

**Council Decision Item  
(CDI)**

**Economic Development Objectives:  
A Blueprint for the Future**

**Presented by:  
Economic Development Task Force**

**Monday, July 19, 2010**

**This CDI requests the adoption of recommended Economic Objectives  
as presented in principle.**

## Recommendations

The recommended objectives form a scope of engagement to develop and implement an integrated “Economic Development Plan: A Blueprint for the Future”. **The adoption by Council provides the Economic Development Task Force an identified mandate to implement associated strategies.** These objectives are based on the EDTF strategic planning session of March 24, 2010 and the inclusion of a recent recommendation from the Parking Task Force through Council.

These objectives are succinct to the imminent “Sustainability Plan”.

- **Priority 1 – Engage the community in a Municipal Brand process.**
  - A community brand is the face we portray to the world and the expression of our community values, caricature, and advantages.
  - A community brand speaks to all future economic development issues and brings significant efficiency to municipal departments and community groups in coordinating community development.
  - The majority of current community perception has been generated by interests other than a concentrated community branding plan and does not always reveal the values and quality offerings currently within Drumheller.
  - In this context **Branding** includes a Brand based Communications Plan (Appendix)
  - This objective does not usurp nor compete with any potential objective in the imminent Sustainability Plan.
  - [Resources – Regional Professionals, Community Engagement Meetings, Council]
  
- **Priority 2 – Generate a “Towne Centre” icon within the Downtown Core.**
  - Develop a physical and cognitive gathering location where community groups can meet in an open or semi-open environment which emulates a modern, open, progressive and engaged community.
  - This objective integrates a recent objective from the Parking Task Force through Council regarding Downtown Revitalization. The “Town Centre” forms a strategy in setting a peer-level expectation for the revitalization of the downtown core.
  - As equally important the “Towne Centre” is to form an artery draw from the World’s Largest Dinosaur / Tourist information Centre into the downtown zone.
  - [Resources – Downtown Merchants Association, Council]

- **Priority 3 – Connecting Drumheller’s Creative Community to expand the economy for both prime and shoulder visitor seasons.**
  - Facilitate the development of an operating artistic community.
  - Integrating the offerings of the diverse and talent rich artistic community into the marketing efforts of our municipal body will contribute to an emerging tourist market sector. The arts-seeking market is the tourism component that would attend events and support efforts outside the prime summer season.
  - We have yet to realize the potential of the high-level skills held in our community toward raising our regional economy.
  - This particular objective requires a clustering strategy that connects the whole supply chain including operating space, artists, sales venues and marketing from both within the local community and extra-regional arts community,
  - [Resources – Canadian Badlands Ltd, Artist Coalition]
  
- **Priority 4 – Post-Secondary Education and Training**
  - Support the current opportunity to develop Drumheller as an educational hub through the creation of a Campus Alberta “Super Site”.
  - Support an investigation into research and/or partnership opportunities for both MAX Campus and Hope Health.
  - Support the development and possible integration of “Further Education” into a comprehensive training centre (i.e. CDI College – integration of Further Education, EI training and Careers).
  - Create an information office to continuously reinforce the challenges, solutions, opportunities and direct benefits of creating a more sustainable society through post-secondary opportunities with the region.
  - [Resources – Olds College, MAX Campus, Hope Health, DD Further Education]

**• Priority 5 – Investment Development**

- Support the current investment activities within the region through advanced data compilation and deposit with the Rural Development Initiative – Investment Development Project.
- Develop and/or modernize a local investment development strategy and noting the upcoming Starland Economic Development Plan.
- Recommend policy support around the existing “Revitalization” corporation and investigate suitable opportunities for investment.
- While recognizing a significant leakage potential in retail dollars, we need to create awareness and strategy around the even greater leakage of investment dollars outside our community. While the rest of the world is recognizing Canada as a great place to invest (noting \$B each year of foreign investment), our part would be to present our community as one that will support new investment.
- Establish an “Investment Attraction and Response Team” (I-ART) comprised of both political and private community members. These members would be willing to meet and act on a regular and project basis.
- [Resources – Canadian Badlands, Starland County, Revitalization Company, Community Futures Big Country, Drumheller and District Chamber of Commerce]

## **Political Perspective**

This Blueprint for The Future objective set may become healthily controversial. There is a large yet discriminating constituency in favour of certain objectives as they apply to their sphere of influence, including:

1. A supportive general public who yearn for Drumheller to be “known” for its highlights; human history, ancient history and/or arts.
2. A supportive general public who want higher levels of education and the vitality associated with “campus towns”.
3. Community-based organizations with a history of advocacy and support of tourism businesses, farmers markets, tour operators within an ecological sensitive environment.
4. Private business organizations with vested interests in a sustained economic velocity who would welcome investments in alternative energy, alternative fuels, innovative transportation systems, increased value-add opportunities and technologies and innovations to promote regional GDP growth.

There is a known minor skeptical segment from a broad cross section of the population who could be convinced to support these objectives. Much of any skepticism within the community stems from an early history practice of leaving the community as (personal) mining revenues warranted. The legacy is a notion that any initiative is unnecessary, unrealistic, idealistic and impossible to achieve or attain. However, with municipal moral and financial commitment to carry through, the EDTF will provide tangible examples of how these objectives can and will directly benefit our community.

There is no transformational shift in policy or planning, other than the engagement of the Revitalization Company. These objectives could potentially and fundamentally change our local economy. There is risk in moving forward, yet conversely, greater risk in not doing anything.

**Priority 1 – Municipal Brand process – Appendix**

Community Branding holds a distinctive mapping component and once implemented acts as a strategic communications plan. The Economic Development Task Force chooses to focus on implementation as heavily as the completed Mapping process and plan in to order realize economic impact within our community.

Below is a brief outline of both Mapping and Implementation components.

- a. Mapping
  - i. Discovery Process
  - ii. Brand Plan – Deliver a sound Brand Plan as summarized in a Brand Map document.
    - 1. Includes: Position, Promise, Differentiation for the community.
  
- b. Implementation
  - i. Overall Communication Plan
    - 1. Outline a proper annual communications planning cycle: Plan, Execute, Measure.
    - 2. Provide a comprehensive first year communication plan.
      - 1. Strategic Direction.
      - 2. Creative Platform.
      - 3. Target Audiences: Objectives, Tactics, Outcomes for each audience
      - 4. Overview Media Plan
      - 5. PR plan
        - 1. Identify strategic influence groups
        - 2. Strategy and tactics for each group – over a 3-5 year window
      - 6. Web development plan – what place does the web play?
      - 7. Database suggestions for communications
      - 8. Research/ Feedback Plan

*Total Text Word Count 1187 – including words in brackets [ ].*