



Building For a Prosperous Tomorrow

Town of Bon Accord
July 2011



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Town of Bon Accord
Building for a Prosperous Tomorrow

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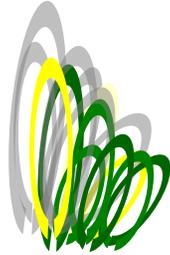
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INTRODUCTION



Today it is essential that communities such as Bon Accord undertake comprehensive economic development planning along with committed and focused action to preserve and enhance their economic circumstances and quality of life. This means understanding and effectively managing the pressures of growth or its absence, as well as building on competitive strengths and minimizing barriers to sustainable development. Successful communities understand that success is not about a single event at a fixed point in time, nor is it about achieving something through happenstance or luck. Rather it is about success brought about by vision and a process of planning and continual effort that achieves agreed to goals over time.

Economic planning as it pertains to community economic development has a variety of purposes. In its simplest form it is nothing more than articulating a future based on fundamental community values and priorities. In the case of the Town of Bon Accord this means planning that clearly communicates:

- the community's economic development direction and priorities;
- a shared vision and sense of purpose among community leaders and stakeholders;
- a path through which economic benefits and a high quality of life are maximized;
- a formula that helps to manage, not interrupt nor deter, change;
- a point of reference or framework for future decisions;
- an assurance that actions proposed make the most effective and efficient use of community resources by focusing on key priorities and opportunities;
- a foundation for the preparation of annual operating budgets; and
- a benchmark from which progress can be measured and informed change can be made.

Clearly a number of these prerequisites to development success have already been benchmarked within the community's economic development planning and ongoing efforts to date. What is presented in the discussion below builds on these critical foundations by complementing the good work already completed and giving direction to new initiatives and efforts.

Economic Development and the Community Context

The Town of Bon Accord was established in 1896 by Scottish settlers. In 1964, the community was incorporated as a Village and by 1979 achieved Town status. Today the community has a relatively stable population of just over 1,500 residents, although a significant core of local residents are "highly mobile".

The original *raison etré* of the community remains an important determinant of existing socio-economic circumstance, with nearby agriculture and agriculture related endeavors continuing to influence local development. That being said, the influence of the nearby Edmonton Garrison, the growth of Northern Alberta's oil and gas industry and the evolution of the region's tourism base has significantly shaped the community's economic character over the past thirty plus years.

Bon Accord is within easy commuting distance of the City of Edmonton as well as being close to other major population centres within the Capital Region, the Industrial Heartland, and Refinery Row in Strathcona County. However, while Bon Accord enjoys many positives from its close proximity to Edmonton and associated businesses and industries in the region, a significant challenge for the community is that it remains primarily a bedroom community heavily dependent upon residential taxes. In fact, based on recent tax rolls, well over 95% of the town's tax base is comprised of residential properties. This means that the costs of all services, including water, waste water, household waste, recycling, recreation and other programs must be predominately borne by the residential community, creating a significant burden on residents not only in terms of increased property taxes, but also in terms of higher than average

water and sewer, household waste and recycling fees. This situation is unsustainable over the longer term and untenable in the short term.

While the Town of Bon Accord currently relies heavily on residential taxes and fees, the expectation of large industrial investments within the Industrial Heartland presents the Town with unique potential to identify new ways to foster economic development and to move forward to a more sustainable and economically vibrant future. Local citizens recognize the need for significant change with a more balanced approach; one that builds on Bon Accord as a great place to live and a place that offers meaningful employment opportunities for citizens of all ages. It is within this context that Town Council and Administration have initiated this important “Economic Development Plan and Implementation Strategy”.

Project Definition

In late August 2010 the Town of Bon Accord issued a Call for Proposals seeking a qualified contractor to undertake an economic development plan and implementation strategy. In September 2010 Lochaven Management Consultants Ltd. contracted with the Town of Bon Accord to undertake this important effort. The overall purpose articulated for the assignment was:

“To identify appropriate economic development opportunities for the Town of Bon Accord and from these develop meaningful business cases including marketing plans which will have broad local support aimed at:

- 1. marketing the community for business investment and visitor attraction;*
- 2. business expansion and new business investment; and*
- 3. tourism development.”*

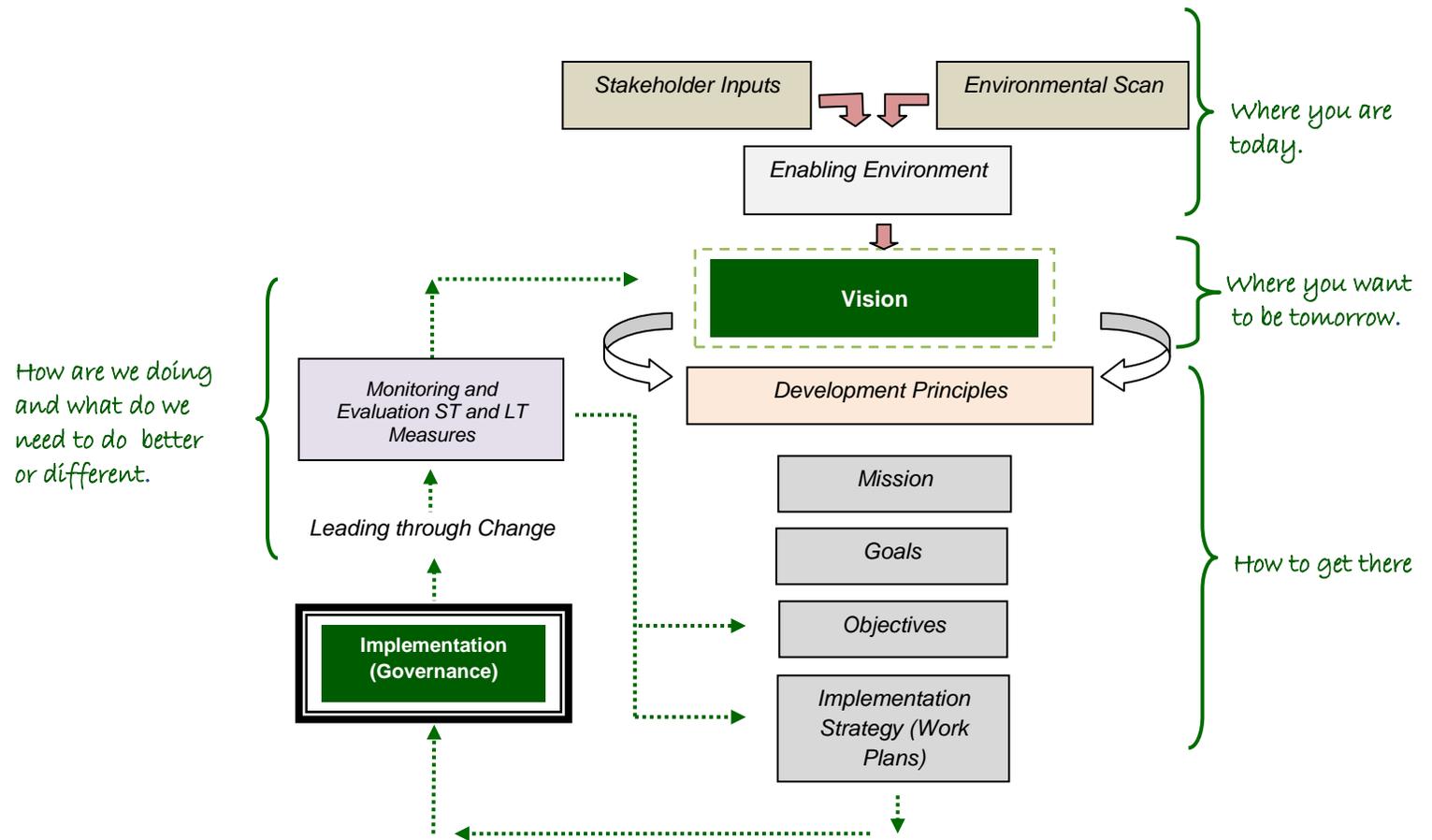
Specifically, the objectives of this exercise are to:

1. *“identify opportunities for business expansion and new business investment;*
2. *develop business cases for new business and investment;*
3. *develop and initiate marketing for tourism and for business investment; and*
4. *develop implementation plan to move the community forward with marketing and business investment plans.”*

Methodology of Investigation

The Town of Bon Accord has already developed a Community Sustainability Plan complete with vision, mission, goals and objectives. This project investigation builds from this work. Importantly our approach is premised on a standardized community economic planning approach (as illustrated below) and encompasses an up to date understanding of the community (its circumstances and prospects) and includes substantive citizen/stakeholder engagement. What follows is intended to supplement the work already undertaken and to focus on two critical aspects of economic development: the development and articulation of a business development strategy and the development and articulation of a community tourism development strategy.

LMC STRATEGIC PLANNING METHODOLOGY



Project investigations extended over the period October, 2010 to March, 2011 and encompassed both primary and secondary research. From the very beginning special care was taken to ensure that the compiling of relevant information was as complete as possible. A number of studies, documents and statistics were identified and reviewed. Our approach was to build on existing efforts, not replicate nor duplicate them.

Primary information and input was collected through workshops and meetings (including a town hall meeting and a tourism development workshop); mail and on-line surveys of residents/businesses; as well as personal interviews with local leaders, stakeholders and other knowledgeable/interested individuals and citizens. In all cases, considerable care was taken to ensure a diverse and substantive range of opinions and views were obtained. Within the context of this approach the consulting team endeavored to capture as complete and balanced an understanding of the essential issues and pertinent insights as possible, as well as ensure that those individuals who wanted to provide input were given ample opportunity to do so.

Ultimately, the process of formulating the strategies and tactics as defined herein was open and transparent. As much as practical it encompassed the input of key stakeholders and community residents. The recommended goals, objectives and implementation plans are therefore premised on a full understanding of their validity, not only in terms of their economic justification, but most importantly their acceptance by the community at large.

Assumptions And Limitations

As with any consulting effort, regardless of the care taken, certain limitations are inherent in the methodology employed and the assumptions made. As much as possible we have tried to minimize the impact of these limitations. While our analyses is firmly based and valid, and the recommendations derived therefrom are credible and realistic, we acknowledge that certain limitations exist and it is important for the reader to be aware of these limitations.

(1) This Implementation Plan is not a static document. By design it discusses projects, initiatives, and actions to be implemented in the future. As such, as economic and social conditions evolve in the Town, so must the plan.

(2) While one-on-one interviews are an excellent means to gather information, there is an inherent assumption that the interviewee fully understands the complexity of the subject being discussed. This may not always be the case, especially in instances where feedback is requested in respect to certain development details of which the interviewee's knowledge and experience may be limited but not made apparent to the interviewer. While it was exceedingly rare to use the observations of a single individual in respect to any broad statement, the result of inadvertently utilizing some uninformed responses may have resulted in some weaknesses in broader assertions and conclusions made.

(3) Throughout the course of this exercise we attempted to interview as many interested/affected individuals and stakeholders as possible. Despite our best efforts, there is a possibility that certain key interview subjects may have been missed. Depending upon the importance of the information not captured the subsequent analyses and strategy may be deficient.

(4) Certain circumstances that existed as we started this project may no longer exist and therefore some assumptions we were obliged to make in drafting this report might be less/more relevant than when they were originally drawn. As such certain observations and initiatives proposed herein may need to be revisited and revised. However, even though specific actions might be subject to revision during implementation, the overall focus of the plan remains relevant, as the central theme of the strategy deals with broad long-term direction.

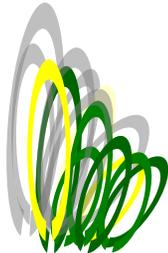
Notwithstanding the collective importance of these assumptions and limitations, we are confident that the observations drawn throughout the report, as well as the recommendations and strategic initiatives proposed, are germane, realistic and supportable.

Acknowledgements

Certainly no significant achievement in community economic development has ever come about as an outcome of a solo performance – least of all the planning effort. In fact, the serious involvement of a broad spectrum of affected and interested community leaders, citizens, and stakeholders is an essential prerequisite to planning success. Quite clearly active participation through which stakeholders meaningfully influence and share control over development initiatives and the decisions and resources that affect them is an essential precondition to success. To this end, as much as possible we endeavored to encourage the serious involvement of key stakeholders and interested citizens. For those that participated we are especially thankful.

In particular we wish to acknowledge the contributions of the members of the Town of Bon Accord Council for their ongoing input and guidance. The consulting team also gives special thanks to Town employees, especially to Ms. Vicki Zinyk, Town Manager and Ms. Gale Schwenneker, the Project Lead for this assignment.

THE IMPORTANCE OF PLANNING AND THE ESSENTIAL FOUNDATIONS FOR SUCCESS



The climate in which communities operate today is unlike anything we have ever witnessed. In particular, the convergence of technology, globalization, changing societal trends and increased stakeholder pressures are making community situations increasingly dynamic and challenging. In order to not only cope but to thrive in this climate, communities are increasingly realizing that they must be proactive and lead change rather than just respond to it.

While the roots of economic development can be traced back centuries, in the last 25 to 30 years economic development theory and practices have become increasingly sophisticated, especially for local communities. Tactics have evolved from earlier untargeted bidding competitions to attract any business to current efforts focusing on balancing local development aspirations with the preservation and enhancement of quality of life factors that make communities attractive to both individuals and businesses alike.

The use of strategic planning in economic development reflects the increased sophistication of this endeavour and a rational and defensible method for determining which economic development opportunities to pursue and, perhaps equally important, which opportunities to decline. Ultimately, it ensures that the end product is what a community desires and that investments in economic development efforts utilize precious local resources (dollars and time) effectively and efficiently.

A Strategic Approach to Economic Development Planning in Bon Accord

As already noted, the Town of Bon Accord already has in place a sustainability strategy that broadly encompasses the tenets of good community economic development. Our focus is to build on/complement this past effort. In doing so we make the a priori assumption that, as with any proper strategic economic development planning effort, three guiding questions need to be adequately answered if a proper articulation and prioritization of specific directions are to be developed, i.e. What is the community's present situation?; Where does the community need to go from here?; and How will the community get there? Arguably in some sense and in some areas these questions are adequately answered in the available planning document. But not so in all, and thus further research has been necessary.

A brief elaboration.

Success in economic development is founded on an appreciation for the dynamic situation in which it is applied. Thus, the first question that any community needs to answer is: What is the current situation? A community's present situation is reflected in an identification and analysis of two broad sources of information, those pertaining to: (1) the internal situation; and, (2) the external environment. Insightful diagnosis of a community's external and internal environment is a prerequisite for assessing a community's capabilities/capacities and potential for undertaking appropriate strategies/actions to build competitive advantage and economic development performance. Similarly which tactics to employ are strongly determined by current circumstances and prospects; and as importantly how the community currently defines or perceives success.

Community Economic Development - Preconditions For Success

A well constructed economic development plan in and of itself cannot assure successful results. Clearly success requires that the plan not only be implemented but that certain

fundamental development principles be adhered to to ensure implementation is effective and efficient, and that desired goals and objectives are achieved in accordance with local priorities and values.

Condensed from a review of best practices in economic development amongst similar communities in North America and internationally, and reflecting the priorities, interests and inputs of key stakeholders in the community, the following development principles should guide how the Town of Bon Accord goes about achieving its economic development goals. Importantly, these guiding principles provide a framework for implementation of development initiatives for Bon Accord today and into the future.

Strong Local Leadership: Successful implementation is highly dependent upon the strength and commitment of local leaders. This plan is premised on strong local leadership and, while those who provide leadership will vary depending upon the circumstances and issues involved, they will need to understand that leadership always means commitment and conviction.

Partnering and Partnerships: The challenges of business and economic development do not come cheaply. In fact as proposed herein they are expected to place demands on the Town of Bon Accord that, taken together, will exceed the resources of the Town. Consequently, it will be essential that participation and/or engagement of other levels of government, the private sector, volunteers, interested/affected stakeholders and others be encouraged. Working together will ensure synergies are realized and that scarce resources can be leveraged to meet growth demands.

Creativity: Balanced, sustainable economic growth does not occur by accident or easily. Rapid technological, political, social and economic change demand new responses and new approaches. While this plan builds from proven best practices and lessons learned, it also recognizes that innovative, forward looking approaches are necessary for success.

Attention to the Needs of Local Businesses: Bon Accord is home to a wide array of businesses, from home-based firms to small stores and shops. As such, within the context of business attraction a substantive emphasis is also placed on an improved understanding of the needs and perspectives of local businesses, along with an emphasis on making the local business environment more productive, supportive and attractive.

Community Engagement/Participation: Community engagement in the economic development process is an essential pre-requisite to not only the planning process, but to the overall effort required to bring about positive change and on-going development. By ensuring the process is inclusive, transparent and appropriate this plan builds from citizen input and the empowerment of local stakeholders.

Action Oriented: The value in planning lies in the careful and deliberate selection of feasible and relevant actions and activities. The success of planning in turn relies in large measure on the manner and method of delivering these actions and activities. This strategy, while carefully endeavoring to move the community forward in the long-term, also emphasizes expeditious implementation of initiatives in the short-term.

Flexible and Opportunistic: Economic development success today is a function of defining and aligning practical strategies and making them relevant in a dynamic and rapidly changing socio-economic environment for the future; an environment where the challenge is not just in coping with the pace of change but also with understanding and managing its complexity and constancy. Quite obviously in a time of “moving targets” rigid and staid approaches are at best inappropriate and at worse detrimental. This Bon Accord Plan is therefore flexible and responsive; stated strategies can be easily adjusted to take advantage of changing circumstances and opportunities.

THE TOWN OF BON ACCORD IN THE GLOBAL CENTURY – A SITUATIONAL ANALYSIS



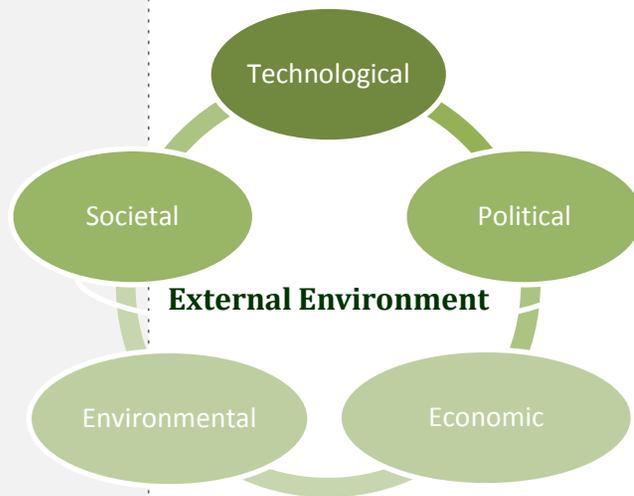
As noted above, the essential foundations for progress within the Town of Bon Accord depend on a proper understanding of what the community represents today; what it aspires to be tomorrow; and how best it can achieve these aspirations in an increasingly complex and competitive world. A situational analysis serves to answer these questions. Specifically, a situational analysis describes the current socio-economic environment and the future trends of importance to a community or region. It is premised on an examination of external and internal factors. External determinants (macro-environment) embrace what we commonly refer to as opportunities and threats; while internal factors (micro-environment) embrace what we commonly refer to as strengths and weaknesses. These insights in turn provide guidance in the effort to confirm an economic development vision that is realistic and pragmatic and, by implication suggest appropriate development objectives and strategies to pursue.

External Analysis

In the context of this assignment a detailed external analysis was conducted for the Town of Bon Accord. Utilizing a PEST approach this investigation included a comprehensive review of societal/demographic, technological, economic, environmental, and political influences. A synopsis of findings/insights follows.

Societal/Demographic

Clearly the demographic profile of every community within Canada today is changing dramatically. The Town of Bon Accord is no exception. These changes have serious implications not only on how Bon Accord and its resident businesses currently operate in order to survive; but also on how they will need to operate to prosper in the future. Some notable trends/considerations of importance include the following:



- Aging populations are resulting in a significant shift in the types of services that are typically demanded of local authorities. These differing demands come at a time when communities are themselves faced with increasing pressure to respond to a variety of concerns arising from an overtaxed citizenry and business community, as well as a need to correct and enhance aging infrastructure and respond to the increased demands brought on by the devolution or downloading of responsibilities from provincial and national governments.
- An increasing sense of entitlement also demands improvements to basic community services such as water, water distribution, and water treatment infrastructure. And concurrent with these expected services is an overt expectation that they will be provided at minimal cost.
- Further, people are generally better educated than in the past, and strongly connected to and impacted by technology (internet and social networking), which results in greater expectations to be more engaged and involved in local decision making. In many cases this brings with it a wealth of experience and expertise, but on the other hand it also brings more demands and questioning of decisions.
- For rural communities the out-migration of younger citizens is of significant concern. That being said, this exodus may not be an irreversible or permanent phenomena as evidence

today suggests that migration back to rural communities can and does occur when the right conditions are in place, including at the top of the list quality of life factors. In-migration can also be influenced by the active recruitment of skilled immigrants. Nevertheless, for those rural communities where the natural decline in the population is persistent, the remaining residents are faced with problems of an eroding infrastructure, a decreasing economic base and a loss of long-held social capital.

- Alberta's population is expected to continue to grow through 2050. It is projected that there will be between 4.7 to 7.6 million Albertans by 2050.
- Future population growth is mainly driven by migration, particularly by international migration. For the period between 2009 and 2050, net migration is projected to account for 70%, or 1.7 million, of all population growth in the province under the medium-growth scenario, with natural increase accounting for the remaining 30%.
- Although Alberta has one of the youngest populations in Canada, it is still aging. The median age of Alberta's population is projected to climb from 36 years in 2009 to between 40 and 45 in 2050.
- The share of seniors is also expected to rise as a result of the shrinking young (under 15) and working age (15–64) population. The number of people aged 65 and above will range between 1.3 and 1.6 million, or 21.6% to 25.7% of the total population in 2050, up from 385,000, or 10.4% in 2009.
- Working age (15–64) Albertans are expected to account for a declining share of the total population in all scenarios. In 2009, this age group represented more than 71% of Alberta's total population. By 2050, it would fall to about 60%.
- Due to the rising number of seniors and the declining working age population, the total dependency ratio, the number of children (aged 0 to 14) and seniors (aged 65 and above) per 100 working age people (15–64), is expected to increase over the projection period. In 2050, the ratio would rise to over 65 in all scenarios, compared to 40 in 2009.

Technological

The new economy is information and knowledge based. It is premised on the efficient use and application of “today’s” technology in meeting the needs of all stakeholders. As such, access to current technology is a fundamental concern to an increasing number of individuals (workers, retirees, young families) and businesses when they evaluate where they live, work and locate. By implication there is therefore a significant correlation between technology and the growth and vitality of individual communities



On a practical scale, for a community such as Bon Accord, today’s technology advancements have made it possible for citizens to locate to non-urban communities while bringing with them their urban employment and urban oriented businesses. Technology provides even the most remote communities the opportunity to locate locally and compete globally. As affirmation of this point, internet usage (as a proxy measure of technological adaptation/demand) continues to expand at unprecedented rates throughout most communities and regions of North America.

That being said, the application of technological innovation is anything but even across industry sectors and anything but geographically even. Simply put there is a often a discrepancy among users by sector and users by region, especially urban vs. rural (digital divide) which has serious implications for sustainable development within rural enclaves. According to Pew Internet and American Life Project reports, rural usage of the internet is nearly 10 percent behind that of urban areas.

Another notable, though on some levels less enticing aspect associated with the proliferation of technology is that it usually comes with higher citizen expectations in respect of communication, involvement, and the responsiveness of local governments to individual interests.

Economic

While risk in the global economy remains unusually high as many major developed economies continue to grapple with high government debt levels and ongoing structural problems in the financial sector, the Toronto Dominion Bank stated in its last economic forecast that *“Canada’s economy finished 2010 on a surprisingly strong note....”* and *“...the outlook is for solid Canadian economic growth of 3% in 2011.* Along with it, Alberta’s economy is expected to shift from recovery to expansion in 2011 with growth of 3.3%. Clearly then, after muddling through a deep and disturbing economic recession, the outlook for both Canada’s and Alberta’s economic growth is as good as its been for many years.

KEY ECONOMIC STATISTICS - ALBERTA Indicators	January to November (Avg)		% Change
	2009	2010	
	Avg Weekly Earnings	\$ 950.21	\$ 992.99
Retail Trade (\$000,000)	\$ 51,643	\$ 54,503	5.5
Food Services & Drinking Places	5,993	6,146	2.5
Wholesale Trade	\$ 51,217	\$ 56,600	10.5
Bankruptcy - Business	373	334	-10.5
Bankruptcy – Consumer	9,352	7,631	-18.4
	January to December		
Housing Starts (units)	17,744	24,123	36.0
Housing Starts (value)	\$ 11,276.9	\$ 11,511.6	2.1
Manufacturing (value)	\$ 53,785.8	\$ 59,659.7	10.9
Agriculture (cash Receipts \$000,000)	\$ 7,326.9	\$ 6,809.2	-7.1
Exports (\$000,000)	\$ 69,929.3	\$ 77,830.4	11.3
Energy Production			
Natural Gas (million m ³)	133,609	126,242	-5.5
Crude Oil and Equivalents (000 m ³)	103,473	110,168	6.5
	Annual Average Activity		
Rig Activity	2009	2010	%
Drilling	128	207	61.2
Available	606	553	-8.8

There are a number of other positive signals that confirm Alberta's economic circumstances will outpace that of most of the other provinces.

- **Employment** - Alberta's unemployment rate averaged 6.5% this past year. It has been forecasted by 2014 the unemployment rate will be down to 4.5%. (Economic Outlook – 2011 Budget “Building a Better Alberta”)
- **Economic growth** is forecast to average 3.2% between 2012 and 2014, a sustainable pace of growth that should keep inflation in check and employment growth near 2%. (Economic Outlook – 2011 Budget “Building a Better Alberta”)
- Growth leaders in **emerging markets**, on the other hand, must deal with rising inflation pressures and the need to re-align the value of their currency with the US dollar. (Economic Outlook – 2011 Budget “Building a Better Alberta”)
- **Oil prices** have been **strong** and are expected to average US\$81.45 per barrel in 2010-11, rising to US\$95.75 by 2013-14. (Economic Outlook – 2011 Budget “Building a Better Alberta”)
- On the back of these strong oil prices, **investment has rebounded** in Alberta in both oil sands and conventional oil. Robust investment and increasing oil exports are expected to drive Alberta's economic growth through the forecast period. (Economic Outlook – 2011 Budget “Building a Better Alberta”)
- In December 2010, **average weekly earnings** in Alberta were the highest in the country at \$1,000.85 (seasonally adjusted) which is an increase of 5.4% from the year earlier and 14.8% higher than that of the Canadian wide average of \$872.12. (Monthly Economic Review, February 2011, Government of Alberta)
- Alberta's year-over-year **inflation rate** was 1.2% in February 2011, up from the 1.0% rate recorded in January. Nationally, the inflation rate stood at 2.2%. (Monthly Economic Review, February 2011, Government of Alberta)
- In February 2011, **housing starts** in Alberta increased by 11.7% from January to a seasonally adjusted annual rate of 21, 900 units. Nationally, housing starts increased by 6.6% from January. (Monthly Economic Review, February 2011, Government of Alberta)
- **New house prices** in Alberta stayed the same in January 2011 for the second consecutive month. Compared to a year ago, new house prices in Alberta were 0.5% higher. Nationally, new house prices were 1.9% higher than a year ago. (Monthly Economic Review, February 2011, Government of Alberta)
- The value of **building permits** in Alberta decreased by 23.2% (seasonally adjusted) in January 2011 to just over \$665 million. The value of residential permits was down 6.2% while the value of non-residential permits fell 43.2%. (Monthly Economic Review, February 2011, Government of Alberta)

For communities such as Bon Accord this return to a more vibrant and robust economic outlook is decidedly good news. However, it should be noted that the incidence of anticipated growth is not expected to accrue in a geographically balanced way; that is, much of the growth will be location specific and communities like Bon Accord will need to work hard to capture a proper share of this revitalization. Arguably history suggests that some substantive improvement on past experiences is essential.

Environmental

Environmental sustainability and quality of life are two closely held values in most Canadian communities, urban and rural. Therefore, any economic development strategy that today excludes environmental issues and concerns would be considered deficient. Environmental factors play a significant and increasing role in the development of economic development strategies and the design of individual actions. This is not only because of the growing awareness and appreciation for the principles of sustainable development but also because of the proven tie-in between economic success and economic development strategies that incorporate concern for environmental sustainability.



Historically the responsibility for environmental protection fell to national authorities. Today it is a function of national, provincial and local authorities and agencies. More and more small centers and rural communities are acting on environmental sustainability issues; either through a regulatory regime or via enshrining certain codes of conduct and expectations in official municipal plans and economic development strategies. Certainly in the instance of Bon Accord the connection is very evident where the

roots of the local economy are so closely tied to the natural environment and citizens rank the protection of environmental quality as a key cornerstone in any economic development effort.

The outcome of not enshrining environmental values in an economic development strategy is that lack of sustainable practices leaves all development up to market forces. In many cases market forces will dominate a community's identity but they are not always perfectly aligned with the environmental values of community members.

Political

The political climate within Canada, Alberta, Sturgeon County and the Town of Bon Accord heavily influence the method and prospects for economic growth and development. Beyond the influence of changing policies and programs, election cycles also affect the implementation of economic development strategies in that these cycles tend to influence the respective appetites by the various parties and governments to pursue projects.

On a political level, relative to "community development" four key impediments to growth and development have been identified for the Town of Bon Accord: (1) the challenge of collaborating; (2) the need to build strong regional economies; (3) the need for creative leadership; and (4) the challenge of promoting regional action.

Today and into the near term, a new government at the federal level will be considering the implications of its new mandate and re-organizing ministerial assignments, priorities and departments. At the provincial level there are also some uncertainties as the search for a new leader continues. While in Bon Accord there is strong leadership and a proactive and committed Mayor and Council with a mandate to promote and support innovative economic development initiatives, the lack of certainty at other levels of government could impact the design and application of selected development strategies.

SUMMARY OF PERTINENT EXTERNAL FACTORS

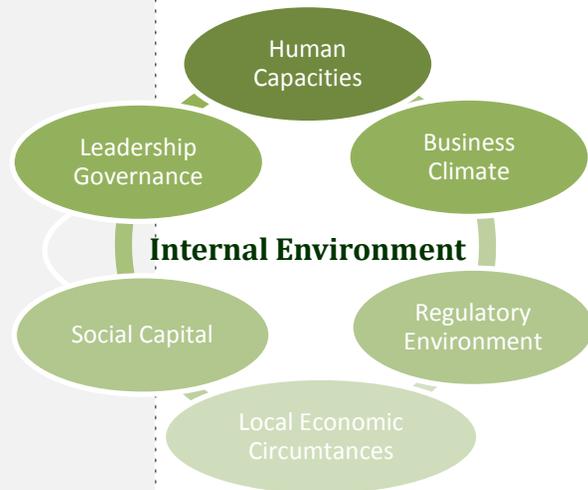
OPPORTUNITIES

- Canada and Alberta are coming out of the economic doldrums. The economic outlook is positive for most sectors. While still some time away, new markets are opening up especially in emerging economies.
- Bon Accord's advantageous proximity to Alberta's Industrial Heartland will provide a platform for future growth and development (Canada's largest hydrocarbon processing region and one of the world's most attractive locations for petro-chemical, chemical, oil, and gas investment, home to 40+ world class companies with a combined investment of over \$25 billion).
- Tourism and especially leisure interests will re-emerge and interests in arts, culture and heritage will continue to grow offering new opportunities.
- An increased provincial focus on the in-migration of entrepreneurial and/or skilled immigrants will accelerate possibilities in rural communities.
- Aging of the population will create increased demands/opportunities for medical/health services, social housing and other critical goods/services enterprises.
- Innovations are about new business models, enterprises and marketplace collaboration (clustering, value chains, strategic alliances), which will open new markets for enterprises in rural communities.
- Technology allows SME's in small communities to compete globally (implications for business attraction and retention)

THREATS

- The strong Canadian dollar is expected to continue to erode enterprise competitiveness on the international scene.
- Political uncertainty will hinder short-term planning.
- Competition for economic development stimulus (new enterprises, relocations/recruitment) among communities, regions, provinces and nations will accelerate post-recession.
- Citizen demands for more and better services will increase and put pressure on local resources/budgets.
- Aging of the population will strain local resources and limit flexibility.
- More downloading of federal, provincial services and programs to regions and communities.

Internal Analysis



As noted above, a comprehensive situation analysis involves a review of external and internal factors as they relate to economic development. Consequently, in an effort to gather sufficient insight into the internal factors influencing development in the town, Lochaven Management Consultants Ltd. undertook a series of interviews with key stakeholders, an on line survey, a public meeting and tourism workshop, along with a review of key reports and development efforts already undertaken in Bon Accord. These efforts resulted in the delineation of key strengths and challenges (weaknesses) within the community. Importantly the analyses included an evaluation of the community as a whole and included a review of existing and previous efforts to develop and implement economic development strategies/actions. The results of our investigations are highlighted below:

Human Capacities/Capabilities

Human Capacities/Capabilities	
Strengths	<ul style="list-style-type: none"> • Strong ethic of volunteerism • Good access to post-secondary education/training • Some success with past implementation of strategies • Access to external (county level and regional level) economic development expertise/support
Weaknesses	<ul style="list-style-type: none"> • Erosion of community's talent base (youth, skilled workers) • Volunteer burnout • Segment of highly mobile families, who typically do not stay in Bon Accord for a long time.

The adequacy of a community's resident human capacities/capabilities or skills and abilities clearly impact on the community's options and opportunities for future growth and development. By definition community economic development success is highly correlated with the presence of a capable workforce, talented individuals in key areas, cutting-edge knowledge; educational facilities/infrastructure, and proven economic development know how. By most measures the Town of Bon Accord stacks up quite well, though there are some areas of concern.

Leadership/Governance

Leadership is defined in a number of different ways, but generally speaking in terms of economic development it is ultimately about “...creating a way or setting a direction by which local citizens can and want to contribute to making development happen.” On the other hand, governance is broadly defined as the process of managing authority to undertake, coordinate, and regulate activities in support of achieving specific directions and outcomes. Importantly, good governance is premised upon broad participatory planning and inclusive action. Strong local leadership and a system of good governance are critical prerequisites to sustainable economic development success.

Social Capital and Infrastructure	
Strengths	<ul style="list-style-type: none"> Engaged/ committed community groups Proud, multi-cultural populace Substantive ties to agriculture history and heritage Vibrant array of home based businesses Access to significant social offerings -15 minute drive
Weaknesses	<ul style="list-style-type: none"> Limited medical, pharmaceutical, social agencies. Housing availability/cost exacerbated by high taxes Proximity to competing Garrison services and facilities Safety and security concerns Lack of high school

Leadership/Governance	
Strengths	<ul style="list-style-type: none"> New council and strong leadership in Town office Willingness to focus on committed course of actions and tasks Starting to create systems, processes and practices for sustainable and inclusive economic development activities Transparency, openness and engagement in economic development planning
Weaknesses	<ul style="list-style-type: none"> Somewhat fractured community with a myriad of competing interests Sense of community ownership and engagement varies by demographic cohort

Social Capital and Infrastructure

Social infrastructure refers generally to those agencies, authorities and services that broadly contribute to or enhance social well-being including hospitals and medical care, schools, social housing and the like while social capital refers to connections among individuals and is an indication of community cohesiveness. The central thesis of social capital theory is that 'relationships matter'. In terms of the pursuit of economic development the central idea is that social networks are a valuable asset inasmuch as interaction enables people to build, to commit themselves to each other, and to knit the social fabric that is the essence of the community's identity.

Business Climate	
Strengths	<ul style="list-style-type: none"> • Positive, pro-business attitudes of Mayor and Council • Positive quality of life variables: natural amenities, rural living, heritage/cultural attributes • Facilitative environment for home based enterprises • Access to focused business services/support such as Community Futures, The Business Link
Weaknesses	<ul style="list-style-type: none"> • High business property taxes • Ready access to risk capital/venture capital is limited • Lack of unified business collaboration

Business Climate

Certainly at the heart of any community economic development success exists a community with a positive business climate. A positive business climate allows businesses to conduct their affairs openly and freely, supports and encourages innovation and development, and promotes a culture of enterprise, respect and engagement. While no business climate is perfect, certain notable attributes of a local economy provide investors fewer risks and higher returns when compared to other places.

Businesses relocate or expand in places with a positive and welcoming business climate.

Regulatory Environment

As it relates to economic development a proper regulatory system within a community is normally expected to limit the undesirable aspects of growth. However, on the other side of the coin controls can significantly limit or restrict certain elements of positive or desirable growth. In fact the level and type of regulatory control is directly correlated with a community's long-run economic performance as measured by such indicators as the level of investment and per capita income growth. Thus, while we can all appreciate the necessity of regulation, the type, level and effectiveness of regulatory controls

Regulatory Environment	
Strengths	<ul style="list-style-type: none"> • A pro-growth attitude balanced with a concern for sustainability and heritage/cultural/environmental preservation • Fairness and reasonableness in the development and application of regulatory matters. By way of example: facilitative regulations and opportunities for home based enterprises
Weaknesses	<ul style="list-style-type: none"> • Limited local budgets and limited room for flexibility in the application of regulations.

is a critical predictor of development.

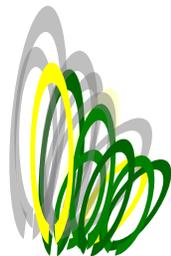
Economic Circumstance/Infrastructure	
Strengths	<ul style="list-style-type: none">• Service and retail trade market is not insignificant• Close proximity provides opportunity to service or sell to Edmonton and other nearby markets• Major highway access (Hwy. 28)• Emerging clusters (tourism) - established tourist base/presence (natural amenities/attractions)• Talented local workforce
Weaknesses	<ul style="list-style-type: none">• Substantive retail leakage to nearby communities• Underserviced retail/service industry• Limited economic diversity

Economic Circumstances and Infrastructure

While seemingly obvious it should be nonetheless reiterated that economic development builds directly from existing economic circumstances and the opportunities they represent for the future. In broad aggregate terms economic growth is a function of land, labour, markets and capital. In this regard, the Town of Bon Accord has much to offer. That being said there are some deficiencies to overcome.

“ Any fact facing us is not as important as our attitude toward it, for that determines our success or failure. ”

BUILDING FOR A PROSPEROUS TOMORROW



Successful communities build from who they are and what they want to be. They understand that success is about being pro-active, developing an effective “game-plan,” and making things happen. What follows is intended to reflect that theme. For the Town of Bon Accord this means a strategy that not only addresses its specific needs and concerns but importantly provides a more focussed, more realistic and inclusive approach to moving the community forward. This also means a tomorrow for Bon Accord in which it is a better place to live, to work, and to play.

A Vision for the Future

It is essential for planning, and by implication implementation success, that a proper vision be prepared. A vision describes the ideal picture of the community 10 to 15 years, and sometimes 30 years, into the future. A vision guides goal-setting by providing the context in which community concerns can be better understood; issues can be properly prioritized; action steps can be defined; and reasonable and relevant indicators to measure progress can be constructed. Vision statements enable the community to maximize its economic development potential by focusing its economic development efforts on specific, relevant and realistic goals, and in so doing enhance overall impact and reduce mistakes or misdirection.

The Town of Bon Accord already has an Integrated Community Sustainability Plan. This five-year plan, developed in 2010, was created as a result of a three day strategic planning retreat by Council and senior staff. Its creation also drew upon indirect feedback from the general public and from other research and documents done previously. A critical outcome from this effort was the following community vision statement:



TOWN OF BON ACCORD COMMUNITY VISION STATEMENT

Bon Accord, a sustainable community, where families prosper and businesses thrive

This “community vision” is a critical first step in the larger task of creating positive economic growth and development within the Town of Bon Accord. It clearly conveys a desire to provide a prosperous and sustainable future for all citizens. It also conveys a sense of change. It means a change in present circumstances for sure, but more importantly it means a change in the way people think and act about the future of the Town of Bon Accord.

Mission

Creating a future that is prosperous, sustainable, and family oriented will be a significantly challenging task for the citizens of Bon Accord. It will require an approach that is multi-dimensional, emphasizing economic productivity and diversity on the one hand and sustainability and a high quality of life on the other. The mission statement below describes the broad approach that will need to be introduced if the community's vision is to be realized. This mission represents the framework from which essential development strategies will be formulated and pursued. In essence it is this mission statement that provides the focus for turning the Town of Bon Accord's vision into reality.

TOWN OF BON ACCORD MISSION STATEMENT

Provide effective programs and services.

Goals

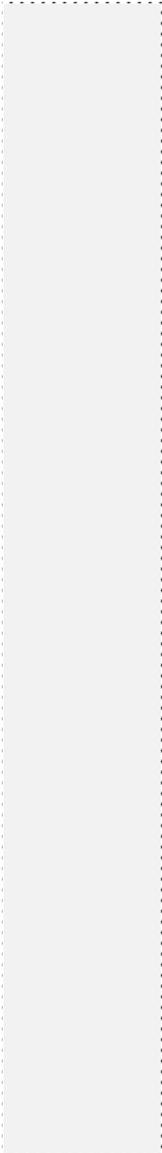
It is best to think of goals as outcome statements. They flow logically from the community vision and mission statements. While goals are intended to outline broad themes and intentions, objectives or tactics spell out the details of each. In practical terms objectives are precise, time based and measurable efforts that support the accomplishment of a goal.

The Town of Bon Accord has identified five broad goals. These goals and the objectives or tactics attached thereto were derived from a consensus of expressed ideas, opinions and inputs from key stakeholders. Collectively they are logically premised and supportable. They clearly set out broad themes to the year 2014. They were formed by considering “what is possible?” “what is desirable?” and “what can realistically be achieved?”.

Goals - Town Of Bon Accord



Further details are noted in the chart on the following page.



GOAL 1 - Gain support of community through improved communication and refocused identity.

Tactic 1: Confirm/improve continued support of the general public

Tactic 2: Build a stronger relationship between the Town of Bon Accord, its residents, and other stakeholders

Tactic 3: Ensure strong leadership exists in the organization

Tactic 4: Develop and implement a communication plan

Tactic 5: Revisit and revise organization's brand and identity

GOAL 2 - Target, attract, and retain mixed commercial and small business development to the Town of Bon Accord.

Tactic 1: Identify, target, and recruit businesses to attract and retain

Tactic 2: Develop internal capabilities

Tactic 3: Develop marketing plan

Tactic 4: Market and approach target companies to attract to the area

Tactic 5: Review Municipal Development Plan & Land Use Bylaw

Tactic 6: Review and update Municipal Servicing Standards

Tactic 7: Develop and implement a change management strategy

GOAL 3 - Attract and retain families to increase the Town of Bon Accord's population.

Tactic 1: Promote local and close proximity employment opportunities

Tactic 2: Promote local services

Tactic 3: Market the Town of Bon Accord

Tactic 4: Examine need for affordable and rental housing in the Town of Bon Accord

GOAL 4 - Develop a long-term plan for infrastructure expansion and/or replacement.

Tactic 1: Revisit and revise the Town of Bon Accord's multi-year capital infrastructure plan

Tactic 2: Review current roadway infrastructure

Tactic 3: Review existing infrastructure for the water, wastewater, and storm water management systems

Tactic 4: Review infrastructure priorities with Council during annual budget approval process

Tactic 5: Ensure ICSP's relevancy by drawing information from a number of sources on a regular basis

GOAL 5 - Establish levels for all municipal services to ensure a stable and viable municipality.

Tactic 1: Identify and define current situation of services offered

Tactic 2: Review programs and services offered and explore options or changes

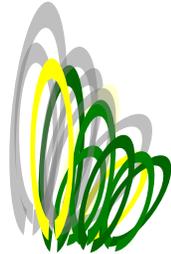
Tactic 3: Implement approved changes to programs and service levels

Values

By definition value statements reflect the core ideology of an organization or in this case a community. Articulating values provides everyone with guiding lights, ways of choosing among competing priorities, and guidelines about how people will work together. In this regard there is a clear ideology in respect to core values in the Town of Bon Accord, though they are not articulated as such.



GETTING STARTED (Action Planning)



The identification and articulation of the Town of Bon Accord's vision, mission, values and goals were developed by the Council with engagement from the community at large. They outline and confirm an array of broad directions and strategies proposed for the Town over the period ending 2014. The following action plans, in turn, were drafted specifically to support the community's efforts to achieve one of these specific goals, notably:

"GOAL 2 - Target, attract, and retain mixed commercial and small business development to the Town of Bon Accord."

While this goal is specific for the period to 2014, it is significant that it also reflects a definite desire by the community to pursue and establish small retail, service and tourism related businesses, along with environmentally sensitive light manufacturing over the longer term. Indeed, the following action plans emanate and are adapted from consultations with a range of stakeholders, who generally took a longer term view of the business environment they envision for Bon Accord in 20 to 30 years time.

The pages following present a series of individual "action plans". These action plans lay out the step-by-step set of activities, budgets, resources and time frames that are required to move the community forward in its efforts to achieve a more balanced, vital, and sustainable economy. In regards to the budget estimates, it should be noted that these are to be interpreted as rough "orders of magnitude", owing especially to the difficulty of knowing in advance the degree of volunteer involvement with any given action plan. Generally, greater involvement of volunteers in any activity will act to reduce the Town's expenses.

That being said, the total projected budget to undertake the action plans over the five year period amounts to approximately \$440,000 or an average of \$88,000 per year. For illustrative purposes, the distribution of expenditures by year and type of activity is as follows:

Projected Expenditures

Focus of Activity	Year 1 \$	Year 2 \$	Year 3 \$	Year 4 \$	Year 5 \$	Total \$
Increase efficiency and effectiveness of economic development efforts	3,500	9,000	9,000	9,000	6,500	37,000
Establish Bon Accord as leader and facilitator of business interests		3,500	3,500	3,500	3,500	14,000
Improve business climate & development	6,500	11,500	7,500	31,500	8,500	65,500
Celebrate social aspects and resources	7,000	1,000	1,000	1,000	1,000	11,000
Reduce business investment barriers		11,000	5,000	11,000	5,000	32,000
Strengthen, diversify and capitalize on the region's economic advantages			6,000	3,500	3,500	13,000
Improve opportunities for youth to share in economic development	11,000	3,500	500	38,500	500	54,000
Promote business investment in Bon Accord	16,000	12,000	10,000	6,000	10,000	54,000
Improve tourism attractions		25,000	1,000	1,000	1,000	28,000
Improve tourism promotions	4,000	12,000	20,000	6,000	6,000	48,000
Improve tourism infrastructure	28,500	1,000	1,000	16,000	1,000	47,500
Improve tourism hospitality	4,500	500	2,500	500	2,500	10,500
Improve tourism services	3,000	16,000	1,500	1,500	1,500	23,500
Total	84,000	106,000	68,500	129,000	50,500	438,000

Undoubtedly not all of the potential actions that could be pursued are listed; certainly new ideas, new suggestions and/or alterations in actions will occur over time. The very task of economic development requires flexibility in approach and action.

Foundation for Action Plans

Goal 2: Target, attract, and retain mixed commercial and small business development to the Town of Bon Accord

Tactic 1: Identify, target, and recruit businesses to attract and retain

Tactic 2: Develop internal capabilities

Tactic 3: Develop marketing plan

Tactic 4: Market and approach target companies to attract to the area

Tactic 5: Review Municipal Development Plan & Land Use Bylaw

Tactic 6: Review and update Municipal Servicing Standards

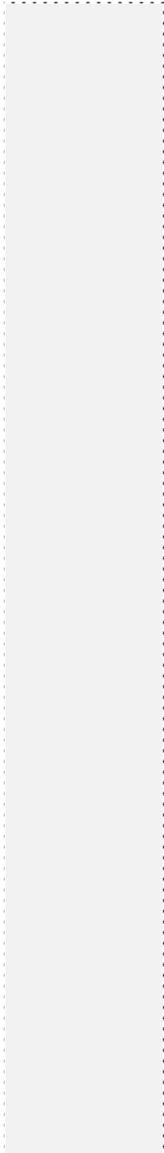
Tactic 7: Develop and implement a change management strategy

Focus of Action Activities	Immediacy of Proposed Actions		
	Immediate Actions	Short Term Actions	Long Term Actions
Increase efficiency and effectiveness of local economic development efforts	1) Confirm and adopt “Building For A Prosperous Tomorrow”. 2) Adopt action team approach as economic development delivery mechanism.	1) Host a Community Economic Development (CED) workshop for staff/volunteers. 2) Certify local EDO	
Establish the Town of Bon Accord as the regional leader and facilitator of business interests.		Organize “Leaders of Bon Accord” celebration (environmental, business, social, volunteerism)	
Improve business climate and foster business development.	1) “Treasures of Bon Accord” Promotional Campaign (joint marketing initiative) 2) Host regional meetings of various services clubs/associations.	Coordinate the delivery of business training/workshops.	Explore the benefits of cluster development
Celebrate social aspects and resources of the community.	Celebrate social aspects and resources of the community.		
Reduce barriers that impede business investment.		1) Establish single point of contact for EcDev inquires and follow-ups. “1 800 number “ 2) Organize “Team Bon Accord”	
Strengthen, diversify and capitalize on the region’s economic advantages.			Work with regional businesses to identify and fill supply chain requirements
Improve opportunities for youth to participate/share in economic development	1) Introduce youth representation in economic planning 2) Organize Youth Retreat “The Future of Bon Accord”	Undertake a Youth Business Contest (High School)	Develop a Model Youth Business (Demonstration Project)

Actively Promote Business Investment in the Town of Bon Accord

- 1) Prepare investment profiles for five (5) key industries (examples: agriculture, value added food production, small manufacturing, and professionals services)
- 2) Create a Bon Accord Economic Development specific website
- 3) Create Business Investment Lure Piece
- 4) Welcome Neighbor Program
- 5) "Sharing Our Successes!" Prepare and distribute quarterly press releases on economic development initiatives

- 1) Utilize existing local events to promote the Town of Bon Accord.
- 2) Leverage Diaspora



Immediate Activities
0 - 12 Months

Context: Increase efficiency and effectiveness of local economic development efforts by ensuring planning becomes implementation, and sustainable principles are built into the process.				Immediate (Implementation Priority)	
Action: Confirm and publicly adopt strategic economic development plan: "Building for a Prosperous Tomorrow".				Level of Risk Low to Moderate	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) 1 Requires long-term strong commitment including sacrifices. Acknowledges the need for and importance of change. 2 Requires allocation of resources (monetary and human resources). 3 Requires communitywide support and buy-in.					
Expected Results (Why we are doing it?) 1 A unified (focused) approach to economic development will yield maximum benefits by engaging the community in the process of change. 2 A detailed list of prioritized economic development initiatives will provide short and long term direction and focus. 3 Maximizes resource effectiveness and efficiency by concentrating on best fit, high priority matters.					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Economic Development Committee and EDO to review, discuss, amend and adopt. <input type="checkbox"/> Town of Bon Accord Council to review, discuss, amend and adopt. <input type="checkbox"/> Communicate highlights of plan within community (via workshop, newspaper, on website). <input type="checkbox"/> Report initiatives undertaken and progress. <input type="checkbox"/> Celebrate wins – As activities are started and accomplished announce and celebrate. <input type="checkbox"/> Continually review and revise.				Town Administration	Lochaven Management Consultants, Economic Development Officer/ Committee
Budget:\$	Yr 1: \$1,500	Yr 2:\$1,500	Yr 3: \$1,500	Yr 4: \$1,500	Yr 5: \$1,500

Context: Increase efficiency and effectiveness of local economic development efforts by investigating and utilizing alternative/innovative approaches to economic development programming. Maximize local resource use.				Immediate (Implementation Priority)	
Action: Adopt action team approach as an economic development delivery mechanism to supplement/complement the efforts of the economic development committee and EDO.				Level of Risk Moderate	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1 Requires allocation of resources (monetary and human resources). 2 Requires substantive communitywide support, volunteers and buy-in. 3 Requires report and accountability mechanism. 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1 Provides a more inclusive and transparent approach to economic development. 2 Promotes greater community engagement. 3 Provides additional human resource capacities (skills, experience and time) to aid in implementation of key economic development strategies. 4 Maximizes local resource effectiveness and efficiency by adding additional capacities. 					
Actions Required:				Lead	Partners
<ul style="list-style-type: none"> <input type="checkbox"/> Town of Bon Accord to review proposed delivery model by soliciting documents and/or presentations on methodology. <input type="checkbox"/> Economic Development Committee and EDO to develop clear Terms of Reference. <input type="checkbox"/> Communicate (educate) the new direction of the EDC Terms of Reference. <input type="checkbox"/> Update committee in terms of commitment and new members. <input type="checkbox"/> Develop working groups for tactics. <input type="checkbox"/> Develop "Monitoring Report" structure for initiatives undertaken and progress. <input type="checkbox"/> Celebrate wins – As activities are started and accomplished announce and celebrate. <input type="checkbox"/> Continually review and revise. 				Town Administration Champion	Lochaven Management Consultants, Economic Development Officer/ Committee
Budget:\$	Yr 1: \$2,500	Yr 2:\$1,000	Yr 3: \$1,000	Yr 4: \$1,000	Yr 5: \$1,000

Context: Improving the business climate is an essential precondition to promote, facilitate and foster further business development.				Immediate (Implementation Priority)			
Action: “Treasures of Bon Accord” promotional campaign (joint and cross marketing initiative) is intended to help build greater citizen attention/commitment to local businesses, thereby strengthening and stabilizing the local economic base, enhancing retention and supporting existing employment.				Level of Risk Moderate to High			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
1 Requires high level of participation from local businesses.							
2 Requires moderate investment (by businesses).							
3 Needs champion that can build consensus.							
4 Needs community/citizen interest/buy in.							
Expected Results (Why we are doing it?)							
1 Increased community/citizen awareness and exposure regarding products and services provided by businesses in Bon Accord.							
2 Increased visitation to local businesses.							
3 Enhances community branding as an active and vibrant business community.							
4 Increase sales/profitably of local businesses. Supports employment stabilization.							
Actions Required:				Lead Champion	Partners		
<input type="checkbox"/> Personally visit local businesses and promote concept (explain benefits and gauge interest). <input type="checkbox"/> Create action team and identify champion. <input type="checkbox"/> Agree on a theme (example: “Treasures of Bon Accord”) <input type="checkbox"/> Identify promotional opportunities and venues (hotel rooms, billboards, Town website, inside businesses; restaurants). <input type="checkbox"/> Identify marketing medium, material requirements (example: tent cards, placemats for restaurants etc.). <input type="checkbox"/> Prioritize venues and associated mediums to use. <input type="checkbox"/> Implement Bon Accord Gold (local monetary system) Allows locals to purchase Bon Accord Gold and spend it in local businesses of their choice. <input type="checkbox"/> Create budget and obtain payment from businesses. <input type="checkbox"/> Implement. <input type="checkbox"/> Loop cycle back to prioritize efforts and update and repeat every six months, seasonally or annually.				Economic Development Committee, Action Team, Economic Development Officer		Town Administration, Business Community	
Budget: \$	Yr 1: \$5,500	Yr 2: \$4,500	Yr 3: \$4,500	Yr 4: \$4,500	Yr 5: \$4,500		

Context: Most certainly the life blood of most smaller communities is the health and vitality of the small business sector. Yet despite its importance local residents often do not fairly support local enterprises nor do they promote opportunities by which local businesses would benefit. These same citizens through their own professional and personal networks and associations often find themselves supporting the local SME sector in other areas and regions when these same services are available locally.				Immediate (Implementation Priority)	
Action: Host regional meetings of various services clubs/associations. Leverage community networks to bring dollars back to the community. Also use the occasion to showcase the community.				Level of Risk Moderate	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) 1 Need to develop a “local first” attitude amongst Town residents so that they can see the possibilities and benefits of promoting the local SME community. 2 Need to identify residents with service club relationships and seek their individual support to promote Bon Accord as a host site for selected activities.					
Expected Results (Why we are doing it?) 1 Bring citizens from other communities to Bon Accord thereby increasing awareness of local business capacities/capabilities and business opportunities. 2 Promote the Town as a place to visit. 3 Create advocates in other communities .					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Identify the different linkages of Bon Accord residents with outside/regional groups and associations. <input type="checkbox"/> Ask these contacts to request meeting of these groups be located periodically in Bon Accord. <input type="checkbox"/> Ensure top-rated services are provided and use the occasion to showcase the community’s unique assets and potential, e.g. welcome by the Mayor or EDO; information packages and the like. <input type="checkbox"/> Send appreciation letter inviting the group back.				Town Administration, Economic Development Committee, Economic Development Officer	Business Community, Local Service Clubs/Groups
Budget:\$	Yr 1: \$1,000	Yr 2:\$1,000	Yr 3: \$1,000	Yr 4: \$1,000	Yr 5: \$1,000

Context: Celebrate social and core quality of life assets, attractions and resources of the community as a means to further promote business attraction/retention efforts.				Immediate (Implementation Priority)		
Action: Develop a marketing plan for the promotion and enhancement of existing community events/opportunities within Bon Accord and within the immediate proximity of the Town. This plan will focus on inventorying, packaging and promoting the already existing attractiveness of the community and its surrounding area.				Level of Risk Low		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
<ol style="list-style-type: none"> 1 Requires funding and technical support at start up and throughout implementation. 2 Requires commitment to cross promote from existing service providers. 3 Must create/foşter a truly welcoming “environment,” including a focus on identifying and enhancing key community heritage, cultural, and social assets. 4 Requires commitment by the business community to participate via packaging of products/services and promoting affordability 						
Expected Results (Why we are doing it?)						
<ol style="list-style-type: none"> 1 Increased local, regional awareness of community assets. 2. Improved branding of Bon Accord in conjunction with its desire to attract families and businesses. 3 Increased presence of bona fide long haul travelers (importing new dollars into the community). 4 Increased economic activity of local businesses with greater opportunities to diversify and partner. 						
Actions Required:				Lead Champion	Partners	
<ul style="list-style-type: none"> <input type="checkbox"/> Create action team and identify champion. <input type="checkbox"/> Inventory existing/nearby attractions, events, heritage, cultural, social assets. <input type="checkbox"/> Identify possible requirements for development/upgrading/enhancing access and the like. Is there a commercial possibility? <input type="checkbox"/> Create marketing plan: Identify viable markets (target markets and market segments); identify associated mediums with target markets; create plan of implementation (who, what when); seek out/pursue potential for private-public partnering 				Community Action Team, Economic Development Officer	Sturgeon County, Kalyna Country, Local “tourism” operators and tourism service providers Arts, Culture and Heritage interests	
Budget:\$	Yr 1: \$7,000	Yr 2:\$1,000	Yr 3: \$1,000	Yr 4: \$1,000	Yr 5: \$1,000	

Context: Introduce and facilitate youth representation/input into economic planning so as to enhance community engagement/involvement by a critical demographic cohort and to gain greater insight into programming needs.				Immediate (Implementation Priority)		
Action: Identify unique economic planning opportunities for youth participation, e.g. membership in EDC. Solicit input and promote ongoing involvement. Provide the economic development function with a youth perspective and build future capacities in economic development leadership amongst local youth.				Level of Risk Moderate		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
<p>1 Serious inclusion/engagement is necessary. Tacit involvement is meaningless and actually will work against future efforts to engage young people in the process.</p> <p>2 Will need to ensure vacancies on EDC are continually filled. This requires commitment and conscientious recruitment.</p> <p>3 Lack of interest/benefits perceived by young people will need to be overcome.</p>						
Expected Results (Why we are doing it?)						
<p>1 Obtain youth perspective in development planning.</p> <p>2 Building future capacities, interests and leadership amongst local youth.</p> <p>3 Better suited strategies that meet the needs of the youth.</p> <p>4 New ideas, new directions and new opportunities for economic development.</p>						
Actions Required:				Lead Champion	Partners	
<input type="checkbox"/> Adopt tactic at the EDC level. Consider engagement at the Board/Committee levels and on action teams. <input type="checkbox"/> Confirm focus/need and sense of purpose. Prepare application process. (e.g., an essay on the future of Bon Accord). <input type="checkbox"/> Send out call for interested youth via newspaper, website, and presentation in schools. <input type="checkbox"/> Collect applications; interview candidates; select youth representative. <input type="checkbox"/> Provide orientation; education/training/introduction to economic development.				Economic Development Committee	Town Office/Administration, School District, Bon Accord Library	
Budget:\$	Yr 1: \$1,000	Yr 2:\$500	Yr 3: \$500	Yr 4: \$500	Yr 5: \$500	

Context: Introduce and facilitate youth representation/input into economic planning so as to enhance community engagement/involvement by a critical demographic cohort and to gain greater insight into programming needs.				Immediate (Implementation Priority)			
Action: Organize Youth Retreat “The Future of Bon Accord. Provide local youth with the opportunity to become engaged outside of school activities and better prepare them to contribute meaningfully to community development in the near future. Also serves to reinforce community commitment and interest.				Level of Risk Moderate to High			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
<ol style="list-style-type: none"> 1 Need to ensure youth are engaged and the initiative is tailored to youth wants/motivations. 2 Lack of interest/benefits perceived by young people may unduly impede recruitment. 3 Time commitment is not insignificant. Scheduling is a concern. Eligibility (who is a youth) is also a potential concern if demographic eligibility is too broad, e.g. 16 to 29 years, or overly narrow, e.g. high school attendees only. 							
Expected Results (Why we are doing it?)							
<ol style="list-style-type: none"> 1 Builds future capacities and leadership. 2 Provides youth with an engagement opportunity outside of school/sports. 3 Recommits young people to the community and may contribute to greater retention/return 4 New ideas, new directions and new opportunities for economic development. 							
Actions Required:				Lead Champion	Partners		
<ul style="list-style-type: none"> <input type="checkbox"/> Introduce and explore idea with youth at high school. <input type="checkbox"/> Create action team made up of community leaders and youth (for youth by youth) <input type="checkbox"/> Develop retreat format and agenda (complete with objectives and budgets). Explore possible funding (not extensive): http://absolute.org/; http://www.acvf.ca/index.html; http://www.sailbroadreach.ca/broadreach/home; http://cya-ajc.ca/; http://www.cybf.ca/ <input type="checkbox"/> Find speakers/trainers; host retreat; evaluate and adjust; communicate results throughout community; repeat every 3 years. 				Town Office/Administration,		School District Economic Development Committee, Bon Accord Library.	
Budget: \$	Yr 1: \$10,000	Yr 2:\$	Yr 3: \$	Yr 4: \$10,000	Yr 5: \$		

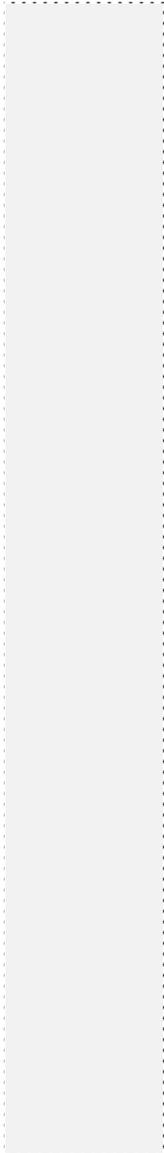
Context: Develop, prepare and facilitate the realization of investment opportunities in key industries (examples: agriculture, value added food production, small manufacturing, retail and professional services) that will serve to strengthen the local economic base through greater diversification/value added and employment generation.				Immediate (Implementation Priority)		
Action: Through substantive community engagement, identify business investment ideas that would be most receptive/realistic and relevant within the community. Confirm with relevant sectoral research and business feasibility testing. Confirm top 5 choices and develop prospecting packages for each. Develop/initiate prospecting efforts.				Level of Risk Moderate		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
1 Requires strong community collaboration and commitment to assist in identifying/confirming needs and priorities.						
2 Requires expertise in research and business case analysis.						
3 Requires supportive business climate.						
4 Requires funding for technical assessment.						
Expected Results (Why we are doing it?)						
1 Creates a more professional image for Bon Accord , e.g. a community “open” for business.						
2 Provides investors with timely and accurate information that fosters decisions.						
3 Allows for better response time and quality of investment inquires.						
4 Satisfies community needs, supports diversification and generates new jobs.						
5 Information can be used in funding applications.						
Actions Required:				Lead Champion	Partners	
<input type="checkbox"/> Review and collate all existing information <input type="checkbox"/> Conduct town hall meeting to start the process of community engagement <input type="checkbox"/> Conduct on-line survey to solicited further feedback from the community residents and local businesses. <input type="checkbox"/> Use LMC Proprietor Industry Selection Grid to narrow ideas down to top 20 <input type="checkbox"/> Meet With consultant to discuss opportunities identified & provide input on selection criteria <input type="checkbox"/> Work with consultant to identify top 5 business investment opportunities in Bon Accord <input type="checkbox"/> Develop individual business cases for each of the five business opportunities <input type="checkbox"/> Publish business cases on Bon Accord Website				Town Office/Administration, Economic Development Officer, Lochaven Management Consultants	Economic Development Committee	
Budget:\$	Yr 1: \$4,000	Yr 2:\$	Yr 3: \$	Yr 4: \$	Yr 5: \$	

Context: Today businesses are evaluating communities online before they ever make contact with the local communities. Businesses are learning about, evaluating, and selecting locations for investment and expansion using web-based information and tools. The competition for new business and new investment is intense.				Immediate (Implementation Priority)	
Action: So as to raise awareness of the benefits and opportunities in operating a business in the Town of Bon Accord the development of a focused Economic Development website is proposed. The website will need to be especially “current”, easy to find and easy to maneuver.				Level of Risk Low to Moderate	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1 Requires strong understanding of the needs (site location determinants) of the business investment community. 2 Needs to be designed with target audience in mind (professionally designed). 3 Need to be consistent and committed to up-date and maintain information. 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1 First image of community and symbolizes Bon Accord is open for business and change. 2 Provides investors with timely and accurate information fostering decision making. 3 Allows for better response time and quality responses to business enquiries. 4 Increases community spirit (pride). 					
Actions Required:				Lead Champion	Partners
<ul style="list-style-type: none"> <input type="checkbox"/> Review various websites for best practices. <input type="checkbox"/> Prepare a checklist of content, functionality and design features. <input type="checkbox"/> Create story board for website. <input type="checkbox"/> Review storyboard with consultant. <input type="checkbox"/> Webmaster develop structure of site. <input type="checkbox"/> Develop downloadable materials (i.e. business cases, community profile and business lure piece) <input type="checkbox"/> Organize and draft content for website. <input type="checkbox"/> Finalize website <input type="checkbox"/> Cross promote website on all of economic development literature and communication pieces. <input type="checkbox"/> Upgrade every 2 years. 				Town Office/Administration, Economic Development Officer, Lochaven Management Consultants	Economic Development Committee, Business Community
Budget:\$	Yr 1: \$3,000	Yr 2:\$	Yr 3: \$2,000	Yr 4: \$	Yr 5: \$2,000

Context: While business decisions pertaining to investment are premised on similar types of information, the ease with which the information is made available, and the clarity and relevance of the information can influence decisions. The competition for new investment and new businesses is intense. Getting an edge can prove to be very beneficial to Bon Accord's long term economic development aspirations.				Immediate (Implementation Priority)		
Action: Research the needs of businesses relative to site location decisions; develop a Business Investment Lure Piece for the Town of Bon Accord that effectively responds to those needs.				Level of Risk Low to Moderate		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
<ol style="list-style-type: none"> 1 Requires strong understanding of the needs of the business investment community. 2 Needs to be designed with the target audience in mind (professionally researched and formatted to effectively answer questions in advance). 3 Need to be updated regularly, needs to be current. 						
Expected Results (Why we are doing it?)						
<ol style="list-style-type: none"> 1 First image of community and symbolizes change in the community. Confirms Bon Accord is open for business. 2 Provides investors with timely and accurate information, fostering decision making. 3 Allows for better response time and quality responses to business enquiries. 4 Increases community spirit (pride). 						
Actions Required:				Lead Champion	Partners	
<ul style="list-style-type: none"> <input type="checkbox"/> Review alternative formats and best practices in the design and application of business lure pieces . Prepare a checklist of content, functionality and design features. <input type="checkbox"/> Create story board. <input type="checkbox"/> Utilize a graphic designer to develop appropriate structure. <input type="checkbox"/> Define critical content and present in a manner that best enhances prospects of success. <input type="checkbox"/> Finalize Lure Piece. <input type="checkbox"/> Print Lure Piece. <input type="checkbox"/> Update every 2 years. 				Town Office, Economic Development Officer, Lochaven Management Consultants	Economic Development Committee, Business Community	
Budget:\$	Yr 1: \$2,000	Yr 2:	Yr 3: \$2,000	Yr 4:	Yr 5: \$2,000	

Context: Often times business site location decisions are based not strictly on economic nor business criteria but rather quality of life factors, including most notably whether the intended location is a safe and livable community. Paying attention to this critical site location determinant can pay dividends in the competitive game to attract new investment.					Immediate (Implementation Priority)
Action: Enhance civic spirit and leverage downstream involvement/engagement/interest through a welcome neighbor program for new residents, weddings, births, tournaments and community events.					Level of Risk Low
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) 1 Need support of local business community to minimize costs of program delivery. 2 Requires a substantive volunteer effort that might stretch the capacities of the existing volunteer base (burnout). 3 Requires funding to start.					
Expected Results (Why we are doing it?) 1 Increased reception for new members that can expect to translate into an additional source of volunteers, and a more engaged and involved citizenry. 2 Increased community spirit and improve linkages/networks. 3 A better edge in site location effort that can lead to new investments. As well, the effort itself may represent a business opportunity for a local resident 4 Participation of local businesses can generate additional customers/consumer loyalty of residents.					
Actions Required:				Lead Champion	Partners
<ul style="list-style-type: none"> <input type="checkbox"/> Organize an action team and identify champion. <input type="checkbox"/> Contact Welcome Wagon to understand the requirements/model and potential benefits (http://www.welcomewagon.ca/en/index.php). <input type="checkbox"/> Confirm a local approach (welcome wagon style with fees; or community minded and is free via contributions). <input type="checkbox"/> Create packages for different events (new residents, weddings, births, tournaments and community events). <input type="checkbox"/> Contact centre's of influence in town (Real Estate, Library, Town office, etc.) to solicit participation and to help identify the events and contacts of these events. <input type="checkbox"/> Deliver program. 				Community Action Team	Local Business Community and Service Clubs, Town of Bon Accord, Bon Accord Library
Budget:\$	Yr 1: \$4,000	Yr 2:\$	Yr 3: \$	Yr 4: \$	Yr 5: \$

Context: Economic development is a long term process requiring long term commitment. Sometimes commitment wanes when there is perceived to be little or no progress. As such it is important to enhance community awareness of the role and the ongoing impact of economic development efforts. (Economic Impact Analysis)				Immediate (Implementation Priority)	
Action: Develop and implement a media/public relations program entitled: "Sharing Our Successes!" Prepare and distribute quarterly press releases on economic development initiatives. This will serve to raise awareness of the role and importance of economic development efforts and serve as a vehicle to promote volunteerism and commitment.				Level of Risk Low to Moderate	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1 Requires human and financial resources. 2 Requires consistency of effort over a long period. 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1 Builds and maintains economic development momentum by celebrating successes. 2 Creates buy-in by highlighting successes and emphasizing transparency in the economic development process. 3 Increases community spirit/pride with each economic development success. 					
Actions Required:				Lead	Partners
<input type="checkbox"/> Develop format and seek out appropriate methodology for printing and distribution. Consider several alternative multi-media methodologies (post on web site, prepare regional news article, Town hand out and Free Press) <input type="checkbox"/> Allocate resources (time and monetary) <input type="checkbox"/> Create library of past communications and press to use in recruitment packages				Champion Town Administration	Economic Development Committee, Bon Accord Library
Budget:\$	Yr 1: \$3,000	Yr 2:\$1000	Yr 3: \$1000	Yr 4: \$1000	Yr 5: \$1000



Short Term Activities 1 -2 Years

Context: At the best of times economic development is a taxing effort. Beyond the financial side, economic development requires significant human resource commitments (capacities and capabilities) if success is to be achieved. There is substantial value from building and/or improving local skills in economic development.				Short Term (Implementation Priority)	
Action: Host a quarterly CED workshop for staff/volunteers by bringing in a variety of guest speakers to highlight emerging trends and best practices in economic development. Could include other EDO's, mayors, representatives from EDA Alberta, BALTA (The BC-Alberta Social Economy Research Alliance), Alberta Community and Cooperative Association (ACCA), Alberta/Federal government representatives (e.g. AEDA) , Sturgeon County and Community Futures and others with a "story to tell".				Level of Risk Moderate	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) 1 Need local support to identify/recruit and engage key speakers. 2 Need financial commitment (accommodation/travel and small stipend).					
Expected Results (Why we are doing it?) 1 Increase local understanding of economic development principles and trends. Opportunity to look outside the box and learn from the successes/stories of other jurisdictions. 2 Improve local implementation of tactics (more efficient and effective). 3 Better able to adapt the Town of Bon Accord economic development plan ("Building for a Prosperous Tomorrow") as it is being implemented.					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Create action team and assign champion <input type="checkbox"/> Identify the objective (e.g., recruitment/attraction; revitalization; volunteerism; planning; site location. <input type="checkbox"/> Allocate budget <input type="checkbox"/> Research facilitators (use local networks and networks of EDOs including the Economic Development Association of Alberta and EEDC) and confirm. <input type="checkbox"/> Work with facilitator in the development of tailored training <input type="checkbox"/> Promote the training to interested individuals and community groups <input type="checkbox"/> Host training <input type="checkbox"/> Evaluate and identify possible further training needs				Action Team	Town Administration, Economic Development Committee, Sturgeon County, CFDC, Bon Accord Library
Budget: \$	Yr 1: \$	Yr 2: \$4,000	Yr 3: \$4,000	Yr 4: \$4,000	Yr 5: \$4,000

Context: At the best of times economic development is a taxing effort. Beyond the financial side, economic development requires significant human resource commitments (capacities and capabilities) if success is to be achieved. There is substantial value from building and/or improving local skills in economic development.				Short Term (Implementation Priority)		
Action: Certify local Economic Development Officer. In this increasingly competitive and complicated economic development environment communities that desire to move ahead require the very best professionals to help them. The Economic Developers Association of Canada (EDAC) program is comprised of intensive courses for community leaders to explore, with peers, the models and methods for building sustainable, local and fair economies.				Level of Risk Moderate to- High		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
1 Requires significant financial commitment for course work/time off and the like.						
2 Requires a commitment by the participant to carry through.						
Expected Results (Why we are doing it?)						
1 More effective economic development effort.						
2 Greater adaptability to changes in the economic development environment.						
3 Network of economic development professionals for peer support.						
Actions Required:				Lead Champion		
<input type="checkbox"/> Research the requirements of Certification. Here is a list of possible Canadian programs: <ul style="list-style-type: none"> ▪ http://www.edaalberta.ca/Default.aspx?pageId=68187 ▪ http://www.edac.ca/html/shtml/edacprodev.shtml ▪ http://www.env.uwaterloo.ca/led/ <input type="checkbox"/> Apply to school <input type="checkbox"/> Gain support from Town <input type="checkbox"/> Take program <input type="checkbox"/> Prepare Economic Development toolkit as EDO takes program				Town Office and EDC		
Budget:\$		Yr 1:	Yr 2:\$2,500	Yr 3: \$2,500	Yr 4: \$2,500	Yr 5: \$

Context: Economic development is a multidisciplinary and multidimensional endeavour requiring a mix of skills/expertise and experiences to be effective. This range of talents is seldom resident within a single person or organization. Success is best assured by fostering and promoting a broad multidimensional, collaborative and cooperative approach to economic development.				Short Term (Implementation Priority)			
Action: Organize an event or celebration highlighting the “Leaders of Bon Accord”. Target different areas of the community (examples: environmental, business, social, volunteerism). Recognizing model “economic development” behaviours or successes reinforces efforts and encourages emulation.				Level of Risk Moderate to High			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
1 Requires regular and ongoing financial contribution and commitment							
2 Must ensure that all areas of the community are represented and it doesn’t become the same people/organizations year after year.							
Expected Results (Why we are doing it?)							
1 Raises awareness of economic development successes in the community and motivates citizens/organizations to participate in community economic development projects.							
2 Assists in further development of community spirit.							
3 Improves business climate and enhances business prospecting efforts.							
Actions Required:				Lead	Partners		
<input type="checkbox"/> Create action team, assign a champion and design/develop event. <input type="checkbox"/> Identify categories of recognition. <input type="checkbox"/> Arrange sponsors for each award (fund raising, cost recovery). <input type="checkbox"/> Create objective adjudicating committee based on broad community representation. <input type="checkbox"/> Create nomination process. <input type="checkbox"/> Market and collect nominations. <input type="checkbox"/> Adjudicate nominations. <input type="checkbox"/> Award gala. <input type="checkbox"/> Publicize award winners - photo’s and profiles in community meeting places.				Champion		Town Office All other community organizations	
Budget:\$		Yr 1: \$	Yr 2: \$3,500	Yr 3: \$3,500	Yr 4: \$3,500	Yr 5: \$3,500	

Context: When it comes to economic development it is essential to become cognizant of barriers that impede business development whether they be obvious or subtle; significant or seemingly inconsequential; intermittent or ongoing; and to make every effort to reduce or remove them.				Short Term (Implementation Priority)			
Action: Coordinate and work within the region for the delivery of relevant and focused business training/workshops for local entrepreneurs and small business owners.				Level of Risk Low to Moderate			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
<p>1 Requires collaboration and support from external technical resource sources (Gibbons Regional Business Association, CFDC; BDC, Alberta Government, WD and the like).</p> <p>2 Require local SME (small and medium sized enterprises) buy in and commitment and will also require cross regional support and buy-in.</p> <p>3 May require financial contribution from SME's for intensive support (consulting).</p>							
Expected Results (Why we are doing it?)							
<p>1 Strengthens local SME vitality and confirms sustainability within key economic sectors.</p> <p>2 If local SME's are profitable then more products/services and jobs will be provided to the community.</p> <p>3 Promotes community as a good place to do business.</p>							
Actions Required:				Lead Champion	Partners		
<input type="checkbox"/> Review Survey of local SMEs to determine training needs (topics, hours, structure, budget) <input type="checkbox"/> Create e-mail distribution list of all local businesses <input type="checkbox"/> Work with partnering agencies (example Gibbons Regional Business Association and/or Community Futures) to assist in coordinating and gaining access to qualified trainers <input type="checkbox"/> Coordinate meeting space, key materials and the like <input type="checkbox"/> Market training via e-mail distribution (where appropriate); personal one on ones; media notice <input type="checkbox"/> Arrange for payment in advance with cancelation policy (suggested minimum of 48 hours) <input type="checkbox"/> Host training <input type="checkbox"/> Evaluate training (determine if the topic, space, time/date was appropriate and what future needs are)				Economic Development Office		Gibbons Regional Business Association, Bon Accord Library, Community Futures, Town Office, Business Community	
Budget:\$	Yr 1: \$	Yr 2:\$6,000	Yr 3:	Yr 4: \$6,000		Yr 5: \$	

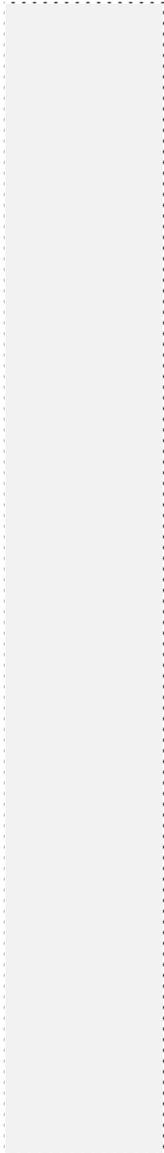
Context: The Town of Bon Accord is uniquely positioned to take on a more significant role as the regional leader and facilitator of business interests. A visibly open for business attitude can rapidly translate into positive growth and development.				Short Term (Implementation Priority)	
Action: Establish single point of contact for all economic development inquiries and follow-ups via a 1 800 telephone number. This ensures consistency/quality of response and adds significantly to the community's vision of itself as a positive place to do business. The "contact number" should be made visible throughout the community (perhaps via community signage and appended to all prospecting literature/website, media releases and the like.				Level of Risk Low	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1 Must always have a knowledgeable and informed person answering phone and returning calls within a minimum 24 hours. 2 Need to create awareness and promote the initiative if it is to have maximum impact. 3 Information must flow to the contact point. 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1 Increased responsiveness to inquiries resulting in increased opportunities for business/industry/residents to relocate. 2 Eliminates silos. 3 Indicates level of commitment for attraction of business/industry/residents. 					
Actions Required:				Lead	Partners
<ul style="list-style-type: none"> <input type="checkbox"/> Contact TELUS and get a 1-800 number <input type="checkbox"/> Create a database of facts and figures (include: 10 FAQ when considering doing business in Bon Accord; also include information respecting potential business/investment opportunities, including investment profiles and other community enterprise possibilities. <input type="checkbox"/> Promote the number on all town promotional materials. <input type="checkbox"/> Ensure a live person to answer phone and return phone calls within a minimum of 24 hours. 				Champion Economic Development Committee	Community Futures, Business Community, Town Office, Community leaders, Real Estate
Budget:	Yr 1:	Yr 2: \$5,000	Yr 3: \$5,000	Yr 4: \$5,000	Yr 5: \$5,000

Context: Increase cooperation with other governments and development agencies for joint venture realization of selected infrastructure development initiatives.				Short Term (Implementation Priority)		
Action: Organize "Team Bon Accord." Team Bon Accord would be a group of community leaders interested in raising awareness of how the Town of Bon Accord contributes to the region and Province and how Bon Accord can work with government representatives to support long-term success for the community and region.				Level of Risk Moderate to High		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
1 Requires local leader's involvement and good connections with their respective government representatives at the MLA, MP and Ministerial/DM/ADM levels.						
2 Requires trust among the team members of Team Bon Accord.						
3 Time commitment/coordination of logistics amongst "busy" people might be difficult.						
Expected Results (Why we are doing it?)						
1 Increased profile and political leverage of Bon Accord.						
2 Improve opportunities for government assistance (programming/advocacy/funding).						
3 Improve collaboration between key local leaders within Bon Accord.						
Actions Required:				Lead Champion	Partners	
<input type="checkbox"/> Identify community leaders from diverse backgrounds (economic, business, industry, social and heritage/culture). Approach the leaders and explain the concept and what the commitments will be. Have an introductory meeting introducing the concept and the personal commitments requested.				Town Council and Administration Economic Development Office	Industry Leaders, SME Leaders, School District, Health Sector Leaders, Sturgeon County	
<input type="checkbox"/> Confirm networks.						
<input type="checkbox"/> Prepare "communication materials" for "Team Bon Accord". Confirm the purpose and message.						
<input type="checkbox"/> Identify key departments, agencies and key officials to meet/connect with						
<input type="checkbox"/> Confirm priorities, meetings and schedules						
<input type="checkbox"/> Perform background research on government representatives/departments/agencies. Look for alignment of their interests, reach and program objectives with Bon Accord needs.						
<input type="checkbox"/> Organize appointment(s); host dinner; arrange visitations (1-2 day schedule max).						
<input type="checkbox"/> Follow-up: e.g. send thank you letter outlining the purpose of the meeting and recapping the outcomes.						
Budget:\$	Yr 1: \$	Yr 2:\$6,000	Yr 3: \$	Yr 4: \$6,000	Yr 5: \$	

Context: Introduce and facilitate youth representation in economic revitalization by improving opportunities for youth to participate in and benefit from the process.				Short Term (Implementation Priority)		
Action: Design, develop, organize and host a Youth Business Contest (high school). This will provide young citizens with valuable entrepreneurial training and improve the linkages between youth and the local business community. Many residents exhibit a strong home bias -- a preference for their own communities. This bias exists among young people as well. Since a sizeable number of eager entrepreneurs come from the ranks of the young, communities with the best organic environments for business development are better able to attract and retain energetic new companies organized and operated by innovative young entrepreneurs.				Level of Risk High		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
<ol style="list-style-type: none"> 1 Requires financial support by business community. 2 Requires strong youth engagement. 3 Requires very strong commitment and buy-in from teachers. 4 Requires strong mentorship by business community. 						
Expected Results (Why we are doing it?)						
<ol style="list-style-type: none"> 1 Providing youth with valuable entrepreneurial training. 2 Improved linkages between business community and youth, and creates stronger ties to the community for youth. 3 Enhanced local economic development – more businesses, more jobs, greater diversity. 						
Actions Required:				Lead Champion	Partners	
<ul style="list-style-type: none"> <input type="checkbox"/> Create action team consisting of School District and members from business community. <input type="checkbox"/> Explore best practice in communities such as Vernon, Kelowna, British Columbia, etc. <input type="checkbox"/> Create Youth Business Contest format, timetable, award values (e.g., \$500 cash, scholarships) <input type="checkbox"/> Obtain funding (business community and gifts in kind) <input type="checkbox"/> Market to youth <input type="checkbox"/> Run program and adjudicate <input type="checkbox"/> Award winners <input type="checkbox"/> Celebrate success via award luncheon and public announcements <input type="checkbox"/> Evaluate, improve and institutionalize by making it annual. 				Economic Development Committee	School District, Community Futures, Business Community, Bon Accord Library, Alberta Treasury Branch, Town Office	
Budget:\$	Yr 1:	Yr 2:\$3,000	Yr 3: \$	Yr 4: \$3,000	Yr 5: \$	

Context: At the center of every successful economic development effort is a comprehensive recruitment/attractioun strategy. That being said business attraction is a highly competitive game. Thus it pays to build on and take advantage of the community's unique assets/strengths.				Short Term (Implementation Priority)							
Action: Utilize existing local events and tourism attractions (example Bon Accord Harvest Days, Prairie Gardens, Fire Training Centre), as well as interesting local history to promote the Town of Bon Accord's economic prospects and opportunities.				Level of Risk Low							
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)											
1 Requires strong community buy-in and broad willingness by resident business community to work together.											
2 Requires access to promotional materials.											
3 Requires substantive resource commitment (financial and human resources).											
Expected Results (Why we are doing it?)											
1 Improves brand of Bon Accord and fosters further/complementary development within established industry sectors.											
2 Capitalizes on visitors that already enjoy and appreciate Bon Accord's offerings; therefore, a better return on efforts will be realized.											
3 Enhances community spirit.											
Actions Required:				Lead Champion		Partners					
<input type="checkbox"/> Create inventory of all events/attractions and interesting history in and around Bon Accord. <input type="checkbox"/> Send out a call for list of events complete with: <ul style="list-style-type: none"> o Name of event o Dates o Promotional opportunities (example: exhibitor tables or delegate packages) o Host organization and key contacts o Expected numbers o Target audience (sports enthusiasts, heritage seekers, treasure seekers etc.) <input type="checkbox"/> Create promotional materials. Possibility could include tradeshow style booth complete with backdrop photos and list of events and history, including proposed new branding; brochures or community calendars; Treasure of Bon Accord Calendar – profile the beauty, history and economic advantages of the region. <input type="checkbox"/> Work with organizers to ensure maximum impact. Follow-up on leads.				Economic Development Officer and Town Administration.		Economic Development Committee, Action Committee or Task Force, All Community groups					
Budget:\$		Yr 1: \$		Yr 2:\$5,000		Yr 3: \$1,000		Yr 4: \$1,000		Yr 5: \$1,000	

Context: At the center of every successful economic development effort is a comprehensive recruitment/attraction strategy. That being said business attraction is a highly competitive game. Thus it pays to build on and take advantage of the community's unique assets/strengths. - Diaspora is defined broadly as a population sharing common national and/or ethnic identity. There is a long tradition by countries such as China that have been extremely successful in maintaining ties with their diaspora and by doing so gaining strong economic benefit as a consequence of that connection. Targeting diaspora has also been utilized by a number of regions and communities in North America for targeted recruitment of entrepreneurs, SME relocations, and visitors - Alberta Tourism's Homecoming initiative is one of the more obvious examples.				Short Term (Implementation Priority)	
Action: Develop a program to leverage the Town of Bon Accord's diaspora as a means to enhance efforts to attract new entrepreneurs and enterprises.				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1 Requires the initial identification of key members of the Town's diaspora, the development of a comprehensive database, and continuous maintenance and updating. 2 Requires substantive human resources for continuous communication/connection with diaspora. 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1 Increased ties with past residents serves to build a network of community advocates and raise awareness of Bon Accord as a place to live and do business. 2 Connecting with diaspora will result in former residents returning to Bon Accord bringing with them their skills, expertise, investments and interests. 3 Will promote/foster economic development within Bon Accord by leveraging diaspora themselves and their networks of entrepreneurs. 					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Assign action team and identify champion <input type="checkbox"/> Create a database of past residents (can be done through an invitation out to the community or via social networks similar to face book or LinkedIn) <input type="checkbox"/> Design and deliver regular updates to Diaspora (monthly/quarterly/seasonal) about events/news from the community and business/investment opportunities. <input type="checkbox"/> Invite Diaspora to participate in ongoing economic initiatives <input type="checkbox"/> Invite Diaspora to tourism and community functions (i.e. Harvest Days, Bon Accord's Winter Wonderland, Family Fun Day) <input type="checkbox"/> During the proposed "Leaders of Bon Accord" celebration include award for distinguished Diaspora.				Town Office	Economic Development Committee, All Community groups
Budget:\$	Yr 1: \$	Yr 2:\$6,000	Yr 3: \$4,000	Yr 4: \$4,000	Yr 5: \$4,000



**Mid to Longer Term Activities
3 -5 Years**

Context: Part of the challenge in fostering sustainable economic development within the Town of Bon Accord is establishing the attitude for change within the business community itself. In terms of long term success it will be essential to promote and support a broader and more innovative entrepreneurial culture. Clusters represent a unique methodology to enhance individual business success by capitalizing on shared resources and shared understandings.				Mid to Long Term (Implementation Priority)	
Action: Explore, promote and foster the potential benefits of cluster development within the Town of Bon Accord.				Level of Risk High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective) 1 Requires cooperation and commitment from diverse business interests. 2 Requires time (usually 3+ years) to realize benefit. 3 Up front investment (financial and human) can be quite onerous on each business.					
Expected Results (Why we are doing it?) 1 Greater stability of local business community and enhanced potential for greater economic diversity. 2 Enhances the community's image as a regional leader in innovative economic development and a community open for business. 3 Cooperation on this level opens up additional possibilities for cooperation within the business community.					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Research cluster economics ("The Competitive Advantage of Nations by Porter et al) and review basic concepts and tenets. <input type="checkbox"/> Research best practice, key trends and cluster fundamentals <input type="checkbox"/> Present findings (possibly bring in guest speaker) to the Economic Development Committee and Town office to decide whether there are opportunities for cluster development in Bon Accord. <input type="checkbox"/> If yes, pursue cluster development via strategic plan funding.				Economic Development Committee/Officer	Town Office, Sturgeon County, Business Community, WED and various Provincial Ministries.
Budget: \$	Yr 1: \$	Yr 2:\$	Yr 3: \$2,000	Yr 4: \$20,000	Yr 5: \$3,000

Context: Promoting and facilitating economic development within Bon Accord can be achieved by looking outside of the community for new opportunities. One such opportunity is to capitalize on the manpower and service requirements of major firms and projects proposed within the region e.g., upgrader project.				Mid to Long Term (Implementation Priority)	
Action: Work with regional businesses to identify and fill supply chain requirements.				Level of Risk Moderate	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1 Need regional business engagement/cooperation. 2 Communities that have operating silos and/or protectionist attitudes/behaviours might be difficult to cooperate with. 3 Requires leadership, support and buy-in from regional politicians. 4 Requires substantial financial and human resources to spearhead the effort. 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1 Capitalize on the potential and opportunities available in a regional approach. 2 Local business retention and expansion with new jobs for the community will occur as a consequence of seeking out and pursuing external business opportunities. 					
Actions Required:				Lead Champion	Partners
<ul style="list-style-type: none"> <input type="checkbox"/> Identify, research and qualify regional business development opportunities. <input type="checkbox"/> Conduct research on operations and procurement processes. <input type="checkbox"/> Identify the different linkages with outside/regional business groups. <input type="checkbox"/> Prepare information packages focused on potential partnership/supplier opportunities that are existing. <input type="checkbox"/> Support efforts via technical assistance/training (i.e. business idea generation; feasibility study.) 				Economic Development Officer, Economic Development Committee, Action Team	New businesses in region, other regional communities, Bon Accord Library
Budget:\$	Yr 1: \$	Yr 2:\$	Yr 3: \$6,000	Yr 4: \$3,500	Yr 5: \$3,500

Context: Introduce and facilitate youth representation/input into economic planning and/or the pursuit of specific economic/business endeavours so as to enhance community engagement/involvement by a critical demographic cohort. Gain greater community benefits by capitalizing on the participation of young people in the community's economic revitalization..				Mid to Long Term (Implementation Priority)			
Action: Support and enhance selected youth business initiatives as demonstration projects for other would be entrepreneurs.				Level of Risk Moderate to High			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
<ol style="list-style-type: none"> 1 Need youth engagement. 2 Fear from business community of introduced subsidized competition. 3 Requires financial and human resources. 							
Expected Results (Why we are doing it?)							
<ol style="list-style-type: none"> 1 Celebrate the potential and capabilities of young people in the community. 2. Entrepreneurial training opportunity for youth. 3 New enterprises, new jobs for the community 							
Actions Required:				Lead Champion	Partners		
<ul style="list-style-type: none"> <input type="checkbox"/> Undertake program design (purpose and scope; focus and eligibility; application procedures; expected outputs, outcomes and impacts). <input type="checkbox"/> Create Board of Directors for Model Youth Business based on business skills from business community. <input type="checkbox"/> Seek out local sponsors and external technical and financial support (in the past Service Canada - The Skills Link program has funded these types of projects). <input type="checkbox"/> Advertise project, undertake community Information session, collect/review applications, and select participants. <input type="checkbox"/> Support efforts via technical assistance/training in respect of: business idea generation; entrepreneurship training; team building; business planning, feasibility study (by youth with counselling). <input type="checkbox"/> Support/mentor start ups 				Town Administration, Action Team		School District, Sturgeon County, Business Community, Community Futures, Bon Accord Library	
Budget:\$	Yr 1: \$	Yr 2:\$	Yr 3: \$	Yr 4: \$25,000		Yr 5: \$	

THE SPECIFIC INCIDENCE OF TOURISM DEVELOPMENT

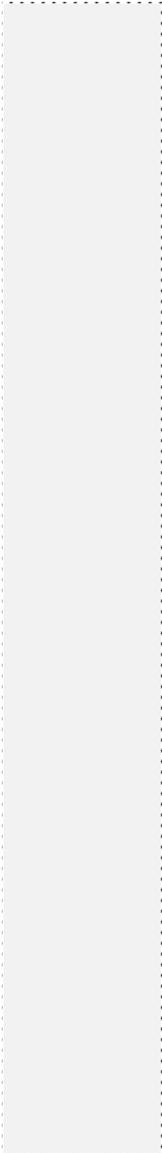


The broad mandate of this project effort, “Building For A Prosperous Tomorrow”, involved the preparation of tourism development strategies. For this sub-component a facilitative workshop was organized to discuss and identify tourism developmental issues, opportunities and challenges, along with appropriate strategies for Bon Accord to pursue. Overall, the end result of these deliberations was a plan to:

“... encourage and cultivate tourism development in and around the Town of Bon Accord through supporting, strengthening and proactively promoting the area as a tourism destination product.”

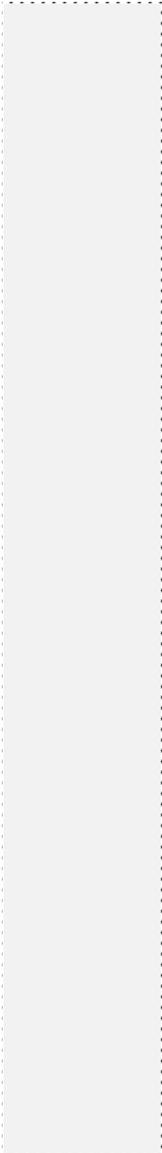
It should be noted the tourism industry is made up of many types of businesses, organizations, and activities. It features five key components:

1. TOURISM ATTRACTIONS include natural and man-made features – both within and adjacent to a community – that are of interest to tourists. These features often constitute the reason(s) why tourists come to an area. Unique shops, historic sites, parks, scenery, – as well as fairs, competitions, and tours – are all examples here.
2. TOURISM PROMOTION involves how individuals and groups organize to market an area to potential tourists. It covers the tools communities use to attract visitors. Advertising, travel shows, tourist information booths, magazine articles, brochures, maps, videos, commercial and promotional signs, and auto tour guides are all examples of tourism promotion.

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3. TOURISM INFRASTRUCTURE embraces such things as roads, parking areas, sewage dump stations, water and power services, directional signs, along with the general appearance and layout of physical structures in a community. The category also includes community recreation facilities that can be used to host events and sports tournaments such as ice arenas, curling rinks, baseball diamonds, community halls, etc.
 4. TOURISM HOSPITALITY involves how tourists are greeted and treated. As the most human aspect of tourism, hospitality relates to the ability and enthusiasm of people who deal with tourists. By obvious extension, it determines whether visitors have a pleasant and enjoyable experience in a community and whether they will return or tell others about it.
 5. TOURISM SERVICES include the hotels, motels, campgrounds, restaurants, service stations, and other retail businesses in a community that take care of a visitor's needs.

The workshop involved taking a look at Bon Accord's assets and concerns in each of the above five component areas, as well as developing comprehensive action activities to improve each area. Once again, an array of individual actions was proposed. Some of these actions were proposed in conjunction/association with those identified above, i.e., in concert with efforts to promote further business development within the community. Others are stand alone, sector and site specific. The proposed actions are presented in the following charts while Bon Accord's tourism assets and concerns are categorized in Appendix 2.

Focus of Action Activities	Immediacy of Proposed Actions		
	Immediate Actions	Short Term Actions	Long Term Actions
Improve tourism attractions		Evaluate what major new attractions should be pursued by the town	
Improve tourism promotions	1) Develop appropriate promotional tools over the short term 2) Encourage understanding of the importance of tourism cooperation among local tourism operators and communities in the county		Develop a comprehensive tourism promotion strategy over the long term
Improve tourism infrastructure	1) Create a welcoming and clean entrance in the community 2) Establish appropriate highway signage of attractions and services in the town		Create a tourism land use strategy
Improve tourism hospitality	1) Create awareness among businesses of the importance of tourism and hospitality 2) Establish a program to ensure that all residents have "pride in community" and the need to be friendly and courteous to visitors 3) Improve the human resource base for local tourism operations 4) Improve Castle Cone operations		
Improve tourism services	1) Encourage the establishment of a family restaurant in Bon Accord 2) Encourage improvement of overnight accommodations in Bon Accord	Encourage improvement of complementary shopping services	



Immediate Activities
0 - 12 Months

Strategy: Improve Tourism Promotion				Immediate (Implementation Priority)	
Action: Develop appropriate tourism promotional tools over the short term				Level of Risk Low	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1 Requires strong business buy-in 2 Requires resource commitment (financial and human resources) to produce local promotional material 3 Some loss of complete control over production of promotion material organized through partnerships 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. Improved branding of the community for tourism activities 2. Improved cross selling opportunities 3. Increased community pride 4. Stronger local tourism industry resulting from increased business revenues and employment. 					
Actions Required:				Lead	Partners
<input type="checkbox"/> Inventory tourism attractions and services in Bon Accord and area. <input type="checkbox"/> Create a special section on tourism on the Town Website and enter above information collected on attractions and services. <input type="checkbox"/> Develop simple handout of all tourism attractions and services in and around Bon Accord. <input type="checkbox"/> Partner on tourism promotional materials with others e.g., Private Sector Operators, Edmonton and Area Destination Region, Travel Alberta, Kalyna Country, Sturgeon County <input type="checkbox"/> Evaluate above information and efforts with the view of developing more “glossy” tourism promotion material. <input type="checkbox"/> Seek funding and creative consultant to develop polished Bon Accord tourism promotional material and print.				Champion Action Team, Economic Development Office	Town office, Business Community, Service Groups, Travel Alberta, Edmonton and Area Tourism Destination Region, Kalyna Country, Sturgeon County, etc.
Budget:\$	Yr 1: \$2,500	Yr 2:\$12,000	Yr 3: \$	Yr 4: \$	Yr 5: \$

Strategy: Improve Tourism Promotion				Immediate (Implementation Priority)			
Action: Encourage understanding of the importance of tourism cooperation among local tourism operators and communities in the county				Level of Risk Moderate to High			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
<ol style="list-style-type: none"> 1. Need to break down silos 2. No commitment to regional tourism effort/initiatives 3. Need buy-in, cooperation and commitment of local businesses and community groups 							
Expected Results (Why we are doing it?)							
<ol style="list-style-type: none"> 1. More success in attracting and servicing visitors (increased synergy) 2. Enhanced cross-promotion 3. Increased opportunities to sell Bon Accord 4. A unified (focused) approach to selling Bon Accord and the County 							
Actions Required:				Lead Champion	Partners		
<ul style="list-style-type: none"> <input type="checkbox"/> Contact Travel Alberta and Edmonton and Area Destination Region regarding appropriate training/seminars available on tourism awareness and cross promotion. <input type="checkbox"/> Discuss available training/seminar programs with local tourism operators to determine interest. <input type="checkbox"/> Organize time and place for training/seminar. <input type="checkbox"/> Encourage Sturgeon County to undertake and implement a tourism strategy involving all communities in the region. <input type="checkbox"/> Continue to encourage/promote cooperation among tourism attractions, operators, communities 				Action Team, Economic Development Office		Town office, Business Community, Service Groups, Sturgeon County, Community Futures, Communities in County, Bon Accord Library	
Budget:\$	Yr 1: \$1,500	Yr 2:\$	Yr 3: \$	Yr 4: \$	Yr 5: \$		

Strategy: Improve Tourism Infrastructure				Immediate (Implementation Priority)		
Action: Create a welcoming and clean entrance to the community				Level of Risk Low		
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)						
<ol style="list-style-type: none"> 1 Requires financial support from Town and business community 2 Need to break down silos 3 Requires strong community engagement 4 Requires very strong commitment and buy-in from businesses along the highway 						
Expected Results (Why we are doing it?)						
<ol style="list-style-type: none"> 1 Improves community brand/image 2 Invites pass through traffic into the townsite 3 Shows Bon Accord is on the move 4 Excellent way to gain citizen involvement 5 Builds and maintains momentum and creates buy-in 6 Increases community spirit 						
Actions Required:				Lead Champion	Partners	
<ul style="list-style-type: none"> • Improve appearance of town entrance along highway 28. <ul style="list-style-type: none"> ○ Discuss options with present owners/renters ○ Decide/agree on best/most workable alternative(s) ○ Obtain funding ○ Maintain appearance • Hire consultant/planner to draw up plans for beautification/clean up of town entrance • Contact and organize meeting(s) with community groups (Communities in Bloom, seniors, etc.) to discuss beautification alternatives for town entrance. • Undertake agreed improvements and maintain in future years. • Organize a local event (e.g., barbecue) each year with all participating businesses and groups to celebrate improvements/maintenance of appearance. 				Action Team, Economic Development Office	Town office, Business Community, Service Groups	
Budget:\$	Yr 1: \$28,000	Yr 2:\$1,000	Yr 3: \$1,000	Yr 4: \$1,000	Yr 5: \$1,000	

Strategy: To Improve Tourism Infrastructure				Immediate (Implementation Priority)			
Action: Establish appropriate highway signage of attractions and services in the town				Level of Risk Moderate to High			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
<ol style="list-style-type: none"> 1. Pass through traffic will be less informed and knowledgeable of the services available within Bon Accord without appropriate highway signage 2. Pass through traffic will be less inclined to stop and make purchases in Bon Accord 							
Expected Results (Why we are doing it?)							
<ol style="list-style-type: none"> 1. Highway signage informs the travelling public of the tourism services within the town. They will be more likely to stop and purchase something 2. More revenues for businesses in the community 							
Actions Required:				Lead Champion	Partners		
<input type="checkbox"/> Develop list of tourism services in the community. <input type="checkbox"/> Contact Alberta Transportation to place appropriate signage on Highway 28 entrances to Bon Accord. <input type="checkbox"/> Place signage at appropriate locations on Highway 28. <input type="checkbox"/> Add new services to signage as they become available				Action Team, Economic Development Office		Town office, Business Community, Service Groups, Alberta Transportation	
Budget:\$	Yr 1: \$500.00	Yr 2:\$	Yr 3: \$	Yr 4: \$	Yr 5: \$		

Strategy: Improve Tourism Hospitality				Immediate (Implementation Priority)	
Action: Create awareness among businesses of the importance of tourism and hospitality				Level of Risk Low	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Lack of buy-in and commitment to tourism from local merchants and staff 2. Requires collaboration and support from external technical resources 3. Requires continual and consistent effort 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. Enhanced image/reputation of Bon Accord by visitors i.e., the whole reputation of a community can rest on a single encounter with a merchant or his/her staff. That encounter must be a hospitable one) 2. Generates excellent “word of mouth” promotion of Bon Accord from visitors 3. Increased community spirit/pride 					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Contact Travel Alberta and Edmonton Area Tourism Destination Region and become familiar with programs available <input type="checkbox"/> Contact local businesses to coordinate a time and meeting place <input type="checkbox"/> Confirm meeting arrangements with Travel Alberta/Edmonton Area Tourism Destination Region <input type="checkbox"/> Hold meeting on the importance/potential of tourism and the value of cooperation <input type="checkbox"/> Hold future meetings to educate new employers and staff as required e.g., every second year				Action Team, Economic Development Office	Town office, Business Community, Service Groups, Travel Alberta, Edmonton and Area Tourism Destination Region, Bon Accord Library
Budget:\$	Yr 1: \$1,000	Yr 2:\$	Yr 3: \$1,000	Yr 4: \$	Yr 5: \$1,000

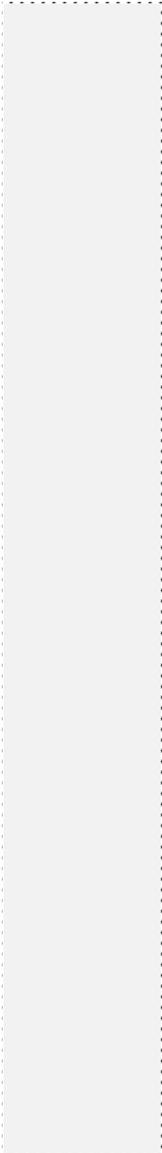
Strategy: Improve Tourism Hospitality				Immediate (Implementation Priority)			
Action: Establish a program to ensure that residents have “pride in community” and the need to be friendly and courteous to visitors				Level of Risk Low			
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)							
<ol style="list-style-type: none"> 1. Requires significant buy-in from the community 2. Requires community wide awareness of the importance of tourism to the economic fabric of the community. 							
Expected Results (Why we are doing it?)							
<ol style="list-style-type: none"> 1. Helps to create community buy-in 2. Improved reputation of Bon Accord as a friendly community 3. Increased community pride 4. Stronger business community resulting in increased revenues and employment. 							
Actions Required:				Lead Champion	Partners		
<input type="checkbox"/> Contact/consult potential sources such as Travel Alberta and the Edmonton and Area Tourism Destination Region relative to the availability of information on tourism awareness and the importance of the industry. <input type="checkbox"/> Develop information on the importance of tourism and hospitality and feature it on the Town website. <input type="checkbox"/> Remind residents of the importance of tourism and of being courteous and hospitable to visitors through regular insertions in the Community Newsletter.				Action Team, Economic Development Office		Town office, Business Community, Service Groups, Travel Alberta, Edmonton and Area Tourism Destination Region	
Budget:\$	Yr 1: \$1,000	Yr 2:\$	Yr 3: \$	Yr 4: \$	Yr 5: \$		

Strategy: Improve Tourism Hospitality				Immediate (Implementation Priority)	
Action: Improve the human resource base for local tourism operators				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Lack of interest on behalf of businesses and potential and current employees 2. Lack of interest from local/regional schools 3. Requires buy-in from private sector 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. Increased availability of trained/knowledgeable labour 2. Enhanced reputation of tourism businesses and Bon Accord as a consequence of hospitable and efficient service by employees 3. Visitors will stay longer and spend more in Bon Accord 					
				Lead Champion	Partners
<input type="checkbox"/> Contact schools in the region regarding their schedule for “career day” events. <input type="checkbox"/> Ensure knowledgeable tourism operators are contacted to talk about tourism career opportunities at school “career day” events. <input type="checkbox"/> Contact Travel Alberta/Edmonton and Area Tourism Destination Region/Alberta Education/Community Futures regarding human resource training programs for tourism staff. <input type="checkbox"/> Advise local tourism operators of available programs. <input type="checkbox"/> Organize/undertake appropriate training workshops for tourism staff.				Action Team, Economic Development Office	Town office, Business Community, Schools, Community Futures, Travel Alberta, Edmonton and Area Tourism Destination Region, Alberta Education
Budget:\$	Yr 1: \$1,000	Yr 2:\$	Yr 3: \$1,000	Yr 4: \$	Yr 5: \$1,000

Strategy: Improve Tourism Services				Immediate (Implementation Priority)	
Action: Improve Castle Cone operations				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Lack of availability of suitably trained/knowledgeable labour to staff/operate Castle Cone 2. Requires strong supervision/mentoring 3. Less effective image of Bon Accord among visitors and people passing through community 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. A more attractive Castle Cone will draw more pass through traffic into Bon Accord and provide the opportunity to encourage visits to other businesses in the community through “suggestive selling” 2. Provides youth with valuable tourism business training 3. More favourable image of Bon Accord 4. Provide youth with engagement opportunity outside of school/sports 5. Recommits young people to the community and may contribute to greater retention/return 					
Actions Required:				Lead	Partners
<ul style="list-style-type: none"> <input type="checkbox"/> Offer appropriate supervision and training to youth operating the Castle Cone during the summer e.g. efficient and hospitable service, suggesting/selling of other services in the town. <input type="checkbox"/> Ensure grounds around the facility are made clean and attractive. <input type="checkbox"/> Investigate ways to physically improve the appearance of the Castle Cone facility with appropriate theme painted appearance. <input type="checkbox"/> Make required theme changes to the Castle Cone facility. 				Champion Action Team, Economic Development Office	Town office, Business Community, Service Group, Community Futures
Budget:\$	Yr 1: \$1,500	Yr 2:\$500	Yr 3: \$500	Yr 4: \$500	Yr 5: \$500

Strategy: To Improve Tourism Services				Immediate (Implementation Priority)	
Action: Encourage the establishment of a family restaurant in Bon Accord				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. No viable business case is available for a family restaurant in the community 2. Resistance from local business community 3. Lack of interest in investing/developing a family restaurant in Bon Accord 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. More visitors and pass through traffic will stop and spend time in Bon Accord 2. Increased opportunity to cross-sell other services in the community 3. Increased economic vitality of community 					
Actions Required:				Lead Champion	Partners
<ul style="list-style-type: none"> <input type="checkbox"/> Develop viable business case for a family style restaurant in Bon Accord <input type="checkbox"/> Feature business case on website and promotional literature <input type="checkbox"/> Develop list of potential investors <input type="checkbox"/> Target investment in a family style restaurant as part of the implementation of the "Economic Development Plan and Implementation Strategy" 				Action Team, Economic Development Office	Town office, Business Community, Community Futures
Budget:\$	Yr 1: \$1,0000	Yr 2:\$500	Yr 3: \$500	Yr 4: \$500	Yr 5: \$500

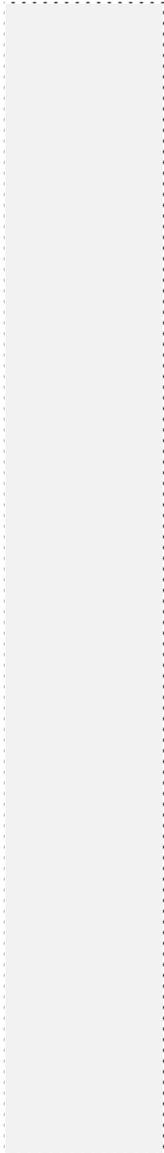
Strategy: Improve Tourism Services				Immediate (Implementation Priority)	
Action: Encourage improvement of overnight accommodations in Bon Accord				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Unwillingness to undertake improvements 2. Lack of funding to undertake improvements 3. Lack of investor interest in developing new alternatives for overnight accommodation 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. Development of appropriate accommodation will allow more visitors to stay overnight and spend more time and money in the community 2. Enhanced image of community 1. Enhanced opportunity to cross-sell services in Bon Accord 3. Increased economic vitality of community 					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Speak to current owner of hotel to determine encourage improvements to rooms, services and operations. <input type="checkbox"/> Develop business case <input type="checkbox"/> Feature business case on website and promotional literature <input type="checkbox"/> Target investment attraction in overnight accommodations as part of the implementation of the "Economic Development Plan and Implementation Strategy".				Action Team, Economic Development Office	Town office, Business Community, Community Futures
Budget:\$	Yr 1: \$2,000	Yr 2:\$500	Yr 3: \$500	Yr 4: \$500	Yr 5: \$500



Short Term Activities
1 -2 Years

Strategy: To Improve Tourism Attractions				Short Term (Implementation Priority)	
Action: Evaluate what major new attractions should be pursued by the town				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Lack of sufficient community commitment to the development of a major tourism attraction in Bon Accord 2. Lack of sufficient resources/funding 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. A major attraction(s) will help to draw more visitors into Bon Accord 2. More successful tourism businesses in Bon Accord as a result of spin-off expenditures by visitors 3. More employment in Bon Accord 4. Enhanced community image 					
Actions Required:				Lead	Partners
<input type="checkbox"/> Establish criteria that should be used in determining what new attraction(s) to pursue (terms of reference). <input type="checkbox"/> Review criteria with Town Council. <input type="checkbox"/> Complete preliminary list of possible new attractions and review with Town Council. <input type="checkbox"/> Seek funds and consultants to undertake study to determine the best attraction(s) to pursue based upon established criteria, list of possibilities and feasibility. <input type="checkbox"/> Seek appropriate funding/investment to develop and organize, including public funding, private investor(s), public-private partnership, etc.				Champion Action Team, Economic Development Office	Town office, Business Community, Service Groups
Budget: \$	Yr 1: \$	Yr 2: \$25,000	Yr 3: \$1,000	Yr 4: \$1,000	Yr 5: \$1,000

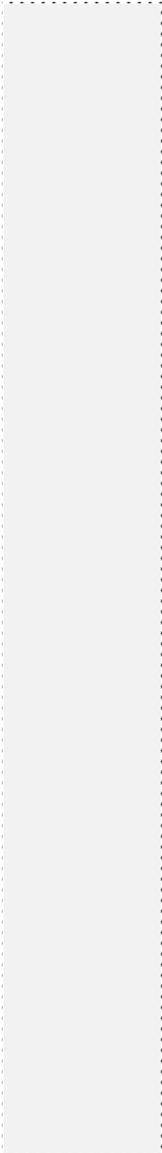
Strategy: Improve Tourism Services				Short Term (Implementation Priority)	
Action: Encourage improvement of complementary shopping services				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Resistance from local business community 2. Lack of interest in investing/developing/improving complementary shopping services in Bon Accord 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. Development of other shopping services in the town will provide visitors with more things to see and do. 2. Visitors will spend more time and money within the community 3. Enhanced opportunity to cross-sell services in Bon Accord 4. Enhanced quality of life for residents 					
Actions Required:				Lead	Partners
<input type="checkbox"/> Form a committee to determine and list other complementary tourism services that could locate in Bon Accord (e.g., artists/artisans, gift/craft store, etc.). <input type="checkbox"/> Develop terms of reference and get approval for the development of appropriate businesses cases for each service identified. <input type="checkbox"/> Seek funding and consultant to undertake businesses cases. <input type="checkbox"/> Promote those shopping services with best opportunities for success in accordance with the "Economic Development Plan and Implementation Strategy".				Champion Action Team, Economic Development Office	Town office, Business Community, Service Groups
Budget:\$	Yr 1: \$0.00	Yr 2:\$ 15,000	Yr 3: \$500	Yr 4: \$500	Yr 5: \$500



Mid to Longer Term Activities
3 -5 Years

Strategy: To Improve Tourism Promotions				Mid to Long Term (Implementation Priority)	
Action: Develop a comprehensive tourism promotion strategy over the long term				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Worn out local tourism brand (“Warm Hearted Community”) 2. Lack of resources to undertake a comprehensive tourism strategy 3. Lack of commitment by tourism industry to implement a comprehensive tourism promotion strategy 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. A comprehensive tourism promotion strategy involving the town and local industry will more effectively and efficiently target and capture markets 2. More cooperation and cross promotion among tourism industry sectors 3. Better understanding on behalf of businesses and residents of Bon Accord’s vision for tourism development 					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Collect information from local tourism operators relative to where their markets come from <input type="checkbox"/> Develop terms of reference for a comprehensive tourism promotional strategy in conjunction with local tourism operators e.g. evaluation of current brand effectiveness, target markets, key messages, “hard” vs. “soft” sell options, alternatives, etc. <input type="checkbox"/> Seek funds and consultant to develop a comprehensive tourism promotion strategy. <input type="checkbox"/> Promote according to plan				Action Team, Economic Development Office	Town office, Business Community, Service Groups, Sturgeon County, Other County Communities
Budget: \$	Yr 1: \$0.00	Yr 2:\$	Yr 3: \$20,000	Yr 4: \$6,000	Yr 5: \$6,000

Strategy: Improve Tourism Infrastructure				Mid to Long Term (Implementation Priority)	
Action: Create a tourism land use strategy				Level of Risk Moderate to High	
Key Considerations and Risks (Potential challenges (financial, economic, social, political) in undertaking this objective)					
<ol style="list-style-type: none"> 1. Potential conflicts with other land uses 2. Requires commitment of funds for planning, zoning 					
Expected Results (Why we are doing it?)					
<ol style="list-style-type: none"> 1. Land availability for tourism related development ensures quick and smooth response to tourism development enquiries/proposals (shortens response time to enquiries for tourism related development) 2. Enhanced tourism development in Bon Accord 3. Improves awareness of existing land availability and its possible uses 					
Actions Required:				Lead Champion	Partners
<input type="checkbox"/> Review town zoning to ensure it provides consideration for tourism land use. <input type="checkbox"/> Based on review, prepare terms of reference to alter zoning provisions in current land use policy/regulations. <input type="checkbox"/> Seek funding and planner to make required changes.				Action Team, Economic Development Office	Town office, Business Community, Service Groups
Budget:\$	Yr 1: \$0.00	Yr 2:\$	Yr 3: \$0.00	Yr 4: \$15,000	Yr 5: \$



Appendix 1: Bon Accord Community Profile

Bon Accord Quick Facts Snapshot

Bon Accord is building a future for business! Known as the “Warm Hearted Community,” Bon Accord offers a young and highly skilled workforce, strong locational advantages for businesses, access to transportation infrastructure and a favourable quality of life for its residents and businesses. Bon Accord is a place where people want to live, work and play.

Location:	Bon Accord is located approximately 30 kilometers north of Edmonton in Sturgeon County.
Proximity:	The community has convenient access by road, rail and air to over 72 million people as part of the Western Canadian and US Pacific Northwest markets.
Population:	The 2008 estimated population is 1,603 and is projected to reach 2,950 by 2043.
Housing:	Average house purchase price in 2011 in Bon Accord is \$275,000.
Income:	Medium family income in Bon Accord was \$82,455 as of the last Canada Census in 2006 – almost 12% above the provincial medium family income of \$73,823.
Economy:	Major economic sectors are agriculture, tourism, retail trade, and construction.
Business:	Bon Accord has a thriving business community with over 80 storefront and home based businesses.
Labour Force:	Total labour force for community is 1,135 (73.9%) people over the age of 15 as of the 2006 Census.
Education:	87% of the Bon Accord labour force possesses high school or post secondary certificates, diplomas or degrees, which is higher than the provincial average.
Services:	Bon Accord has many community programs as well as convenient access to high quality education and health services located throughout the Greater Edmonton metropolitan region.

Environment: Recycling programs, rain barrel programs and other green activities are provided regularly for community residents and businesses.

Bon Accord is dedicated to building a sustainable and thriving community that not only benefits those currently in the community, but is also an attractive location for newcomers and new business investment.

1.0 Community Description

The Town of Bon Accord is a rural community located in Sturgeon County, Alberta. Like many other communities in the province, the area now known as Bon Accord was first settled in the late 1800s by British, Scottish and American settlers. In 1964, it was incorporated as a Village and by 1979 had achieved Town status. The United Kingdom heritage is reflected in the community's name as "bon accord", motto of the City of Aberdeen (UK), meaning "happy to meet, sorry to part, happy to meet again," and this mentality is very reflective of the community.

Today, this "Warm Hearted Community" is home to 1,534 people who enjoy the peace and quiet of rural living at its best. Bon Accord is a community where people want to live, work and play. Centrally located in Sturgeon County, the town is only minutes away from the capital of the province, Edmonton, allowing community residents to have the best of both worlds ... a rural environment with immediate access to all the amenities and services of a large urban centre.

Bon Accord offers a strong sense of community for both residents and businesses, and presents a number of advantages for current and potential businesses. With a young and highly educated labour force, access to urban amenities and transportation infrastructure, coupled with the Alberta Advantages for business, Bon Accord is an attractive place with opportunities for business expansion and new investment.

With a high quality of life, Bon Accord offers a number of recreational and cultural activities as well as myriad community services that provide support and opportunities for the enjoyment of all its residents.

1.1 Community Vision Statement

The community vision statement is:

“Bon Accord, a sustainable community, moving into the future.”

1.2 Community Mission Statement

The mission of the community is:

“Provide effective services to our community where families thrive and businesses prosper.”

2.0 County Description

Bon Accord is part of Sturgeon County, which is located on the northern boundaries of Edmonton and St. Albert. The region is landscaped with gently sloping hills and fertile agricultural lands.

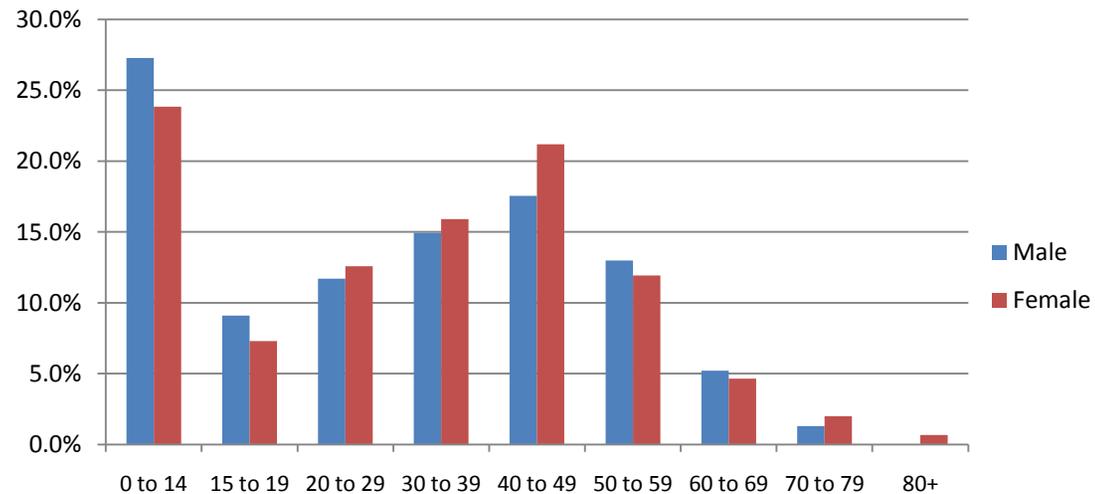
According to its 2008 municipal census, the population of Sturgeon County is 19,165 and has grown by almost 17% over the past 10 years. Sturgeon County towns of Bon Accord, Gibbons, Legal, Morinville and Redwater are all located within the district and provide a myriad of amenities as well as historical and cultural sites.

3.0 Population

As of the last Canada Census in 2006, the population of Bon Accord was 1,534 people. More recent data is provided by the Capital Region Population and Employment Projections Report, March 2009, which indicated that the town's population had reached 1,603 in 2008, a figure roughly 4.5% greater than in 2006.

3.1 Population Distribution

The population distribution of Bon Accord as represented in the 2006 Canada Census is relatively equal between male and female residents. The distribution has remained consistent over the past decade.



Source: 2006 Canada Census

Residents in the Town of Bon Accord are young and family oriented. The median age of Bon Accord's population is 33.4 years in comparison to the provincial average of 36 years. A total of 62.6% of the population are between the ages of 20 and 64 years.

3.2 Population Density by Area

The population density of Bon Accord is 728 people per square kilometer. As well, the total land area of the town is 2.11 square kilometers, meaning residents enjoy all town amenities within walking distance.

3.3 Population Growth Projections

The Capital Region in which Bon Accord is located is expected to have a healthy population increase. Indeed, based on a regional forecast, by 2016 and 2041 towns will be growing at a faster rate than cities, counties and villages in the Capital Region.¹ According to the Capital Region Population and Employment Projections Report, March 2009, Bon Accord's population is projected to grow from 1,603 in 2008 to 2,950 in 2043. This represents healthy growth of 1.8% per annum.

3.4 Household Characteristics

The total number of families in Bon Accord in 2006 was 440, of which 325 were married couple families with an average of 3.2 people in the family unit. Of the population 15 years and older, 140 people are in a common-law relationship. A total of 42% of families are couples with children.

¹ Capital Region Integrated Growth Management Plan, Final Report on Land Use, November 2007

3.5 Income Distribution

Bon Accord residents enjoy higher incomes than the province as a whole. According to the 2006 Canada Census, the median family income in Bon Accord was \$82,455, higher than the provincial medium family income of \$73,823.

The major source of income for residents of Bon Accord is Earned Income with 90% reporting employment income in 2006.

Source of Income	Bon Accord	Alberta
Employment Income	90%	83.40%
Government Transfer Pmts	5.30%	6.40%
Other	4.70%	10.20%

Source: 2006 Canada Census

The chart below highlights the distribution of family earnings in Bon Accord in comparison to Alberta as whole.

Family Earnings	Bon Accord	Alberta
Under \$19,999	2.30%	5.36%
\$20,000 to \$39,999	5.75%	16.57%
\$40,000 to \$59,999	24.13%	22.02%
\$60,000 to \$79,999	35.63%	20.12%
\$80,000 and over	29.89%	35.95%

Source: 2006 Canada Census

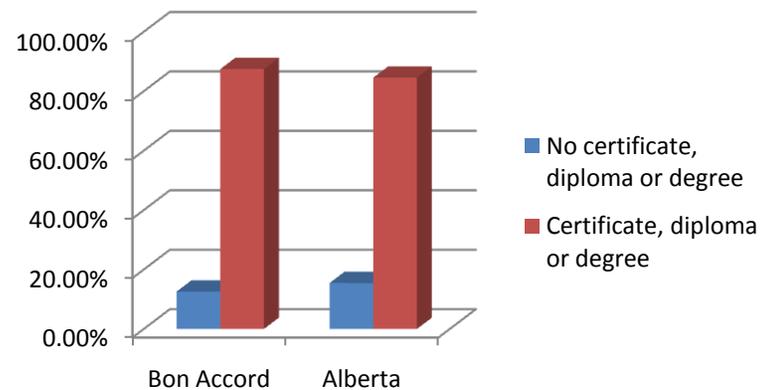
4.0 Labour Force Characteristics

4.1 Size of the Labour Force

The total population over the age of 15 was 1,130 of which 78.9% were in the labour force at the time of the 2006 Census. This was higher than the provincial average of 74%.

4.2 Labour Educational Attainment

Bon Accord residents in the labour force have relatively high levels of education. According to the 2006 Canada Census, 87.4% possessed high school and post secondary certificates, diplomas or degrees as compared to 84.6% of the labour force of Alberta in general.



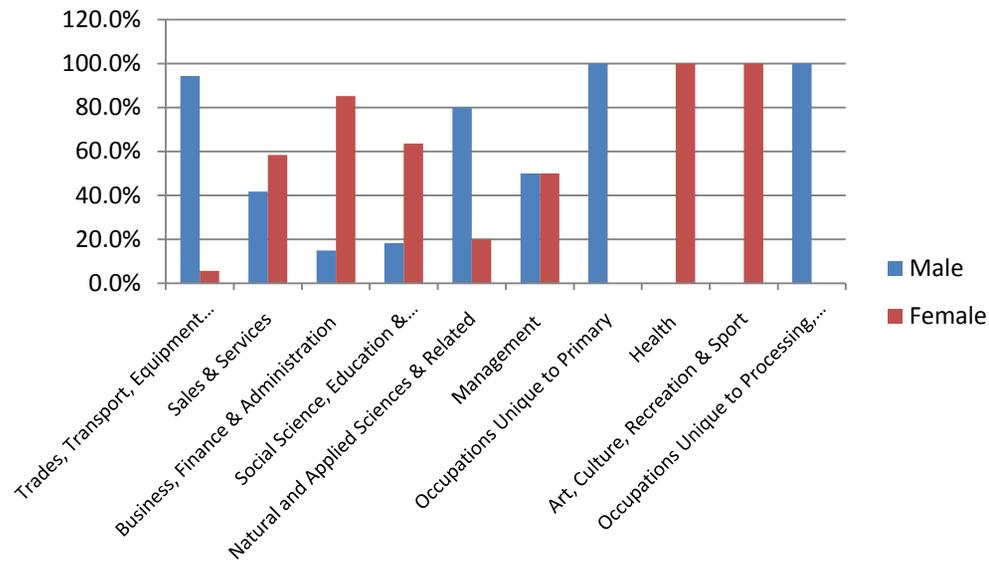
Source: 2006 Canada Census

The major fields of study for the labour force in Bon Accord include:

- Architecture, engineering and related technologies – 50%
- Business, management and public administration – 13%
- Health, parks, recreation and fitness – 10.5%
- Personal, protective and transportation services – 9.6%

4.3 Labour Force by Occupation and Industry

The labour force of Bon Accord is employed in a wide variety of occupations and industries, as indicated below:



Source: 2006 Canada Census

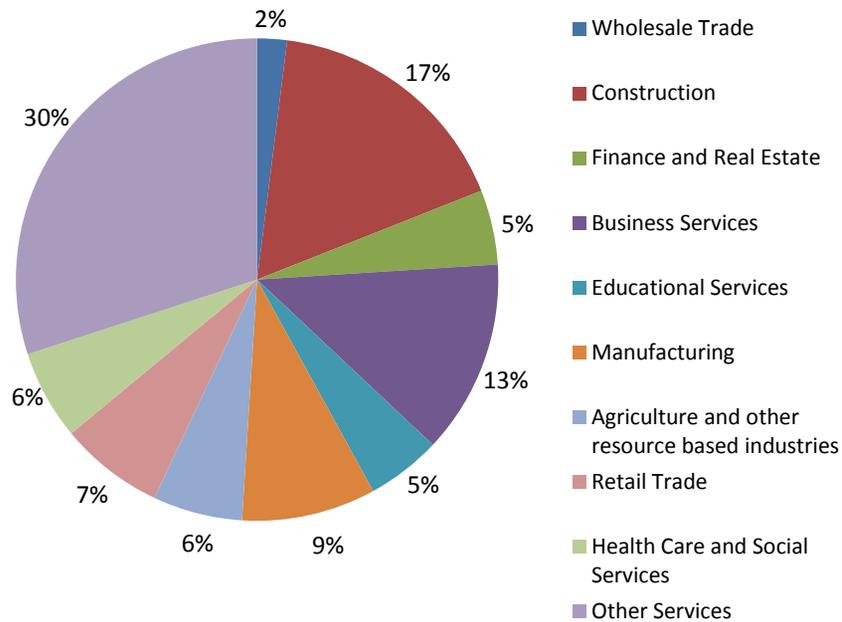
Employment by Industry

Occupation	Total
Public Administration	22%
Construction	18%
Manufacturing	9%
Retail Trade	8%
Health Care and Social Assistance	7%
Educational Services	5%
Transportation and Warehousing	5%
Professional, Scientific and Technical Services	5%
Other Services (except Public Administration)	5%
Accommodation and Food Services	4%
Mining, Oil and Gas Extraction	4%
Finance and Insurance	2%
Real Estate, Rental and Leasing	2%
Administrative and Support, Waste Management and Remediation Services	2%
Agriculture, Forestry, Fishing and Hunting	1%
Wholesale Trade	1%

Source: 2006 Canada Census

4.4 Firms by Industry Sector

The distribution of businesses by industry sector in Bon Accord is as follows:



Source: 2006 Canada Census

5.0 Markets

5.1 Proximity to Markets

Bon Accord is located along Highway 28 in central Alberta, a major route to destinations in northeast Alberta, including the Alberta's oil sands. Only approximately 30 kilometers north of Edmonton, residents enjoy rural living within a short commute to all the amenities offered in the province's capital region. The community is particularly well placed as a location for new

business investment because of its location within Alberta’s Industrial Heartland, Canada’s largest hydrocarbon processing region, and its close proximity to Edmonton, a city cited as having the “Best Economic Potential of any large city in North America” by Foreign Direct Investment Magazine.

Community	Population	Direction	Distance
Edmonton	1,084,945	South	30.6 kms (19 miles)
Fort Saskatchewan	14,597	South East	17.7 kms (11 miles)
St. Albert	60,138	South West	33.3 kms (21 miles)
Spruce Grove	19,496	South West	46.7 kms (29 miles)
Gibbons	2,642	East	4.8 kms (3 miles)
Legal	1,192	North West	17.7 kms (11 miles)
Morinville	6,775	West	18.3 kms (12 miles)
Leduc	16,967	South	62.8 kms (39 miles)
Stony Plain	12,363	South West	49.9 kms (31 miles)

5.2 Access to Markets

Located within minutes of Edmonton, Bon Accord has easy access to a market population of 70+million people via excellent transportation networks including air, rail and highways that span western Canada the U.S.

Access to Markets	
Market Population	Location
10 Million +	Canadian Western Provinces – Manitoba, Saskatchewan, Alberta, British Columbia, Territories – Yukon, Northwest
62 Million +	United States – Washington, Oregon, Idaho, Montana, California, Nevada, Utah, Arizona, Alaska, Hawaii

6.0 Economic Sectors

6.1 Building for Tomorrow

Bon Accord is building for tomorrow. A major goal of the community's sustainability plan is to attract and retain mixed commercial and small business development. As well, the Town Administration is working diligently to revisit, develop and implement supporting bylaws and processes in order to build a foundation for a successful and family oriented community.

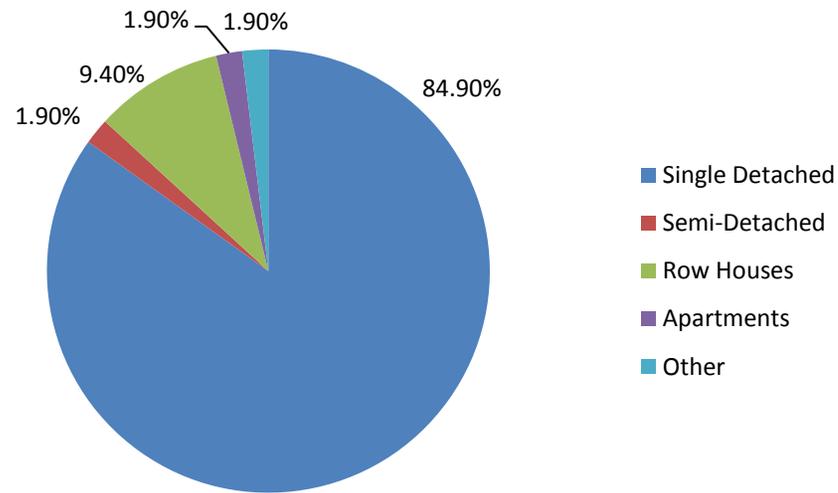
Bon Accord benefits from the Alberta Advantage. For example, Alberta has no sales, capital, payroll or machinery and equipment taxes. Other advantages of doing business in Alberta include:

- the lowest tax regime in Canada
- strong fiscal framework
- streamlined regulations
- modern transportation infrastructure
- highly educated and productive workforce
- supportive culture of innovation and entrepreneurship

The Alberta Competitiveness Act, introduced in 2010, is aimed at bringing together a variety of initiatives to make Alberta the most competitive jurisdiction in North America.

6.2 Housing

Bon Accord offers a variety of reasonable living alternatives. In total, the town has 550 dwellings of which 85% are single detached houses. The average value of a dwelling in Bon Accord was \$179,177 in 2006 in comparison with the provincial average of \$293,811. Real estate options continue to offer opportunities for current residents as well as those looking to relocate to a family oriented, community focused town.



Source: 2006 Canada Census

A total of 86% of dwellings in Bon Accord are owned, which is higher than the provincial average of 73%.

6.3 Agriculture

Bon Accord is situated in the heart of the black soil zone in Alberta which is considered to be the most fertile and productive soil in the province. As well, it enjoys an interesting micro-climate that provides for a longer frost-free growing season.

The south east area along the North Saskatchewan River near Bon Accord is home to a variety of sod growing companies, as well as being recognized as producing one of the world's best seed potato crops. Sturgeon County, in which Bon Accord is located, is also Canada's largest canola seed processor.

In addition to traditional agriculture activities, the Bon Accord area is very well positioned for value added and complementary agricultural opportunities. For instance, a focus of Sturgeon County is the “Sturgeon County Bounty,” which is an initiative that is bringing together local producers and processors to showcase locally produced products. Bon Accord businesses can take advantage of these diversification opportunities as this cluster continues to develop.

6.4 Tourism

The Bon Accord area has a number of significant tourism attractions in its vicinity including:

- [Prairie Gardens Adventure Farm](#) – this 35-acre working farm offers a variety of family activities including u-pick strawberries, a 7-acre corn maze and pumpkin patch.
- [Jurassic Forest](#) – offers a 40-acre Jurassic experience complete with life-sized, realistic dinosaurs that tourists can watch in action. Walking trails, interactive exhibits and expert staff make this attraction in Gibbons very popular with locals and tourists alike.
- [Goose Hummock Golf Course](#) - a championship 18-hole public golf course is located just north of Edmonton and offers golfers a 6,700 yard experience with natural forests and interlocking ponds.
- [Pottery by Heather](#) – a local working studio open all year round offering hand crafted pottery and is recommended by the Edmonton Regional Tourism Group one of Edmonton’s Countryside Experiences.
- [R&R Delights](#) – a working stained glass studio that offers personal and unique treasures in Bon Accord and is also noted as an Edmonton Countryside Experience as well.
- [Spring Creek Golf Course](#) – an eighteen hole executive par three family course located two miles south of Bon Accord.

7.0 Infrastructure

7.1 Transportation

Road

Bon Accord has quick and reliable access to a network of primary and secondary highways that provide easy access to markets throughout North America. Of particular note are the following major transportation routes:

Highway	Connection
Hwy 2	North-south between Edmonton/Calgary to the Canada-U.S. border- noted as the most travelled highway in Alberta
Hwy 28	Runs right beside Bon Accord with connections south to the city of Edmonton and north east to Bonnyville, Cold Lake and Fort McMurray.
Hwy 28A	runs north-south parallel to Hwy 28 between Edmonton and Gibbons - runs north from Edmonton to Fort McMurray, Bonnyville and Cold Lake
Hwy 16	the Yellowhead Hwy - primary route between the Capital Region west and east to the B.C. and Saskatchewan borders, respectively

Highways in Sturgeon County connect local communities, including Bon Accord, to all directions in the province.

Air

Access to three airports in the Edmonton region provide residents and businesses with convenient air connections for passenger flights and cargo freight.

Edmonton International Airport

This airport is strategically located on the North-South Trade Corridor and is cited as one of Canada's fastest growing airports. With flights to domestic, national and international destinations, Bon Accord is well connected to markets throughout the world.

Edmonton City Centre Airport

This airport houses small charters, private and corporate aircraft as well as training, military, industrial and medevac flights. Edmonton City Centre Airport also provides access to the Alberta oil sands and provides charter flights to Fort McMurray.

Villeneuve Airport

This airport in Sturgeon County links Bon Accord with a number of aviation related businesses. This airport has approximately 75,000 landings and takeoffs per year on its two runways (3,500 feet by 100 feet). The Airport is operated by Edmonton Airports and has 411 hectares of land for potential development.

Rail

Within a short driving distance, Bon Accord is conveniently connected to major North American markets via both the Canadian National (CN) and Canadian Pacific (CP) railways. Both railways have intermodal terminals located in Edmonton, and provide easy access to markets throughout North America and the Asia Pacific through the Ports of Prince Rupert and Vancouver.

7.2 Communications and Utilities

Bon Accord has high speed internet connectivity, phone and Canada Post. As well, the community is fully serviced by all utilities including gas and hydro. Natural gas is provided to Bon Accord by Direct Energy and hydro is provided through EPCOR. Cable television is provided to Bon Accord residents through Shaw and TELUS.

The Town of Bon Accord Public Works Department is located at the Town office and provides the community with waste, water and sewage services. This department is also the contact for road emergencies.

7.3 Business Services

Close proximity to three major urban centres (Edmonton, St. Albert, Fort Saskatchewan), as well as a number of smaller towns and villages makes Bon Accord an attractive location for businesses.

All businesses operating in Bon Accord, storefront or home based, must have a Town business license. Licenses are valid for the calendar year and must be purchased prior to conducting any commercial activity within the town limits. There is a reduced amount (50% of the normal fee) for licenses purchased after September 30th.

These licenses are not transferrable and prior to the issuance of the license, the applicant will have to ensure compliance with the Town's Land Use Bylaw plus any other regulations the Town may choose to enact.

License fees are extremely reasonable. Fees range from \$50.00/year for storefront operations and \$35.00/year for home based businesses. Nonresident businesses and nonresident contractors are required to pay \$150.00 and \$300.00 respectively per year.

For information about business licensing and any exemptions available, please contact the Town of Bon Accord:

5025 – 50th Ave PO Box 779
Bon Accord, AB T0A 0K0
Phone: (780) 921-3550; Fax: (780) 921-3585
Email: townoffice@town.bonaccord.ab.ca
Web: www.town.bonaccord.ab.ca

Community Futures Tawatinaw Region is located in near-by Westlock and offers a wide range of services for entrepreneurs and not-for-profit organizations in the region. Bon Accord falls within the scope of this Community Futures office, and citizens and organizations can access services such as business planning assistance, lending and community economic development support.

With three locations in the Edmonton area, the Business Development Bank of Canada promotes business development by providing tailored and venture financing, as well as consulting services to business owners and entrepreneurs. With a special focus on small and medium sized enterprises in sectors such as manufacturing, exporting, innovation and knowledge based industries, the BDC offers new and expanded opportunities for many business and communities alike.

Business Link is a not-for-profit organization that provides a number of business services for Albertan entrepreneurs and businesses. With a regional location in Edmonton, Business Link offers business resources and tools as well as information about workshops and events that would be of interest to the surrounding business community. Supported by the Government of Canada and the Government of Alberta, Business Link also provides free information by business specialists who will answer any questions for businesses as any stage of development. Other services include an online business resources as well as a regional lending library for local entrepreneurs. Business Link is a first stop for business information and resources in Alberta.

7.4 Environment

Bon Accord has a proactive commitment to a green and sustainable environment. Recycling programs, rain barrel programs and other green activities are provided regularly for community residents and businesses. Town Council provides the

community with regular opportunities to not only recycle to reduce the negative impact of increasing landfills, but also supports local community programs and organizations in the process.

8.0 Life in Bon Accord

8.1 Education

Bon Accord is part of the Sturgeon County School Division. Offering education from kindergarten to grade 12, all youth have access to high quality education as well as a safe and caring learning environment within the community of Bon Accord itself.

The **Bon Accord Community School** (Kindergarten to Grade 4) offers a number of extracurricular activities including a choral program, an interactive music program and intramural sports options. The school supports the development of positive citizenship through the Bon Accord Bears Citizenship Program and encourages extended learning for the students through participation and involvement with local community groups and organizations.

Lilian Schick School is an elementary school that provides Grades 5 to 9 for Bon Accord youth. This school offers strong academic programs, Christian based programming and a Knowledge and Employability program for Grades 8 and 9. This school has a full selection of academic and extracurricular activities that enhance the learning environment and encourage students to grow and achieve .

For Grades 10 to 12 Bon Accord students are bused out of the community. **Sturgeon Composite High School** in Namao provides a full range of programs and educational opportunities. Bon Accord students also have access to advanced academic programming as well as a number of vocational opportunities.

Sturgeon Composite High School is one of the largest rural high schools in northern Alberta and has a province-wide reputation for trade-oriented programs. This school offers a full range of programming that includes curriculum where students can choose courses for university level entry or participate in work experience programs.

Students of Bon Accord consistently score at or above the provincial average for education achievement, a testament to the quality and strength of the educational offerings in the area.

Sturgeon County School Division also offers a number of other schools that Bon Accord youth can access. The Sturgeon County School Division website provides detailed information on all of the schools located within the region.

Bon Accord has a public library with access to a variety of publications. Computer access is available, as is the opportunity to participate in computer training activities. The library also has a membership in the Northern Lights Library System that allows Bon Accord patrons to access over 2 million items through interlibrary loans.

Post Secondary

Bon Accord residents have access to a number of colleges and universities offering post secondary educational options within easy driving distance. The University of Alberta, Athabasca University, Grant MacEwan University, and the Northern Alberta Institute of Technology are just four of the 10 university and colleges serving the Capital Region area. Through the myriad of these post secondary education institutions, students can access world class educations in a wide variety of disciplines.

8.2 Taxation

In 2010, municipal tax rates in Bon Accord were 7.2041 for residential and 15.6317 for non residential. Municipal taxes are due and payable by June 30th of each year. Bon Accord offers community residents a tax installment payment plan (TIPP) where tax payers can make consecutive monthly payments versus an annual single tax payment.

Businesses in Alberta benefit from tax advantages such as low corporate income tax rates (10.0%), as well as no capital taxes, general sales tax, and payroll taxes. In addition, Alberta has the lowest gasoline taxes among all the provinces in Canada.

Bon Accord also benefits from Alberta's lowest overall personal taxes in Canada which provides residents with more disposable income.

8.3 Protective Services

The Bon Accord Fire Department is a volunteer department that provides fire protection services to the community as well as Sturgeon County.

Citizens of the community participate in a Citizens on Patrol program that helps maintain community safety by patrolling the streets of Bon Accord and the surrounding areas of Hewitt Estates and Sturgeon Valley Vista. A group of trained volunteers patrol the area and report criminal or suspicious activity to the RCMP.

The community is policed by the Royal Canadian Mounted Police – Morinville Division and Sturgeon County Bylaw Enforcement. Bon Accord also participates in the Sturgeon County Region Victims Services Unit that provides volunteer assistance to people who have been victims of crime or experienced misfortune. This organization provides formal volunteer training and offers volunteer opportunities to citizens of the community.

8.4 Health and Wellness Services

Bon Accord is serviced by a number of excellent community programs that contribute to the overall health and wellness of residents. In fact, the Edmonton Capital Health Region has been ranked number 1 in Canada for the past five years.

The Sturgeon Community Hospital is located north of Edmonton and focuses on providing care and services for the St. Albert area and surrounding communities. This hospital has 167 beds and staff are experienced and committed health professionals providing the best care to the communities it serves.

The Redwater Health Unit, located in Redwater, provides access to both acute and long term care and offers 24 hour emergency care as well as a full array of laboratory services, counseling and optometry. The Unit also provides home care as well as rehabilitation, public and mental health services for its patients.

Also within easy commuting distance is the Fort Saskatchewan Hospital, located just east of Edmonton. This 32 bed health care facility offers 24 hour emergency services as well as an inpatient and outpatient surgical program. Additional services provided include physiotherapy, respiratory and occupational therapy.

8.5 Location and Climate

Bon Accord sits 2,290 feet (697.99 meters) above sea level. It is located in the Mountain Time Zone (MST/MDT) and observes daylight savings time, as do all Alberta communities. Average temperatures for the region range from -11.7° in the winter (January) to 17.5° in the summer (July).

Bon Accord experiences roughly 2,300 hours of sunlight per year, among the sunniest locations in Canada. Precipitation levels average 476.9 mm (18.776 inches) with the growing season ranging from May 7th to September 23rd (average 140 frost free days per year).

8.6 Recreation

Bon Accord is a community that offers a myriad of recreation activities. Facilities such as an arena with artificial ice surface, a sports field and a number of recreational parks provide opportunities for community and area residents. The Town promotes a healthy lifestyle with access to a number of additional recreational amenities in Sturgeon County. Sporting activities such as softball, hockey, soccer, Nordic skiing and volleyball are prominent in Bon Accord, providing a variety of all season sports.

The town is within driving distance to a number of golf courses as well as Cardiff Park, which offers walking trails, picnic areas and sports fields. Cardiff Lake, in Sturgeon County also offers great opportunities for fishing activities.

9.0 Cultural and Social Amenities

Throughout the year, Bon Accord offers a number of special events that are organized by the Town and local community organizations and volunteers. Annual events include:

- Harvest Days
- Town Wide Garage Sales
- Craft Sales
- Canada Day Celebrations
- Winter Wonderland
- Trade Fair & Exposition
- Outdoor Cinemas
- Dinner Theatre Productions
- Family Day Activities
- Sporting Events

Community involvement is strong in Bon Accord, as primary school grade children to adult volunteers are offered the opportunity to make a contribution to community life. A local community hall, seniors drop in centre, a library and the mezzanine in the local arena offer locations for events, activities and programs that enhance culture and entertainment for community residents.

In addition, a number of community service programs are offered through organizations in Bon Accord. Some of these programs include:

- Out of School Care
- Welcome Program
- Block Parents
- Victims Services
- Parent/Child Communication
- Life Skills
- Moms and Tots
- Meals on Wheels
- Family Violence Prevention
- Pre-school

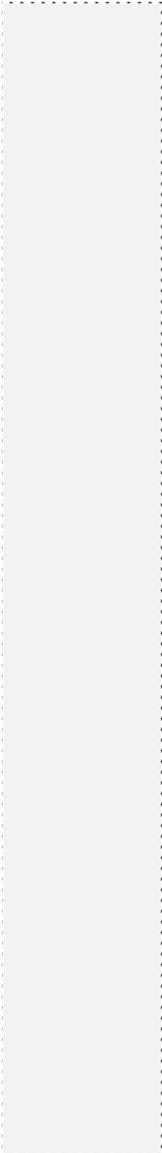
Bon Accord also offers a number of support groups, information/referral programs and youth development opportunities for the community. Of note is that the Town just celebrated the 10th anniversary of its Communities in Bloom program through which a number of projects are pursued to foster civic pride, environmental responsibility and beautification.

10.0 Local Government

Being in such close proximity to Edmonton, Bon Accord residents and businesses have access to a number of provincial and federal government offices. In fact, Edmonton has the highest concentration of these offices in Alberta.

Bon Accord has a local municipal office with a Mayor and five Councilors who participate on a number of committees and make administrative decisions on behalf of the citizens of the community.

Sturgeon County provides government on a district level and provides a number of services on behalf of the communities in the Region including property assessment, protection, financial, and IT services, animal control and so on. More information about the services of Sturgeon County are available by contacting the Sturgeon County Administration in Morinville, Alberta.



Appendix 1: Tourism Development in Bon Accord – Assets and Concerns

**ASSETS
TOURISM ATTRACTIONS**

ASSETS	RANK
Harvest Days	High
PrairieGardensAdventureFarm.com	High
Jurassic Forest	High
Canada Day Breakfast	Medium
Spring Creek Golf Course	Low
Goose Hummock Golf Course	Low
Pottery by Heather	High
Broomstick Ball and Spooktacular	Low
Fire Training Centre	High
Communities in Bloom (rose gardens/projects)	Low
Town Wide Garage Sale	Low
Wet Lands	Low
Light Up The Town (Bon Accord Winter Wonderland)	Medium
Lilly Lake Resort	Low
Oakhill Rest Area	Low
Long Riders	Low
MP Stables	Low
R & R	Low
Jewel Box	Low
Country Soul Stroll	Low
Remembrance Day	Low
School Events	Low

**ASSETS
TOURISM PROMOTIONS**

ASSETS	RANK
• Regional Papers	Medium
• Bon Accord Newsletter	Medium
• PrairieGardensAdventureFarm.com (400K free PR)	High
• Websites of Local Tourism Providers	High
• Social Media	Medium
• Bon Accord Business Newsletter	High
• Edmonton Regional Tourism Group	Medium
• Town Website	Low
• Edmonton Tourism	Low
• Flyers in Other Communities that Promote Local Events	Medium
• “Warm Hearted Community” Brand	Low
• Travel Alberta	Low
• Residents Working in Edmonton	High
• Sister Cities	Low
• Sturgeon County Hub Website (under development)	Low - Medium

**ASSETS
TOURISM INFRASTRUCTURE**

ASSETS	RANK
Ice Arena	High
Highway 28	High
Churches	Low
Community Directional Signage	Low
Elevator on Town Outskirts	Low
Community Halls	Low
Meeting Space	Low
Ball Diamonds	Medium
School Gymnasiums	Medium
Community Parks	Medium
Soccer Fields	Medium

**ASSETS
TOURISM HOSPITALITY**

ASSETS	RANK
Some Friendly And Knowledgeable Merchants	Low - High
Some Friendly And Hospitable Residents	Low - High

**ASSETS
TOURISM SERVICES**

ASSETS	RANK
Chelsea's Bar & Grill	High
Gifted By Lorene	Low
Sublime	Low
Hotel Accommodation	Low
Hotel Restaurant	Low
Bar	Medium
Ice Cream Shack	Medium
Video Store	High
Husky Service Station	High
Liquor Store	High
Funeral Home	High
Grocery Store	Low
ATB Agency	Low
Bank Machines	Low

**CONCERNS
TOURISM ATTRACTIONS**

ASSETS	RANK
Lack of Cohesion Among Attractions/Businesses/Communities	2
No Regional Plan	2
Lack of Sufficient Attractions e.g., Theme Festivals, Fringe/Dinner Theatre, Family Attraction	1

**CONCERNS
TOURISM PROMOTIONS**

ASSETS	RANK
Local Merchants and Residents Are Not Aware Of All Local Attractions And Services	1
Little Cross Promotions Between Attractions/Businesses	1
No Tourism Promotional Literature	2
Warn-Out Community Tourism Brand	3

**CONCERNS
TOURISM INFRASTRUCTURE**

ASSETS	RANK
Town Entrance Requires Improvement	1
Town Does Not View Tourism As A High Priority	2
Lack of Directional/Informational Signage At Town Entrances	3
Land Availability Constraints	4

**CONCERNS
TOURISM HOSPITALITY**

ASSETS	RANK
Not All Merchants/Staff Appreciate Importance of Tourism	1
Lack Of Availability Of Suitably Trained/Knowledgeable Tourism Labour	2
Not All Residents Appreciate The Need To Be Friendly and Courteous to visitors (lack awareness of the importance of tourism to the community)	3

**CONCERNS
TOURISM SERVICES**

ASSETS	RANK
Existing Services Need To Be Improved	1
Need For Family Restaurant/Teahouse	2
Ice Cream Shack Needs Further Development	3
Need For Further Development Of Overnight Accommodations	4
Need Further Complementary Shopping Services	5

