensive investment readiness process, ensuring that it is well-prepared to compete for new investments and foster economic growth.

Recognizing the importance of nurturing its current businesses, the County will also implement a robust business retention strategy. This program will focus on providing the support needed to help local enterprises grow, strengthen the workforce, and engage with the community's youth. Through targeted workshops, networking opportunities, and resource development, Kneehill County seeks to foster an environment where businesses can thrive.

In addition to these initiatives, Kneehill County will continue to invest in community capacity-building. Continuous engagement, education, and collaboration with residents, businesses, community organizations, and governmental entities will be key to the County's future success. Enhancing the County's brand and raising awareness of the benefits of living and doing business in Kneehill County will also be central to this strategy.

This plan not only sets the stage for future economic success but also reinforces Kneehill County's commitment to being an attractive, forward-thinking, and growth-oriented community. By fostering a climate of opportunity, Kneehill County is ensuring that its economy, businesses, and community are positioned for long-term prosperity.

EXECUTIVE SUMMARY

Kneehill County has initiated an ambitious 3-year Economic Development Plan with the primary goal of diversifying the County's economy and expanding its tax base. This comprehensive plan capitalizes on the County's strengths while laying the groundwork for new opportunities in both traditional sectors and emerging industries. Kneehill County stands prepared to welcome and cultivate business growth.

Central to this initiative is the County's focus on identifying potential development in and surround towns, villages and hamlets, transportation corridors and agricultural lands for development. By undergoing a rigorous investment readiness process, Kneehill County will enhance its competitiveness and position itself as an attractive destination for investors, fostering a resilient and dynamic local economy.

In tandem with attracting new investments, Kneehill County is equally dedicated to strengthening its existing business community. A key component of the plan includes a business retention program that will provide essential support to local businesses, aid in workforce development, and create engagement opportunities for youth. The County will deliver a range of resources, workshops, and initiatives aimed at sustaining and expanding local enterprises.

Furthermore, Kneehill County is committed to building community capacity through ongoing learning and engagement opportunities. By amplifying the County's brand and promoting awareness among residents, businesses, community organizations, and government entities, Kneehill County will solidify its reputation as a vibrant and economically active region.

Through its commitment to creating a business-ready environment, Kneehill County's development plan outlines a strategic vision for future growth, innovation, and boundless potential.



PRIORITIES

01

Build Leadership Capacity

02

Strengthen Existing Businesses

03

Enhance Investment Readiness

04

Elevate Kneehill County's Brand

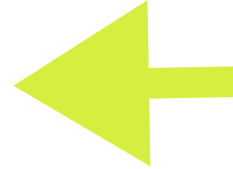
GOALS

1

Increase awareness and understanding of economic development principles for elected officials, senior staff, businesses and residents

Change all #1 Goals on all pages throughout the document with the following revision:

Increase awareness and understanding of economic development principles amongst internal and external stakeholders





3

BACKGROUND AND PURPOSE



Background

Kneehill County initiated an Economic Development plan to foster sustainable growth and prosperity. In 2023, an economic development investment readiness was completed and while many elements are in place, it is necessary to review the recommendations in the economic development reports to prepare for attraction. One of the County's key recommendations was to proceed with an economic Development to provide future direction for economic development.

Economic Development Consultant, Tara Zeller, was retained to support the creation of the plan. The results are a thoughtfully created plan with insights from residents, business owners, local organizations, staff, and Council to ensure a holistic understanding of the County's unique needs and aspirations.

Existing

Purpose

The purpose of this plan is to provide an actionable 3-year strategic roadmap to guide the County towards sustainable economic growth. To accomplish this, we need long-term planning, collaborative solutions and a commitment to investing in our community.

The Plan outlines actionable strategies and objectives aligned with the community's vision and aspirations. The Plan sets a realistic timeframe for implementation, allowing for measurable progress utilizing S.M.A.R.T. (Specific, Measurable, Action Oriented, Relevant, and Timely) goals and objectives. The Plan is a working document and Economic development will continuously monitor progress and update the Plan as we engage with businesses and as guiding documents are updated and as initiatives are brought forward for consideration.

The Plan aligns with the County's Strategic Plan, 2019 Municipal Development Plan, Land Use Bylaws and all through open engagement with stakeholders, businesses, residents and Council.

Through this plan, Kneehill County aims to build a resilient and diverse economy by enhancing the livelihoods of its businesses and residents to position the County as an attractive destination for investment and growth.



3

BACKGROUND AND PURPOSE



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Option 1

Purpose

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The Plan outlines actionable strategies and objectives aligned with the community's vision and aspirations. The Plan is a working document for Administration to continuously monitor progress and will update the Plan as we engage with businesses, as guiding documents are updated and as initiatives are brought forward for consideration.

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Through this plan, Kneehill County aims to build a resilient and diverse economy by enhancing the livelihoods of its businesses and residents to position the County as an attractive destination for investment and growth.

Removed the following bullets from Opportunities and Threats

OPPORTUNITIES

- Seek renewable energy opportunities and innovation within the energy sector. Central Alberta is one of Canada's sunniest and windiest places, making it the ideal location for renewable energy projects

THREATS

- Opposition from residents on renewable energy projects

OPPORTUNITIES

- Explore agricultural processing and ag-tech innovation opportunities
- Build agri-tourism activities on existing farm operations and create a network of complementary attractions
- Take advantage of provincial support to grow tourism in the Canadian Badlands and Travel Drumheller
- Continue engagement with Drumheller and Travel Alberta to develop and promote the County's tourism assets through the destination zones to attract new markets
- Review recommendations from the Horseshoe Canyon Master Plan and adopt plans as directed by Council
- Revisit Kneehill County Tourism & Recreation Master Plan and incorporate the recommendations (including, but not limited to: Develop tourism and recreation infrastructure; and develop a tourism marketing strategy
- Expand current success in the film industry
- Seek renewable energy opportunities and innovation within the energy sector. Central Alberta is one of Canada's sunniest and windiest places, making it the ideal location for renewable energy projects
- Leverage logistics networks to export high value, easily transportable agri-food goods
- Target growth in hamlets
- There is a need for one single comprehensive map of the entire County
- Upgrade and invest municipal infrastructure
- Participate in an investment readiness process to understand the land requirements and infrastructure upgrades necessary to attract and expand desired markets. Complete an update Competitive Land Analysis to reflect new MDP
- Take advantage of CAEP's initiatives
- Access regional data available on the CAEP website for investment attraction and retention
- Participate in CAEP's upcoming sector committees to amplify Kneehill's presence within the central Alberta region
- Take advantage of Community Future Wild Rose programs and initiatives
- Promote access to Community Future's access to capital and training programs
- Utilize Community Future's incentives through the Community Business Investment Program
- Promote and encourage youth to become entrepreneurs through Community Future's YETI program

THREATS

- Resident's desire to maintain agricultural heritage
- Concern over development having negative impact on agriculture
- Opposition from residents on renewable energy projects
- Minimal lack of funding programs for business and property improvements
- Available housing shortage
- Availability of skilled labour
- Availability of employment opportunities to keep young people
- Lack of broadband/fibre optics internet access
- Proactive and forward-thinking neighbouring municipalities may be more attractive to investors

OPPORTUNITIES

- Explore agricultural processing and ag-tech innovation opportunities
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GOALS AND TACTICS

- **Revise Goals and Tactics to Goals and Strategies**
- **Organized the strategies under each Priority by Year 1, Year 2, Year.**




Note these are proposed timeframes for these initiatives and are confirmed through the budgetary process, commitment of funds, and departmental capacity to ensure strategies can be achieved within the proposed time frame.

GOALS AND TACTICS

01

Build Leadership Capacity

Inspire, inform and motivate to community leaders by increasing economic development capacity through training for elected officials and senior staff and fostering meaningful engagement through awareness with community stakeholders.

-  **GOAL #1:** Increase awareness and understanding of economic development principles for elected officials, senior staff, businesses and residents
-  **GOAL #2:** Foster community stakeholder engagement and input to stimulate economic opportunities
-  **GOAL #3:** Support and inspire youth entrepreneurs and leaders to establish Kneehill County as a desired community to remain, return and establish

Tactics:

1. Economic development training for elected officials and senior staff.
2. Equip officials and staff with the necessary skills to effectively plan, execute, and manage economic development initiatives through rural economic development and training on the social side of economic development for municipal leaders.
3. Engage with youth stakeholders to deliver youth entrepreneurship programs.
4. Create structured avenues for regular dialogue with a diverse range of community stakeholders, including local businesses, educational institutions, non-profits, and residents.
5. Establish working groups and advisory committees that include community representatives to collaborate on economic development projects and initiatives.
6. Implement transparent communication channels to keep stakeholders informed and engaged.

6

GOALS AND STRATEGIES

01

Build Leadership Capacity

Inspire, inform and motivate to community leaders by increasing economic development capacity through training for internal and external stakeholders and fostering meaningful engagement through awareness with community stakeholders.

- **GOAL #1:** Increase awareness and understanding of economic development principles for internal and external stakeholders
- **GOAL #2:** Foster community stakeholder engagement and input to stimulate economic opportunities
- **GOAL #3:** Support and inspire youth entrepreneurs and leaders to establish Kneehill County as a desired community to remain, return and establish

Strategies:

Year One:

1. Economic development training for internal and external stakeholders.
2. Equip officials and staff with the necessary skills to effectively plan, execute, and manage economic development initiatives through rural economic development and training.
3. Engage with youth stakeholders to deliver and support youth entrepreneurship programs.

Year Two:

1. On-going economic development training for internal and external stakeholders.
2. Create structured avenues for regular dialogue with a diverse range of community stakeholders, including local businesses, educational institutions, non-profits, and residents.
3. Establish working groups and advisory committees that include community representatives to collaborate on economic development projects and initiatives.
4. Engage with youth stakeholders to deliver and support youth entrepreneurship programs.

Year Three:

1. On-going economic development training for internal and external stakeholders.
2. On-going engagement to stimulate economic opportunities through workshops, training and speakers.
3. Engage with youth stakeholders to deliver and support youth entrepreneurship programs.

02

Strengthen Existing Businesses

Build a strong and resilient local business economy by cultivating an entrepreneurial culture through initiatives aimed at innovative and growth.



GOAL #4: Design and deliver a business retention and expansion program that initiates engagement between the County and businesses



GOAL #5: Encourage diversification and innovation in industry sectors to stimulate economic growth and job creation

Tactics:

1. Business visitation programs, including asset mapping exercises to identify businesses, natural asset inventory, programs and supports; develop a Business Support Program.
2. Build relationships with education institutions, government, associations and Chamber of Commerce to connect businesses with programs and supports.
3. Business resiliency and disaster recovery programs.
4. Conduct a Supply chain optimization review.
5. Offer incentives for innovation and development.
6. Collaborate and promote CAEP's Business Support Network.
7. Implement a Shop Local Campaign and collaborate with the Three Hills & District Chamber of Commerce #LovingMyLocalKneehill's initiative.
8. Facilitate access to funding programs to improve the availability of funding for business and property improvement.
9. Gather Workforce Development insights from both employers and employees on the challenges and opportunities related to attracting and retaining workers in the area as well as housing needs.
10. Facilitate a Work Integrated Learning Program to align programming with business needs.
11. Work with educational institutions and industry stakeholders to develop training programs that meet the demands of local businesses.
12. Establish a robust framework for economic disaster recovery, including contingency plans, support systems, and partnerships to mitigate the impact of economic disruptions and facilitate swift recovery.

02

Strengthen Existing Businesses

Build a strong and resilient local business economy by cultivating an entrepreneurial culture through initiatives aimed at innovative and growth.



GOAL #4: Design and deliver a business retention and expansion program that initiates engagement between the County and businesses



GOAL #5: Encourage diversification and innovation in industry sectors to stimulate economic growth and job creation

Strategies:

Year One:

1. Conduct a business visitation while developing asset inventories, natural land asset inventory, programs and supports to develop business support program.
2. Build relationships with education institutions, government, associations and Chamber of Commerce to connect businesses with programs and supports.
3. Promote Business resiliency and disaster recovery programs.
4. Collaborate and promote CAEP's Business Support Network.
5. Facilitate access to funding programs to improve the availability of funding for business and property improvement.
6. Gather Workforce Development insights from both employers and employees on the challenges and opportunities related to attracting and retaining workers in the area as well as housing needs.
7. Collaborate with educational institutions and industry stakeholders to develop training programs that meet the demands of local businesses.

Year Two:

1. Conduct a Supply chain optimization and gap analysis review.
2. Implement a Shop Local Campaign and through collaboration with local organizations
3. Facilitate a Work Integrated Learning Program to align programming with business needs.

Year Three:

4. Explore incentives for innovation and development.
5. Establish a robust framework for economic disaster recovery, including contingency plans, support systems, and partnerships to mitigate the impact of economic disruptions and facilitate swift recovery.



03

Enhance Investment Readiness

Prepare the County for investment attraction through the investment readiness process to prepare for long-term investment attraction and growth.



GOAL #6: Achieve an intermediate to advanced investment readiness status to attract investments to drive economic growth



GOAL #7: Develop a targeted investment attraction strategy by engaging the community

Tactics:

1. Update community profile, and sector profiles (statistics, asset inventory of developers, realtors, land available, site selectors, maps, stakeholders, etc.).
2. Conduct a comprehensive analysis of available land for commercial/industrial development.
3. Conduct a complete community SWOT Analysis.
4. Streamline regulatory processes to create a more investor-friendly environment.
5. Identify strategic sectors focusing on attracting investments in high-potential industries (such as advanced manufacturing, agribusiness, and technology).
6. Establish partnerships and collaborate with regional development projects by actively engaging with neighboring communities and organizations to create synergies.
7. Collaborate with industry associations to promote the County as a favorable business location.
8. Develop and implement a detailed Business Investment and Attraction Study to identify key sectors for investment attraction and industry development. Utilize the Business Investment and Attraction study findings to formulate targeted marketing strategies for business attraction.
9. Prioritize infrastructure development to meet the needs of growing industries. Ensure alignment with the new Land Use Bylaw to capture economic development requirements.
10. Prioritize Hamlet revitalization to facilitate targeted growth.
11. Develop a Filming Attraction report to encourage Kneehill County as an ideal place to film movies and series.
12. Create a municipal tax incentive program to attract industries.
13. Develop and implement strong policies to maintain environmental quality.
14. Investigate looking into creating a Certified Site Program.
15. Enhance connectivity and transportation infrastructure.

03

Enhance Investment Readiness

Prepare the County for investment attraction through the investment readiness process to prepare for long-term investment attraction and growth.



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Strategies

Year One:

1. Update community profile, and sector profiles (statistics, asset inventory of developers, realtors, land available, site selectors, maps, stakeholders, etc.).
2. Conduct a comprehensive analysis of available land for commercial/industrial development.
3. Identify strategic sectors focusing on attracting investments in high-potential industries (such as such as advanced manufacturing, agribusiness, and technology).
4. Develop and implement strong policies to maintain environmental stewardship.
5. Prioritize infrastructure development to meet the needs of growing industries. Ensure alignment with the new Land Use Bylaw to capture economic development requirements.
6. Develop a Filming Attraction report to encourage Kneehill County as an ideal place to film movies and series.

Year Two:

1. Establish partnerships and collaborate with regional development projects by actively engaging with neighboring communities and organizations to create synergies.
2. Streamline regulatory processes to create a more investor-friendly environment.
3. Collaborate with industry associations to promote the County as a favorable business location.
4. Investigate a Certified Site Program.

Year Three:

1. Develop and implement a detailed Business Investment and Attraction Study to identify key sectors for investment attraction and industry development. Utilize the Business Investment and Attraction study findings to formulate targeted marketing strategies for business attraction.
2. Prioritize Hamlet revitalization to facilitate targeted growth.
3. Create a municipal tax incentive program to attract industries.
4. Conduct a complete community SWOT Analysis.
5. Enhance connectivity and transportation infrastructure.



04

Elevate Kneehill County's Brand

Elevate Kneehill County's brand as an attractive place to live, work and play locally, regionally and nationally.

-  **GOAL #8** Promote and elevate the quality of life to attract and retain residents, attract visitors, workforce and business investments to the County
-  **GOAL #9** Identify and collaborate with regional partners and stakeholders to promote and amplify the region
-  **GOAL #10** Continuously monitor progress and gather input to update the plan

Tactics:

1. Develop tourism and local business campaigns utilizing #explorekneehill and promote key stakeholders.
2. Promote the business development and permitting process.
3. Communication campaign to connect businesses with regional programs and supports.
4. Feature testimonials and success stories from residents to highlight the quality of life.
5. Foster a sense of community through effective communication through an integrated engagement and communication strategy for residents.
6. Showcase local amenities and community events through various promotional materials.
7. Develop branding materials that emphasize the benefits of rural living.
8. Update Business Guide currently available on website.
9. Enhance the "Doing Business" section on the Kneehill County Website.

04

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- 
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- 
GOAL #9 Identify and collaborate with regional partners and stakeholders to promote and amplify the region
- 
GOAL #10 Continuously monitor progress and gather input to update the plan



Strategies:

Year One

1. Develop and execute a marketing plan with focus on:
 - a. Creating an economic development website for investment attraction and retention.
 - b. Existing businesses to promote the business development and permitting process.
 - c. Residents and businesses to emphasize the benefits of rural living.
 - d. Businesses and the connection with regional programs and supports.
 - e. Residents and Visitors to showcase local amenities and community events through various promotional materials.
 - f. Enhance the "Doing Business" section on the Kneehill County Website (ie. updating the Business Guide, etc.)
 - g. Implement transparent communication channels to keep stakeholders informed and engaged.
2. Establish partnerships with local and regional organizations and programs to amplify the County's position.

Year Two

1. Develop and execute a marketing plan targeted to:
 - a. Develop tourism and local business campaigns utilizing #explorekneehill and promote key stakeholders.
 - b. Feature testimonials and success stories from residents to highlight the quality of life.
 - c. Foster a sense of community through effective communication through an integrated engagement and communication strategy for residents.

Year Three

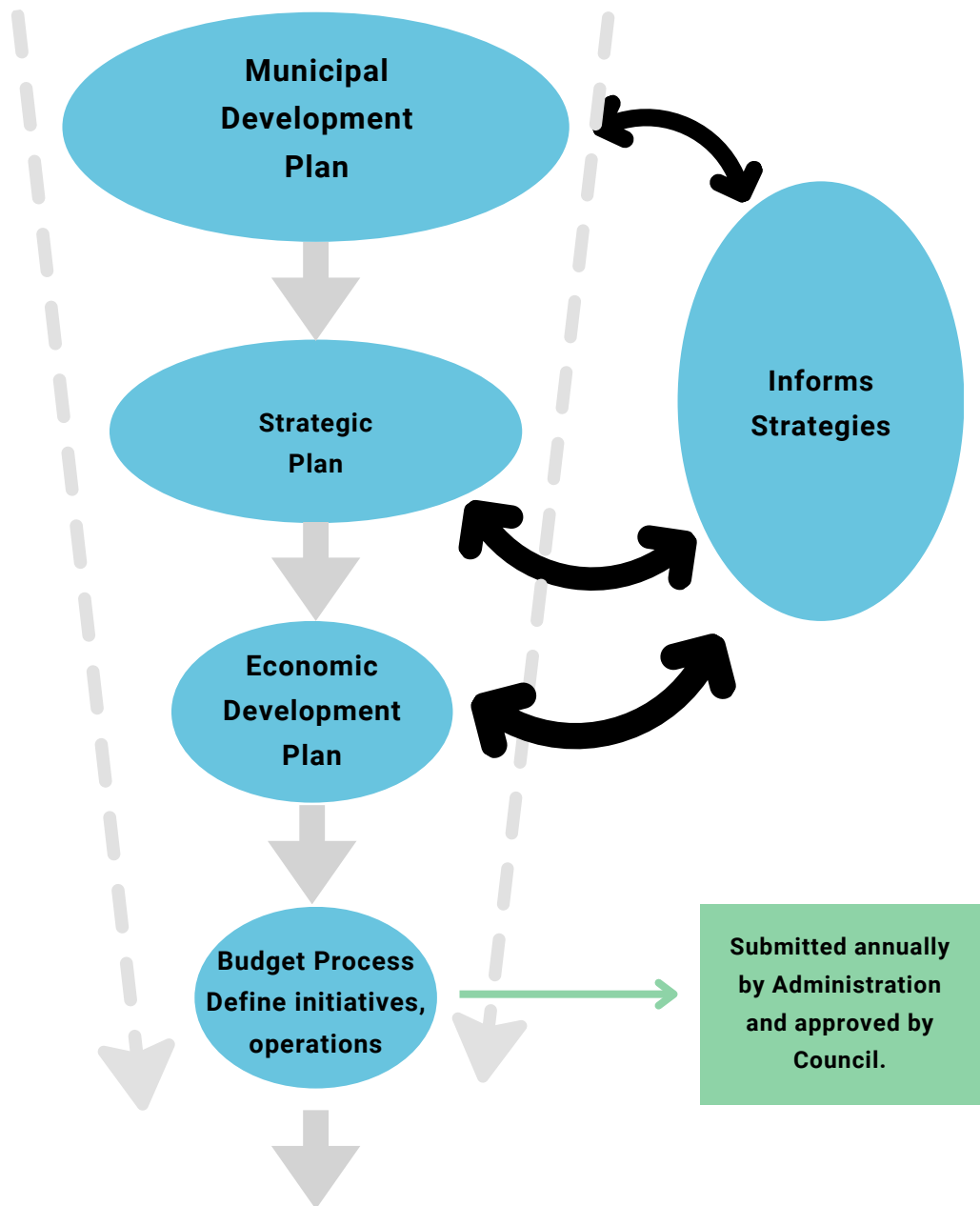
1. Develop a marketing plan targeted to:
 - a. Attract new Investment
 - b. On-going business retention activities
 - c. Drive visitation

7

SUCCESS MEASUREMENT DISCUSSION

The following flow chart outlines Kneehill County's current process in which Administration follows in creating initiatives. Each initiative is approved through the budget process, where the budgeted amount, scope, rationale and potential grant sources may be leveraged. This process does not request outcomes to be submitted and is done through the project planning phase.

The current Strategic Plan does not have outcomes or measurement in which for Administration to strive for.



Specific Outcomes are defined through the project planning process and approved through the Senior Management Team. These outcomes are aligned to the plan and the partnerships established in the product whether these be through collaboration or funders supporting the initiative.

SUCCESS MEASUREMENT DISCUSSION

Provided examples of success indicators for consideration by Council:

1. Review the initial indicators presented.
2. Should Council wish to consider other options, Council may wish to consider the following questions:
 - a. What does Council wish to consider success for this plan?
 - b. Consider the current situation of where Council is currently at in their Economic Development activities, current and past successes through retention, investment attraction in which to base outcomes.
 - i. For example, upon review of other municipalities, municipalities who have undertaken investment attraction and retention initiatives for several years have stronger baseline information in which to gather success from and will create more defined targets. Whereas communities relatively new to economic development, will create broader targets in their plans as initiatives are developed in the budget process will provide more specific outcomes until momentum is achieved and engagement in increased with economic development initiatives.
 - c. Is there baseline data in which can be used?
 - d. What statistical information will assist in monitoring effectiveness?
 - i. Quality of Life
 - ii. Business Retention Surveys
 - iii. Demographic Information (# businesses, # residents, # employees, etc.)
 - iv. Development Permits
 - v. Tracking of Investment Requests
 - vi. Citizen Satisfaction Surveys

To ensure the effectiveness of this strategy and to track progress, a robust evaluation framework is necessary and will include a mix of quantitative and qualitative measures, regular monitoring, and stakeholder feedback mechanisms. By doing so, Kneehill County can make informed adjustments to our strategies and ensure initiatives are driving sustainable growth and prosperity.

Indicators

Build Leadership Capacity

- **Training Participation Rates:** Number of elected officials and senior staff completing economic development training programs.
- **Stakeholder Engagement Sessions:** Frequency and attendance of stakeholder engagement meetings and workshops.

Strengthen Existing Businesses

- **Business Retention Rate:** Percentage of businesses retained annually (only do this if we proceed with a business license program).
- **Expansion Projects:** Number and scale of business expansion projects initiated or completed (development permits approved, projects supported/funded).
- **Business Satisfaction Surveys:** Feedback from local businesses regarding support services and business climate (business visitation program).
- **Job Creation:** Number of new jobs created as a result of expansion initiatives (employment rates).

Enhance Investment Readiness

- **Investment Readiness Level:** Achieve an intermediate to advanced score.
- **Investment attraction strategy Completed:** Creation of a strategy and implementation plan to attract investment.

Elevate Kneehill County's Brand

- **Website and Social Media Analytics:** Increase in website traffic, social media engagement, and inquiries from potential investors and tourists.
- **Resident Satisfaction:** Survey results measuring resident satisfaction with economic development efforts and quality of life.
- **Population Growth:** Net population growth rate, indicating attractiveness as a place to live and work.

Success Measurement (Cont'd)

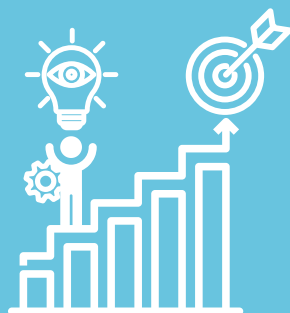
Monitoring and Reporting

- **Annual Reviews:** Comprehensive annual assessments to evaluate overall performance and impact of the economic development plan.
- **Stakeholder Feedback:** Regular feedback sessions with community stakeholders, including businesses, residents, and partner organizations, to gather insights and suggestions.
- **Adjustments and Adaptation:** Using data from monitoring and feedback, make necessary adjustments to strategies and initiatives to better align with goals and emerging opportunities.

Success Milestones

- Year 1:** Establish baseline metrics, launch training programs, initiate key investment attraction campaigns, and begin brand awareness efforts, updated municipal and intermunicipal plans, update website.
- Year 2:** Achieve measurable improvements in business retention, begin investment readiness process, updated land use bylaws, uptake and increase in access to supports for businesses, access to workforce training.
- Year 3:** Available land, updated development processes.

Invest Kneehill County



To ensure the effectiveness of this strategy and to track progress, a robust evaluation framework is necessary and will include a mix of quantitative and qualitative measures, regular monitoring, and stakeholder feedback mechanisms. By doing so, Kneehill County can make informed adjustments to our strategies and ensure initiatives are driving sustainable growth and prosperity.

Indicators

Build Leadership Capacity

- **Training Participation Rates:** Number of elected officials and senior staff completing economic development training programs.
- **Stakeholder Engagement Sessions:** Frequency and attendance of stakeholder engagement meetings and workshops.

Strengthen Existing Businesses

- **Business Retention Rate:** Percentage of businesses retained annually (only do this if we proceed with a business license program).
- **Expansion Projects:** Number and scale of business expansion projects initiated or completed (development permits approved, projects supported/funded).
- **Business Satisfaction Surveys:** Feedback from local businesses regarding support services and business climate (business visitation program).
- **Job Creation:** Number of new jobs created as a result of expansion initiatives (employment rates).

Enhance Investment Readiness

- **Investment Readiness Level:** Achieve an intermediate to advanced score.
- **Investment attraction strategy Completed:** Creation of a strategy and implementation plan to attract investment.

Elevate Kneehill County's Brand

- **Website and Social Media Analytics:** Increase in website traffic, social media engagement, and inquiries from potential investors and tourists.
- **Resident Satisfaction:** Survey results measuring resident satisfaction with economic development efforts and quality of life.
- **Population Growth:** Net population growth rate, indicating attractiveness as a place to live and work.

Success Measurement (Continued)

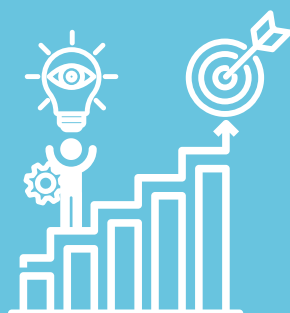
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Invest Kneehill County



Council indicated they wish to see a conclusion that provides a statement on

- Kneehill County is open for business
- Recognize the need to develop previously designated agriculture lands
- Interested in exploring a diversity of sectors in which to attract than traditionally sought
- Wish to not mention renewable energy
- Positive and forward thinking statements
- How the County, it's residents and businesses will be "better" and the benefits received

Change the heading "Conclusion" to Preparing Today for Kneehill County's Future

CONCLUSION

Kneehill County's 3-year Economic Development Plan represents a holistic approach to fostering sustainable growth and prosperity in the region. Through collaboration with stakeholders and insights from the local community, the Plan has been meticulously crafted to address challenges and capitalize on opportunities, aiming to enhance the well-being of residents and create a vibrant local economy.

The County's unique position in south-central Alberta, surrounded by key transportation routes and neighboring municipalities, presents an advantageous landscape for economic development. With a strong focus on agriculture and the oil and gas industry, Kneehill County stands poised to leverage its natural resources and strategic location for continued growth. Additionally, the region's potential in tourism, particularly in showcasing attractions like Horseshoe Canyon, adds another dimension to its economic prospects.

Respecting the County's agricultural heritage is a crucial strategic imperative, not only for economic stability but also for fostering the County's quality of life. As Kneehill County moves forward, prioritizing capacity building, business retention and expansion, attracting investments, and enhancing branding and marketing efforts will be pivotal in realizing its economic development objectives. By aligning these priorities with the community's vision, Kneehill County aims to build a resilient and diverse economy that enriches the lives of its residents and attracts investment and growth.

PREPARING TODAY FOR KNEEHILL COUNTY'S FUTURE



Kneehill County's 3-year Economic Development Plan is a proactive and future-focused initiative aimed at preparing for long-term sustainable economic growth and prosperity by preparing for investment attraction and supporting existing businesses.

Kneehill County has developed a plan that will identify and prepare lands for investment attraction, identify new and emerging industries, support existing businesses with a retention program, building capacity throughout our community leaders and positioning Kneehill County to compete globally.

With its advantageous location in south-central Alberta, Kneehill County is well-positioned to attract a broad range of new industries. This shift toward diversification will enhance Kneehill County's local economy and create exciting prospects for both businesses and residents. The County's commitment to exploring new economic frontiers will result in expanded job opportunities, increased investment, and a thriving business climate.

Residents can expect improved economic stability while businesses will benefit from a supportive and dynamic environment ripe for innovation and success. By aligning its actions with the community's aspirations, Kneehill County is shaping a future where everyone shares in the rewards of economic progress and growth.

PREPARING TODAY FOR KNEEHILL COUNTY'S FUTURE

Kneehill County's 3-year Economic Development Plan is a forward-thinking initiative designed to foster sustainable economic growth and long-term prosperity by attracting new investments and supporting existing businesses.

The Plan lays out a strategic approach that includes preparing land for future investments, identifying new and emerging industries, and implementing a robust business retention program. By building capacity among community leaders and positioning Kneehill County to compete on a global scale, the County is setting the stage for a prosperous future.

Strategically located in south-central Alberta, Kneehill County is well-suited to attract a diverse array of industries. This shift toward economic diversification will strengthen the local economy, opening up exciting opportunities for businesses and residents alike. The County's focus on exploring innovative industries will lead to increased job creation, higher levels of investment, and a vibrant business environment.

Residents will benefit from greater economic stability, while businesses can look forward to a supportive, dynamic environment that fosters growth and innovation. By aligning its actions with the aspirations of the community, Kneehill County is paving the way for a future where economic progress and shared prosperity are within reach for all.

PREPARING TODAY FOR KNEEHILL COUNTY'S FUTURE

Kneehill County has initiated an ambitious 3-year Economic Development Plan with the primary goal of diversifying the County's economy and expanding its tax base. This comprehensive plan capitalizes on the County's strengths while laying the groundwork for new opportunities in both traditional sectors and emerging industries. Kneehill County stands prepared to welcome and cultivate business growth.

Central to this initiative is the County's focus on identifying agricultural lands ripe for development. By undergoing a rigorous investment readiness process, Kneehill County will enhance its competitiveness and position itself as an attractive destination for investors, fostering a resilient and dynamic local economy.

In tandem with attracting new investments, Kneehill County is equally dedicated to strengthening its existing business community. A key component of the plan includes a business retention program that will provide essential support to local businesses, aid in workforce development, and create engagement opportunities for youth. The County will deliver a range of resources, workshops, and initiatives aimed at sustaining and expanding local enterprises.

Furthermore, Kneehill County is committed to building community capacity through ongoing learning and engagement opportunities. By amplifying the County's brand and promoting awareness among residents, businesses, community organizations, and government entities, Kneehill County will solidify its reputation as a vibrant and economically active region.

Through its commitment to creating a business-ready environment, Kneehill County's development plan outlines a strategic vision for future growth, innovation, and boundless potential.

Kneehill County's 3-year Economic Development Plan is a bold, future-oriented initiative focused on achieving long-term sustainable growth and prosperity by driving investment attraction and bolstering existing businesses.

The Plan charts a clear course for identifying and preparing prime land for development, targeting emerging industries, and strengthening local businesses through dedicated retention programs. By empowering community leaders and positioning Kneehill County to compete on a global scale, the County is paving the way for continued success in a rapidly evolving economic landscape.

Thanks to its strategic location in south-central Alberta, Kneehill County is ideally positioned to diversify its economy and attract a wide range of new industries. This commitment to broadening the economic base will not only enhance the region's resilience but also unlock exciting new opportunities for businesses and residents. By pursuing innovative sectors, Kneehill County aims to foster a dynamic business climate, attract increased investment, and generate significant job creation, with measurable goals set over the Plan's 3-year period.

Throughout the implementation of the Plan, Kneehill County remains committed to ongoing community engagement, ensuring that residents and businesses play an active role in shaping the County's future. Furthermore, the Plan emphasizes sustainability and innovation, seeking to future-proof the local economy while maintaining responsible stewardship of natural resources.

Collaborating with neighboring municipalities and regional organizations will further strengthen the County's competitive edge, reinforcing its ability to attract investment and achieve shared growth. As these efforts unfold, residents can expect greater economic stability, while businesses will thrive in an environment that encourages innovation and expansion. With the community's aspirations at the forefront, Kneehill County is driving toward a future where economic opportunity, environmental sustainability, and shared prosperity are realized for all.