

Town of Fairview  
May 8, 2025

Addendum #1  
For  
Town of Fairview  
RFP# ADM 2025-05-16

To all Proponents:

The following changes and additions are hereby made as part of the Request for Proposal for the Fairview Sustainable Growth Action Plan Project RFP #ADM 2025-05-16 .

Questions:

Question #1

"Develop an investment plan and growth strategy for Fairview"

Is this for investment attraction/sector study? Does it include business attraction and retention for the local business market? Just wanted to get a little more direction or clarity on this as it is a broad description and could include various factors.

Response #1 The plan would include all the activities listed on the RFP. We are focused on a local level for investment and growth so that would include new business opportunities as well as BR&E opportunities. In the future we would be looking at a more broad investment strategy for outside investment and what we would need to do as a town to invest in ourselves to attract these larger industries. This plan is looking at investment and growth on a smaller more practical scale. It's not to say outside investors wouldn't look at our opportunities but we aren't looking for the large industries for this strategy.

Question #2

"Research and identify 20 potential business opportunities"

Would this be for 20 industry recommendations? Or would this be to identify specific businesses (e.g., clothing store, furniture store, welding shop, etc.)?

Response #2

This would be to identify 20 specific businesses. 10 of those would essentially be businesses we could have within a year whereas the other 10 may need some things in place to start them so therefore they may be a bit more broad.

Question #3

"Create a joint venture framework with key stakeholders"

To what extent? Would this be to financially and operationally partner with private entities (PPP) or more towards a general partnership for initiatives with local partners (e.g.,

chamber, tourism association, Community Futures office, etc.) Could you provide further guidance on this?

#### Response #3

We are looking for a framework for developing and securing joint venture opportunities so that private sector partners are empowered to execute plans directly related to strategy priorities. So more the PPP model.

#### Question #4

Is there an overview of what was submitted (objectives, expected results, etc.) to win the grant?

#### Response #4

Here are the objectives and indicators submitted to receive the grant:

By engaging local stakeholders, such as government bodies, businesses, and community organizations, the project will create a more cohesive and efficient approach to economic development. Through these partnerships, Fairview can leverage resources, expertise, and networks to drive long-term rural economic growth. The collaborative effort will help identify and prioritize growth opportunities, focusing on sectors like tourism, housing, and agriculture. This approach ensures a targeted strategy that aligns with the region's unique strengths, creating a foundation for sustainable growth and attracting local and external investments.

Job creation will be a central focus of this initiative. The development of the "Business in a Box" models, for example, will provide entrepreneurs with ready-made business plans, making it easier to scale a business or launch a new business. As these businesses start up, they will contribute to the local economy by hiring employees, supporting local services, and generating tax revenue. The engagement with the local business community through consultations, capacity building, and asset mapping will also create new pathways for job growth by identifying underutilized resources and turning them into viable business opportunities. By developing a clear and actionable growth strategy, leveraging local strengths, and building capacity, the project will help foster a thriving, resilient economy that attracts investment, supports local entrepreneurs, improves the quality of life, and ensures the long-term sustainability of the area. These efforts will not only provide immediate economic opportunities but also lay the groundwork for Fairview's continued growth.

Outcome 1: A community increases community networks and/or local partnership

- a. Increase in local partnerships for economic development endeavours (e.g. agricultural, trades, etc.)
- b. Increase in networking events and meetings (e.g. to support economic opportunities, planning, sharing information)
- c. Increase in events to identify new potential local partners and possible links between local communities, community small businesses, non-profit organizations, academia

Outcome 2: A community increases capacity to successfully start or expand a small community led economic development project

- a. Increase in number of community led economic development project starts
- b. Increase in number of community led economic development project expansions
- c. Increase in community led economic development project events (e.g. planning and implementation meetings, promotional meetings, monitoring and evaluation meetings)

Outcomes 3: A community increases engagement related to economic development capacity building

- a. Increase in activities to gain feedback from the community members on community economic endeavors
- b. Increase in workshops and events to promote communication related to economic development information sharing
- c. Increase in community economic development website surveys

Question #5

What are the deliverables or KPIs needed to deliver back to the funder?

Response #5

There are none, we just need to meet the above objectives.

Question #6

Based on this investment, how are you hoping Fairview looks differently in 5 years?  
Is population maintenance or growth part of this?

Response #6

More investment in Fairview and more workforce opportunities.

Not directly. We have noticed a large change in people moving to Fairview (since you were here last) due to our low housing costs but this has now caused low housing stock. With Fairview being on people's radar, we see this project as an opportunity to draw more people in with business/workforce opportunities. Population growth could happen but it's not a set goal.

Question #7

Is the MD playing a role in this process or is desired business growth strictly for the Town of Fairview?

Response #7

This is mainly funded by the Town but businesses in the MD are also welcome as we have included Agriculture and know that likely means outside of our town limits.

Question #8

I know it indicated 12-18 months but do you have specific start/end times in mind?

#### Response #8

We have to complete the project before March 20, 2027 so we would prefer a sooner than later start date so that we can start to market the business plans within the time frame as well.

#### Question #9

"Complete business plans across target sectors: housing, tourism, youth retention, and agriculture"

Would you be able to expand on this a little more, as to whether you want a business plan for these or strategies? Business plans would typically entail outlining operational requirements, financial statements and recommended initiatives. For each of the target sectors I would inquire as follows:

1. Housing - Would this be a business plan or strategy on how to increase residential construction?
2. Tourism - Would this be a business plan to increase tourism assets in Town? Does the Town have a budget that could be applied to this?
3. Youth Retention - Would this be a general strategy for youth retention as this is more resident based than a target sector? Is there a budget for this?
4. Agriculture - Would this be separate from the first key activity of developing an investment plan and growth strategy based on BR+E for local business and industry?

#### Response #9

For all of them it would be business plans not strategies. Out of the 10 business plans that we requested, we would like 1 business plan to fall under each sector. For example, a property management company, a tour operator, a gaming café, and an irrigation business would all be businesses that meet that criteria. However, after the research is done and we find that there are no feasible businesses that fall into one of these sectors we can eliminate it instead of forcing it.

#### Question #10

"Map existing infrastructure and resources to support business development"

We would inventory all the available business resources, but does infrastructure in this case mean an inventory of municipal infrastructure? Would this be things like land, servicing, roads, and utilities?

#### Response #10

Not municipal. More like land available to build or buildings available to purchase or rent.

#### Questions #11

On the business-in-a-box, is there a specific formula or process in mind here? I know these concepts can be pretty varied - we had a version of it at Edmonton Tourism back in the day. And even as the chosen consultant dives into this project, it's possible there could be recognition that resources may be better focused in other areas (depending on what's being heard, Fairview's needs/situation).

#### Response #11

I wouldn't say a specific formula or process. We would just like them to be comprehensive business plans so that when we present them to our "investors" they can move forward quickly with the idea if they are interested. We had a physio business plan created that helped us draw in a physio business in town. We are looking to do the same thing with these. Most of the budget will go to developing these plans.