



TOWN OF  
**PEACE RIVER**  
ALBERTA

## **Town of Peace River REQUEST FOR PROPOSALS (RFP)**

### **RFP#TPR2023009- Investment Attraction Strategy Services**

**Issue Date:** June 5th, 2023

**Closing Date and Time:** June 23rd, 2023 at 2:00:00 pm Alberta Time.

**Contract Manager:** Tanya Bell, Director of Community Services

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**Address:** Box 6600, 9911 – 100 Street  
Peace River, AB T8S 1S4

**E-mail:** [tbell@peaceriver.ca](mailto:tbell@peaceriver.ca)

Proposals shall be submitted to: [tenders@peaceriver.ca](mailto:tenders@peaceriver.ca)

Responses to this RFP are to be submitted electronically by email. Submissions are to be sent to Tanya Bell, [tenders@peaceriver.ca](mailto:tenders@peaceriver.ca) on or before the closing date. Late submissions will not be considered.

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## **PART I. INVITATION**

The Town of Peace River (the “Town”) invites Proponents to submit non-binding proposals in response to this Request for Proposals (“RFP”) to provide consulting services for Investment Attraction Strategy (the “Services”) for the Town of Peace River - Economic Development Committee.

### **1 Introduction**

The Town of Peace River is a community of approximately 6,700 residents. Peace River residents and visitors are privileged to enjoy one of the most beautiful physical settings in Alberta. The town is located 486 km north-west of Edmonton and 195 km north-east of Grande Prairie; it is the second largest center in northwestern Alberta and functions as a thriving regional service and trade center.

As the Steering Committee for this initiative, the Town of Peace River’s Economic Development Committee was formed in Spring 2022 and is comprised of 5 volunteer Members at Large from the business community, council representation and administration. With a mandate of supporting, enhancing, and promoting business and economic activity within Peace River, the Committee’s role is to plan and undertake economic development initiatives, to advise and support Peace River Council (“Council”) on matters relating to the local economy and business community, and to act as a liaison between Council and the business community.

### **2 Project Objectives**

The Town requires a capable and qualified Proponent to develop an Investment Attraction Strategy for the Town of Peace River.

Proponents are to submit informative proposals for Services that will assist the Town to make an informed decision on how best to achieve objectives at the best possible overall value, as determined by the Town in its sole discretion. Proposals should include detailed and sufficient information about the Proponent(s) capacity, expertise, and experience as well as a detailed cost schedule including proposed project timelines.

### **3 Closing Date**

Proponents are invited to submit a detailed Proposal to provide the Services. Proposals must be received by **2:00 PM (Alberta Time) on Friday June 23rd, 2023 (the “Closing Date”)**.

### **4 Definitions**

For the purposes of this RFP, the terms below shall be interpreted as follows:

- 4.1 "Business Day" means a day other than a Saturday, Sunday or statutory holiday in Alberta;
- 4.2 “Town” means the Town of Peace River, a municipal corporation duly constituted under the laws of Alberta;
- 4.3 "Closing Date" means **June 23rd, 2023** or such other date as determined by the Town, at its sole and unfettered discretion;
- 4.4 "Closing Time" means **2:00:00 pm** (Alberta Time) on the Closing Date;
- 4.5 “Contract” means the written agreement negotiated and entered into by the Successful Proponent and the Town to provide the Services contemplated by this RFP;
- 4.6 "Evaluation Committee" means representatives of the Town and third-party consultants as the Town deems necessary, who are responsible for evaluating the Proposals and recommending Qualified Proponents, if any, to the Town;

- 4.7 "Evaluation Criteria" means those criteria described in Part IV, Paragraph 1.0;
- 4.8 "Invitation to Negotiate" means the last and final phase of the selection process where representatives of the Town and a Qualified Proponent negotiate the Contract;
- 4.9 "Mandatory Requirements" means the minimum requirements that must be addressed or contained in a Proposal as described in this RFP;
- 4.10 "Proponent" means an individual, a corporation, a partnership or any combination of the foregoing, assembled for a common purpose that submits a Proposal to the Town for evaluation in response to this RFP;
- 4.11 "Proposal" means all the information which is presented to the Town by a Proponent for evaluation in response to this RFP;
- 4.12 "Qualified Proponent" means a Proponent selected to participate in the Invitation to Negotiate at the sole and unfettered discretion of the Town;
- 4.13 "RFP" means this Request for Proposals;
- 4.14 "Services" means the functions, duties, tasks, responsibilities, and deliverables upon which this RFP is based; and
- 4.15 "Successful Proponent" means the Proponent which the Town selects to enter into the Contract with.
- Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses. Words in the singular include the plural and vice versa.

## **PART II. PROJECT REQUIREMENTS**

### **1 Scope of Services**

- 1.1. The Successful Proponent shall work with the Town Economic Development Committee to effectively develop an Investment Attraction Strategy for a Northern Hub, including marketing and promotional materials. The scope of work will include but not be limited to the following activities:
- 1.1.1. Update and extend the 2011 Business case report for Peace River as a Northern Hub into an Investment Attraction Strategy for a Northern Hub (document attached in Appendix A)
- 1.1.2. Prioritize the types of business expansion and new business investment opportunities the committee should pursue. The report update will include incorporating up to date information on the community, identifying which previously identified business opportunities have been filled, and most critically, will identify the new business and business expansion opportunities that exist today, and the priority businesses and investment opportunities that the Town should work to cultivate into the future. The update will also identify local gaps in business support for current or emerging local opportunities and define a pathway to address those gaps.
- 1.1.3. Provide the content necessary to implement specific strategies to attract investment to and market Peace River as a Northern Hub. There are some anticipated strategies, as the Economic Development Committee has identified areas where the Town is currently lacking necessary business investment information and resources. There will be additional strategies based on the consultant's recommendations. To keep the project attainable, a shortlist of business opportunities will be created and prioritized.
- 1.1.4. The Attraction Strategy is expected to provide up to date content for a substantial update

to the Town's Economic Development website.

- 1.1.5. The Attraction Strategy is expected to provide a marketing plan for the shortlisted business opportunities. The marketing plan will include digital and hard copy materials specific to each shortlisted business opportunity. The marketing materials and information will highlight the advantages (inherent and tangible) and strengths of doing business or investing in a business in Peace River.
- 1.2. Deliverables shall include a minimum of the following:
  - 1.2.1. The project will provide the Town with an up-to-date collection of core economic development data specific to Peace River. The compilation of this foundational data will allow the Town to maintain it over time.
  - 1.2.2. A clear direction on target investment attraction opportunities.
  - 1.2.3. The development of Attraction Implementation materials that will support future marketing and promotion of the Town and the pursuit of the shortlisted business opportunities. These implementation materials include:
    - The development of an Investment Attraction section on the Town website.
    - The development of a promotional package with an Investment Attraction core brochure and add-ons for each specific industry, and e-copy of each brochure.
- 1.3. Primary Work Location:
  - 1.3.1. The Proponent will work out of their own office; however, all meetings with the Town will be conducted in Peace River, Alberta or via virtual options.
  - 1.3.2. The Town will arrange and provide local meeting space as required.

The scope of services includes but is not limited to the above. Proponents must include in their response any additional components deemed relevant and/or important to the project.

## **2 Milestones/Time Frames/Schedule**

- 1.5. Proponents are to include a detailed implementation plan. The implementation plan will include a project timeline and identify major project tasks, milestones, resources, and duration required to complete the Services. The project schedule should include an estimated overall timeline that will outline how the project can be completed by March 31, 2024.
- 1.6. The plan will also identify:
  - 1.6.1. All tasks, phases, and stages to be completed;
  - 1.6.2. Length of time required for each task;
  - 1.6.3. The deliverable or result (outcome) produced by each task;
  - 1.6.4. Proposed personnel allocated to each task; an estimate of the number of hours that each member of the project team will spend on each deliverable of the project; and
  - 1.6.5. Town personnel required for each task (as applicable).

The proposed schedule is to be based on the Proponent's experience delivering services in similar sized municipalities and includes the Proponent's present project commitments and availability of resources (Proponent's capacity to successfully deliver and provide the services and resources for the project).

### **PART III. PROPOSAL DETAILED INSTRUCTIONS**

#### **1 Mandatory Submission Requirements**

- 1.7. The cover page must clearly identify the following:
  - 1.7.1. The title of this RFP;
  - 1.7.2. The Proponent's name and contact information; and
  - 1.7.3. The date of submission.
- 1.8. Proposals shall be divided into sections identified as follows:
  - 1.8.1. Executive Summary;
  - 1.8.2. Proposal Narrative;
  - 1.8.3. Proponent/Project Team Qualifications;
  - 1.8.4. Proponent/Project Team References;
  - 1.8.5. Implementation Plan;
  - 1.8.6. Fee Proposal; and
  - 1.8.7. Other Pertinent Information including but not limited to any value-adds from the proponent.
- 1.9. All Proposals shall be submitted in the English language.
- 1.10. Where requested, provide samples, data or references that will be used for clarification and confirmation of services being offered.
- 1.11. Proposals must include all relevant pricing on all items that are the responsibility of the Successful Proponent.
- 1.12. Proposals will be opened following the Closing Time. Proposals submitted after the Closing Time will NOT be considered. Proposals will NOT be opened in public.
- 1.13. Only one Proposal may be submitted by each Proponent.
- 1.14. Proposals must include all required information.
- 1.15. Proponents must fully disclose, in writing to the Town on or before the Closing Date of this RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest if the Proponent were to become a contracting party pursuant to this RFP. The Town shall review any submissions by Proponents under this provision and may reject any Proposals where, in the opinion of the Town, the Proponent could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Proponent were to become a contracting party pursuant to this RFP.

#### **2 Executive Summary**

- 2.1. This chapter should include each of the following items and be no more than two pages in length:
  - 2.1.1. a brief description of the Services that are proposed;
  - 2.1.2. a brief outline of the unique advantages of the proposed solution;
  - 2.1.3. the name, title and address of the Proponent's representative responsible for the

preparation of the Proponent's Proposal;

2.1.4. the name, signature, title and address of the Proponent's representative empowered to conduct contract finalization on behalf of the Proponent; and

2.1.5. a list of assumptions that affect the price, level of service/product or duration of the work.

### **3. Proposal Narrative**

3.1 In this chapter of the Proposal, the Proponent must demonstrate an understanding of the key requirements of the project and outline the approach taken to completing all aspects of the Services. All assumptions made in preparing the Proposal should be identified clearly. These assumptions will be vetted by the Evaluation Committee and clarification may be required as necessary. This chapter gives the Proponent the opportunity to describe in detail the unique advantages of the Proponent's proposed Services that illustrate the "added value" that the Proponent has to offer. Be sure to address all requirements and specifications contained in the RFP.

### **4. Proponent Profile/Project Team Qualifications**

4.1 The Proponent must indicate the Proponent's/project team's qualifications and capabilities to provide the Services, including past projects having similar requirements to the one being proposed. Include resumes, summarizing the qualifications of the Proponent/project team members, including any subcontractors (if applicable). Specify how these staff will be organized and supervised on the project.

### **5. Proponent/Project Team References**

5.1 The Proponent must provide a minimum of three references from similar scope of project. Proponents are requested NOT to provide references from the Town of Peace River.

5.2 Each reference should include the following information:

- The reference company's name, address, and telephone number;
- The name and title of a person who may be contacted at the reference company; and
- The title, date, description, and relevancy of the work performed.

5.3 The Town reserves the right to contact these references, or any other references known to the Town, without prior notification to the Proponent. The Town also reserves the right to contact any previous or current user of the Proponent's products or services, including the Town's own personnel.

### **6. Fee Proposal**

6.1 The project budget is a total of \$65,000.

6.2 The Proponent shall provide a proposal that includes a detailed breakdown of how the Proponent will allocate the budget and all applicable costs. The Proponent is to provide any terms and conditions regarding payment/fee proposal.

6.3 Pricing shall include all fees, purchases, commissions, out-sourced services, charges, and duties pertaining to the delivery of goods and services quoted in this RFP.

6.4 The fee proposal will contain sufficient detail as to describe the type and level of effort to be performed by the Proponent. A spreadsheet showing the allocation of all proposed personnel by

individual for each project task is required.

6.5 All prices shall be quoted in Canadian dollars with GST identified separately.

**7. Other Pertinent Information and Value-Adds**

7.1 The Proponent should provide any other pertinent information it deems necessary.

**PART IV. EVALUATION CRITERIA**

**1 General**

1.1 As a general framework, all Proposals presented by Proponents will be evaluated in the context of the overall value they bring to the Town. The criteria to be considered by the Town will include a combination of expertise, qualifications, fees, and such other criteria as determined by the Town at its sole and unfettered discretion (the "Evaluation Criteria"). The Town shall use the Evaluation Criteria listed below as the basis for its evaluation of submitted Proposals.

1.2 The Evaluation Committee will utilize specific evaluation criteria to rate various requirements for evaluation purposes. Subject to the requirements of the *Freedom of Information and Protection of Privacy Act* (FOIP), such ratings shall be confidential, and no totals or scores of such ratings shall be released to any party.

1.3 As the Town evaluates Proposals and bases any decision to award a contract on the contents of the Proposals as submitted, each Proposal shall include any and all information required as called for in the RFP. It shall be explicitly understood that there shall be no opportunity to make any material change to the Proposal, including any alteration, addition, or deletion of any element within the Proposal as submitted by the Proponent after the RFP has closed.

Evaluation Criteria	Points
<p><b>Understanding and Overall Completeness and Quality of Proposal:</b></p> <ul style="list-style-type: none"><li>• Submission criteria are met; no evident weaknesses or deficiencies.</li><li>• Demonstrated understanding of the project scope, objectives, deliverables, and schedule requirements.</li><li>• Understanding of how the project needs to progress to inform decision-making on the overall scope to meet Town's needs.</li><li>• Detailed project plan, implementation, and delivery schedule.</li></ul>	20 Pts



<p><b>Methodology and Work Plan:</b></p> <ul style="list-style-type: none"> <li>Proposed approach and methodology the Proponent will take in delivery of services.</li> <li>Project/work plan and schedule with associated deliverables and how the Proponent will complete the scope of services and accomplish the required objectives.</li> <li>Description of the standards to be met and evaluated throughout delivery of services.</li> </ul>	25 Pts
<p><b>Knowledge, Experience and Qualifications:</b></p> <ul style="list-style-type: none"> <li>Relevant knowledge, experience and qualifications of the Proponent and team members with focus on <i>similar municipal projects</i>. Include resumes or staff profiles for members of the consulting team.</li> <li>Demonstrated experience working with municipalities on similar engagements.</li> </ul>	30 Pts
<p><b>References:</b></p> <ul style="list-style-type: none"> <li>Strength, quality of knowledge, experience and qualifications reflected in provided references.</li> <li>Provision of at least three (3) relevant and <i>recent projects in similar scope nature</i>.</li> </ul>	10 Pts
<p><b>Fee Proposal:</b></p> <ul style="list-style-type: none"> <li>Overall value for money;</li> <li>Include detailed breakdown for all services related to the scope of work and services provided.</li> </ul>	15 Pts
<b>TOTAL</b>	100 Pts

1.4 By submitting a Proposal, the Proponent acknowledges and agrees that:

1.4.1 the Town has, and is hereby entitled to exercise, the sole and unfettered discretion to award the points for the evaluation of the Evaluation Criteria; and

1.4.2 it waives any right to contest in any legal proceedings or otherwise the decision of the Town to award points in respect of the Evaluation Criteria.

## **PART V. SELECTION PROCESS**

### **1 Process Stages**

The Successful Proponent will be selected through the following process:

- Stage One – Request for Proposal;
- Stage Two – Evaluation and Interview (optional – short-list only);
- Stage Three – Invitation to Negotiate (one or (if necessary) more Qualified Proponents); and
- Stage Four – Award of Contract.

#### **1.1. Stage One**

- 1.1.1. An RFP will be issued by the Town to the Alberta Purchasing Connection and the Town of Peace River website.

- 1.1.2. Any questions raised by potential Proponents during this stage shall be submitted in writing and must be received by email no later than June 14th, 2023. Without disclosing the name of the Proponent, a copy of all questions received, and answers provided by the Town shall be posted by way of addendum Proponents by June 16th, 2023.

Deadline for submission of Questions/Clarifications Submitted to: <b>tbell@peaceriver.ca</b>	June 14th, 2023
Responses to Questions/Clarifications by:	June 16th, 2023

- 1.1.3. The Proponent has the responsibility to notify the Town, in writing, of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this RFP, as it is discovered, and to request any instruction, decision, or direction required to prepare the Proposal;
- 1.1.4. Verbal responses to any inquiry are not binding on either party; and
- 1.1.5. Following the Closing Date, the Evaluation Committee will review the Proposals which have not been rejected and will determine the overall scores and ratings of the Proponents. At this stage, Proponents may be formally asked by the Evaluation Committee for clarification. A written response will be required, and the time frame for response will be minimal. The intent of the clarification is to obtain further explanation and understanding of what was intended by the Proponent. A clarification does not provide an opportunity to make any material change to the Proposal, or to alter, add or delete any element of the proposal including the Proposal price contained within the Proposal.

1.2. Stage Two

- 1.2.1. Following the initial review, and clarifications, if any, the Town may, in its sole and unfettered discretion interview any one or more of the Proponents that have submitted a Proposal in response to this RFP. The Town may request a small shortlist presentation with a demonstration of the proposed system; and
- 1.2.2. By submitting a Proposal, each Proponent acknowledges and agrees that the holding of an interview shall not constitute an express or implied representation, warranty or undertaking on the part of the Town as it relates to the content of the Proposal submitted by the Proponent, and the Town expressly rejects any express or implied representation, warranty or undertaking which may arise as a result of the Proponent submitting a Proposal in response to this RFP.

1.3. Stage Three

- 1.3.1. After Stage One and Two have concluded, the Evaluation Committee may select the Qualified Proponent with the most attractive Proposal to participate in the Invitation to Negotiate ("ITN");
- 1.3.2. During the ITN stage, the Town will engage in bilateral negotiations with the Qualified Proponent selected to participate in the ITN. At the conclusion of these negotiations,

the Town, in its sole and unfettered discretion, may select the Successful Proponent based on the terms agreed to as a result of their negotiations;

- 1.3.3. Should the bilateral negotiations with the above mentioned Qualified Proponent not result in an executed contract, the Town reserves the right to contact the Qualified Proponent with the next most attractive Proposal to participate in the ITN as set out above;
- 1.3.4. The Proposals received shall remain open for acceptance for a period of 30 days following the Closing Date in order to allow the Town to undertake the evaluation of the Proposals received, to conduct the interviews noted above, and to enter into the ITN;
- 1.3.5. However, as stated previously, until the Contract is actually executed, the Town reserves the right to terminate negotiations, cancel the project, and proceed with the project on different terms, all without compensation to the Proponents; and
- 1.3.6. The Town reserves the right to determine the location, date and times of all meetings related to the negotiation of the Contract.

1.4. Stage Four

- 1.4.1. The award of contract by the Town for the Services occurs once the Successful Proponent receives a Notice of Award of Contract letter duly executed by the Town.

**PART VI. RFP ADMINISTRATION TERMS AND CONDITIONS**

**1 Reservation of Rights**

- 1.1. The fee will be only one of the determinants for acceptance of a Proposal by the Town. The fee proposal will not necessarily be accepted, and the Town reserves the right to reject any or all Proposals at its sole and unfettered discretion.
- 1.2. The Town also reserves the right to accept conditions to be offered by and/or negotiated with the Successful Proponent which are not specifically contained in this RFP. Such options and/or alternatives shall be included in the Proposal review process as part of the evaluation but shall not be used to revise the Fee.
- 1.3. At all times, the Town reserves the right to seek written clarifications of a Proponent. Such clarification shall be deemed an amendment to such Proponent's Proposal and be binding upon the Proponents.

**2 Disclaimer of Liability and Indemnity**

- 2.1. The Town, its Council members, senior administration, officers, servants, employees, agents, and Proponents expressly disclaim any and all liability for representations, warranties (express or implied), errors or omissions in the RFP package or in any written or oral information transmitted or made available at any time to a Proponent or on behalf of the Town.
- 2.2. By submitting a Proposal, a Proponent agrees:
  - 2.2.1. To be responsible for conducting its own due diligence on data and information upon which its Proposal is based;
  - 2.2.2. that it has fully satisfied itself as to its rights and the nature extended to the risks it will be assuming;
  - 2.2.3. that it has gathered all information necessary to perform all of its obligations under its

Proposal;

- 2.2.4. that it is solely responsible for ensuring that it has all information necessary to prepare its Proposal and for independently verifying and informing itself with respect to any terms or conditions that may affect its Proposal;
  - 2.2.5. to hold harmless the Town, its elected officials, officers, employees, insurers, agents or advisors and all of their respective successors and assigns, from all claims, liability and costs related to all aspects of the RFP process;
  - 2.2.6. that it shall not be entitled to claim against the Town, its elected officials, officers, employees, insurers, agents or advisors on grounds that any information, whether obtained from the Town or otherwise (including information made available by its elected officials, officers, employees, agents or advisors, regardless of the manner or form in which the information is provided) is incorrect or insufficient;
  - 2.2.7. that the Town will not be responsible for any costs, expenses, losses, damages, or liability incurred by the Proponent as a result of or arising out of submitting a Proposal or due to the Town's acceptance or non-acceptance of its Proposal; and
  - 2.2.8. to waive any right to contest in any proceeding, case, action or application, the right of the Town to negotiate with any Proponent for the Contract whomever the Town deems, in its sole and unfettered discretion, to have submitted the Proposal most beneficial to the Town.
- 2.3. The Successful Proponent shall release, indemnify and hold harmless the Town and its elected and appointed officers, servants, agents, employees, or contractors, from and against any and all losses, claims, demands, payments, suits, actions, damages, judgments and expenses (including solicitor's fees), of every nature and description brought or recovered against or incurred by the Town and its elected and appointed officers, servants, agents and employees, arising out of or related to the Successful Proponent's breach of the Contract, or by reason of any act or omission or alleged act of omission of the Successful Proponent, its agents, employees or contractors in the performance of the Contract, or arising from the exercise of any rights or remedies of the Town.

### **3 No Tender and No Contractual Relationship**

- 3.1. This selection process is not a tendering process. It is part of an overall selection process intended to enable the Town to identify a potential Successful Proponent. The submission of a Proposal does not constitute a legally binding agreement between the Town and any Proponent. For greater certainty, by submission of its Proposal, the Proponent acknowledges and agrees that there will be no initiation of contractual obligations or the creation of contractual obligations as between the Town and the Proponent arising from this RFP or the submission of a Proposal.
- 3.2. Further, the Proponent acknowledges and agrees that this procurement model is not a tender but an Invitational Request for Proposal. A Proposal may be rescinded by a Proponent at any time prior to the execution of the Contract.

### **4 Discretion of Town**

- 4.1. Notwithstanding any other provision of this RFP to the contrary, the provisions in this Part VI, paragraph 4.0 prevail, govern, and override all other parts of this RFP. The Town is not bound to accept any Proposal. At any time prior to execution of the Contract, the Town may, in its sole and unfettered discretion, or for its own convenience, terminate the selection process, cancel the Project, and proceed with the Project on different terms. All of this may be done with no compensation.

- 4.2. The Town reserves the right to accept or reject any and all Proposals, all without giving reasons, not necessarily accept the lowest priced Proposal, and not accept any Proposal. The Town reserves the right to determine, in its sole and unfettered discretion, whether any Proposal meets the Mandatory Requirements. Selection of the Successful Proponent, if any, is at the sole and unfettered discretion of the Town.
- 4.3. The Town is not bound to negotiate with any Proponent.
- 4.4. The Town is not bound to grant an interview to any Proponent.
- 4.5. The Town reserves the right, at its sole and unfettered discretion, to:
  - 4.5.1. negotiate the specific contractual terms and conditions, including but not limited to the Fee;
  - 4.5.2. waive any formality, informality or technicality in any Proposal, whether of a minor and inconsequential nature, or whether of a substantial or material nature;
  - 4.5.3. negotiate with any or all Proponents; and
  - 4.5.4. receive, consider, negotiate and/or accept any Proposal, regardless of whether it complies (either in a material or non-material manner) with the Mandatory Requirements or not.

## **5 Representations and Warranties**

- 5.1. The Town makes no representations or warranties other than those expressly contained herein as to the accuracy and/or completeness of the information provided in this RFP. Information referenced in this RFP, or otherwise made available by the Town or any of its elected officials, officers, employees, agents, or advisors as part of the selection process, is provided for the convenience of the Proponent only.
- 5.2. The Proponent is required to immediately bring forth to the Town any conflict or error that it may find in the RFP.
- 5.3. Proponents are hereby required to satisfy themselves as the accuracy and/or completeness of the information provided in this RFP.

## **6 Information Disclosure and Confidentiality**

- 6.1. All documents submitted to the Town will be subject to the protection and disclosure provisions of the *Freedom of Information and Protection of Privacy Act* ("FOIP"). FOIP allows persons a right of access to records in the Town's custody or control. It also prohibits the Town from disclosing the Proponent's personal or business information where disclosure would be harmful to the Proponent's business interests or would be an unreasonable invasion of personal privacy as defined in sections 16 and 17 of FOIP. Proponents are encouraged to identify what portions of their submissions are confidential and what harm could reasonably be expected from its disclosure. However, the Town cannot assure Proponents that any portion of the Proponent's documents can be kept confidential under FOIP.

## **7 Independent Determination**

- 7.1. A Proposal will not be considered by the Town if it was not arrived at independently without collusion, consultation, communication, or agreement as to any matter, such as prices, with any other Proponent.

## **8 Disqualification**

- 8.1. The failure to comply with any aspect of this RFP (either in a material way or otherwise), including, but not limited to, the instructions to Proponent, shall render the Proponent subject to such actions as may be determined by the Town, including disqualification from the selection process, suspension from the selection process and imposition of conditions which must be complied with before the Proponent will have its privilege of submitting a Proposal reinstated.

## **9 Notices and Enquiries**

- 9.1. Enquiries or other notices or communication required or permitted to be given hereunder shall be deemed to have been well and sufficiently given if delivered, via email to:

Attention: Tanya Bell, Director of Community Services

Re: RFP #TPR2023009 - Investment Attraction Strategy Services

Email: [tbell@peaceriver.ca](mailto:tbell@peaceriver.ca)

To the Proponent, at the address, phone number and e-mail address of the Proponent given in the Proposal.

- 9.2. Or to such other address, phone number or e-mail address as a party may from time to time direct in writing.

## **10 Law and Forum of Proposal**

- 10.1. The law to be applied in respect of this RFP shall be the law of the Province of Alberta and all civil actions commenced in relation to this RFP shall be adjudicated by the Courts of the Province of Alberta and by submitting a Proposal, the Proponent is taken to have agreed to attorn to the jurisdiction of the Courts of the said Province.

## **11 Appendices and Addenda**

- 11.1. The Appendices to this RFP (if applicable) and any subsequent Addenda are incorporated into and form part of this RFP. The information and data contained in the Appendices and any subsequent Addenda may form the basis upon which the Contract will be concluded with the Town.

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# **Town of Peace River**

## **Northern Hub Business Case**

**January 15, 2011**





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## Executive Summary

This business case was developed by Abiocon Strategies Inc, in partnership with ZINC Research, as part of the Town of Peace River's Economic Development initiative. A total of five business cases were developed as part of this work, which was a follow on to the initial work done to identify potential economic development opportunities for the area.

The Northern Hub Business Case process included an online review of the 16 towns, the development of a comparative data base, and interviews with 20 individuals who have shared their insights based on their own successes in creating hubs.

Our original vision for Peace River as a hub focused on the potential for a retail hub. However our further research has broadened that view. The 16 northern towns we analyzed led to the determination of what contributes to an effective hub strategy and the realization that there are many kinds of hub. There are transportation hubs, resource-based hubs, industrial hubs, and retail hubs. In addition we have identified the opportunity for an e-hub, which could be a new emerging strategy for the Town of Peace River.

In assessing the following businesses that have been identified as having potential to contribute to Peace River's enhanced status as a hub it is useful to consider that central place theory suggests higher order goods act as a stronger draw. Possible businesses that could be considered as next steps in developing the Town of Peace River as a hub identified to this point in the project include:

1. Better IT service such as Memory Express  
(<http://www.memoryexpress.com/CompanyInfo/StoreLocations.aspx>)
2. A multi-use arena/conference/concert centre
3. A brand name hotel such as Holiday Inn Express  
(<http://www.hiexpress.com/hotels/us/en/hd/canada/alberta-hotels>) or Sandman  
(<http://www.sandmanhotels.com/hotels/main.php>).
4. Attraction of evolving casual dining restaurants such as Earls  
(<http://www.earls.ca/locations/search>), Joeys (<http://www.joeyrestaurants.com/location>) or Moxies (<http://www.moxies.ca/StoreLocator/>). (Note these will be challenging given the reluctance of The Keg).
5. Unisex/Casual, such as American Eagle  
(<http://www.ae.com/web/canada/store.jsp?icid=canHP:ShopCanStore>) or Bluenotes  
(<http://www.blnts.com/eng/storeLocator/redirect.cfm?sectionID=b2c/storeLocator/storeLocator.cfm&var=d&ckey=CA>, who currently have a store in Fort McMurray)
6. Shoe store – The Shoe Company (<http://www.theshoecompany.com/locator.ep>, as Grande Prairie has a Payless Shoes already).
7. A smaller department/upscale home store such as Homesense  
(<http://www.homesense.ca/en/locator.asp>, not currently in Grande Prairie).

8. Sporting/Outdoor Gear – similar to Bass Sports Shop and Forzanis (<http://www.forzanigroup.com/Sportchek.aspx?selected=sportchek>, with considerations for their Sport Chek and Sports Mart brands).
9. Bookshop/Coffee shop – such as an Indigo Spirit (<http://www.chapters.indigo.ca/home/storelocator/?province=Alberta>) and Second Cup ([http://www.secondcup.com/eng/location\\_cities.php](http://www.secondcup.com/eng/location_cities.php), though no plans for Northern Alberta).
10. Northern warehousing of goods for e-commerce shipments (Need to work with e-tailers who are currently doing business with Northern Canada and are not in Grande Prairie, and are willing to capitalize on air transport link).

Regarding investment attraction, a very strong model has been identified in Dryden, Ontario ([exploredryden.ca](http://exploredryden.ca)). Here, keys to success in attracting major businesses were a strong brand and an online portal of this nature, complimented by a strong social media strategy and active support for investment attraction by the Economic Development Officer, in concert with the Chamber. It is noteworthy that DEFAIT (Department of Foreign Affairs and International Trade) plus provincial programs provided significant funding toward Dryden’s economic development program and a funding program will be recommended as part of the final work on the hub strategy.

In advancing the Northern Hub strategy the following actions are recommended:

Activity	Actions	Suggested Budget
<b>Data Collection</b>	Collation of all key social & economic statistics, inventory of land and business, transportation considerations, development guidelines and business taxes to ensure up-to-date comprehensive database is established to support business attraction efforts.	Initial investment \$30,000 to \$50,000, with an annual cost of update \$10,000 to \$15,000.
<b>Information/Promotion Tool Kit</b>	A well branded kit that tell the Peace River story and why the Town is developing as a hub and is good place to locate a business. Focus on design for placing at online portal.	\$30,000 to \$40,000, which includes content development and design.
<b>Portal Development</b>	Working within design guidelines of the Town of Peace River, develop a business attraction portal. This will be the primary channel of fulfillment for businesses targeted and other business attraction efforts.	Portal development – design, programming, content management and customer relationship management (for lead development and engagement) – initial investment: \$40,000 to \$60,000. Annual cost of upkeep - \$12,000/year (need to keep content fresh).
<b>Relationship Building/ Management – Staff Person</b>	Full-time person for two years overseeing information resources (including portal), lead generation, committee (below), hosting potential businesses.	Base Salary: \$85,000 to \$90,000 (plus benefits and Northern allowance). Plus \$60,000/year for travel/hosting and convening Local Business Committee.

Activity	Actions	Suggested Budget
<b>Local Business Committee</b>	A volunteer committee actively involved in supporting business attraction, championing the community and serving as welcome for businesses expressing an interest in Peace River. Committee will meet once a month and on an ad hoc basis as potential businesses visit Peace River.	Costs identified above. This committee's expenses should not exceed \$25,000/year.

**Analysis of Economic Benefit to Peace River of Attracting These Businesses**

Attracting additional businesses to Peace River will have a positive economic effect on the community that goes beyond the businesses themselves and includes:

- The impact of a new economic activity is a summation of the direct and indirect effects – for example, when a million dollars is invested in building a new retail park to attract a new customer, that money (the stimulus) flows through the local economy multiple times as construction supplies are purchased and as construction workers spend their paychecks at local supermarkets, restaurants and other retail outlets, who in turn buy inventory and undertake additional activities via their supply chain. That is, the initial stimulus triggers a chain of spending. This chain of spending is estimated by multipliers.
- Multipliers are derived from input-output analysis of an economic system. Input-output measures how all major variable of an economic system interact. One industry's outputs are inputs to other industries and vice versa. Input-output analysis measures all of the linkages and flows within the matrix (the economy). Based on these linkages and flows, cumulative effects of any given stimulus (or change) can be derived. This is how multipliers are calculated.
- The last concept that needs to be considered, especially within the context of the Town of Peace River given its geographic location, is leakage or erosion. A given stimulus to an economic system does not go on forever as a cumulative chain of spending because of funds leaving the jurisdiction in question – i.e. leakage. Examples of erosion could include:
  - Taxes – i.e. paid to the Federal Government and redistributed elsewhere in Canada;
  - Money spent outside the local economy – i.e. in Grande Prairie or Edmonton, where there are specific services sought that are not available in the region.
  - Savings of any type – i.e. money is not recirculated within the system.
- When these variables are combined (stimulus multiplies erosion) the economic impact of a given business development initiative, can be estimated. One of the keys to accurate estimation is a precise measure of direct effects (as mentioned above, this may be simply considered via a proposed benefit cost analysis at this point). Usually these direct effects (or spending patterns) must be determined by scientific surveys on the targeted population (surveys of spending by industry and local population as well as the quantification of specific activities between businesses).

## Performance Measures

The performance measures for development as a northern hub are framed within the context of standard economic development performance measures.

Economic development can have multiple aims. Most commonly discussed areas within economic development activity are: 1) business attraction and marketing; 2) financial assistance programs for sustainability; and 3) export programs to grow new markets and revenues. The following focus on business attraction.

### Inputs

- Dollars spent on the program's activities (current and constant dollars, by source)
- Number of staff-hours expended by the program
- Partners in initiative
- Available service land
- Available labour (local unemployment)

### Outputs

- Number and percentage of business prospects identified that may be interested in locating
- Number of businesses from target industries/operations that are interested in locating
- Number of contracts made with firms/businesses interested in locating
- Ratio of qualified contacts to total contacts
- Number of firms that received assistance from the program (by type of assistance)
- Percentage of leverage (non-governmental) funds used to finance the project

### Intermediate Outcomes

- Number of visits by interested businesses that received assistance
- Number and percentage of responses to advertising or direct solicitations (E-mail, telephone)

### Longer-term Outcomes

- Number and percentage of firms that received assistance and located elsewhere
- Number and percentage of firms receiving assistance that located in jurisdiction and that felt that assistance contributed to their location decision
- Number of actual jobs created by assistance 12 months/24 months after their initial contact with the program (and comparison with projected number of jobs created)
- Average wage of jobs created by locating firms that receive assistance
- Dollars of capital investment made by locating firms receiving assistance 12 months/ 24 months after the announcement of their location decision
- Amount of added tax revenue relating to assisted firms that located in the jurisdiction
- Percentage of clients rating the timeliness of each service they received from EcDev agency

- Percentage of clients rating the helpfulness of each service they received from EcDev agency
- Percentage of clients locating elsewhere for reasons over which agency had some influence
- Estimated number of workers displaced by assisted firms that located

#### Efficiency

- Program expenditures per actual jobs created at 12 months/24 months after receiving assistance
- Program expenditures per estimated tax dollar generated by locating business/firms

#### Explanatory Information

As with any initiative, as mentioned in economic impact above, the notions of gross and incremental impacts need to be fully assessed. At this point, Federal/Provincial/Regional indicators of economy, for consideration include:

- GDP
- Interest rates
- New housing starts
- Consumer price index, etc.
- Local economic conditions
- Prevalence of certain types of industry
- Tax revenues generated
- Availability of labor force
- Value-added services
- Special attractions in the jurisdiction by expanding community/hospitality sector

## Northern Hub Business Case

This business case was developed by Abiocon Strategies Inc, in partnership with ZINC Research, as part of the Town of Peace River's Economic Development initiative. Extensive research was undertaken and is presented herein, leading to action steps and budget recommendations for the Town.

### What is a hub?

Central place theory is a geographic theory that explains the number, size and location of human settlements in a system. The theory was created by the German geographer Walter Christaller, who asserted that settlements simply functioned as 'central places' providing services to surrounding areas. The theory then relied on two concepts: threshold and range, which are relevant to Peace River.

- Threshold is the minimum market (population or income) needed to bring about the selling of a particular good or service.
- Range is the maximum distance consumers are prepared to travel to acquire goods - at some point the cost or inconvenience will outweigh the need for the good.

The result of these consumer preferences is that a system of centres of various sizes will emerge. Each centre will supply particular types of goods forming levels of hierarchy. In the functional hierarchies, generalizations can be made regarding the spacing, size and function of settlements.

1. The larger the settlements are in size, the fewer in number they will be, i.e. there are many small villages, but few large cities.
2. The larger the settlements grow in size, the greater the distance between them, i.e. villages are usually found close together, while cities are spaced much further apart.
3. As a settlement increases in size, the range and number of its functions will increase.
4. As a settlement increases in size, the number of higher-order services will also increase, i.e. a greater degree of specialization occurs in the services.

A key element of this theory for Peace River is that the higher the order of the goods and services (more durable, valuable and variable), as well as the larger the range of the goods and services, the longer the distance people are willing to travel to acquire them. At the base of the hierarchy pyramid are shopping centres, newsagents etc which sell low order goods. These centres are small. At the top of the pyramid are centres selling high order goods. These centres are large. Examples for low order goods and services are: newspaper stalls, groceries, bakeries and post offices. Examples for high order goods and services are: jewellery, large shopping arcades and malls. They are supported by a much larger threshold population and demand. This begins to suggest a strategy for Peace River's potential expansion as a retail hub.



## Review and Analysis of Northern Towns

Our research has identified the following examples of Northern towns and cities that we have deemed to be hubs:

- Dryden, Ontario: “Dryden offers a strong economic base, with a large retail sector to serve residents and visitors. Situated midway between Winnipeg, Manitoba and Thunder Bay, Ontario, the city is well connected by highway, rail, air and a sophisticated wireless network to meet the needs of the most demanding businesses.<sup>1</sup>”
- Fort Nelson, BC<sup>2</sup>: “Fort Nelson’s resilient and diverse economy continues to offer opportunity for entrepreneurial individuals and companies.<sup>3</sup>” The webpage offers the following areas that the town recognizes as “rich with potential” and as areas for improvement: land development, commercial development, residential development, Northern Rockies Partnership<sup>4</sup>, Forestry, Tourism, Oil and Gas Service Sector, Day Care Services, and Retail. Key strengths are a growing oil and gas service sector, growing construction values, a quality accommodation sector, recreation opportunities, a northern transportation hub, and industrial land that is available and affordable<sup>5</sup>.
- Hay River, NWT<sup>6</sup>: The town introduces its industry profile with “Hay River is strategically located at the intersection of major transportation routes. It is situated on the Mackenzie Highway and at the north end of the CN Northern Railway Line from Edmonton. It is also the jump off for all water-based shipping routes north along the Mackenzie River and into the Arctic Islands. Hay River truly is The Hub of the North!” After this, the town lists its strengths and target sectors: it’s located on a major highway and transportation system, it has an airport, several trucking companies work in the town, there’s a fishery, the Mackenzie Pipeline promises to revitalize the town’s oil and gas sector, and mining is available.
- Terrace, BC: Terrace has a driven economic development program that promotes its “comprehensive” transportation system<sup>7</sup>, its First Nations people as “important strategic partners<sup>8</sup>,” its retail sector as “the retail hub of the Northwest<sup>9</sup>,” its forestry and logging community, its growth in the mining sector, its manufacturing sector, its access to energy, and its tourism/hospitality sector as potential areas of investment and opportunity for business.

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<sup>1</sup> Dryden’s target sectors: <http://exploredryden.ca/targetsectorss2.php>

<sup>2</sup> Fort Nelson’s website: <http://www.northernrockies.ca/EN/index.html>

<sup>3</sup> Fort Nelson’s “Investment Opportunities”: <http://www.northernrockies.ca/EN/main/business/investment-opportunities.html>

<sup>4</sup> The Northern Rockies Partnership, according to the Fort Nelson website, is “a unique coming together of Local Government, First Nations, Industry and the Provincial Government for successful regional development.” URL: <http://www.northernrockies.ca/EN/main/business/investment-opportunities.html>

<sup>5</sup> Economic Profile: A Summary of Fort Nelson’s Economy, March, 2010, page 2. URL: [http://www.northernrockies.ca/assets/Business/PDFs/current\\_economic\\_profile.pdf](http://www.northernrockies.ca/assets/Business/PDFs/current_economic_profile.pdf)

<sup>6</sup> Hay River’s “Industry Profile.” URL: <http://hayriver.com/business/industry-profile/>

<sup>7</sup> Terrace Economic Development: “Economic Opportunities in TRANSPORTATION”: <http://www.teda.ca/economic-opportunities/transportation>

<sup>8</sup> *Supra*: “Economic Opportunities for FIRST NATIONS”: <http://www.teda.ca/economic-opportunities/first-nations>

<sup>9</sup> *Supra*: “Economic Opportunities in RETAIL”: <http://www.teda.ca/economic-opportunities/retail>

- Thompson, Manitoba: views itself as the “Hub of the North” and counts education, health care, winter/cold weather testing, tourism<sup>10</sup>, and mining<sup>11</sup> as areas of economic growth and potential.
- The Pas, Manitoba: The main components of The Pas region’s economy are agriculture, forestry, commercial fishing, transportation, tourism, and services<sup>12</sup>.
- Prince George, BC: Transportation and logistics, manufacturing of wood products, tourism, mining, oil and gas services, and life sciences in the form of pharmaceuticals, biotechnology, healthcare supplies, and medical diagnostics are all growth sectors that Prince George is benefitting from and views as areas of investment<sup>13</sup>.
- Prince Rupert, BC: As a premier example of northern hub, Prince Rupert has an excellent transportation system that supports its immense seaport, which allows for participation in Canada’s Northwest Corridor<sup>14</sup> and international trade.

## An Agenda for Peace River as a Hub

Given our investigation of Northern Hubs across many jurisdictions, with an emphasis on Canadian locales, it has been evident that most hubs follow a particular path. Most evolve either out of the resource sector and/or transportation (possibly air, rail, shipping or vehicle, and combinations thereof). This appears to create the foundation for industries to evolve, and as they evolve other ancillary services follow leading to spin-off benefits for the community (including housing and civic amenities). Retail and shopping ensue to serve the existing catchment area and thus a hub is born.

Based on the investigation, there is a sense that hubs need to evolve and a bolder vision for what constitutes a Northern Hub is required. Given that our business lives are based on personal and social interaction, such relationships are maintained face-to-face, via voice (i.e. telephone) and online. Thus the development into a Hub should ideally pursue a multi-layered, integrated approach that aligns with, and builds the brand for, the Town of Peace River.

Given that the Town of Peace River already has a base resource sector, that there is growing interest from industry to support these sectors and that there is an evolving strategy for the transportation network (including the airport, train service and upgrading the existing road network), the Town of Peace River should think about building upon this foundation beyond a retail hub strategy.

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<sup>10</sup> Thompson Unlimited: “Our Vision”: <http://www.thompsonunlimited.ca/wp/>

<sup>11</sup> Manitoba Mining Communities: <http://www.gov.mb.ca/stem/mrd/info/manmines.html>

<sup>12</sup> The Pas Adventure Territory (2010). “Economic Profile.” URL:  
[http://thepasarea.com/index.php?option=com\\_content&task=view&id=39&Itemid=63](http://thepasarea.com/index.php?option=com_content&task=view&id=39&Itemid=63)

<sup>13</sup> Initiatives Prince “2008 Community Profile: Prince George, British Columbia, Canada”, pages 5-6. URL:  
[http://www.businesspg.com/Documents/OtherDocuments/IPG\\_CommunityProfile2008.pdf](http://www.businesspg.com/Documents/OtherDocuments/IPG_CommunityProfile2008.pdf)

<sup>14</sup> Northwest Corridor Development Corporation: “NCDC Connecting Canada”:  
<http://www.nwcorridor.com/Default.aspx?PageID=1>

Ideally, the Hub should evolve to be where people are and connect. Such connections need to be considered as follows:

- Traditionally:
  - An Industrial Hub (via work) – the businesses within the resource sector, associated industries, supporting services and public sector
  - A Transportation Hub (all means of transportation) - with the rejuvenated airport and land-based network.
  - A Service/Retail Hub – to support industries and the regional population.
- But also social networks and electronically.
  - Networking through business avenues such as the Chamber of Commerce and platforms which support economic and business development within the region as well as hosting conferences and conventions.
  - Socially – via avenues such as sports and community development, where residents have continually demonstrated commitment through sports, school and community activities and this can be formalized via traditional and electronic means.
  - Electronically – through online platforms, e-commerce and also connected communities.

The more integrated and more forward-looking The Town of Peace River's Northern Hub development is for the region, the more successful it will be for the longer-term.

In looking more broadly at a Hub, beyond the retail and service concept, the concept of a multi-use arena/conference and concert facility could be considered which would provide a valuable component to the social hub aspect identified in the approach above. This could be a valuable component, especially given there are reasons to grow the town's stature as a tourism and hospitality destination for the region. Potentially, southern areas of the province, such as Edmonton, could be serviced, as a slightly more remote location may be able to fulfill a conference or convention need and the Town's hospitality and outdoor amenities could be fully utilized.

Further, given the attention to sports and recreation within the region, a multi-use facility would provide a valuable asset that could serve the needs of the population and could also be one of the key focal points for the development of a hub/portal for the development of the community as a social hub.

### **An Opportunity: e-Northern Hub**

One aspect of hub development that has been largely ignored by most communities in remote areas is the idea of its electronic connection to its region, as well as to the global communities. Based on a number of observations in other jurisdictions, the Town of Peace River has the opportunity to establish itself as a fully-integrated hub with a strong connection electronically.

There are a number of elements that support such a direction.

- Communities across Alberta are beginning to leverage the opportunities presented by the SuperNet. Recent developments within the Town of Olds, led by the Olds Institute for Community and Regional Development (OICRD), are looking to implement a Fibre to the Home (FTTH) initiative that would connect residences to the SuperNet and provide true broadband services to the community. Research indicates that this provides an impetus for economic development and new business opportunities (hi-tech jobs including elements such as data warehousing and management), as well as developing an education hub for the dissemination and distribution of post-secondary programs.

The notion of such broadband connectivity emphasizes that there is a strong sense of location independence for some individuals, and those considering family and lifestyle may want to move to a more relaxed, remote community where they are able to enjoy the quality of life while knowing they are connected to a broader business world.

- Electronic Commerce – an interesting recent event was Amazon’s approval to get a warehouse in Canada for its e-commerce business. This could be considered an opportunity worth exploration for a number of reasons:
  - The relative affluence within the region;
  - Local families seeking a broader variety of products; and,
  - The large number of temporary workers who inhabit the region at specific times of the year.

With greater attention being placed on obtaining lift and rejuvenating air connections back to Edmonton and Calgary on a frequent basis and the availability of industrial land, the Town of Peace River can explore the opportunity to develop itself as a logistics/warehousing hub for e-commerce for Northern Alberta and north-eastern British Columbia.

- “Hub Portal” –people are using the social and digital media platforms to connect with others within their community and region as well as to organize social and sporting activities. A well-integrated tourism and recreational online hub could serve the region well as it becomes a point at which people organize their social lives and participate in recreational activities. It could also serve to support the hospitality sector and overall tourism mandate for the region.

Overall, the development of The Town of Peace River as an electronic northern hub presents a substantive opportunity to think beyond the traditional notions of a physical hub. This also increases the connectivity of the community beyond the immediate catchment area, but also to a larger region encompassing northern Canada (northern British Columbia, Northwest Territories and Alberta) through to Edmonton and the rest of the world. And other than connectivity (from the SuperNet and distribution), requires a lower level of capital investment compared to bricks & mortar. Further, it can create new opportunities for education, healthcare and well-paying IT jobs that build on the prosperity of the region.

Given that the most major businesses within the region are part of larger multi-national organizations, this would emphasize that the Town of Peace River is committed to raising the profile of the community, not necessarily as a regional hub but also a hub within the global business environment.

## Business Comparison and Retail Opportunities

A database of businesses and amenities of “like” communities by geography, resources and latitude has been prepared. A topline table is presented below.

Jurisdiction			Businesses				
Town	Province/State	Pop	Brand Name Retail	Brand Name Accommodation	Brand Name Restaurants	Malls	Car Dealerships
Peace River	Alberta	6,315	Walmart, Canadian Tire, Reitmans, Freson IGA, Kal Tire, No Frills, Home Hardware, Shoppers Drug Mart, The Brick, Marks Work Warehouse	The Sawridge Inn & Conference Centre, Nova Inn	Boston Pizza, Dairy Queen, Tim Horton's, A&W, KFC, McDonalds, Panago, Subway	Riverdrive Mall, Peace River Mall	Quality Motors, Peace County Honda, Pear River Chrysler, Peace River Ford Sales,
Dryden	Ontario	8,195	Walmart, Canadian Tire, Sears Canada Inc, Home Hardware Building Centre, The Source, Shoppers Drug Mart, Mark's Work Warehouse, Canada Safeway Limited, 7-Eleven Canada, National Car Rental, Pharmasave, Enterprise Rent-A-Car	Holiday Inn Express, Best Western Motor Inn,	2 McDonald's, 1 Dairy Queen, 1 Quizno's, 1 Tim Hortons, 1 Robin's Donuts & Deli	Dark Water Mall	Dryden Chevrolet Oldsmobile Ltd
Flin Flon	Manitoba	5,836	Walmart, Canadian Tire, The Source, Castle Building Centre, Warehouse One-The Jean Store, Pharmasave	No Brand Name Hotels/Motels/Hostels in Flin Flon	1 McDonald's, Pizza Hut Express, KFC, Subway	Flintoba Shopping Mall	N/A
Fort Nelson	British Columbia	4,514	Home Hardware, True Value Hardware, Kal Tire, Sobey's, NAPA Auto Parts, Kal Tire, Great Canadian Dollar Store	Super 8 Fort Nelson, Ramada Limited Fort Nelson	1 A&W, 1 Boston Pizza	No Mall identified	Nelson Toyota, General Motors, Castlegar Toyota, Kokanee Ford Sales, Glacier Honda, Nelson Chrysler, AM Ford, Summit Subaru, Kalawsky Pontiac Buick GMC
Fort Smith	NWT	2,364	The Source, Home Hardware.	No Brand Name Hotels in Fort Smith	No Brand Name Restaurants in Fort Smith	No Mall	N/A
Hay River	NWT	3,684	Home Hardware, True Value Hardware, The Source, Castle Building Supplies, Kal Tire	No Brand Name Hotels in Hay River	KFC	Godwin Mall	Kingland Ford Sales Ltd
La Ronge	Saskatchewan	2,700	True Value, Movie Gallery Canada Inc, Shell Canada Products, Vanco Food Town, VHQ Entertainment.	No Brand Hotels in La Ronge	1 A&W, KFC, Subway, Pizza Hut	No Mall	Lakeside Auto Sales & Service - general, used cars

Town of Peace River Northern Hub Business Case

Jurisdiction			Businesses				
Town	Province/ State	Pop	Brand Name Retail	Brand Name Accommodation	Brand Name Restaurants	Malls	Car Dealerships
Prince George	British Columbia	77,343	Sears, HMV, Sportchek, West 49, Footlocker, Suzy Shier, Canadian Tire, The Home Depot, WALMART, STAPLES, COSTCO, The Source, Mark's Work Warehouse, JYSK Bed Bath Home, Fountain Tire, The Brick, Sport Chek, Coast Mountain Sports, EB GAMES, Home Building Centre, Books and Company, Everything Baby, Kal Tire, Visions Electronics	Ramada Hotel Downtown Prince George, Travelodge Prince George Goldcap BC, Days Inn Prince George, Best Western City Centre, Economy Inn, Four Points Prince George	6 McDonald's, 1 Earls, 5 A&W, 1 Arby's, 1 Booster Juice, 1 Denny's, 2 Dairy Queens, White Spot, Domino's Pizza, Burger King, Boston Pizza, Wendy's Restaurant, KFC, Pizza Hut, Pita Pit, Tim Hortons, Pizza 73, Little Caesars, Subway, Starbucks, Quizno's, Moxie's Classic Grill, Tony Roma's, Edo Japan, Taco Del Mar, New York Fries	Pine Centre Mall (Main one identified)	Northern Toyota, Honda North, Schultz Pontiac Buick GMC, Northland Nissan, Northland Chrysler Jeep Dodge, Wood Wheaton Chevrolet Cadillac Hummer, Gustafson's Kia North, Northland Hyundai
Prince Rupert	British Columbia	12,815	Zellers, Mark's Work Warehouse, Rietmans, Athlete's World, Extra Foods, Fields, The Source, Canada Safeway Limited, Home Hardware Building Centre, Shoppers Drug Mart, 7-Eleven Canada Inc., Reitmans, NAPA Auto Parts, Rona Home Centre, Kal Tire, Coastal Outdoors, Uptown Shoes, Oceanside Sports, Warehouse One- The Jean Store, Husqvarna Chain Saws, Western Canada Fire Protection	Totem Lodge, Parkside Resort Motel, Aleeda Motel, Anchor Inn Ltd, Coast Prince Rupert Hotel, Highliner Plaza Hotel & Conference Centre, Inn on the Harbour, Moby Dick Inn, Neptune Inn, Pacific Inn	1 McDonald's, Panago Pizza, Pizza Hut, Subway, Tim Hortons, KFC, Dairy Queen	Rupert Square Shopping Centre	Port City Ford Sales, Rainbow Chrysler Dodge Jeep Ltd
Sioux Lookout	Ontario	5,336	The Source, Home Hardware Building Centre, Northern Stores Fashion Store, The Bargain Shop	Best Western Sioux Lookout Inn	Subway	No malls identified	Masden GM

Town of Peace River Northern Hub Business Case

Jurisdiction			Businesses				
Town	Province/State	Pop	Brand Name Retail	Brand Name Accommodation	Brand Name Restaurants	Malls	Car Dealerships
Sitka	Alaska	8,986	NAPA Auto Parts, AT&T, Radioshack, Ace Hardware, True Valuem Brenner's Fine Clothing & Gift, Highliner Coffee, Rain Country Surplus, Theobroma Chocolate Co, Stereo North	Super 8 Motel Sitka, Westmark Sitka	1 McDonald's, Subway, Pizza Express	No Mall	N/A
Stephenville	Newfoundland	6,588	Pets-R-U's, Candian Tire, Dominion Stores, Shoppers Drug Mart, Home Hardware, Office Pro, Reitmans, Price Chopper	Holiday Inn	1 McDonald's, Tim Hortons, KFC, Mary Brown's Famous Chicken & Taters, Subway, Extreme Pita	Millbrook Mall	City Chrysler, Parkway Hyundai, Woodward Auto Group - general, used cars
Terrace	British Columbia	11,320	Reitmans, Bootlegger, Athlete's World, Pennington's 14+, Liquidation World, Save On Foods, WALMART, Rona Building Centre, Canadian Tire, Source for Sports, The Brick, Mark's Work Wearhouse, Petland, Canada Safeway Limited, Save on Foods, Trigo's Footwear, Out Spoke'n Bike & Sport.	Sandman Inn Terrace, Best Western Terrace Inn, Coast Inn of the West	2 McDonald's, 1 A&W, Terrace 1, 1 Dairy Queen, 1 Denny's, Boston Pizza, Pizza Hut, Tim Hortons, Subway, KFC, Taco Bell	Skeena Mall, Terrace Shopping Centre	Thornhill Mazda, Terrace Honda Sales, Terrace Motors Toyota
The Pas	Manitoba	9,589	IGA, Warehouse One, SAAN, True Value Hardware, The Source, Giant Tiger, IGA, Sears Canada Inc., Sound Innovations, Sports Traders Sporting Goods, Northern Building Supply.	Super 8 The Pas	1 McDonald's, 1 Burger King, 1 A&W, 1 Dairy Queen, Tim Horton's, KFC, Pizza Hut, Subway	Otineka Mall - across the river in Opaskwayak, MB.	Murray-Dunn Motors - GM products
Thompson	Manitoba	13,446	Reitmans, NAPA Auto Parts, Warehouse One, Shoppers Drug Mart, Brick Warehouse, Mark's Work Wearhouse, Extra Foods, WALMART, STAPLES, The Source, Canada Safeway Limited, Giant Tiger	Days Inn and Suites Thompson	2 McDonald's, 1 A&W, 1 Boston Pizza, Pizza Hut, Tim Hortons, KFC, Subway, Quiznos, Smitty's Family Restaurant, Robin's Donuts & Deli	North Centre Mall, City Centre Mall	Thompson Chrysler, Mckay Chevrolet Pontiac Buick GMC Ltd, Thompson Ford Sales.

## Town of Peace River Northern Hub Business Case

Jurisdiction			Businesses				
Town	Province/ State	Pop	Brand Name Retail	Brand Name Accommodation	Brand Name Restaurants	Malls	Car Dealerships
Whitehorse	Yukon	20,461	Canadian Tire, Coast Mountain Sports, Home Hardware Building Centre, Staples/BD, Liquidation World, Shoppers Drug Mart, Extra Foods, WALMART, STAPLES, Fountain Tire, Mark's Work Wearhouse, The Brick, Kal Tire, Inter Sport.	Best Western Gold Rush Inn, Westmark Whitehorse, Westmark Klondike Inn Whitehorse	2 McDonald's, 1 Earls, 1 A&W, 1 Domino's Pizza, Boston Pizza, 2 Tim Hortons, Pizza Hut, Quiznos, Subway, Taco Time	Qwanlin Mall	Klondike Motors (GM products), Yukon Honda, Whitehorse Subaru, Metro Chrysler
Yellowknife	NWT	18,700	Reitmans, Marks Work Wearhouse, The Source, Extra Foods, Warehouse One, NAPA Auto Parts, WALMART, Canadian Tire, STAPLES, Home Building Centre, Shoppers Drug Mart	Super 8 Motel Yellowknife,	2 McDonald's, 1 A&W, KFC, Boston Pizza, Pizza Hut, Tim Hortons, Domino's Pizza, Subway, Quiznos	Centre Square Mall	Yellowknife Chrysler Ltd, Davenport Subaru, Kingland Ford Yellowknife Ltd.

Initial analysis indicates that Peace River is relatively well serviced for a town of its size. Where it does appear weak is on “rounding out the basics”, which could include having some big box stores such as a Costco and Staples, but more importantly more niche retail that complements the existing base and gives the community a bit more pizzazz.

### Peace River Reality Check

Some critical learning was obtained from our discussions with Costco, Staples, the Keg and Winners. Representatives from Costco and Staples indicated that Peace River was not on their radar as a potential location for any new outlets. They indicated that Peace River was within the Grande Prairie catchment area and this centre was already serviced by one of their stores. Further discussion indicated that their core location criteria could not be fulfilled by what Peace River had to offer.

Costco, an original business of interest, indicated that they first seek a catchment area of 185,000 households within a two-hour drive, with a specific average household income. They also look at community health – they only consider communities that have demonstrated consistent growth over the previous five (5) years. Further, Costco requires 148,000 square feet of operating space and a land commitment of 15 acres. While they have considered a Fort McMurray location, the issue was a lack of available land and, equally significant, a lack of labour. Costco's require a steady roster of 200 to 250 jobs. In addition, consideration for Fort McMurray was shelved given the highly cyclical nature of the oil



and gas sector. These points are pertinent for Peace River. Lastly, for online sales, Costco services northwestern Canada from Grand Prairie and Prince George.

Going to the smaller entities, the Keg indicated that they seek at least 100,000 people within 5 km of their location and a median income of \$80,000. They further indicated that they look for an outstanding location with a retail mix. Winners stated that they require a population base of 40,000 to 50,000 people and that the Peace River trade area is “way too small”.

Thus, there is a need to consider a bolder approach as to what types of businesses could consider Peace River as an opportunity for their expansion plans. It is our sense that Peace River could be positioned as a unique area for complementary services to Grande Prairie and an “incubator” for retail that aligns with the needs of regional residents with operations that function well in a catchment area of 30,000 people or less.

## Consideration for Approach

Given that there will be challenges that Peace River will face in courting such businesses, it emphasizes that Town needs to carefully coordinate these business cases with economic plans to better leverage realistic opportunities. That is, those businesses that can thrive within the region and are complementary to the existing mix of businesses and industries currently there. But more importantly, there is a need to establish the conditions for these larger retail operations to sit up and take notice that the Town is willing to do things differently. It is our view that there are two key elements that have to be brought into play for Peace River to show up on the radar screen from any new business perspective.

In terms of big box stores, Peace River needs to be cautious in pursuit of such entities given its proximity to Grande Prairie. Some of those for consideration may feel that local residents are part of the Grande Prairie service area. Thus, the challenge in attracting such entities is to ensure that they are able to “grow the pie” instead of cannibalizing existing business.

What may be of greater interest is to observe services in Grande Prairie and Slave Lake and determine where it may be best to “move up the ladder” in quality, style and appeal. For example, a smaller department store or a Homesense may create a different appeal for the local service area. Given the amount of sports and recreation within the region, something akin to Bass Pro Shop and/or a Forzanis can offer year round sporting goods for outdoor inclined residents. Further, moving beyond trying to attract a Future Shop or Best Buy which are already in Grande Prairie, focusing on providing better IT services through attracting Memory Express may bring a unique twist to what the town has to offer. Other “larger” businesses to consider include a Payless Shoe Source (though already in Grande Prairie), and casual upscale clothing store for men and women (while there is already a Reitmans, there is a need for something a bit more “dressy” than Marks Work Warehouse).

Beyond this, given the transient workers in winter, tourists in summer and relative affluence of the community, rounding out the hospitality offerings should be considered. The addition of an Earls, Joeys,

or Moxie's would be a welcome addition to the dining fare. Also, bringing the bookstore/coffee shop concept via a Chapters/Starbucks (and associated programming) may signal to surrounding regions that Peace River is serious about getting people reading and developing its intellectual horsepower and cool factor.

Further, hospitality is a core component to hub development. Thus, attracting a international brand name hotel would be a complementary addition.

While the challenge maybe to obtain established brand names, mid-tier and up & coming brands may find a home in Peace River. The critical consideration is complementarity and, as appropriate, exclusivity from Grand Prairie and Slave Lake.

### **Investment Attraction – Place Brand**

The term "place branding" could refer to a city, country or a tourist destination, and to their competition for tourists, visitors, investors, residents and other resources. Place branding is based on a strategic approach to public relations, stating that a change of image is an ongoing, holistic, interactive and wide-scale process, requiring much more than a quick change of logo or slogan.

Brand management for a city, country or a town does not merely consist of attaching new labels, but consolidates the essential characteristics of the individual identity into a brand core. As part of this holistic process, the creation of a brand sets social, economical and cultural processes in motion which can nuance, strengthen or correct others' perceptions. The routine development of mechanisms leading to a strong and consistent brand is highly important for place branding. Development of this type does not merely promote a core message, a logo or a claim to the public but additionally communicates the place brand on a long-term basis using a consistent communication concept.

The heightened competitive environment makes it important for places, no matter their size or composition, to clearly differentiate themselves and to convey why they are relevant and valued options. This will be an important step for Peace River in successful investment attraction.

### **Investment Attraction - Website**

An important element of promoting one's town is maintaining an easy to navigate and informative town website. A website should be welcoming and provide people with up-to-date information about your town. Your website may be the first thing people turn to when thinking about visiting your town and you don't want them to be turned off by a website that offers them nothing but dated pictures and dead links. Some examples of appealing websites are Prince Rupert's<sup>15</sup>, which features a news feed that tells of opportunities for business and local events; Yellowknife's, which provides visitors with an attractive

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<sup>15</sup> Prince Rupert's website: <http://www.princerupert.ca/>

slide show and an intuitive layout for users to navigate; and Hay River's, which employs a simple interface to important links and promoting the town.



## Investment Attraction – Social Media

Social media is another option for promoting Peace River, Alberta. Websites like Facebook and Twitter are now an integral part of marketing and have proven to be useful in getting a positive message out to anyone who's listening, engaging the public, and boosting visibility. In addition to being an inexpensive (and in many cases, free) strategy for unveiling the town's strong points to the world, it gives townspeople an opportunity to connect and talk about the town. In a world of 2 billion Internet users<sup>16</sup>, you have to put your town on the digital map and – in addition to keeping an up-to-date and beautiful website – social media can help.

<sup>16</sup> Gross, D. (October 19, 2010). Internet about to hit 2 billion users. *CNN*. URL: <http://edition.cnn.com/2010/TECH/web/10/19/internet.200billion/index.html?on.cnn=1> Accessed Thursday, October 21, 2010.

## List of Target Businesses

The work on the Northern Hub Business Case to this point has identified the following potential opportunities for the Town of Peace River to expand itself as a hub:

- Better IT service such as Memory Express (<http://www.memoryexpress.com/CompanyInfo/StoreLocations.aspx>)
- A multi-use arena/conference/concert centre
- A brand name hotel such as Holiday Inn Express (<http://www.hiexpress.com/hotels/us/en/hd/canada/alberta-hotels>) or Sandman (<http://www.sandmanhotels.com/hotels/main.php>).
- Attraction of evolving casual dining restaurants such as Earls (<http://www.earls.ca/locations/search>), Joeys (<http://www.joeyrestaurants.com/location>) or Moxies (<http://www.moxies.ca/StoreLocator/>). (Note these will be challenging given the reluctance of The Keg).
- Unisex/Casual, such as American Eagle (<http://www.ae.com/web/canada/store.jsp?icid=canHP:ShopCanStore>) or Bluenotes (<http://www.blnts.com/eng/storeLocator/redirect.cfm?sectionID=b2c/storeLocator/storeLocator.cfm&var=d&ckey=CA>, who currently have a store in Fort McMurray)
- Shoe store – The Shoe Company (<http://www.theshoecompany.com/locator.ep>, as Grande Prairie has a Payless Shoes already).
- A smaller department/upscale home store such as Homesense (<http://www.homesense.ca/en/locator.asp>, not currently in Grande Prairie).
- Sporting/Outdoor Gear – similar to Bass Sports Shop and Forzanis (<http://www.forzanigroup.com/Sportchek.aspx?selected=sportchek>, with considerations for their Sport Chek and Sports Mart brands).
- Bookshop/Coffee shop – such as an Indigo Spirit (<http://www.chapters.indigo.ca/home/storelocator/?province=Alberta>) and Second Cup ([http://www.secondcup.com/eng/location\\_cities.php](http://www.secondcup.com/eng/location_cities.php), though no plans for Northern Alberta).
- Northern warehousing of goods for e-commerce shipments (Need to work with e-tailers who are currently doing business with Northern Canada and are not in Grande Prairie, and are willing to capitalize on air transport link).

At each site, there is information related to franchises (as appropriate) and contact information. While it appears that none of these have expansion plans for the Peace River Region, the key questions that the Town needs to answer when approaching these businesses is “Is Peace River a growing community? And can we operate a profitable business there?” Any of these businesses will require the necessary data to plug into their models to determine if the region offers a sound business case for expansion.

This list can be further fine-tuned as other plans associated with youth and immigrant attraction and seniors’ retention are established. It is our sense that Peace River needs to remain open to host of

smaller businesses considering expansion plans regionally in Alberta as well as via incubator development.

### Suggested Activities & Budget

Considering the development of a Northern Hub in isolation, the key activities that Peace River could focus on are data collection, information/promotional kit development, portal development, relationship building/management and business attraction trips. Budget could also be allocated for convening a local business committee (likely in partnership with the local Chamber of Commerce) to establish an engagement strategy for potential new businesses.

Activity	Actions	Suggested Budget
<b>Data Collection</b>	Collation of all key social & economic statistics, inventory of land and business, transportation considerations, development guidelines and business taxes to ensure up-to-date comprehensive database is established to support business attraction efforts.	Initial investment \$30,000 to \$50,000, with an annual cost of update \$10,000 to \$15,000.
<b>Information/Promotion Tool Kit</b>	A well branded kit that tell the Peace River story and why the Town is developing as a hub and is good place to locate a business. Focus on design for placing at online portal.	\$30,000 to \$40,000, which includes content development and design.
<b>Portal Development</b>	Working within design guidelines of the Town of Peace River, develop a business attraction portal. This will be the primary channel of fulfillment for businesses targeted and other business attraction efforts.	Portal development – design, programming, content management and customer relationship management (for lead development and engagement) – initial investment: \$40,000 to \$60,000. Annual cost of upkeep - \$12,000/year (need to keep content fresh).
<b>Relationship Building/Management – Staff Person</b>	Full-time person for two years overseeing information resources (including portal), lead generation, committee (below), hosting potential businesses.	Base Salary: \$85,000 to \$90,000 (plus benefits and Northern allowance). Plus \$60,000/year for travel/hosting and convening Local Business Committee.
<b>Local Business Committee</b>	A volunteer committee actively involved in supporting business attraction, championing the community and serving as welcome for businesses expressing an interest in Peace River. Committee will meet once a month and on an ad hoc basis as potential businesses visit Peace River.	Costs identified above. This committee’s expenses should not exceed \$25,000/year.

Consideration can be given for working with local business persons who are interested in establishing franchises in Peace River to attend Franchise Expos in Toronto and major US centres. Also, consideration could be given for hosting a business expo to encourage businesses to visit the region and assess the opportunity in person.

Please note, these are basic estimates. When considered in concert with other activities, there may be efficiencies in sharing staff resources.

## **Analysis of Economic Benefit to Peace River of Attracting These Businesses**

Attracting additional businesses to Peace River will have a positive economic effect on the community that goes beyond the business itself and includes:

- The impact of a new economic activity is a summation of the direct and indirect effects – for example, when a million dollars is invested in building a new retail park to attract a new customer, that money (the stimulus) flows through the local economy multiple times as construction supplies are purchased and as construction workers spend their paychecks at local supermarkets, restaurants and other retail outlets, who in turn buy inventory and undertake additional activities via their supply chain. That is, the initial stimulus triggers a chain of spending. This chain of spending is estimated by multipliers.
- Multipliers are derived from input-output analysis of an economic system. Input-output measures how all major variable of an economic system interact. One industry's outputs are inputs to other industries and vice versa. Input-output analysis measures all of the linkages and flows within the matrix (the economy). Based on these linkages and flows, cumulative effects of any given stimulus (or change) can be derived. This is how multipliers are calculated.
- The last concept that needs to be considered, especially within the context of the Town of Peace River given its geographic location, is leakage or erosion. A given stimulus to an economic system does not go on forever as a cumulative chain of spending because of funds leaving the jurisdiction in question – i.e. leakage. Examples of erosion could include:
  - Taxes – i.e. paid to the Federal Government and redistributed elsewhere in Canada;
  - Money spent outside the local economy – i.e. in Grande Prairie or Edmonton, where there are specific services sought that are not available in the region.
  - Savings of any type – i.e. money is not recirculated within the system.
- When these variables are combined (stimulus multiplies erosion) the economic impact of a given business development initiative, can be estimated. One of the keys to accurate estimation is a precise measure of direct effects (as mentioned above, this may be simply considered via a proposed benefit cost analysis at this point). Usually these direct effects (or spending patterns) must be determined by scientific surveys on the targeted population (surveys of spending by industry and local population as well as the quantification of specific activities between businesses).

## Performance Measures

We are framing the performance measures of Northern Hub Development within the context of standard economic development performance measures.

Economic development can have multiple aims. Most commonly discussed areas within economic development activity are: 1) business attraction and marketing; 2) financial assistance programs for sustainability; and 3) export programs to grow new markets and revenues. The following focus on business attraction.

### Inputs

- Dollars spent on the program's activities (current and constant dollars, by source)
- Number of staff-hours expended by the program
- Partners in initiative
- Available service land
- Available labour (local unemployment)

### Outputs

- Number and percentage of business prospects identified that may be interested in locating
- Number of businesses from target industries/operations that are interested in locating
- Number of contracts made with firms/businesses interested in locating
- Ratio of qualified contacts to total contacts
- Number of firms that received assistance from the program (by type of assistance)
- Percentage of leverage (non-governmental) funds used to finance the project

### Intermediate Outcomes

- Number of visits by interested businesses that received assistance
- Number and percentage of responses to advertising or direct solicitations (E-mail, telephone)

### Longer-term Outcomes

- Number and percentage of firms that received assistance and located elsewhere
- Number and percentage of firms receiving assistance that located in jurisdiction and that felt that assistance contributed to their location decision
- Number of actual jobs created by assistance 12 months/24 months after their initial contact with the program (and comparison with projected number of jobs created)
- Average wage of jobs created by locating firms that receive assistance
- Dollars of capital investment made by locating firms receiving assistance 12 months/ 24 months after the announcement of their location decision
- Amount of added tax revenue relating to assisted firms that located in the jurisdiction
- Percentage of clients rating the timeliness of each service they received from EcDev agency

- Percentage of clients rating the helpfulness of each service they received from EcDev agency
- Percentage of clients locating elsewhere for reasons over which agency had some influence
- Estimated number of workers displaced by assisted firms that located

#### Efficiency

- Program expenditures per actual jobs created at 12 months/24 months after receiving assistance
- Program expenditures per estimated tax dollar generated by locating business/firms

#### Explanatory Information

As with any initiative, as mentioned in economic impact above, the notions of gross and incremental impacts need to be fully assessed. At this point, Federal/Provincial/Regional indicators of economy, for consideration include:

- GDP
- Interest rates
- New housing starts
- Consumer price index, etc.
- Local economic conditions
- Prevalence of certain types of industry
- Tax revenues generated
- Availability of labor force
- Value-added services
- Special attractions in the jurisdiction by expanding community/hospitality sector