



*"The Power of the Future is Here Today"*

# BUSINESS PLAN

## 2009 - 2011



## TABLE OF CONTENTS

<b>1. Table of Contents.....</b>	<b>2</b>
<b>2. Executive Summary.....</b>	<b>3</b>
<b>3. Economic Development Initiatives for the PEPS Region.....</b>	<b>4</b>
Introduction.....	4
The PEPS Region.....	5
<b>4. PEPS' Vision, Mission, and Values.....</b>	<b>5</b>
Vision.....	5
Mission.....	5
Values.....	5
<b>5. Core Businesses.....</b>	<b>6</b>
Investment Attraction.....	6
Marketing and Promoting the Region.....	7
Economic Diversification and Opportunity Identification.....	8
<b>Wireless Broadband Internet Development.....</b>	<b>9</b>
<b>6. Performance Measures.....</b>	<b>10</b>
Action Plan.....	10
Accountability.....	10
<b>7. Governance.....</b>	<b>11</b>
Corporate Structure.....	11
Board of Directors.....	11
Administrative Staff.....	11
External Stakeholders.....	12
<b>8. Resource Requirements.....</b>	<b>13</b>
Financial Resources.....	13
Human Resources.....	13
Operational Compliance.....	13
<b>Appendix 1 – Action Plan.....</b>	<b>13</b>
<b>Appendix 2 – PEPS Budget.....</b>	<b>14</b>
<b>Appendix 3 – PEPS Organizational Chart.....</b>	<b>14</b>
<b>Appendix 4 - PEPS Staff.....</b>	<b>15</b>

## EXECUTIVE SUMMARY

- The Paintearth Economic Partnership Society is a partnership of the County of Paintearth No 18, the Towns of Castor and Coronation and the Village of Halkirk.
- The PEPS mission is **being the catalyst for Economic Development and quality of life opportunities by harnessing and promoting the collective interest of communities, business and government to support a vibrant and healthy region.**
- The PEPS vision “**Growing strong sustainable communities together**” acknowledges the strength in growth throughout the region.
- The PEPS Board has established **four core businesses** to be focused on over the next three years to enhance growth within the region.
  - These initiatives are:
    - Investment Attraction
    - Marketing and Promoting the Region
    - Economic Diversification and Opportunity Identification
    - Wireless Broadband internet system
- The PEPS region is geographically located in east central Alberta
- The population of the region is approximately **4,185**
- The economy of the region is a mix of farming & ranching, oil & gas exploration/production, coal and electricity generation. Recent developments include wind energy production as well.
- PEPS is registered as a society under The Societies Act of Alberta.
- The main source of revenue is from the member municipalities, with periodic support for special project from other organizations.
- The PEPS board has developed an action plan, with milestones, and has assigned accountability for follow through on the identified initiatives.

# **PAINTEARTH ECONOMIC PARTNERSHIP SOCIETY**

## **Introduction**

The Paintearth Economic Partnership Society (PEPS) is a partnership of the County of Paintearth No. 18, the Town of Castor, the Town of Coronation and the Village of Halkirk.

PEPS was formed in 2000, it grew out of a partnership of the same municipal members, which was formed to develop a regional landfill. PEPS was formed to promote and enhance economic growth amongst it's member municipalities and to promote the region as a whole, rather than individual communities.

Since it's inception in 2000, PEPS has conducted a regional SWOT analysis, established it's Vision, Values and Guiding Principles, Mission and Primary Focus Areas. Specific achievements to date include:

- building a regional wireless high speed network that services approximately 70% of the County of Paintearth.
- development of a website that features all of the member municipalities
- hiring of a regional economic development officer.
- enhancement of their involvement with the Battle River Alliance for Economic Development (BRAED) and the Central Alberta Economic Partnership (CAEP).
- supporting the work being done by The Trail of The Buffalo Tourism Association to attract visitors to the Paintearth Region.
- marketed the region through a series of radio and newspaper advertisements, and public presentations.
- development of contacts both within the Private and Public Sectors to attract investors to the Paintearth Region.

The growth and projects that have been achieved by PEPS continues to stand as an excellent example of communities working collectively, for the benefit of the region.

## **The PEPS Region**

PEPS represents the County of Paintearth No. 18 and the Towns of Castor and Coronation, the Village of Halkirk and the Hamlets of Fleet, Federal and Brownfield. The Region is located in east central Alberta and is bordered on the north by Flagstaff County, on the west by Stettler County and on the south and east by Special Areas.

The population of the PEPS region is approximately 4,185, with slightly less than half of the population living in Castor, Coronation and Halkirk.

The region's primary industries are farming, oil & gas, coal and electricity. **Recent developments include wind energy production as well.** The region supports a wide selection of small businesses in the retail and service sector. The other primary employers are the health care system and the education system.

### **PEPS Vision, Mission, and Values**

**Vision – Growing strong sustainable communities together**

**Mission – Being the catalyst for Economic Development and quality of life opportunities by harnessing and promoting the collective interest of communities, business and government to support a vibrant and healthy region.**

#### **Values and Guiding Principles**

- **Co-operation** – to act as a catalyst to promote, develop and enhance our region
- **Trust** – to conduct ourselves with honesty, integrity and fairness
- **Innovation** – to generate flexible approaches and sustainable solutions

## **Core Business**

The PEPS Board has identified **four core business initiatives** to focus on over the next two years. They are: investment attraction, marketing and promoting the region, and economic diversification and opportunity identification.

### **Investment Attraction**

Investment attraction is defined as the effort required to attract investment dollars into the PEPS region from three primary sources: local investment, Alberta investment and international investment. Local investment is money that originates within the PEPS region. Alberta investment is money that is invested into the PEPS region, but originates in Alberta. International investment is money that is invested into the PEPS region, but originates from outside Alberta.

Over the next two years, PEPS will work on four investment attraction action items. These items are:

1. Increase the contacts of private investors and companies, and provide them with periodic up-dates of the availability of land and the needs that exist within the region. (I.e.-housing, hotel/motel, retail, industrial and tourism)
2. Attend economic development conferences and trade shows. This provides both an opportunity to meet investors from other regions and an opportunity to see what other communities are having success with.
3. Up-date and maintain the information that is on the PEPS website and the Albertafirst.com website.
4. Assist, where possible, with the creation of a Development Plan for the railway property in Coronation, Castor, Halkirk and the County of Paintearth.
5. Support, where possible, the efforts being made to address the housing shortage for new residents and seniors.

## **Marketing and Promoting the Region**

Marketing to internal and external groups is essential to the continued success of PEPS. PEPS recognizes that developing and using effective marketing strategies is key to maintaining local support, promoting the region, and achieving the business plan initiatives.

Over the next **three** years, PEPS will focus on six marketing action items. These items are:

1. Continue to support the efforts being made by the Trail of the Buffalo Tourism Association and **Canadian Badlands ltd.** to attract visitors to our region.
2. Continue to ensure that BRAED and CAEP have current information about the PEPS region, so that investment inquiries that come through Alberta Economic Development have access to our information.
3. Continue to support the Economic Development Board in Coronation, and work with Castor, Halkirk and the County businesses **to encourage partnerships** by providing information and assisting with any projects that they choose to undertake.
4. Provide the residents of the region with periodic up-dates of the steps that are being taken by PEPS to strengthen and grow the region.
5. **Create a logo and branding initiative to develop an identity for PEPS and the region.**
6. **PEPS will highlight all of the recreational facilities that this region has to offer and encourage return visits.**

## **Economic Diversification and Opportunity Identification**

PEPS will identify, promote, encourage, and support economic diversification and opportunity identification efforts in the Paintearth region.

Over the next two years PEPS will work on **six** economic diversification action items. These items are:

1. PEPS will continue to promote our region to firms and individuals that require access to high speed internet to conduct their business. The goal will be to attract more users to the network and to attract new families into the community.
2. PEPS will support the efforts being made by the Veterans Memorial Highway Association by lobbying government on their behalf whenever it is needed.
3. **PEPS will continue to assist, where ever possible, with attracting workers to this region through contact with local businesses to maintain an understanding of their ongoing labour needs.**
4. PEPS will continue to lobby the post-secondary institutes to offer courses in the trades **and skills development** in our area.
5. PEPS will continue to support the Battle River Watershed initiative, the Special Areas Water Project and the Shirley McClellan Regional Water Services Committee and continue to explore opportunities that these initiatives will bring to the region.
6. **PEPS will develop an industry attraction/Cluster development strategy.**

## **Wireless Broadband Internet System Development**

With a commitment to provide internet services to the Paintearth County region, PEPS will enhance and promote infrastructure for the benefit of its residents in a cost effective manner.

- 1. Provide direction and support to the board on operational aspects of the system.**
- 2. Investigate future opportunities for growth and expansion.**
- 3. Maintain an ongoing relationship with Internet Service Provider, to ensure consistency of service, clear communications, and a point of contact.**

## **Performance Measures**

An overview of the PEPS action plan and accountability assignments is presented here. For a more detailed assessment of the operational capabilities of the Society, please refer to the Annual Operations Plan.

### **Action Plan**

An action plan has been developed that addresses the timing of the specific action items listed under each business initiative. This action plan reflects the priorities and initiatives of the PEPS Board members.

The business plan lists the business initiatives under each of the core businesses, the expected completion date over the next two years, a column to track actual completion, an estimate of the total expected cost, a column for recording the status of each initiative, and the individual that will be held accountable for overseeing and reporting on each initiative. This action plan is included as Appendix 1

### **Accountability**

The Board will review each initiative on a regular basis to ensure that proper attention is being given and that the anticipated results are being achieved (see Appendix 1). Accountabilities may change on a yearly basis as board members and priorities change.

## **Governance**

### **Corporate Structure**

PEPS is registered as a society under the Societies Act of Alberta in the name of Paintearth Economic Partnership Society. The society bylaws of PEPS include the membership requirements, procedures for meetings, and roles and responsibilities of the board of directors and officers.

### **Board of Directors**

The board of directors consists of eight elected councillors from the region. The County of Paintearth No. 18 appoints three members, the Towns of Castor and Coronation each appoint two members and the Village of Halkirk appoints one member. Please see Appendix 3 for an organization chart and Appendix 4 for a listing of current board members and their position.

### **Administrative Staff**

PEPS has a full time economic development officer on staff who attends to all of the day-to-day matters with the exception of the accounting function. The accounting function is attended to by the County of Paintearth staff.

## External Stakeholders

PEPS has a number of stakeholders that interact and participate in the ongoing development and success of the society. These groups contribute their time, expertise, financial, and human resources through various funding and partnership arrangements. The stakeholder groups and their respective contribution to PEPS are listed below:

STAKEHOLDER	INTERACTION WITH PEPS
Battle River Alliance for Economic Development – BRAED	funding/support
Central Alberta Alliance for Economic Development – CAEP	funding/ support
Alberta Economic Development	support
East Parkland CFDC	funding/support
Paintearth Regional Waste Management Ltd.	funding
Wild Rose Networks Inc.	partner/funding
Meridian CFDC	funding/support
Palliser Regional Municipal Services	support
Regional Municipalities/Communities	funding/support
Residents & Businesses within the PEPS region	clients
<b>Canadian Badlands</b>	<b>Support</b>
<b>Trail of the Buffalo</b>	<b>Support</b>
<b>Williams Engineering Canada inc. (tentative)</b>	<b>Funding/support</b>

## **Resource Requirements**

### **Financial Resources**

The day-to-day operation of PEPS is funded by the member municipalities through a per capita requisition. The requisition may vary based on the initiatives being pursued. PEPS generates royalty revenue from the High Speed Internet Network that was constructed and rental revenue from a third party that has leased space on one of our telecommunication towers. Additional funding for special projects has been available from time to time from Paintearth Regional Waste Management Ltd, BRAED, CAEP, East Parkland CFDC and Meridian CFDC.

### **Human Resources**

The existing staff compliment, along with the support from the County of Paintearth staff with the financial controls and accounting, are able to attend to the day-to-day matters for PEPS. No additional staff or support is needed at this time.

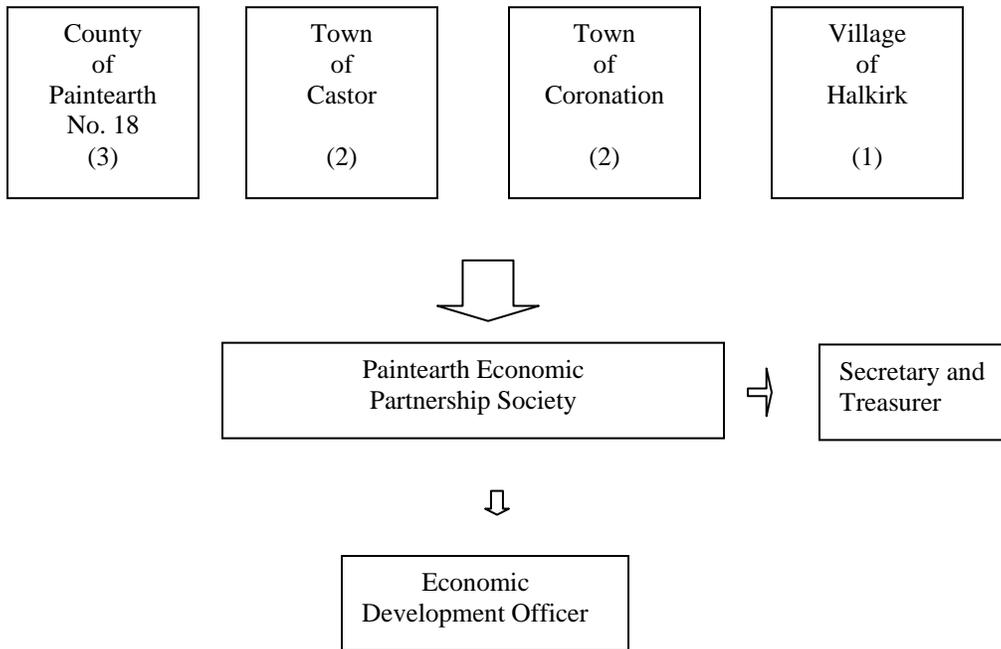
### **Operational Compliance**

Maintaining the society as an operating entity requires ongoing operational support. Although operational requirements are not part of PEPS' core business, certain policies and procedure must be performed and complied with to ensure the orderly operation of the society. For example, PEPS must prepare and annual operations plan, prepare financial statements and prepare reports for Canada Revenue Agency. Each of these tasks requires time and money, and therefore has been addressed in the action plan to ensure the continuation of the society.

**Appendix 3**

**Paintearth Economic Partnership Society**

**Organizational Chart**



## Appendix 4 – PEPS Staff

### PEPS Board of Directors:

NAME	POSITION	COMMUNITY REPRESENTED
George Glazier		County of Paintearth
Wayne Richardson		County of Paintearth
Jan Koenraad		County of Paintearth
Garry DeVloo	Chairman	Town of Castor
Troy Slep		Town of Castor
Mark Stannard		Town of Coronation
Brett Alderdice		Town of Coronation
Dennis Cordel		Village of Halkirk

### PEPS Administrative Staff

PEPS Secretary – Michael Yakielashek – CAO –Town of Castor

PEPS Treasurer – Tarolyn Peach – County Administrator- County of Paintearth

Economic Development Officer – Larry Davidson

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