



# Regional Economic Growth Plan Phase 2 Report

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# Regional Economic Growth Plan

## Table of Contents

<b>1.0</b>	<b>Introduction .....</b>	<b>4</b>
<b>2.0</b>	<b>Regional Economic Growth Plan.....</b>	<b>6</b>
<b>2,1</b>	<b>Industry Development.....</b>	<b>7</b>
<b>2.1.1</b>	<b>Industry Development Goals.....</b>	<b>9</b>
	❖ Find Industry Opportunities .....	9
	❖ Fairview’s Readiness for Industry Development.....	9
	❖ Tax Incentives for Industry Development.....	10
<b>2.2</b>	<b>Tourism Development.....</b>	<b>11</b>
<b>2.2.1</b>	<b>Tourism Development Goals .....</b>	<b>13</b>
	❖ Location of Visitor Information Centre.....	13
	❖ Fairview as a Preferred Event Location .....	13
	❖ New Tourism Events.....	14

# Regional Economic Growth Plan

<b>2.3</b>	<b>Re-Development of Vacant Buildings/Land .....</b>	<b>15</b>
<b>2.3.1</b>	<b>Re-Development of Vacant Buildings/Land Goals.....</b>	<b>17</b>
	❖ Railway Avenue Concept.....	17
	❖ Waterhole Avenue Concept .....	19
<b>2.4</b>	<b>Business Development.....</b>	<b>20</b>
<b>2.4.1</b>	<b>Business Development Goals.....</b>	<b>21</b>
	❖ Encourage New Business Start Ups .....	21
	❖ Promote Investment Partnerships.....	22
	❖ Biennial Business Conference .....	23
<b>2.5</b>	<b>Not-For-Profit Organizations Development.....</b>	<b>24</b>
<b>2.5.1</b>	<b>Not-For-Profit Organizations Development Goals .....</b>	<b>25</b>
	❖ Strengthen and Support NFP Groups .....	25
	❖ Encourage Youth 18+ Years to Volunteer .....	26
	❖ Encourage Youth 15 to 18 Years to Volunteer.....	26
<b>2.6</b>	<b>Community Spirit Development.....</b>	<b>27</b>
<b>2.6.1</b>	<b>Community Spirit Goals .....</b>	<b>28</b>
	❖ Enhance and Strengthen the Fairview Brand.....	28
	❖ Increase Community Connectedness.....	29
	❖ Enhance and Support the Golden Age Centre.....	29

# Regional Economic Growth Plan

3.0	Other Communities .....	31
4.0	Connecting the Regional Economic Growth Plan to Other Documents .....	33
5.0	Phase 3 – Regional Economic Growth Plan .....	34
	APPENDIX.....	35

## **1.0 Introduction:**

Phase 1 of the Regional Economic Growth Plan project focused on establishing a baseline for the Fairview region by gathering and analyzing Research Statistics and conducting Consumer and Business Surveys

The Research Statistics revealed that the Fairview region is similar to many rural Alberta communities. Over the next 10 years the Fairview region is forecasted to experience an overall population decrease, a decrease in working population and an increase in senior citizen's population. The Research Statistics further revealed that in 2019, the majority of Fairview workers earned less than \$49,000.00 per year, suggesting that many individuals in the Fairview region work in low paying jobs; likely due to the loss of higher paying oil and gas sector jobs.

The Consumer and Business Surveys indicated that residents in the Fairview region frequently shop out of town by necessity and sometimes by choice, due to Fairview's close proximity to Grande Prairie and Peace River. An unpredictable customer base adds further strain to a business community already coping with the effects of the COVID-19 pandemic.

Given Fairview's current state, a Regional Economic Growth Plan is critical to future prosperity in the Fairview region. Stimulating the local economy will generate more jobs, increase the number of higher paying jobs and encourage residents to shop in Fairview and stay in Fairview.

Phase 2 began with the assembly of an engaged Stakeholder Group. Members of the Stakeholder Group included representatives from the Municipal District of Fairview #136, the Town of Fairview, the Heart of the Peace Economic Development Committee, the Fairview and District Chamber of Commerce and 5 members from the community. The Stakeholder Group's task was to review the Research and Statistics, examine the Consumer and Business Surveys and develop an economic growth plan that would bolster the economy in the Fairview region.

Through a series of 4 work sessions, the Stakeholder Group, guided by the Consultant, crafted a Regional Economic Growth Plan composed of 6 Economic Growth Categories and 17 Economic Growth Goals, complete with Action Items, Responsible Parties, Budgets, Time Frames and Measures of Success.

Implementation of the 17 Economic Growth Goals by the Responsible Parties will provide the foundation for the Fairview region to thrive and over time, meet the overarching goals of this project:

- Business Retention, Expansion and Attraction
- Increase in Local Spending
- Increase in Population and Assessment Tax Base

**\*\*\*Supplemental Versions of the Regional Economic Growth Plan:**

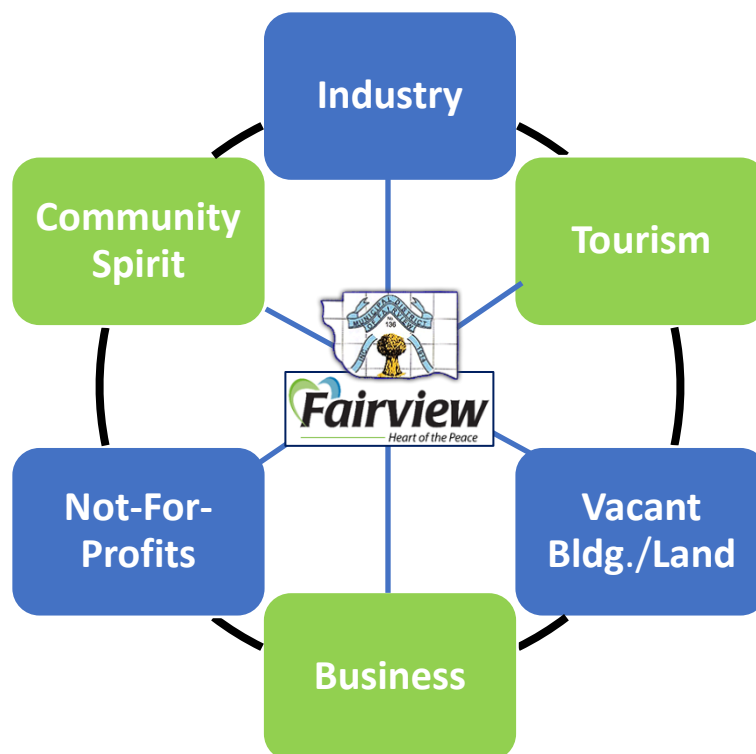
- To supplement the full **Text Version** of the Regional Economic Growth Plan, please find a **Table Version** and a **GANTT Chart** of the Regional Economic Growth Plan in the Appendix.

## 2.0 Regional Economic Growth Plan

The Regional Economic Growth Plan is composed of 6 Economic Growth categories:

- Industry Development
- Tourism Development
- Re-Development of Vacant Buildings/Lands
- Business Development
- Not-For-Profit Organizations Development
- Community Spirit Development

Rather than regarding each Economic Growth category as having priority over one another, all 6 Economic Growth categories are interdependent and each one contributes in varying degrees to the overall prosperity (*Business Development, Job Creation, Quality of Life*) of the Fairview region.



## **2.1 INDUSTRY DEVELOPMENT**

### ***“Job Creation and Regional Prosperity”***

Over the last 30 years, the Fairview region has experienced several significant losses to the local economy. The loss of the auction mart to Beaverlodge and the complete removal of the CN railway system greatly affected the farming and ranching communities and related businesses. Today the loss of the railway in particular, still continues to be a barrier to large industrial investment and growth in the region. Any large production facility would require a way to ship product out of the region to its customers and shipping by rail is generally the most cost-effective method.

Over the last 4 years, the down turn Alberta’s oil and gas sector dealt another blow to the Fairview economy. Jobs were lost and many oil and gas service businesses either closed or moved away,<sup>1</sup>

In 2017, an Industrial Market Analysis was undertaken by the Town of Fairview and the Municipal District of Fairview #136. The consultant noted that “historically value-added agriculture has been a part of the local Agri-industrial market, however a focused effort to bring modern large-scale operations has lacked.”<sup>2</sup>

In 2020, the MD of Fairview #136 Business Owner’s Survey respondents and Farmer’s Survey<sup>3</sup> respondents were adamant about the need for Agri-industry development in the area in order for the Fairview region to grow and prosper.

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<sup>1</sup> MD Business Survey – 2020, D/K Consulting Group

<sup>2</sup> Industrial Market Analysis – 2017, Cushing Terrell Architecture, Inc

<sup>3</sup> Business Owner’s Survey and Farmer’s Survey- 2020. D/K Consulting Group



They suggested the development of large-scale industries such as a fertilizer plant, flour mill or meat packing plant. The Survey respondents also suggested that renewable energy projects or nuclear power plant projects be explored.

Although there is no railway system, the Fairview region has ample land for industrial development and access to plenty of water and natural gas.<sup>4</sup> To be profitable and successful, new large scale industrial development in the Fairview region must not rely heavily on shipping by rail **OR** have calculated an ROI (Return on Investment) that would merit the construction of a private rail spur line to Grimshaw<sup>5</sup>.

Large scale industry is a strong economic driver to any area. It stimulates job creation, spawns new businesses and increases population growth. Large scale industry investment in the Fairview region has the potential to reverse the current economic trends and build the foundation for long term growth and prosperity.

To ready the Fairview region and to attract large scale industry to the area, the Stakeholder Group developed the following Industry Development Goals:

- Researching and attracting large scale industry to the region.
- Assessing Fairview's readiness for large scale industry.
- The development of innovative tax incentives for new industry ventures.

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<sup>4</sup> Fairview SWOT Analysis – 2020, D/K Consulting Group

<sup>5</sup> MD of Fairview Businesses Survey – 2020, D/K Consulting Group

### **2.1.1 Industry Development Goals:**

**GOAL #1:** Hire an employee dedicated to cultivating Industry Development in the Fairview region.

**ACTION #1:** Hire a dedicated employee to research industry opportunities.

**Resource:** Alberta Renewable Energy Toolkit

<https://communityeconomicdevelopment.alberta.ca/media/1059/renewable-energy-toolkit.pdf>

**RESPONSIBLE PARTY:** Town of Fairview and MD of Fairview #136

**BUDGET:** High (\$60,000.00 +)

**TIME FRAME:** ASAP

**MEASUREMENTS OF SUCCESS:**

- Development of Industry Attraction Strategy
- Development of an Investor Toolkit(Marketing Package) to promote the Fairview region
- Within 1 year, identify at least 4 potential industry opportunities suitable to the Fairview region.
- Within 1 year, Identify at least 1 industry opportunity with strong potential for development in the Fairview Region.

**GOAL #2:** Assess Fairview's readiness for industry development.

**ACTION #1:** Conduct an Investment Readiness analysis

**Resource:** Alberta Investment Readiness Toolkit

<http://www.edaalberta.ca/Resources/Documents/Alberta%20Investment%20Readiness%20Toolkit%20FINAL%20December%2031%202012.pdf>

**RESPONSIBLE PARTY:** Economic Development Officer, Town of Fairview, Heart of the Peace Economic Development Committee

**BUDGET:** Low

**TIME FRAME:** 6 months

**MEASUREMENT OF SUCCESS:**

- Investment Readiness report complete
  - Identification of Investment Readiness gaps

**GOAL #3:** Tax incentives for new industry developments choosing to locate in the Fairview region.

**ACTION #1:** Development of an innovative and attractive tax structure for new industry development in the Fairview area as part of an Industry Attraction Strategy and Marketing Package.

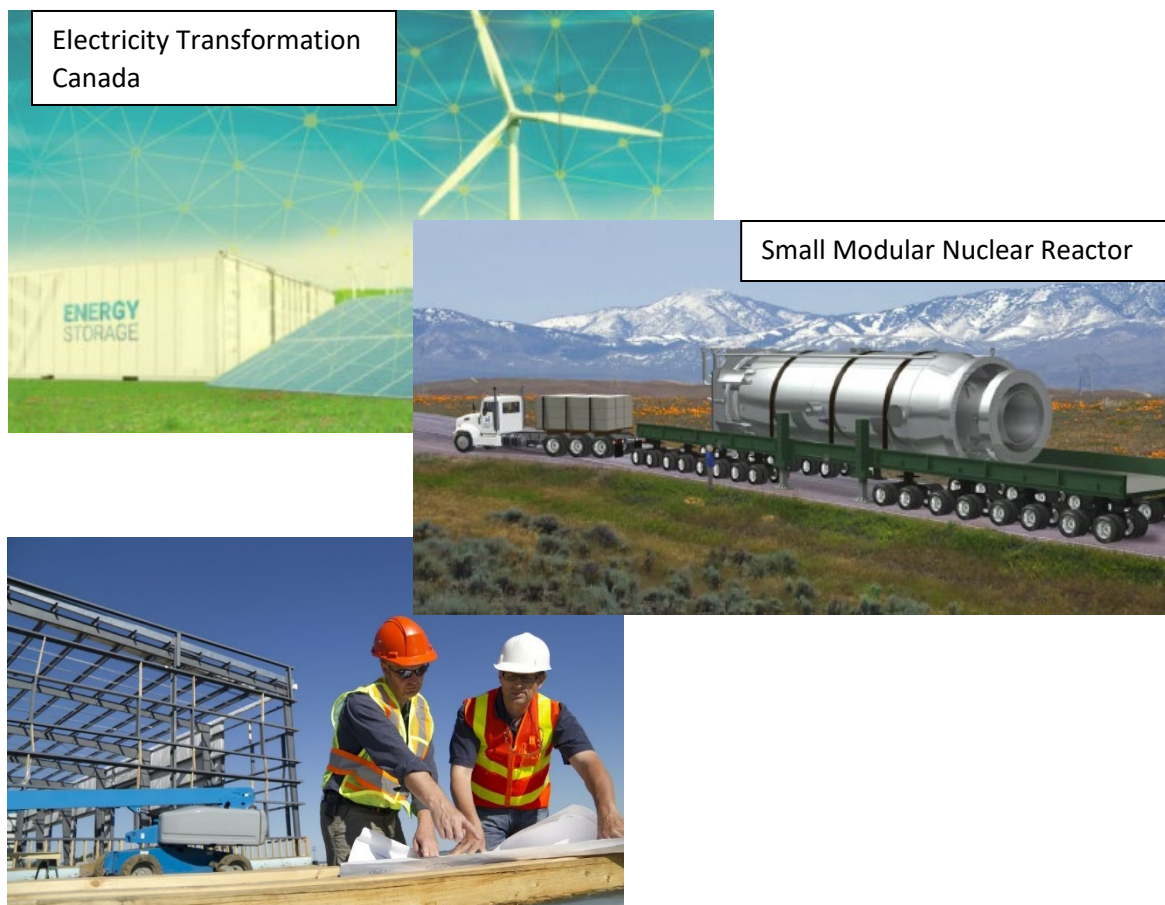
**RESPONSIBLE PARTY:** Town of Fairview, MD of Fairview #136, Heart of the Peace Economic Development Committee

**BUDGET:** Low

**TIME FRAME:** 6 months

**MEASURE OF SUCCESS:**

- Tax structure is developed
  - included in an Industry Attraction package
- 1 new business takes advantage of the tax incentive and opens in the Fairview region



## 2,2 TOURISM DEVELOPMENT

### *“Attract Visitors to Fairview”*

In 2017, tourism accounted for 72,500 jobs in Alberta (9% of the total number Alberta jobs) and tourists spent a whopping \$8.9 billion in Alberta<sup>6</sup>. Tourism is rapidly being recognized as a major player in Alberta’s economy, given the unstable nature of the oil and gas sector. “Tourism holds great promise as a core pillar of economic diversification now and in the future”.<sup>7</sup> A 10-year tourism strategy is presently under development by the Government of Alberta to grow tourism revenue in the province to \$20 billion by 2030.<sup>8</sup>

A tourist is defined as someone who travels more than 40 kms one way.<sup>9</sup> Tourists visiting and shopping in a community have a direct impact on local businesses. They buy products, services and/or dine at local restaurants. In this age of social media, tourists like to post their experiences online, which in turn inspires more tourists to visit that community. More tourists often translates into increased profits for the business community and the hiring more staff to meet increased demand for products or services. The end result: more money being circulated throughout the local economy.

In 2020, the Town of Fairview Business Survey<sup>10</sup> respondents commented on the need for a larger customer base. One easy way to enlarge the area’s customer base is to attract tourists to the Fairview area. The Tourist Attraction Ideas Survey<sup>11</sup> yielded a comprehensive list of tourist attractions and events that would entice people to visit Fairview.

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<sup>6</sup> Travel Alberta website - 2020

<sup>7</sup> Travel Alberta website - 2020

<sup>8</sup> CBC News – Travel Alberta, UCP hope to double tourism revenue by 2030 - Hannah Kost – October 2019

<sup>9</sup> Culinary Tourism Event Handbook – Government of Alberta

<sup>10</sup> Town of Fairview Business Survey – 2020, D/K Consulting Group

<sup>11</sup> Tourism Attraction Survey – 2020, D/K Consulting Group

To increase tourism in the Fairview region, the Stakeholder Group developed the following Tourism Goals:

- The development of an open and active Visitor Information Centre
- The marketing of Fairview as an ideal location for conferences and conventions
- The development of new tourism events.



Culinary Tourism

### **2.2.1 Tourism Development Goals:**

**Goal #1: Relocate the Visitor Information Centre in the Fairview Recreation Centre**

**ACTION #1: Set up the Visitor Information Centre in Recreation Centre**

**RESPONSIBLE PARTY:** Town of Fairview, Chamber of Commerce

**BUDGET:** Low

**TIME FRAME:** 6 months

**MEASURES OF SUCCESS:**

- New signage along Highway 2
- Visitor Information Centre is open and operating by June 1, 2021

**Goal #2: Promote Fairview as a Preferred Location for Hosting Events. Conventions, Conferences, Trade Shows.**

**ACTION #1: Information Gathering**

**RESPONSIBLE PARTY:** Subgroup of the Heart of the Peace Economic Development Committee

**BUDGET:** Low

**TIME FRAME:** 6 months

**MEASURE OF SUCCESS:**

- A comprehensive list of Facilities, Accommodations and Groups interested in hosting events is compiled by June 2021.
- A comprehensive list of people interested in providing services to hosted events by June 2021.

## **ACTION #2: Development and Distribution of Promotional Package**

**RESPONSIBLE PARTY:** Town of Fairview, MD of Fairview #136, Chamber of Commerce

**BUDGET:** Medium

**TIME FRAME:** 18 months

**MEASURES OF SUCCESS:**

- Development of Promotional Package
  - Brochures, Videos, Tourism website, Social Media
- Number of Promotional packages sent out
- Increase in the number of events in Fairview area
- Increase in Fairview Tourism website traffic

## **Goal #3: Develop New Tourism Events**

### **ACTION #1: Explore, Research and Investigate Culinary Tourism Potential**

**Resource:** Government of Alberta Culinary Tourism Event Handbook

<https://open.alberta.ca/dataset/73935202-0857-4bcd-8cb9-aab80dde5803/resource/99e657bb-d4f9-4f22-8dbb-622e5ca58ea9/download/culinary-tourism-handbook.pdf>

**RESPONSIBLE PARTY:** Town of Fairview, MD of Fairview #136, Economic Development Committee, Fairview Chamber of Commerce

**BUDGET:** Low

**TIME FRAME:** 18 months

**MEASURES OF SUCCESS:**

- Develop, Plan, Market and Host Fairview's first Culinary Tourism Event by June 2022



## **2.3 VACANT LAND/BUILDINGS RE-DEVELOPMENT**

Neighbourhoods with an abundance of abandoned buildings and vacant properties can degenerate over time. People may feel unsafe, property values can decrease and developers become reluctant to invest in these neighbourhoods. Neglected properties send a powerful signal that “no one cares”.<sup>12</sup>

However, with a progressive and visionary community leadership, vacant properties can present ideal opportunities for the revitalization of a community. Converting vacant land into a recreation and cultural site or transforming an entire neighbourhood into a tourist attraction has huge potential to pump up local economy.

The Stakeholder Group conceived two Vacant Building/Land Re-Development Concepts for inclusion in the Regional Economic Growth Plan.

- **Railway Ave. Adventure Park Concept:**

The Railway Ave. Adventure Park Concept involves the purchase of vacant land located along Railway Ave. that is presently owned by CN Rail. The vision for this property includes a Band Shell, OHV Staging area and a Market Area.

The Railway Ave. “Adventure Park” would provide more recreation and cultural options for local residents, as well as attract a multitude of visitors/tourists to the area.

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<sup>12</sup> The Revitalization of Vacant Properties - International City/Council Management Association - 2005

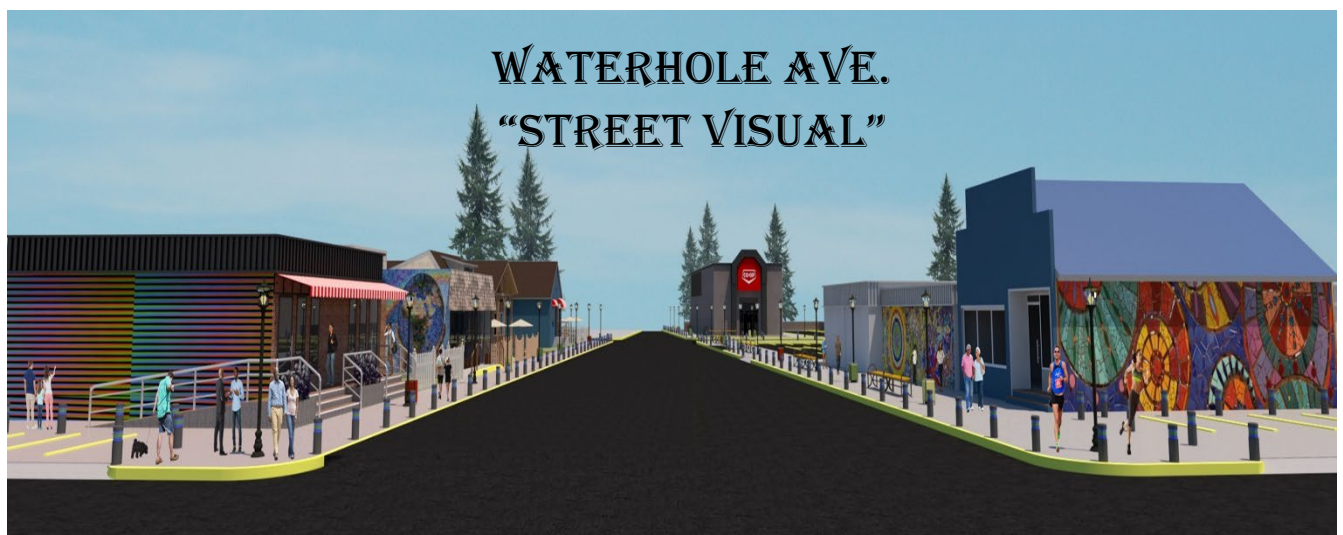


- **The Waterhole Ave. Concept:**

The Waterhole Ave. Concept involves the transformation of 102 Ave. between Main Street and 109 St. into an eclectic shopping district named “Waterhole Ave” (a tribute to Fairview’s original name).

The shopping district would be made up of diverse shops, historic murals painted on building walls, resting benches and upgraded light standards. The existing houses on the north side of 102 Ave. are already zoned RCT (Residential Commercial Transitional), making it easy to convert them into operating businesses.

The Waterhole Ave. shopping experience would be unique to rural Northern Alberta and would have the potential to attract tourists from every corner of the province to Fairview.



### 2.3.1 Vacant Land/Buildings Re-Development Goals

#### **Goal #1: Railway Ave, Adventure Park Concept**

**\*\*Utilize Railway Ave. green space**

##### **ACTION #1: Purchase land from CN Rail**

**RESPONSIBLE PARTY:** Town of Fairview

**BUDGET:** Medium (approx. 110K)

**TIME FRAME:** April 2021

**MEASURE OF SUCCESS:**

- Purchase of land from CN Rail is complete and owned by the Town of Fairview

##### **ACTION #2: Work with planning group (Mackenzie Municipal Services Agency) to create a vision for the property**

**RESPONSIBLE PARTY:** Town of Fairview, Business Owners, Not-For-Profit organization

**BUDGET:** Low

**TIME FRAME:** 6 months

**MEASURE OF SUCCESS:**

- Vision for property is developed by July 2021

##### **ACTION #3: Development of Railway Avenue Grounds as per Vision**

***Includes:** Stage, OHV Grounds, Parking Area, Market Areas*

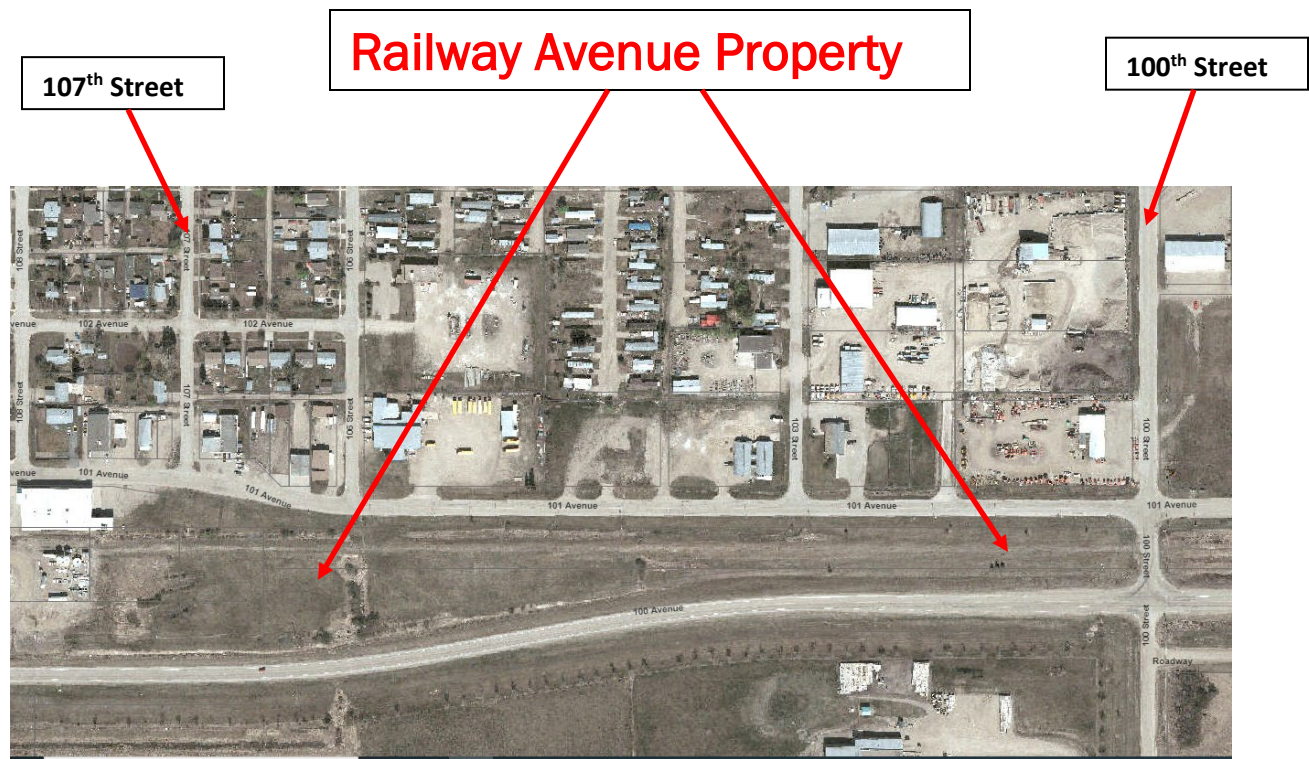
**RESPONSIBLE PARTY:** Town of Fairview, Business Owners, Not-For-Profit organizations

**BUDGET:** High

**TIME FRAME:** 18 months

**MEASURE OF SUCCESS:**

- Area is ready for first event by Summer of 2022





## Goal #2: Waterhole Ave. Concept

**\*\*Re-invent 102 Ave. east of main street as a Tourist Destination**

### **ACTION #1: Create and Implement a Vision for the area**

***Includes:** Painted murals on building walls, new light standards, encourage business development of the houses on the north side of 102 Ave. (now or as they sell), development of a Children's Playland in the Fields building.*

***Resource:** Waterhole Ave. Concept – (see artist's renderings in Appendix)*

**RESPONSIBLE PARTY:** Town of Fairview, Business Owners, Not-For-Profit Organizations

**BUDGET:** Low

**TIME FRAME:** 18 months

#### **MEASURES OF SUCCESS:**

- Murals painted on building walls within 12 months.
- 1 new business opens on the north side of Waterhole Ave. that fits the Waterhole Ave. concept within 18 months

**"Vanilla Bean Ice Cream Parlour"  
Retro Store Concept**



**"Not Too Shabby Furniture"  
Furniture Upcycle Store Concept**



Photo of refinished china cabinet by  
North Peace Upcycle

## 2.4 Business Development

Small business is defined as businesses with 1 – 99 employees. They are key contributors to employment, income and quality of life in communities. From a small environmental consulting company to a family owned trucking company, small businesses meet the diverse needs of Albertans.

In Alberta, small businesses make up 98% of all businesses.<sup>13</sup> They are job creators; accounting for 74% of private sector employees. In 2019, Alberta small businesses contributed \$100 Billion to the Alberta economy.<sup>14</sup>

In the 2020 Shopping Habits Survey<sup>15</sup> the survey respondents suggested 14 different small business retail or service business that could potentially open and be successful in Fairview. Though small business owners in Fairview are coping with the world-wide effects of the COVID-19 pandemic, people in Fairview remain optimistic. One new business has opened and two businesses have expanded to new locations since the COVID-19 outbreak in March 2020.

To increase business retention, expansion and attraction in the Fairview region, the Stakeholder Group developed the following Business Development Goals:

- Encourage and Support New Business Start-Ups
- Promote Investment Partnerships
- Biennial Business Conference

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<sup>13</sup> Statistics Canada - 2017

<sup>14</sup> Government of Alberta – 2020 <https://www.alberta.ca/small-business-resources.aspx>

<sup>15</sup> Shopping Habits Survey – 2020. D/K Consulting Group

### **2.4.1 Business Development Goals:**

#### **Goal #1: Encourage and Support New Business Start-Ups**

##### **ACTION #1: Development of the Fairview Entrepreneurship Centre**

*Includes:* Shared Office Space, Board Room, Private Meeting Room

*Location:* Utilize vacant buildings (Fields Store or Tru Value)

*Resource:* Thrive Professional Office Centre – Calgary

<https://thrivebusinesscentre.com/>

**RESPONSIBLE PARTY:** Chamber of Commerce, Economic Development Committee.

**BUDGET:** Low

**TIME FRAME:** 6 months

**MEASURE OF SUCCESS:**

- Fairview Entrepreneurship Centre is open and operating
- # of entrepreneurs using the Centre

##### **ACTION #2: Provide Workshops and Training Opportunities for Young Entrepreneurs**

**RESPONSIBLE PARTY:** Chamber of Commerce, Economic Development Committee.

**BUDGET:** Low

**TIME FRAME:** 6 months

**MEASURE OF SUCCESS:**

- # of workshops held within 6 months
- # of attendees per workshop

## Goal #2: Promote Investment Partnerships

**ACTION #1:** Develop an investment network that connects local investors and/or venture capital partners with local entrepreneurs who have developed big, bold, new ideas for the Fairview region and require capital investment.

### *Resources:*

- **ATB-X program**  
[https://hello.atb.com/atbx/apply?\\_ga=2.121413642.384113047.1604869989-1437135032.1604869989#level-up](https://hello.atb.com/atbx/apply?_ga=2.121413642.384113047.1604869989-1437135032.1604869989#level-up)
- **Business Development Bank of Canada Venture Capital**  
<https://www.bdc.ca/en/bdc-capital/venture-capital>
- **Venture Capital Association of Alberta**  
<https://www.vcaa.ca/>

**RESPONSIBLE PARTY:** Chamber of Commerce, Economic Development Committee

**BUDGET:** Low

**TIME FRAME:** 6 months

### **MEASURES OF SUCCESS:**

- Comprehensive list of potential local investors and venture capital partners.
- Within 18 months, 1 connection between an investor and entrepreneur results in a new business opening in the Fairview region.

## Goal #3: Biennial Business Conference

### ACTION #1: Plan/Develop/Host a Regional Business Conference

*Includes: scheduling every two years and alternate with Fairview Ag. Show*

**RESPONSIBLE PARTY:** Chamber of Commerce

**BUDGET:** Medium

**TIME FRAME:** 18 months

#### MEASURES OF SUCCESS:

- Fairview Business Conference takes place in Spring 2022
- # of guests that attend the Fairview Business Conference





## 2.5 Not-For-Profit Organizations Development

A strong Not-For-Profit sector is key to thriving communities.<sup>16</sup> They play a vital role in building healthy, thriving communities by providing:

- Specialized Services – Day Care, Women’s Shelter, Housing Foundation
- Recreational Services – Hockey Clubs, Ag. Societies, Swim Clubs
- Cultural Services – Dance Clubs, Faith Groups, Arts Clubs

Not-For-Profit organizations frequently strengthen communities by being the voice of the people they serve. Often these organizations understand better than anyone else the community’s needs and the best way to meet them<sup>17</sup>. A robust not-for-profit sector can be a catalyst for growth and prosperity in a community.

Not-For-Profits are job creators too. In 2017, Not-For-Profits spent \$18.4 Billion in salaries and contributed \$33.4 Billion in expenditures to the Alberta economy<sup>18</sup>. In rural communities like Fairview, Not-For-Profits are valuable contributors to the local economy not only for the products and services they buy, but for the events they host. 100 people coming to Fairview to attend a special event will also shop; buying products, services and dining in local restaurants.

The Stakeholder Group developed the following Goals to strengthen Not-For-Profit organizations in Fairview and to help them grow their volunteer base:

- Strengthen and Support Not-For-Profit Groups
- Encourage Youth Aged 18+ to Get Involved in Volunteering
- Encourage Youth 15 – 18 Years Old to Get Involved in Volunteering

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<sup>16</sup> A Strong Nonprofit Sector is Key to Thriving Communities – Naomi Camper, JP Morgan Chase - 2016

<sup>17</sup> Ibid

<sup>18</sup> Government of Alberta – Profiling the Nonprofit/Voluntary Sector in Alberta - 2017

## 2.5.1 Not-For-Profit Organizations Goals

### Goal #1: Strengthen and Support Not-For-Profit Groups

#### **ACTION #1: Provide resources and workshops for Not-For-Profit Groups**

##### *Resources:*

- Not-For-Profit Board Development Program – Alberta  
<https://www.alberta.ca/board-development-program.aspx>
- Building Corporate Relationships – A Tool Kit for Not-For-Profits  
<https://www.alberta.ca/albertas-non-profit-voluntary-sector.aspx>
- Volunteer Alberta  
<https://volunteeralberta.ab.ca/>

**RESPONSIBLE PARTY:** Town of Fairview, Chamber of Commerce, Economic Development Committee.

**BUDGET:** Low

**TIME FRAME:** 12 months

##### **MEASURES OF SUCCESS:**

- At least 4 Training workshops scheduled and hosted within 12 months
  - Schedule quarterly workshops
- # of Not-For-Profit organizations that participate
- Evaluation of training workshops



## Goal #2: Encourage Youth (aged 18+) to Become Involved in Volunteering

### ACTION #1: Start a Rotaract Club in partnership with the Fairview Rotary Club

#### Resources:

- **Peace River Rotaract Club**  
Contact: Rylee Armstrong – rylee@conveys.ca
- **Rotaract Handbook**  
<https://my.rotary.org/en/document/rotaract-handbook>

RESPONSIBLE PARTY: Rotary Club, Members of the Public

BUDGET: Low

TIME FRAME: 6 months

#### MEASURE OF SUCCESS:

- Rotaract Club is active
- Rotaract Club has completed one project in the Fairview region



## Goal #3: Encourage Youth (15 to 18 years old) to Become Involved in Volunteering

### ACTION #1 - Collaborate with local High Schools to develop a High School Credit program for volunteering.

*Includes:* Encouraging High School youth to help facilitate events and learn about volunteering

#### Resources:

- **Holy Family Catholic Regional School Division**  
Contact: Monique Randall - 780.624.5656

RESPONSIBLE PARTY: Ec. Dev. Committee, PRSD, GPCSD

BUDGET: Low

TIME FRAME: 18 months

#### MEASURE OF SUCCESS:

- Credits for Volunteering Program is in place
- At least 5 students participate in the program

## 2.6 Community Spirit Development

### *“Stay in Fairview/Move to Fairview”*

Community spirit means having “pride in your community”. Building community spirit encourages people to have a vested interest in their community and to be proud of where they live. It’s energy and enthusiasm is infectious and people want to stay in their community.

In 2020, rural Alberta communities like Fairview, have a great deal of difficulty recruiting professionals to their communities and have even more difficulty keeping them there, long term. A strong sense of community spirit that warmly welcomes newcomers, embraces cultural diversity and supports new and innovative business ideas makes it easy to attract people to live in Fairview and makes it harder for them to leave<sup>19</sup>. A strong sense of community spirit also builds resiliency and helps communities get through the tough economic times, that seem to come around far too often.

Several Shopping Habits Survey respondents also commented on the need for Fairview to have a distinct identity and to develop a brand that sets it apart from other communities in the area.

The Stakeholder Group developed the following Goals to encourage people to care about their community and to want to stay in or move to Fairview:

- Enhance the Fairview Brand and Make It Strong
- Increase Community Connectedness
- Enhance and Support the Golden Age Centre

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<sup>19</sup> Town of Fairview Business Owner’s Survey - 2020

## **2.6.1 Community Spirit Goals**

### **Goal #1: Enhance the Fairview Brand and Make it Strong**

#### **ACTION #1: Market Fairview as a Community of Choice**

*Includes: new content creation (in progress)*

**RESPONSIBLE PARTY:** Town of Fairview, MD of Fairview #136, Chamber of Commerce

**BUDGET:** Medium

**TIME FRAME:** 12 months

**MEASURES OF SUCCESS:**

- Content is created – videography, brochures
- Marketing Plan is developed and content is being distributed within 12 months.

### **Goal #2: Increase Community Connectedness**

#### **ACTION #1: Plan/Develop/Host Regional Block Party Day**

*Resource: Abundant Community Edmonton*

[https://www.edmonton.ca/programs\\_services/for\\_communities/abundant-community-edmonton.aspx](https://www.edmonton.ca/programs_services/for_communities/abundant-community-edmonton.aspx)

**RESPONSIBLE PARTY:** FCSS

**BUDGET:** Low

**TIME FRAME:** 9 months

**MEASURES OF SUCCESS:**

- Block Party Day takes place by September 2021
- # of neighbourhoods that participated in the Block Party

## **ACTION #2: Plan/Develop/Host Front Yards in Bloom Contests**

**Resource:** *Front Yards in Bloom – Edmonton*

[https://www.edmonton.ca/programs\\_services/landscaping\\_gardening/front-yards-in-bloom-about.aspx](https://www.edmonton.ca/programs_services/landscaping_gardening/front-yards-in-bloom-about.aspx)

**RESPONSIBLE PARTY:** FCSS

**BUDGET:** Low

**TIME FRAME:** 12 months

**MEASURES OF SUCCESS:**

- Front Yards in Bloom Summer Contest is organized and winning yard is announced by August 2, 2021.
- Front Yards in Bloom Winter Contest is organized and winning yard is announced by February 28, 2022.

## **Goal #3: Enhance and Support the Golden Age Centre**

**ACTION #1: Rebrand the Golden Age Centre and modernize the existing building or move it to another building.**

**RESPONSIBLE PARTY:** Golden Age Society, Lions Club, Rotary Club

**BUDGET:** Medium to High

**TIME FRAME:** 12 months

**MEASURES OF SUCCESS:**

- Plans are in the works to modernize or move the “Golden Age Centre” within 12 months.







Block Party - 2015  
Edmonton, AB

### **3.0 Other Communities:**

Developing a Regional Economic Growth Plan often includes looking at the economic growth challenges other communities have faced and reviewing what they did to overcome them.

Our internet research yielded numerous Economic Development Strategic Plans developed by other communities. 4 economic development strategies developed by Canadian towns/cities were selected and are listed below by population size (lowest to highest).

- **Athabasca, AB – population 2,965**  
**Tourism and Economic Development Committee Strategic Plan**
  - <https://www.visitathabasca.ca/wp-content/uploads/2018/12/TED-Strategic-Plan-2018-2021.pdf>
  
- **Three Hills, AB – population 3,212**  
**Economic Development Strategic and Future Growth Plan**
  - [http://cms.threehills.ca/Editor/images/Documents/EcDev%20Strategy/Three\\_Hills\\_Economic\\_Growth\\_Master\\_Plan\\_2019\\_09\\_09\\_FINAL.pdf](http://cms.threehills.ca/Editor/images/Documents/EcDev%20Strategy/Three_Hills_Economic_Growth_Master_Plan_2019_09_09_FINAL.pdf)
  
- **Hinton, AB - population 9,882**  
**Town of Hinton Economic Development Strategy**
  - <https://www.hinton.ca/DocumentCenter/View/7314/2019-Hinton-Economic-Development-Strategy-FINAL>
  
- **Whitehorse, Yukon – population 25,085**  
**Community Economic Development Strategy**
  - <https://whitehorse.ca/home/showdocument?id=5198>



Fairview is not alone. All of the communities in the list above, regardless of population size or location, face challenges similar to those of Fairview. Much like Fairview, each community has developed economic development strategies to address their challenges in ways relevant to their particular community.

**Challenges Common to all Communities, including Fairview:**

- Business Retention and Expansion
- Promoting and Attracting Industry to their community
  - Being Industry and Investment Ready
- Increasing Tourism
- Promoting and Attracting People to live in their community

Through the development of a comprehensive Strategic Plan, the Town of Fairview can look forward to future growth and prosperity.

#### 4.0 Connecting this Plan to Other Documents

The Regional Economic Growth Plan builds upon the Retail Market Analysis and the Industrial Market Analysis conducted in 2017.

The information gathered in Phase 1 and the goals/action items developed in Phase 2 of the Regional Economic Growth Plan will be compiled into one document and submitted to the Town of Fairview Council and the MD of Fairview #136 Council for review and feedback.

Upon final review by the municipalities, the Regional Economic Growth Plan will be fed into the Town of Fairview’s Strategic Plan.



## 5.0 Phase 3 - Regional Economic Growth Plan

Providing the COVID-19 is under control by then, the anticipated start date for implementation of the Regional Growth Plan is January 1, 2021.

### “Report Cards:”

To ensure the ongoing implementation and success of the Regional Economic Growth plan, quarterly “Report Card” checkpoints are scheduled for 2021. The “Report Cards” will be shared with the Stakeholder Group, the Town of Fairview, the MD of Fairview #136 and the public.

- **Report Card #1 - April 15, 2021**
  - (progress from Jan. 1, 2021 to March 31, 2021)
- **Report Card #2 - July 15, 2021**
  - (progress from April 1, 2021 to June 30, 2021)



### Second Shopping Habits Survey:

A second Shopping Habits Survey will be conducted in June 2021, analysed and compared with the Shopping Habits Survey results of July 2020.

The results of the second Shopping Habits Survey will be reviewed and shared with the Town of Fairview, the MD of Fairview #136, the Stakeholder Group and members of the public for feedback.



# APPENDIX

# **“SWOT” ANALYSIS OF FAIRVIEW REGION**

## **October 2020**

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### **Strengths:**

- Well maintained infrastructure
- Ag Service industry
- Service Industry – contractors, etc.
- Affordable commercial space and housing
- Support of each other (Not-For-Profits and Business Community)
- Variety of recreation and cultural events
- Caring Community
- Good Schools/GPRC
- Health/Seniors Accommodation
- Airport - Medivac availability
- Location
- Beautiful, Natural areas
- Automotive Service
- Leadership’s desire for progress

# **“SWOT” ANALYSIS OF FAIRVIEW REGION**

## **October 2020**

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### **Weaknesses:**

- Location
- Retention of professionals
- Lack of Big Industry
- No Rail
- Visitor Information Centre
- Lack of Shopping opportunities
- Underutilized buildings/land
- Communication
  - Lots of disinformation
- ‘Sacred cows’ (we’ve always done it this way...)
- Poor Rural Internet
- Increasing Crime Rate
- Small town acceptance of user fees
- Not coming into town off the highway
- Relying on average size employers
- Limited hospital services
- Outside operation of GPRC
- Collaboration with surrounding communities

# **“SWOT” ANALYSIS OF FAIRVIEW REGION**

## **October 2020**

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### **Opportunities:**

- Large Events
- Regional Partnerships
- Push for health & wellness initiatives
- Ag Services
- Develop End User (farm products)
- Community College steered towards local needs
- Working with short term residents
- River Use – Tourism
- Water Capacity – lots of water for industry if needed
- Dam on the river – AMISK (provincial interference)
- Business Start Up Support
- Opportunities for Small business
- Redevelopment of Vacant Buildings/Land
- New local newspaper
- Prism Diversified

# **“SWOT” ANALYSIS OF FAIRVIEW REGION**

## **October 2020**

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### **Threats:**

- Provincial Agenda
- Volunteer burn out
- Lack of motivation or willingness to invest by locals
- Event Liability Insurance for Not-For-Profit organizations
  - How can this be decreased?
- COVID – 19 pandemic
  - Working within the rules
- Truth vs Myth (are people really saving money going to GP for groceries..)
- Getting everyone on same page
  - Resolve to put “dead horse” issues to rest
- Lack of professionals that stay
- Crime rate...
- Fluctuating industry
- Climate change
- Competing with GP and PR
- Declining population
- Age/demographics



# WATERHOLE AVE. CONCEPT

Conceptualized by D/K Consulting Group

Transform 102 Ave between Main Street and 109 St. into “WATERHOLE AVE. so it becomes:

- A Tourist Attraction
- An Eclectic Shopping District

\*\*\*102 Ave. is already Zoned “RCT” – Residential Commercial Transitional and C1 - Commercial

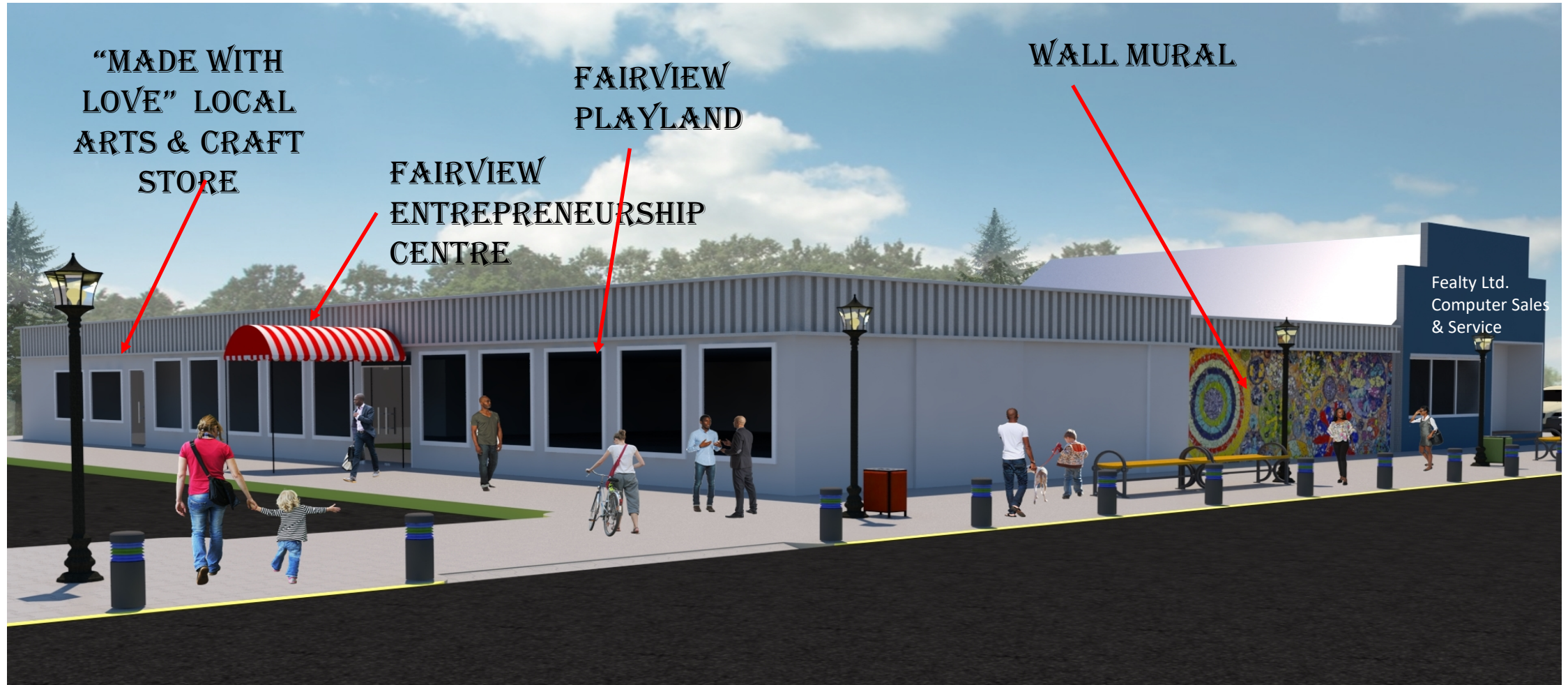
# WATERHOLE AVE. – SOUTH SIDE



Conceptualized by D/K Consulting Group



# WATERHOLE AVE. – SOUTH SIDE



Conceptulized by D/K Consulting Group

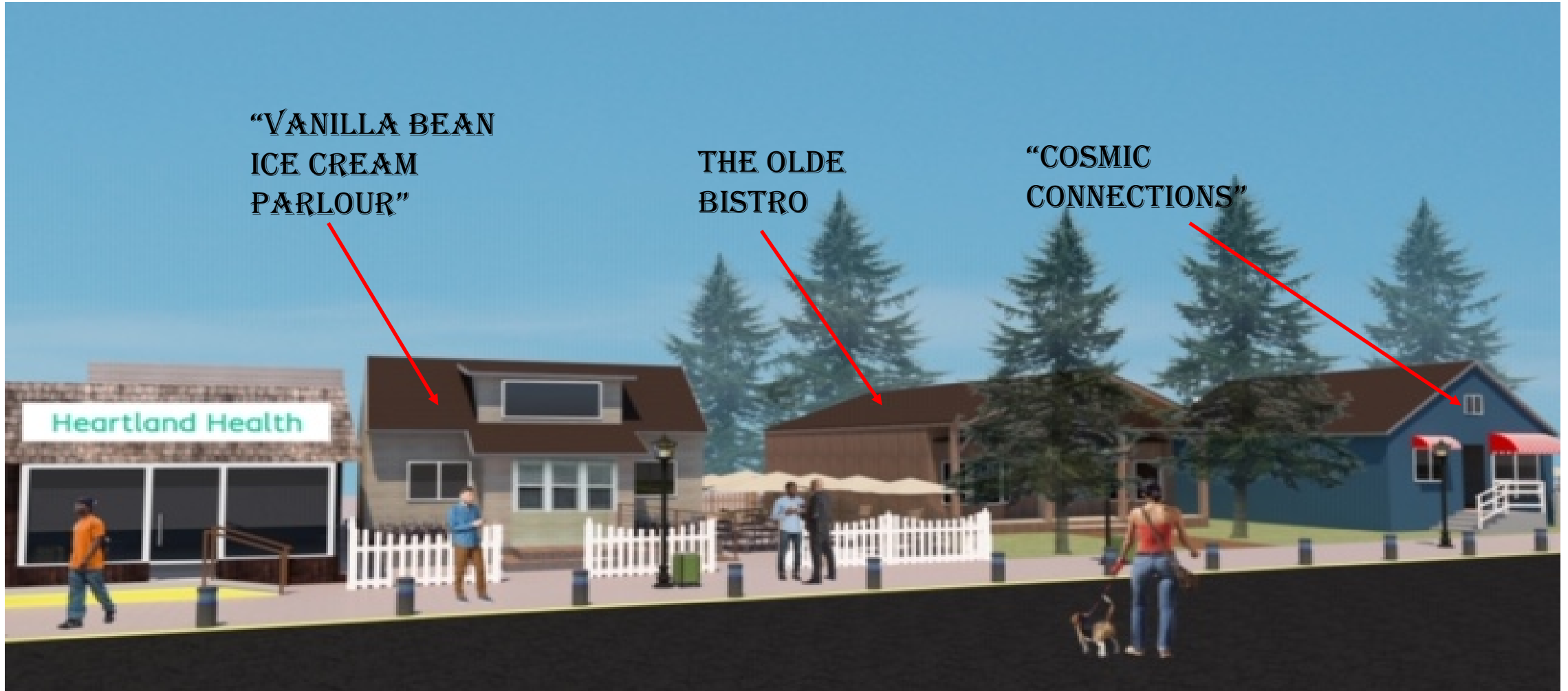
# WATERHOLE AVE. – NORTH SIDE



Conceptualized by D/K Consulting Group



# WATERHOLE AVE. – NORTH SIDE



Conceptualized by D/K Consulting Group

# WATERHOLE AVE. – NORTH SIDE



Conceptualized by D/K Consulting Group



# WATERHOLE AVE – NORTH AND SOUTH SIDE

## WATERHOLE AVE. “STREET VISUAL”



Conceptualized by D/K Consuling Group

# WATERHOLE AVE.

The Place for:

- Street Festivals
- Winter Carnivals
- Point of Interest:

“Let’s meet at Waterhole Ave.!”

Mural Examples:





# Regional Economic Growth Plan – November 2020

## Table Format

ECONOMIC GROWTH CATEGORY 1 – Industry Development Goals			
GOAL #1: Hire an employee dedicated to cultivating Industry Development in the Fairview region			
Action #1: Research and find industry opportunities suitable to the Fairview region			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview & MD of Fairview	High	3 months	<ul style="list-style-type: none"> <li>• Development of an Industry Attraction Strategy</li> <li>• Development of an Investor Toolkit(Marketing Package)</li> <li>• Identify 4 potential opportunities within 1 year</li> <li>• Identify 1 opportunity with strong potential within 1 year</li> </ul>

GOAL #2: Assess Fairview’s Readiness for Industry Development			
Action #1: Conduct an Investment Readiness analysis			
Responsible Party	Budget	Time Frame	Measures of Success
New Employee, Town of Fairview, MD of Fairview	Low	6 months	<ul style="list-style-type: none"> <li>• Investment Readiness Report Complete               <ul style="list-style-type: none"> <li>○ Identification of Investment Readiness Gaps</li> </ul> </li> </ul>

# Regional Economic Growth Plan – November 2020

## Table Format

GOAL #3: Tax Incentives for new industry developments choosing to locate in the Fairview region			
<b>Action #1:</b> Development of an innovative and attractive tax structure for new industry development in the Fairview area and include it in the Industry Attraction Strategy and Marketing Package.			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview, MD of Fairview	Low	6 months	<ul style="list-style-type: none"> <li>• Tax Structure is developed</li> <li>• 1 new business takes advantage of the tax incentive within 1 year</li> </ul>

# Regional Economic Growth Plan – November 2020

## Table Format

ECONOMIC GROWTH CATEGORY 2 – Tourism Development Goals			
GOAL #1: Relocate the Visitor Information Centre in the Fairview Recreation Centre			
Action #1: Set up the Visitor Information Centre in the Recreation Centre			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview & Chamber of Commerce	Low	6 months	<ul style="list-style-type: none"> <li>New signage along Highway 2</li> <li>Visitor Information Centre is open and operating by June 1, 2021</li> </ul>

GOAL #2: Promote Fairview as a Preferred Location for Hosting Events. Conventions, Conferences, Trade Shows			
Action #1: Information gathering			
Responsible Party	Budget	Time Frame	Measures of Success
Sub group of Ec. Dev. Committee	Low	6 months	<ul style="list-style-type: none"> <li>A comprehensive list of Facilities, Accommodations and Groups interested in hosting events is compiled by June 2021.</li> <li>A comprehensive list of people interested in providing services to hosted events by June 2021.</li> </ul>

# Regional Economic Growth Plan – November 2020

## Table Format

GOAL #2: Promote Fairview as a Preferred Location for Hosting Events. Conventions, Conferences, Trade Shows <i>(cont'd)</i>			
Action #2: Development and Distribution of Promotional Package			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview, MD of Fairview, Chamber of Commerce	Medium	9 months	<ul style="list-style-type: none"> <li>• Development of Promotional Package               <ul style="list-style-type: none"> <li>○ Brochures, Videos, Tourism website, Social Media</li> </ul> </li> <li>• Number of Promotional packages sent out</li> <li>• Increase in the number of events in Fairview area</li> <li>• Increase in Fairview Tourism website traffic</li> </ul>

GOAL #3: Develop New Tourism Events			
Action #1: Explore, Investigate Culinary Tourism Potential			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview, MD of Fairview, Ec. Dev. Committee and Chamber of Commerce	Low	18 months	<ul style="list-style-type: none"> <li>• Develop, Plan, Market and Host Fairview's first Culinary Tourism Event by June 2022</li> </ul>

# Regional Economic Growth Plan – November 2020

## Table Format

ECONOMIC GROWTH CATEGORY 3 – Vacant Land/Buildings Re-Development Goals			
GOAL #1: Railway Ave. Adventure Park Concept			
Action #1: Purchase Land from CN Rail			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview	Medium	3 months	<ul style="list-style-type: none"> <li>Purchase of Land is complete and is owned by the Town of Fairview</li> </ul>

GOAL #1: Railway Ave. Adventure Park Concept ( <i>cont'd</i> )			
Action #2: Work with planning group (Mackenzie Municipal Services Agency) to create a vision for the property			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview	Low	6 months	<ul style="list-style-type: none"> <li>Vision for property is developed by July 2021</li> </ul>

## Regional Economic Growth Plan – November 2020

### Table Format

GOAL #1: Railway Ave. Adventure Park Concept ( <i>cont'd</i> )			
Action #3: Development of Railway Ave. as per Vision			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview, Business Owners, Not-For Profits	High	18 months	<ul style="list-style-type: none"> <li>Area is ready for first event by Summer of 2022</li> </ul>

GOAL #2: Waterhole Ave. Concept – Re-Invent 102 Ave. east of Main Street as a Tourist Attraction			
Action #1: Create and Implement a Vision for the Area			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview, Business Owners, Not-For Profits	Low	18 months	<ul style="list-style-type: none"> <li>Murals painted on building walls within 12 months</li> <li>1 new business opens on the north side of 102 Ave. that fits the Waterhole Ave. concept within 18 months</li> </ul>

# Regional Economic Growth Plan – November 2020

## Table Format

ECONOMIC GROWTH CATEGORY 4 – Business Development Goals			
GOAL #1: Encourage and support new business start-ups			
Action #1: Development of the Fairview Entrepreneurship Centre			
Responsible Party	Budget	Time Frame	Measures of Success
Chamber of Commerce, Ec. Dev. Committee	Low	6 months	<ul style="list-style-type: none"> <li>Fairview Entrepreneurship Centre is open and operating.</li> <li># of entrepreneurs using the Centre.</li> </ul>

GOAL #2: Promote Investment Partnerships			
Action #1: Develop an investment network that connects local investors and/or venture capital partners with local entrepreneurs who have developed big, bold, new ideas for the Fairview region and require capital investment.			
Responsible Party	Budget	Time Frame	Measures of Success
Chamber of Commerce, Ec. Dev. Committee	Low	12 months	<ul style="list-style-type: none"> <li>Comprehensive list of potential local investors and venture capital partners.</li> <li>Within 18 months, 1 connection between an investor and entrepreneur results in a new business opening in the Fairview region.</li> </ul>

# Regional Economic Growth Plan – November 2020

## Table Format

GOAL #3: Biennial Business Conference			
Action #1: Plan/Develop/Host a Regional Business Conference			
Responsible Party	Budget	Time Frame	Measures of Success
Chamber of Commerce	Medium	18 months	<ul style="list-style-type: none"> <li>Fairview Business Conference takes place in Spring 2022</li> <li># of guests that attend the Fairview Business Conference</li> </ul>



# Regional Economic Growth Plan – November 2020

## Table Format

ECONOMIC GROWTH CATEGORY 5 – Not-For-Profit Organizations Goals			
GOAL #1: Strengthen and Support and Not-For-Profit Organizations			
Action #1: Provide resources and workshops for Not-For-Profit Groups			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview, Chamber of Commerce, Ec. Dev. Committee	Low	12 months	<ul style="list-style-type: none"> <li>At least 4 Training workshops scheduled and hosted within 12 months                             <ul style="list-style-type: none"> <li>Schedule quarterly workshops</li> </ul> </li> <li># of Not-For-Profit organizations that participate</li> <li>Evaluation of training workshops</li> </ul>

GOAL #2: Encourage Youth (Aged 18+) to become involved in volunteering			
Action #1: Start a Rotaract Club in partnership with the Fairview Rotary Club			
Responsible Party	Budget	Time Frame	Measures of Success
Rotary Club. Members of the public	Low	6 months	<ul style="list-style-type: none"> <li>Rotaract Club is active</li> <li>Rotaract Club has completed 1 project in the Fairview region</li> </ul>

## Regional Economic Growth Plan – November 2020

### Table Format

<b>GOAL #3: Encourage Youth (Aged 15- 18) to become involved in volunteering</b>			
<b>Action #1:</b> Collaborate with High Schools to develop a High School Credit program volunteering			
Responsible Party	Budget	Time Frame	Measures of Success
Ec. Dev. Committee, School Divisions	Low	18 months	<ul style="list-style-type: none"> <li>• Credits for Volunteering program is in place</li> <li>• At least 5 students participate in the program</li> </ul>

# Regional Economic Growth Plan – November 2020

## Table Format

ECONOMIC GROWTH CATEGORY 6 – Community Spirit Development Goals			
GOAL #1: Enhance the Fairview brand and make it strong			
Action #1: Market Fairview as a Community of Choice			
Responsible Party	Budget	Time Frame	Measures of Success
Town of Fairview, MD of Fairview, Chamber of Commerce	Medium	12 months	<ul style="list-style-type: none"> <li>Content is created – videography, brochures within 6 months</li> <li>Marketing Plan is developed and content is being distributed within 12 months</li> </ul>

GOAL #2: Increase Community Connectedness			
Action #1: Plan/Develop/Host Regional Block Party			
Responsible Party	Budget	Time Frame	Measures of Success
FCSS	Low	9 months	<ul style="list-style-type: none"> <li>Block Party Day takes place by September 2021</li> <li># of neighbourhoods that participated in the Block Party</li> </ul>

## Regional Economic Growth Plan – November 2020

### Table Format

GOAL #2: Increase Community Connectedness ( <i>cont'd</i> )			
Action #2: Plan/Develop/Host Front Yards in Bloom Contests			
Responsible Party	Budget	Time Frame	Measures of Success
FCSS	Low	12 months	<ul style="list-style-type: none"> <li>Front Yards in Bloom Summer Contest is organized and winning yard is announced by August 2, 2021.</li> <li>Front Yards in Bloom Winter Contest is organized and winning yard is announced by February 28, 2022.</li> </ul>

GOAL #3: Enhance and Support the Golden Age Centre			
Action #1: Rebrand the Golden Age Centre and modernize the existing building or move it to another building.			
Responsible Party	Budget	Time Frame	Measures of Success
Golden Age Society, Lions Club, Rotary Club	Medium to High	12 months	<ul style="list-style-type: none"> <li>Plans are in the works to modernize or move the “Golden Age Centre” within 12 months</li> </ul>

# Regional Economic Growth Plan GANTT Chart

TASKS:	3 months	6 months	9 months	12 months	18 months
<b>Industry Development Goals</b>					
<b>Goal 1 - Hire an employee to Seek Opportunities</b>					
<i>Action 1 - Research Opportunities</i>					
<b>Goal 2 - Assess Investment Readiness</b>					
<i>Action 1- Conduct Assessment</i>					
<b>Goal 3 - Develop Tax Incentive</b>					
<i>Action 1 - Include in Investment Strategy</i>					
<b>Tourism Development Goals</b>					
<b>Goal 1 - Relocate Visitor Info. Centre</b>					
<i>Action 1 - Set up and open VIC</i>					
<b>Goal 2 - Promote Fairview as Convention Centre</b>					
<i>Action 1 - Information gathering</i>					
<i>Action 2 - Develop/Distribute Info Package</i>					
<b>Goal 3 - Develop New Tourism Events</b>					
<i>Action 1 - Plan/Host Culinary Tourism Event</i>					
<b>Vacant Bldgs./Land Re-Development Goals</b>					
<b>Goal 1 - Railway Ave. Adventure Park Concept</b>					
<i>Action 1 - Buy Land from CN Rail</i>					
<i>Action 2 - Develop Vision</i>					
<i>Action 3 - Development of Railway Ave.</i>					
<b>Goal 2 - Waterhole Ave. Concept</b>					
<i>Action 1 - Implement Vision</i>					

# Regional Economic Growth Plan GANTT Chart

TASKS:	3 months	6 months	9 months	12 months	18 months
<b>Business Development Goals</b>					
<b>Goal 1 - Support New Business Start Ups</b>					
<i>Action 1 - Develop Entrepreneurship Centre</i>					
<b>Goal 2 - Promote Investment Partnerships</b>					
<i>Action 1 - Develop Investment Network</i>					
<b>Goal 3 - Biennial Business Conference</b>					
<i>Action 1 - Host 1st Business Conference</i>					
<b>Not-For-Profit Organizations Goals</b>					
<b>Goal 1 - Strengthen NFP Organizations</b>					
<i>Action 1 - Provide Workshops/Training</i>					
<b>Goal 2 - Encourage 18+ Youth to Volunteer</b>					
<i>Action 1 - Start Rotaract Club</i>					
<b>Goal 3 - Encourage 15 - 18 Yrs. Olds To Volunteer</b>					
<i>Action 1 - High School Credits for Volunteering</i>					
<b>Community Spirit Development Goals</b>					
<b>Goal 1 - Make Fairview's Brand Strong</b>					
<i>Action 1 - Fairview as Community of Choice</i>					
<b>Goal 2 - Increase Community Connectedness</b>					
<i>Action 1 - Plan/Host Regional Block Party</i>					
<i>Action 2 - Plan/Host Front Yards in Bloom</i>					
<b>Goal 3 - Enhance/Support Golden Age Centre</b>					
<i>Action 1 - Modernize Golden Age Centre</i>					