



Action Plan 2006/07

An Economic Development
Strategy for the City of Cold Lake



Message from EDAC Chair

It is my pleasure, on behalf of the Economic Development Advisory Committee, to introduce Action Plan 2006: An Economic Development Strategy for the City of Cold Lake.

This pro-active development strategy represents City Council's commitment to transform Cold Lake to a regional service centre. Servicing the needs of residents and industry in Northeast Alberta and Northwest Saskatchewan.

It is imperative that the City strives to create a more diversified tax base to ensure long term financial sustainability. The City needs to create an environment that provides local job opportunities for its citizens. The Action Plan will address these critical issues in a pro-active manner.

Economic growth in Cold Lake is inevitable. Unplanned economic growth could actually accentuate land use conflicts and detrimentally affect the quality of life in our City. The Action Plan will ensure that new growth meets our social, economic and environmental objectives.

The Action Plan is a work in progress. It is imperative that the residents of Cold Lake review this document and identify areas where they can play a role. On behalf of the Economic Development Advisory Committee, I encourage all residents to participate in the future of Cold Lake.

Michelle Bourdon
Chairperson

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EXECUTIVE SUMMARY

The Action Plan 2006/2007 layout within this document is a dynamic strategy that is fluid enough to change with the environment and resources that are available. Many of the projects are linked together and as successfully completed will open up new economic opportunities for the community of Cold Lake.

This document identifies the need for community based economic development strategies and what the Cold Lake Economic Development Advisory Committee's role is. Much of the strategy contained herein is derived from the community facilitation sessions held in May/June of 2005.

Section I [Introduction] of the Action Plan is a justification for the economic development function and identifies broad economic development objectives. The next section [Economic Outlook] is a brief historical perspective on the City, followed by global, national, and provincial macro-economic analyses that identify trends and opportunities. Section III [Economic Development Principles] introduces the approach to economic development that embodies community collaboration and empowerment towards common goals. The next section [SWOT Analysis] identifies strengths, weaknesses, opportunities and threats in the form of a competitive analysis from a local perspective. Section V [Strategic Priorities] focuses on the action items identified by the Economic Development Advisory Committee over the 2005 fiscal year. Section VI [Action Plan 2006/2007] represents the actionable items that the City and its partners will address in Year I of this plan. Section VII [Performance Monitoring] is a framework to measure the overall efficiency and effectiveness of Action Plan. Section VIII list some projects that could be looked at in the future but are not specifically addressed in the short term. Any of these projects could be looked at as resources become available or community priorities change.

1 INTRODUCTION

“If you don’t know where you’re going any road will take you there.”

When it comes to economic development, nothing is truer. Unless concept and direction are clearly established, policy becomes chaos. This Action Plan provides the blueprint for the City of Cold Lake’s economic success.

The strategy is an important first step in the economic development process. This document is a work in progress. The implementation plan will be continually revised as the mission is constantly changed by a turbulent, changing global economy. The challenge is to gain the commitment and involvement of the business community, the general public, City Council and staff in implementing the strategy.

The Economic Development Advisory Committee was re-energized in 2005 and has worked to identify the strategic priorities that this plan addresses. The Action Plan is based on community consultation. The Action Plan is linked to the constraints inherent in environmental and financial parameters that prevail in contemporary municipal government.

This Action Plan is a blueprint for Cold Lake’s economic success over the next five years and it will be reviewed on an annual basis. The document will serve as a starting point in setting a five-year vision for the City of Cold Lake. The work plan outlined in Section VII covers a period of two years and will be updated on an annual basis. It is imperative that stakeholders review this document and identify areas in which they can play a role as partners.

1.1 Why plan for economic development?

The City of Cold Lake is growing at a moderate pace that has the potential to rapidly accelerate. The ten year population projections for the City range between 15,000 and 22,000. It appears that growth in Cold Lake is inevitable therefore why does the City need to plan for economic development?

The notion that the private economy should be left alone assumes that markets are perfectly competitive. This model is based on assumptions that are highly unlikely. Perfect competition assumes that all market participants have perfect information with no externalities; there are a large number of buyers and sellers such that no participant can distort the market. In reality the market is full of imperfections. The perfect competition model does not produce a balance between social, economic, and environmental activities.

Inadequate economic development planning and uncoordinated investment promotion activities would accentuate land use conflicts and detrimentally affect the quality of life in our communities. A pro-active approach to economic development is required to ensure the following positive outcomes are achieved.

1. Addressing economic objectives identified in public consultation process.
2. Creating a complete community with its own identity where people live,

- work, shop and spend their leisure time closer together.
3. Responding to the downloading of more responsibility from senior levels of government and addressing the impact on municipal finances.
 4. Sharing of resources and expertise offered by local stakeholders both internally and externally to avoid duplication and fragmentation.

Another argument for economic development planning is that communities are in competition with one another. Local government structure puts local economies head to head in a battle for economic survival. Cities that do not plan effectively lose.

Effective economic development planning helps to avoid these potential problems by:

- defining a common vision that integrates all the community stakeholders;
- developing a strategic planning environment to achieve the vision; and,
- coordinating the stakeholders through role identification to attain the vision.

1.2 Cold Lake Economic Development Advisory Committee (EDAC)

EDAC Mission Statement: “To promote, initiate, expand and enhance the full economic potential of the Community of Cold Lake by recognizing and using local and regional assets and worldwide opportunities to improve the standard and quality of life of our residents.

The Economic Development Advisory Committee mission statement clearly precludes a conventional approach to economic development, which is identified as; a staff person maintaining a small office, preparing strategies for marketing, business attraction and business retention. The staff within the confines of their physical resources, imagination and budget undertakes implementation of strategies. This very structured, conventional approach can result in the perception that the City is hiding behind the need for confidentiality and is virtually a secret society. There is no participation from the community, little understanding of the activities and limited results, giving rise to a high level of dissatisfaction.

The solution: to bring the economic development department and the community together in a partnership, harnessing and focusing their energy to achieve a greater economic advantage. This partnership will generate many benefits by encouraging the economy, the environment and the people to become the “**Cold Lake Advantage**”. The role of the economic development office becomes one of facilitation and coaching to empower internal and external organizations to achieve broad-based community objectives identified through public consultation. The first round of public consultation was done in May of 2005 resulting in the identification and prioritization of issues under the four pillars of economic development.

The success of this concept will depend on the ability of community partners to change their mindsets to make the transition from command and control to a team approach and working outside the box. The Cold Lake Advantage is the core that provides the energy, motivation, training and coaching to stimulate a high level of productive activity within the community, in general. By nurturing and feeding the collective attitude, this concept can generate an awesome power, surpassing the wildest expectations.

Economic Development Objectives

1. To promote a positive corporate identity that positions the City as a business friendly community with a superior quality of life.
2. To create employment opportunities suited to the local labour pool.
3. To expand and diversify the tax base.
4. To support small business development, expansion and retention.
5. To attract new investment that meets social, environmental and economic objectives

2 ECONOMIC OUTLOOK

Cold Lake is best characterized a community in transition. Critical issues facing the City include a tight labour market, with competition for labour compounded by a housing and affordable housing supply issues. There is also a lack of industrial based businesses. It is imperative that the City strives to create a more diversified tax base to ensure long-term financial sustainability. The City needs to create an environment that provides local job opportunities for its citizens.

2.1 Historic Perspective

Military

In the early 1950s, an army of construction workers started building Canada's premier fighter base in the heart of the Lakeland. Half a century later, 4 Wing carries on that tradition, and continues to be at the cutting edge of military fighter aviation. The year 2004 marked the Gold Jubilee of a unique relationship between CFB Cold Lake and the communities of the Lakeland. For the last fifty years, the City of Cold Lake has enjoyed a relationship unmatched between a Canadian Forces Base and the civilian world.

4 Wing Cold Lake began in 1952 when the site was chosen by the Royal Canadian Air Force for an air weapons training base. In 1953, the federal government signed an agreement with the provinces of Alberta and Saskatchewan for the use of a tract of land 180 km by 65 km for use as an air weapons range. This was and continues to be the "raison d'etre" for 4 Wing Cold Lake and its operations.

The Cold Lake Air Weapons Range (CLAWR) has evolved to the point where it is considered to be one of the finest facilities of its kind in the world. The CLAWR covers an area of 1.17 million hectares straddling the Alberta/Saskatchewan border. Several factors unique to the CLAWR make it an ideal choice for combined air operations training. The heavily forested terrain with numerous lakes resembles European topography and differs from the desert conditions in southwestern Nevada. For these reasons, the internationally renowned Maple Flag Exercise is held on the range every year with ever growing success.

Oil

Discovery of bitumen deposits at Cold Lake dates to the 1920s, but it wasn't until a geologic survey was completed in 1961 that the huge potential of the Cold Lake oil-

sands deposit became known. In 1962, Imperial Oil drilled 10 evaluation wells on leases it acquired at Cold Lake several years earlier. The company began construction in 1964 of its first experimental pilot operation at Ethel Lake. With two additional pilot operation in 1972 and 1975 paved the way for a commercial-scale project at Cold Lake.

A planned, \$13-billion megaproject that would have produced 160,000 barrels a day of bitumen and upgraded it into synthetic crude oil was shelved in 1981 because of prevailing business conditions. The disappointment felt by the huge project team soon gave way to excitement over plans for a phased, step-by-step approach. Instead of the huge megaproject, smaller production units or phases were developed as markets and business conditions allowed. Construction of the first two phases of commercial development began in 1983, now production from recent phases coming online in late 2002 has increased production capacity to more than 150,000 barrels a day.

To date, Imperial's total investment in the Cold Lake commercial project is about \$2.3 billion, with an additional \$260 million invested in research, technology development and pilot projects.

There are many other oil companies that have been active in the Cold Lake Oilsands development. They are Canadian Natural Resources, Encana Energy, Husky Oil, Devon Resources and Black Rock Energy.

Tourism

The lake provides excellent opportunities for recreation. With improved roads the access to Cold Lake has drawn recreational users from all over the province. The Province government has seen the value of tourism and developed the Cold Lake Provincial Park as well as the English and French Bay Recreational areas. Increased leisure time will continue to make these recreational opportunities important to the community.

2.2 Alberta Caveats

Alberta has a population growth rate of 1.9%. The vibrant economy of Alberta combined with the retiring baby-boomers has created a labour shortage that is effecting the economic growth of the province.

1. The high wages that are paid to the oil industry workers has drawn many workers out of the retail and service sectors of the economy, leaving many businesses understaffed, with resulting losses of customer service.
2. The high demand for construction workers and equipment has created a highly inflationary cost of construction for all types of construction, making the business case for start-ups and construction of non-oil related businesses more difficult.

2.3 Social Structure

- Young population
- Semi-transient
- Highly educated
- More jobs than people
- International exposure
- Above average income

Emphasis on quality of life

Demographic changes as a result of an aging population and increased immigration will result in dramatic shifts in social and recreational services. These populations have different political values and voting patterns. The emergence of “gray power” as a political force is already a reality.

This population will place a considerable amount of emphasis on crime prevention, health care, leisure and recreation.

2.4 Global Trends, Global Integration, Deregulation and Reregulation

The Canadian economy has made the transition from industrialization to the information age. The production of goods to meet Canada’s demand requires 20% of the workforce. The production and provision of services within Canada account for the remaining 80% of the workforce.

The major OECD countries are experiencing an aging population that creates major impacts on investment and consumption patterns. Furthermore, the birth rate has been declining steadily resulting in zero natural growth rates. This phenomenon can be offset by immigration and Canada is counting on immigration as a prime source of population growth. Younger active people primarily of Asian descent are being targeted. This activity has important social and economic policy implications.

There is a new emerging economy in North America that is moving away from manufacturing and towards knowledge intensive and niche-based entrepreneurial.

- Tourism has grown into an \$8.5 billion industry.
- Knowledge-based services such as software, information technology, consulting engineers and architecture have excellent potential.
- Education services have long term export potential in a highly competitive marketplace.
- Transportation industries have the potential to be an export engine.
- Communication industries have seen explosive growth in wireless and fibre optic technology.
- Knowledge-based manufacturing will continue to be a competitive growth industry. (Goldberg, 1998, pp 10-18.)

Historically, the Alberta economy was characterized as a resource-based commodity economy producing homogeneous products at world prices. In recent times there has been some movement into the value-added product strategy, in the agriculture, forest and petroleum industries.

The major implication is heightened global competition. Companies have to make effective use of technological change and must adapt to new markets more efficiently than their competition.

Companies that are dynamic that can address change effectively will succeed, while those unable to adapt to this high paced environment will disappear. There will be an

explosion of new opportunities in service producing markets.

Organizations that can integrate new technology into their operations will have a significant competitive advantage. They require the ability to process massive amounts of information about their internal environment, their customers, and potential customers, about emerging global trends.

There is a new emerging economy in Alberta that is entrepreneurial, knowledge intensive and niche-based. A successful economic development strategy must embrace the new economy and prepare the City for an era of rapid change, ongoing learning, competition and exciting opportunities posed by change.

2.4.1 Aerospace

This global industry is rebounding from the impacts of post-9-11 travel and has now surpassed the pre 9-11 levels. There are many segments that are rapidly growing including the Unmanned Vehicle Systems, composite materials fabrication and testing. In Canada during 2005, passenger traffic increased by 10% and air freight by 4% over previous years.

2.4.2 Tourism

Tourism is regarded as a major economic engine over the past decade. It has grown into an \$8.5 billion industry that includes business travellers, conventions, sporting events and holiday vacationers. Tourism product development includes golfing and skiing, entertainment, nature and adventure tourism. Changing demographics make this an industry of the future.

2.4.3 Educational Services

Many community colleges have been aggressive in catering to international students. There are excellent prospects for continued export growth in this highly competitive marketplace. Strong growth should continue in primary, secondary and ESL as well as in the post secondary sector and especially in the highly lucrative management and executive training areas.

2.4.4 Knowledge-based Services

In the case of software, with modern information technology and the internet, most people can work at home, making it even more difficult to assess its scale and impact.

This population will place a considerable amount of emphasis on crime prevention, health care, leisure, recreation, and culture. A changing ethnic mix will also result in social structure and value changes.

3 ECONOMIC DEVELOPMENT PRINCIPLES

From the SWOT and other related documents identified a number of consistent messages and themes. For planning purposes these themes are being presented as underlying principles of Cold Lake's Action Plan 2006.

3.1 Coordinated Approach

A coordinated and cooperative approach to economic development must be incorporated into the plan. It is important to use the skills and abilities of the participating partners internally within City Hall and externally within the community. The challenge is to harness this interest and energy, focus it in a common direction and use it to drive socio-economic initiatives. The role of the economic development office will become one of facilitation and administration. The partnership will provide a forum for all community groups, businesses and citizens to participate in issues of common interest.

3.2 Balanced Approach

The Action Plan must strive to enhance quality of life that the citizens of Cold Lake have articulated they want through public consultation. Quality of life enhancement results from managing the community in a way that balances the social, economic and environmental implications of our activities in order to meet the needs of the public without compromising the ability of future generations to benefit from similar services.

Sustainable economic development recognizes that economic development and quality of life are part of the same equation. Community leaders, business executives, City planners, entrepreneurs, public servants, social service workers all have a contribution to make. They have to articulate a vision for the City that includes a priority list of services, facilities and employment opportunities that impact so markedly on the community's quality of life.

We know that the quality of life in Cold Lake is dependent on sustaining beneficial economic activity, including the creation of more jobs and long-term employment opportunities. Increased employment means increased tax revenues, which means better social, educational, cultural and community development services and facilities, all of which directly affect the quality of life available to our citizens. Only business and industry can make investments in income producing ventures, therefore, it would be beneficial to reduce the obstacles to investment by having well defined plans, simple procedures and less complex regulations.

3.3 Smart Community

Information technology will break down access barriers, reduce traffic congestion and open up City Hall on a 7-day X 24- hour basis. Utilization of technology in all of Cold Lake's marketing efforts will reduce the cost of spreading the message around the world.

3.4 Regional Approach

The City will work cooperatively with the MD of Bonnyville, Town of Bonnyville, Cold Lake First Nations, and Elizabeth Metis Settlement on projects that have regional significance. The City will work closely to provide input and receive support on regional issues such as labour and transportation.

3.5 Flexibility

The Action Plan must be flexible and organizations involved in implementing the strategy will be open to new opportunities. This multi-year strategy will be reviewed on

a quarterly basis with an opportunity to make mid-course corrections if required.

3.6 Leadership

The business community holds the City accountable for the responsible management of our economic future; therefore, City Hall will exercise leadership in the pursuit of economic development for the City. The economic development advisory committee will provide research and recommendations on matters as directed by Council. The EDAC committee will provide the public with an annual progress report.

4 COMPETITIVE ANALYSIS

No strategic plan would be complete without a discussion of the strengths and weaknesses of Cold Lake. The following SWOT analysis is from the public input sessions. Items from Appendix A mentioned by 3 or more groups were included in the following summary.

4.1 Strengths

- Recreational opportunities provided by exceptional natural resources and beauty. Natural resources will continue to provide an important strength for the future.
- Strong economic base founded on oil and military.
- Diverse culture and cultural backgrounds, including first nations, strong francophone and international components.
- Millennium Trail and other trail systems (African Lake).
- Strong retail presence which helps establish Cold Lake as a regional trading centre. This has expanded the trading area.
- Competent, well-trained labour force with a diversity of skills and high educational background.
- New regional college, along with post-secondary opportunities.
- Health Care services, modern hospital with regional influence.

4.2 Weaknesses

- Lack of affordable housing.
- Labour force shortages.
- Transient nature of the community, as a result of short-term military and oilfield employment trends. This results in low community pride and involvement.
- There is a lack of developed industrial land to support new opportunities.
- Roads system – lack of dangerous goods route and high traffic volumes that create dangerous intersections.

4.3 Opportunities

- Aerospace Industry has growth potential because of the labour market created by former military personnel remaining in the community. This labour force has reached a threshold that can supply the skills required to support many areas of opportunity in this diverse industry.
- Tourism has an opportunity for growth in Cold Lake. New tourism infrastructure may be required to take advantage. Forests, lakes, rivers and wilderness all have strong roles to play in future economic success.
- There are opportunities for the construction of affordable housing options within the community.

4.4 Threats

- The increasing cost of housing and utilities limits the number of people who can afford to live in Cold Lake. This in turn limits the labour force required to staff the retail and service industries.
- Apathy and lack of community involvement reduces the quality of life, fewer volunteers mean that many needs go unfulfilled in the community.
- Increased drug and criminal activities.
- Continued provincial and federal downloading.

This Action Plan intends to build on the community's strengths while overcoming or minimizing the weaknesses and seizing opportunities.

5 STRATEGIC PRIORITIES

The Economic Development Advisory Committee consulted with the community through a public input and strategic planning process in May/June of 2005. The following items were identified and ranked by the community in order of priority. EDAC has established four adhoc working groups that are looking at each of these area to develop a strategy that can be effectively implemented to start to solve some of these challenges.

Four Pillars from SWOT Analysis

5.1 Opportunity Identification / Attraction & Investment

	Community Priorities
• Create an affordable housing plan.	28
• Develop an Industrial Development Plan.	10
• Create a Retail Business Development Strategy.	5

There are numerous opportunities to attract new investment in targeted industries, particularly in retail, oil, and aerospace. Cold Lake's location can provide quality of life that is very appealing for companies. It is imperative that Cold Lake does not remain one of Canada's best-kept secrets. EDAC will work to identify opportunities that will complement and build on the asset base that exists in the Community. EDAC will work toward the development of new business and investment within the community of Cold Lake.

5.2 Retention & Expansion

	Community Priorities
• CLN role in business development.	19
• Create plan to support local businesses.	18
• Downtown Revitalization.	4

Small business will continue to be the major engine of growth in Cold Lake generated locally by business formation and expansion. A hallmark of a successful economic development strategy is the ability to establish an environment that encourages local entrepreneurs and small business. EDAC will work to retain and expand the existing business community in Cold Lake. Through a variety of initiatives, emphasis will be placed on encouraging young people in the community to consider business as an exciting and rewarding option.

5.3 Marketing and Promotion

	Community Priorities
• Develop a comprehensive marketing strategy.	19
• Develop a communication/marketing plan for area.	17
• Develop and Promote an Immigration plan.	8

Cold Lake is open for business and needs to project that image globally. Through creative planning and an external communication strategy the “Cold Lake Advantage” will be aggressively marketed throughout the world. EDAC will assist in the Promotion and Marketing of the Community of Cold Lake.

The tourism industry will be the natural resource industry of the new millennium. The City requires a comprehensive strategy to ensure that this potential becomes a reality. The City can focus on a number of areas including, meetings and conventions, golfing, skiing, eco-tourism, recreation, heritage and arts and culture.

5.4 Community Lifestyle Development

	Community Priorities
• Develop plan to deal with community transportation.	28
• Investigate activities/entertainment for youth.	20

EDAC will work to support and enhance the high quality of life in the Community of Cold Lake - in other words, the Quality of Life impact assessment will always influence the selection of opportunities.

6 ACTION PLAN

EDAC Action Plan represents a comprehensive work plan for the year 2006 and 2007.

6.1 Monthly Breakfast

Citizens of Cold Lake are important contributors to the economic development process. It is therefore important to keep them informed and in touch with economic development activities taking place. Ensuring a knowledgeable community as it relates to economic development is important. The monthly breakfast allows the local media and the community to be informed of the progress being made and the challenges being addressed. The EDAC website will be utilized to communicate between the Working Groups and EDAC members.

6.2 Cold Lake Ambassadors

There are many individuals and groups who travel and represent the community indirectly to various areas. The Ambassador’s program is to recognize these individual and to support their efforts. Each month up to 10 ambassadors will be recognized and presented with an Ambassador’s package which contains samples of materials that they can distribute. They will be encouraged to keep up the good work. This program is designed to encourage a sense of pride in the community of Cold Lake.

6.3 Affordable Housing

The one issue facing Cold Lake residents is related to affordable housing- according to a public opinion survey conducted in 2005 as part of the City’s strategic planning process. The Opportunity Identification working group has spent over six months researching this topic to identify some of the issues and determine the order of

magnitude. They will present their findings and recommendations in the 2nd quarter of 2006.

6.4 Communications and Marketing Strategy:

- Develop a marketing plan that identifies key target markets along with strategies that can be used to extract the greatest return on investment of the limited resources available. These markets will include tourism products, business, and labour force attraction.
- The review and recommend changes to City of Cold Lake Marketing materials based upon the Marketing Plan.
- B-Card CD ROMs will be sent to qualified prospects and will be made available to real estate agents and recruiters.
- The City website will be upgraded to provide potential investors with accurate and timely information regarding site selection.
- Local business and residents will have an opportunity to participate in an ongoing economic development forum.

6.5 Tourism Strategy

- The Economic Development Advisory Committee will establish a tourism focus group that includes key stakeholders in the tourism industry sector, namely, the Chamber of Commerce, Cold Lake Ag Society, Leisure & Parks Services Department, Cold Lake Museum, and accommodations representatives.
- The tourism focus group will develop a comprehensive list of tourism - related stakeholders to begin work on a comprehensive inventory of tourism resources in the Region.
- The tourism focus group will encourage the development of a broad-based marketing campaign that includes contributions from all regional players.
- A comprehensive tourism website will be developed and linked to the City website.
- The Economic Development Advisory Committee will proactively seek out new investment opportunities in the tourism sector.

6.6 Business Retention Strategy

- The Economic Development Advisory Committee will identify key local businesses to be earmarked for Business Visitation Program. The purpose of a BVP is to identify some of the challenges faced by local businesses and to work with them to come up with solutions.

6.7 Aerospace Strategy

The aerospace industry has the potential to create new sustainable jobs and income in the City of Cold Lake. The industry can build on the numerous military personnel who choose to stay in the community after serving with the Canadian Military. This industry will create excellent opportunities to diversify into a global market utilizing local strengths.

- Build database of former military personnel and skills available in area for pursuit of aerospace.
- Develop a comprehensive marketing plan.
- **Target Industry Sectors** – Military, UAV, Lighter-Than-Air, Engine Test

- **Aerospace Park** – Airport Expansion, Land Subdivision, City Services, Tax Revenue
 - Develop an airport that has a runway suitable for landing 737 size aircraft and land adjacent that is available and suitable for commercial / industrial development.
 - Sub-divide land and sell property for private and commercial hangar development.
 - Seek out public/private partnership opportunities to invest in aerospace infrastructure, for example, aerospace industrial park.
- **Training Centre** – Composite Materials Fabrication, Electronics, Robotics, Avionics, Maintenance & Repair
 - Seek out partnership opportunities with NAIT, SAIT, DeVry, U of A, and Portage College to encourage aerospace course offerings that will support industry growth and lead to the development of an aerospace training centre.
- **Research** – Communications, Composite Materials, Flight
 - Seek out research and development opportunities that would utilize the human resource knowledge in the area. (ie UVS Centre of Excellence, Aircraft Certification Facilities)
- **Business Incubator** – Research to Commercialization, Start-Up Companies

6.8 High Technology Industry Strategy

High Technology industry is clean and green and is one the fastest growing global industrial sectors. The City of Cold Lake needs to look at ways to attract this industry with proper planning and targeting.

- A high tech focus group will be formed that will include Portage College, DeVry, UofA, and Science Council of Alberta to identify target markets.
- Develop high-tech competitions that utilize communications tools, robotics, and new materials fabrication. The goal is to start small and grow to global recognition and competition.

6.9 Small Business Development

- The Economic Development Advisory Committee will host a forum of all small business providers to develop a small business development action plan. The ultimate goal is the creation of a business development center that provides small business with one window access to government programs, financing, education and marketing.
- The development of a small business development roadmap that will detail all the legal requirements for operating in the City of Cold Lake and local resources available to support local business. This publication will be available online as well as in hardcopy.

7 PERFORMANCE MONITORING

This section identifies performance indicators that can be used to monitor the City's overall success in achieving its economic development objectives. Performance monitoring requires the cooperation and input of all City departments and community stakeholders.

7.1 Measuring the Effectiveness of a Business Attraction Program

Business attraction programs are typically the most visible aspects of a community's economic development efforts. One major relocation project can pump new life into a local economy. Combined with ancillary spin-offs, a community can reap economic rewards for years from such projects, and not surprisingly, the competition for such investment has become fierce.

A variety of organizations contribute to these marketing efforts. Municipal, Provincial and Federal governments, Chambers of Commerce, Labour organizations, utilities, developers, regional entities, and local businesses among others provide individual leadership for marketing initiatives. The ability to work together to establish a unifying vision and some measure of coordination for the marketing activities of these organizations is a key factor in the success of business attraction programs.

Most business programs consist of several components that when operated in tandem are designed to provide the community with exposure to as many expansions, relocations, or new business developments as possible. These usually consist of an overall marketing campaign, which includes a mix of advertising, public relations, and networking; target marketing efforts directed towards specific business sectors, clusters or geographic areas; and, marketing support efforts which include the development and maintenance of marketing materials and management of the prospect through the sales effort.

Economic development organizations employ a number of efforts to evaluate and monitor their business attraction programs. Communities that receive investments typically want to know if they are better off as a result of the economic development group's effort, so they must look at measures that capture economic benefit. At the same time, the funding source, whether it is the government or the private sector, typically wants to know if the money is being wisely spent.

Therefore they tend to look at measures of organizational efficiency or productivity. Finally the business itself, which is the target of all the effort, evaluates an economic development organization on the quality and utility of the services it provides. The following list provides the data requirements necessary to develop a comprehensive monitoring system.

7.1.1 Economic Benefits

- Number of Businesses
- Number and Types of Jobs Created
- New Investment
- Property Tax Enhancement

7.1.2 Organizational Efficiency

- Number of Contacts: produces baseline data; year over year quantitative effort; there are no guidelines to determine an appropriate number of contacts per organization.
- Number of Leads: focuses on firms that have a real interest in locating in an area and are a better indicator of a successful promotion program; there are no guidelines to determine an appropriate number of leads per

organization.

- Number of Qualified Prospects: includes businesses that fit well with the business attraction strategy and are seriously considering investing into the area.

7.2 Measuring the Effectiveness of a Business Starts, Retention and Expansion Program

Business retention and expansion programs are a fundamental aspect of economic development work. If a community's businesses are strong and providing jobs most of the economic development organization's larger social, economic and community objectives can be achieved.

There are three primary reasons supporting existing businesses is a critical factor to longer-term economic development success.

1. The vast majority of growth comes from existing businesses and expansions.
2. The competitor communities are becoming increasingly aggressive in their attraction efforts, which means that an area's existing business base is being targeted in an attempt to lure businesses away; and
3. Communities that cannot effectively meet the needs of their existing business base are not as likely to attract new businesses.

Many economic development agencies make an aggressive effort to learn about problems before companies consider leaving. Pro-active contact systems are now being developed to learn about company problems before they reach a critical phase. The initial step for most organizations is to conduct a survey as a diagnostic tool to understand company plans for the future. Organizations usually strive to target companies that are most at risk or are the most important economic actors in their jurisdictions.

7.2.1 Economic Benefits

- Number of new business licenses
- Number of companies that have expanded
- Number of retained companies
- Number of jobs
- Total investment in a community

7.2.2 Organizational Efficiency

- Number of business visits
- Number of companies assisted
- Number of interviews and surveys conducted

7.3 Measuring the Effectiveness of Tourism Marketing

There are several indirect methods of measuring the impacts of tourism marketing efforts. The number of responses to the 800 telephone line, or number of hits on the website directly following a marketing event or advertisement will indicate the amount of interest originally generated. Statistic from various events and sites can be compared to previous trends and other communities to determine variances. Rubber tire tourism is

subject to weather patterns and attendance is not always true indicator of the effectiveness of marketing efforts. Therefore long-term patterns are often used to gauge response, unfortunately this does not identify which particular promotion is the most effective.

8 OTHER PROJECTS

There are numerous other projects that have been identified to be looked at some point in the future. This following list is not exhaustive but time and resources do not foresee many of these projects to be pursued during the timeframes identified in this Action Plan, unless there is a change in priorities and resources.

- Air Passenger Service
- Air Show
- Alberta Government 500 Million High Tech Investment Fund
- Bitumen Highway and Connector
- Business Prospecting
- Cold Lake Technology Development Association
- Commercial Space Inventory Database
- Commercial Leakage Study
- * Communications
- Community Investment Support Program
- * Convention Attraction Program
- Corporate Care Program
- Developers Data Base
- * Ft McMurray Opportunities
- Golf Tour Package
- Highway Signage
- Incubator Mall
- Industrial Park
- Lakeshore Business Development
- Land Sales
- Marina Expansion
- MD/Bonnyville Tourism Partnership – Wings & Water
- MDS Aerospace
- Museum
- * Sport Tourism Development
- * Tourism Radio
- * Tourism Infrastructure & Capacity Study
- Trade Initiatives AETE
- Trade Shows
- * Website Maintenance
- Unmanned Air Vehicles UAV's

9 REFERENCES

Goldberg, Michael (1998), *The British Columbia Economy into the Millennium: Perspectives and Possibilities*, (Vancouver, BC: The University of British Columbia).

APPENDIX A - SWOT

The following list of Strengths, Weaknesses, Opportunities, and Threats are presented as collected during the public consultation meeting held in May and June. The number in brackets refers to the number of groups that identified a particular item. There were 6 groups.

Identified Strengths of the Community of Cold Lake

Business & Industry

Diverse Shopping (4)	Farming
Big Box Stores (3)	Fish Hatchery
Economic Base strong (military & oil) (2)	Flight to Calgary (schedule Air Services)
Airports (2)	Human Resources
Chamber - strong (2)	Imperial Park
Enormous Potential (2)	Job Market Good
Space (room) for expansion (2)	Little Shops
Tim Horton's / McDonalds (2)	Media Exposure /Award Winning Paper
Food Service (2)	Oilfield Resource
Industry - oil (2)	Parking downtown - good
AETE	Rona
Agricultural ties strong	Size (demographics, potential for growth)
Business Climate - great	Skilled Workforce
Development	Trading Area - large
Economy Good	Travelling Rx services

Recreation & Tourism

Recreation - lots of (6)	Athletic Community
Lake & Parks (by lake) (6)	Global experience
Marina (5)	Good off roading (ATV)
Millennium Trail (5)	Hunting Great
Tourist attraction(4 wing, lakeshore, marine) (3)	Info (tourism)
Fishing Good (3)	Kids Parks
Maple Flag (2)	Not winter - summer (all 2 weeks)
Wild life (2)	Outdoors
Winter Activities (2)	Rinks
Ski Hill (2)	Rodeo
Agplex, JJ Parr (2)	Snowmobile Trail in Town
Beaches (2)	Swimming Pool
Parks Camping (MD & Prov.) (2)	Tourism (fish hatchery)
Bird watching (2)	Variety of things to do (social)
Campgrounds / trailer parks (2)	X-Country Trails
Activities/Events	

People & Community

Diversity (Culture, Language) (6)	Healthy
Diverse Religious Community (4)	Highly Educated Population
Clubs & Associations (4)	History
Base (3)	Isolation
Safe (3)	Legion
Volunteer Base Good (3)	Natural Beauty (lakes)
Young Population (3)	Nature
Friendly (2)	New Council
Ag. Society Strong (2)	Not Flat
Age Diversity (2)	Opportunity for Community Involvement
Artistic Community, performing arts (2)	People
Natural Resources (Water, Forest) (2)	Quality of Life
Active	Retirement Area
Caring	Services Available (lots of) for single parents
Clean / Environment	Small Town Atmosphere
Community Involvement	Social Services
Community Spirit	Transiency (fresh ideas)
Cosmopolitan Population (turn over healthy)	Unique City Gate
Growing Community	Welcoming Community

Community Facilities

Expanded Education - college (5)
 Hospital - health services (5)
 Schools (variety) (3)
 Libraries (2)
 Access to Facilities
 Aux. Hospital
 City Info Ctr.

Courthouse
 Facilities (library etc.)
 Health Clinic
 Long Term Care
 New Education Facilities
 Senior Centres (two)
 Seniors Lodge

Misc. Identified Strength

New Council good (new ideas etc.) (2)
 Water - best in Canada (2)
 City Promotion

Green Space
 Housing - Reasonable
 Trees

Transportation

Hwy Access
 Roadways into the Community – good

Identified Weaknesses of the Community of Cold Lake**Business & Industry**

Labour Force - lack of (5)
 Affordable housing - lack of (4)
 Air Services - lack of (2)
 Airport & services (2)
 Industrial Park (2)
 Low Income & Senior's Housing (2)
 Marina too small / Full Marina (2)
 Access to skilled tradesmen -lack of
 Accommodation - Maple Flag
 Affluence \$\$\$ - lack of
 Base Controls
 Beautification of outside of buildings - lack of
 Business in C.L.N. - lack of
 Clothing Stores (men's/ladies)
 Cottage Industry - lack of
 Customer service - poor
 Diverse Retail
 Downtown Facilities - few
 Economical Services - lack of
 Expensive Housing & Food
 High Density Housing - lack of
 Highly Skilled Jobs - lack of
 Industry - Aerospace - lack of
 Industry / commercial tax base - lack of

Liquor Stores & Bars - too many
 Low Rental Properties
 Music Store / Equipment
 No Costco
 No guidelines for development
 Real estate increase in market value
 Rental Properties
 Rental Vacancy Rate (low) - low income
 Restaurants - lack of good
 Retail all in C.L. South
 Serviced Industrial Park - none
 Single Business Voice
 Small Opportunity for Capitol Investment
 Specialized Dental services - lack of
 Specialized medical services - lack of
 Specialty Shops
 Sport Shopping
 Taxi's - lack of
 Trade Schools - lack of
 Ugly Downtown
 Waterfront Parking
 Waterfront Usage / development
 Youth Jobs - lack of

Community Related

Transient Community (lends to apathy) (3)
 Design & Planning - poor (2)
 Infrastructure (roads/sewer) - poor & old (2)
 Infrastructure (sewer & water) - lack of (2)
 Isolation (2)
 North & South - Distance between (2)
 North & South Rivalry & Medley & First Nations (2)
 Soft crime increasing & Drug use (2)
 Youth Activities (teen ctr, art facilities - besides sports)(2)
 Community / Heritage Fund
 Community Apathy
 Community Identity - lack of
 Community Official Plan - lack of
 Co-ordination of community events - lack of

Decision Making on Council - lack of
 Doctors (general& specialized) - shortage
 End of the Road
 Handicap Access
 High Utilities
 Lack of money for facilities
 Location - end of highway
 Major Medical - distance for
 Medical Services
 Medical Tests
 Military / Community Understanding
 Military vs. Community
 No Sense of Community (whole)
 Not many seniors

Partnerships & Cooperation - lack of
 Poor Community Representation by Council
 Poor Water/Sewer to First Nations
 Road & Sidewalk Clearing
 Sidewalks (curb access) - lack of
 Too many ATV (town)

Under Utilization of Ethnic Diversity
 Unity - lack of
 Vision - lack of
 Volunteerism - lack of
 Zoning (commercial/residential/industrial)

Marketing & Tourism

Destination
 Marketing (tourism, Lake, activities) - lack of
 Poor Promotion of Community Events
 Tourist attractions (lake/advertise) - more

Tourist Development - lack of
 Downtown Advertising / revitalizing continues
 Communication - lack of

Transportation Weaknesses

Dangerous goods route - lack of (3)
 Efficient Public Transit (3)
 Roads - lack of good (2)
 Transportation - lack of (2)
 Dangerous Intersections
 Highway Access (poor)

Highways - high volume / single lane
 Signage from Lloyd. To C.L. - none
 Transportation (economical)
 Transportation (within community)
 Transportation to outside

Rec. & Community Facilities

Access to Rec. Facilities
 Activities for Youth
 Arena State Deterioration
 Child Care Facility - lack of
 City Assets are aging
 Duplication Local Services (libraries)

Green Space vs. Development
 Modern Rec. Infrastructure (besides base)
 Not Adequate Sports Ties
 Seniors Facilities Lacking
 Seniors Lodge - aging

Misc. Identified Weaknesses

Climate (3)
 Post Secondary Education - lack of (2)
 Noise from jets
 Not accentuating natural beauty (ugly little houses)

Policing - increased crime
 Policing Manpower - lack of
 Weak Secondary Education

Identified Opportunities of the Community of Cold Lake

Business & Industry

Aerospace Industry (6)
 Cottage Industry (3)
 Low Income Housing (3)
 Marina Expansion (2)
 Expansion of Imperial Park (2)
 Regional Airport - improve (2)
 Air Services (2)
 Serviced Industrial Park (2)
 Water Marketing (2)
 Ag. Sector / Diversify
 Attraction of new contractors & developer
 B. & B. - more
 Business - huge potential
 Business Development
 CLFN Casino
 Conference Centre (retreat)
 Downtown Revitalization

Economic Development Opp. (1st Nation/MD/City)
 Educated Workforce
 High Density Housing
 High Skilled Job Sector - develop
 Industrial Base
 More Retail Business - London Drugs
 Natural Health Facilities / Services (Spa)
 Oilfield Service Industry encourage within city limits
 Outside Investment (domestic & foreign)
 Recycling Program - pick up system - restarting
 Retail Expansion
 Room for Commercial Development
 Smoke Free Pool Hall - make it!
 T.V. Station (media coverage)
 Training in oil & gas; medical
 Workforce

Community Related

Community Strategic Plan (rec., city services, social services) (4)
 Arts & Culture Facility (2)
 Build Community Pride (2)
 New better bigger fancier Seniors Centres (2)
 Tax Base Increased (2)

Artisans Community
 Build a Beautiful Community w/ Design Excellence
 City Transit
 Cooperation Service Groups
 Cooperative Transportation
 Dangerous Goods Route

Develop a strong community Identity
 Economic Diversity to Attract People
 Entertainment - variety of
 Equitable Revenue Sharing with MD
 Guidelines & Planning now to unify the area
 Identify ourselves as a Community
 Implementation of "Cause Report"
 Innovative Partnership
 Jericho Youth Centre

Library Amalgamation
 Lots of room for expansion between C.L. North-South
 Multi-Cultural Society & Programs - develop
 Music Festivals
 Partnership - benefits
 Partnership with CLFN
 Regional Economic Development
 Streamline 4 communities into 1
 Youth Services

Marketing & Promotion

Communication & Marketing / current activities -
 increase (3)
 International Exposure (2)
 Expand Tourism - better advertising & diversification
 Maple Flag - reach international

Marketing of Marina & Lake & all natural
 attractions
 Meadow Lake Prov. Park
 Opportunity to be known as "Jewel" of the Northeast
 Partner with NW Sask. Tourism

Rec. & Tourism Related

Tourism Increased (3)
 Bike/Camping around Lake
 Cabins on Lake
 College Hockey Team
 Rec. Opportunities
 Sea wall at Marina - expansion

Sports Development
 Tourism Budget - expand
 Tourism Growth Winter & Summer Activity
 Waterfront usage improved
 Waterslide into Lake
 Youth Facilities - better

Misc. Identified Opportunity

Annex outlying population
 Attract Medical Services
 Expansion of Post Secondary Facilities
 Federal Cooperation
 Highways & Roads - new
 Improve Visibility of Intersection
 Military Expansive
 New Schools

Political Involvement - Fed/Prov
 Post Secondary Education
 Post Secondary Facility & Expand Existing Programs
 Reduce Crime
 Richest community in Canada
 Split M.D.
 Twinning of Highway

Identified Threats of the Community of Cold Lake

Economic & Business

Increasing Price of Housing (3)
 Increased Cost Living (housing, utilities) (2)
 Low Rental Property -lack of availability (2)
 Medical / Social / Mental Services - lack of (2)
 Diversity (commercial/retail) lack of (2)
 Labour Shortage (2)
 Boom/bust oil (2)
 4-Wing in Hotel Business
 Affordable and High Density housing
 Business Pride - lack of
 Business Street Appeal - lack of
 Casino (increase social services; alcohol abuse;
 domestic violence)
 Closure of 4-Wing
 Commercial Property becoming unaffordable
 Cost of Utilities
 Crash of Housing Market
 Customer service
 Defence Spending Cuts Perceived
 Doctors & Specialists - lack of
 Economic dependency
 Existence of Base Housing
 Fixation on Expanding Box Stores
 Ft. McMurray Syndrome

Hospitality Industry gouging
 Imbalance of large box stores
 Increasing Wages in Oil field
 Industrial Development (base) - lacking
 Lack of Service Industry Employees
 Liquor Stores - too many
 Maple Flag vs. 1st Nations
 Military Cuts
 Oil reserves depleted (future generations)
 Oil Slump
 Outside Attractions
 Over fishing
 Peace Air stops
 Possible site of Casino
 Price of Oil both up & down
 Real-estate Market Bust
 Scheduled Air Service - lack of
 Serviced Industrial Park - lack of
 Skilled Trade workforce - lack of
 Support for small business - lack of
 Undesirable Businesses increasing
 Volatility in the energy sector
 Workers / quality - lack of

Municipal Planning

Long Term Plan/Vision - lack of (5)
 Breakdown of Relationships
 Change in Council / administration Perceived threat
 Cold Lake Awareness - lack of
 Communication - lack of
 Community Plan/Vision - lack of
 Decision making process - lack of or too lengthy
 Environmental Impacts (closure of landfill 2008;
 no recycling; pollution; water)
 Image Portrayed
 Inadequate Snow Removal hinders travel
 Infrastructure Deterioration
 Large Scale Planned Subdivision - lack of
 MD of BV favours Bonnyville - lack of cooperation

Money in City - none
 Need for Control
 Poor Roads / systems / D.G.route
 Relationships (city/base/1st nations)
 Retirement Facilities - lack of
 Shore line use
 Strong Leadership - lack of
 Sustainable Infrastructure
 Tax Base - lack of
 Tax Increase
 Transportation (infrastructure / Airport) - lack of
 Transportation (local & affordable)
 Urban Sprawl
 Youth Facilities - lack of (crime / drugs)

People & Community

Small town mentality (2)
 Apathy in Community (2)
 Community Involvement - lack of (2)
 Aging Population
 Citizens not willing to pay for what they want
 Community Pride - lack of
 Cooperation - lack of
 Facility access (youth / seniors)
 Fear of the unknown
 Individual Citizen Accountability
 Keeping Revenue in the Community
 Low Senior Population
 Negative Reporting
 NIMBY
 No voice in Prov/Fed. Or local Municipal Politics

North - South Feuding
 Not taking advantage of what we have
 Panhandling vagrancies
 Parents not being parents
 Political Representation - lack of
 Pride in Community - lack of
 Public & Political Apathy
 Reaction to Change
 Status Quo
 Tolerance for different groups - lack of
 Too much talk too little walk
 Transient Community
 Transient Mentality
 Unity - lack of (drive apart)
 Youth Entertainment - lack of

Misc. Related Threats

Drugs / Criminal Activity (5)
 Finances from Higher Gov't (3)
 Post Secondary - lack of (youth leave) (2)
 Air / Bus Transportation
 Competition of outside communities
 Destruction of natural beauty
 Funding - lack of
 Gov't Change Policies for medical
 Gov't Sending

Level of care in seniors facilities
 Location (end of the road)
 Low Funding for Seniors
 Major Centre - distance from
 Name of City
 Policing - lack of
 Unable to control water quality in Lake
 Weather