

ECONOMIC DEVELOPMENT PLAN

2025-2028

EXPAND YOUR VISION
GREENVIEW



Municipal District of
GREENVIEW



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1 Introduction

Located in Northwest Alberta, the Municipal District of Greenview No. 16 is a vast and diverse area, rich in oil and gas, fertile farmland, and productive mixed-wood forests. As the third-largest rural municipality in Alberta, Greenview boasts diversity across both its extraordinary landscapes of mountains, rivers, forests, and farmland, as well as in its robust economy that spans energy, agriculture, forestry, and tourism. With a distinct tax advantage, Greenview's economic foundation is strengthened by a skilled workforce and strong entrepreneurial spirit, adding to the region's standing as an attractive destination for business investment, development, and operations.

Our communities are surrounded by opportunity. Residents experience adventure right in their backyards through incomparable natural landscapes, set alongside some of Alberta's most ambitious industrial developments, innovative new regional tourism venues, and strength in traditional sectors such as farming and forestry. It's a balance not easily struck, but one which defines Greenview and its communities, rich in resources while still offering rural charm and industrial strength, and an economic base rooted firmly in a combination of energy, agriculture, forestry, and tourism. This unique positioning sets Greenview up to lead regional economic growth in Alberta.

This three-year Economic Development Business Plan provides a clear, structured, and forward-looking roadmap to Greenview's success, fostering a resilient, diverse, and opportunity-rich economy that builds on the many successes and strengths already achieved. Guided by Greenview's Strategic Plan 2022–2026 (with elements of implementation that extend into 2028), this Plan supports sustainable growth, in areas of investment attraction, business retention and expansion, workforce development, and tourism enhancement. Built on collaboration and data-informed decisions, this Plan acts as a commitment to enhancing the quality of life across all of Greenview's communities.

Our local and regional economic goals are designed to ensure long-term prosperity, supporting the business community and job creation, while protecting the agricultural and natural assets that define Greenview. Our approach to economic development represents a forward-thinking path towards strategic, intentional growth, safeguarding a strong future for our agricultural heritage while simultaneously advancing our role as a global energy leader, resource hub, and premier destination for recreation and tourism. By working closely and collaboratively with our regional partners and supporting transformative developments, including the Greenview Industrial Gateway and Wonder Valley, we are positioned to unlock new opportunities and to lead economic growth for a vibrant, resilient future.

1.1 Purpose

Greenview is positioned for diverse investment with high growth potential, as we seek to attract new businesses and support both economic innovation and diversification.

Balancing these goals is a commitment to creating a healthy business environment that fosters entrepreneurship and business startups, and which supports private investment and development.

Our priorities include enhancing local business capacity, supporting business retention and expansion, attracting targeted tourism investment, and elevating Greenview's branding and marketing initiatives. For residents, these priorities translate into employment opportunities, improved municipal services, and a robust local economy. Businesses, meanwhile, will benefit from a supportive environment, abundant with opportunities for collaboration and a strong potential for growth.

The strategy that fuels this Plan is responsive to current and emerging opportunities, aligning Economic Development priorities with broader corporate goals and Council's strategic direction. This is a living document, and will be reviewed and updated in response to new economic data, community needs, and evolving strategic priorities.

This Plan was created in alignment with the Vision, Mission, and Values established by Council, as a practical extension of these guiding principles:



VISION

The Municipal District of Greenview strives to be a healthy, safe, and sustainable community that values the stewardship of its diverse resources.



MISSION

Providing strong, accountable leadership and quality services that are responsive to our diverse communities.



VALUES

The values expressed here are guiding principles that help determine how Greenview will operate:

Culture: We will honour the diversities of our communities and residents.

Leadership: We will lead by example to maintain trust between Council, Administration, and the members of our community.

Accountability: We will be responsible and accountable for our decisions.

Sustainability: We will manage our natural and financial resources to meet current needs while ensuring that adequate resources are available for the future.

Partnerships: We will build upon current and create new partnerships that support the region.

Commitment: We will remain dedicated to working hard for our citizens and our community.

This strategy reflects current and anticipated needs for Greenview, recognizing the economy is in constant flux. We commit to collaborating with regional and provincial partners and supporting the economic and social goals of our residents so that all economic players, from multinational to home-based businesses, proudly call our region home. In doing so, we will maintain a positive public perception of doing business in Greenview, while supporting Council's strategic direction to strengthen local outcomes, contributing to high-quality services and a high quality of life.

This Economic Development Plan contributes to fulfilling the strategic direction set by Council through its 2022–2026 Strategic Plan, with implementation extending into 2028. This level of alignment ensures that initiatives advance the broader objectives of the municipality.



Governance

GOAL 2: Provide quality municipal services.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!!! Establish levels of service	► Provide consistent levels of service	► Meet or exceed service delivery plan

GOAL 3: Improve intermunicipal government relations.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!!! Host regular meetings with neighbours, partners and indigenous communities	► Participate, engage and/or lead in the creation of joint planning	► Meetings with neighbours/partners held annually
! Provide open dialogue between municipalities within the region	► To establish mutual benefit with municipalities in the region	► Identifying at least one mutually benefiting opportunity within the Region
! Build relationships with industry focused organizations	► Advocacy plan that focuses on mutual benefits within our region	► Create an "Industry Outreach Program"

Economy

GOAL 2: Create a diverse economy.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!!! Develop a world class integrated eco-industrial site focused on the processing and development of natural gas by-products	► Positively contribute to a sustainable economy for the region	► Track direct and secondary economic effects of the project
!! Prioritize our infrastructure investments to align with operational capacity	► Create a balanced plan that is achievable within operational capacity	► Completion of projects within planned calendar year
! Increase tourism attractions	► Effective programming and outreach	► Increased users
! Create opportunities to support and attract businesses in Greenview	► A stable environment for existing business while increasing business start ups	► Number of business within Greenview
! Capitalize on natural areas that exist within Greenview	► Gain a better understanding of areas that benefit growth in Greenview	► Create an inventory
! Capitalize on infrastructure advantages that already exist in Greenview	► Align new development around existing services	► Track projects that tied to existing services
! Seek agricultural diversity and protect viable and sustainable agricultural practices	► Effective programming, extension and policy	► Track and report performance of desired results or achievements

Environment

GOAL 1: Implement policies that will support and enhance Greenview's diverse communities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!!! Develop a plan that allows for growth opportunities and preserves agricultural land	► Review and update the LUB and MDP where applicable for agricultural land preservation	► Track growth and development

GOAL 2: Have well-built and well-maintained infrastructure that is sustainable, viable and contributes to quality of life.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!! Ensure fiscal responsibilities for water and wastewater utilities	▶ Develop fiscal management planning tools	▶ Proceed according to plan
! Explore regional opportunities to partner with municipalities and private sector to deliver needed services where applicable	▶ Capitalize on appropriate partnership opportunities that benefit Greenview	▶ Track identified opportunities
! Align investment into infrastructure that best supports industry	▶ Purposeful projects that support multi-sectors ▶ Phased infrastructure investment that creates and supports industry growth	▶ Identification and potential completion of infrastructure projects ▶ Attract more complementary businesses that support the industry

GOAL 3: Create a balance between development and natural resources.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
! Engage all stakeholders to promote stewardship	▶ Recognition of varying types of land values for environmental, agricultural, and ecological importance ▶ Stakeholders promoting stewardship	▶ Amount of stakeholder engagements ▶ Number of stakeholder initiatives facilitated by stakeholders
! Promote innovative and sustainable technology to further development	▶ Effective programming extension and policy	▶ Track programming and implementation

Culture, Social and Emergency Services

GOAL 3: Improve public perception of Greenview.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
!!! Implement a communication strategy	▶ Increase public awareness of Council's goals	▶ Target decrease the number of ratepayer complaints
!! Actively participate in community events	▶ Provide current and direct information to the public	▶ Track event attendance

This Economic Development Plan will remain a living document, adapted responsively to the organization's shifting strategic direction and Council priorities, through assignment of budgets, and in reflection of a revised or new Strategic Plan, anticipated for development in 2026–2027. To ensure effectiveness, we will align efforts and outputs with these strategic goals, which will have the effect of driving our decisions and tactics. The Plan will improve departmental accountability and clarity of action for Council, as well as for residents, and will prove to be an important tool in redirecting or refocusing efforts, should the economic policies of Council be revised.

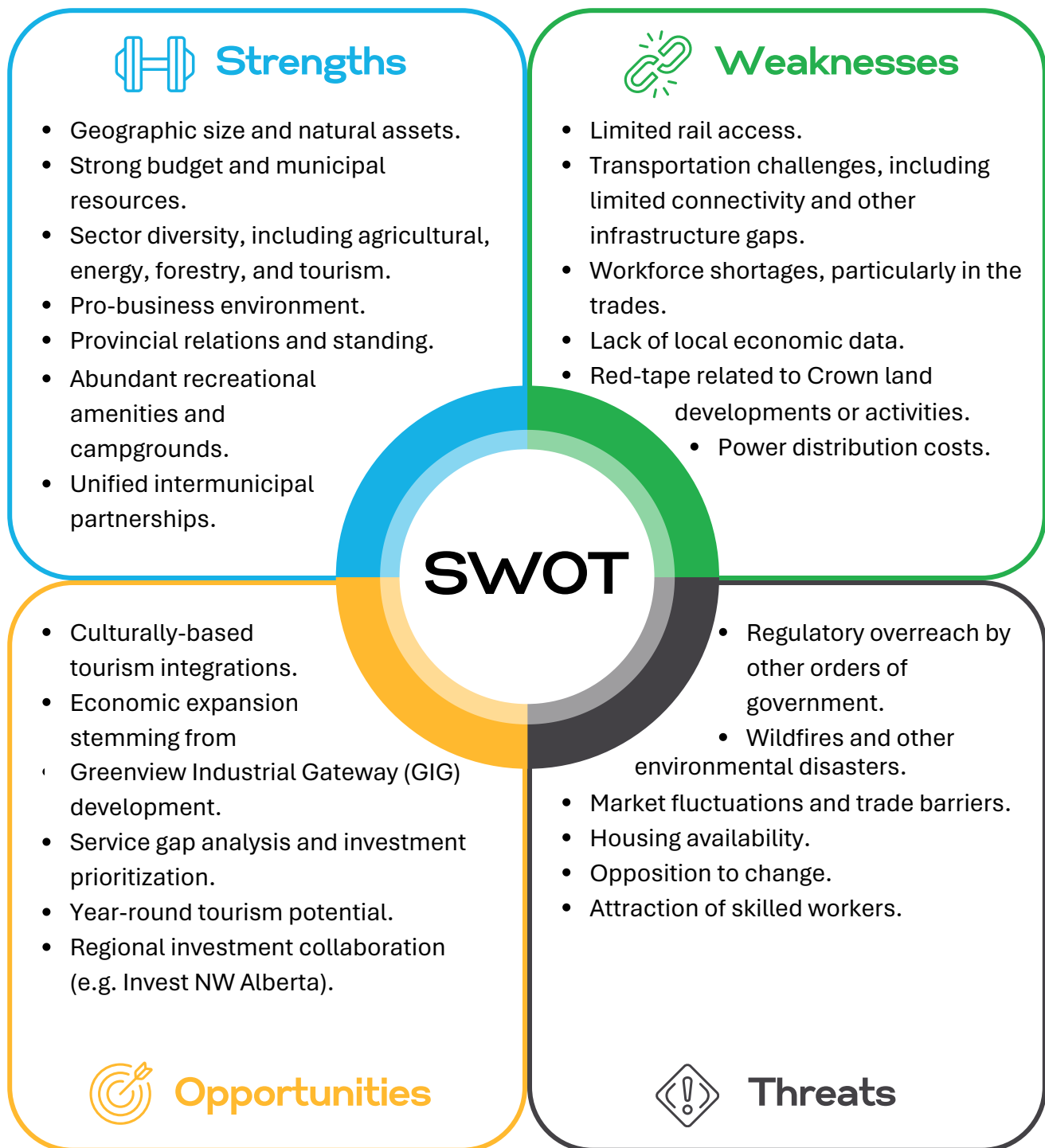


2 Discovery

This Plan, and the objectives, goals, and strategies included herein, were developed based on insights gained from a series of objective inputs.

Review of Existing Models	Comparative Analysis	Corporate Input and Leadership Alignment
Analysis of existing economic development and organizational services, corporate strategies, adopted policies, current programs, and formal opportunities for support provided by Greenview's Economic Development department.	Review of practices in similar municipalities and support agencies, undertaken to ensure that best practices are incorporated, along with current trends in the field of economic development at the local government level. This included the review and analysis of four economic development plans from across Alberta municipalities, to ensure emerging trends were considered across multiple communities and organizations. Commonalities were then evaluated for local relevance and applicability.	Consideration of Council's Strategic Plan, and results of collaborative strategy session, incorporating input and insights by contributors from across Greenview Administration. This effort included representation from Planning, Agriculture Services, CAO Services, Community Services, Outdoor Recreation, and by members of the Economic Development and Tourism Department. The Senior Leadership Team then reviewed the draft version of this Plan to ensure goals and objectives would be accurately addressed when developing service level expectations.

These insights collectively form the foundation of this Plan, designed to meet the expectations and needs of the community and its residents, as well as Council and Administration, while fostering an organizational culture of open, proactive, and collaborative communication.



This SWOT Analysis represents a high-level overview of strengths, weaknesses/challenges, opportunities, and threats of impact on Greenview’s economic development, support, and diversification efforts. Each of these areas of focus and analysis were considered in the development of this Economic Development Plan, ensuring that objectives and goals are rooted in the reality of Greenview’s current situation, and that mitigation efforts are appropriately considered where weaknesses/challenges and/or threats may present.

Each area of consideration outlined within the SWOT Analysis was then broken down further for additional context, and a deeper understanding of the current state to ensure appropriate strategic steps and mitigation tactics are taken in the development of economic development goals.

Strengths	Geographic size and natural assets	Vast geographic area and rich natural assets provide extensive opportunities for development, resource extraction, and recreational use.
	Strong budget and municipal resources	Strong budgeting and well-managed municipal resources enable effective service delivery and infrastructure investment.
	Sector diversity	Diverse economic base (e.g. agriculture, energy, forestry, and tourism) enhances local economic stability and resilience.
	Pro-business	Business-friendly environment attracts investment and encourages local entrepreneurship through policies and community support.
	Provincial relations and standing	Strong relations with the provincial government, enhancing municipal influence, access to funding, and policy support.
	Recreation amenities	Home to numerous recreational amenities and campgrounds, making it a desirable destination for tourism and outdoor activities.
	Support amongst municipal partners	Collaborative, unified intermunicipal partnerships strengthen regional planning, allowing for shared services and strategic development.
Weaknesses and Challenges		
	Limited rail access	Limitations in rail infrastructure could hinder the efficient movement of goods, and be perceived as a deterrent for certain industries.
	Transport challenges	Regional transportation challenges include limited connectivity and infrastructure gaps, which can impact economic development and accessibility.
	Workforce shortages	A shortage of skilled workers, particularly in the trades, poses a barrier to business growth and the timely completion of development projects.
	Lack of local economic data	The absence of detailed and current local economic data makes it difficult to support informed decision-making and targeted investment strategies.
	Red-tape related to Crown land	Regulatory hurdles and bureaucratic delays associated with Crown land use can impede timely development and create business uncertainty.
	Power distribution costs	Higher power distribution costs in some areas may present operational challenges, particularly on projects with high energy demands.

Opportunities	Culturally-based tourism integration	Potential to develop culturally-based tourism by integrating agricultural, Indigenous, Western, and frontier heritage in unique visitor experiences and strengthened local identity.
	Economic expansion, stemming from GIG dev.	GIG represents a major economic driver, with the potential to catalyze growth, create jobs, and attract industrial investment.
	Service gap analysis and investment priorities	Service gap analysis, aligned with investment priorities, allows for efficient resource targeting, improved quality of life, and sustainable development.
	Year-round tourism potential	Untapped potential exists in promoting year-round tourism through natural landscapes, recreational assets, and seasonal events, contributing to economic diversification.
	Regional investment collab.	Collaboration with regional partners, including Invest Northwest Alberta, can amplify investment attraction efforts, increase regional competitiveness, and create shared economic benefits.
Threats	Regulatory overreach	Potential regulatory overreach by other orders of government can limit local autonomy, and potentially delay projects and create administrative burdens.
	Wildfires	Regional vulnerability to environmental disasters poses a risk to public safety, infrastructure, and the local economy.
	Fluctuating markets and trade barriers	Global market volatility and trade barriers can negatively impact key sectors, including agriculture, energy, and forestry.
	Housing availability	A shortage of diverse and affordable housing options can hinder population growth and workforce attraction.
	Opposition to change	Resistance to change within segments of the community can slow innovation, stall development, and create friction in decision-making.
	Attraction of skilled workers	Skilled worker attraction and retention challenges can limit business expansion and strain existing services.

3 Strategic Approach

A multi-faceted approach to effective economic development is key to both the success and sustainability of this Plan's execution, and to the region's economy. This hinges on a foundation of investment readiness, business retention and expansion, tourism development, collaborative partnerships, and communications and marketing.

➤ Investment Readiness

The importance of being prepared to attract and accommodate new investment cannot be overstated. It is critical to the success of economic development, with local government efforts that include maintaining available and serviced land, creating clear regulatory and development processes, and establishing strong municipal readiness.

➤ Business Retention and Expansion

Economic Development supports existing local businesses through structured engagement programs, business directories, and ongoing business supports. When managed effectively, these efforts significantly strengthen local economies, encourage sustainable growth, and build resilient communities by fostering a supportive environment where businesses can thrive.

➤ Tourism Development

Retaining and attracting tourism is undertaken by maximizing existing infrastructure, supporting the development of signature experiences, and undertaking strategic communications and promotional marketing.

➤ Partnerships and Collaboration

Strategic partners are developed by Economic Development with regional partners and communities, local business owners and organizations, educational institutions, Indigenous communities, support agencies, and other orders of government.

Through these strategic partnerships, the goal of community economic development enhances local-level economic well-being and quality of life for residents and businesses in Greenview.

Greenview supports the regional collaboration of educational institutions, and career- and employment-focused agencies, to attract and retain skilled workers.

➤ Communications and Marketing

Strategic marketing and communications planning is leveraged by Economic Development, and more broadly by the MD of Greenview, to effectively promote the area to investors, tourists, residents, and businesses.



4 Strategic Goals

The Economic Development goals outlined below align with Council’s strategic direction, as set through Greenview’s 2022–2026 Strategic Plan and broader organizational goals, as well as with the key strategic areas identified in Section 3 of this Plan. This organization-wide approach serves as the foundational basis for our work.

Strategies and tactics for execution, along with associated performance measures, are included as an appendix to this Plan.



GOAL ONE

Facilitate Local Success

Ensure Greenview is not a barrier to local business

Objective 1.1

Be a familiar and trusted contact to the existing business community

- Endeavour to visit each business located in Greenview once per annum.
- Maintain consistent contact with business license holders through monthly communications.
- Identify barriers being faced by local businesses, and refer business community members to existing resources, agencies, and/or training to overcome those challenges identified.

Objective 1.2

Ensure issues raised to Economic Development are appropriately acknowledged and addressed

- Respond to communications from the public within three business days of a phone call or email being received.
- Implement internal tracking mechanisms for business-initiated communications volumes.
- Follow up on all issues raised to Economic Development with an interdepartmental email to appropriate Greenview SLT Members and/or Managers, providing appropriate context and contact information.
- Act as a conduit of information, both from the organization and to the organization, as it relates to issues of economic development and the local business community.

GOAL TWO

Attract New Investment

Ensure local investment opportunities and business advantages are clearly understood and communicated

Objective 2.1

Ensure relevant information for investment decisions is easily accessible

- Develop sector-specific investment profiles.
- Ensure competitive advantages are highlighted.
- Make relevant economic development and local business studies, data, and land opportunities visible, transparent, easily accessible, and widely available for investors.

Objective 2.2

Strive to reduce investment risks in Greenview

- Reduce investment barriers through streamlined policy and improved land readiness.
- Evaluate potential Crown land purchases to address investor demands, while establishing adequate land availability for both current and potential future development projects.
- Complete a pre-feasibility study to assess the viability and potential benefits of sustainable agriculture development, aimed at attracting potential investors.



GOAL THREE

Retain Existing Business and Expand on Success

Ensure that Greenview supports local business needs

Objective 3.1

Structure consistent approach to business engagement

- Conduct regular business visits and meetings.
- Undertake Business Retention and Expansion surveys on a regular basis.
- Attend industry roundtables and business forums.
- Develop and launch a pilot version of a searchable business directory, enhancing local business visibility and supporting investor engagement.

Objective 3.2

Conduct needs assessment and undertake a higher level of data collection

- Continue to evaluate business needs, gaps, and opportunities with the intent of recommending associated supports.
- Evaluate and implement data collection tools that best meet the needs of Economic Development, to monitor business activity and support decision-making.
- Utilize third-party agencies to conduct business surveys.

Objective 3.3

Expand and implement business support services

- Provide targeted resources, guidance, and information to local businesses, in an effort to support growth and reduce challenges.
- Facilitate access to business development resources, including but not necessarily limited to financing, grants, and loans, as well as training.
- Coordinate mentorship opportunities, workshops, webinars, and coaching sessions pertinent to the local business community.

Objective 3.4

Support workforce development and retention

- Ensure businesses have access to a skilled workforce, and support workforce retention strategies.
- Collaborate with local secondary and post-secondary educational institutions to encourage customized training programs that encourage and support a skilled local workforce.
- Partner with workforce attraction programs (e.g. Rural Renewal Stream, youth retention initiatives, mentorship programs and internships, job fairs, etc.), and collaborate with Work Northwest Alberta; the Government of Alberta's Ministry of Jobs, Economy, Trade and Immigration; Community Futures; and others, to participate in the development of tools and to attend jobs fairs, and for Greenview to be able to provide business feedback on required supports.

Objective 3.5

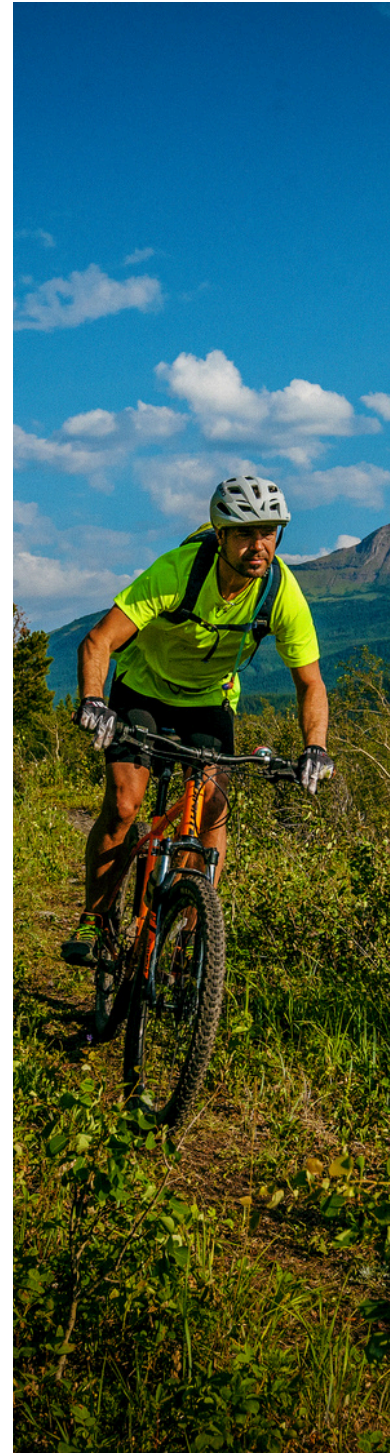
Undertake strategic marketing and promotion

- Regularly promote local businesses and celebrate successes, fostering local pride, business loyalty, and consumer support.
- Execute "Shop Local" campaigns to encourage community purchasing.
- Plan and deliver recognition events (e.g. Small Business Week awards; public acknowledgement of business success).
- Promote local assets through multiple advertising methods and materials, including print, digital, and signage.
- Target potential investors and businesses through active marketing strategies.
- Execute data-driven storytelling and Economic Development's online presence.
- Ensure strong visual branding and cohesive community identity.

Objective 3.6

Foster and support collaborative economic partnerships

- Facilitate business-to-business networking and partnerships to stimulate local economic activity.
- Attend, organize, and facilitate networking events (e.g. business breakfasts, industry-specific roundtables).
- Support and/or collaborate with local and regional business organizations (e.g. Chambers of Commerce, Community Futures, etc.).
- Collaborate with the Government of Alberta, and specifically with the Ministry of Jobs, Economy, Trade and Immigration, to reduce red tape and foster business development and investment opportunities in Greenview.
- Support and collaborate with Invest Northwest Alberta to attend events and support investment attraction efforts.
- Support and collaborate with Work Northwest Alberta, as active members on the Economic Development Steering Committee, to develop tools and strategies for workforce attraction in the region.
- Collaborate and build relations with Invest Alberta, and Invest Canada, to evaluate participation in trade missions, and to submit expressions of interest in investment opportunities of local relevance.
- Collaborate and participate in PREDA quarterly meetings.
- Collaborate with PrairiesCan, including through participation in roundtable activities, and by attending monthly touch-points with local representatives.
- Collaborate with the Economic Developers of Alberta, Economic Developers of Canada, and other similar organizations.
- Support and collaborate with tourism associations and organizations (e.g. Travel Alberta, Grande Prairie Regional Tourism Association, Grande Cache Tourism Association, etc.).
- Collaborate with local groups and Indigenous communities to identify opportunities and potential partnerships for select initiatives.
- Collaborate with municipal partners, including the Town of Valleyview and the Town of Fox Creek, to support local and regional initiatives and partnership opportunities for applicable investment projects.





GOAL FOUR

Diversify Participation in the Tourist Economy

Promote and expand Greenview's offerings associated with year-round tourism

Objective 4.1

Increase the scope of visitations and overnight stays

- Enhance promotion of locally-owned and provincial outdoor recreation assets.
- Encourage Indigenous tourism investment and partnerships.
- Market Greenview's identity through strategic national and international campaigns.
- Enhance and/or develop Greenview assets to support attraction efforts related to the visitor economy.
- Investigate and target direct marketing activities to organizations seeking unique experiences available in Greenview, including but not limited to provincial, national, and international tourism operators.
- Create Greenview itinerary for sector-specific tourism experiences.

Objective 4.2

Strive to reduce investment risks in Greenview recreation assets

- Collaborate with local tourism operators on start-up activities or expansion.
- Complete a Destination Development Plan to identify high-potential opportunities for potential investors.
- Complete a hotel feasibility study for the Grande Cache area.
- Work with government agencies to identify opportunities and support programs related to tourism investment attractions.

APPENDICES



Appendix A | Action Plan

The below table represents the prioritization and implementation plan associated with the goals laid out in Section 4 of Greenview's Economic Development Plan, framed in terms of High- (<1 year), Medium- (1-2 years), and Low-priority (2-3 years) timeframes, as well as an additional category for those goals to be undertaken on an Ongoing basis.



Focus	Goal	Priority
Investment Attraction	Create sector-specific investment profiles for Greenview.	High
Investment Attraction	Identify and promote opportunities for a high-tech eco-agricultural park.	High
Investment Attraction	Develop a Destination Development Plan for Greenview, for purposes of business and investment attraction.	High
Tourism Development	Analyze Tourist Information Centre data to identify relevant local and regional trends.	High
Tourism Development	Develop strategies around, and plan and execute, national marketing campaigns.	High
Business Retention and Support	Assess current state, and identify and recommend updates to the local economic grant program.	High
Business Retention and Support	Conduct survey from past grant participants for feedback.	High
Business Retention and Support	Attend a minimum of four (4) trade shows to promote Greenview.	High
Investment Attraction	Launch a redesigned Greenview Economic Development website.	Medium
Investment Attraction / Tourism Development	Complete a Hotel Feasibility Study for Greenview, and specifically for the Grande Cache area.	Medium
Investment Attraction	Compile an inventory of development-ready land parcels, including contact information.	Medium
Tourism Development	Develop an inventory of Greenview facilities and assets specific to tourism.	Medium
Investment Attraction	Continue to invest in, foster, and support regional collaboration through Invest Northwest Alberta.	Ongoing
Tourism Development	Increase year-round visitation and overnight stays.	Ongoing
Tourism Development	Maximize use of Tourism Information Centres.	Ongoing
Tourism Development	Encourage partnerships to increase Indigenous tourism opportunities in Greenview.	Ongoing

Focus	Goal	Priority
Business Retention and Support	Maintain bi-monthly newsletter and communications with business community.	Ongoing
Investment Attraction	Develop a Business Development Framework and process map that includes permit timelines.	Low
Tourism Development	Enhance Tourist Information Centres with cultural displays.	Low
Tourism Development	Develop travel routes and visitor maps specific to Greenview.	Low
Business Retention and Support	Expand visitation program beyond Grande Cache.	Low
Business Retention and Support	Sponsor a Greenview Business Award through the Chamber of Commerce.	Low





Municipal District of
GREENVIEW

