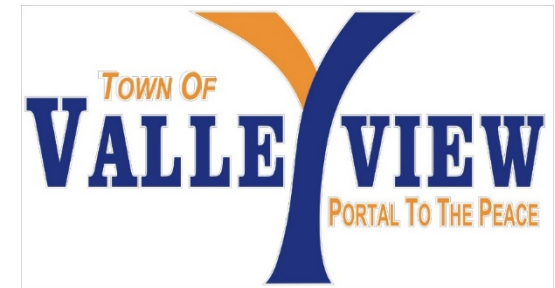


# Valleyview Economic Development Strategy

August 2017

*“Prudent, yet innovative and progressive in our thinking.”*

Prepared for:



Prepared by:



**URBAN**  
systems

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## Executive Summary

Valleyview has a relatively diverse economy, with a role as a regional administrative and commercial centre and significant activity in four other primary economic sectors: oil and gas; agriculture; tourism; and retail. However, changing international shifts threaten the future stability of these sectors, and consequently the economic prosperity of the town. In the past ten years, Valleyview has experienced a decline in economic growth and activity locally and regionally. In this context, further economic diversification is critical for the community's long term economic resiliency and success, drawing on related expertise and assets in traditional economic sectors.

Effective integrated economic development is a collaborative effort involving the business community, government, and community members. This is especially critical for small to medium size towns such as Valleyview, where the greatest assets are resourceful and committed people. To strengthen Valleyview's collaborative direction, this Economic Development Strategy was developed with guidance from a volunteer Advisory Committee, and advice and information from many members of the community and local, regional and provincial experts. The strategy development process aimed to foster ownership of its implementation by a local champion or champions who will move forward with the more detailed steps to further articulate identified opportunities.

The primary objectives of the Strategy are to create an integrated action plan to enhance current and anticipated opportunities in order to optimize the local economy and the community's current and future capacity. It is built around three goals:

**Goal 1:** Effectively and consistently coordinate cross-sectoral economic development.

- Strengthen leadership and shared ownership of economic and business development efforts
- Improve coordination and communication

**Goal 2:** Using an integrated approach, increase business activity and economic gains in four target sectors: agriculture, tourism, retail, renewable energy.

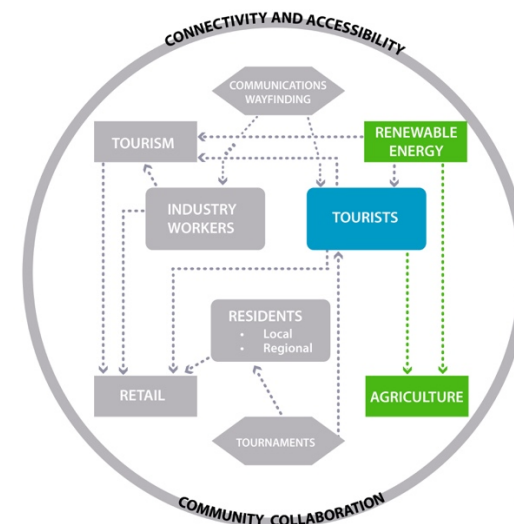
- Agriculture
  - Niche market agriculture (including berries, fruit trees, legumes, seeds, etc)
  - Agri-tourism (including agri-hubs)



- Local product development and sales
- Commercial greenhouses
- Tourism
  - Revitalization of downtown Valleyview
  - Arts and culture
  - Recreational facilities and events
  - Renewable energy technology and innovation
- Retail
  - Convenience retail
  - Unique and destination retail
- Renewable energy
  - Wind
  - Biomass
  - Solar photovoltaics

Development in these sectors can be mutually reinforcing, where investment in one sector can help strengthen another (example shown in the diagram at right – agricultural and renewable energy industries reinforce one another and both are supported by tourists). Business owners and entrepreneurs can improve their businesses and build a stronger community and economy by looking for ways that their business will support other local economic sectors and businesses. In addition, the Town of Valleyview has the opportunity to explore making available for agriculture production idle public land through a number of management frameworks<sup>1</sup>.

- **Goal 3:** Improve connections between Valleyview and external markets and resources, making it easier for potential customers to access the town and its businesses.
  - Improve signage and wayfinding
  - Provide improved, more up-to-date information for visitors in-person and on-line
  - Secure cost-effective access to fibre-optic broadband for the whole community



<sup>1</sup> For example, <https://medium.com/@wayneroberts/how-green-is-my-alley-why-the-low-hanging-fruit-of-food-security-urban-agriculture-and-community-f2c03bd30c0b>; <http://www.farmfolkcityfolk.ca/documents/FarmlandAccessBooklet.pdf>; [http://www.refbc.com/sites/default/files/Local%20Government%20Farmland%20Trust%20Findings%20Report%20Final\\_Aug30.pdf](http://www.refbc.com/sites/default/files/Local%20Government%20Farmland%20Trust%20Findings%20Report%20Final_Aug30.pdf)

The Strategy culminates in an Action Plan, which provides a flexible framework for action in three timeframes: 0-12 months; 1-2 years, and 3+ years. With improved leadership and coordination, moving ahead with these actions has the potential to reap benefits for the whole community as well as individual business owners. The story on the following pages illustrates the potential we see in Valleyview.

## ***Town celebrates five years of unprecedented economic success on its 70th birthday***

Four years after launching the Valleyview Economic Development Strategy (EDS), the plan is being heralded as a “major victory for Valleyview,” says Brent Hunter, local business owner and member of the Valleyview Chamber of Commerce. “Nobody expected this after a few years of economic challenges,” he says, “but it’s amazing what we were able to accomplish when we all came together.” Work on the Strategy began with the establishment of the Valleyview Economic Development Strategy Advisory Committee in 2017, when the Town decided it was time to diversify the local economy in the face of growing economic uncertainty. “At first I wasn’t sure what kind of impact a few meetings would make, but the Advisory Committee really set the stage for us to get new markets off the ground,” says Susan Smithers, one of the Town’s emerging business leaders. The Valleyview EDS catalyzed four new businesses in Town: GreenHaus – a specialty greenhouse; Hemp4Health – a hemp health products retail store; Valleyview Brewing – the Town’s first microbrewery; and BIOX Energy – an energy company that turns waste into heat and energy for local businesses. To celebrate the town’s recent success, we’re featuring all four booming businesses and the connections between them.



### **GreenHaus**

While Valleyview has undergone an extraordinary economic transformation, the beautiful landscape in the area has not changed – green pastures are still visible for miles and miles. A gleaming addition to the landscape is the silver greenhouse that grows hemp, hops and veggies just off of Highway 49. “I see it sparkle in the sunlight every time

I drive by and every single time I feel blessed,” says Beth McNally, owner of GreenHaus.

“We were in serious trouble five years ago. The local agribusiness rep had been coming around regularly, leaving his business cards. I knew I had to make changes or sell the farm that’s been in my family for generations.”

The EDS identified greenhouse operations for organic specialty products as a key opportunity. McNally heard about it from a friend who worked at the Town. “That was it. The seed had been planted – no pun intended,” McNally wgrins.

Since adding the greenhouse to her grain operation, McNally’s profits have skyrocketed. “We are doing just fine,” she laughs. GreenHaus sells its product to local businesses, such as Valleyview Brewing and Freson grocers, as well as regional and even international

customers. GreenHaus has caught the attention of the Ministry of Agriculture, not just for their innovative product, but also for their use of waste to heat technology provided by Valleyview’s own BIOX Energy.

***“The key for us was specializing in a fresh, flavourful, organic product that nobody else in the area was growing.”***

The Ministry has helped the company expand through the Agrivalue Processing Business Incubator. “I think they [the Ministry] realized we were on to something and they were smart to join us!” says McNally.

“I’m not just happy that we’re financially stable now, I’m proud to be a part of something bigger that is having an impact across Alberta, and the world really.”

### **Hemp4Health**

When stay at home mom Holly Hemsworth started making hemp health products in her kitchen, she had no intention of becoming a small business owner. “I just needed something that worked, says Hemsworth, who suffers from psoriasis, an autoimmune skin disease.

She learned about the benefits of hemp oil online and decided to purchase some wholesale from local producer GreenHaus.



# Economic Progress for Valleyview

Valleyview Times  
Friday, August 29, 2021 | A2

The Alberta Ministry of Agriculture and Forestry confirms the benefits of hemp oil: “Hempseed oil has an excellent, unique fatty acid profile,” states the Ministry’s website.

After realizing the benefits for herself, Hemsworth decided to bring some extra oil to her mother’s stand at the local farmer’s market. “It’s all fruits and vegetables, so when I put some of my hemp oils out, people noticed it. They were like, that’s different!

The customers have kept coming and soon Hemsworth ran out of room at her mother’s market stand. In 2018 she opened Hemp4Health in downtown Valleyview and business has steadily increased since then.

***“It’s the only place you can get this stuff, so people come from all around to get it.”***

## Valleyview Brewing

Unless you’ve been living under a rock, you’ve heard of Valleyview Brewing – the Town’s first microbrewery. Since opening in 2018, the microbrewery has made Peace Portal Pale the local beer of choice. “When people see it for the first time, they’re curious... it’s pours a bit foamier than folks around here are used to,” says John Sansburg, the



***“When people ask what it tastes like, I tell them it tastes like Valleyview.”***

brew master at the microbrewery.

The flavor is from hops sourced from GreenHaus. Supporting local businesses is important to the brewery. Besides sourcing their feedstock from local agriculture and donating trimmings and old barrels to BIOX Energy, the microbrewery also recently set up a tasting room. “We tease people with small samples at the tasting room, and offer them discounts on our beer at local pubs and restaurants, encouraging them to enjoy our local beer with their local food,” says Sansburg.

The tasting room is popular with tourists, who can now ‘brew-hop’ in Whitecourt, Fox Creek and Valleyview on their way North.

## BIOXEnergy

When the Alberta government placed an office full of New Technology Development Advisors in Grand Prairie, Lloyd Rightworth decided to pay them a visit. The former petroleum engineer is now the proud owner of BIOX Energy, which converts locally sourced biomass to biofuel, mostly ethanol.

Rightworth’s old employer is now his main customer. Today, oil and gas companies are blending ethanol with traditional petroleum products to create more sustainable transportation fuels. “It’s a practical solution, now that we have a carbon tax, and it moves us closer to a more sustainable future for our kids,” says Rightworth. The company has also found customers right in town, such as GreenHaus, who uses BIOX Energy’s waste to heat technology to power their greenhouse operation.



BIOX Energy sources some of its feedstock from local businesses that produce biomass as a byproduct of their operations, such as old barrels from Valleyview Brewing. “We’ll take anything we can get, from trimmings to farm wastes... but it’s just not enough to keep up with demand,” says Rightworth.

The success of Valleyview’s amazing transformation is largely due to the community’s commitment to support each other and find profitable connections between business ventures.

***“This really is a success story for all local businesses, not just one or two. At the end of the day, we sink or swim together,” says Mayor Lodger. “We are excited for the next 120 years!”***

**Don’t miss the chance to come visit all of these businesses and more, while sampling local products at Valleyview’s birthday celebration this Saturday, August 30th at Valleyview City Hall.**



## Acknowledgements

As is often the case when developing community-focused strategies, the participation and guidance from numerous individuals, agencies, companies and organizations are welcomed and required to optimize the knowledge baseline and resulting outcomes. The Valleyview Economic Development Strategy development has certainly benefitted from significant participation. To that end, the Town of Valleyview would like to express appreciation to the following whom have contributed to this Strategy.

### Advisory Committee Members

Bernie Green, Small business owner, Appliance Doctor  
Dan Dibbelt, Peace Region Economic Development Alliance (PREDA)  
Dustin Morton, Commercial Horticulture Specialist, Alberta Agriculture & Forestry  
Jackie Carter, Tourism Manager, Visitor Information Center (Valleyview and region)  
Kamie Currie, Manager, Northwest Region, Alberta Economic Development & Trade  
Kevin Keller, Economic Development Officer, Municipal District of Greenview  
Kristy Tuts, Workforce Consultant, Ministry of Labour, Government of Alberta, Program Policy, Evaluation and Collaboration  
Pat Brothers, Director of Parks, Recreation & Facilities, Co-Chair Valleyview Well-Being Initiative  
Rod Pepper, Town of Valleyview Council member  
Bonnie Trottier, Community Well-Being Initiative, Project Manager

### Stakeholders

Al Scott, Technology Development Advisor, New Ventures, Alberta Innovates  
Alan (Chum) Caron, Business Owner, Caron Measurement and Controls  
Alan Hall, New Initiatives and Project Hunter, Alberta Crop Industry Development Fund Ltd.  
Allen Perkins, Farmer, Chair of Agricultural Service Board  
Bill Hodgins, Manager, Strategy, Policy and Partnerships, Government of Alberta, Tourism Division  
Christopher King, Economic Development Manager, Grand Prairie County  
Christopher Robblee, Business and Industry Liaison, Northwest Business & Industry Branch; Human Services  
Craig Dobson, President, Taylor Warwick Consulting  
Darlene Levesque, Business owner, Soulability; "the little healing shop that can"  
Dee Ann Benard, Executive Director, Alberta Rural Development Network  
Dennis Mueller, General Manager, Community Services, Municipal District of Greenview  
Doug & Curtis Williamson, Farmers in Valleyview area  
Evan Wilson, Executive Director, Canadian Wind Energy Association

Gabriela Barron, Business Manager, Tarpon Energy Services Ltd  
Ian McCormack, President, Municipal consultant, Strategic Steps Inc  
Jan Reurink, Director, Economic Research and Analysis, Alberta Economic Development and Trade  
Janis Simpkins, Executive Director, Northern Alberta Development Council  
Jeff Bell, Industry Dev. Officer – Clean Energy, Bio-Industrial Opportunities Branch; Agriculture and Rural Development  
Jennifer Moore, Regional Economic Development Officer, Peace Region Economic Development Alliance (PREDA)  
Joisa Tillack, Executive Assistant, Valleyview & District Chamber of Commerce  
Jonathan Banks, Research Associate, University of Alberta  
Lisa Hannaford, Director of FCSS, Valleyview Family and Community Support Services (FCSS)  
Marc Butikofer, Rural Diversification Manager, Community Futures (Peace Country)  
Mark Anielski, President, Anielski Mgmt Inc.  
Mark Zanewick, Senior Policy Analyst, Energy, Markets and Analytics  
Mary Joan Aylward, Research and Operations, Peace Region Economic Development Alliance  
Maureen Kolla, Manager Renewable Energy, Alberta Innovates; Energy and Environmental Services  
Maya Knauth, Policy Analyst, Energy, Markets and Analytics  
Nick Wilson, Project Director, Living Energy Project / Leduc #1 Energy Discovery Centre  
Pat Letizia, Executive Director, Alberta Ecotrust Foundation  
Richard Hollingworth, Business Owner, Hollingworth A B & Son Construction Ltd  
Rod Perron, CEO and land owner, Perron and Ventures  
Sheena Francisco, Senior Access to Capital Advisor, Access to Capital, Alberta Economic Development and Trade  
Solomon Kelani, Policy Analyst, Energy, Markets and Analytics  
Tim Weis, Special Advisor to the Minister - Climate Change, Office of the Minister Environment and Parks  
Tracey Varrek, CEO, Community Foundation of Northwestern Alberta  
Vickram Minhas, Minhas Group

**Thank you, all!**

## 1.0 Introduction

Valleyview maintains a relatively diverse economy, having a role as a regional administrative and commercial centre and significant activity in four other primary economic sectors: oil and gas; agriculture; tourism; and retail. However, changing international market trends threaten the future stability of these sectors, and consequently the economic prosperity of the town. In the past ten years, Valleyview has experienced a decline in economic growth and activity locally and regionally. This has affected the community in a number of ways: an increase in unemployment and under-employment, decreased family income levels, and a decrease in the local tax base due to a loss of businesses and families moving to seek economic opportunities outside of the region. In this context, economic diversification is critical for the community's success.

In this context, Valleyview has developed an economic development strategy that builds upon the economic journey of the community, drawing upon the knowledge and experience of the community to better position the local economy in relation to current and anticipated market trends. The Strategy is a critical step forward in terms of the town's long term economic resiliency and success.

The Valleyview Economic Development Strategy ('the Strategy') was developed with guidance from a volunteer Advisory Committee, advice and information from members of the community and local, regional and provincial experts, and further supported by research and expert interviews. The goal of the Strategy is to identify viable local opportunities that build on community assets and local opportunities, and strengthen relationships that support long-term success. With the leadership and support of the Valleyview community, Town Council, and other regional governments, the implementation of the Strategy has the potential to:

- Improve the local business environment and increase regional economic collaboration;
- Increase support for entrepreneurs and small and medium-sized enterprises in the region (with a primary focus upon Valleyview) to grow, optimize and succeed;
- Enhance support for businesses and industries that provide diversification to Valleyview and the region;

- Increase community resiliency through self-determination; and
- Increase investment both locally and regionally that drives high-value job creation.

This report describes the context for and process of developing the Strategy, then outlines the Strategy for driving economic development overall and in key opportunity areas, and provides a high-level action plan to initiate and guide future strategic economic development in Valleyview and area.



## 2.0 Strategy Development

The Strategy was developed through five iterative steps, as illustrated in the diagram to the right. The process weaves technical research and analysis together with engagement of the Advisory Committee. It moves from a macro level analysis to a pre-feasibility analysis of key opportunities, producing a broad framework for long-term economic strategy as well as specific, implementable actions and projects.

The Strategy was developed with guidance from a volunteer Advisory Committee of local, regional, and provincial knowledge holders and practitioners. In addition, a large number of stakeholders were kept informed about project progress, and provided information and advice to the team. These stakeholders included members of the community as well as experts and leaders at the local, regional and provincial scale (please note the list of Advisory Group and stakeholder members in the Acknowledgement section above).

The Strategy was developed through the following steps:

- **Initial background research** – through research, including interviews with strategic people, the project team was able to isolate the main economic sectors and potential growth areas.
- **Initial advisory guidance** – from the Town of Valleyview the Advisory Committee and a stakeholder group (primary difference between the two is the Advisory Committee was more intensively drawn from through in-person engagement whereas the stakeholders received all relevant project information for review and comment via email and phone) to guide the project team throughout the Strategy development process.
- **Macro-level economic assessment** – Together with initial research, guidance from the Advisory Committee supported production of a broad qualitative assessment of economic conditions and potential opportunities.
- **Progress update** – Communicate with the community of Valleyview via the local newspaper – informing the community of the project, the intended process, and providing a contact for follow up with an interest to participate or provide comment.
- **Sectoral Opportunity Screening** – through an Advisory Committee workshop, the potential opportunities were screened to identify those with most promise.



- **Priority opportunity research** – Conduct further research to articulate the work done with the Advisory Committee, and develop a deeper understanding of relationships among primary opportunities.
- **Initial action planning** – through a second Advisory Committee meeting, confirm ‘low hanging fruit’ and explore the action planning process for two high value actions.
- **Follow-up research and development** – further develop analysis of potential opportunities, including:
  - Understand in more detail success factors, anticipated challenges, and risks associated with top opportunities, providing context for future feasibility assessment; and
  - Identify next steps or action plans for identified opportunities.
- **Draft Strategy.**
- **Client and Advisory Committee review** – Submit to the Town of Valleyview, the Advisory Committee and the stakeholder group the draft Strategy for review and feedback.
- **Finalize strategy.**

### 3.0 Valleyview Context

Valleyview has a population of about 2,000 residents in the town itself and another 6,000 or so in the surrounding area, including about 1,400 in the Sturgeon Lake Cree First Nation Reserve at Sturgeon Lake. As the name suggests, Valleyview offers views over the Red Willow Creek valley to the Northwest. Built in the early post-war years, the town is laid out with a traditional grid of streets and the main streets have a traditional feel to them. Despite being on a highway junction, the town itself is quiet and friendly. Valleyview has a beautiful natural setting and offers easy access to fishing, camping, hunting, skiing, snowmobiling, and other outdoor recreation, as well as having generous community recreation facilities and schools in town. These characteristics make it a particularly attractive place to live, work and play.

While Grande Prairie is the major centre in the region (110 km west of Valleyview with a population of ~63,000) and has seen rapid growth paralleling regional investments in oil and gas, Valleyview has maintained a more stable population over the last 40 years. Its population has also been more consistent than that of other towns in the area that have experienced a notable decrease in population from 2006 to 2011, such as Swan Hills, High Prairie, Fox Creek, Little Smoky, and Donnelly. This stability is likely due to its diverse economy, having a role as a regional administrative and commercial centre as well as four major economic sectors: oil and gas; agriculture; tourism; and retail. It may also be due to its relatively young community.

Valleyview is seen as having “big town opportunities and amenities, with a small town rural lifestyle” with many strengths including (drawn from the Story of Valleyview, 2016<sup>2</sup>):

- Strong community (described by one person as “loving”!) that values being:
  - Close knit;
  - Compassionate, happy to help one another;
  - Hard working, entrepreneurial, willing to go the extra mile;
  - Friendly;
  - Welcoming;
  - Considerate and respectful;

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<sup>2</sup> [http://valleyview.ca/wp-content/uploads/2016/10/Story\\_of\\_Valleyview\\_final\\_Jan\\_5\\_20161.pdf](http://valleyview.ca/wp-content/uploads/2016/10/Story_of_Valleyview_final_Jan_5_20161.pdf)

- Deeply rooted locally with a strong sense of ownership;
- A good neighbour to nearby communities.
- Attractive traditional town and main streets and a very walkable town centre;
- Located on a major transportation and tourism corridor;
- Diverse economy and role as a regional centre with access to ample opportunities for employment;
- Beautiful natural setting and great views from many viewpoints;
- Immediate access to green spaces and recreation (“right out my door”), including hunting, fishing, and camping;
- Community services including schools and the hospital;
- Recreation facilities and associated programs valued for bringing the community together; these include the multiplex (recreation centre), library, pool and arena;
- Parks and open/green spaces in town including playing fields, Legion Park, Trout Pond, splash park, walking trails, and the skate park;
- Relatively young community;
- Generous sunshine and precipitation.

It is clear that the community of Valleyview has a number of notable strengths to draw upon and further develop in order to optimize local economic development potential. In addition, in light of the fact that 96% of Valleyview’s 255 businesses are small businesses<sup>3</sup>, there is significant knowledge and expertise locally to realize new economic opportunities.

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<sup>3</sup> Valleyview Well-being Report 2016

## 4.0 Goals

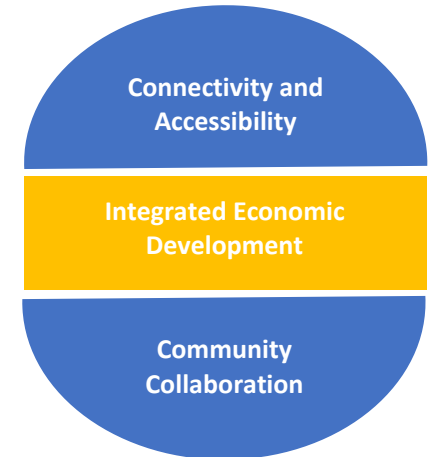
Through market research, interviews, and workshop consultation, primary opportunities were identified in four sectors: agriculture, tourism, retail, renewable energy. These sectors are cross-supporting, in that development of one sector can help others develop because each offers local resources or markets to other sectors, and/or leverages existing economic assets to build new businesses. The Strategy takes the perspective that shifting from a more siloed approach to a collaborative effort is essential to success: **everyone has a role to play in the economic success of Valleyview**. This approach builds on Valleyview's extensive community involvement in initiatives like the Valleyview Enhancement Society and the Community Wellbeing Initiative, and the history of cooperation between the Town and the Municipal District of Greenview.

The Strategy is built around three goals that capture the ingredients needed to succeed in that approach as illustrated in the graphic to the right.

The challenge with this Strategy, and the economic resilience of Valleyview and area, is to shift from the traditional siloed economic and business development approach to a collaborative effort able to leverage from a mutual opportunities approach that builds in diversity and adaptive capacity for changes ahead. To that end, three goals provide the strategic direction for the Strategy.

### Goal 1: Effectively and consistently coordinate cross-sectoral economic development.

- Improve coordination in the business community and beyond, requiring increased capacity, stronger relationships, and a sense of shared ownership of economic development throughout the community;
- Seek out links between sectors and across government, business and community organizations in all opportunities pursued – 'more hands make light work';
- Secure resources, including capacity funding, to support consistent coordination over the long term.



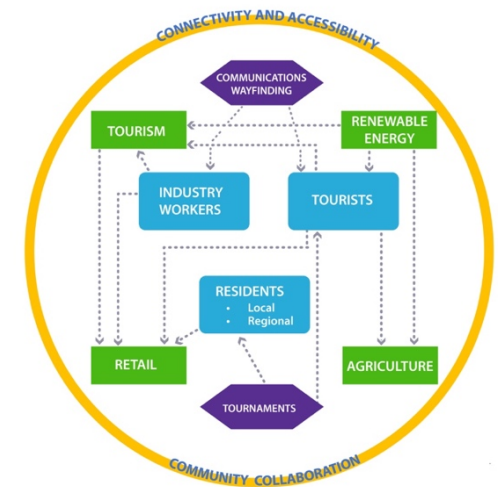
**Goal 2: Using an integrated approach, increase business activity and economic gains in four target sectors: agriculture, tourism, retail, renewable energy.**

- Pursue key business opportunities including:
  - Niche agriculture (i.e. industrial hemp, legumes, seeds);
  - Agri-tourism;
  - Convenience retail;
  - Waste heat recovery for commercial greenhouse; and
  - Renewable energy production for local use.
- In all business opportunities, look for opportunities to buy and sell from other local businesses and consumers, and to draw upon existing local assets such as skills, equipment, natural features, and using others' wastes as resources;
- Encourage/support increased spending by three target groups of consumers: local and regional residents, tourists, and industry workers.

**Goal 3: Improve connections between Valleyview and external markets and resources, making it easier for potential customers to access the town and its businesses.**

- Collaboratively develop communication / marketing materials to connect with the target consumers;
- Host more community events and tournaments, and strengthen business presence and marketing at these events;
- Make the town centre more obvious, attractive and comfortable to spend time in.
- Improve access to fibre-optic broadband.

These goals are most effective in combination: collaborative investment into all of them is important, if not critical to the optimization of the Strategy.



## 5.0 Collaborate Effectively

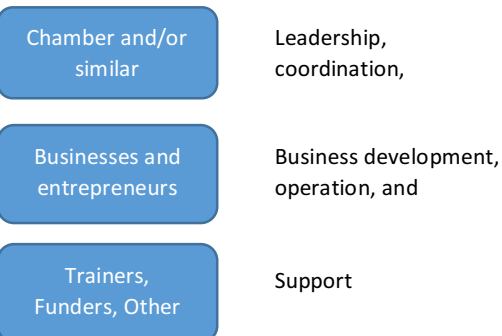
The community of Valleyview is an important part of the regional economy and its future is tied to that of the region and the economic sectors that grow and thrive within it, including agriculture, forestry, and energy, retail and services, and tourism. **These sectors are often closely linked, with success in one sector enabling and/or supporting success in others. This interdependence means that it is important to work together across sectors to strengthen the economy, and that doing so consistently is critical to maintain momentum over time. Collaboration is essential to building and maintaining momentum.**

A number of players/parties are important in the region: entrepreneurs and business owners large and small; Town and Village governments; the Municipal District of Greenview, the Sturgeon Lake Cree First Nation (with a population on-reserve of ~1,500), and the Province. Organizations providing support to businesses, such as industry/trade associations and Community Futures, are another type of contributor. Most important perhaps is an organization whose primary role is to “quarterback” the economic development effort, a role often played by a Chamber of Commerce or Board of Trade. Unfortunately, at a time when strong collaboration and coordination is most needed to help the economy diversity, and when other roles are a strength in the region, the Valleyview and District Chamber of Commerce has been facing a number of challenges with formal disbanding confirmed July 2017. There is a strong desire by the Advisory Committee to assess the demise of the Chamber of Commerce in order to re-establish on stronger footing from what is learned in the assessment; learn from the journey to date to make stronger going forward.

In that context, the first part of this Strategy speaks to the roles that need to be fulfilled in the region if a strong economic diversification and renewal effort is to emerge, understanding that historical mechanisms and organizations need to be revitalized or reinvented.

### Key Roles in Economic Development

- **Lead and coordinate** economic development: quarterbacking economic development efforts is essential and includes:



- **Developing and driving a strategy:** working with members to draw out and support the best, viable ideas/concepts, especially those that create shared benefits that individual members cannot secure on their own;
- **Communicating success:** while an economy may wax and wane, there are always success stories to share, and these are critical to maintaining a shared sense of purpose and promise locally and to external markets. Includes on-line and in-person initiatives;
- **Build relationships:** critical to success is building strong working relationships within the business community, and with other community organizations, resource organizations, government, and community members;
- **Create connections across sectors and help identify cross-sectoral opportunities:** diverse economies create the potential for new opportunities where sectors intersect, and products and services can be adapted for new sectors, wastes can become resources, and joint efforts can bear fruit. Includes support for individual connections and events like business and employment fairs;
- **Market / promote Valleyview and the region:** A single point of contact for investors and entrepreneurs, as well as local customers, is essential to provide the sense of cohesion and direction that gives people confidence in a community and its businesses. Includes website and other on-line marketing, external marketing initiatives, and marketing to local and regional customers.
- **Connect** businesses and entrepreneurs with funding, resources and training they need to succeed: This is an important function typically championed by the Chamber of Commerce, or is a role fulfilled by Community Futures organizations alone or in partnership with a Chamber. The Valleyview Family & Community Support Services (FCSS) provides some parallel services more focused on building the capacity of individuals and families, and may be a partner or service provider in some way in this area;
- **Support** through funding, training, and resources for businesses and entrepreneurs: This role is a strength for Valleyview, with the Province, the Municipal District, local colleges and training institutes, and regional associations offering extensive support. It includes conducting and disseminating research that supports diversification and renewal;



- **Develop**, grow, and adapt businesses: In the end, economic development doesn't work without the active participation of the local business owners and entrepreneurs working towards a common vision with the support from the communities they serve.

### Success Factors for Collaboration

There are well-known success factors for collaborative “collective impact” efforts in which a number of organizations join forces to meet a common goal; for example, the Valleyview Well-Being Coalition. While economic development in a community may not be as focused as these initiatives, the success factors are highly relevant. They include<sup>4</sup>:

- **Common vision:** participants need a shared vision and understanding of the problem(s) to be solved through collaboration. Another way to put this is that participants need to agree on the value of working together, and their specific roles, if they are to put time and energy into doing so;
- **Sense of progress:** progress is measured and reported/communicated so everyone has a sense of momentum and progress;
- **Mutually reinforcing activities** with a central plan of action that does not dictate action by collaborating organizations, but assists all parties to “fit into the team”;
- **Continuous communication** to keep everyone working well together as they move forward (“we can do this!”);
- **A coordinating organization** skilled and focused on coordination and on “making it as easy as possible” for collaborating organizations to do their part.

In addition to these factors, success will depend on confidence; more specifically, maintaining a belief in the potential of the community, and in the community's ability to realize that potential. Both of these require leadership from within the business community, and trust in the community's leaders. Appendix F: Principles for Good Governance and Effective Communication provides further resources which may help with building and maintaining trust, confidence, and momentum.

<sup>4</sup> Hanleybrown, F., et al, Channeling Change: Making Collective Impact Work (2012). Accessed January 5, 2016 from: [http://tamarackcommunity.ca/g3s61\\_2012j.html](http://tamarackcommunity.ca/g3s61_2012j.html)

*“In the best of circumstances, these... organizations embody the principles of adaptive leadership: the ability to focus people's attention and create a sense of urgency, the skill to apply pressure to stakeholders without overwhelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders.”*

## 6.0 Improve Connectivity and Access

Throughout the Strategy development process, Advisory Committee members and stakeholders highlighted the need to improve connectivity and access to Valleyview as critical to economic development. Highway travellers are aware of Valleyview, but the town's presence on Highway 43 has become less focused as development has proceeded southwards; furthermore, there is little to indicate that a charming, traditional town centre and other attractions await just off the highway to stay and explore. On-line, Valleyview's presence is improving but not strong, while few businesses have access to fibre-optic infrastructure, limiting their access to resources and limiting their market's ability to access them.

Investment in both physical and on-line improvements is recommended as an important part of this strategy, including:

- Improved signage and wayfinding
- Improved marketing materials and a coordinated on-line presence
- Access to fibre-optic infrastructure for all community members

These investments are described more fully in the Action Plan in Section 8.1.

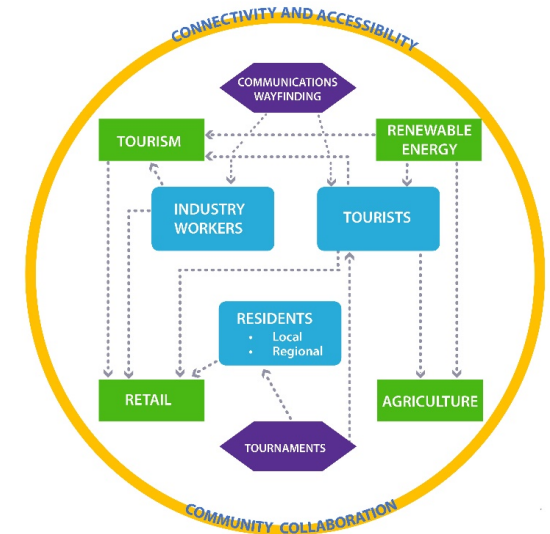


## 7.0 Develop Primary Opportunities

Based on an extensive review of available reports and interviews with local and regional experts, four sectors were identified as primary opportunities for economic development. Each of these opportunities builds on existing strengths of Valleyview and current or emerging opportunities. The sectors are:

1. **Agriculture and processing** – agriculture niche markets, agri-tourism, commercial greenhouses, and agricultural processing;
2. **Retail services** – businesses meeting daily needs: convenience retail and personal services, and unique/destination retail;
3. **Tourism** – drawing more visitors through better connection with recreation, arts and culture, technological innovation, a revitalized downtown, and improved visitor information;
4. **Renewable energy** – further explore the financial feasibility of viable local renewable energy technologies, including solar photovoltaic, wind and biomass cogeneration.

These sectors, and the strategies to drive their development, are mutually reinforcing. For example, efforts to draw tourists will also support improved access for residents and industry workers. Renewable energy businesses can focus on providing energy to local businesses such as commercial greenhouses rather than competing with better locations for utility-scale projects, and downtown revitalization supports tourism as well as local spending. The diagram at right shows the many interrelationships among sectors and markets.



## 7.1 Agriculture & Processing

As detailed in the Foundation document<sup>5</sup>, agriculture and processing is an important aspect of the economic profile of Valleyview and the surrounding area. Important agricultural products include grain and livestock, as well as the processing of unrefined agricultural outputs into food. The following provides a brief overview of the sector and details the primary areas of opportunities based upon the research and guidance provided through interviews and workshops. The diagram at right highlights agriculture and its relationships with other sectors and key market segments.

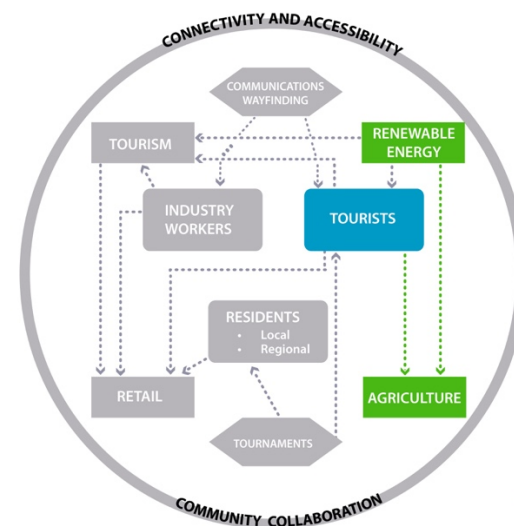
### 7.1.1 Sector Overview

As was brought to the fore by Advisory Committee members, Valleyview and the surrounding area enjoy a good climate that is “comfortable, lacks extremes and is good for agriculture”<sup>6</sup>. There is a clear desire and community support for the development and optimization of agriculture; a sector that is very familiar within the region.

There is also a general awareness that agriculture is changing with the increased role of technology specific to agriculture<sup>7</sup>, in addition to the introduction of commercial scale renewable energy, speciality crops, and growing economic interest and demand in agri-tourism.<sup>8</sup> As a result of these trends there are a number of opportunities for an innovative agricultural sector in the Valleyview area.

### 7.1.2 Vision for Valleyview

In order to maximize the potential of agriculture and processing, the sector’s focus should be expanded to include value-add food, commercial and industrial products, as well as specialty / niche market food items (e.g. legumes, quinoa, hemp, etc.). Sector specialization will support the development of emerging markets that depend on a thriving agriculture and processing sector,



<sup>5</sup> Foundation for Valleyview Economic Development Strategy: Project Baseline, May 2017 (revised June 2017 based upon stakeholder feedback). See Appendix B: Foundation document.

<sup>6</sup> Valleyview Economic Development Strategy workshop #1 Summary June 5 2017.

<sup>7</sup> <http://www.cbc.ca/news/technology/farming-technology-1.3442023>; [2016 Census of Agriculture: Growing opportunity through innovation in agriculture](#)

<sup>8</sup> Agri-tourism means a tourist activity, service or facility secondary to the agricultural use of land that is classified as a farm.

such as agri-tourism.<sup>9</sup> Agri-tourism could be used to explore the potential to link opportunities in agriculture, tourism, retail, and possibly renewable energy.

### 7.1.3 Primary Opportunities

The following provides the primary agriculture focused opportunities with the recognition that each would require further market feasibility analysis prior to strategic investment. The baseline data for the following sub-sections (supported by Appendix B: Foundation document), has been augmented and supported by the guidance provided by the Advisory Group, stakeholders, and both the Town of Valleyview and the Municipal District of Greenview.

#### Agri-tourism

Agri-tourism as applied in the Strategy is broadly defined as a form of niche tourism involving any agriculturally based operation or activity that brings visitors to a farm or ranch. Agri-tourism has different definitions in different parts of the world, and sometimes refers specifically to farm stays. Agri-tourism includes a wide variety of activities, including buying produce direct from a farm stand, navigating a corn maze, slopping hogs, picking fruit, feeding animals, or staying at a bed and breakfast (B&B) on a farm. Other terms associated with agri-tourism are 'experiential tourism'<sup>10</sup>, 'agritainment', 'value added products', 'farm direct marketing' and 'sustainable agriculture'<sup>11</sup>.

With the growing popularity of agri-tourism in Canada, there are a number of businesses and organizations established to specifically promote and offer agri-tourism opportunities<sup>12</sup>.

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<sup>9</sup> Identified by the Valleyview Economic Development Strategy Advisory Committee as one of the two low hanging fruit to articulate in an action plan.

<sup>10</sup> For example: [http://www.trailcanada.com/green/things\\_to\\_do/agritourism/](http://www.trailcanada.com/green/things_to_do/agritourism/);  
[https://taprdsccdn.azureedge.net/cms/-/media/Industry/Files/resources/business-development/PrairieGardensCaseStudy\\_LowResREVISED.pdf](https://taprdsccdn.azureedge.net/cms/-/media/Industry/Files/resources/business-development/PrairieGardensCaseStudy_LowResREVISED.pdf);  
<http://industry.travelalberta.com/news/0b28feb7170945aca4614b322231b382/open-farm-days-2016-a-record-breaking-success>

<sup>11</sup> <https://en.wikipedia.org/wiki/Agritourism>

<sup>12</sup> Including: [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/agdex1364](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/agdex1364);  
[http://www.trailcanada.com/green/things\\_to\\_do/agritourism/](http://www.trailcanada.com/green/things_to_do/agritourism/); <https://www.agritourscanada.com/>

In addition to agri-tourism for further development opportunities within Valleyview and area, there are also agriculture focused initiatives that serve to support the efforts of agriculturally focused businesses in their efforts to optimize economic opportunity and development including agri-hubs.

- Agri-hubs<sup>13</sup> - a collection of agriculturally focused businesses that come together to support each other to gain, for example, greater purchasing power for inputs and marketing and shipping purposes<sup>14</sup>
  - Local product development and agriculture retail sales
  - Potential to use the proposed decommissioned schools for an agricultural hub
  - Buying groups / cooperatives

### Commercial greenhouses

Commercial greenhouses provide growers with a longer growing season (potentially year-round), and provide the opportunity for consumers to buy domestic produce for a greater portion of the year. The commercial greenhouse industry is robust and growing. Commercial greenhouse farms/operations vary in size with the research indicating the minimum size for a viable greenhouse being 1-2 acres, with economies of scale generally linear up to 5 acres. They improve for larger greenhouses, with the largest operations approximately 15 acres in size. While most commercial greenhouses are not, some are experimenting with franchise models.<sup>15</sup>

Valleyview residents get most fruit and vegetables through two grocers in town – Freson and the Coop – or at major grocers in Grande Prairie. The supply chain for these stores draws on production in California and other major producing regions, meaning produce travels a long distance to reach the area; the relatively size of the market also means that it is challenging to provide a wide range of fruit and vegetables, or specialty food products, in Valleyview.

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<sup>13</sup> Also note ‘food hubs’ and best practices resources at:

[http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/explore14625](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/explore14625)

<sup>14</sup> <http://www.statcan.gc.ca/pub/95-640-x/2016001/article/14816-eng.pdf>

<sup>15</sup> For example, [Greengro project](#) with Global Renewable Resources, Shaker Heights, Ohio, a new start-up specializing in sustainable technologies and renewable energy

There is one commercial greenhouse growing vegetables near Valleyview, at Crooked Creek (Summer's Gold), one in Grande Prairie, and one in Fairview<sup>16</sup>. All of these, as well as another 6-10 in the region, grow trees, shrubs, and annual plants. Across Alberta, there are some 230 greenhouse operations, of which about half grow vegetables; most use natural gas, facing heating costs of about \$12.54/sq m /yr<sup>17</sup>. A typical return on investment is about 6-10%, and is subject to wide fluctuations in national and international produce markets and influenced by distance to market, energy costs, and access to water, electricity, and equipment suppliers.<sup>18</sup>

A commercial greenhouse operation in Valleyview would depend on a number of factors:

- Selection of high-value crops. These could include:
  - Industrial hemp;
  - Heirloom and niche vegetable varieties;
  - Niche markets such as natural health products and functional foods are another option for good revenues, as are micro crops;<sup>19</sup>
  - Crops that are native to the area (but may no longer have a local market prominence).
- Minimizing energy costs and risks of future fluctuations. One option may be local renewable energy supply or waste heat recovery (see Section 7.4);
- Focusing on local markets to minimize transportation costs;
- Securing contracts with customers, either wholesale, e.g. with a grocer or brewer, or retail (e.g. via a Community Supported Agriculture program);
- Selling quality and freshness of produce as a key differentiator;
- Growing a variety of products, including bedding plants, to provide diversified revenues;
- Associated revenue generation through agri-tourism, production of processed products, and others.

A commercial greenhouse operation has the potential to provide direct and indirect business development opportunities including:

- Supplying businesses in the region with fresh, local produce and other speciality products;

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<sup>16</sup> <https://agga.ca/ab-gh-nursery-locations.html>, accessed July 14, 2017

<sup>17</sup> <https://agga.ca/about-agga/research/157-industry-profile-2014.html>, accessed July 14, 2017

<sup>18</sup> [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/opp11207](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/opp11207), accessed July 14, 2017

<sup>19</sup> Note the resources and web links [here](#).

- Specialty crops (i.e. hops) could provide primary resource to complimentary operations such as micro-breweries in the region and beyond; a potentially prime specialty crop in light of the global shortage<sup>20</sup>.

### **Agriculture Processing**

Alberta's food and beverage processing businesses represent the province's third largest manufacturing sector and Alberta is the third largest producer and exporter of agri-food products in Canada<sup>21</sup>. Agriculture processing (agri-processing / agro-processing) is generally defined as processing raw materials and intermediate products derived from the agricultural sector. The agri-processing industry transforms products originating from agriculture (and may also include forestry and fisheries)<sup>22</sup>. Agri-processing includes activities such as meat and dairy processing, grain and oilseed milling, and fruit and vegetable preserving. Of note, in 2016, agri-food processing in Alberta employed 20,400 persons, 17.7 per cent of Alberta's manufacturing workforce, with a national growth rate at an average of 3.2 per cent over the past three years<sup>23</sup>.

This agri-processing industry in Alberta is supported by a number of agencies, programs and initiatives<sup>24</sup> that is focused on optimizing agri-processing opportunities in Alberta. Specific to Valleyview and area, there are a number of areas of primary focus within agri-processing as detailed below, albeit not intended to be an exhaustive list and instead one that serves to focus economic development efforts to areas that the research, stakeholders and Advisory Committee indicate potential.

- Industrial hemp / cannabis;
  - Specialty crops, as detailed above in the commercial greenhouse section, may also include larger scale industrial hemp and the potential for Valleyview serving as a processing hub for the multitude of construction and building materials<sup>25</sup> in light

<sup>20</sup> Geller, M. [Hops Shortage Puts Squeeze on Craft Beer Drinkers](#), Reuters. April 11, 2016.

<sup>21</sup> <http://www.albertacanada.com/business/industries/agrifood.aspx>

<sup>22</sup> [Food & Agriculture Organization of the United Nations](#)

<sup>23</sup> [Alberta Agriculture and Forestry](#)

<sup>24</sup> [Alberta's Agricultural Processing Industry Directory 2017](#)

<sup>25</sup> [Canadian Hemp Trading Alliance](#)



of the reported current shortage of processing facilities, in spite of the increasing demand for hemp production, in Canada.<sup>26</sup>

- Pet food production / manufacturing;
  - Potential case study - Champion Foods in the County of Parkland.
- Value add agricultural product development including a micro-brewery, commercial greenhouse, abattoir / slaughterhouse, etc.

The above captures the primary areas of focus for agriculture and processing in the Valleyview area: niche crops, agri-tourism, commercial greenhouse and agriculture processing. One area brought to the fore by Advisory Group members, and not explored in detail via the Strategy, is supporting businesses for farmers/agriculture including a local distributor for fertilizer and biocides and other agricultural services that are likely to be viable in a small local market. The challenge with economic viability of investment into agriculture supply retail of this type is the competition from the larger urban centres in the region such as Grande Prairie. However, in the longer term this option may become an opportunity with growth in specific agriculture sub-sectors.

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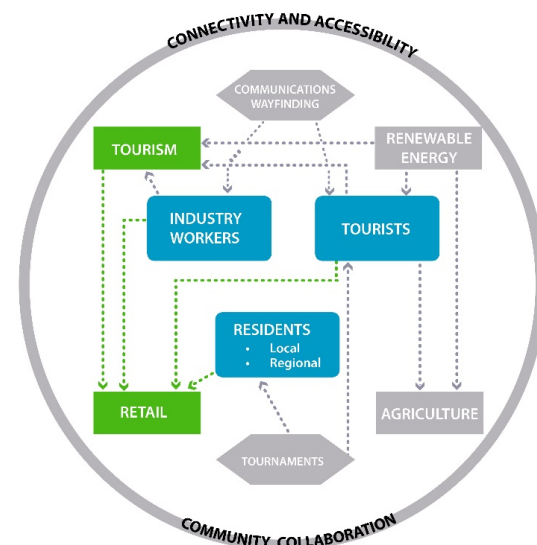
<sup>26</sup> [Alberta Agriculture and Forestry: Industrial Hemp Production in Canada](#)

## 7.2 Retail Services

One of the primary opportunities for economic growth in Valleyview is improving the performance of retail in the Town of Valleyview. A healthy retail sector in Valleyview would have higher commercial lease rates and property values, increasing the Town's tax base; a healthy Main Street would also have more activity and have more investment in public (e.g. seating and gathering spaces) and private (e.g. facades) improvements, making it a safer and more appealing place to spend time while also improving community members' ability to connect with one another thus increasing the sense of community.

Retail is a wide ranging economic category that generally includes the sale of goods from either a business to consumer or business to business basis. From the Valleyview context, retail would be assumed to include any street front business that was not exclusively office space.

Improved retail performance will result from attracting both visitors as well as local and regional residents to spend more time, and therefore more money, in Valleyview. The diagram at right highlights the relationships with other sectors and key market segments.



### 7.2.1 Sector Overview

Likely the most important factor facing retail in Valleyview is the competition to retain spending that is flowing to Grande Prairie. Grande Prairie is approximately a one-hour drive from Valleyview and it is a major retail destination for the larger Peace River Region. It is reasonable to assume that retailers in Valleyview will always face the challenge of competing against the retail options and choice of brands and stores in Grande Prairie.

The trade area for Grande Prairie extends well beyond Valleyview and includes other communities such as Fort St. John in British Columbia as well as Whitecourt and High Level. In a 2016 retail study for the City of Grande Prairie, it is shown that Valleyview is located in the Primary Trade Area for retail in Grande Prairie. The report went on to assume that residents in Valleyview, and other communities surrounding Grande Prairie would be spending approximately 60%<sup>27</sup> of their total retail spending in Grande Prairie. While this assumption was not verified, it indicates that

<sup>27</sup> [Retail Market & Gap Analysis – City of Grande Prairie, page 44, Cushing Terrell Architecture Inc., 2016](#)

Valleyview retailers will have to be strategic and collaborative to retain spending within the community.

Beyond the need to retail an increased proportion of resident spending, there are other market segments that retailers in Valleyview can concentrate on, including:

- **Highway traffic:** Valleyview is encouraged to attract more visits and more spending from travellers along the highway;
- **Regional residents:** Valleyview must continue to expand on efforts to attract regional residents to Valleyview. Attractions could include events such as the theatre, farmers markets or sporting events in the new recreation centre;
- **Workers:** There is a large number of industry workers from the oil and agriculture sectors that pass through Valleyview and serve as an additional target market for local retailers.

The retail inventory in Valleyview was assessed in a 2016 report; the Retail Trade Profile of Valleyview that was commissioned by the Peace Region Economic Development Alliance. The following reflects the results from the report.

### Retail Statistics

The retail inventory estimated the total amount of retail space in Valleyview to be approximately 165,000 square feet of space. The table at right shows the breakdown of existing retail space in Valleyview, organized by approximate retail category.

It is notable that the largest broad category of existing retail in Valleyview is convenience type retail, which includes grocery and specialty foods, the most important retail category in Valleyview.

In 2017, it is estimated that the Town of Valleyview residents will spend approximately \$27.5 million on retail and food and beverage expenditures. If 100% of the Valleyview resident spending remained in Valleyview, it would support approximately 90,000 square feet of retail space. The fact that Valleyview has almost 165,000 square feet of retail space indicates the extent to which local retailers rely on visitors for support. The reliance on visitor spending is intensified when it is considered that potentially up to 60% of Valleyview resident spending flows to Grande Prairie.

Estimated Retail Inventory of Valleyview	
<b>Convenience</b>	<b>47.0%</b>
Grocery & Specialty Foods	27.1%
Personal Services	9.6%
Pharmacy	4.0%
Alcohol & Tobacco	2.5%
Health Services	3.9%
<b>Comparison Goods</b>	<b>22.5%</b>
Home Furnishings	2.1%
Clothing & Apparel	2.0%
Home Improvement & Garden	6.9%
Jewelry & Accessories	0.9%
Sporting Goods	1.6%
Toys & Hobbies	6.9%
Autoparts & Accessories	2.3%
<b>Food &amp; Beverage, Entertainment</b>	<b>18.2%</b>
Entertainment & Leisure	2.7%
Food & Beverage	15.4%
<b>Vacant</b>	<b>12.2%</b>
Source: Retail Trade Profile 2016 - PREDA	

The population of the Town of Valleyview is approximately 2,050 (2016), and the population of residents within a 15-minute drive time of Valleyview is over 4,000. A large proportion of the population living within 15 minutes of Valleyview is believed to be from the Sturgeon Lake Indian Reserve with a population of ~1,500.

- Within a 15-minute drive time, the population surrounding Valleyview would support just over 210,000 square feet;
- Based on an estimate of the amount of spending retained in Valleyview, given the level of competition from Grande Prairie, it is estimated residents living within a 15-minute drive support between 90,000 to 110,000 square feet of retail space;
  - Given these estimates, approximately half of the remaining retail space in Valleyview would require support by regional residents and visitors to the community in order to be economically viable.
- It is assumed that the larger trade area for Valleyview includes residents within a 45-minute drive time;
  - Within a 45-minute drive time residents would support approximately 135,000 square feet of retail, which is based on assumptions of current spending patterns;
  - If Valleyview attracted 100% of spending from residents within 45 minutes of Valleyview, it would support approximately 385,000 square feet of retail – about 2.5 times more than the current supply.

While 100% is not achievable, it is clear that there is considerable room for retail growth in Valleyview if it can maintain tourist spending and attract more spending from regional residents.

The retail categories that attract the most spending in Valleyview are believed to be grocery stores as well as food and beverage operators. It is also believed that these two categories, and others in the “convenience” retail category (meeting day-to-day customer needs) could see more expansion within Valleyview.

Categories that are believed to capture a low percentage of regional consumer spending include the types of stores that sell comparison goods such as clothing, electronics, shoe stores, jewelry, luggage and sporting goods stores. These types of businesses would see significant competition from the significant range of retailers in Grande Prairie and Edmonton (~3-hour drive southeast).

### **Retail Growth – Highway vs. Main Street**

The majority of recent retail development in Valleyview has occurred near the entrances and exits to the highway, and not along 50<sup>th</sup> Avenue which is the main commercial street ('Main Street') in Valleyview. Recent developments such as the Tim Hortons and Shell have been developed along Highway Street on the edge of town.

It is understood that there are applications for more retail development along Highway Street. New development along Highway Street will attract more highway visitors, and pull spending away from 50<sup>th</sup> Avenue; as aforementioned, Valleyview's Main Street.

### **Condition of Buildings / Public Realm**

Overall, the downtown area of Valleyview is considered walkable with ample parking for visitors. However, the downtown would be more inviting if the facades of commercial buildings were improved to create a 'main street feel'<sup>28</sup>. Valleyview would also benefit from more benches and places to sit downtown ('people focused spaces'). While it is understood that there is a perceived issue with loitering in the area, it was noticeable from a visitor's perspective that there were very few places to sit and gain a sense of the town centre when walking downtown. The condition of downtown should not be understated as a factor affecting retail success related to both local and tourist spending. (see Section 7.3.3 of this Strategy, as well as the Valleyview Municipal Development Plan and Downtown Commercial Design Guidelines).

### **7.2.2 Vision for Valleyview**

The retail vision for Valleyview would include a vibrant 50<sup>th</sup> Avenue that has unique offerings, which attract regular visits from frequent highway travellers, and can also attract one-time visitors to the area. The retail in Valleyview has the potential, with strategic investment, to enhance the

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<sup>28</sup> For example, to explore the 'main street feel': <http://www.metronews.ca/news/edmonton/2017/05/23/jasper-avenue-edmonton-main-street-imagine-pedestrians.html>; <https://www.ottawacommunitynews.com/news-story/3868869-city-seeks-to-create-main-street-feel-for-vanier-s-montreal-road/>; <https://www.bizjournals.com/triad/news/2016/03/04/mixed-use-development-hopes-to-bring-main-street.html>

level of consumer spending by local and regional residents in Valleyview with quality convenience and grocery retailers, as well as regionally recognized food, beverage and specialty food retailers.

### 7.2.3 Primary Opportunities

In order to reach this vision, retail in Valleyview should focus on three broad areas:

- **Convenience:**
  - Grocery stores;
  - Specialty foods;
  - Alcohol and tobacco;
  - Convenience stores;
  - Food and beverage.
- **Personal Services:**
  - Hair / nail salon or barber;
  - Fitness centre / yoga studio;
  - Recreation and entertainment facilities, including a theatre;
  - Pet care;
  - Doctor and dentist;
  - Other health practitioners: physiotherapist, chiropractor, etc.;
  - Financial advisors and other professional services.
- **Unique Businesses / Destination Retail:**
  - Micro-brewery / distillery;
  - Artist studios;
  - Stores with unique merchandise;
  - Specialty products.



#### Convenience Retail

Valleyview is likely retaining less than 50% of retail resident spending from the convenience categories, indicating that there is notable growth potential. Food and beverage and grocery stores are the two most important convenience categories, and while Valleyview already has strong

grocery and restaurant businesses, the studies indicate that there is retail demand for new businesses with strategic concepts.

Based on the competition that Valleyview receives from Grande Prairie, retailers in the broad convenience category can anticipate an advantage when targeted to regional residents.

### **Personal Services**

Personal services include a wide variety of businesses from hair salons to real estate agents to theatres. The broad definition of a personal service would be any business using retail-type space that receives payment for a service rather than a good.

Personal services are similar to convenience businesses in that there would be an inherent (built in) advantage for businesses serving residents living in or near Valleyview population simply due to proximity and knowledge of local market and demand.

### **Destination Retail / Unique Businesses**

Destination retail/unique businesses is the suggested retail category that has the most significant potential to attract visitors to Valleyview. With the desire to have 50<sup>th</sup> Avenue as a vibrant hub of retail activity, the importance of destination retail options located downtown cannot be overemphasized. Destination retail is the type of business that requires a dedicated visionary business owner and the support of the community to thrive.

Some different types of destination businesses could include:

#### **Stores with unique merchandise:**

Most comparison-type retailers, such as apparel, furniture, and jewelry stores would have a difficult time competing against similar provisions in Grande Prairie unless they find a niche such as a clothing store that focusses on a particular style, or an antique store with specific types of desired furniture. A store with a niche located in Valleyview could assist

in attracting consumers from the wider region, while also taking advantage of the lower lease rates in Valleyview.

#### **Artist Studios:**

An artist studio with a retail focus (i.e. local art) and a space for public studio use for a fee could be a significant addition to downtown Valleyview, pending a detailed market feasibility analysis. There's an example of a glass blowing business in downtown Whitehorse<sup>29</sup> that has been a huge success, both with local community and visitors alike.

#### **Specialty Food Retailing (Micro – Brewery):**

There is a long-term trend within Canada towards increasing consumer demand for premium food and beverage products. This trend is being influenced by several factors, including:

- Canada's aging population focused on nutrition and healthy living;
- Young families and people with active lifestyles are seeking healthier grab-and-go prepared food options given the lack of time to prepare meals at home;
- Consumers in general are more conscious and knowledgeable about healthy foods. Food and beverages that are healthy, local, have a compelling back story and introduce new flavours are becoming increasingly popular at an often premium consumer price.

Valleyview, with its history in the agricultural and food sectors, has the potential to take advantage of this trend towards specialty food processing and sales. One example of specialty foods that has the potential to be a retail success is a micro-brewery.

The micro-brewery sector has experienced incredible growth throughout North America, providing local artisanal product that continues to erode market shares for international brewing conglomerates. Alberta has been slower in product development compared to other parts of Canada in supporting local breweries, but the province is catching up fast. By the end of 2015 there were 20 micro-breweries in Alberta, and as of May 2017 there



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<sup>29</sup> <https://www.lumelstudios.com/>



were 54, with reports of potentially another 30 in the planning stages. By comparison there are currently approximately 150 micro-breweries in British Columbia.

According to an Albertan beer writer, Jason Foster<sup>30</sup>, approximately 5% of beer sold in Alberta is craft beer, compared to 25% in BC. Foster suggests the beer culture in Alberta is changing in partnership with the local food movement.

Terry Rock from the Alberta Small Brewers Association<sup>31</sup> suggests that beer tourism is becoming more popular in BC, with the Alberta market participation quickly increasing.

Some of the successful new breweries in Alberta and BC are very small in size, which could be a good fit for a smaller community like Valleyview. A micro-brewery in Valleyview has the potential to be a successful business that could both contribute to attracting new visitors to the community as well as assist in retaining local resident spending. A micro-brewery in Valleyview would also be able to take advantage of the large number of industry workers that stay in Valleyview, as well as becoming an attraction for regional residents and tourists alike.

A new micro-brewery in Valleyview should likely start small, potentially 400 hectolitres (hl) a year. This size of a brewery would require equipment that would cost in the order of \$200,000 to \$300,000.<sup>32</sup> There is a small brewery in Edmonton called Bent Stick Brewing<sup>33</sup> that is producing approximately 400 hl's a year as a comparable. Bent Stick Brewing took just 18 months to move from a concept, producing a business plan, arranging financing, buying equipment, renting a space, getting provincial and federal approvals, to brewing beer. It can be done!

An example of an even smaller brewery would be Cumberland Brewing<sup>34</sup>, from Cumberland BC. Cumberland Brewing produces an estimated 15 hl for the community of approximately 4,000 people. One of the founders of Cumberland Brewing speculated that

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<sup>30</sup> <http://www.onbeer.org/about/>

<sup>31</sup> <http://albertabrewers.ca/>

<sup>32</sup> [Brewers Association, Paste Magazine, Smokehouse Brewing.](#)

<sup>33</sup> <http://www.bentstickbrewing.com/>

<sup>34</sup> [cumberlandbrewing.com](http://cumberlandbrewing.com)

Valleyview could support a brewery that started with the same volume that Cumberland produced<sup>35</sup>. Cumberland Brewing started with 120 hl in their first year. The founders of Cumberland Brewing have provided guidance to other small initiating breweries and welcomes providing guidance regarding a brewery in Valleyview.<sup>36</sup>

Closer to Valleyview, there is the example of Grain Bin Brewing<sup>37</sup> in Grande Prairie, which also produces small volumes and has a much different business model than the other micro-brewery in Grande Prairie, Grande Prairie Brewing<sup>38</sup>, which produces much higher volumes. Another small brewery in Alberta was Ribstone Creek Brewery<sup>39</sup> based out of Edgerton with a population of 400. The brewery had strong community support, including from the Village Administrator, and local professionals including a farmer, lawyer, mechanic and importantly a veteran brew master.

The Alberta Brewers Association could be of assistance in connecting with resources, and helping with questions regarding a business plan. The Alberta Ministry of Business Development and Culture will also be a good contact as that organization is trying to establish a network of communities with breweries for an established tour. It should also be noted that the Province is exploring the idea of a co-op model for a new brewery.

### 7.3 Tourism

Tourism in Valleyview as a standalone sector of the economy has a notable impact to the local economy and with strategic improvements to tourism provisions and communication, the number of people visiting Valleyview has the potential to significantly increase thus having an important impact on retail performance locally, with tourist revenue also contributing to the success of agricultural businesses.

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<sup>35</sup> Interview for the Strategy

<sup>36</sup> Darren Adam, Cumberland Brewery, [www.cumberlandbrewing.com](http://www.cumberlandbrewing.com)

<sup>37</sup> <http://www.grainbinbeer.com/>

<sup>38</sup> <http://www.gpbrewingco.com/>

<sup>39</sup> <http://ribstonecreekbrewery.ca/>

The diagram at right highlights this and other relationships with the other sectors and key market segments through a collective, collaborative approach to business development and marketing.

### 7.3.1 Sector Overview

During the Advisory Committee sessions, it was suggested that the number of tourists in Valleyview and the surrounding region have declined in recent years, in spite of the community and local businesses efforts to encourage more visitors, including providing travellers with special deals on local activities and accommodation through the Visitor Centre.

Even though there are anecdotally fewer tourists visiting Valleyview, the traffic on Highway #43 has increased by over 40% since 2009, and traffic on Highway #49 has been very stable since 2003. According to Transportation Alberta, average daily traffic (ADT) on Highway #43 from 2016 would be:

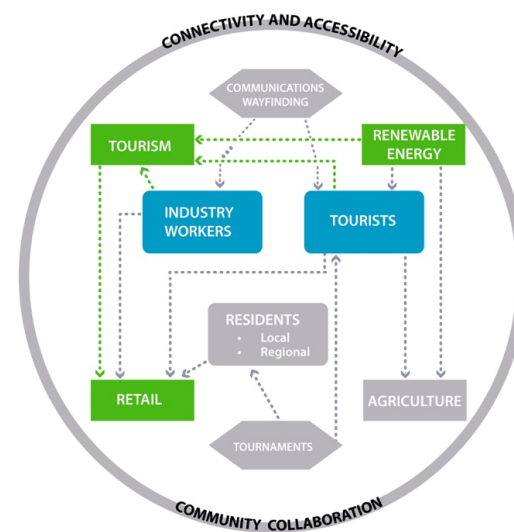
- Between 7,000 and 7,800 on Highway #43 north of Valleyview;
- Between 4,800 and 6,900 on Highway #43 south of Valleyview;
- Between 2,240 and 3,070 on Highway #49 northeast of Valleyview.

The volume of traffic driving past Valleyview on a regular basis represents a major opportunity for the community.

The Valleyview Visitor Centre is one of the most popular visitor centres in Alberta and tracks the number of people stopping to ask questions. The number of people stopping at the Visitor Centre has been increasing in recent years:

- 21,900 visitors in 2016;
- 17,170 visitors in 2014.

The Valleyview Visitor Centre<sup>40</sup> has been recognized on a number of occasions as one of the top visitor centres in Alberta. The Visitor Centre is located in a rest area 2km south of Valleyview on Highway #43. The Visitor Centre is jointly run by the Town of Valleyview and the Municipal District



<sup>40</sup> <https://www.facebook.com/valleyviewvisitorinformationcentre/>

of Greenview, providing a regional market focus via Visitor Centre employees; directing visitors to Valleyview, Greenview region as a whole and throughout Alberta.

To understand opportunities with attracting tourists to Valleyview it is helpful to split potential visitors into different categories, including:

- Drivers on the highway;
- Visitors to the Recreation Centre;
- Workers who stay in Valleyview and work in the area;
- Regional residents;
- Non-regional residents;
  - Albertan / other Canadians
  - International

According to Visitor Centre statistics, U.S. residents account for approximately 8% of people who stop at the Visitor Centre, while Albertans are the largest group of visitors, representing 55%, and residents of the rest of Canada represent approximately 16% of all people who stop (please refer to Appendix B: Foundation document for supporting detail).

Within Valleyview there are 6 hotels including:

- Paradise Inn & Suites;
- Western Valley Inn;
- Horizon Inn 1 & 2;
- Hi Valley Motor Inn;
- Shamrock Hotel; and,
- Olde Country Inn.

The Paradise Inn & Suites and the Western Valley Inn are the most recently developed hotels in Valleyview. All the hotels in Valleyview are located adjacent to Highway #43 except the Shamrock Motel located along 50 Street and the Olde Country Inn located along 50 Avenue in Valleyview proper.

## **Provincial Tourism**

From a provincial perspective, 2016 was a record breaking year for Alberta's National Parks in terms of the number of visitors, with Banff seeing over 4 million visitors and Jasper seeing over 2 million.

However, outside of national parks, Edmonton, or Calgary, occupancy rates at Albertan hotels dropped by 8% from 2015 to an annual average of 43%<sup>41</sup>. In 2012 the occupancy rate for Albertan hotels outside of Calgary, Edmonton, or the National Parks was 61%. It should be noted that the decreasing occupancy rates could be caused, at least in part, by new hotel supply.

## **Trends**

Tourism in different parts of the world can take very different forms, but from a macro-perspective some general trends in tourism include:

### **Authentic Experiences:**

- When people travel they want to have a feeling as though they are experiencing what it is like for locals who live in the area. Tourists are increasingly less interested in attractions that lack authenticity and are wary of 'tourist traps'.

### **Health & Wellbeing:**

- With an aging population, more North Americans and Europeans are interested in vacations that include spas or specialty type foods that are local and have recognized health benefits.

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<sup>41</sup> [2015/16 Alberta Tourism Market Monitor: Exchange Rates 2016](#)

### Adventure Travel:

- While there is an increasing segment of the tourist sector that is catering to travellers who are seeking adventure, getting out into nature is still one of the major attractions for tourists in Canada. Social media has been seen as a motivator for the younger generation to take pictures of the beautiful places they have visited.

### Existing Attractions

Valleyview provides a number of attractions that draw local and regional residents as well as non-local tourists. Some of these assets (current attractions) could be built upon to become larger attractions if strategically developed and marketed. Existing assets in Valleyview that could be promoted to tourists include:

- **Arts and culture:** The Red Willow Player's theatre company in the Werklund Theatre produces popular plays, the Farmer's Market (weekly in the summertime), Open Farm Day every August as well as musical concerts hosted locally;
- **Indoor recreation:** The new recreation centre will become an important regional attraction;
- **Outdoor recreation:** Valleyview can be used as a jumping off point to visit a number of points of interest including, but certainly not limited to, the following:
  - Young's Point
  - Williamson Provincial Park
  - Snipe Lake
  - Swan Lake
  - Winagami Lake Provincial Park
  - Little Smokey Ski Hill
  - Greenview Golf Resort
  - Riverside Golf Course
  - Valleyview Gun Range



- **Night life:** The ‘night life’ in Valleyview provides the opportunity to meet friends to watch a sports game on large screens or ‘kick up your boots’ and dance till the wee hours at the following establishments:
  - Joe’s Pub
  - Western Valley Bar & Grill
  - KC Lau
  - Old Country Inn
  - Shooters Tavern
  - The Zoo
- **Technology and innovation:** first Passive House town hall in Alberta, and possibly a first in Canada; solar PV installations.

Leveraging and building on these existing assets has the potential to transform Valleyview into a regional and international tourist destination. The Visitor Information Centre, located in close proximity, could support this transition and bring more tourists to Valleyview while in the region. The Municipal District of Greenview, in partnership with the Town of Valleyview and other partners, is also currently working on a “destination campaign”, providing further opportunity for Valleyview and area to optimize economic development opportunity.

### 7.3.2 Vision for Valleyview

Located along one of Alberta’s major highways, Valleyview aspires to attract and retain visitor traffic that traditionally passes through the region to alternate destinations. With strategic business development analysis, development and marketing (including a focus upon the re-branding of Valleyview), Valleyview has the potential to notably increase destination tourism and decrease the simple ‘stop on their way’ to other areas in the region. Transforming Valleyview into a tourist destination (through a number of measures including cooperation with nearby communities to develop a circuit of mini-destinations) may result in people spending more time in the community, providing greater benefits to local businesses.

### 7.3.3 Primary Opportunities

Valleyview has a number of arts and culture, indoor and outdoor recreation, technology and innovation and historical assets that could be used to draw more tourists to the town.

#### **Arts and culture:**

Using the arts as a driver for economic growth could be one of the most important trends in economic development for communities: a Canada Council for the Arts study suggests that cultural industries are proven economic generators that can turn small communities into destinations, connect arts and business, and revitalize urban areas.<sup>42</sup> There are numerous examples of small communities that have benefited economically from an investment in arts and culture<sup>43</sup> including Chemainus on Vancouver Island with its successful theatre and murals; Powell River BC and its successful music festivals; and Peace Fest which is held in Peace River and draws up to 10,000 people.

- Valleyview has the Red Willow Players, excellently located downtown. Support for the theatre's productions should be understood in an investment for economic growth for Valleyview: the more the theatre can attract regional residents and other visitors to Valleyview, the theatre will support the greater economy.

In addition to the potential for tourism development via 'cultural industries', the Town of Valleyview has the opportunity, in partnership with the neighbouring community of the Sturgeon Lake Cree Nation, to further enhance local tourism through strategic incorporation and promotion of Indigenous art and culture in the downtown. Both the Town of Valleyview and the Sturgeon Lake Cree Nation have the potential to create mutual economic development opportunities and benefits with the growing interest in Indigenous art and culture tourism<sup>44</sup> throughout North America.

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<sup>42</sup> [Culture as an Economic Engine, Making the Case for Culture; Creative City Network of Canada & Canada Council for the Arts](#)

<sup>43</sup> For example, *Local arts and culture statistics*. Volume: 15 Issue: 10, 29 March 2017: [http://www.hillstrategies.com/sites/default/files/ARM\\_vol15\\_no10.pdf](http://www.hillstrategies.com/sites/default/files/ARM_vol15_no10.pdf)

<sup>44</sup> For example, <https://www.travelalberta.com/ca/things-to-do/cultural-heritage-arts/indigenous/>; <https://www.culturetourism.alberta.ca/heritage-and-museums/programs-and-services/aboriginal-heritage/>; <https://aboriginalcanada.ca/corporate/>



Valleyview has the opportunity to also build on its rich agricultural history and to celebrate its past and future through agri-tourism, providing visitors a chance to learn more about agricultural practices and products including sustainable agricultural practices and emerging niche markets.

Specific opportunities include:

- Establish a micro-brewery;
- Encourage a Farmer's Market and other farm-focused events;
- Offer organic farming / permaculture training and courses;
- Continue to celebrate horse culture by having regular rodeos and horseshows;
- Market agricultural and horse culture events at the local Visitor Information Centre by providing them with brochures / brochure content to distribute.

**Recreation:** Capitalize on outdoor attractions close to Valleyview, as well as a taking full advantage of the new recreation facility.

Specific opportunities include, but are not limited to, the following:

- Valleyview hosted tournaments and competitions (i.e. skateboarding, obstacle races/challenges, baseball, etc.);
- Promote regional provincial parks and using Valleyview as a jumping off point for the Sturgeon Lake area;
- Promote golfing in the summer season (promote this to oil and gas sector specifically);
- Promote the winter season activities and sports including ice fishing (derby!), cross-country skiing, snow shoeing, snowmobiling, etc.

**Technology and innovation:** Showcase the leadership Valleyview has shown in sustainable building and energy practices and offer opportunities for visitors to learn more about these topics. Specific opportunities include:

- Organize tours and information packages for the new Town Hall passive house;
- Organize tours for any new renewable energy developments that occur in Valleyview;
- Promote community-based broadband as a way to attract entrepreneurs and interest in Valleyview as a small community that is progressive taking action;
  - All technology an innovation initiative should be mentioned in a rebranding of Valleyview;

- Draw upon the experiences of other similar small communities including the various financing mechanisms to support the integration of renewable energy sources on/in private dwellings and local businesses<sup>45</sup>.

There is opportunity for the Town of Valleyview, and the MD of Greenview to promote the investment in photovoltaic solar panels by private businesses. These could help Valleyview to create a new brand for the Town and attract visitors and businesses.

**Revitalize Downtown:** The majority of potential tourists to Valleyview are Alberta residents that are driving past on Highway #43. Improving Valleyview's downtown area will gradually attract more Albertan residents and other visitors to stop.

- Improve public gathering spaces, including benches and potentially a shade structure to promote people spending time in Downtown;
  - Downtown Valleyview requires more welcoming 'people space' (public space) in order to encourage tourists / visitors to enjoy their visit, stay longer and increase their spending as a result. The issue brought to the fore during the development of this Strategy regarding loitering is encouraged to be addressed with other strategies that do not involve removing places to sit downtown;
- Promote unique local businesses and events – such as the distillery, the theatre or the Farmers Market (Note: the Town of Valleyview is encouraged to relocate the current Farmer's Market to an outdoor location in the downtown area);
- Encourage and promote unique businesses or a catalyst development (i.e. micro-brewery) that can create momentum towards new investment in the downtown area;
  - It should be noted that all new developments outside of downtown along the highways will drain future vitality from the downtown area.

#### **Promote Highway Driver Visitation:**

Given the number of tourists that drive by Valleyview, the research indicates that more could be done to attract highway traffic into town, including the provision of desired services in town to support travellers. An important consideration for promoting visitation from highway traffic is ensuring that visitors are provided with sufficient and informative information regarding the

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<sup>45</sup> For example: Local improvement charges is a financing program that can help us use less energy without compromising our budget, while making our homes more comfortable; <http://www.cleanairpartnership.org/wp-content/uploads/2016/08/Primer.pdf>; <https://www.pembina.org/reports/LIC-summary-English.pdf>

services offered in Valleyview, in addition to the services provided alongside the highway. Potential approaches to expanding consumer/tourist knowledge about Valleyview and the community's services include:

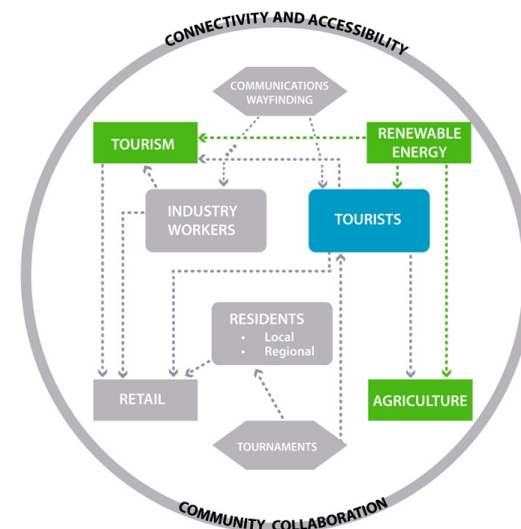
- The addition of a strategically designed and located signs alongside the highway directing traffic to Valleyview's downtown;
- The sani-dump at the Visitor Centre is very popular and requires upgrading. Potential for a new sani-dump located in Valleyview to promote visitation in the downtown;
- Develop enhanced maps of Valleyview and area that promote tourism services and options and are disseminated by local organizations and the Valleyview Visitor Information Centre.

## 7.4 Renewable Energy

Energy sustainability is one of the foundations of a community's well-being<sup>46</sup>. Communities across Canada are actively investing in the development of community owned renewable energy projects. In doing so, they are supporting new economic development opportunities that help create employment opportunities and generate new streams of revenue. The Town of Valleyview is keen to further advance the presence of renewable energy technologies within the community as a tool to support community economic development.

### 7.4.1 Sector Overview

Globally, the renewable energy sector is experiencing significant growth. Recent trends suggest that capital investment allocated to the development of new, renewable energy generation is greater than that of traditional forms of power generation.<sup>47</sup> In fact, globally more renewable energy generation capacity is added annually than added (net) capacity from all fossil fuels combined.<sup>48</sup> This trend has been on-going for a number of years. This investment has been driven by several factors including, but necessarily limited to:



<sup>46</sup> <http://www.humansandnature.org/sustainability-well-being-and-economic-growth>;  
<https://sustainabledevelopment.un.org/content/documents/13239FOUNDATIONS%20OF%20Human%20Wellbeing%207%20jUNE.pdf>

<sup>47</sup> See for example, [Bloomberg New Energy Finance, New Energy Outlook](#). 2017

<sup>48</sup> See [Renewables 2016 – Global Status Report](#).

- Global, national and regional agreements to address climate change through the adoption of renewable energy generation;
- Significantly increased cost competitiveness of renewable technologies;
- Small scale, distributed projects amenable to community investment;
- Dedicated policy initiatives from various levels of government to support energy security and sustainability;
- Small scale, community-focused options encourage local investment;
- Increased access to capital financing; and
- Increased demand for energy within most jurisdictions with expanding economies.

The above factors are driving a fundamental technological, economic and market transformation within the power generation sector. By all accounts this transformation is likely to accelerate as the capital costs of renewable generation projects continue to decline, policy environments continue to improve, and technologies further advance.

In Alberta, the policy and regulatory environment for renewable electricity generation appears to be one of the most favourable in Canada. With the introduction of the Government of Alberta's *Climate Leadership Plan* (2015), the Alberta Electricity System Operator (AESO) is working to implement a program to accelerate investment into new renewable energy generation capacity, while regulating coal fired power plants to accelerate their retirement. With the implementation of the *Renewable Electricity Program*, Alberta will see an additional 5,000 megawatts (MW) of renewable energy generation capacity to be brought onto the system by 2030. To offer some context, there is currently less than 1,500 MW of wind generation capacity, and less than 900 MW of hydroelectric capacity, and approximately 17 MW of solar power capacity in Alberta.

The bottom line – over the coming decade billions of dollars will be invested throughout Alberta into province's renewable energy generation capacity.

## Current State by Renewable Energy Technology

The following section provides an overview the current state of key renewable energy technologies, and characterizes the provincial context of these technologies. It includes a discussion on solar PV, wind power, bioenergy (cogeneration) and geothermal energy.

### **Solar PV**

Solar photovoltaic (PV) energy systems are used to convert sunlight into electricity. The solar PV market is on the cusp of a market transformation. Globally, the cumulative solar PV installed capacity grew at 49% per year on average since 2003 and is continually accelerating upward.<sup>49</sup>

Since PV systems are modular and their performance does not rely on obtaining a certain project size, they can be implemented at small scales with little upfront capital investment or at larger scales. Solar PV systems are appropriate for both distributed (smaller) and utility (larger) scale installations.

The feasibility of a solar energy project depends on several factors such as local solar radiation, site shading conditions, local climate conditions, market value of electricity, and interconnection with the electrical grid.

From a macro-perspective, solar PV is likely to represent a relatively small portion of Alberta's new generation capacity (up to 1000 MW under the right policy conditions)<sup>50</sup>, however the relative growth of the total installed solar PV capacity will be exponential.

Smaller (less than 1 megawatt (MW)) grid tied applications<sup>51</sup> are near cost-competitive in Alberta at current electricity prices without subsidy. This means that one can produce electricity using solar PV at the same cost as purchasing power from the Alberta grid without subsidy.

For larger projects (1 megawatt (MW) or more) the economics of solar PV projects are becoming more favourable in Alberta. It is expected that many large, utility scale projects will be constructed



<sup>49</sup> International Energy Agency [World Energy Outlook 2014](#)

<sup>50</sup> See the [Alberta Electricity System Operator Long-Term Outlook](#) Alternative Case Scenario 2030 for more details.

<sup>51</sup> Implemented under the Government of Alberta's [Micro-Generation Regulation](#)

over the coming years with the implementation of the *Renewable Electricity Program*. The coming months will be telling on the strengths and weaknesses of the program in supporting utility scale solar PV projects.

### ***Wind Energy***

Over the past decade wind energy has transitioned from being a marginal alternative to traditional forms of power generation, to being one of the lowest cost options to produce electricity. Because of this, the world saw over \$109 billion invested into new wind energy projects in 2015 with a continued trend showing wind energy as the fastest growing source for new power generation.<sup>52</sup>

Again, with the adoption of the *Climate Leadership Plan and Renewable Electricity Program*, Alberta is working to create a landscape that is favourable to the renewable energy sector. This will see a projected investment of at least \$10.5 billion, and it is expected that most this new investment will be directed to the development of wind energy projects. According to the AESO's Long Term Outlook (2016), it is forecasted that by 2022 100 MW of new wind generation capacity will be added to the Northwest Region's (which the Town is within) generation fleet. By 2030 this installed capacity is expected to reach 400 MW. This is a significant increase in the presence of wind power generation (as there is currently none).<sup>53</sup>

The Town Valleyview has commissioned a wind energy feasibility study on strategic public land to explore the potential for such a project. This feasibility study will be completed in 2017.

### ***Bioenergy & Cogeneration***

Cogeneration plants use one fuel to produce electrical power, and produce valuable by-products (heat/steam). Cogeneration plants are sometimes called "combined heat and power" plants. The



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<sup>52</sup> See [Global Trends in Renewable Energy Investment](#). Prepared by UN Environment Programme and Bloomberg New Energy Finance.

<sup>53</sup> Alberta Electricity System Operator. [2016 Long Term Outlook](#). Page 27.

fuel used to run a cogeneration plant is most often natural gas, but it is also possible to use biomass resources, such as forestry and agricultural wastes and landfill gases.

Cogeneration plants are typically constructed as larger facilities that are used to power provincial energy systems and provide heat/steam to large industrial facilities or large building networks like universities. These facilities can be very capital intensive. For example, Alberta's largest cogeneration plant (Shepard Energy Facility) cost approximately \$1.4 billion to construct. However, there are number of growing applications where cogeneration plants can be used to support community energy goals by providing heat and power for community buildings.

Regardless of the size of the plant, the produced electricity is most often sold to the provincial power market. The sale of power creates revenues for the project's owners. In Alberta, the value of the sold power is dependent on the Power Pool market, which can fluctuate hourly, daily and yearly. The steam and heat generated is used by or sold to adjacent businesses that need heat (or steam) to support their operation. Therefore, most cogeneration plants are located next to an existing business or facility (such as a greenhouse) with that require large amounts of steam and/or heat. The produced steam and heat can offer a strong foundational incentive for retaining existing business and attracting new ones.

According to the AESO's 2016 Long Term Outlook, the Northwest Planning Region (which includes Alberta and the Town of Valleyview) currently hosts a generation capacity approximately 120 MW of biomass / waste-heat recovery facilities. These facilities are likely tied to existing forestry sector facilities; utilizing "wastes" from their respective operations. The Long Term Outlook report does not indicate whether or not additional generation capacity will be added from this sub-sector/technology.

### ***Geothermal Energy***

Geothermal energy is derived from heat in the Earth's interior. In theory, geothermal energy potential is present below the entire surface of the Earth. In practice however, special geologic conditions are required for geothermal energy to be economically exploited.

For a geothermal resource to be economic, three main factors are required: 1) high temperature rocks within economic and technological drilling depths, 2) a carrier fluid that can transport heat energy to the surface, and, 3) a permeable pathway through hot rocks that the carrier fluid can move through.

While it appears that the Alberta renewable energy policy and regulatory landscape will not focus on facilitating geothermal power generation, the overall power system in Alberta is technically fuel “neutral” and therefore would not discriminate against a geothermal project should one be able to be competitive in the market place. Therefore, if a project were to be economically feasible it would need to be so based on its own merits versus being “subsidized”.

It is important to note that much interest in geothermal power exists throughout Alberta. This is primarily attributed to the rich history throughout the province in drilling for energy resources (i.e. oil and gas), and leveraging transferable skills and capital within the energy sector to tap into geothermal resources. Recent interest has been directly linked to energy recovery from old well sites<sup>54</sup>.

It is important to highlight that the Municipal District is currently exploring opportunities for geothermal power. As information becomes available, further discussion on this technology and associated benefits will be further advanced.

#### **7.4.2 Vision for Valleyview**

The renewable energy sector represents a unique opportunity for the Town of Valleyview to advance its community economic development goals. This is proposed as the Town appears to have many opportunities to advance larger generation projects, and lead or facilitate smaller, community-based project opportunities. The sections that follow aim to help advance the community’s interest and ultimately its participation in this sector.

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<sup>54</sup> Ryan Dick, Terrapin Geothermics. 2017. [Deep dive analysis of the best geothermal reservoirs in Alberta: Final report](#) presentation. University of Alberta/Alberta Innovates.



### 7.4.3 Primary Opportunities

The following section provides a high-level business case summary (when possible) of each technology introduced in the sections above, based on a general overview of the local resource(s).

#### Local Solar PV Resource Locally

To help predict the photovoltaic generation potential, Natural Resources Canada (NRCan) has developed a map of Canada of how many kilowatt hours (kWh) of electricity could be generated annually per kW of installed capacity for south facing panels that are tilted at latitude. In Valleyview, the solar resource is strong, with a rating of approximately 3.21 kWh/m<sup>2</sup>/day, which translates into a power output of approximately 1,300 kWh per KW installed per year.

#### High-level Business Case Analysis (Solar)

The following high-level analysis has been prepared to highlight the business case by estimating the project's energy production cost under optimal conditions. Further, the analysis shows the energy production cost of solar PV in Valleyview Alberta at different costs per watt installed (a metric regularly used in the solar industry).

*Table 1: High-level Analysis of the Business Case for Solar PV in Valleyview Alberta*

Estimated Energy Output Per KW Installed	Energy Production Cost @ \$2/W <sup>55</sup>	Energy Production Cost @ \$2.50/W	Energy Production Cost @ \$3.00/W <sup>56</sup>
1.323 MWh	\$107/MWh	\$134/MWh	\$160/MWh

As shown above, if a solar PV project can be installed for approximately \$2.50 per watt installed or less the energy production cost is likely to be \$134/MWh (or \$0.134/KWh) it is likely that the project can be (more) cost competitive than power delivered by the Alberta power grid

<sup>55</sup> Rate based on recent Alberta project Urban Systems project managed (250 kW installed)

<sup>56</sup> Rate based on recent quotes secured for residential project in Western Canada

(approximately \$0.13/KWh). It is important to note that the business case for such projects is dependent on the customer's rate class.

As such, it is probable that Valleyview will see an increase in the amount of solar power projects installed over the coming years. These projects are likely to range in size significantly, but are most likely to be less than 1 MW (connecting to the grid via the *Micro-Generation Regulation*<sup>57</sup>). There may be investor interest to develop larger projects in the Valleyview area, however it is generally understood that the majority of utility scale projects in Alberta are focused in the Southern Alberta area.

Therefore, the Town may wish to consider the following actions to support solar PV in Valleyview:

- Complete a feasibility assessment and business case analysis of small to medium sized solar project opportunities;
- Explore opportunities for the Town invest in solar PV projects as a means to support existing local businesses or stimulate the creation of new businesses;
- Develop a strategy to explore how community-based programs and support mechanisms could be used to help encourage the uptake of solar PV technologies by local residents and businesses to insulate the community from potential price fluctuations in Alberta's power market.

### Local Wind Resource

The development of economically feasible wind farms requires three key ingredients (amongst other factors) which include:

- Strong Wind Resource: according to the Canadian Wind Energy Atlas wind speeds in the Valleyview area range between 5-7 meters per second.
- Proximity to Interconnection: investigative work would be required to determine if the regional transmission capacity is available to support new, large, wind generation projects.
- Available Land: there is ample land available within the region that may be suitable for wind power development.

<sup>57</sup> [http://www.qp.alberta.ca/documents/Regs/2008\\_027.pdf](http://www.qp.alberta.ca/documents/Regs/2008_027.pdf)



### High-level Business Case Analysis (Wind)

The following high-level analysis has been prepared to highlight the business case of a wind power project in Valleyview, at different costs per MW installed and different wind speeds.

Based on the high-level analysis below, it is difficult to determine the overall viability of a wind project. Further analysis is required, and as mentioned above, the Town of Valleyview is currently completing a feasibility study on the viability of wind power project opportunities on strategically selected public lands. It is possible that Valleyview may see an increase in the number of local and regional wind power projects installed over the coming years. These projects are likely to be large, utility scale projects. A more detailed assessment could be undertaken to determine if local wind resources are sufficient to warrant further investment into a community based wind project; similar to that developed by Peace Energy Co-Op in Dawson Creek, BC.

Table 2: High-level Analysis of the Business Case for Wind in Valleyview Alberta

	Assumed Average Annual Wind Speed (5 m/s)	Assumed Average Annual Wind Speed (5.5 m/s)	Assumed Average Annual Wind Speed (7 m/s)
Estimated Energy Output Per MW Installed	985 MWh	1,231 MWh	2,090 MWh
Energy Production Cost <sup>58</sup>	\$155/MWh	\$121/MWh	\$71/MWh

### Bioenergy in the Local Context

There are many factors that influence the viability of a biomass cogeneration facility, and it is difficult to determine whether or not a project of this nature in Valleyview would have a positive business case.

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<sup>58</sup> Based on an installed cost per MW of \$2.1 million.

The key factors that could substantively influence a project's viability include:

- Availability and pricing of biomass fibre;
- Demand for heat locally;
- Cost and access of traditional heating fuels (natural gas);
- Wholesale power rates of the Alberta electricity market and programs to support biomass fueled projects.

However, under optimal conditions it is possible that a project could be viable.

### **High-level Business Case Analysis (biomass)**

There is currently insufficient information to complete a high-level business case analysis of a bioenergy project, as part of this project. However, should the Town wish to further investigate this technology the following next steps are recommended:

- Explore and confirm available inputs and resources;
- Complete a preliminary feasibility assessment;
- Complete business case analysis to determine if further investigation is needed;
- Complete detailed feasibility assessment and preliminary engineering;
- Determine if the project should be advanced to construction.

### **Geothermal in the Local Context**

The geothermal resources of sedimentary basins in Canada are typically moderate to low temperature. Locally, the geothermal resource appears to be approximately 80 °C<sup>59</sup>. These moderate temperatures may be sufficient to allow a project to be pursued.

### **High-level Business Case Analysis**

The University of Alberta, in partnership with Alberta Innovates completed a study that summarizes the potential for geothermal energy in Valleyview. Based on the available information,

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<sup>59</sup> See University of Alberta, [Alberta Innovates Research Summary Presentation of Geothermal Energy](#).

it appears that there is some promise for this technology throughout the region and very high-level cost estimates have been prepared.

However, it is difficult to outline the business case for a geothermal project given the uncertainties outlined in the information provided to the Town from the University and Alberta Innovates. As such, it is suggested that Valleyview continue to support the project team in support of their analysis and project efforts. This could lead to opportunities for pilot projects and new partnerships between government agencies and industry, which could lead to a range of new economic development opportunities should a project advance.

#### **7.4.4 Summary**

Based on the above analysis, solar photovoltaic, wind, and biomass are most likely to be viable for Valleyview (see [Table 3: Summary of renewable energy potential in Valleyview](#)). While the potential of geothermal is unproven at this time, a pilot project could situate Valleyview as leaders in the field, if successful.

Table 3: Summary of renewable energy potential in Valleyview

Renewable Energy Opportunity	GENERAL COMMENTS	POTENTIAL	PRIORITY FOR FURTHER INVESTIGATION
<b>Solar Photovoltaic</b>	Simple and scalable technology; rapidly declining costs; minimal barriers to entry for smaller projects; economically competitive under optimal conditions.	HIGH	HIGH
<b>Wind power</b>	Requires significant technical analysis of wind resource; capital intensive; economically competitive under optimal conditions.	MEDIUM	HIGH
<b>Biomass Cogeneration</b>	Sustainable source of biomass is required; requires significant heating demand; must compete with traditional heating supplies; economically competitive under optimal conditions.	MEDIUM	HIGH
<b>Geothermal</b>	Very premature technology in Canada; requires optimal resource to be feasible; could be a great pilot project opportunity if geothermal resource is available and suitable.	LOW	LOW

## 8.0 Take Action

As described in Section 5.0, effective collaboration requires “a central plan of action that does not dictate action by collaborating organizations, but helps them ‘fit into the team’”. This section of the Strategy outlines an action plan that provides direction and guidance for implementation, providing a framework within which Valleyview businesses, non-profits, governments, and individuals can act on their own, at the same time as they reinforce and support one another. While it is not exhaustive, the action plan is a strong starting point for implementation that builds upon the work already completed by the Advisory Committee at the June 2017 workshops.

Many of the actions in the plan will involve a series of steps, so each one will require more detailed action planning to decide exactly how to implement them. In particular, it is important that each of these actions, and the steps within them, have a defined champion or owner who is responsible for it: ownership is key.

The process involves:

1. Create distinct steps
2. Identify champions (ownership)
3. Identify supports (funding, training, networks, etc.) required for the required actions to be completed,
4. Estimate the timeline for each step detailed; and
5. Execute and monitor.

Two of the actions in the plan were explored to this level of detail during the second Advisory Committee workshop in order to illustrate this process and the results; to improve signage and to maximize the local dollar value of agri-tourism in Valleyview (articulated below).

The next part of this section is the overall action plan for the Strategy, integrating actions from all three goals, and the four primary opportunities. It is organized around three timeframes: short-term (0-12 months); medium-term (1-2 years); and long-term (3+ years).

## 8.1 Action Plan

Table 4 captures an initial set of actions to contribute to the three goals of the strategy, with more detail provided for the four primary opportunity areas. Note that this is a starting point for action planning, rather than a complete action plan. In some cases, **a potential/likely champion has been identified in parentheses () next to an action**. These should be seen as suggestions to be considered and refined as necessary by the champions identified with support from the Town of Valleyview.

Given the current challenges faced by the Chamber of Commerce (dissolving due to relocation of leading membership), a period of renewal is needed before coordinated action will be realistic. The lack of an operating Chamber of Commerce in Valleyview has led to the potential delay of some actions supporting the connectivity and access goal; those actions that can be championed by members of the business community and the Valleyview Well-being Coalition- supported by the Town of Valleyview and the MD of Greenview (with community engagement) - are possible in the short-term. It is assumed that the Chamber will be reinitiated with robustness by 2018, allowing medium- and long-term actions to proceed as outlined at which time the timeline may need to be refined and adjusted as the circumstances evolve.

Table 4: Actions to implement the Valleyview Economic Development Strategy

Area / Sector	Actions		
	Short-term	Medium-term	Long-term
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>Identify a leader or small group of leaders willing to revitalize the Chamber of Commerce;</li> <li>Lead an honest and direct discussion (building upon the current knowledge) with a large proportion of the local business community and other interested community members and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Refine the Chamber's vision, mission, values and mandate to reflect the discussion.</li> <li>Identify early wins that benefit the business community as a whole, demonstrating the value of the Chamber of Commerce as a central part of economic development efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Build membership and secure other funding focused on elements of this Strategy that are critical to improving the success of many businesses and sectors.</li> <li>Coordinate cross-sectoral learning sessions to identify and strengthen links</li> </ul>



Area / Sector	Actions		
	Short-term	Medium-term	Long-term
	<p>about the Chamber of Commerce, including what has and hasn't worked; what its role has been; and what its primary value was and can be. As a group, clearly establish a role for the Chamber that provides value to the business community and helps to achieve common goals.</p>		<p>between agriculture, tourism, retail, and energy sectors and businesses.</p>
<b>Connectivity and Access</b>	<ul style="list-style-type: none"> <li>• <b>Improved tourist information:</b> Improve information available locally and on-line: <ul style="list-style-type: none"> <li>○ Take the opportunity for local businesses and artisans to collaborate with the Town of Valleyview, the Valleyview Chamber of Commerce and the Tourism Centre in developing shared communications / messaging, co-creating a Valleyview-focused narrative, sharing costs, expertise, and capacity.</li> <li>○ Improve information in the Valleyview Tourist Information Centre, particularly detailed, reader-appealing maps and information highlighting local attractions, events, and the town itself.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Signage and wayfinding:</b> Improve signage on the highway and in town to ensure consumers/tourists know how to get into the town proper and are aware of the numerous products and services already available in Valleyview. This includes treatments of each of the gateways off the highways.</li> <li>• <b>Fibre optic access:</b> Continue to explore alternative business and financing models to provide cost-effective high-speed internet access to all Valleyview residents and businesses, possibly including a utility model.</li> <li>• <b>Improved business information:</b> Support a 'living' business/artisan directory for Valleyview and area – ensure that the local population is aware of all of the current and anticipated businesses in order to promote, support and</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Improved advertising channels:</b> Identify and support opportunities for effective and affordable advertising within the community and beyond for local businesses/artisans to communicate on an ongoing basis – with a specific focus to address the business cycle lulls (i.e. summer slowdown for retailers). Currently the most effective advertising by local businesses is word of mouth and Facebook.</li> <li>• <b>Community events and tournaments:</b> Host more events and tournaments in Valleyview, and sponsor them and/or ensure good information is available at them advertising local retail and service businesses.</li> </ul>

Area / Sector	Actions		
	Short-term	Medium-term	Long-term
	<ul style="list-style-type: none"> <li>○ Increase strategic on-line information and presence</li> </ul>	<p>potentially leverage from to build another opportunity (i.e. commercial greenhouse grows unique hops for the micro-brewery, the micro-brewery promotes and adds value to retreat packages, etc.).</p> <ul style="list-style-type: none"> <li>• <b>Connect Recreation Centre users with local businesses:</b> Develop a formal association between the Chamber of Commerce and the Town to link Recreation Centre users to local businesses. Ideas included a business directory or advertising kiosk at the Centre, and Chamber or business hosting information or sales booths at the Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure a committed champion to regularly review and update the business directory</li> </ul>
<b>Agriculture and processing</b>	<ul style="list-style-type: none"> <li>• Review current agriculture and processing (including agri-tourism, niche crops, and agri-hubs) businesses in the Valleyview area to understand factors for success and key risks and challenges.</li> <li>• Identify renewable energy opportunities best suited to potential agri-business opportunities.</li> <li>• Identify potential 'low hanging fruit' agricultural and tourism opportunities.</li> <li>• Identify viable opportunities / markets / gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate meeting(s) with members of the community and the region who are able to share their agriculture, tourism and/or business development acumen.</li> </ul>	

Area / Sector	Actions		
	Short-term	Medium-term	Long-term
<b>Retail</b>	<ul style="list-style-type: none"> <li>• Increase strategic signage along Highway 43 &amp; 49 (see Connectivity and Access)</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the impact on Downtown retail before zoning for additional retail along the Highway. (<b>Town of Valleyview</b>)</li> <li>• Establish a framework to attract businesses to Valleyview. This could include an incentive package for businesses that could be catalysts for the downtown. (<b>Town of Valleyview</b>)</li> <li>• Improve public seating / public space in Downtown to promote longer and more repeat visits to Downtown.</li> <li>• Encourage destination retailers to open in Valleyview. The idea of a small, local micro-brewery could likely be an important attraction for the community.</li> <li>• Encourage the relocation of existing destination retailers, such as the distillery, to the Downtown.</li> </ul>	
<b>Tourism</b>	<ul style="list-style-type: none"> <li>• Begin process for installing a new sign promoting downtown Valleyview on the side of Highway #43 (see Section 8.2.1.)</li> <li>• Begin the process of designing and printing new maps to be handed out at the Visitor Centre (<b>Visitor Centre, the Chamber of Commerce, MD of Greenview</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish framework to attract businesses to Valleyview. This could include an incentive package for businesses that could be considered catalysts for the downtown (<b>Town of Valleyview</b>)</li> <li>• Design information and tours of the new Town Hall (<b>Town of Valleyview</b>)</li> </ul>	

Area / Sector	Actions		
	Short-term	Medium-term	Long-term
		<ul style="list-style-type: none"> <li>Organize a rebranding exercise for Valleyview (<b>Town of Valleyview, Chamber of Commerce</b>)</li> </ul>	
<b>Renewable energy</b>	<ul style="list-style-type: none"> <li>Promote the potential for renewable energy in Valleyview for local businesses.</li> <li>Complete a feasibility study for small to medium sized solar projects in Valleyview.</li> <li>Continue to support the study completed by Alberta Innovates and the University of Alberta which considered geothermal energy potential in the Valleyview area, and promote a pilot project in the region in order to position the area as a leader in the field (<b>Town of Valleyview, MD Greenview</b>).</li> <li>Explore potential for waste heat recovery from large local industrial facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities for the Town to invest in solar PV projects as a means to support local businesses, and stimulate new businesses.</li> <li>Develop strategy for how community-based programs could support the uptake of solar PV by local residents and businesses.</li> <li>The Town of Valleyview to work in partnership with the Municipal District</li> <li>Simplify any potential investment in large-scale wind projects in the Valleyview area (<b>Town of Valleyview, MD Greenview, Province</b>)</li> <li>Explore and confirm inputs and resources for a bioenergy project in the area.</li> <li>Look to complete a bioenergy feasibility study if a long-term supply of inputs is available.</li> </ul>	

## 8.2 Detailed Action Planning Examples

To realize the goals of the Strategy (Section 4), and to further support the economic development of the four primary sectors (Section 7), the Advisory Committee commenced developing an action plan that is intended to be further collaboratively developed in a step by step manner with each step as clearly detailed as possible to enable moving forward – we all know what our role is to support the desired outcome. To that end, the Advisory Committee developed the first two steps with the project team as follows:

- Action Item #1: Improve signage
- Action Item #2: Maximize Dollar Value of Agri-tourism in Valleyview

The following examples illustrate the detailed action planning process and resulting plan developed from it. These action plans reflect the discussion with the Advisory Committee and should be considered useful drafts to be refined and further developed as required.

### 8.2.1 Action Item #1: Improve signage

The **ultimate champions** for Action Item #1: Improve signage are:

- **Bernie Green**, small business owner, Appliance Doctor
- **Bonnie Trotter**, Valleyview Wellbeing project coordinator

**BIG STEP: Improve Signage** - Within the Town proper and strategically along the highway

Supporting Steps	Champions	Timeline	Supports
<ul style="list-style-type: none"> <li>• <b>Initiate the process of improving signage</b></li> </ul>	<b>Bernie Green, Bonnie Trotter</b>	TBD	<ul style="list-style-type: none"> <li>• Active guidance from Advisory Committee</li> <li>• Relevant sources of funding <ul style="list-style-type: none"> <li>○ Kevin Keller may have resources and ideas for funding options</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Identify who needs to be involved</b> <ul style="list-style-type: none"> <li>○ <b>Private land owners</b></li> <li>○ <b>Ministry of Transportation</b></li> <li>○ <b>Town of Valleyview</b></li> <li>○ <b>Chamber of Commerce</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Alberta Transportation</li> <li>• Chamber of Commerce – President and/or Manager <ul style="list-style-type: none"> <li>○ Hire a manager</li> <li>○ Revitalize the Chamber of Commerce - show</li> </ul> </li> </ul>	3 -6 months	

<ul style="list-style-type: none"> <li>○ <b>Municipal District</b></li> </ul>	<p>leadership and gain support of its membership</p>		<ul style="list-style-type: none"> <li>• Volunteer groups</li> <li>• Advocacy</li> <li>• Coordination between different levels of government</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Improve communications and consultation</b> <ul style="list-style-type: none"> <li>○ <b>Initiate dialogue with Alberta Transportation: (communication with Province may prove to be arduous)</b></li> <li>○ <b>Initiate contact with all the groups that need to be involved</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> </ul>	3 – 6 months	
<ul style="list-style-type: none"> <li>• <b>Identify Regulations</b> <ul style="list-style-type: none"> <li>○ <b>By-law for condition and size of sign</b></li> <li>○ <b>Municipal Plan introduced guidelines for signage along 50<sup>th</sup> vs. signage along the highway</b></li> <li>○ <b>Need for more communication between by-law and the businesses in town. Businesses would benefit from professional consultants to know what signage would be best.</b></li> </ul> </li> </ul>	<p><b>Trevor Ilg</b>, Administrative Officer, Town of Valleyview</p>	1 – 2 months	
<ul style="list-style-type: none"> <li>• <b>Secure Support of Council</b></li> </ul>	<p><b>Rod Pepper</b>, Councillor, Town of Valleyview</p>	1 – 2 months	

In addition to improving signage, improving communication and consultation was also identified as an action needed to support effective implementation of the Strategy. The following action plan example outlines steps to ensure effective, strategic and targeted communication.

## BIG STEP: Improving Communication and Consultation

Supporting Steps	Champions	Timeline	Supports
<ul style="list-style-type: none"> <li>Local radio and internet - need to improve the online presence in the community</li> </ul>			<ul style="list-style-type: none"> <li>Municipal District of Greenview maintains a communication plan – there may be linkages and leverage points in the MD Communications Plan of interest to a Valleyview retail communications and marketing initiative; review and strategically borrow to support local businesses / events.</li> </ul>
<ul style="list-style-type: none"> <li>Identify who needs to be involved                             <ul style="list-style-type: none"> <li>Town of Valleyview</li> <li>Chamber of Commerce</li> <li>Municipal District</li> <li>Chair of the Valleyview and Wellbeing Coalition</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>the Valleyview Wellbeing Coalition; the Coalition is able to be supportive. There are a number of non-profits involved with the coalition</li> </ul>
<ul style="list-style-type: none"> <li>Secure support of council – Consultation and Communication                             <ul style="list-style-type: none"> <li>Ensuring effective communication with businesses and Council to ensure by-laws and other regulations do not unduly impact business initiation and growth</li> </ul> </li> </ul>			

Other considerations for improving communication and consultation include:

- Location
  - Where should the signs be located?
  - Who owns the properties?

- What approvals are required?
- Communication / Design
  - Competition
  - Hire a design firm
  - Specify what the sign says
  - What materials is most appropriate for the sign?
- Production
  - Who builds the sign?
- Maintenance
  - Who maintains (and eventually refurbish / replace) the sign?

### 8.2.2 Action Item #2: Maximize Dollar Value of Agri-tourism in Valleyview

As detailed in Section 5.1, agri-tourism is tourism focused on agriculture including animals/livestock, crops, and the products that have been produced from local farms. In addition, agri-tourism provides the opportunity to incorporate and support renewable energy development (both as a ‘green tourism’ attraction and as an energy source), general tourism efforts and investments, as well as current retail.

The research indicates that there is agri-tourism potential for Valleyview and area with a specific emphasis on bringing together (combining) a number of current economic ventures to serve as a ‘agri-tourism hub’ for Valleyview and area to build upon going forward. Optimizing the various leverages already established in Valleyview and area such as a strong agriculture culture and economy, an established retail and tourism sector with room to strategically expand and grow, and potential access to sources of renewable energy to economically support agri-tourism development while also contributing via renewable energy tourism<sup>60</sup> (also referred to as ‘green tourism’) all serve to support the aforementioned primary economic development focus: ‘maximize dollar value of agri-tourism in Valleyview’.

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<sup>60</sup> For example: <https://www.cleanenergywire.org/news/energy-transition-becomes-tourist-attraction>; <https://www.theguardian.com/environment/2014/jun/11/germany-sells-guidebooks-on-renewable-energy-sites>; <http://www.pfr.co.uk/pfr/3/Renewable-Energy/15/Wind-Power/23/Tourism/>; <http://www.ecoattractions.com/places>



The **ultimate champions** for Action Item #2: Maximize the dollar value of agri-tourism in Valleyview by building upon what is already working are:

- **Agricultural Society**
- **Kevin Keller**, Economic Development Officer, MD of Greenview

### **BIG STEP #1: Build on What is Already Working**

Supporting Steps	Champions	Timeline	Supports
<ul style="list-style-type: none"> <li>• <b>Conduct an inventory (note: the Province is currently conducting a similar type of study in southern AB)</b> <ul style="list-style-type: none"> <li>○ <b>Identify all that is already happening in the market realm of agri-tourism in the Valleyview area – create and understanding as to why what is working is working</b></li> <li>○ <b>Inventory of the types of renewable energy that have the greatest potential in the area and what will work best for the community / business being considered</b></li> <li>○ <b>Identify potential agricultural and tourism opportunities</b></li> <li>○ <b>Identifying viable opportunities / markets / gaps</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Agricultural Society</b></li> <li>• <b>Farmers Market Society</b> <ul style="list-style-type: none"> <li>▪ Messaging at Farmers Markets</li> </ul> </li> <li>• <b>Kevin Keller</b>, Economic Development Officer, MD of Greenview <ul style="list-style-type: none"> <li>▪ External and internal funding opportunities</li> </ul> </li> <li>• <b>Town Council</b> <ul style="list-style-type: none"> <li>▪ Creating supportive and strategic partnerships</li> </ul> </li> </ul>	3 - 4 months to initiate	<ul style="list-style-type: none"> <li>• <b>Funding and expertise</b> <ul style="list-style-type: none"> <li>○ Including capacity to augment current staff at the Town and MD level as required to maximize dollar value of agri-tourism in Valleyview</li> </ul> </li> <li>• <b>Targeting messaging and communication</b> <ul style="list-style-type: none"> <li>○ <b>Town Council and MD</b></li> </ul> </li> <li>• <b>Creating and supporting strategic partnerships</b> <ul style="list-style-type: none"> <li>○ Hosting a ‘Town Hall’ to showcase the results of the Strategy, to gain a greater understanding about what is currently working in the area and where the improvements can be made</li> <li>○ Hosting speakers who are able to speak directly to the desired economic development opportunities – learning from the relevant experts</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• <b>Develop targeted messaging and communications</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Farmer's Market Society</b></li> </ul>	3 – 4 months to initiate	
<ul style="list-style-type: none"> <li>• <b>Involve experienced visionaries for business concepts</b></li> <li>• <b>Identify local investors</b> <ul style="list-style-type: none"> <li>○ <b>Could be money or land</b></li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Ensure effective collaboration amongst all relevant parties</b> <ul style="list-style-type: none"> <li>○ <b>Different levels of government</b></li> <li>○ <b>Local businesses</b></li> <li>○ <b>Sturgeon Lake Cree First Nation</b></li> </ul> </li> </ul>			

From the above, the strategic direction is one of deliberate, multi-party collaboration involving a number of parties including:

- ✓ Valleyview Well-Being Coalition
- ✓ Valleyview and District Chamber of Commerce
- ✓ Farmer's Market Society
- ✓ Agricultural Society
- ✓ The Town of Valleyview
- ✓ The Municipal District of Greenview
- ✓ The private sector including retail, agriculture, tourism, energy development, research and financial investment
- ✓ The Province of Alberta
- ✓ Others as deemed appropriate by the action plan / project champions

There is a recognition that strategic and ongoing training will assist the numerous and varied participants in effectively and boldly implementing the Strategy including, but not limited to, the following areas of focus:

- Entrepreneurial leadership training
- Enabling change and transition
- Community mapping
- Effective collaboration

There are a number of potential funding sources to enable the identified training and capacity development at both the provincial and federal levels (for example, see Appendix E).

The parties listed above, in addition to others depending upon the opportunity of interest, will be drawn upon in a planned, incremental fashion in accordance to the required steps in optimizing economic development opportunities. For example, the parties to be involved would include

- i) Private sector such as a farmer with the desire to develop a commercial greenhouse operation using geothermal, waste, and/or CHP (combined heat and power) heat to offset the costs of heating and operating the greenhouses (especially in the winter months)
- ii) Private sector energy developer
- iii) The Town of Valleyview to support through regulatory, permitting and taxation requirements

It should be noted that there are a number of other considerations when developing the action plan for each area of potential opportunity including the following:

- Business idea / concept articulation
  - Broad range of possibilities based on the assets in Valleyview
- Feasibility studies
  - Confirm potential of business concept
  - Review best source of renewable energy as applicable
  - Review relevant governance and financing frameworks

- Communication with levels of government
  - What approvals are required at the local and provincial level?
  - What funding opportunities are available?
  - Partnership programs
- Land ownership
  - Does the idea require land?
  - Are there lands available for lease that would support the concept?
- Investment
  - What level of investment will be required?
  - Are there local members of the community that will invest?
  - Where could the business operator go for a loan?
  - Any supports that the local government could provide?
- Community Support
  - Opportunity to find synergies with other existing community groups or businesses
- Marketing
  - Communication strategy within the community and primary trade area
  - Strategy to reach people outside of the primary trade area
- Concept refinement
  - The business concept will often change through the planning process
  - Are new partnerships required?
- Development
  - Construction of business
- Monitoring and evaluation
  - Reviewing opportunities for local and regional partnerships
  - Correcting and refining the business

## 9.0 Conclusion

The Valleyview Local Economic Development Strategy was developed with guidance from a volunteer Advisory Committee of experts and practitioners and from many stakeholders, ensuring that the Strategy is a relevant and accurate reflection of the current and potential economic development opportunities in Valleyview and area. This local knowledge coupled with external research and expert interviews provides the basis for the Strategy.

Further, the participation in and sponsorship of the process by the Town of Valleyview and the Municipal District of Greenview indicates their strong support for local economic development. Both levels of government have confirmed their commitment to working with and strategically supporting interested parties to move forward with this Strategy, and to work with them to develop opportunities further, based upon the guidance in the Strategy.

The Strategy serves as an action plan to enhance current and anticipated opportunities in the community of Valleyview and to optimize the local economy and the community's current and future capacity. With strong leadership and effective collaboration by all of the champions listed throughout the Strategy (in partnership with the Town of Valleyview and the MD of Greenview), there is tremendous potential for Valleyview to diversify and strengthen its economy, extending and enhancing past successes to secure and optimize its future.

**Carpe Diem!**

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## Appendix A: Advisory Committee Terms of Reference

# Valleyview Local Economic Development Strategy

## ADVISORY COMMITTEE TERMS OF REFERENCE

### MANDATE

The Advisory Committee (AC) will advise the Town of Valleyview, the Municipal District of Greenview and the project consultants on the structure and content of the Valleyview Local Economic Development Strategy (the Strategy), as well as the related community engagement activities.

### COMPOSITION

1. The AC will be comprised of no more than fifteen (15) members in total in order to maintain effective meetings and meaningful engagement.
2. Town and District staff, Council representatives, First Nations representatives, local business leaders and entrepreneurs, and sectoral experts will be invited to participate. A maximum of two per jurisdiction and/or interest will sit on the AC.

### TERMS

1. The AC shall act as an advisory body to inform and provide input to the project team (consultant and lead staff) for a time period up to and including submission of the draft plan to Council.
2. The following are the AC's duties:
  - a. Review and provide input to the public engagement and communications opportunities;
  - b. Participate in engagement opportunities;
  - c. Be innovative ('thinking outside the box') while also pragmatic (practical and realistic);
  - d. Build on Valleyview's achievements and assets as deemed fiscally appropriate;
  - e. Be ambassadors of the process at community engagement functions, and to inform the larger community of the process and engagement opportunities;
  - f. Provide input to develop and refine the components of the Strategy;
  - g. Review and provide input on draft documents; and,
  - h. Other duties as identified by the project team.
3. Final approval of the Strategy is the responsibility of the Town of Valleyview's Council.
4. AC members should endeavour to attend all meetings. If a member cannot attend a meeting, it is expected that s/he provide her/his input to the project team using an alternative method (e.g. via email or phone call). The project team will make every effort to provide alternatives.
5. All members of the AC shall serve without remuneration.
6. Members of staff and the consultant team will attend the AC meetings.

### PROCEDURES

1. The AC will be facilitated by the Town of Valleyview CAO.
2. The AC will meet two (2) times throughout the planning process.

3. The project team may call an extra meeting of the AC upon giving at least seven (7) days notice to each member. In addition, the AC as a committee may call for an additional meeting if they deem it necessary.
4. The AC will work towards agreement in decision making.
5. The AC will ensure a 'safe space' is created for each meeting – enabling everyone to be heard respectfully and honouring differing perspectives
6. Confidentiality: To ensure a safe environment for dialogue, members should convey the ideas and experiences of the meeting to others outside the group only in a very general manner and without attributing specific ideas or statements to any identifiable individual.

## TIME COMMITMENT

There will be two (2) AC meetings and three (3) public input activities over the course of the project from April to July 2017. As preparation will be crucial to ensure meetings are effective, AC members are required to spend some time in advance of the meetings to review materials and prepare feedback.

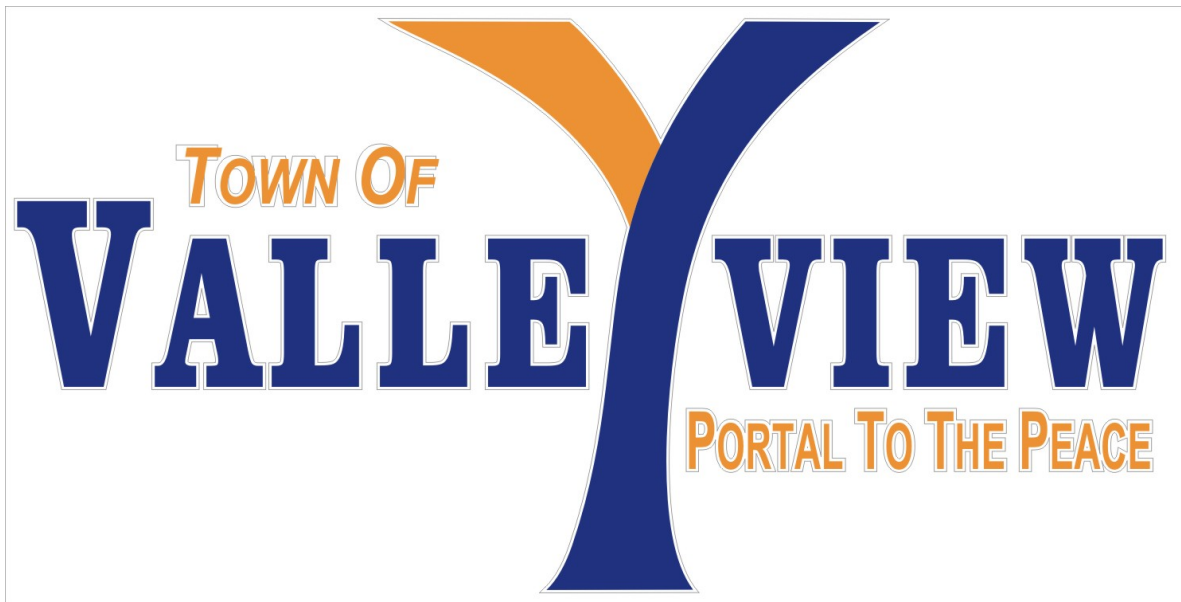
It is estimated that the time commitment for all of the above (public activities, meetings and meeting preparation) will be approximately 20 hours in total over the course of the four months.



## Appendix B: Foundation document

*Foundation for Valleyview  
Economic Development  
Strategy: Project Baseline*

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May 2017 - Updated June 2017

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## I. Introduction & Purpose

Valleyview maintains a relatively diverse economy, having a role as a regional administrative and commercial centre as well as maintaining four primary industries / major employers: oil and gas; agriculture; tourism; and retail. The community also maintains a relatively young community.

In the past ten years, Valleyview has experienced a decline in economic growth and activity locally and regionally. This has impacted the community as a whole due to the increase in unemployment and under-employment, decrease in family income levels, and a decrease in the local tax base due to a loss of businesses and families moving to seek economic opportunities outside of the region.

The Valleyview Local Economic Development Strategy ('Strategy') is being developed with guidance from a volunteer Advisory Committee of local, regional, and provincial knowledge holders and practitioners. In addition, a significant number of people serve as project stakeholders who are members of the community and strategic individuals at the local, regional and provincial gov't level who will receive project focused updates (but will not participate in the workshops) and provide guidance directly to the project team and/or Valleyview senior staff.

The primary objectives of the Valleyview Local Economic Development Strategy is to create an action plan to enhance current and anticipated opportunities in order for the community of Valleyview to optimize the local economy and the community's current and future capacity. In doing so, the following primary areas will have the ability to be addressed:

- 1) Improve the local business environment and increase regional economic collaboration;
- 2) Increase support for entrepreneurs and small and medium-sized enterprises in the region (with a primary focus upon Valleyview) to grow, optimize and succeed;
- 3) Enhance support for businesses and industries that provide diversification to Valleyview and the region; and
- 4) Increase investment both locally and regionally that drives high-value job creation.

The Strategy approach to date by the Modus (MODUS Planning, Design and Engagement<sup>1</sup>) project team specifically focuses on identifying and articulating the current and future economic opportunities and requirements of the community of Valleyview relying on significant baseline data and augmented by strategic interviews.

This Foundation document provides a high level summary of the research to date and will inform the dialogue and information exchange with the Advisory Committee, stakeholders and community specific to the Strategy.

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<sup>1</sup> <http://www.thinkmodus.ca/>

## II. Community Profile

Valleyview's population generally maintains about 2,000 residents in the town itself and another 6,000 or so in the surrounding area. As the name suggests, it offers views over the Red Willow Creek valley to the Northwest. Built in the early post-war years, the town is laid out with a traditional grid of streets and the main streets have a traditional feel to them. Despite being on a highway junction, the town itself is quiet and friendly. Valleyview has a beautiful natural setting and offers easy access to fishing, camping, hunting, skiing, snowmobiling, and other outdoor recreation, as well as having generous community recreation facilities and schools in town. These characteristics make it a particularly attractive place to live, work and play.

While Grande Prairie is the major centre in the region (110km NW of Valleyview) and has seen rapid growth paralleling regional investments in oil and gas, Valleyview has maintained a more consistent population. Its population has also been more consistent than that of other towns in the area that experienced a notable decrease in population from 2006 to 2011, such as Swan Hills, High Prairie, Fox Creek, Little Smoky, and Donnelly. This stability is likely due to its diverse economy, having a role as a regional administrative and commercial centre as well as four major economic sectors: oil and gas; agriculture; tourism; and retail. It may also be due to its relatively young community.

Valleyview is seen as having “big town opportunities, with a small town rural lifestyle” with strengths including (drawn from the Story of Valleyview, 2016<sup>2</sup>):

- Strong community (described by one person as “loving”!) that values being:
  - Close knit;
  - Compassionate, happy to help one another;
  - Hard working, entrepreneurial, willing to go the extra mile;
  - Friendly;
  - Welcoming;
  - Considerate and respectful;
  - Deeply rooted locally with a strong sense of ownership;
  - A good neighbour to nearby communities.
- Attractive traditional town and main streets and a very walkable town centre;
- Location on a major transportation and tourism corridor;
- Diverse economy and role as a regional centre with access to ample opportunities for employment;
- Beautiful natural setting and great views from many viewpoints;
- Immediate access to green spaces and recreation (“right out my door”), including hunting, fishing, and camping;
- Community services including schools and the hospital;

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<sup>2</sup> [http://valleyview.ca/wp-content/uploads/2016/10/Story\\_of\\_Valleyview\\_final\\_Jan\\_5\\_20161.pdf](http://valleyview.ca/wp-content/uploads/2016/10/Story_of_Valleyview_final_Jan_5_20161.pdf)

- Recreation facilities and associated programs valued for bringing the community together; these include the multiplex, library, pool and arena;
- Parks and open/green spaces in town including playing fields, Legion Park, Trout Pond, splash park, walking trails, and the skate park;
- Relatively young community;
- Generous sunshine and precipitation.

The community's future will be affected by a number of factors including, but not limited to, the following:

- Politics – levels of leadership and political changes at all levels;
- Oil and gas industry – a major employer and source of business; continues to be affected by global economic forces and environmental concerns;
- Agricultural industry – has been strong historically and is currently an important economic sector. It may be affected by a changing climate although the exact impacts are unclear and may be either positive or negative;
- Highway expansion – brings more travellers but also increases access to larger communities in the region increasing potential competition for retail spending;
- Relationships (competition, collaboration) with other nearby centres, e.g. Grande Prairie;
- A relatively young population requiring further investment in amenities focused on children and families;
- A transient population working in the oil and gas sector but living permanently elsewhere;
- The new recreation centre – contributing to Valleyview's community assets and a potential draw for newcomers.

The key opportunities include:

- Energy resources – diversify by including renewables, drawing on closely related existing expertise;
- Maintain agricultural and forestry strengths and identify options to increase local investment and revenue generation;
- Focus on long-term financial sustainability of the Town;
- Make public spaces (ie. streets and green spaces) more beautiful for residents and visitors;
- Draw visitors into the town from the highway – capitalize on the Town's great character and ease of access for northbound travellers;
- Maintain and strengthen local health and education services for the region building upon Valleyview's regional service hub role.

Upon reviewing the above, it is clear that Valleyview has a number of notable strengths to draw upon, leverage and further develop in order to optimize the economic development potential locally. And in light of the fact that 95.8% of Valleyview's 255 businesses are small businesses<sup>3</sup>, there is significant

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<sup>3</sup> Valleyview Well-being Report 2016

knowledge and expertise locally to create a strategy with opportunity optimization in mind to realize key opportunities.

The following summary provides a macro-level analysis of the sectors in the region/province and potential opportunities to be considered by the Valleyview Economic Development Strategy Advisory Committee, stakeholders and the community as a whole.

### **III. Growth Sectors & Potential Opportunities**

The primary economic sectors and major employers in Valleyview and area are (in order of economic importance) as follows:

- a. Oil and gas;
- b. Agriculture;
- c. Tourism;
- d. Retail.

In addition to the primary economic sectors, due to the two bisecting highways in Valleyview, there is the potential for the expansion of logistics firms (trucking; warehousing), expanded presence of provincial government services (ie. highways, fish and wildlife, forestry) and highway contractors.

As stated, the following information reflects the research to date and will serve as the baseline for the development of the Strategy. Please note that the information presented includes: growth sector, specific opportunity, drivers of opportunity (where available). This data will guide a deeper analysis of specific opportunities as the Strategy is developed alongside the Valleyview Economic Development Strategy Advisory Committee, stakeholders and community.

#### **1. Oil & Gas**

##### **1.1. Conventional crude oil and oil sands**

- Well licenses in the Province increased by 82% over the fourth quarter of 2015<sup>4</sup> (most recent data available).

##### **1.2. Natural gas**

- Significant reserves in north western Alberta;
- Alberta Renewable Electricity Target is driving demand for low-carbon electricity, which requires natural gas to secure base loads and offset the intermittence of renewable resources.

#### **2. Agriculture**

**2.1 Grain production** – Certified seeds (fescue, brome, timothy, wheat, barley, oats, canola); forages (alfalfa, forage grasses, clovers); cereals (barley, wheat, oats, rye); oil seeds (canola); specialty crops (peas, flax, saskatoons, organic operations); commercial greenhouses (bedding plants, trees, fresh produce for regional consumption as the transportation logistics may favour Valleyview as a hub for Peace River, Grande Prairie etc)

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<sup>4</sup> City of Grand Prairie Economic Profile

**2.2 Fruit and Specialty Crop Production** - Haskap berries (a honeysuckle) are getting more popular in the north and make fantastic wine; the University of Saskatchewan has even developed a cold climate red wine grape, of which, is being grown by a small winery close to Grande Prairie as an experiment (they primarily use saskatoons and cherry); a local distillery (north of Valleyview)

**2.3 Livestock production** – cattle and calves, hogs, sheep and lamb, goats, horses and ponies, dairy, poultry, eggs, bison, deer and elk (with bison and elk as specialty meat products)

**2.4 Food processing** – breweries; honey production

- Alberta has more than 40 small breweries, 23 of which opened between May 2015 and May 2016;<sup>5</sup>
- Significant provincial funding opportunities – Alberta Small Brewers Development Program for SME brewers;<sup>6</sup>
- Significant provincial funding opportunities – Food Processing Development Centre<sup>7</sup> and/or Agrivalue Processing Business Incubator.<sup>8</sup>

**2.5 Agricultural services** – including soil preparation services, crop services, veterinary services, other animal services, farm labor and management services, and landscape and horticultural services.

- Potential to enhance the Farmers Market (a new vendor just started selling organic produce (local and imported) one day a week downtown);
- The Organic Box (<https://www.theorganicbox.ca/>) currently serves Peace River with potential to expand.

### 3 Tourism

**3.1 Create “destinations” based on Valleyview’s community assets**

- Proximity to the Alaska Highway;
- Increasing number of visitors to Grand Prairie County with limited amenities;
- Agritourism including a micro-brewery and distillery tour focus.

### 4 Retail Services

**4.1 Shopping centres**

- Valleyview’s proximity to Grand Prairie is a challenge in terms of gaining a sustainable portion of retail spending for local retailers vs to the larger market of Grand Prairie;
- Valleyview retailer market capture of outflow spending - the community may consider trying to attract medium tier franchise retailers and promoting successful local businesses.

**4.2 Grocery stores**

- Valleyview is not advised to compete directly with the large grocery stores located in Grand Prairie;

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<sup>5</sup> Alberta Jobs Plan; <https://www.alberta.ca/alberta-jobs-plan.aspx>

<sup>6</sup> <https://www.alberta.ca/jobs-plan-supporting-businesses.aspx#p3314s3>

<sup>7</sup> [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/fpdc5012](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/fpdc5012)

<sup>8</sup> [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/fpdc10937](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/fpdc10937)



- A strong local grocer market focused upon selling quality products can assist in reducing outflow spending. As the quality and diversity of services improve in Valleyview, the level of outflow spending has the potential to be hindered.

#### **4.3 Daycare**

- Supports economic development;
- Current services locally – data required.

#### **4.4 Recreational facilities**

- Trading area population of 281,000+<sup>9</sup>;
- Total trade area retail spending in 2013: \$3.5 billion<sup>10</sup>;
- Valleyview Community Well Being Survey suggests there is local demand for retail services including an expansion of shopping options.

## **5 Education & Health**

### **5.1 Health**

- Health care and social assistance make up 10% of Valleyview economy (by way of the myriad of services);
- Health care is increasingly being accessed in the larger urban centres such as Grand Prairie and Edmonton<sup>11</sup>.

### **5.2 Education**

- Education makes up 10% of Valleyview economy (by way of the myriad of services related to the provision of education).

## **6 Alternative & Renewable Energy**

### **6.1 Solar PV**

- Minimal installed capacity at present and solar potential is 25% greater (in terms of hours of available sunlight) in Alberta than Ontario and 30% greater than Germany;<sup>12</sup>
- Alberta Renewable Electricity Target<sup>13</sup> has increased the demand for low-carbon electricity production;
- Two solar projects completed in Valleyview; new Town Office will be outfitted with PV with net-zero energy intentions;
- Solar PV explored by Northern Alberta Development Council.

### **6.2 Wind**

- The prevailing west and northwest winds may support the development of wind energy production in the Valleyview area;
- Alberta now ranks third in Canada with an installed wind energy capacity of 1,479 MW<sup>14</sup>;

<sup>9</sup> <http://www.cityofgp.com>

<sup>10</sup> <https://www.buildingtomorrowtoday.com>

<sup>11</sup> Alberta Health, Primary Health Care, Community Profile: Valleyview, March 2015

<sup>12</sup> 2014 CanBio Report on the Status of Bioenergy in Canada

<sup>13</sup> <https://www.alberta.ca/renewable-electricity-program.aspx>

<sup>14</sup> <http://canwea.ca/wind-facts/wind-facts-alberta/>

- Costs for wind have already plummeted 66% since 2009 and are projected to continue to decrease<sup>15</sup>;
- At 300 MW, the largest wind farm in Western Canada was built near Lethbridge in 2014<sup>16</sup>.

### **6.3 Biofuels (bioethanol, biodiesel, biogas)**

- Significant biomass resources (including biomass direct use ie. wood chips)
- Significant funding opportunities at the provincial and federal level;
- Demonstrated technology;
- Climate leadership plan has increased the demand for low-carbon energy;
- Biogas has been developed by County of Grand Prairie and by Whitecourt;
- Methanol, DME and hydrogen – requires water, electricity, natural gas and a CO2 source to produce their fuels.
- Torrefied wood (aka bio-coal)
  - Significant forestry resources, co-located with livestock production;
  - Significant funding opportunities at the provincial and federal level;
  - Demonstrated technology.

### **6.4 Cogeneration** (aka combined heat and power [CHP] - the use of a heat engine or power station to generate electricity and useful heat at the same time)

- Climate Leadership Plan has increased the demand for efficient energy use for industrial processes;
- Concentration of high-intensity industry activities.

## **7 Technology & Innovation**

- Alberta Enterprise Corporation (AEC) - \$75 million over two years to invest in venture capital funds that have a track record of success, strong global networks and a demonstrated commitment to the province;
- New Technology Development Advisors (TDAs) in Calgary, Edmonton, Red Deer, Lethbridge, Medicine Hat, Grande Prairie and Lloydminster;
- Fibre optics hub in Valleyview is a value-add for investors;
- Growth in renewable energy and electricity (smart grid technology).
- Feedback from stakeholder - would be good to identify some possible high-tech areas to focus on or where there is existing competencies to build on. e.g sensors, downhole tools, remote sensing, machining, etc. think of technology as the product rather than natural resources as the product. Try to identify some areas where Valleyview companies could export technologies to other regions.

## **8 Infrastructure**

### **8.1 Construction (particularly commercial and industrial buildings, transmission lines, and gravel)**

<sup>15</sup> <http://canwea.ca/wind-facts/wind-facts-alberta/>

<sup>16</sup> <http://canwea.ca/wind-facts/wind-facts-alberta/>

- Significant increase in commercial and industrial building permits in Grand Prairie and surrounding area;
- Significant provincial funding opportunities created by the Alberta Jobs Plan<sup>17</sup>;
- Sand and gravel production to support infrastructure development and maintenance.

## 9 Manufacturing

### 9.1 Electrical equipment appliance manufacturing

- More than 80% of manufacturing firms employ fewer than 50 people<sup>18</sup>;
- Competitive tax rates as compared to neighboring BC and other jurisdictions<sup>19</sup>;
- Efficient goods movement along Highway 43 and Highway 49<sup>20</sup>;
- Proximity to oil resources<sup>21</sup>.

## 10 Construction

### 10.1 Prefabricated (ready to move)

- Potential for opportunity to provide prefabricated (Ready To Move) products or structurally insulated panels for modular construction;
- Responsive to the limited construction season;
- Potential for assembling or manufacturing high performance building components (windows, walls, HRVs, heat pumps etc) especially in light of the growing interest in Passive House design (there is currently no companies in Alberta offering Passive House level walls etc.).

### 10.2 Conventional construction

- 

### 10.3 Asphalt

- Potential to build upon the success of the concrete production company in Valleyview that recently expanded
- 

## 11 Petrochemicals

### 11.1 Ethane production

- Significant petroleum resources;
- Provides value-add to existing petroleum producers;
- Provincial funding opportunities - Petrochemicals Diversification Program<sup>22</sup>: \$500 million in royalty credits to the province's petrochemicals industry.

<sup>17</sup> <https://www.alberta.ca/alberta-jobs-plan.aspx>

<sup>18</sup> <https://www.albertacanada.com/files/albertacanada/Competitiveness-report-2011.pdf>

<sup>19</sup> <https://www.albertacanada.com/files/albertacanada/Competitiveness-report-2011.pdf>

<sup>20</sup> <https://www.albertacanada.com/files/albertacanada/Competitiveness-report-2011.pdf>

<sup>21</sup> <https://www.albertacanada.com/files/albertacanada/Competitiveness-report-2011.pdf>

<sup>22</sup> <http://www.energy.alberta.ca/EnergyProcessing/4130.asp>

## IV. Next Steps

As detailed below in the project milestones, the Committee will ‘meet’ via teleconference in late May to discuss the Advisory Committee Terms of reference, this summary document, and to gain an understanding about their role in the Advisory Committee workshops. In early June, the committee will meet twice in a workshop format co-hosted by the Project Team and senior Valleyview staff to develop the contents of the Strategy and to explore and understand opportunities on the ground.

### 1 Project Milestones

- April 11 - Project kick-off; establish advisory committee and stakeholder group
- Monday May 8 – Communication initiation with select parties and the community as a whole
- Friday May 19 – Foundations for Valleyview Economic Development summary submission
- Tuesday, May 30th - Advisory Committee Teleconference
- Wednesday May 31 – Project update provided to stakeholders and community
- June 5th 1-4pm - Advisory Committee Workshop #1
- June 7th 1-4pm – Advisory Committee Workshop #2
- July 1 2017 - Economic Development Strategy: Capture the strategy development process, the results of the analysis, and the proposed implementation steps

The Strategy development, as shown above in the project milestones, is an ambitious initiative to be completed over a 5-month period. The Strategy benefits from the active participation of the community Valleyview by way of the Advisory Committee, stakeholders and select Valleyview staff.

For more information, contact Trevor Ilg at the Town, or Christine Callihoo.

**Trevor Ilg**, Administrative Officer  
780-524-5150  
tilg@valleyview.ca

**Christine Callihoo**, MSc, RPP  
Valleyview Local Economic Development Strategy Project Manager  
778 887 6764  
christine.callihoo@shaw.ca

## Appendix C: Advisory Committee Teleconference summary

# Valleyview Economic Development Strategy

Advisory Committee Teleconference – Monday May 29 2017

## Attendees:

1. **Dustin Morton**, Commercial Horticulture Specialist, Alberta Agriculture & Forestry
2. **Bernie Green**, Small business owner, Appliance Doctor
3. **Kevin Keller**, Economic Development Officer, MD of Greenview
4. **Pat Brothers**, Director of Parks, Recreation & Facilities, Co-Chairperson Valleyview Well-Being Committee
5. **Kamie Currie**, Manager, Northwest Region, Alberta Economic Development & Trade
6. **Trevor Ilg**, Administrative Officer, Town of Valleyview
7. **Kristy Tuts**, Workforce Consultant, Ministry of Labour, Government of Alberta, Program Policy, Evaluation and Collaboration
8. **Craig Dobson**, President, Taylor Warwick Consulting
9. **Jackie Carter**, Tourism Manager, Visitor Information Center (Valleyview and region)

## Modus Project Team

10. Karolina Pol
11. Christine Callihoo
12. JP Raulot-Lapointe

## What stakeholders are missing from the table?

The following areas were identified by Advisory Committee members as gaps in the expertise:

- Local small business
- Valleyview councillors
- Chamber of commerce
- Communication between local small businesses and the Advisory Committee will be of utmost importance

Are members of the Advisory Committee able to work together to address these gaps? This may include making a point of following up with folks in these areas to 'keep them in loop' on the strategy development, secure their feedback, or invite to join the workshops?

Advisory Committee members were asked: From your specific perspective, where do you see the growth areas for Valleyview and the region?

- Kevin
  - Agricultural hubs
  - Alternative financing (micro financing)
  - Establish incubators – using decommissioning infrastructure
  - Recreation centre
- Pat
  - Recreation centre

- Agriculture dealerships or other services related to agriculture
  - Car dealerships
- Jackie
  - Recreation centre ('multiplex')
  - New town office
  - Mixed-use housing – need to ensure there is housing for new residents
    - Look at development sector
- Kamie
  - Tourism (local / business)
  - Retail – from a regional perspective, thinks there is opportunity to keep more retail spending dollars in smaller communities
- Dustin
  - Horticulture (greenhouses, field growing)
  - Local food – small scale agriculture, Farmer's Market, market gardens
  - Aggregating local products from smaller farmers to make them more appealing to the market / large buyers
- Bernie
  - Environmental protection training (e.g. incubator opportunities and training centres)
    - Advantages – highway traffic
    - Barriers – lots of advertising for other economic hubs (e.g. Grand Prairie)
  - Has concerns about new businesses competing with existing businesses
- Kristy
  - Local small business ("shopping local")
  - Tourism
  - Local manufacturing – agri-processing
    - Low Canadian dollar and comfortable weather in summer are advantages
  - Want to focus on local business capacity; ensuring that the community capacity is able to optimize the potential opportunities identified for development
  - Enable local business to grow and thrive from a regional perspective
  - Diversification is important
- Craig
  - Broadband capabilities (regional and local level)
    - If broadband were to be established in Valleyview, it will provide additional funds for economic development
    - Addresses emerging economies
    - Need to recognize that economic development is not a 'zero sum game' – it will work best if communities work together
    - Important to realize that there is not unlimited funding available
    - Capacity building in areas where you already have strengths and utilize the web to support areas where the community does not have strengths

#### Additional comments from the Advisory Committee:

- Look into the opportunity cost of people who work in Valleyview but don't live in Valleyview
- Money is leaving the area (not staying local)
  - o What is the value of this opportunity cost?
  - o How can we address it?
- The importance of collaborating across sectors, levels of gov't, and communities with the region cannot be overstated
- Regional focus is critical (cooperation/partnerships between communities in the area)

#### Consultant team debrief / additions:

- Areas of opportunity include:
  - Housing
    - o Retail recapture (build a community where people can live, work and play)
    - o Senior housing
  - Agriculture
    - o Agriculture processing
  - Creative small business – brand the town with this
    - o Breweries
    - o Agri-tourism

The above Advisory Committee May 29 2017 teleconference harvest will further inform the Foundation document and project baseline. To that end, please ensure that if there is anything further to be added to the above or that you may have considered since the teleconference, please follow up with either person below.

Thank you for your participation in the development of the Valleyview Economic Development Strategy; **see you Monday June 5<sup>th</sup> at 1pm at the Valleyview office!**

Christine Callihoo, MSc, RPP, Valleyview Local  
Economic Development Strategy Project  
Manager  
778 887 6764  
[christine.callihoo@shaw.ca](mailto:christine.callihoo@shaw.ca)

Trevor Ilg, Administrative Officer  
780-524-5150  
[tilg@valleyview.ca](mailto:tilg@valleyview.ca)



## Appendix D: Workshop #1 & 2 summaries

# Valleyview Economic Development Strategy

Workshop #1 SUMMARY – June 5<sup>th</sup> 1-4pm at the Valleyview Town office

## Advisory Committee Members in Attendance:

1. **Bernie Green**, Small business owner, Appliance Doctor
2. **Kevin Keller**, Economic Development Officer, MD of Greenview
3. **Pat Brothers**, Director of Parks, Recreation & Facilities, Co-Chairperson Valleyview Well-Being Committee
4. **Kamie Currie**, Manager, Northwest Region, Alberta Economic Development & Trade
5. **Trevor Ilg**, Administrative Officer, Town of Valleyview
6. **Kristy Tuts**, Workforce Consultant, Ministry of Labour, Government of Alberta, Program Policy, Evaluation and Collaboration
7. **Rod Pepper**, Councillor, Town of Valleyview

## Attending via Teleconference:

8. **Dustin Morton**, Commercial Horticulture Specialist, Alberta Agriculture & Forestry
  9. **Dan Dibbelt**, Executive Director, Peace Region Economic Development Alliance (PREDA)
- Welcomed Guest: **Bonnie Trotter** – resident, Valleyview Wellbeing project coordinator

## Regrets:

10. **Marty Paradine**, Chief Administrative Officer, Town of Valleyview
11. **Craig Dobson**, President, Taylor Warwick Consulting
12. **Jackie Carter**, Tourism Manager, Visitor Information Center (Valleyview and region)
13. **Mark Zanewick**, Senior Policy Analyst, Energy, Markets and Analytics

## Modus Project Team:

Christine Callihoo, Sr. Planner, Project Manager  
JP Raulot-Lapointe, Land Economist  
Peter Whitelaw, Sr. Planner

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## 1.0 Introduction

The goal of the Valleyview Local Economic Development Strategy is to identify viable local opportunities that build on community assets and local opportunities, and strengthen relationships with nearby communities. The Strategy, with the participation and support of the Valleyview community and Council, will:

- 1) Improve the local business environment and increase regional economic collaboration;
- 2) Increase support for local entrepreneurs and local enterprises in the region to grow, optimize and succeed;
- 3) Enhance support for businesses and industries that provide diversification to Valleyview and the region; and
- 4) Increase investment locally and regionally, driving high-value job creation.

The following captures the dialogue from workshop #1 hosted by the Town of Valleyview June 5 2017.

## 2.0 Workshop #1 – Agenda

- 1pm Welcome, introductions and laying the groundwork for the afternoon
- 1:30 Review the Foundation document (highlights), other supporting data and the teleconference summary to gain an understanding about the primary areas of focus
- 2:00 Conduct a SWOT
- 3:45 Collectively harvest the SWOT
- 4pm Reflect on workshop #1 harvest, review primary focus of workshop #2 and conclude

The following is a summary of the dialogue from workshop #1, further augmented by a few emails from the Advisory Committee following workshop #1 to further substantiate a few of the assertions made during the workshop. This summary does not provide the minutes of workshop #1 and instead serves to generally capture the dialogue and the main points to further guide the development of the Strategy.

Upon review, please provide any feedback or revisions to the following at your earliest convenience:

Christine Callihoo, MSc, RPP, Valleyview Local  
Economic Development Strategy Project Manager  
778 887 6764  
[christine.callihoo@shaw.ca](mailto:christine.callihoo@shaw.ca)

Trevor Ilg, Administrative  
Officer 780-524-5150  
[tilg@valleyview.ca](mailto:tilg@valleyview.ca)

## 3.0 SWOT Discussion

### 3.1 Strengths

The first list of strengths were provided to the Advisory Committee at the outset based upon the May 29 2017 Advisory Committee teleconference, the market research and the data provided by the Town of Valleyview and the MD of Greenview:

- Diversity
- Regional centre
- Strong community
- Walkable traditional town
- Transportation access
- Natural beauty
- Green space and recreation
- Schools, hospitals, recreation
- Good climate (comfortable / lacks extremes; good for agriculture)
- Strong links with the MD Greenview
- Younger population

The following list of strengths were provided at the workshop by the Advisory Committee during workshop #1:

- Affordable living
- Inexpensive industrial land
- Sturgeon Lake Cree First Nation
  - Council and MD have endeavoured to engage with the Sturgeon Lake First Nation with an interest to establish how the two communities can establish and develop a working relationship. Difficulty connecting may be due to everyone being so busy and trying to find a time that works for everyone (ie. Town, MD, Nation). There is interest to continue to work towards establishing a working relationship
- Post-secondary opportunities – especially training to support the economic development strategy outcomes
- Optimism / resilient – used to have regional provincial buildings, large oil companies operating in Valleyview. When the agencies and businesses left, it really hurt the community economy
  - There is still a real sense of hope within the community
- Pioneer history – new community
  - Last piece of the wild west
  - First oil field north of highway 16
  - Celebrating 60 years of incorporation this year
- Only commercial point between Whitecourt, Grande Prairie and Peace River
  - For a town of 1,800 its attraction area is much bigger
- High number traffic counts on Hwy (48,000)
- Childcare services and day homes
  - Note that there are issues with legislation as to how daycares are licensed and therefore limits available number of spaces of daycare
  - One public daycare and one private
  - Both public and catholic school boards have full-day kindergarten.

- Pre-school is also provided in town
- Service clubs: Quite a few in town – but the membership is aging so there are fewer members
- Employment is keeping young families in town
- History of tournaments – build on this
- Recreation Centre in town providing several opportunities
  - Number of programs that engage younger kids and for families
  - Could have more programs for youth – over 15
    - Potential for youth / single parent employment at the Recreation Centre
  - There are very active youth groups in the churches
  - Sturgeon Lake Bible Camp is becoming popular
- Valleyview has the only functioning airport in Greenview Municipal District
  - Part of highway development strategy – could move the airport
  - Oil companies and private users are the main users of airport
- Proximity to three different fishing lakes
- Valleyview built affordable housing throughout the town to avoid a ‘ghetto’ on top of the hill where a lot of low income housing was clustering
- Hospital – sufficient number of doctors in town
- Law enforcement - sufficient number of police in town
- In general, the essential services in town are deemed to be sufficient
- Services for 12 – 21 years old are lacking
- Some services that come from elsewhere can be lacking (ie. mental health)
- Parent link centre is new and very popular

## 3.2 Opportunities

The first list of opportunities were provided to the Advisory Committee at the outset based upon the May 29 2017 Advisory Committee teleconference, the market research and the data provided by the Town of Valleyview and the MD of Greenview:

- Interest in regional fibre-optic
- Provincial grants for renewable energy
- Federal government grants for infrastructure
- Renewable energy support / growth
- 3D printing and related technology
- Plan for highway expansion (long term)
- Travelling public numbers - high traffic counts

The following list of opportunities were provided at the workshop by the Advisory Committee during workshop #1:

- Broadband
  - Home based businesses
  - Call centres
  - Olds is a great example of how much it benefited a small town to get broadband
  - Attract businesses
  - Council has directed senior staff to investigate the potential for broadband

- PREDA has been a partner in a broadband survey in northern Alberta – Kevin Keller has further information/study
- Valleyview and Fox Creek are ‘sitting’ on a good geothermal formation
- Local agricultural processing – micro opportunity – canola oil
  - Grande Prairie and Edmonton would be natural markets for local products
  - Buying group – co-operative – agri-hub
- Interest in artisanal products – breweries
- greenhouse and small-scale vegetable crops
- Transportation may provide opportunity (ie. distribution – trucks unload and reload here to all points north and/or south)

### 3.3 Weaknesses

The first list of weaknesses were provided to the Advisory Committee at the outset based upon the May 29 2017 Advisory Committee teleconference, the market research and the data provided by the Town of Valleyview and the MD of Greenview:

- Retail leakage of 40-60% to Grande Prairie
- Regional reliance on the oil & gas sectors in light of the ‘boom and bust’ economic cycles
- Unattractive main street
- Weak presence on the highway
- Inequality

The following list of weaknesses were provided at the workshop by the Advisory Committee during workshop #1:

- Inequity including:
  - between seniors and youth / young
  - Where resources be invested - there are not that many seniors in town but the community is spending a lot on senior services instead of focusing on the larger population and need of children, youth and families
- Poor communication with the First Nations population – would like to have a better working relationship
- Homeless people in town – lack of supportive services
- Creative community support – arts & culture community
  - Valleyview has an amazing theatre and creative culture – people come from Peace River for shows
- Lack local advertising channel
  - Newspaper doesn’t have sufficient reach to best serve the local small businesses
- Lack of railway access for transporting goods and services
- Perceived weak Chamber of Commerce – some Advisory Committee members would like to see a greater role played by the Chamber of Commerce in local business development

### 3.4 Threats

The first list of threats was provided to the Advisory Committee at the outset based upon the May 29 2017 Advisory Committee teleconference, the market research and the data provided by the Town of Valleyview and the MD of Greenview:

- Regional competition
- Climate policy – could be an economic threat to the oil & gas industry
- Aging population
- Global uncertainty
- Shift to ‘precarious’ work (ie. lack of full time employment, more than one part time job, lack of benefits, seasonal employment, etc)

The following list of threats were provided at the workshop by the Advisory Committee during workshop #1:

- Government centralization – used to have more provincial employees in the provincial building in town
  - Committee members would like to see the Province maintain departments / agencies in the smaller towns
- Smaller farms in the area are being aggregated in larger farms. Owners of agricultural land may not all live in Valleyview
  - The purchase of the supportive inputs (fertilizer, etc.) is being done elsewhere vs investing in the local economy
  - Seed cleaning plant is closed – new plant opened in another town nearby
  - Fertilizer plant is closed
  - Do not have a biocide dealer anymore
- Grocery stores are reported to be non-competitive – Advisory Committee members believe that grocery prices too high which provides the perception that all stores in Valleyview are too high thus driving away business; people assume all local businesses are not competitive with Grande Prairie thus contributing to the retail leakage

## 4.1 Primary Option Areas of Focus

Based upon the research to date, the guidance provided by both the Advisory Committee and stakeholder members, and industry-specific interviews, the following four general areas of economic development focus have come to the fore.

### 4.1 Tourism

Looking to get people off the highway and into visiting the town by drawing in their interest via economically viable local investments potentially including:

- Renewable energy
- Brewery / micro-brewery
- Agri-tourism

The above can compliment one another or can be approached separately depending upon the market and interest of the investor. For example, agriculture can provide the raw materials required for the micro-brewery, using renewable energy to power the production requirements for the micro-brewery, with the end product drawing in folks in the region to enjoy the final product – beer brewed locally with local raw materials (or commercial greenhouse supported by renewable energy to provide locally produced food to the region).

#### 4.1.1 Arts and Culture

- Dinner theatre – (example from another small town)



#### 4.1.2 Agricultural Society

- Farmers market – every Thursday in the summer
- Rodeo
- Horseshow
- Off-road sales

#### 4.1.3 Recreation Plan – currently underway by the MD

- Working on a tourism strategy ([www.expandyourvision.ca](http://www.expandyourvision.ca))
- Valleyview could use the recreation centre as a draw
  - Tournaments
    - Availability of hotel rooms in the winter may be challenge due to the oil industry demand
  - Curling club has some successful bonspiels that attract people/investment

#### 4.1.4 Visitor Information Centre

- Could more be done to attract people into town?
- 35,000 visitors to the Centre a few years ago – now it's down
  - Have tried with a spinning wheel to give deals for travellers to go into town – apparently didn't work that well
- History of Valleyview could be more present in the Visitor Centre
- Visitor brochures could be more information / have better organization
  - Brochures could also be a great channel for local marketing with a map that details the local businesses, activities, food products, events, etc
  - Suggestion that a capacity building grant could be used for creating a new brochure that could provide marketing<sup>1</sup>

### 4.2 Retail

- Artisanal
- Brewery
- Convenience goods
  - Grocery
  - Health/medical services
  - Personal services

### 4.3 Renewable Energy

#### 4.3.1 Provincial Programs

- Alberta Climate Leadership Plan
- Renewable Electricity Program
- Micro-Generation Regulation

#### 4.3.2 Solar

- Cost of power in Alberta varies
- Small and large solar projects are already or are close to being cost competitive

---

<sup>1</sup> ARDN and MHC are launching a Business Retention and Expansion (BRE) project:  
<http://www.ardn.ca/ardn-initiatives/business-retention-expansion/>

- Utility scale projects are more likely to move to southern Alberta – though possible in Valleyview
- Smaller projects would be well suited to Valleyview – especially if they support local businesses that require the power

#### 4.3.3 Wind

- Less expensive than new coal, hydro, nuclear
- Most of Alberta's investment in renewables is anticipated to be invested in wind
- Large scale wind projects are likely viable in the Valleyview area
  - Need to confirm wind speeds
- A project similar to the Peace Energy Co-op in Dawson Creek (originally community based)

#### 4.3.4 Bio Energy – Cogeneration

- Combined heat and power
- Need a local business that can benefit from the captured heat (ie. commercial greenhouse)
- Requires reliable access to biofuels

#### 4.3.4 Integrated Resource Recovery

- Maximize the recovery of value from waste resources
- Potential to generate power from industrial or human processes including:
  - Heat from community buildings
  - Heat from raw sewage
  - Heat from treated effluent
  - Biogas production from anaerobic digestions to produce natural gas, heat or electricity
  - Energy from the combustion of biosolids
  - Energy recovery from water infrastructure

Note:

- St. Izadore, Northern Sunrise County - solar panels on the new firehall (80). Achieved cost recovery in 4 months.
- Whitecourt growing willows for biofuel. Forestry in this region not a great source for biofuel.

### 4.4 Agriculture

- Greenhouse
  - Potential case study: a greenhouse currently being built in Leduc - cannabis
  - Could be powered by geothermal
- Industrial hemp / cannabis
- Agri-hub – integration
  - Potential to use the proposed decommissioned schools for an agricultural hub
- Agriculture processing
  - Industrial hemp
    - Lots of products that come from hemp; some of these products may be manufactured within the region
- Buying groups / cooperatives
- Experiential tourism – ie. people helping to milk a cow; groom horses, care for chickens, etc
- Support for farmers
  - Fertilizer and biocide focused product provision and other locally viable agricultural services

## 4.5 Other

- Distribution centre
  - Grimshaw off-load goods and then change trucks and go in a different direction
- Shell – has a truck stop
- Esso has considered redeveloping with a hotel / Boston Pizza
- Recycling plant
  - Recycling
  - Composting
  - Reusing/repurposing plastics / tires / clothes
    - Could be a good fit for Valleyview
- Pet industry
  - Pet food production / manufacturing
    - Potential case study - Champion Foods in the County of Parkland
- Streamline development process for new businesses
  - For desired economic development that reflects the community's priorities could be 'fast tracked' through the approval process to encourage local investment

## 5.0 Conclusion

The above summary has brought to the fore the following areas of economic development potential.

- Agriculture
  - Hubs: A collection of agriculturally focused businesses that come together for greater purchasing power for inputs and marketing and shipping purposes
  - Local product development and sales
  - Commercial Greenhouse
- Renewable energy
  - Geothermal
- Retail
- Tourism
- Fibre optic broadband

Workshop #2 will provide the opportunity to further articulate the primary areas. Once the community of Valleyview, and/or a champion in Valleyview, is prepared to proceed with any of the areas of focus provided, further detailed market and financial analysis is encouraged.

Please note that the detailed market and financial analysis is beyond the scope of the Strategy; the Strategy serves the essential role of isolating market options that the research and guidance has shown to potentially 'hold water' (are economically viable).

Concluding question from a member of the Advisory Committee: How does this report help move these ideas closer to reality? Great question!

Discussion and action plan development will occur with the Advisory Committee as the champions, supported by Valleyview senior staff, Council and the stakeholder group, at workshop #2 June 7 2017; see you there!

# Valleyview Economic Development Strategy

Workshop #2 SUMMARY – June 7<sup>th</sup> 1-4pm at the Valleyview Town office

## Advisory Committee Members in Attendance:

1. **Bernie Green**, Small business owner, Appliance Doctor
2. **Kevin Keller**, Economic Development Officer, MD of Greenview
3. **Pat Brothers**, Director of Parks, Recreation & Facilities, Co-Chairperson Valleyview Well-Being Committee
4. **Trevor Ilg**, Administrative Officer, Town of Valleyview
5. **Kristy Tuts**, Workforce Consultant, Ministry of Labour, Government of Alberta, Program Policy, Evaluation and Collaboration
6. **Rod Pepper**, Councillor, Town of Valleyview
7. **Bonnie Trotter** – resident, Valleyview Wellbeing project coordinator
8. Welcomed Guests:  
**Beverly (guest of Kristy Tuts)**  
**Lisa Hannaford**, Director, Family and Community Support Services, Valleyview

## Regrets:

9. **Marty Paradine**, Chief Administrative Officer, Town of Valleyview
10. **Craig Dobson**, President, Taylor Warwick Consulting
11. **Jackie Carter**, Tourism Manager, Visitor Information Center (Valleyview and region)
12. **Mark Zanewick**, Senior Policy Analyst, Energy, Markets and Analytics
13. **Kamie Currie**, Manager, Northwest Region, Alberta Economic Development & Trade

## Modus Project Team:

Christine Callihoo, Sr. Planner, Project Manager  
JP Raulot-Lapointe, Land Economist  
Peter Whitelaw, Sr. Planner

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## 1.0 Introduction

The goal of the Valleyview Local Economic Development Strategy is to identify viable local opportunities that build on community assets and local opportunities, and strengthen relationships with nearby communities. The Strategy, with the participation and support of the Valleyview community and Council, will:

- 1) Improve the local business environment and increase regional economic collaboration;
- 2) Increase support for local entrepreneurs and local enterprises in the region to grow, optimize and succeed;
- 3) Enhance support for businesses and industries that provide diversification to Valleyview and the region; and
- 4) Increase investment locally and regionally, driving high-value job creation.

The following captures the dialogue from workshop #2 hosted by the Town of Valleyview June 7 2017.

## 2.0 Workshop #2 – Agenda

- 1pm Welcome, introductions and laying the groundwork for the afternoon
- 1:15 Review the Workshop #1 Summary document (highlights)
- 1:20 Detail the revised agenda to reflect the work that was completed in workshop #1: highlight the four primary areas of focus
- 1:30 Articulate 1<sup>st</sup> primary area of focus based on the work to date (support retail in Valleyview) in an action plan
- 2:30 Break
- 2:40 Define the term ‘agri-tourism’ with the Advisory Committee to gain a shared understanding
- 2:50 Articulate 2<sup>nd</sup> primary area of focus based on the work to date in an action plan
- 4pm Reflect on workshop #2, discuss next steps and conclude

The following is a summary of the dialogue from workshop #2. **This summary does not provide the minutes of workshop #2 and instead serves to generally capture the dialogue and the main points to further guide the development of the Strategy.**

Upon review, please provide any feedback or revisions to the following at your earliest convenience:

**Christine Callihoo**, MSc, RPP, Valleyview Local  
Economic Development Strategy Project Manager  
778 887 6764  
christine.callihoo@shaw.ca

**Trevor Ilg**, Administrative Officer  
780-524-5150  
tilg@valleyview.ca

### 3.0 Four Interrelated Primary Areas of Focus

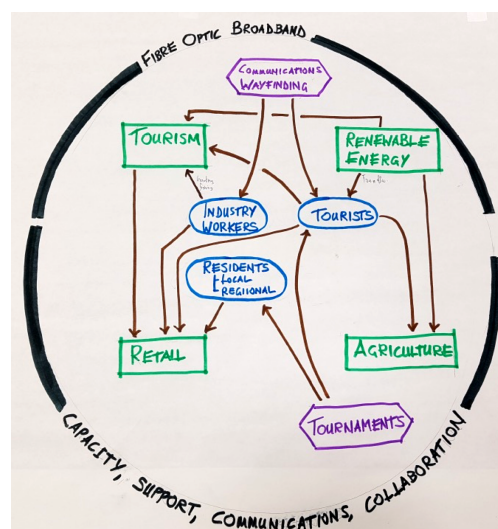
As detailed in the workshop #1 summary (June 5 2017), the Valleyview Economic Development Strategy process to date has brought to the fore the following four primary areas of market focus for inclusion in the Strategy:

- **Retail**
  - Supporting the retail sector in Valleyview and area
- **Agriculture**
  - Agri-tourism (including agri-hubs: a collection of agriculturally focused businesses that come together to support, for example, greater purchasing power for inputs and marketing and shipping purposes)
  - Local product development and sales
  - Commercial greenhouse
- **Renewable energy**
  - With a specific focus upon geothermal but may also include other renewable sources
- **Tourism**

There is, of course, significant diversity within the four general areas listed above as well as significant opportunity to integrate each to other and as a group to optimize potential market opportunities (as illustrated in the action plan sections below). The above serve as general market areas for further exploration and action planning as follows.

In addition, **fibre optic broadband** is recognized as an important factor in enabling Valleyview and area to optimize opportunities.

Drawing on the results of workshop #1 and discussions leading up to workshop #2, the image below illustrates the four primary areas of focus, and highlights their interrelationships as well as supporting or enabling strategies, which include fibre optic broadband.



These supporting/enabling strategies are all vital components to the realization of the Strategy and include:

- ✓ **Technology** (ie. fibre optic broadband) is required to support the efforts of the community of Valleyview including home and small businesses accessing outside markets, attracting supporting markets, etc. by enabling greater access to markets. (It is recognized that this also improves access of locals to competing regional, national, and international suppliers: it is a double-edged sword).
- ✓ **Capacity** (ie. skills, expertise, mandate, time, etc) is required to enable members of the community to champion and support an initiative.
- ✓ **Support** includes the local consumers choosing to support Valleyview and area businesses, and actively engaging in expanding economic development success by providing feedback as to what works and what could be improved, etc.
- ✓ **Communications** / marketing including local and regional media, social media, signage on the highway and in town providing wayfinding (direction) to the primary markets, and word of mouth.
- ✓ **Collaboration** in the business / economic development area is vital to success: it involves networking supporting, sharing, and mentoring which together increase business resiliency over the long term.

These components are most effective in combination: investment in all of them is important.

***We all have a role to play in the success and resiliency of Valleyview and area's economic prosperity***

## 4.0 Action Planning

In workshop #1, the Advisory Committee had provided significant guidance to the project team in addition to the research and interviews, enabling the isolation of the four primary areas of market focus more efficiently than planned. In addition to the efficient progress made during workshop #1, members of the Advisory Committee had asked at the conclusion of workshop #1 questions focused around how the community would move forward with the Strategy upon completion; more specifically what the steps were to realize the Strategy.

Following workshop #1, the project team discussed how best to address this request. As a result, the workshop #2 agenda was revised to allow for a 'deep dive' into working with the Advisory Committee to develop preliminary action plans for "low-hanging fruit". The project team secured permission from the Advisory Committee at the outset of workshop #2 to initiate an action planning process involving four elements:

- create distinct steps
- identify champions (ownership)
- identify supports required for the required actions to be completed, and
- estimate the timeline for each step detailed.

Members of the Advisory Committee, upon completing the action plans below, suggested that there is a requirement to identify primary champions for each Action Plan Process; members of the community who are particularly invested in ensuring that each step detailed by the Advisory Committee are carried



through in partnership with the champions listed for each action – **the ultimate champions**. To that end, the ultimate champions are also listed.

The following provides the results of the action plan output for two opportunities selected. The opportunities were:

- **Support Retail in Valleyview:** selected as an important but relatively simple initiative to explore action planning together.
- **Maximize Dollar Value of Agri-tourism in Valleyview:** selected as a more complex initiative that we could use to explore the potential to link opportunities in agriculture, tourism, retail, and possibly renewable energy.

## 4.1 Action Item #1: Improve signage

The **ultimate champions** for Action Item #1: Improve signage are:

- **Bernie Green**, small business owner, Appliance Doctor
- **Bonnie Trotter**, Valleyview Wellbeing project coordinator

Two big steps were identified and subsequently explored to support retail (note: there would be other steps included in the Strategy as these were not explored in the session due to time constraints).

**BIG STEP: Improve Signage** - Within the Town proper and strategically along the highway

### Supporting Steps: Improve Signage

Supporting Steps	Champions	Timeline	Supports
<ul style="list-style-type: none"> <li>• <b>Initiate the process of improving signage</b></li> </ul>	Bernie Green, Bonnie Trotter	TBD	<ul style="list-style-type: none"> <li>• Active guidance from Advisory Committee</li> <li>• Relevant sources of funding               <ul style="list-style-type: none"> <li>○ Kevin Keller may have resources and ideas for funding options</li> </ul> </li> <li>• Volunteer groups</li> <li>• Advocacy</li> <li>• Coordination between different levels of government</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Identify who needs to be involved</b> <ul style="list-style-type: none"> <li>○ Private land owners</li> <li>○ Ministry of Transportation</li> <li>○ Town of Valleyview</li> <li>○ Chamber of Commerce</li> <li>○ Municipal District</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Alberta Transportation</li> <li>• Chamber of Commerce – President and/or Manager               <ul style="list-style-type: none"> <li>○ Hire a manager</li> <li>○ Revitalize the Chamber of Commerce - show leadership and gain support of its membership</li> </ul> </li> </ul>	3 -6 months	
<ul style="list-style-type: none"> <li>• <b>Improve communications and consultation</b> <ul style="list-style-type: none"> <li>○ Initiate dialogue with Alberta Transportation: (communication with Province may prove to be arduous)</li> <li>○ Initiate contact with all the groups that need to be involved</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chamber of Commerce</li> </ul>	3 – 6 months	
<ul style="list-style-type: none"> <li>• <b>Identify Regulations</b> <ul style="list-style-type: none"> <li>○ By-law for condition and size of sign</li> <li>○ Municipal Plan introduced some guidelines for signage along 50<sup>th</sup> vs. signage along the Highway</li> </ul> </li> </ul>	Trevor Ilg, Administrative Officer, Town of Valleyview	1 – 2 months	

<ul style="list-style-type: none"> <li>○ Need for more communication between by-law and the businesses in town. Businesses would benefit from professional consultants to know what signage would be best.</li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Secure Support of Council</b></li> </ul>	Rod Pepper, Councillor, Town of Valleyview	1 – 2 months	

## BIG STEP #2: Improving Communication and Consultation

### Supporting Steps: Improving Communication and Consultation

Supporting Steps	Champions	Timeline	Supports
<ul style="list-style-type: none"> <li>• Local radio and internet - need to improve the online presence in the community</li> </ul>			<ul style="list-style-type: none"> <li>• Municipal District of Greenview maintains a communication plan – there may be linkages and leverage points in the MD Communications Plan of interest to a Valleyview retail communications and marketing initiative; review and strategically borrow to support local businesses / events.</li> </ul>
<ul style="list-style-type: none"> <li>• Identify who needs to be involved               <ul style="list-style-type: none"> <li>○ Town of Valleyview</li> <li>○ Chamber of Commerce</li> <li>○ Municipal District</li> <li>○ Mel _____? Chair of the Valleyview and Wellbeing Coalition</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		<ul style="list-style-type: none"> <li>• the Valleyview and Wellbeing Coalition; the Coalition is able to be supportive. There are a number of non-profits involved with the coalition</li> </ul>
<ul style="list-style-type: none"> <li>• Secure support of council – Consultation and Communication               <ul style="list-style-type: none"> <li>○ Ensuring effective communication with businesses and Council to ensure by-laws and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		

other regulations do not unduly impact business initiation and growth			
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### Other considerations

- Location
  - Where should the signs be located
  - Who owns the properties
  - What approvals are required
- Communication / Design
  - Competition?
  - Hire a design firm
  - Specify what the sign says
  - What is the sign made out of
- Production
  - Who builds the sign

## 4.2 Action Item #2: Maximize Dollar Value of Agri-tourism in Valleyview

*Note: below is not a complete action plan - there will be other steps included in the Strategy as these were not explored in the session due to time constraints.*

What does agri-tourism mean to the group? Tourism that is focused on agriculture: animals, what has been grown, the products that have been produced from local farms. Build on agri-tourism, which can connect renewable energy, tourism, and retail.

The **ultimate champions** for Action Item #2: Maximize the dollar value of agri-tourism in Valleyview by building upon what is already working are:

- **Agricultural Society**
- **Kevin Keller**, Economic Development Officer, MD of Greenview

**BIG STEP #1: Build on What is Already Working**  
**Supporting Steps: Build on What is Already Working**

Supporting Steps	Champions	Timeline	Supports
<ul style="list-style-type: none"> <li>• <b>Conduct an inventory</b> (note: the Province is currently conducting a similar type of study in southern AB) <ul style="list-style-type: none"> <li>○ Identify all that is already happening in the market realm of agri-tourism in the Valleyview area – Create and understanding as to why what is working is working</li> <li>○ Inventory of the types of renewable energy that have the greatest potential in the area and what will work best for the community / business being considered</li> <li>○ Identify potential agricultural and tourism opportunities</li> <li>○ Identifying viable opportunities / markets / gaps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural Society</li> <li>• Farmers Market <ul style="list-style-type: none"> <li>▪ Messaging at Farmers Markets</li> </ul> </li> <li>• Kevin Keller, Economic Development Officer, MD of Greenview <ul style="list-style-type: none"> <li>▪ External and internal funding opportunities</li> </ul> </li> <li>• Town Council <ul style="list-style-type: none"> <li>▪ Creating supportive and strategic partnerships</li> </ul> </li> </ul>	3 - 4 months to initiate	<ul style="list-style-type: none"> <li>○ Funding and expertise <ul style="list-style-type: none"> <li>▪ Including capacity to augment current staff at the Town and MD level as required to maximize dollar value of agri-tourism in Valleyview</li> </ul> </li> <li>○ Targeting messaging and communication</li> <li>○ Town Council and MD</li> <li>○ Creating and supporting strategic partnerships <ul style="list-style-type: none"> <li>▪ Hosting a ‘Town Hall’ to showcase the results of the Strategy, to gain a greater understanding about what is currently working in the area and where the improvements can be made</li> <li>▪ Hosting speakers who are able to speak directly to the desired economic development opportunities – learning from the relevant experts</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Develop targeted messaging and communications</li> </ul>	<ul style="list-style-type: none"> <li>• Framer’s Market Society</li> </ul>	3 – 4 months to initiate	
<ul style="list-style-type: none"> <li>• Involve experienced visionaries for business concepts</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		

<ul style="list-style-type: none"> <li>• Identify local investors <ul style="list-style-type: none"> <li>○ Could be money or land</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>○ Ensure effective collaboration amongst all relevant parties <ul style="list-style-type: none"> <li>○ Different levels of government</li> <li>○ Local businesses</li> <li>○ Sturgeon Lake Cree First Nation</li> </ul> </li> </ul>			

### Other Considerations

- Business idea
  - Broad range of possibilities based on the assets in Valleyview
- Feasibility studies
  - Confirm potential of business concept
  - Review best source of renewable energy
  - Others
- Communication with Governments
  - What approvals are required at the local level?
  - What funding opportunities are available?
  - Partnership programs
- Land ownership
  - Does the idea require land?
  - Are there lands available for lease that would support the concept?
- Investment
  - What level of investment will be required?
  - Are there local members of the community that will invest?
  - Where could the business operator go for a loan?
  - Any supports that the local government could provide?
- Community Support
  - Opportunity to find synergies with other existing community groups or businesses
- Marketing
  - Communication strategy within the community and primary trade area
  - Strategy to reach people outside of the primary trade area

- Concept refinement
  - The business concept will often change through the planning process
  - Are new partnerships required?
- Development
  - Construction of business
- Monitoring and evaluation
  - Reviewing opportunities for local and regional partnerships
  - Correcting and refining the business

## 5.0 Conclusion

The above two economic development primary action items reflect the work that was completed by the Advisory Committee at workshop #2 June 7<sup>th</sup>, **with additional big steps and supporting steps to be further detailed in the Strategy** to reflect the work of the Advisory Committee, the research to date and the interviews throughout the project.

The draft Strategy will be provided to the Advisory Committee and stakeholders for review and feedback prior to finalizing and presenting to Council.

**Please provide your feedback of this workshop #2 summary by June 16 2017 in order for the project team to incorporate your feedback and complete the draft Valleyview Economic Development Strategy by the end of June 2017 for presentation to Council.**

Thank you for your welcomed participation and guidance!

## Appendix E: Resources & Contacts List



## Resources

The following list compliments the resources cited throughout the Strategy as additional potential tools, leverage points, and supports for realizing the Strategy. There are numerous resources to support the desired and supported economic development initiatives captured in the Strategy. Often the challenge is locating the appropriate resources in a timely manner; this resources list endeavours to provide a number of first steps in the research of potential economic development opportunities.

## Supporting Initiatives

- **Alberta Rural Development Network (ARDN), Business Retention and Expansion (BRE) project:**  
<http://www.ardn.ca/ardn-initiatives/business-retention-expansion/>

## Agriculture Processing

- **Agri-value Processing Business Incubator (APBI):**  
[http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/fpdc10937](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/fpdc10937)
- **Connecting Alberta's food products from idea to market** - connecting foodservice operators and retailers with Alberta's food producers and processors:  
[http://www1.agric.gov.ab.ca/\\$Department/deptdocs.nsf/all/agp13532/\\$FILE/MDTpromo\\_Jan2015.pdf](http://www1.agric.gov.ab.ca/$Department/deptdocs.nsf/all/agp13532/$FILE/MDTpromo_Jan2015.pdf)
- **Food Processing Development Centre:**  
[http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/fpdc5012](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/fpdc5012)
- **Internet Resources for Agri-Processors:**  
[http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/agp8109](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/agp8109)
- **Opportunity Alberta:** <http://www.albertacanada.com/business/industries/agrifood-resources-and-links.aspx>
- **Next Agricultural Policy Framework and Programs:**  
<http://www.growingforward.alberta.ca/Programs/index.htm>

## Renewable Energy

- **Negotiating Renewable Energy Leases:**  
[http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/agdex16246/\\$file/817-15.pdf?OpenElement](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/agdex16246/$file/817-15.pdf?OpenElement)

## Alberta Jobs Plan

Programs and services developed to support infrastructure investment, economic diversification and business growth for businesses and communities, developed as part of the Alberta Jobs Plan:

- **Alberta Enterprise Corporation (AEC) venture capital:** <http://www.alberta.ca/jobs-plan-diversifying-economy.aspx#toc-4>

- **Alberta Export Expansion Package:** <https://www.alberta.ca/jobs-plan-investment-diversification.aspx#toc-4>
- **Alberta Innovates small business vouchers:** <http://www.alberta.ca/jobs-plan-supporting-businesses.aspx#toc-3>
- **Alberta Investor Tax Credit (AITC):** <https://www.alberta.ca/alberta-investor-tax-credit.aspx>
- **ATB Financial small business loans:** <http://www.alberta.ca/jobs-plan-supporting-businesses.aspx#toc-1>
- **Canada Alberta Jobs Grant (CAJG):** <http://www.albertacanada.com/opportunity/employers/jobgrant.aspx>
- **Capital Investment Tax Credit (CITC):** <https://www.alberta.ca/capital-investment-tax-credit.aspx>
- **Export Readiness Micro-Voucher Program:** <http://innotechalberta.ca/Fund/CommercializationServices/ExportReadinessMicro-VoucherProgram.aspx>
- **Self-Employment Training Program:** <http://work.alberta.ca/skills/self-employment-training.html>
- **Small business incubators:** <https://www.alberta.ca/jobs-plan-supporting-businesses.aspx#p3314s3>
- **Summer Temporary Employment Program (STEP):** <http://www.albertacanada.com/opportunity/employers/summer-temporary-employment-program.aspx>

## Conferences

The following conferences are focused upon 2017 with the understanding that the conferences are typically annual events.

- **2017 Canadian Inland Ports Conference:** [www.vanhorneinstitute.com/event](http://www.vanhorneinstitute.com/event)
- **Business Retention and Expansion conference:** [www.brei.org/2017-annual-conference-agenda.html](http://www.brei.org/2017-annual-conference-agenda.html)
- **EconoUs2017 - The Canadian Community Economic Development Conference:** <http://econous.ca>
- **International Aboriginal Tourism Conference:** <https://aboriginalcanada.ca/corporate/2017-international-aboriginal-tourism-conference>
- **Pacific Northwest Economic Region:** [www.pnwer.org/2017summit.html](http://www.pnwer.org/2017summit.html)
- **Rural Alberta Innovation and Learning Commons** - RAIL Commons is a 3-day learning commons focused on rural economic and community development: [www.rail-commons.ca](http://www.rail-commons.ca)
- **Travel Alberta – Industry Conference:** [industry.travelalberta.com/events](http://industry.travelalberta.com/events)

## Statistics & Economic Updates

- **Alberta Economic Dashboard:** <http://economicdashboard.alberta.ca/>
- **Alberta Economic Development and Trade:** <http://economic.alberta.ca>
- **Alberta Regional Dashboard:** <http://regionaldashboard.alberta.ca/#/>
- **Business Link:** upcoming activities, training, and events targeted at entrepreneurs and small business owners: <http://businesslink.ca/what-we-do/training-and-webinars>
- **Business Link's Connector e-newsletter:** <http://www.businesslink.ca/newsletter>
- **Community and Economic Development Web Portal:**  
<http://www.communityeconomicdevelopment.alberta.ca/>
- **Small Business Alberta:** [www.smallbusiness.alberta.ca](http://www.smallbusiness.alberta.ca)
- **Weekly - Economic Review:** <http://www.finance.alberta.ca/aboutalberta/>
- **Weekly - Alberta Economy - Indicators at a Glance:**  
<http://www.finance.alberta.ca/aboutalberta/>

## Appendix F: Principles for Good Governance and Effective Communication

### Principles of Good Governance

Governance is how society, or groups within it, make decisions together, and includes: roles, relationships, resources, responsibilities, and processes. Governance determines who has power, who makes decisions, how other players make their voice heard and how accountability is rendered. Ultimately, the application of good governance serves to realize organizational and community goals.

Principles for good governance may be useful to help inform renewal or revitalization of the leadership and coordination of economic development in Valleyview, because they clarify the elements that make an organization effective when coordinated effort is needed. The United Nations Development Program (UNDP) outlines five principles of good governance,<sup>61</sup> which often overlap or conflict at certain points.<sup>62</sup> They are:

#### Principle 1: Legitimacy and Voice

**Participation** – all relevant parties should have a voice in decision-making, built on freedom of association, freedom of speech, and the capacity to participate constructively.

**Consensus orientation** – different interests and perspectives are welcomed and effectively facilitated to reach a broad consensus on what is in the best interest of the group.

#### Principle 2: Direction

**Strategic vision** – leaders and the public have a broad and long-term vision of what is needed that takes into account the historical, cultural and social context for action.

#### Principle 3: Performance

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<sup>61</sup> Principles for Good Governance in the 21st Century, Policy Brief No.15. Ottawa, Canada: Institute On Governance as based on United Nations Development Program “Governance and Sustainable Human Development” (1997), [www.mirror.undp.org/magnet/policy](http://www.mirror.undp.org/magnet/policy).

<sup>62</sup> <http://iog.ca/>

**Responsiveness** – institutions and processes try to serve all stakeholders.

**Effectiveness and efficiency** – meet needs while making the best use of resources.

#### **Principle 4: Accountability**

**Accountability** – decision-makers are accountable to their members and the community for the decisions they make

**Transparency** – there is a free flow of information about processes, decisions, action and progress.

#### **Principle 5: Fairness**

**Equity** – everyone has opportunities to improve or maintain their well- being.

### **Principles for Effective Communication**

Good communication is an important element of good governance. It includes:

- Establishing communication protocols/procedures between the various parties working in collaboration on any of the economic development opportunities in the Strategy including:
  - establishing the when to communicate and how often to ensure all parties remain informed and confident in making required decisions
  - who to communicate with including strategic markets / consumer groups, supporting agencies and industries, etc.
  - how to communicate
- Establishing the required communication steps to be followed when decisions are required to be made including:
  - Who needs to be contacted and when?
  - What needs to be communicated with in order to ensure fulsome decision making?
  - Who is the lead in the communication process for decision making?
  - What the process is if a census or vote does not provide clear next steps?

- Establishing how and whom is to conduct outreach with media to ensure ongoing, clear and factual information is made available at economically strategic points