

Growth Services Strategic Plan - Business, Industry & Tourism



Business Retention and Expansion (BR&E)

GOAL 1: The Town of Drayton Valley will continue to provide resources and support existing companies							
ACTIONS:	Corp Strat Plan	MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
<p>Hire a consultant to complete:</p> <p>1a. <i>Industry gap cluster analysis</i> (business, tourism, education, etc.); also includes retail leakage report for the community and market demand (local & international) for educational programming</p> <p>1b. <i>Target analysis report for industry sectors</i> (Oil & Gas; Timber; Agriculture; Information Technology; Entrepreneur, Manufacturing and Retail sector)</p> <p>1c. <i>Education needs assessment</i> to gain a better understanding of local citizen and international student needs (e.g., high school students with currently undefined education and/or career ambitions; mature learners looking to upskill in current field and/or re-skill for career transitions) as well as industry needs (e.g., oil and gas, trades, future growth industries, including those where international student recruitment can meet demand)</p> <p>1d. <i>Market demand for niche programs and dual credit opportunities</i> that will cater to local and international education and training needs through ongoing engagement with citizens and industry members</p>	x	<ol style="list-style-type: none"> 1. Analysis of needs for RFP 2. RFP issued 3. Consultant Hired 4. Report & Recommendations presented to Council and SLT 	150	01-Apr-23	01-Oct-23	\$ 75,000	MS
2. Continue new business recognition program		<ol style="list-style-type: none"> 1. Procedure created 2. # of new businesses opened 3. # of new businesses recognized 	50	01-Jan-23	31-Dec-25	\$ 2,500	MS
3. Support annual programming for Small Business Week including an annual business recognition program.		<ol style="list-style-type: none"> 1. Annual event established and launched 2. Post-event report completed and presented 3. Criteria and procedure for business recognition program established and approved 4. # of businesses recognized 	50	01-Apr-23	01-Oct-23	\$ 7,000	LP/MS
4. Coordinate and Streamline Modus Operandi of Economic Development Committee to improve and expand supports for business retention and growth including international student services .		<ol style="list-style-type: none"> 1. TOR reviewed and streamlined 2. # of regular of meetings 3. # of actionable outcomes 	65	01-Jan-23	01-Jan-25	\$ 1,500	MS/LP
5. Lead development of partnership hosting of business networking events including international student business expansion opportunities.		<ol style="list-style-type: none"> 1. # of partnership events established & hosted 	75	01-Jan-23	31-Dec-24	\$ 1,000	LP

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6. Attend Business, local and international academia Networking Events.		1. # of events attended	100	01-Jan-23	31-Dec-24	\$ 4,000	LP/MS/TH
7. Research and engage established business resource centre service organizations to establish a model for Drayton Valley	x	1. Business Link, Alberta Innovates, Community Futures, AB Chamber of Commerce, Endeavour engaged 2. Examine existing models 3. Design and adopt a partnership-based model to meet community needs	60	01-May-23	31-Dec-23	\$ 4,000	MS
Yearly Total			550			\$ 95,000	

GOAL 2: Downtown Development

ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Complete Downtown Revitalization Study and Analysis	x	1. Report & recommendations completed & reviewed 2. Action Plan approved for implementation	20	01-Jan-23	01-Dec-23	Planning	KW/JC
Yearly Total			20			\$0	

GOAL 3: Continue Strengthening the Local Workforce and Reimagine Local Education Systems to Serve and Support Local Talent Pipeline Development, to Expand Talent Feedstock in Support of Business Attraction, Retention, and Expansion

ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Partner with innovation centres to attract and support entrepreneurs & innovation to Drayton Valley		1. Incubation value proposition policy and operations model approved 2. Action plan-operations model and launch plan approved & implemented. 3. # of applications received at CETC for Business incubation 4. # of partnerships established	200	01-Mar-23	31-Dec-23	\$23,000	LP

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2. Continue to work with key post secondary partners to attract additional post-secondary programming and support services for local and <i>international students</i> .		1. Sector gaps & institutional targets determined 2. Attraction strategy, tactics and plan developed and implemented 3. # of quarterly status progress reports completed 4. Number of programs & support services added at CETC	100	01-Feb-23	31-Dec-25	\$ 8,000	All
3. Facilitate relationships with local schools (private and public) and the business community to tap into the students, alumni, and their families, and to engage and build their connectivity to Drayton Valley		1. Junior Achievement and/or YETI program (Community Futures) engaged 2. Agreement finalized 3. Program initiated in School(s)	50	06-Jun-23	31-Dec-23	\$ 4,000	MS/ TH
Yearly Total			350			\$ 35,000	

GOAL 4: Enhance the workforce needs for existing companies and emerging growth

ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Administer Business Retention and Expansion (BR&E) survey and analysis		1. Survey report and analysis completed 2. Recommendations & actions implemented	30	01-Jan-23	30-Jun-23	\$ -	LP
2. Establish a Business Visitation Program (BVP)		1. Develop interview questionnaire 2. # of Businesses visits	60	01-Jan-23	31-Dec-25	\$ -	MS/ TH
3. Continue to work with business and industry stakeholders to expand skills development training of <i>local and international workers/students</i> to support local business and industry jobs value chain.		1. # of interviews 2. # of new actionable items identified 3. # of educational opportunities identified	60	01-Jan-23	31-Dec-25	\$ -	MS/ TH
4. Acquire & implement CRM Software to support business attraction, Retention & Expansion, and Lead Management control		1. Software evaluation & final selection completed 2. CRM system acquired & deployed 3. Business Visits tracked and managed	50	01-Feb-23	30-Jun-23	\$ 8,000	MS

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Business Retention and Expansion (BR&E)

5. Create a task force with business groups to determine key advocacy needs See Task Force		1.Task Force established 2. Needs assessment report and recommendations completed	0	01-Apr-23	31-Dec-23	\$ -	LP
6. Apply for RRS program		1. Application completed & submitted 2. Application approved/ rejected	10	01-Jan-23	31-Mar-23	\$ -	MS
7. Complete labor market study and analysis (work from home & remote)	x	1. RFP issued 2. Analysis & report completed and presented	40	01-May-23	01-Nov-23	\$ 50,000	LP
Yearly Total			250			\$ 58,000	
Total			1170			\$ 188,000	

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Investment Attraction

GOAL 1: Create a Growth and Expansion Plan for Local Industry Clusters							
ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Complete target Analysis report for industry sectors (Oil & Gas; Timber; Agriculture; Information Technology; Entrepreneur, Manufacturing and Retail sector) <i>see Pillar 1 Goal 1 Action 1c</i>	x	1. RFP issued & awarded 2. Consultant's analysis and recommendations completed and presented. 3. # of implemented findings from report	40	01-Apr-23	01-Nov-23	\$0	LP
2. Build strong interactive Site Selector and Investor networks to increase and strengthen investment attraction opportunities		1. # Site selectors contacted 2. # Meetings held 3. # potential companies targeted	100	01-Apr-23	31-Dec-24	\$ 7,500	ML/LP/ KW/JC
3. Identify, establish & prioritize direct contact with external business, industry, and <i>potential (international) immigrant student organizations</i> to locate in the Town of Drayton Valley		1. SWOT analysis reviewed 2. Competitive analysis established and approved 3. # of targets identified 4. # of targets selected 5. # of targets in negotiations 6. # of related trade shows & conferences attended	110	01-Jan-23	31-Dec-25	\$ 15,000	ML
4. Conduct a business and investment attraction readiness review		1. Review completed 2. Analysis (Statistics and Data information) 3. Report submitted 4. Gaps implementation and action plan prepared	20	01-Apr-23	23-Sep-30	\$ 15,000	LP
5. Conduct Industry Cluster Analysis <i>see Pillar 1 Goal 1 Action 1a</i>	x	1. Final decision and in-depth analysis of the Hemp Industry in Drayton Valley 2. # of additional industries identified	80	01-Apr-23	01-Oct-23	\$	ML/LP
6. Engage inbound/outbound trade opportunities (Canadian Trade Commissioners, Foreign Embassy Trade Secretaries) <i>to increase international student in-flow and Foreign Direct Investment opportunities.</i>		1. # of meetings held 2. # of new leads generated 3. Target markets identified	60	01-Jun-23	31-Dec-25	\$ 6,000	LP/MS/TH
Yearly Total			410			\$ 43,500	

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Investment Attraction

GOAL 2: Market the Current Public Properties (9) that can be Developed for Industrial and Commercial (Retail) Purposes							
ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Work with internal Planning and Development department to decide which town properties should be targeted		1. Company contacted to assess "targeted" town owned properties 2. # of Town of Drayton owned properties "certified/shovel ready"	30	01-Feb-23	31-Dec-23	\$ -	KW/JC/LP/MS
2. Explore partnership opportunities with the Real Estate board to establish a "vacant properties searchable database" <i>See Task Force</i>		1. Working Group/Task Force Created to determine feasibility 2. # meetings held 3. Final outcomes report & proposed recommendations presented		01-Jul-23	01-Dec-23		LP
Yearly Total			30			\$ -	
GOAL 3: Pursue Bio Mile vision							
ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Conduct internal viability assessment to identify potential BIO MILE, technology and innovation initiatives for implementation		1. # of key Bio Mile Initiatives (e.g greenhouse, business incubation, lumber, agri hemp/ foods) being pursued 2. Semi Annual reporting completed	100	01-Mar-23	01-Sep-25	\$ 1,500	MS
Yearly Total			100			\$ 1,500	
GOAL 4: Conduct a Feasibility Study for Access to Rail							
ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Establish a taskforce (municipal & provincial) to develop a value proposition for rail service and recommended next steps <i>See Task Force</i>		1. Task force established 2. # meetings held 3. Value proposition & recommendations completed and presented		01-Jun-23	31-Dec-23		KW
Yearly Total							

Investment Attraction

GOAL 5: Provide Leadership to Support Current Infrastructure to Elevate Investment Attraction							
ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Create task force comprised of regional stakeholders (e.g. Brazeau County) and internet providers to identify options that would enhance regional internet services to competitive global quality levels <i>See Task Force</i>		1. Task Force established 2. # of service providers identified 3. # of meetings held 4. # of options identified; proposals obtained 5. Summary report and recommendations compiled and presented		10-May-23	10-Nov-23	\$ -	MS
2. Create a task force to conduct a Drayton Valley commercial airport feasibility study of new capital and infrastructure improvements that would support economic growth <i>See Task Force</i>		1. Task Force established 2. # of meetings held 3. Feasibility report completed and presented		01-Aug-23	01-May-24	\$ -	KW
Yearly Total			0			\$ -	
Total			540			\$ 45,000	

Growth Services Strategic Plan - Business, Industry & Tourism



Quality of Life

GOAL 1: Improve Community Quality of Life and Livability by Recruiting Reputable Companies to Generate High Quality Jobs, Attract New Families, and Increase Business Development

ACTIONS:	MEASURE:	# of hours	Start Date	Due Date	Cost	Owner
1. Partner with living wage network (AB GOA, EndPoverty Edmonton, other municipalities) to determine and monitor the communities' living wage to determine and monitor sustained affordability competitive advantage	1. # of meetings held 2. Affordability and competitive advantage defined 3. Promote advantage (if any)	50	01-Jan-23	31-Dec-25	\$ -	ML
2. Partner with key health-care stakeholders (e.g. DV Health Foundation, PSIs) to explore potential growth and expansion opportunities for the Drayton Valley & Region health care system	1. # of key stakeholders & partners identified and engaged 2. # of new action items 3. # of completed action items 4. # of attended healthcare related meetings 5. Report of recommendations presented	150	01-Jan-23	01-Jan-25	\$ 1,500	ML/TH
Yearly total		200			\$ 1,500	

GOAL 2: Enhance residential housing (including affordable housing) solutions in Drayton Valley

ACTIONS:	MEASURE:	# of hours	Start Date	Due Date	Cost	Owner
1. Investigate initiatives to support residential housing (including affordable housing) developments	1. Existence of current internal committees verified 2. Internal steering committee (Planning and Development, Community Services, Municipal Services & Engineering) established 3. Committee report of recommendations and next steps to SLT and Council presented 4. # Partnerships with realtors, developers & potential investors	50	01-Jun-23	01-Jun-24	\$ 2,000	KW/JC/LP /MS/HV
Yearly total		50			\$ 2,000	

Growth Services Strategic Plan - Business, Industry & Tourism



Quality of Life

GOAL 3: Work to establish Community, Indigenous, Culture, Arts and Tourism activities

ACTIONS:	MEASURE:	# of hours	Start Date	Due Date	Cost	Owner
1. Explore the potential and feasibility of building artist live/work studio	1. Stakeholders/partners list created 2. Findings completed 3. Report presented to Council & SLT on next	25	01-May-23	01-Jan-24	\$ -	LP/KW/M S/HV
2. Partner and Collaborate with stakeholders to establish Cultural & Recreational Community Events/ Festivals to expand networking and attract resources (e.g. Multicultural Association)	1. Inventory of community groups created 2. Events timetable published 3. Impact report completed	80	01-Feb-23	01-Sep-25	\$ 10,000	LP/MS
3. Establish an annual trade show (Education, Career and Job) to integrate & support career/trades/job growth	1. Regional community planning/organizing committee (Chamber, CAN, schools, neighbour municipalities) established 2. 2023 Event launched 3. Post event report presented	150	01-Sep-23	01-Sep-25	\$ 35,000	LP/MS/TH
4. Explore promotional tourism partnerships and development opportunities (e.g. kayaking, skiing, trails, camping, DV100, etc.) with key stakeholders (e.g. DVHTA, DVCF, Edmonton Tourism)	1. Tourism initiatives established 2. Tourism support packages created and distributed 3. Statistical data (% increased reach) captured by This is Drayton Valley	150	01-Mar-23	30-Jun-24	\$ 10,000	LP/MS/TH
	Yearly total	405			\$ 55,000	
	Total	655			\$ 58,500	

Marketing & Partnerships

GOAL 1 : Enhance website and establish marketing tactics, tools, brand, messaging, and communications materials							
ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Develop cohesive communications/marketing materials to support the nine strategic pillars.		1. Value Proposition established 2. Marketing & Promotion presentation kits developed 3. Community and investment profile completed	TBD	01-Mar-23	01-Aug-24	TBD	JS
2. Enhance Social tools to increase visibility of Economic and Social Activities in Drayton Valley		1.Total media distribution count	80	01-Feb-23	01-Sep-25	TBD	JS
3. Enhance Growth Services web page to deliver a compelling experiential web presence		1.Up-to-date high quality video 2. Up-to-date photography 3. Up-to-date data	TBD	15-Jan-23	30-Sep-23	TBD	JS
4. Finalize confirmation of Drayton Valley's "brand"		1.Brand & awareness campaign launched	TBD	15-Dec-22	15-Feb-23	TBD	JS
5. Establish value proposition and brand for education in Drayton Valley that appeals to local and international students		1. Value proposition established 2. Brand identity confirmed 3. Value proposition and brand implementation plan created 4. Plan approved and implemented	100	01-Jan-23	31-Dec-23	TBD	LP/TH/MS/JS
6. Research, design and develop a regional business portal		1.Business Portal prototype approved	TBD	01-Apr-23	30-Nov-23	TBD	JS
Yearly total			180			\$ -	

Marketing & Partnerships

GOAL 2: Enhance education web landing page and social media channels							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Integrate and seamlessly streamline CETC and ToDV landing pages to optimize visibility		1. Develop TOR for web developer to develop 2. RFP developed and issued 3. RFP awarded 4. Consultant report submitted 5. Recommendations submitted for approval	40	01-Apr-23	31-Oct-23	\$20,000	LP/MS/TH/JS
2. Develop and implement a marketing and communications strategy to advertise opportunities locally as well as in surrounding <i>and international</i> communities to increase enrolment		1. Marketing & communications strategy draft prepared 2. Marketing & communications strategy approved 3. Marketing & communications strategy implemented	200	01-Jan-23	31-Mar-23	\$ -	LP/MS/TH/JS
Yearly Total			240			\$20,000	
GOAL 3: Building Strong Partnerships							
ACTIONS:		MEASURES:	# of hours	Start Date	Due Date	Cost	Owner
1. Partner with Canada's Federal Government; the Province of Alberta, Regional Economic development associations (REDA) and regional organizations (Brazeau County and neighboring jurisdictions)		1. # of governmental partnerships established 2. # of initiatives and projects identified and action	75	01-Feb-23	31-Dec-25	\$ 10,000	MS/LP
2. Establish Collaboration with key partners and stakeholders, that includes Chamber, community associations, volunteer networks, education and other non-profit organizations		1. # of partners established 2. # initiatives and actionable items	80	01-Nov-23	31-Dec-25	\$ 1,500	MS/LP
3. Support the celebration and recognition of volunteers through an annual event		1. Annual event completed by volunteer week	25	01-Jun-23	01-May-24	\$ 7,500	MS/LP
4. Host an Economic development breakfast or lunch		1. Lunch or breakfast held twice a year	80	01-Jun-23	31-Dec-25	\$ 20,000	MS/LP
Yearly Total			260			\$ 39,000	
Total			680			\$ 59,000	

Growth Services Strategic Plan - Education



Create educational opportunities for local residents & international students

GOAL 1: Identify in-person programming gaps and opportunities

ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Conduct needs assessment to gain a better understanding of local citizen and <i>international student</i> needs (e.g., high school students with currently undefined education and/or career ambitions; mature learners looking to upskill in current field and/or re-skill for career transitions) as well as industry needs (e.g., oil and gas, trades, future growth industries, <i>including those where international student recruitment can meet demand</i>) see Pillar 1 Goal 1 Action 1c	x	1. Needs assesment completed 2. Education Committee evaluation report 3. Recommendations submitted to council	0	1-Apr-23	1-Oct-23	\$ -	TH
Yearly Total			0				

GOAL 2: Build and deepen the existing educational partnerships

ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Strengthen and expand lease and programming agreements that will allow us to be nimble in meeting the ongoing education and training needs of the local and <i>international</i> community and industry		1. Number of agreements negotiatiated 2. Number of agreements signed 3. Number of programs delivered	100	31-Mar-23	31-Dec-25	\$ -	LP/TH
Yearly Total			100				

Growth Services Strategic Plan - Education



Create educational opportunities for local residents & international students

GOAL 3: Increase in-person programming options for local residents via *international* student recruitment

ACTIONS:	MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Develop & implement tripartite (ToDV/CETC, <i>international recruitment agency</i> , Post Secondary Institutions) agreements to deliver programming for <i>international students</i> that allows for program minimum numbers to be met and increased in-person program options for local students	1. Number of institutions identified and engaged 2. Number of programs finalized and agreements signed 3. Number of countries targeted 4. Number of international and domestic students recruited	100	01-Sep-23	31-Dec-25	\$ -	LP/TH
Yearly Total		100				

GOAL 4: Ongoing engagement with citizens (high school students & mature learners), industry and Education Committee members representing these stakeholder groups to inform local *and international* education and training needs

ACTIONS:	MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Perform annual surveys to determine extent of specific programming format, priorities (delivery mode, schedule, etc.) and gather prospective student data (eligibility, contact info., etc.) <i>for local and international student program and curricula offerings.</i>	1. Annual survey questionnaire developed 2. Annual survey questionnaire administered 3. Analysis and recommendations completed and submitted	40	31-Mar-23	31-Dec-25	\$ -	TH
2. Coordinate and Streamline Modus Operandi of Education Committee	1. Number of meetings held 2. Recommendations completed and submitted	40	01-Jan-23	31-Dec-25	\$2,000	TH
Yearly Total		80			\$2,000	

Growth Services Strategic Plan - Education



Create educational opportunities for local residents & international students

GOAL 5: Focus on and invest in providing access to sustained quality programming that is responsive to sustainable industry needs							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Conduct programming market demand analysis for local & <i>international</i> educational programming <i>See Pillar 1 Goal 1 Action 1a</i>	x	1. Prepare and issue market demand RFP 2. Consultant hired 3. Analysis report submitted & presented 4. Next steps provided	25	31-Mar-23	01-Sep-23	\$ -	LP/TH
2. Conduct annual evaluation reviews of program plans with <i>local and international student education development partners</i>	x	1. Evaluation report completed 2. Recommended actions implemented	20	31-Dec-23	31-Dec-25	\$ -	LP/TH
3. 6-month student/ employer evaluation	x	1. Evaluation of programming & service success 2. Recommended actions implemented	30	01-Jan-23	31-Dec-24	\$ -	TH
Yearly Total			75				
Total			355			\$2,000	

Growth Services Strategic Plan - Education



Establish the CETC as an education & training hub/ campus

GOAL 1: Solidify educational opportunities (both post-secondary and training) that align with local and <i>international</i> student and industry need							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Identify niche programs that will cater to local and <i>international</i> education and training needs through ongoing engagement with local and <i>international</i> citizens and industry members <i>See Pillar 1 Goal 1 Action 1d</i>		1. Number of niche programs identified	0	01-Jan-23	01-Nov-23	\$ -	TH
2. Work with educational partners to increase in-person education and training opportunities for local and <i>international</i> student programs and support services at the CETC		1. Number of programs & support services added at CETC	200	01-Jan-23	31-Dec-24	\$ -	TH
Yearly Total			200				
GOAL 2: Ensure the CETC facility is competitively equipped to meet global standards							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Develop proposal for Council's capital budget consideration to furnish the CETC with study and social spaces for students options for local and <i>international</i> students		1. Budget proposal developed 2. Budget proposal approved 3. Procure items to furnish CETC	10	01-Oct-22	31-Aug-23	\$50,000	LP/TH/JS
Yearly Total			10			\$50,000	
Total			210			\$ 50,000	

Growth Services Strategic Plan - Education



Create a culture of education in Drayton Valley

GOAL 1: Ingrain the value of advanced education into the fabric of Drayton Valley							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Work with education partners and Communications department to develop a targeted marketing campaign to expand program outreach beyond DV borders and <i>extending internationally</i>		1. Marketing campaign developed and implemented 2. Discussions held with partners regarding joint marketing campaigns 3. Recommendations established & implemented	200	01-Jan-23	31-Dec-24	\$ -	LP/TH/JS
		Yearly Total	200				
		Total	200				

Communicate education goals and opportunities

GOAL 1: Promote local and <i>international student</i> education & training opportunities and related program & services							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Promote post-secondary programming, services, and funding options through open houses/ info. sessions at high schools, community registration events, and at the CETC and <i>appropriately identified international third-party partners and associates.</i>	x	1. Number of promotional events held 2. Annual report, results, and recommendations completed	100	01-Jan-23	31-Dec-25	\$6,000	LP/MS/TH/JS
		Yearly Total	100			\$6,000	
		Total	100			\$6,000	

Growth Services Strategic Plan - Education



Develop long-term financial sustainability

GOAL 1: Engage with GOA Advanced Education Ministry to determine a tertiary education model appropriate (financially and socially) for Drayton Valley & region							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Research and explore the benefits, challenges, and viability of establishing a GOA post-secondary model (governance & funding mechanisms) in Drayton Valley (MITACS)	x	1. Report on post-secondary model governance & funding options completed 2. Findings presented	200	01-Mar-23	31-Sept-23	\$ 7,500	LP/TH
Yearly Total			200			\$ 7,500	
GOAL 2: Design and propose a transitional pathway to establishing a tertiary education model for Drayton Valley & region							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Create a taskforce to evaluate post-secondary education pathway options for local and international students. See Task Force	x	1. Create a taskforce 2. Feasibility study completed 3. Recommendations presented 4. Next steps taken		01-Oct-23	31-Mar-24		LP/TH/MS/JS
Yearly Total						\$ -	
GOAL 3: Build strong funding partnerships with regional stakeholders in support of a regional education and training model							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Explore partnerships with all stakeholder levels (local businesses, industry, government, community organizations, international student recruitment agencies, and PSIs) that will assist in funding training opportunities for local and international students		1. Identify potential partners 2. Number of organizations engaged 3. Number of partnerships formalized 4. Summary of funding support received	100	01-Jan-23	31-Dec-25	\$ -	LP/MS/TH/JS
2. Develop targeted stakeholder education co-funding packages for sponsors of education initiatives		1. Co-funding packages prepared 2. Number of organizations engaged 3. Number of partnerships formalized 4. Number of sponsorship packages distributed	100	01-Jan-23	31-Dec-25	\$ 5,000	LP/MS/TH/JS/UofA
3. Establish phase-targeted fundraising campaign to support local and international student attraction and funding.		1. Funding program campaign developed 2. Funding program campaign approved 3. Phase 1 implemented	100	01-Jan-23	31-Dec-24	\$ 5,000	LP/MS/TH/EdCmte
Yearly Total			300			\$ 10,000	
Total			500			\$ 17,500	

Growth Services Strategic Plan - Special Projects



Task Forces

GOAL 1: Establish task force(s) for various special projects							
1. Create a task force <i>with local and international business and career/education */groups</i> to determine key advocacy needs <i>for growth and development</i> .		1. Task Force established 2. Needs assessment report and recommendations completed	80	01-Apr-23	31-Dec-23	\$0	LP
2. Explore partnership opportunities with the Real Estate board to establish a "vacant properties searchable database"		1. Working Group/Task Force Created to determine feasibility 2. # meetings held 3. Final outcomes report & proposed recommendations presented	60	01-Jul-23	01-Dec-23	\$1,000	LP
3. Establish a taskforce (municipal & provincial) to develop a value proposition for rail service and recommended next steps		1. Task force established 2. # meetings held 3. Value proposition & recommendations completed and presented	60	01-Jun-23	31-Dec-23	\$1,000	KW
4. Create task force comprised of regional stakeholders (e.g. Brazeau County) and internet providers to identify options that would enhance regional internet services to competitive global quality levels		1. Task Force established 2. # of service providers identified 3. # of meetings held 4. # of options identified; proposals obtained 5. Summary report and recommendations compiled and presented	80	10-May-23	10-Nov-23	\$0	MS
5. Create a task force to conduct a Drayton Valley commercial airport feasibility study of new capital and infrastructure improvements that would support economic growth		1. Task Force established 2. # of meetings held 3. Feasibility report completed and presented	40	01-Aug-23	01-May-24	\$0	KW
6. Create a taskforce to evaluate post-secondary education pathway options	x	1. Create a taskforce 2. Feasibility study completed 3. Recommendations presented 4. Next steps taken	30	01-Oct-23	31-Mar-24	\$3,000	LP/TH
Yearly Total			350			\$5,000	

Growth Services Strategic Plan - CETC Building Management & Operations



Building Management & Operations

GOAL 1: Establish efficient and effective operations of the CETC

ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Recruit Office Administrative / Customer Service support staff		1. Proposal developed and presented 2. Staff member hired 3. Operations & procedures manual developed and implemented 4. Number of facility audits (i.e. technology, food services, etc.) performed 5. Number of facility tours conducted 6. Number of facility bookings by category					LP/TH/MS/AT
2. Maintenance of assets, inventory, kitchen inspections & food handling permits, janitorial supplies; ensure all rooms are functionally equipped		1. Asset inventory created and maintained for each room 2. Rooms set up appropriately for each booking/function 3. Building inspections and action reports completed					
3. Ensure security monitoring (cameras, sign-in log books, key/ fob distribution tracking)		1. Sign-in log book created and maintained 2. Ensure security camera monitoring system is operational 3. Key distribution/fob and tracking procedure created and implemented					
4. Facility emergency safety (fire, lockdown, working alone, etc.) policies and procedures manual		1. Policies and procedures created and distributed to tenants 2. Policies and procedures maintained and updated as needed 3. # of safety protocols (drills) completed 4. # of safety and security incidents reported & resolved					

Growth Services Strategic Plan - CETC Building Management & Operations



Building Management & Operations

5. Ensure facility is equipped with basic student supplies (water cooler, vending machine/ tuck shop/ food services)		1. Supply inventory created and maintained 2. Log of items sold maintained					
6. Maintain office supply inventory (paper, stationary, etc.)		1. Supply inventory created and maintained 2. Supplies ordered as needed					
7. Training and professional development		1. # of educational conferences attended 2. # of Courses completed	100	01-Jan-23	31-Dec-25	\$ 8,000	ML
Yearly Total			100			\$8,000	

GOAL 2: Maximize Tenant Occupancy							
ACTIONS:		MEASURES	# of hours	Start Date	Due Date	Cost	Owner
1. Administer lease agreements (new leases, renewals, invoice requests)		1. Net operating income (NOI) report completed 2. Vacancy / occupancy rates report completed					
2. Coordinate and manage facility inquiries, bookings, site tours, and maintenance schedules		1. Booking, visitor management, and communications system implemented 2. Average response time on maintenance issues/ requests 3. Tenant directory and list of available vacancies created and maintained 4. # of rental leads actioned 5. Semi-annual tenant surveys completed 6. Report on tenant experience and next steps to action documented					
Yearly Total							
Total			100			\$8,000	

Growth Services Strategic Plan



Summary

Pillars: 11 Goals: 30 Actions: 82 Measures: 235

Total Estimated Hours: 4860 Total Estimated Cost: \$439,000