














# ERTF Strategy Performance Measures - Progress Table






## #1: RECOMMENDATIONS FOR ENHANCED CONNECTIONS BETWEEN BUSINESS, PROSPECTIVE EMPLOYEES, AND CONSUMERS

Strategy or Action	Potential partners	Timeline	Performance Metric	Progress
Identify programs for businesses to access. Connect businesses to COVID-19 federal and provincial loans and support programs.	Business Dev. Bank of Canada (BDC) Export Development Canada Government of Alberta Community Futures (WD) Regional partners	Current and Ongoing	Number of LinkedIn group posts related to COVID programs for businesses. <b>76 new members (inception 2020), 38 Funding Support, Training and Education Opportunities for Business.</b>	 ONGOING
			Request RVC numbers from program operators, report "uptake numbers" and evaluate for effectiveness, on an annual basis. <b>No Data Available. Community Futures reports 208 Businesses saved in 2021.</b>	 ONGOING
Promote workshops with Amazon, Shopify, Lightspeed and other digital economy support organizations to educate and facilitate online retail and digital commerce for Rocky View businesses.	Amazon, Shopify, and Lightspeed Government of Alberta Community Futures (WD)	Commence in Q2 of 2021	Successful promotion of at least two opportunities in 2021. <b>Advertised and promoted three specific training opportunities and numerous education seminars in 2021.</b>	 COMPLETE
Leveraging digital opportunities to enhance Rocky View County's online presence and raise the profile of business opportunities in the County.	Chambers of Commerce Industrial real estate brokers	Commence in Q3 of 2021	Report back to CAO by Q4 2021. <b>Initiated a new digital investment attraction campaign to target specific industries such as warehousing &amp; logistics, fulfillment, equipment sales and maintenance, manufacturing and supply; that would be ready for relocation and/or expansion in western Canada.</b>	 COMPLETE
Develop and publish a "how to guide" to assist rural addressing requests for Canada Post and search engines like Google.		Commence in Q1 of 2021	Completion of the 'how to guide'. Report back to CAO by Q4 2021. <b>Project was completed in 2020 and posted information posted to County website.</b>	 COMPLETE
Sponsor and coordinate an annual summit of Chambers of Commerce and business associations in Rocky View County.	Bragg Creek Chamber of Commerce Langdon Chamber of Commerce Balzac Business Association Other business interests in Springbank, Indus, Conrich, etc.	Commence in Q2 or Q3 2021	Successful completion of annual Chambers of Commerce Summit in 2021. Report back to CAO by Q4 on completion & lessons learned. <b>Work with local chambers and business association continues, with emphasis on a "Summit" or other related opportunities to come together post pandemic.</b>	 ONGOING
Create a voluntary business registry of County businesses, tied to Rocky View County's Development Permit process.		Commence in Q2 of 2021	Short term: Completion of registry by Q4 2021. Medium - Long Term: number of businesses registered (analyze change on an annual basis). <b>Action being review for effectiveness and possible implementation.</b>	 UNDER REVIEW
Update County webpage to promote business-to-business connections.		Commence in Q1-2 of 2021	Completion of web page by Q4 2021. Report back to CAO by Q4 2021. <b>New microsite promoting new business investment information and opportunities to expand within Rocky View County. Partnering opportunity with local industrial and commercial real estate professionals to attract desirable business to RVC.</b>	 COMPLETE




## #2: RECOMMENDATIONS FOR A COMPREHENSIVE MARKETING PLAN

Strategy or Action	Potential partners	Timeline	Performance Metric	Progress
Target specific industry sectors such as retail and entertainment, tourism, value added processing, warehousing and logistics, agri-business, manufacturing, etc.	Industrial real estate brokers Industry associations Trade and investment partners	Current and Ongoing — Continuous	Report back to CAO on efforts to date by sector in Q4 2021.  <b>Digital campaigns to attract new investment in specific industry sectors consistent with RVC development goals and policy.</b>	 <b>COMPLETE</b> (Ongoing budget dependant)
Raise the profile of Rocky View County. Encourage participation of elected officials at grand openings, ribbon cutting events, press releases and industry events.	New business and industry Industrial real estate brokers Event and conference planners Government of Alberta	Immediate & Ongoing	Short term: Create & implement a 'Councillor Events Tracker' system and report back to CAO on actions to date in Q4 2021.  Medium/Long Term: Once a baseline has been established, set a quantitative target for increased presence of elected officials.  <b>Task being evaluated against current scheduling process for Council. Any improvement needed will be identified w/ implementation to follow.</b>	 <b>UNDER REVIEW</b>
Identify roles for the County, businesses, and residents to raise the County's profile.	Local Businesses Citizen ambassadors Media outlets — 'good news' ops	Commence in Q2 of 2021	Report back to CAO on actions to date in Q4 2021.  <b>Preliminary work suggests increased "spot light" via social media and potential new releases for important announcements and milestones meet should complete the action required.</b>	 <b>UNDER REVIEW</b>
Promote the County as a "place with space" for consumers (with physical distancing), for businesses wanting room to grow for investors looking for opportunity. Urban congestion — from streets to office towers, elevators to transit — has quickly become a source of stress for many. Promoting businesses to move to Rocky View County is an immediate opportunity.	Chambers of Commerce Industrial real estate brokers	Commence in Q2 of 2021	Report back to CAO on actions to date in Q4 2021.  <b>County administration has commissioned a targeted digital media campaign with the focus on important advantages to establishing or relocating businesses to RVC. Campaigns will continue as budget and strategic priorities dictate.</b>	 <b>ONGOING</b> (Budget dependant)
Consider rebranding the County to focus on attracting increased commercial and industrial investment.	Local Businesses Investors Residents	Commence in Q1 of 2021	Report back to CAO on actions to date in Q4 2021  <b>No significant rebranding was felt cost effective at this time, however effective and strategic use of current branding, augmenting branded materials and use of all consistently was the desired approach to increasing new investment. Ongoing brand use and effective deployment of branded materials will occur.</b>	 <b>REVIEWED</b>




## #2: RECOMMENDATIONS FOR A COMPREHENSIVE MARKETING PLAN

Raise awareness of available resources for businesses.	Local businesses Chambers of Commerce	Immediate & Ongoing	Increase membership in County Business Connects LinkedIn. Seek feedback from to measure satisfaction.  Report back to CAO on status in Q4 2021.  <b>Membership in "Rocky view County Business Connects" has grown to 73 new business members. Baseline is now established and can be used to measure future growth in membership/activity.</b>	 <b>ONGOING</b>
Continue with Local-Intel marketing campaign and adopt other digital tools as necessary.	Local-Intel	Immediate & Ongoing	Research and identify other potential tools and report back to CAO on potential opportunities in Q4 2021.  <b>Local Intel has been setup and fully implemented on the County website. Many important features to attract new investment and compare business climate in Rocky View County are available. Enhancements will be made as available as the action will be ongoing.</b>	 <b>COMPLETE &amp; ONGOING</b>
Create a set of marketing tools for businesses to access such as signage, workshops, and industry familiarization tours.	Local tour operators Chambers of Commerce	Commence in Q4 of 2021	Report back to CAO on actions to date by Q4 2021.  <b>As above, branded materials and opportunities to use the new tools in workshops and possible tours will become a part of future actions and as post pandemic recovery allows for more normalized usage.</b>	 <b>REVIEWED &amp; ONGOING</b>
Use multiple channels or mediums to advertise including; television, radio, newspapers, social media, print media, public service announcements, etc.	Local Media Outlets	Commence in Q3 of 2021	Identify a benchmark and quantify 'number of views' that would constitute success & report back to CAO on actions to date in Q4 2021.  <b>A targeted digital marketing campaign was established, approximately 578,000 impressions have been delivered to a select group of mobile device users in target areas. 793 interests have been registered via click responses, all representing opportunities for new and expanding business investment in RVC. Campaigns are anticipated to continue as budget and strategic priorities dictate.</b>	 <b>COMPLETE</b> (Ongoing budget dependant)
Create a local tourism strategy to market the attractions in the County such as provincial parks, retail destinations, hamlet shopping, and entertainment venues.	Regional tourism partnerships Chambers of Commerce Industry experts in tourism, retail and entertainment development	Commence in Q4 of 2021	Report back to Council with local tourism strategy by Q2 2022.  <b>Per the Business and Economic Development Services report in March 2022, work to establish the current approach to local tourism is ongoing</b>	 <b>REVIEWED &amp; ONGOING</b>

### #3: RECOMMENDATIONS FOR RED TAPE REDUCTION

Strategy or Action	Potential partners	Timeline	Performance Metric	Progress
Identify new business needs and practices, as a result of the pandemic, that may result in different permit requirements such as parking lot requirements, building design, and setbacks.	Chambers of Commerce Business Owners Developers	Immediate and ongoing	Report back to CAO by Q4 2021.  The Land Use Bylaw rewrite addressed many of the new pandemic development needs and has had significant consultation with the public and development industry. Ongoing efforts via a LUB amendment tracker will ensure that we rectify any issues with the new Bylaw, or capture opportunities identified by developers. A future fulsome review of the LUB is anticipated and will strive to incorporate any needs and lessons learned.	 <b>REVIEWED &amp; ONGOING</b>
Examine regulatory actions and changes of other municipalities, in response to economic recovery from COVID-19.	Municipal Neighbours Municipal Affairs Rural Municipalities of Alberta (RMA) Alberta Urban Municipalities Association (AUMA)	Immediate	Report back to CAO by Q2 2021.  All changes immediately required due to pandemic response have been made, these included remote application processing, remote Council meetings and adaptation to comply with all AHS pandemic restrictions. Many lessons have been learned, changes to several administrative and Council policies and practices have been made and will serve the County better to adapt to future Public Health emergencies.	 <b>ONGOING</b>
In response to the identified requirements and other best practices, prepare appropriate amendments to the Land Use Bylaw for Council's consideration.		Pending completion of regulation review	Pending completion of regulation review, identify actions and prepare amendments to LUB for Council consideration by Q1 2022.  As noted above, we have identified over 100 areas of improvement for the 2020 Land Use Bylaw and will be looking to bring these forward to Council as an interim measure over the next year.	 <b>REVIEWED &amp; ONGOING</b>

**#3: RECOMMENDATIONS FOR RED TAPE REDUCTION**

<p>Review County Area Structure Plans and other high level policies to determine if policy amendments are required to support economic recovery due to the COVID-19 pandemic.</p>		<p>Commence in Q1 2021</p>	<p>Report back to CAO by Q3 2021.</p> <p>In 2021, 11 ASPs were either newly developed or being reviewed. Administration has worked with Council to prioritize these ASPs according to the existing growth strategy and CMRB considerations. Direction on many of these ASPs was given in late-2021 to early-2022. We are working to progress the Springbank, Conrich Future Policy Area and Janet Long-term Development Area ASP amendments over the next few months. We have started the process of reviewing all ASPs that are severely outdated (above-mentioned and Bears paw and Bragg Creek Expansion Strategy), and we will attempt to improve how high level policies are implemented through the LUB, which hasn't been coordinated properly before.</p>	 <p><b>ONGOING</b></p>
<p>As part of the Direct Control District review, identify amendments to assist with COVID recovery.</p>	<p>Residents Businesses</p>	<p>Part of current Direct Control District Review Process</p>	<p>Report back to CAO by Q4 2021.</p> <p>We have placed the DC Bylaw Review on hold as the Land Use Bylaw and guiding statutory plan documents are in flux. It is questionable whether a review should happen until we have higher level direction from the CMRB and Council on growth and development.</p>	 <p><b>REVIEWED &amp; PAUSED</b></p>
<p>As part of regular, ongoing review of the Land Use Bylaw, identify amendments to assist with COVID recovery.</p>	<p>Business Owners Developers Residents</p>	<p>Ongoing</p>	<p>Pending completion of previous items, identify actions and prepare amendments (if any) to Land Use Bylaw for Council consideration by Q1 2022.</p> <p>As above, a thorough review and over 100 amendments have been identified within the LUB, a future report to Council will detail changes and propose a process for the updates and ongoing amendment tracking.</p>	 <p><b>REVIEWED &amp; ONGOING</b></p>