



**ECONOMIC DEVELOPMENT
IMPLEMENTATION PLAN**

2019-2020



**ECONOMIC
DEVELOPMENT....**

...IS ABOUT YOU

**Okotoks is good for business
It's hard to do business in Okotoks**



**The economy
Business supports
Regulation
Business costs
Pride in purpose-driven community**

FUTURE

What Enterprise Needs From The Town

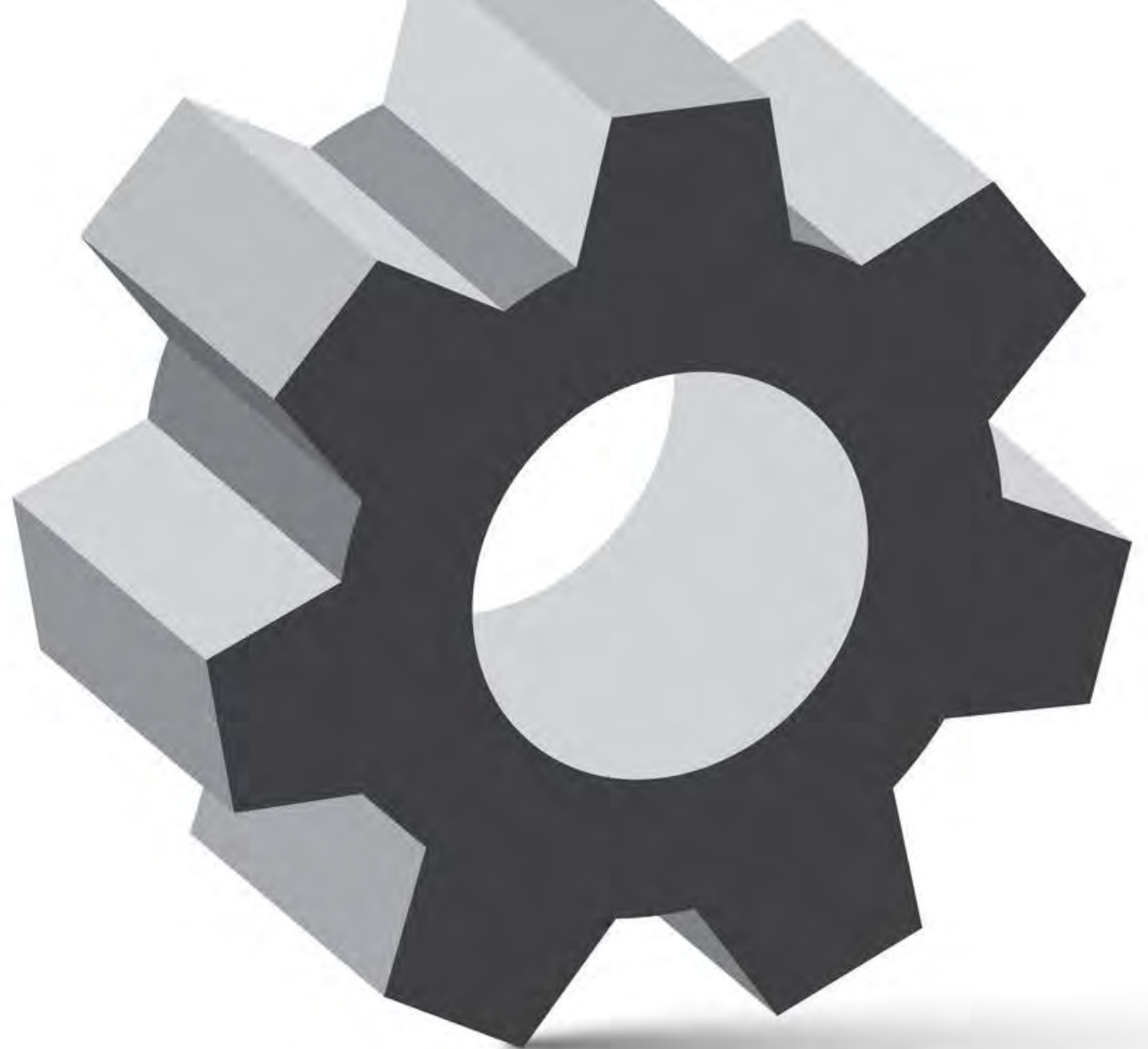
- Start-Up – painless permits, a quarterback (person), basic stats, places to locate (land/buildings)
 - At Your Service EDO – one-stop connection resources
 - Retention & Expansion
 - Resolve the Top 3 common business issues – annually
 - Place to go when your business has a challenge the Town might be able to help with
 - A dynamic business environment
 - Business and non-residential assessment growth – bigger pie
 - Competitive business costs
 - Entrepreneurial culture
 - Policy that incentivizes investment – particularly downtown
 - Selling the community to investment, visitors...and residents
- 

ECONOMIC DEVELOPMENT ROLE

- Action
- Tangible
- Impacting
- Quick wins in context of long-term vision
- Focus on the objective – BUSINESS GROWTH...do a few things well vs many poorly

Two Key Areas:

- 1) Enabling (policy/regulation)
- 2) Catalyst (business retention & expansion, targeted investment attraction)



WHO

**are
we?**

(and why do we matter?)



THE ELEVATOR PITCH

The most
CREATIVELY INSPIRED community
in Alberta, Okotoks leads
provincially on environment,
imaginative new housing options,
mixed use neighbourhoods,
municipal technology adoption,
sports centre of excellence, and
talent attraction.

A prism applied to all actions....



Our Story

Generational Chance to Shape Our Future. Let's Get Busy....

Okotoks has a proud history. Environmental leadership has been a hallmark. We love our river and the downtown at the heart of us. Our recreational amenity is a defining feature of community life. We love raising our families here and staring at those rolling hills and jagged rocky peaks that shape our unique character. But we also live in a world of expensive housing for millennials, few creative housing options for aging in place, we need to implement some new solutions for a bigger and more vibrant downtown we desire, we face new environmental challenges, our facilities are pressed to keep up with population growth, and we have a now 20 year, ongoing challenge to create more local, well-paying work opportunities.

OKOTOKS - NEW WAYS FORWARD





HOW DO WE INNOVATE?

- Community as test bed for private sector innovation
- Place-building initiatives – beauty and technology converge
- Municipal infrastructure innovation
- Development standards – mechanisms to incentivize creativity and Innovation
- Process innovation (e.g. planning approval)
- Plans – an MDP that leads (e.g. housing innovation/mixed use)

creative
koto

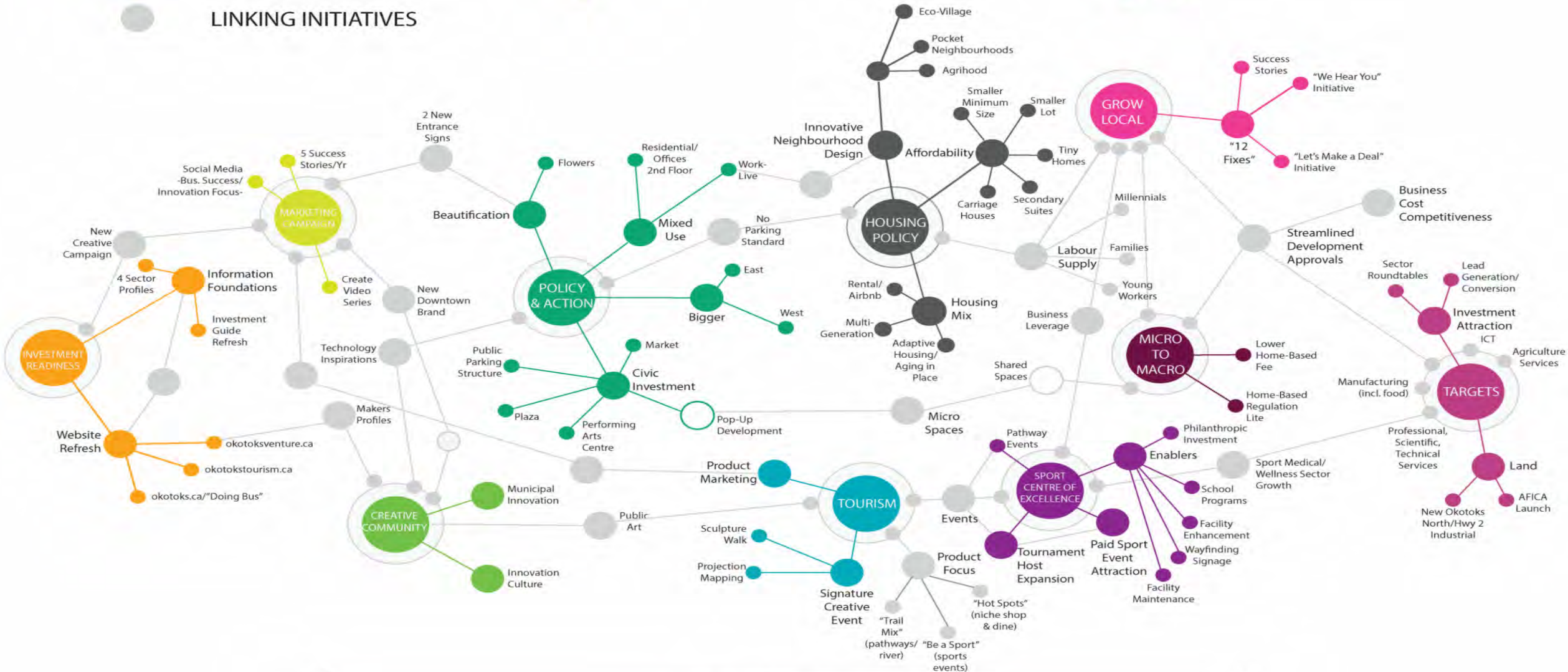
OKOTOKS DEVELOPMENT ROADMAP

SELLING THE OKOTOKS STORY
LINKING INITIATIVES

DOWNTOWN VIBRANCY

KEY ENABLERS

BUSINESS GROWTH



INFRASTRUCTURE EXCELLENCE



“Culture eats
strategy for
lunch.”

Peter Drucker

Achievement of the
exceptional is a
product of culture
not plans or
plan-making. As a
municipality we
commit to nurturing
a high performance
community that
innovates around
every corner. We need
residents to help us....

We need to
become the
HOW
generation





We haven't moved the needle on non-residential assessment in a generation (current 13.44%, 14.14% in 1998 when 22% target created). We need to - it lessens tax burden on everyone, signifies a living-working community where fewer commute, and creates ability to pay for desired amenities and services - which creates a cycle of placemaking and quality of life enhancement which in turn attracts further investment.



New Acheson Industrial Park - north Okotoks/Hwy 2

AFICA is in business



FOUNDATION BUILDING

Streamline/online development approvals / licensing

Quantitative, comprehensive business cost competitiveness (comparative) recommendations

75% lower home-based license fee to double registrations (entrepreneur ecosystem building, accelerated business growth, proven incubator, professional services target sector)



LAND SUPPLY

Be able to reach a 20% non-residential assessment target at 80K boundary:

Southbank, AFICA, new "Acheson Industrial Park," and mandatory mixed use in MDP process



AFICA LAUNCH

Joint venture with High River and Foothills County (servicing / revenue sharing, investment attraction). Biggest industrial land repository in Calgary region



12 FIXES

Existing business growth success stories / yr via EDO facilitation of problem solving / growth path

"Let's Make a Deal" initiative with Chamber

"We Hear You" initiative. Rolling Top 3 common business issues Town is working to resolve



LEAD GENERATION & CONVERSION

Target sector-specific activity (CRM)

Sector Development Roundtables (2 in 2019, 2 in 2020)

"Unicorn strategy" - social entrepreneur interests

Key Target Sectors

- **Professional, Scientific, and Technical Services** (incl. vet services, architecture, engineering and design)
- **Manufacturing** (including fabricated metal, additive and plastics/composites manufacturing, food)
- **Food & Beverage Manufacturing and Agriculture Services** (including brewing, distilling and wine) – *collaborate with High River, Turner Valley and Black Diamond. Ag Tec is a good fit with Innovative Okotoks.*
- **Information, Culture, Communications, & Technology** (including digital design and creative industries, motion picture/video)

Incl....head office attraction





We also need to embrace some big new ideas as well – to leverage what we have, to create labour supply/talent base that is key to a thriving future business community.



A POTENTIALLY “GAME CHANGING” VISION

**OKOTOKS: ALBERTA'S
SPORT CENTRE OF
EXCELLENCE**

GAME ON!

SPORTS EVENTS & TOURNAMENTS



FOOTHILLS FC

TICKET SPORTING EVENTS

3 FEATURE TEAMS

ANNUAL 134,600 SEATS FOR SALE!

GAME ON!

SPORTS EVENTS & TOURNAMENTS

YOUTH TOURNAMENTS

ONE CLUB /YR
11,000 athletes/family, 1900 hotel
room nights, \$675,000 (est.)
economic impact!



THE IDEA

- 1) Create business income opportunities via knowledge of events/ability to package offerings
- 2) Create demand for additional accommodation investment (a catalyst for local spending)
- 3) Additional revenue supports and leverage Okotoks' recreational infrastructure investments
- 4) Enhance facilities – attracts families, supports knowledge-based industry development (quality of place) and dynamic brand

VISITOR STRATEGIES

- Extended stay – the Playcation
- Return Visit Incentives
- Recommendation to Friends/Family (Instagram hashtags, tournament website, etc.)
- Relocation

SECTOR DEVELOPMENT STEPS

- Document total event economic impact
- Asset map
- Online calendar
- Tournaments expansion
- Business offerings to tournament coordinators
- Okotoks tourism experience packaging
- Mobile tourism kiosks
- Tournament ambassadors (white hats)
- Wayfinding signage program
- Tournaments app
- Interview clubs (gaps and opps)
- School programming
- Workshop for Clubs – awesome tournament hosting
- Philanthropic investment in facilities – e.g. Seaman Stadium

Municipal Policy: Facility maintenance – the best in Alberta, Facility planning/expansion – major tournament hosting (provincials/nationals), MDP-related considerations

A REFRESHED DOWNTOWN BRAND

-An Example-



Downtown...a place that CONNECTS us. The future of Downtown...a place that INSPIRES us.

Innovative, creative heartbeat, dynamic, youngest community in Canada.

A REFRESHED DOWNTOWN BRAND

-An Example-

The River District



Be You tiful

Skip a rock, lazy float, or trail nature's way along the Sheep River. Music, art, antique cars, a downtown stroll, sunset backdrop to a Dawgs baseball game. Shorter lines at the big box store. Piggyback the kids. Feel joy in life's simpler pleasures.



Where it all started



APPLE

GOOGLE

AMAZON



HARLEY

DISNEY

MATTEL

**HOME-
BASED
BUSINESS**

HOUSING INNOVATION



secondary suites limited home-based business regulation
smaller lot/minimum house sizes laneway housing
innovative neighbourhood design (eco-village/agrihood)

work-live generational/adaptive housing
mixed use
density downtown



In our downtown lies our soul – the heartbeat of commerce, the centre of our “busy” ... where we connect to people and place ... where we find inspiration in our most distinctive architecture and creativity of nature and humanity on display ... where visitors form their most memorable impression.



Relocate rail line
 Parking changes economics
 Downtown civic cultural amenity
 Sculpture Walk (partner with Castlegar)



INCENTIVIZE PRIVATE SECTOR

Policy - no parking standard, higher density, mixed use, bigger east and west

Promote - mixed use opportunity



CREATIVE CORE

Advocacy - new performing arts centre, new plaza, new indoor or open air market



RE-BRAND

We are young, entrepreneurial, innovative, and dynamic. Olde Towne “pickles us” ... and we aren’t “olde” relatively



NEW POLICY

Offices second floor only

Public parking (structure or organized Daggett)



CREATE WHIMSY & SURPRISE

One project each of 2019 & 2020 - e.g. self watering flower pots, public art, modern mural, light projection mapping



The world is noisy. We have a compelling value proposition, but we need to become more aggressive in the way we communicate it. We need to target to specific audiences to motivate them to invest and visit. If no one is talking about our story or marketing, our product lacks or our marketing is a poor return on investment.



We need to accept that more risk = less consensus, but it takes risk to get noticed - which is the ground-game for working notice into investment & tourism

SELL LIKE HOTCAKES

Investment Readiness - telling our compelling Okotoks story

5 ACTIONS



NEW CREATIVE CAMPAIGN

An aggressive and consistent creative approach to marketing Okotoks. "Dare to be different"



5 SUCCESS STORIES / YR

Website and social media content. 5 stories (minimum annually). Special focus on target sectors incl. "Makers"



MARKETING EXECUTION

Key elements: film location package, social media consistency (creativity / innovation filter), refocus 2-3 tourism products (update tourismokotoks.ca), sector information and vision (update and okotoksventure.ca), tight vision / value proposition (lifestyle / business) and actions pitch deck used by Town of Okotoks



Two new modern steel entrance signs



VIDEO

Special focus on video in 2019. Branded series to be produced, starting with independent downtown merchant initiative.



INVESTMENT GUIDE & SECTOR PROFILES

Current Guide 2 years old. 10-15 pages. Branded. Hard focus on target sectors. Sector profiles will be new.

All electronic download only.

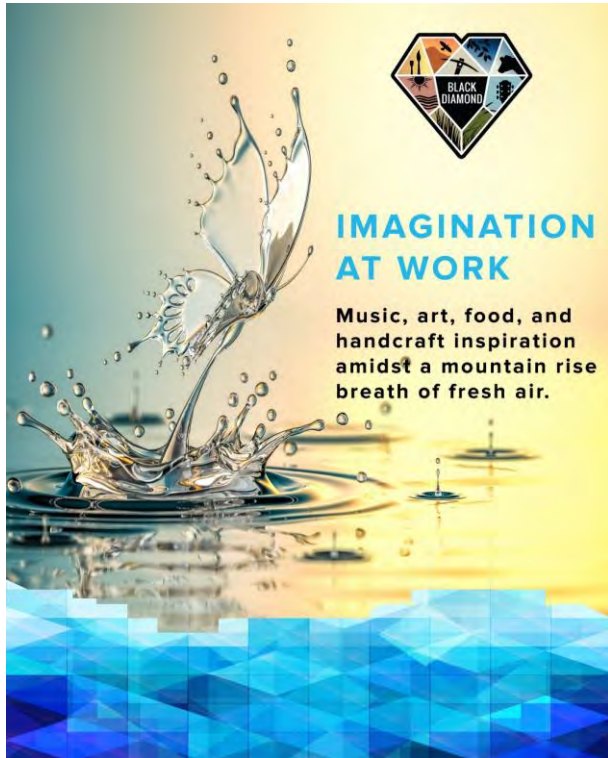
OKOTOKS
TOURISM



**We need to be MUCH
more aggressive!**



your place, your opportunity.



A joint venture “Creative” campaign with Foothills Tourism Association focus on creative inspiration, “refuge and therapy” vis a vis the Big City

Tourism and Economic Development components

A BIG IDEA

FIND YOUR IMAGINATION SPACE HERE



**Family-friendly affordability in inspired surroundings.
Perfect for listening to your imagination.**

www.town.blackdiamond.ab.ca

**GROWING OLD
IS OPTIONAL!!**



**IMAGINATION
SPACE**

**For creative
young folks,
and the
young at
heart.**



EDO Targets

- 1) Business licenses/1000 – increased ratio over 2018
 - *Current 66/1000*
 - 2) Net Promoter Score – tracked over time
 - 3) # annual investment leads/conversions
-

THE Key Community Target

20% Non-Residential Assessment Base

Current: 13.44% (14.14% in 1998 when 22% target created)

A larger non-residential assessment base creates the ability to pay for services and amenities residents desire.

THIS TARGET WAS IDENTIFIED IN 1998. THERE HAS BEEN NO PROGRESS ON THIS TARGET. WE NEED TO BE DISRUPTIVE TO CHANGE THE OUTCOME...



**Economic Development Team
2019**



Assistant

- Business License
- Permits
- Process
- Coordinator

Economic
Development
Specialist

- Business Retention
- Investment Readiness

Team of
Experts

- Marketing Strategist
- Business Engagement
Liaison
- Investment Attraction
- Community Facilitator

Economic Development Program Foundations

Economic Development Program Foundations

