



Town of Mayerthorpe

Economic Development Strategic Plan

March 7, 2017





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Executive Summary

Mayerthorpe is a community of more than 1300 residents, located northwest of Edmonton at the junction of Highways 22 and 43. Both highways serve as major transportation routes within northwestern Alberta. As a community that services a wider area within Lac Ste. Anne County, Mayerthorpe is a provider of essential healthcare and recreational services.

Through the review of the Town's existing strategic and statutory documents, three themes have emerged that describe the Town's current operations:

Primary Industries play a large role in Mayerthorpe's economy - Mayerthorpe supports agriculture, oil and gas exploration, and forestry industries located within Lac Ste. Anne County and further to the northwest, Woodlands County. Because of this, the Town estimates that the market served by the community is about three to four times the size of the municipal population. Initiatives have also been suggested to work to support local agriculture activities within the community.

The Town understands that renewal is a slow, steady process - Without a large employment driver, the Town has recognized that renewal of existing lands is a prudent course of action. Residential development is proposed to increase by a small annual percentage, through infill development, or the upgrading of derelict housing. Commercial and industrial development is encouraged through the reuse of vacant lands within the existing part of the community.

Culture is an appreciated community asset - The various documents speak to several ways of enhancing local culture and tourism, including the development of community murals, exploring funding opportunities to increase the number of recreational facilities and trails in the community, and the development of a local community summer music festival.

Key Economic Observations

Population Growth – Mayerthorpe has experienced declines in population between 2001 and 2016 census dates of approximately 5% between each census date.

Employment concentrations – The top industries in which residents of Mayerthorpe are employed are: manufacturing; health care and social assistance; and transportation and warehousing. Although not reflected within the data, it is acknowledged that Northern Gateway Public Schools is also a significant employer of over 50 persons within the two schools in the community.¹

Business Patterns – According to Canadian Business Patterns data (CBP), Mayerthorpe currently has 612 unique businesses, of which 167 of them employ at least one person other than the owner.

Self-employed businesses make up 73% of total businesses operating in Mayerthorpe.

¹ As of the date of this report, the School Division confirmed a total of 55 persons employed at the two schools.



The top three sectors (CBP) where companies employ at least one employee in addition to the owner are:

- Professional, scientific and technical services (23 businesses)
- Agriculture, forestry, hunting, and fishing (20 businesses)
- Other services except public administration (20 businesses)
- Construction (18 businesses)

Local Concentration – Mayerthorpe has a high concentration of businesses in agriculture, forestry, fishing and hunting; mining and oil and gas extraction; and utilities.

Mayerthorpe's Competitive Position

In order to understand Mayerthorpe's position as a service centre in north-west Alberta, emphasis was placed on community engagement to ensure that residents and business owners had opportunities to provide input. This included attendance at a community culture event, telephone interviews with business owners, a focus group session with Council, and an online survey. The community input received during our consultation was utilized in conjunction with a review of previous Town background documents, strategies and plans and led to a SOAR Analysis which assessed the community based on Strengths, Opportunities, Aspirations, and Results. The SOAR analysis assisted in developing of Mayerthorpe's competitive advantages which differentiate the Town from others in the region. Mayerthorpe's most notable competitive advantages include:

- New commercial development has good access and visibility
- Hospital and senior's residence
- Successful agriculture sector

Action Plan for Economic Development in Mayerthorpe

The Mayerthorpe Economic Development Strategic Plan is underpinned by four high level goals, intended to anchor and qualify all strategic initiatives or ensuing actions on the part of the Town over the next five years. The goals support the Town's overarching vision for the community as well as the desired outcomes of the economic development planning process. The Strategic Goals with related objectives include:

- **Build Local and Regional Capacity within the Economic Development Field**
 - Increase local administrative capacity to provide economic development services to Mayerthorpe's citizens and businesses.
 - Work cooperatively with Lac Ste. Anne County (and other small urban municipal partners) to take advantage of mutually beneficial projects.
- **Attract and Sustain Small Business**
 - Provide outreach and training opportunities to small business in the absence of a Chamber of Commerce-type organization.



- **Raise the Community's Profile**
 - Update the Town's marketing efforts to keep Mayerthorpe's profile current.
 - Promote the Mayerthorpe cultural community as an asset to the community and region
- **Growing the Non-Residential Assessment Base**
 - Promote new areas of Mayerthorpe as locations for new industry and commercial development.



1 Introduction

Mayerthorpe is a community of more than 1300 residents, located northwest of Edmonton at the junction of Highways 22 and 43. Both highways serve as major transportation routes within northwestern Alberta. As a community that services a wider area within Lac Ste. Anne County, Mayerthorpe is a provider of essential healthcare and recreational services. The community is also serviced by railway, with the Canadian National Sangudo (CN Rail) subdivision running through its northern portion.

While Mayerthorpe provides a range of services to its residents and the surrounding rural community, its commercial and industrial sectors have faced challenges from Whitecourt, a larger community to the northwest; and to a lesser extent, communities in the Edmonton area that have larger retail shopping opportunities.

In thinking of community development, Mayerthorpe has adopted a 'slow and steady' approach, with Council considering renewal of its downtown commercial area as a longer-term project. At the same time, interest has been expressed in developing lands to the south of Highway 43, and possibilities may also exist for industry that could further develop the agricultural sector within the area.

In considering an Economic Development Strategic Plan, the Town needs to ensure that efforts are pursued, not only at the local level, but also at the regional level. The Town is part of a Regional Economic Development Association (REDA) – GROWTH Alberta, which in the past has been a good source of providing statistical information to its member communities. In addition to this, ongoing dialogue with Lac Ste. Anne County and aligning with their economic development efforts, where interests are common will provide Mayerthorpe with more success in the long term.

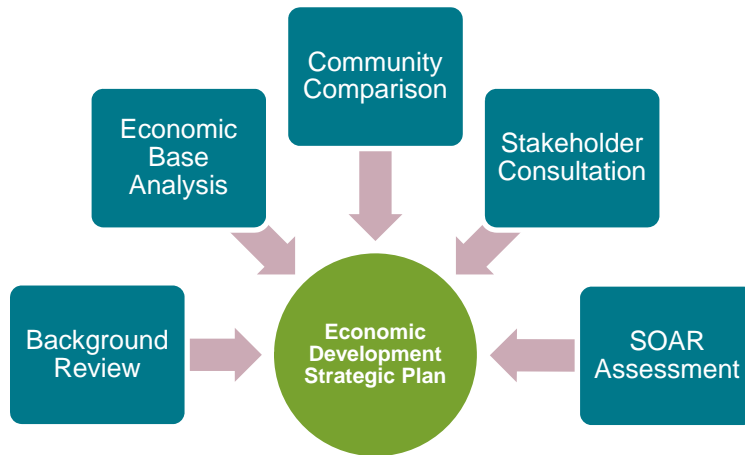
1.1 Project Process and Report Structure

The strategy development process began in June, 2016 with a review of background documents to establish the current policy and planning context for preparing the Economic Development Strategic Plan. This included a review of the Town's Strategic Initiatives Plan, along with its Municipal Sustainability Plan, Municipal Development Plan, and other municipal planning and policy documents. A review of key economic indicators was done, and Mayerthorpe was compared to three communities within Northern Alberta for program and incentives offered to prospective developers.

The results of the background research were used to inform stakeholder consultation efforts which included telephone interviews, business and community surveys, and a public event. A SOAR Assessment (Strengths, Opportunities, Aspirations, Results) was prepared that provides further indication of the Town's value proposition for the attraction of business and residential investment. Figure 1 illustrates the process for preparing the Economic Development Strategic Plan.



FIGURE 1: STRATEGIC PLANNING PROCESS



Beyond this introduction, the Economic Development Strategic Plan will be organized into three further sections.

Section 2 provides an overview of the local economy of Mayerthorpe and its competitive position within the larger rural Northern Alberta economy. The section concludes with a SOAR Assessment for Mayerthorpe and identification of competitive advantages and disadvantages.

Section 3 outlines the economic priorities that are emerging in Mayerthorpe.

Section 4 introduces the strategic goals, objectives, and action items that are needed to address the challenges facing the community.

1.2 Financial and Budget Implications

The Mayerthorpe Economic Development Strategic Plan is intended as a high level plan focused on the growth and diversification of the local economy over a five year period. High-level estimates have been provided for some of the action items. More detailed costing should be done through the preparation of annual business plans that will articulate the resources required to move the Plan forward.



2 Competitive Position

2.1 Background Document Review

A number of background documents and studies were reviewed to provide context on current business-related policies and current and past economic development and growth initiatives in Mayerthorpe:

- 2016 Strategic Directives Plan
- Municipal Development Plan
- Land Use Bylaw No. 890
- Municipal Sustainability Plan and Update
- Parks, Recreation, and Culture Master Plan
- Southeast Highway 43 Area Structure Plan
- 2014 Economic Development Board Strategic Planning Session

These background documents highlighted the importance placed on local economic development both from a physical and cultural perspective. From the review, three common themes emerged:

Primary Industries play a large role in Mayerthorpe's economy

Mayerthorpe supports agriculture, oil and gas exploration, and forestry industries located within Lac Ste. Anne County and further to the northwest, Woodlands County. Because of this, the Town estimates that the market served by the community is about three to four times the size of the municipal population. Initiatives have also been suggested to work to support local agriculture activities within the community.

The Town understands that renewal is a slow, steady process

Without a large employment driver, the Town has recognized that renewal of existing lands is a prudent course of action. Residential development is proposed to increase by a small annual percentage, through infill development, or the upgrading of derelict housing. Commercial and industrial development is encouraged through the reuse of vacant lands within the existing part of the community.

Development opportunities are also being proposed for the highway commercial lands on the south side of the community and this is seen as a new opportunity for the community.

Culture is an appreciated community asset

The various documents speak to several ways of enhancing local culture and tourism, including the development of community murals, exploring funding opportunities to increase the number of recreational facilities and trails in the community, and the development of a local community summer music festival.



2.2 Key Economic Indicators

An economic base analysis provides an in-depth understanding of Mayerthorpe's economy, to be used to inform the broader Economic Development Strategic Plan. The analysis includes information on the demographics of the municipality, the business composition, and its labour force.

The geographies of the Town of Whitecourt, a broader portion of Northern Alberta (Census Divisions 12, 13, and 16 – excluding the Regional Municipality of Wood Buffalo), and Alberta are used to assess Mayerthorpe's competitiveness. Figure 2 shows the geography of Northern Alberta that was used as a comparator.

FIGURE 2: NORTHERN ALBERTA AND MAYERTHORPE





2.2.1 Notes on Data

A community profile normally looks at a variety of demographic indicators, including population sizes, income levels, educational profiles, and dwelling characteristic. In addition to the industry and occupation analysis, the workforce profile generally includes a discussion on commuting patterns. However, for the Town of Mayerthorpe information on income levels and inbound/outbound commuting patterns was not available. This is due to the high global non-response rate (GNR).²

The detailed economic base analysis may be found within Appendix A of this report.

2.2.2 Population and Employment

The population of Mayerthorpe has been measured by the 2016 Census at 1320 persons. This figure represents a decrease of 250 persons or by 16% between 2001 and 2016, with census-to-census decline consistently measured between 5 and 6 percent.³

Mayerthorpe's median population was 43.9 in 2011, and the 2011 Census data showed the population to be aging, with over 40% of the population within ages 30 to 59. As well, the population of residents in their 20's is less than those between ages 10 to 19. This suggests an out-migration of young people who are leaving the community for education or work purposes.

Mayerthorpe's labour force increased by 335 people or by 80.7% between 2006 and 2011. This was a larger proportional increase in workers compared to Whitecourt. It should be noted that these amounts refer to the employment status of the local workers and not the number of jobs located in the municipality. The positive increase in labour force indicates that the community has been able to increase the number of employment opportunities through existing practices.

2.2.3 Business and Industry Sector Performance

Statistics Canada's Canadian Business Patterns Data provides a record of business establishments by industry sector and size. This data is collected from the Canadian Revenue Agency (CRA). The business data collected for Mayerthorpe includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years

² The GNR combines the complete non-responses (households) and partial non-responses (questions) into a single rate. A higher GNR results in a higher risk of inaccuracy. In 2011, Statistics Canada used a threshold of 50% to suppress data.

³ As of February, 2016, only municipal population and dwelling counts have been made available to the public by Statistics Canada. Other facets of the census will be released to the public during the 2017 calendar year.



Canadian Business Patterns (CBP) records business counts by “Total”, “Indeterminate” and “Subtotal” categories. Businesses captured within the “Indeterminate” category are mostly self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners).

According to CBP, Mayerthorpe currently has 612 unique businesses, of which 445 employ at least one person other than the owner. The top four sectors in which companies employ at least one employee are:

- Professional, scientific and technical services (23 businesses)
- Agriculture, forestry, fishing and hunting (20 businesses)
- Other services except public administration⁴ (20 businesses)
- Construction (18 businesses)

All industries had less than 100 residents employed. These top three industries made up roughly 46% of the labour force. The wood product manufacturing (105 employees), truck transportation (70 employees) and hospitals (60 employees) were the largest sub-sectors in Mayerthorpe.

In addition, Northern Gateway Schools has confirmed a total of 55 employees work at the two schools within the community, although this was not captured within the Statistics Canada data.

The data suggests that there is no representation of workers in utilities, information and cultural industries; finance and insurance; real estate and rental and leasing; management of companies; administration and support; or in the arts, entertainment and recreation industries.

The top four occupation categories which experienced growth between 2006 and 2011 were:

- Trades, transportation and equipment operators and related occupations (140 employees, 18.7%)
- Health occupations (135 employees, 18%)
- Manufacturing and utilities occupations (105 employees, 14%)
- Sales and Service occupations (100 employees, 13.3%)

All other occupations had a total of less than 100 residents employed.

In 2015, 73% of Mayerthorpe’s businesses were characterized as self-employed individuals (445 out of 612 businesses). Of the businesses with employees, 63% had less than five employees. Only two businesses operate with 100-199 employees. The agriculture, forestry, fishing and hunting sector (229 businesses), construction sector

⁴ This sector comprises establishments, not classified to any other sector, primarily engaged in repairing, or performing general or routine maintenance, on motor vehicles, machinery, equipment and other products to ensure that they work efficiently; providing personal care services, funeral services, laundry services and other services to individuals, such as pet care services and photo finishing services; organizing and promoting religious activities; supporting various causes through grant-making, advocating (promoting) various social and political causes, and promoting and defending the interests of their members. Private households are also included.



- Educational Services LQ = 0.00⁵

In comparing Mayerthorpe to the broader Northern Alberta area, similar LQ values are found, with the exception of the 'accommodation and food services' category, which is considered to have an 'average' concentration. This suggests that the makeup of businesses within Mayerthorpe is similar to the rest of the broader Northern Alberta area (taken as a whole).

2.3 Benchmarking to Similar Communities

Mayerthorpe's competitive advantage was compared to three similarly-sized communities within Northern Alberta: Valleyview, Legal, and Bruderheim. The three communities were compared to Mayerthorpe for locational attributes, policy objectives, incentives and grant programs, and memberships in outside organisations.

2.3.1 Legal

Legal is a bilingual community with a population of 1225, located within the northwest part of Sturgeon County, approximately 40km northwest of St. Albert. Legal is accessed by Highway 2, a main route for north-south traffic to between Edmonton and Slave Lake.

Legal's Strategic Plan supports new opportunities for business and industry by:

- Attending trade shows
- Increasing store front businesses and home based businesses
- Developing a land inventory online
- Meeting with local industrial land owners to discuss potential development of industrial land
- Collaborating with regional partners to support business development and growth
- Working to develop a strong working relationship with the local business community through working with the Legal Chamber of Commerce

Legal is a member of the Capital Region Board, which oversees the planning of regional infrastructure and land use surrounding and including the City of Edmonton.

The Town is also a member of the Legal Chamber of Commerce, which offers a number of opportunities to small businesses, including group insurance rates and fleet discounts for gasoline.

2.3.2 Valleyview

Valleyview is a community of 1761 residents, located 215 km northwest of Mayerthorpe, and 110 km east of Grande Prairie at the junction of Highways 43 and 49.

⁵ The occupations listed within this NAICS code apply to teachers and not to support and administrative employees of Northern Gateway Schools.



Valleyview makes community grant funding available to commercial development with the Downtown beautification grant, which is a matching contribution from both the Town and the Chamber of Commerce, who together would provide up to a total of 50 percent of a project budget.

Valleyview operates a serviced industrial park, supporting the attraction and retention of businesses in the community. Highway commercial uses have been developed along Highway 43.

Valleyview's Municipal Development Plan also includes a number of community policies, including:

- Establishing a land use planning framework which complements economic development of the area
- Recognizing the importance of the economic development potential along Highway 43
- Encouraging the creation of a range of housing types, commercial/industrial developments, and recreation facilities

The Valleyview and District Chamber of Commerce offers the chance for small businesses to network and work together to advance the local economy.

2.3.3 Bruderheim

Bruderheim is a community with a population of 1225, located at the boundary between Strathcona County and Lamont County, approximately 25km northeast of Fort Saskatchewan. Legal is accessed by Highway 45, and is located near the Highway 15 high load corridor between Edmonton and Fort MacMurray.

Bruderheim offers a number of tax reduction programs for new residential, commercial, and industrial development, as well as demolition and renovation projects. The 'Tax-Free for Three' Program, offers a tax rebate for three years from municipal taxes.

New businesses may also qualify for a tax reduction if the increase in assessment is equal to at least 50% of the original assessment. New businesses that occupy existing buildings that have been vacant may also qualify for a reduction in taxes — 75% the first year of operation, 50% the second year, and 25% the third year.

Bruderheim's Strategic Plan includes a number of economic development related policies, including:

- Developing a comprehensive marketing strategy, addressing the economic development plan/strategy of the Town and identifying the 'wow factors' to attract residents and businesses
- Developing economic development documents that target light industrial and commercial development
- Working with the business community to develop and implement a Buy-In Bruderheim Incentive program
- Continuing to develop and expand the Main Street Beautification project including the implementation of a Storefront Improvement Incentive Program and the Downtown Curbside Enhancement program



- Enhancing existing partnership and creating new ones with stakeholders, including meeting with representatives with both CP Rail and CN Rail to discuss synergies that exist between the parties and to develop a plan to leverage the existence of both railways

As Bruderheim is located in close proximity to Alberta's Industrial Heartland, the Town is a member of two unique advocacy groups which promote heavy industry within the area, the Alberta's Industrial Heartland Association and the Northeast Capital Industrial Association. Similar to Legal, the community is also part of the Capital Region Board.

Bruderheim is also a member of the Lamont and District Chamber of Commerce, which provides opportunities for local businesses to network and provide advocacy services on behalf of small business.

2.3.4 Competitive Advantage Comparison

Overall, Mayerthorpe compares favorably to the three communities surveyed. Mayerthorpe is able to offer a more comprehensive grant and tax incentive package than the other communities, although the Town could consider Bruderheim's policy of offering tax reductions to new businesses that purchase and occupy previously vacant buildings.

Mayerthorpe is also not subject to a higher regional authority for the approval of statutory planning documents (both Legal and Bruderheim are members of the Capital Region Board, and planning documents have to conform to the Capital Region Land Use Plan).

One area that could be seen as a competitive disadvantage is the opportunity for the other communities' local businesses to belong to a Chamber of Commerce. A Chamber of Commerce acts as an advocacy voice for small business, and provides the opportunity for networking, guest speakers, and facilitates business-to-business interactions. The Chambers surveyed also have the ability to provide discounts and preferred rates for a number of business services (as part of the network of provincial Chambers) including but not limited to insurance, gasoline, payroll services, webcasting, and travel services. It is noted that the Town's Chamber of Commerce is currently dormant.

2.4 Community Survey and Interviews

Three forms of stakeholder engagement were used to supplement the background review and economic base analysis components of the strategy. These included a workshop with Council, a series of interviews with members of the local development community, and an online survey to which local residents and business owners shared their perspectives.

2.4.1 Survey summary

A community survey was undertaken using the online survey tool, SurveyMonkey, between September and November, 2016. The aim of the survey was to gain a



broader understanding of the priorities, desires, and issues of Mayerthorpe residents. In total, 59 people completed the survey, with 13 respondents completing additional questions as business owner/operators within Mayerthorpe.

Respondents had mixed feelings on the perception of Mayerthorpe, with some respondents indicating that the Town was outdated and dying and others indicating that it was friendly, having the potential for growth, and family oriented. 27% of respondents indicated that the Town was friendly and another 6% indicated that the Town had potential compared to only 6% indicating that the Town was quiet and 4% stating that the Town was dying or outdated.

Over 50% of respondents agreed that Mayerthorpe was a good place to live and is an excellent place to raise children. Respondents also indicated that Mayerthorpe is a welcoming community to newcomers. When asked if the Town was a good location to do business, only slightly more people somewhat agreed or strongly agreed (38%) than somewhat disagreed strongly disagreed (36%).

Building on these qualities, survey respondents were asked about the strengths of the community. In addition to the strong community spirit and the Town's proximity to highways, interviewees also commented on opportunities for future development, the significant agricultural and forestry related economy as well as support for the oilfield. The Town's proximity to the highways also provides an excellent opportunity for future highway development to attract people to shopping in Mayerthorpe. This highway access is also critical for further enhancing oilfield support services, which already exist in the community.

Respondents were also asked how satisfied they were with a number of opportunities in Mayerthorpe. The majority of people indicated that they were not satisfied with the number of employment opportunities, with the quality of employment opportunities, and with planning and development. However, respondents indicated that they were satisfied with the level of access to healthcare, the availability and the quality of schools, internet access and services for seniors in the Town.

Overwhelmingly, respondents indicated that they desired more hardware stores and a sit-down restaurant in Mayerthorpe, with 83% and 75% respectively. Respondents also indicated the desire for a dollar store (54 %) and a stationery and office supply store (49%).

A number of issues were raised concerning barriers to economic growth. Poor infrastructure (e.g. roads) and the lack of amenities are key issues impacted economic growth. The lack of amenities was seen as having a significant impact in retaining youth and young people, who leave smaller Towns for larger communities to either find employment or continue their education. It also impacts the quality of employment, as the community lacks the quality of life aspects needed to attract businesses and investment to the area.

While the lack of amenities and employment opportunities are harder to change and require greater investments, altering the Town's reputation can be addressed by marketing, beautification of the main streets, and road repair. Rejuvenation and



beautification was highlighted as a priority to support economic growth in Mayerthorpe. The greatest opportunity to stimulate economic growth and business investment, according to respondents, is the development of new buildings, including residential and highway commercial. One respondent pointed to the vacant store fronts in Town as a change to introduce innovative opportunities, with little cooperation or leadership. Another respondent highlighted the opportunity to establish incentives to develop businesses along the main street. These two prospects could be combined to create a fresh look for the downtown area, helping to improve the Town's reputation and attracting interest and investments.

Of the respondents who indicated they owned a business, 31% were retail businesses, 23% agriculture-related businesses, and 15% were construction related businesses. 40% of these businesses have been operating for more than 10 years and another 33% for less than two years. All of the businesses had less than 20 employees, with 53% of businesses owners being self-employed. 67% of businesses indicated that they started their business in Town as it was their place of residence. Proximity to supply and/or market chains, affordable energy costs, availability of land or buildings, and the availability and quality of high-speed internet and telecommunication networks were ranked the highest in terms of importance for business growth. 53% of respondents indicated that they expect their business to improve over the then two years. Respondents also indicated that the high taxes in Mayerthorpe are a challenge going forward.

2.4.2 Interviews with Business Community Members

In addition to the community survey, members of business community were interviewed by telephone. The interviewees indicated that the municipal staff has been easy to work with, are open to working with developers to see development to occur and have been proactive to support economic growth. As one interviewee stated, 'the Town's staff is doing a great job with the limited resources they have'. As uncovered in the community survey, interviewees pointed to the Town's location as its greatest asset, with easy access to a major highway. Additionally, the availability of land and buildings was also seen as a positive attribute.

Two main issues emerged from the interviews. One interviewee discussed the lack of industry in Mayerthorpe, impacting land taxes. As the Town lacks larger businesses to help alleviate some of the tax strain for residents, residential taxes pay for infrastructure in the community. The other issue discussed by the interviewees, as discussed in the community survey as well, was the lack of population density in Mayerthorpe, with the population split between residents living in Town or in the rural areas. While businesses (i.e. repair shops) were able to find workers, there was a lack of critical mass in the community and area to attract a higher-order of skill based employment opportunities. Water servicing and the number of unpaved streets were also seen as challenges.

A number of opportunities were discussed by interviewees, include the need for development to continue, highlighting the need for a larger highway commercial development (which is currently underway). This development would attract



restaurants, hotels, and retail to the area, helping to support the needs of residents and increasing the opportunities for others to spend money in Mayerthorpe along their journeys. Another opportunity highlighted was the opportunity to develop a music festival as a way to animate the community and to bring in new money. The interviewee discussed how Whitecourt has toyed with the possibility of developing of music festival but has yet to do so. As such, Mayerthorpe could work to develop a Country Music Festival (leveraging the agricultural heritage and existing and available land).

Other opportunities suggested by the interviewees include:

- Capitalizing on the seniors facilities and the hospital
- Developing training or educational facilities for farming, given the agricultural heritage of the communities. This would increase training opportunities for new people interested in agriculture as a career, and would support existing family farms
- Promoting recreation along the Highway 43 corridor, including camping or RV Parks

2.5 SOAR Assessment

Undertaking a SOAR Assessment (Strengths, Opportunities, Aspirations Results) Assessment provides for a positive approach to strategic thinking and planning. An alternative to a SWOT Analysis, the SOAR Assessment builds a framework for creating a plan based on strengths and what is working well, as opposed to focusing on problems and issues.

Figure 3 presents the characteristics of a SOAR Assessment and outlines the key questions that comprise the assessment.



FIGURE 3: CHARACTERISTICS OF A SOAR ASSESSMENT

S	Strengths What can we build on?	<ul style="list-style-type: none"> What are we doing well? What key achievements are we most proud of? What positive aspects of economic development have individuals and organizations commented on?
O	Opportunities What are our best possible future opportunities?	<ul style="list-style-type: none"> What changes in demand do we expect to see over the next years? What external forces or trends may positively impact development? What are key areas of untapped potential?
A	Aspirations What do We Care Deeply About?	<ul style="list-style-type: none"> What are we deeply passionate about? As a Town, what difference do we hope to make (e.g. to residents, for institutions, to business development)? What does our preferred future look like?
R	Results How will we know we are succeeding?	<ul style="list-style-type: none"> What meaningful measures will indicate that we are on track in achieving our goals? What resources are needed to implement our most vital projects and initiatives? What are the key goals we would like to accomplish in order to achieve these results?



FIGURE 4: SOAR ASSESSMENT FOR MAYERTHORPE

<p>Strengths</p> <ul style="list-style-type: none"> ▪ A supportive community ▪ Stable agricultural sector ▪ CN Rail Sangudo subdivision runs through north side of community ▪ Engaged council that regularly updates strategic plan ▪ Community has good access to highway infrastructure, with Highways 22 and 43 ▪ Community has land for expansion without having to annex ▪ Town Administration wishes to work in collaboration with highway commercial property developers to attract new businesses to Mayerthorpe ▪ Cultural sector celebrates rural music ▪ Excellent broadband connectivity 	<p>Aspirations</p> <ul style="list-style-type: none"> ▪ Stabilize dropping population ▪ Attract more families to move to the community ▪ Create a highway commercial node for travellers and residents at Highways 43 and 22 ▪ More retail choice within the community, particularly a hardware store, sit down restaurant, and dollar store ▪ Explore the possibilities of an agricultural processing facility that would serve the community and surrounding area ▪ Promote industrial development to access the CN Railway trackage at the north end of the community
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Lands at north end of the community along the CN Rail Mainline could be developed for an agricultural/industrial use ▪ Build on the existing senior's care infrastructure within the community ▪ Access can be gained to e-commerce platforms that serve small-scale artisans and businesses in northern Alberta. ▪ A summer music festival could be organized to highlight local and area talent in bluegrass and traditional country music 	<p>Results</p> <ul style="list-style-type: none"> ▪ Town's branding and website are updated with 2016 census information and have a more cohesive feel to them ▪ Town effectively markets the Highway Commercial lands to prospective tenants ▪ Infill properties within the downtown are developed ▪ A music festival draws tourists to the community during the summer ▪ Seniors have a choice of residential options and can remain in the community as they age ▪ Better understanding of local and county workforce needs and what should be done to enhance and recruit needed skill sets



2.6 Competitive Uniqueness

Building on the results of the SOAR Assessment, a set of key competitive advantages and disadvantages emerge that must be taken into consideration as the strategy develops.

Looking at competitive advantages and disadvantages is helpful in differentiating Mayerthorpe from its regional counterparts. The Town's competitive advantages form the basis of the unique value proposition the community offers to new businesses and potential investors, while competitive disadvantages are the factors that need to be addressed to minimize the effects of barriers, particularly when attracting specific types of investment.

The following table highlights Mayerthorpe's competitive advantages and disadvantages.

FIGURE 5: MAYERTHORPE'S COMPETITIVE ADVANTAGES AND DISADVANTAGES

Competitive Advantages	Competitive Disadvantages
<ul style="list-style-type: none">▪ New highway commercial development has good access and visibility▪ Hospital facility and senior's residence▪ Successful farming sector (particularly grain farming and ranching)	<ul style="list-style-type: none">▪ Commercial sector is less developed than other urban communities. Economic leakage to neighbouring areas like Whitecourt and the Edmonton area result in lost local spending dollars▪ Absence of a small/local business advocacy group (e.g., Chamber of Commerce)▪ Retail businesses along Main Street are being put up for sale, with some uncertainty as to their continued operation in the long-term



3 Moving Forward

While the vision and goals of the Economic Development Board's Strategic Planning session remain sound, a number of additional factors and opportunities have presented themselves that will create the setting for a comprehensive Economic Development Strategic Plan.

3.1 Building Administrative and Regional Capacity

At the present time, the Town's Economic Development Officer is part time position, where the function is a 0.2 of a Full Time Equivalent (FTE) position. The incumbent also handles communications duties, which occupy another 0.2 FTE. It may be expected with increased opportunities in and around the community that the EDO's weekly workload should increase, and a greater time commitment would be needed to assist the business community. Increases that reflect workload and capacity should be accounted for in future annual business plans.

In the meantime, Town Administration should encourage the broadening of the Economic Development Officer's knowledge base within the field. One common way for small urban and rural municipalities to address this is by taking advantage of distance education provided by Economic Developers Alberta and the University of Calgary. These courses offer basic and practical understanding of issues that face Alberta communities in the promotion and attraction of business to their community, and what communities must do to be effective marketers and supporters. The other positive aspect of distance learning is for an Economic Development Officer to network with colleagues in similar communities across Alberta (and beyond). Online discussion forums are a core part of each course and give local Economic Development Officers the ability to brainstorm issues affecting their community, with the help of the instructor who is an experienced professional working within the Economic Development field.

The Town also recognizes that opportunities to partner with Lac Ste. Anne County are desirable where goals and objectives coincide. In response to the 2016 announcement to create the Province's Community and Regional Economic Support (CARES) Program, the Town has identified three projects for consideration (two have been submitted at the time of preparation of this plan). One project is for a study that would look comprehensively at the state of the agricultural sector in the areas surrounding Mayerthorpe, and the feasibility of developing secondary processing facility within the Town itself. The study would also look at surveying agriculture-related businesses that buy and sell to primary production operations surrounding Mayerthorpe. The outcome of the study would be to identify and support export opportunities and determine the overall effect of the sector on the regional economy. Ultimately, the project looks to find ways of advancing the agricultural sector within the area, and best encourage additional opportunities for both municipalities.



The second project applied for would be for the Town and County to study regional workforce capacities and to develop a recruitment strategy that will support the provision of adequate resources to align with the needs of existing businesses, and to market to potential businesses looking at locating into the Mayerthorpe area. This Project should examine existing workforce capacities from a qualitative and quantitative point of view, and highlight education opportunities for the training and development of the local workforce.

As a longer-term goal, it may also be useful to compare functions undertaken by the Economic Development Officer in Lac Ste. Anne County and try to find efficiencies for regional promotion and service development. This would likely form part of a larger effort to promote intermunicipal cooperation between the two municipalities. Other regions within Alberta have developed a 'joint-service model', where resources from several municipalities are pooled into one office. Economic development activities are undertaken for all of the participating municipalities on by the one office, who then report on activities to an inter-municipal committee. An example of this model is the City of Brooks, which provides economic development services within its municipality, but also to the County of Newell and three smaller urban municipalities within the County.

3.2 Attracting and Sustaining Small Business

As shown previously within this Plan, Mayerthorpe has a large proportion of small businesses. Small businesses play a significant role in supporting and sustaining the diversity of the business base. Small businesses are often touted as delivery agents of some of the most positive economic impacts a community can experience. They are extremely nimble, have the ability to scale up and scale down employees and production to match the boom and bust cycles of the economy and are capable of reaching a broader market than Northern Alberta. Despite the high number of small businesses in Mayerthorpe, concerns have been expressed that the Town has provided only limited support for their operations. One business owner responded to the survey that they faced challenges in banking services, limited mentorship opportunities for mentorship and they felt isolated as a business owner.

It is important for the Town to maintain a supportive small business climate by looking at ways to streamline regulation and approval processes, provide information and other services important for small business success and work with partners, such as the Yellowhead East Community Futures office. This office provides training programs (such as support for training, knowledge sharing and accelerator activities) to small businesses that could assist them in transitioning from home-base operations to storefronts and offices.

In addition to the two projects listed within Section 3.1 that have been submitted for CARES Program funding, the Town will submit a funding for a third project to promote better computer skills for local entrepreneurs. This project will provide training to make their businesses more accessible and visible on the internet.



Another area that hinders small business growth within Mayerthorpe is the current dormancy of the former Chamber of Commerce. It is understood that the Chamber ceased operations due to a lack of volunteer support. While it may not be the Town's role to act as a surrogate Chamber of Commerce, there are possibilities that could bridge the current gap. One example could be to host an informal business round table of local merchants and business owners, which could augment the Town's current business outreach efforts (i.e., Coffee with Council, regular e-newsletters, moderating a job board on Facebook).

Another method of providing support for local agricultural producers and artisans could be for Mayerthorpe to become a member of an e-commerce platform where businesses are marketed and promoted with the support of an Economic Development office. Think Local Market was initiated by a consortium of municipalities in Northwestern Alberta. The platform serves as an online business incubator, and was started by the County of Northern Lights in partnership with Northern Sunrise County, Mackenzie County, Smoky River Regional Economic Development, the Town of Peace River, Lac Cardinal Country and the Town of High Level. The platform has expanded to include merchants from 22 member municipalities, including Parkland County, the MD of Big Lakes and the MD of Lesser Slave River. The portal provides an opportunity for small businesses to market their products, but also to develop e-commerce capabilities have allowed some businesses to move to their own webspace.

3.3 Raising the Community's Profile

A local Economic Development Strategic Plan represents only a first step to securing the community and business infrastructure necessary for sustainable growth. Once a community has identified its strategic focus and targeted industries, it needs an integrated approach to providing the infrastructure, services, and policy framework to support future growth and expansion. Given the range of issues that this will involve, consideration must include internal and external stakeholders. As is often the case, a community may not have a good sense of its investment readiness until opportunities present themselves. By that time, it may be too late to create the necessary conditions to support the proposed project. The focus should be to identify and build out key infrastructure to be ahead of the curve.

In this respect, a refresh of the Town's webspace is crucial. Currently there are a number of resources related to business investment and attraction; however, they are disorganized and do not give a coordinated or branded look and feel. An example of this is the business directory, which lists a number of businesses, but the space for images by each entry has a stock 'image not available' entry.

A good example of a website that carries up-to-date information and provides good information to the development and investment community is Sturgeon County's 'Start in Sturgeon' website. The website operates separately from the County's webspace but integrates with other county departments and programs.



With new demographic information coming from the 2016 Census, the Town's demographic information should be updated and compiled to the webspace for potential investors and site selectors. The release of the Census information would provide an opportunity for the website refresh, likely in early 2017.

A refresh of the Town's webspace would also provide an opportunity for Mayerthorpe to update its corporate image and brand. The Town's logo is somewhat dated, and could use a cleaner, more modern look. The Town expects to put greater marketing efforts to raise the community's profile in attracting highway commercial and industrial opportunities. An updated look to the Town's brand would signal that Mayerthorpe is seeking new business by promoting itself in a more modern fashion. Town Staff would also ensure that all communications and materials needed to promote this community would carry the new logo.

3.4 Growing the Non-Residential Assessment Base

Increasing the ratio of non-residential to residential assessment is a goal of every urban municipality. It is expected that Mayerthorpe will continue their existing program of providing incentives and promotion for a slow, steady renewal of the downtown area (centred on 50 St.).

Further to this, Mayerthorpe will have two potential opportunities to promote new commercial and industrial land within the community, over and above existing vacant lands north of Highway 43. The first is the future highway commercial development, with the development of the highway commercial lands at the southeast corner of the Highways 43 and 22 intersection. Town Administration is working cooperatively with the developers of the property to market the property, through property servicing, which is expected to be complete by the end of 2017.

It would be prudent for Town Administration to have ongoing conversations with the development group to identify target sectors and potential tenants/purchasers. Once these sectors or businesses were identified, then compiling a set of key decision-makers would be needed. An example of a likely target would be the retail gasoline sector, so regional managers or site selectors for Flying J/Pilot Travel Centres should be contacted with current information regarding the property.

The second potential opportunity to increase non-residential assessment would be the lands adjacent to the CN Railway Mainline in the north end of the community. Discussions with CN should commence around the opportunity to locate a business that would depend upon rail service for logistics and supply chain management. Mayerthorpe, in partnership with Lac Ste. Anne County, has applied for matching funding with the Province of Alberta to undertake a study to examine opportunities to locate a small agricultural processing facility that could take advantage of local supply chain and primary production capacities.



A number of respondents have noted that Mayerthorpe has strong assets in the hospital and senior's residence. As 'Aging in Place' is a topic that all urban municipalities need to address, it is likely that there would be a demand for older residents of the community and surrounding rural area, who wish to move to accommodation that provides a continuum of care, but not have to leave the community to do so. The Town should attempt to capitalize on this by seeking out developers who provide opportunities for similar types of development.

4 Action Plan

4.1 Vision Statement

Vision statements present an image of future success, based on what is attainable in reality – it should also be built on the strengths, opportunities and capacity of a community. The Strategic Directives Plan establishes the following vision for the Town of Mayerthorpe:

Mayerthorpe is moving forward as:

- *A positive, sustainable, progressive, and inclusive community.*
- *A Safe and affordable place to live, learn and play*

Further, the vision statement of the previous Economic Development Board has been:

The Mayerthorpe Economic Development Board, through a diverse membership, strives to create and promote a positive economic environment for the people of Mayerthorpe and area.

Moving forward, a new vision statement that combines the two could be considered for Mayerthorpe's Economic Development Strategic Plan:

Mayerthorpe strives to create and promote a positive economic environment for the people of Mayerthorpe and area, through the creation of a sustainable, diverse, and inclusive community.

4.2 Goals, Objectives, Actions Defined

The Mayerthorpe Economic Development Strategic Plan is underpinned by four high level goals, intended to anchor and qualify all strategic initiatives or ensuing actions on the part of the Town over the next five years. The goals support the Town's overarching vision for the community as well as the desired outcomes of the economic development planning process.

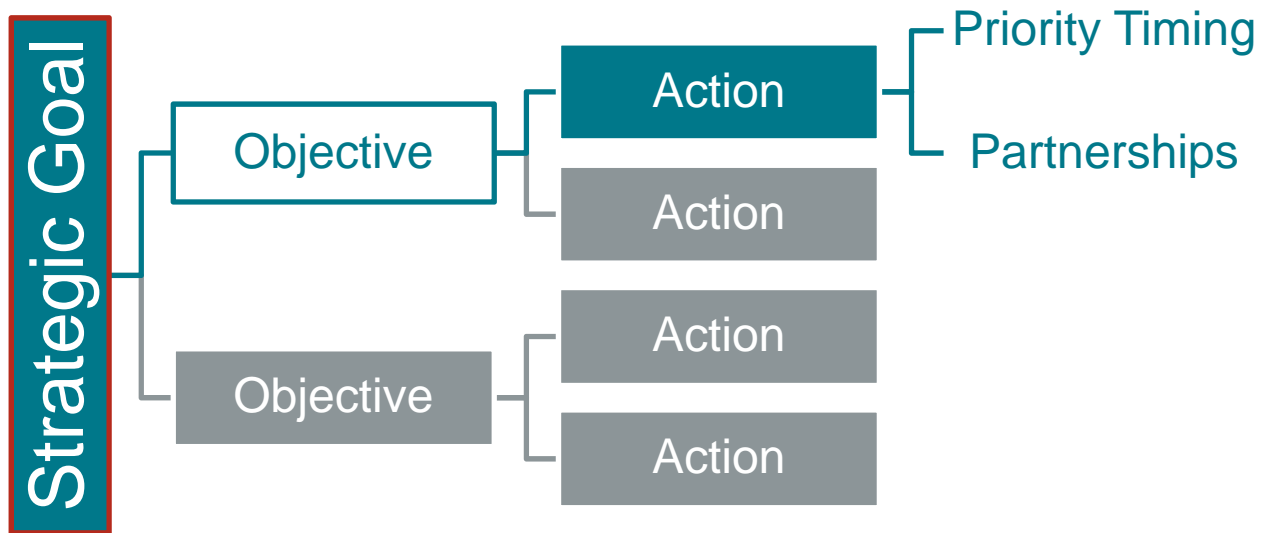
It should be noted that the list of actions is a prioritized starting point based on community input and research at a point in time. It is by no means an exhaustive or



comprehensive list of all the potential actions for the Town of Mayerthorpe. New actions will emerge and will need to be assessed against the goals and objectives for the Plan.

For the purposes of the Mayerthorpe Economic Development Strategic Plan the **GOALS, OBJECTIVES** and **ACTIONS** contained in the Plan are presented in the following structure:

FIGURE 6: STRUCTURE OF PLAN RECOMMENDATIONS



Strategic Goals: The vision and desired outcomes that emerged from the strategic planning process and a view of the aspirations of the community’s citizens and stakeholders.

Objectives: How these goals are to be achieved and what must be accomplished in the next five years.

Actions: The direction the Town and its stakeholders will undertake to address the essential issues or opportunities that must be addressed over the length of the Plan.

Priority Timing: The timeframe for implementing the proposed action. Priority timings are either a Short-term (S, 1 to 3 year timeframe), Medium-term (M, 3 to 5 year timeframe), or Continuous (C) over the timeframe of the Strategy.

Partnerships: External organizations who can help realize the success of the initiative.



4.2.1 Strategic Goal 1 - Build Local and Regional Capacity within the Economic Development Field

Objective	<i>Increase local administrative capacity to provide economic development services to Mayerthorpe's citizens and businesses</i>	Priority Timing			Partnerships
		S	M	C	
Action #1.1	Allocate the appropriate resources within municipal business and staffing budgets to reflect what is needed for the Town's economic development office to effectively carry out their role within the community.	X			
Action #1.2	Promote continued professional development and learning opportunities within the economic development field for the Economic Development Officer. Estimated Cost: \$1500 per annum			X	Economic Developers Alberta Post-secondary institutions

Objective	<i>Work cooperatively with Lac Ste. Anne County (and other small urban municipal partners) to take advantage of mutually beneficial projects</i>	Priority Timing			Partnerships
		S	M	C	
Action #2.1	Undertake a Workforce Capacity and Recruitment Study to better understand the labour market within the Mayerthorpe area and what focus areas for labour recruitment are needed. Estimated Cost: \$45,000 (before potential funding contributions)	X			Province of Alberta Lac Ste. Anne County
Action #2.2	Undertake an Agricultural Sector Study to better understand the role of the agricultural sector within the regional economy and to identify a potential agricultural processing facility, to be located within Mayerthorpe along the CN Rail mainline. Estimated Cost: \$30,000 (before potential funding contributions)	X			Province of Alberta LSAC CN Rail
Action #2.3	Investigate opportunities for regional administrative coordination with other area municipalities to gain better economies of scale for economic development activities.		X		Lac Ste. Anne County



4.2.2 Strategic Goal 2 – Attract and Sustain Small Business

Objective #3	<i>Provide outreach and training opportunities to small business in the absence of a Chamber of Commerce-type organization</i>	Priority Timing			Partnerships
		S	M	C	
Action #3.1	Invite small businesses to a regular roundtable to assess how they may be supported by the Town and other organizations.			X	Chamber
Action #3.2	Promote computer and internet training as a business tool for small businesses operating in the community. Estimated Cost: \$20,000 (before funding contributions)	X			Community Futures
Action #3.3	Investigate mylocalmarket.com as a potential e-commerce platform for small businesses within the community. Estimated Cost: Annual Membership: \$1500 first year, \$750 thereafter (based on population)		X		Mylocalmarket.com
Action #3.4	Assess the interest to promote the re-establishment of a local and district chamber of commerce.		X		Alberta Chambers of Commerce

4.2.3 Strategic Goal 3 – Raise the Community’s Profile

Objective #4	<i>Update the Town’s marketing efforts to keep Mayerthorpe’s profile current</i>	Priority Timing			Partnerships
		S	M	C	
Action #4.1	Update the ‘business section’ of the Town’s webspace with up-to-date information from the 2016 Census releases.	X		X	
Action #4.2	Prepare ‘investor packages’ showcasing properties, incentives and community statistics. Estimated Cost: \$5000	X			
Action #4.3	Continue to attend regional trade shows to engage northern Alberta and Edmonton-area businesses and residents.			X	
Action #4.4	Refresh Town branding and marketing slogans to reflect a cleaner, more modern brand. Estimated Cost: \$20,000 to \$25,000	X			

Objective #5	<i>Promote the Mayerthorpe cultural community as an asset to the community and region</i>	Priority Timing			Partnerships
		S	M	C	
Action #5.1	Continue to promote local music and artisan talent as part of Alberta Culture Days.			X	Province of Alberta
Action #5.2	Discuss and promote the development of a summer music festival taking advantage of local and regional talent.		X		Non-profit organizations



4.2.4 Strategic Goal 4 – Growing the Non-Residential Assessment Base

Objective #6	<i>Promote new areas of Mayerthorpe as locations for new industry and commercial development</i>	Priority Timing			Partnerships
		S	M	C	
Action #6.1	Identify retail sectors to target with the assistance of the developers of the highway commercial lands.	X			
Action #6.2	Investigate company targets through regional knowledge gathering.	X			GROWTH Lac Ste. Anne County
Action #6.3	Develop relationships with key influencers in Industrial and Commercial Real Estate involved in site selection.		X		
Action #6.4	Continue to attend regional trade shows to engage northern Alberta and Edmonton-area businesses and residents. Estimated Cost:			X	
Action #6.5	Investigate the opportunity to provide intermediate level senior's facilities for those wishing to move into the community but are not ready for institutional care.			X	Lac Ste. Anne Foundation
Action #6.5	Enter into discussions with CN Railways regarding potential development of lands at the north end of the community.			X	Lac Ste. Anne County CN Railways
Action #6.6	Establish and grow relationships with key regional contacts at Alberta Economic Development and Trade.	X			Province of Alberta
Action #6.7	Continue to offer incentives and promotion for the renewal of downtown Mayerthorpe.			X	



Appendix A: Economic Base Analysis

Demographic Characteristics

Population Change

The population of Mayerthorpe decreased by 250 people or by 16% between 2001 and 2016. Compared to the other geographies, Mayerthorpe was the only one to experience a population decrease over this time, which has consistently been between 5 and 6 percent.

FIGURE 7: POPULATION CHANGE, 2001-2016

	Population, 2001	Population, 2006	Population, 2011	Population, 2016	2001-2006 %Change	2006-2011 %Change	2011-2016 %Change
Mayerthorpe	1,570	1,474	1,398	1,320	-6.11%	-5.16%	-5.58%
Whitecourt	8,334	8,971	9,605	10,204	7.64%	7.07%	6.24%
Northern Alberta	216,318	239,324	261,366	273,714	10.64%	9.21%	4.72%
Alberta	2,974,807	3,290,350	3,645,257	4,067,175	10.61%	10.79%	11.57%

Source: Statistics Canada Census, 2006, 2011, 2016

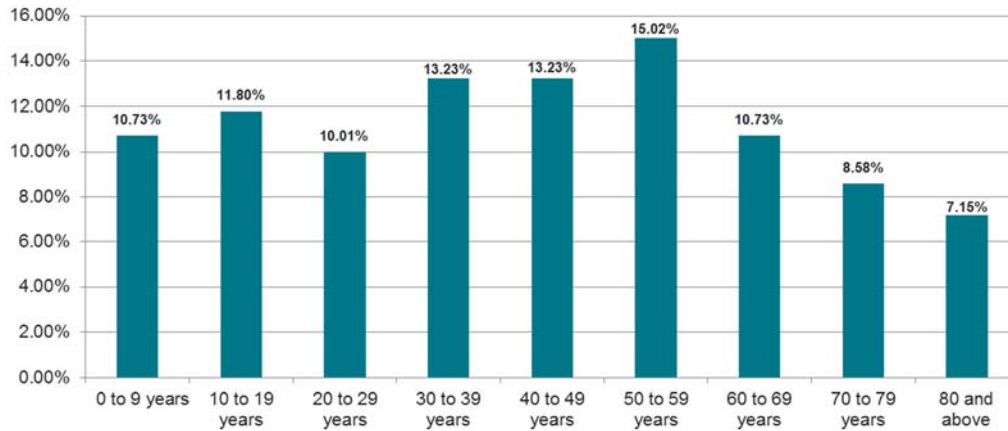
Population by Age

In 2011, Mayerthorpe's median population age was 43.9 years. This was higher than both Whitecourt (31.9) and Alberta (36.5).

Roughly 41% of Mayerthorpe's population was aged 30-59 in 2015. However, this was a small proportion of residents compared to either Whitecourt (45%) or Alberta (44%). Mayerthorpe had the highest percentage of residents aged 55+ (34%), over 10% greater than either Alberta (22.5%) or the broader Northern Alberta region (22.6%). Finally, Mayerthorpe only had 22.5% of its population under the age of 20. Comparatively, Whitecourt had 29.9% and the Northern Alberta region had 30.7%.



FIGURE 8: POPULATION BY AGE GROUP IN MAYERTHORPE, 2011



Source: Statistics Canada Census, 2011

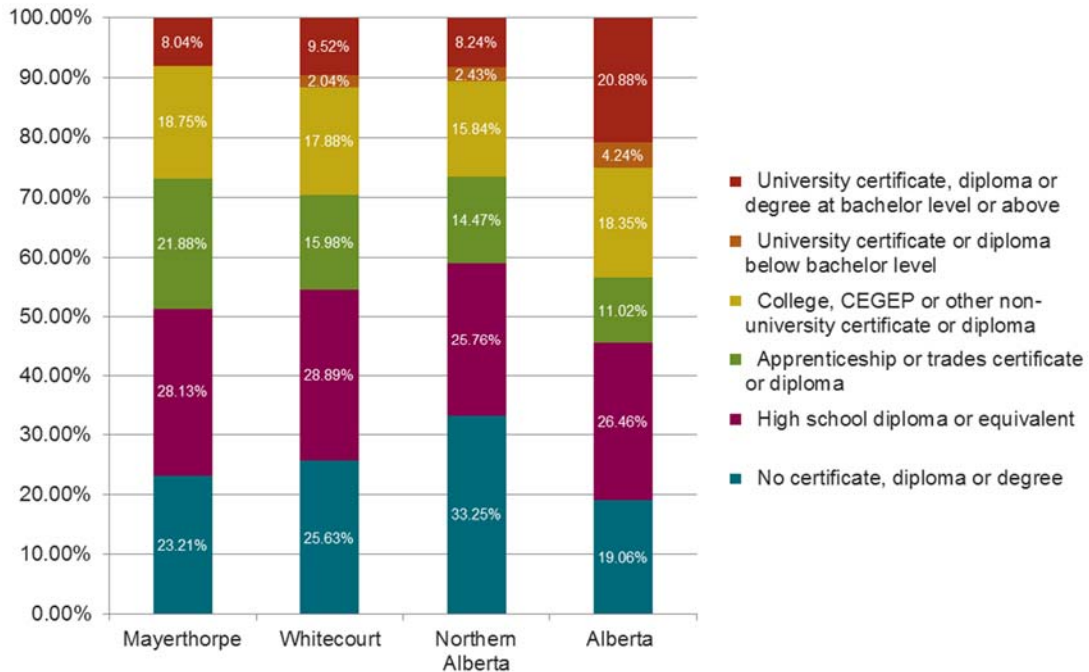
Educational Attainment

An educational profile is an important socio-economic indicator, which reveals the community's ability to adequately staff new and existing businesses. Figure 9 compares the educational attainment of residents in Mayerthorpe to those in Whitecourt, Northern Alberta, and Alberta.

Compared to the other areas, Mayerthorpe has a higher percentage of its population with college, or other non-university certificate or diploma (18.7%) as well as an apprenticeship or other trades certificate or diploma (21.9%).



FIGURE 9: EDUCATIONAL ATTAINMENT FOR MAYERTHORPE, WHITECOURT, NORTHERN ALBERTA, AND ALBERTA, 2011



Source: Statistics Canada Census, 2011

Labour Force Profile

In order to understand what industries and sectors are doing well in Mayerthorpe, it is important to look at the labour force profile. This information helps to determine the economic competitiveness of the community. The following section highlights information related to the labour force composition by industry and occupation as well as the place of work status of residents in Mayerthorpe.

Labour Force Characteristics

Mayerthorpe's labour force increased by 335 people or 80.7% between 2006 and 2011. This figure refers to the employment status of the local workers and not the number of jobs located in the municipality.



FIGURE 10 TOTAL LABOUR FORCE, FOR MAYERTHORPE, WHITECOURT, NORTHERN ALBERTA, AND ALBERTA, 2006 AND 2011

	2006	2011	Change	% Change
Mayerthorpe	415	750	335	80.72%
Whitecourt	3,175	5,450	2,275	71.65%
Northern Alberta	98,820	137,740	38,920	39.38%
Alberta	1,050,175	1,993,225	943,050	89.80%

Source: Statistics Canada Census, 2006, 2011

Labour Force by Industry

Figure 11 shows the total labour force by industry in each of the areas investigated. This type of labour force analysis helps to provide a stronger understanding of the competitive advantages in Mayerthorpe's economy and where skill clusters may exist.⁶

FIGURE 11: TOTAL EMPLOYED LABOUR FORCE BY INDUSTRY IN MAYERTHORPE, WHITECOURT, NORTHERN ALBERTA, AND ALBERTA, 2011

Industry (NAICS)	Mayerthorpe	Whitecourt	Northern Alberta	Alberta	Mayerthorpe %	Whitecourt %	Northern Alberta %	Alberta %
Total	750	5,450	137,740	1,993,225	100.00%	100.00%	100.00%	100.00%
31-33 Manufacturing	135	480	6,495	118,520	18.00%	8.81%	4.72%	5.95%
62 Health care and social assistance	110	360	10,800	200,340	14.67%	6.61%	7.84%	10.05%
48-49 Transportation and warehousing	105	250	6,970	100,760	14.00%	4.59%	5.06%	5.06%
81 Other services (except public administration)	85	355	6,255	97,180	11.33%	6.51%	4.54%	4.88%
44-45 Retail trade	80	585	12,740	215,975	10.67%	10.73%	9.25%	10.84%
21 Mining, quarrying, and oil and gas extraction	50	920	23,020	129,485	6.67%	16.88%	16.71%	6.50%
91 Public administration	45	270	10,255	124,895	6.00%	4.95%	7.45%	6.27%
72 Accommodation and food services	30	455	6,145	117,525	4.00%	8.35%	4.46%	5.90%
11 Agriculture, forestry, fishing and hunting	20	130	9,660	59,350	2.67%	2.39%	7.01%	2.98%
23 Construction	15	460	13,925	182,095	2.00%	8.44%	10.11%	9.14%
41 Wholesale trade	10	165	4,430	86,285	1.33%	3.03%	3.22%	4.33%
61 Educational services	10	240	9,490	137,300	1.33%	4.40%	6.89%	6.89%
22 Utilities	-	75	1,260	21,465	0.00%	1.38%	0.91%	1.08%
51 Information and cultural industries	-	20	970	34,140	0.00%	0.37%	0.70%	1.71%
52 Finance and insurance	-	160	2,320	67,150	0.00%	2.94%	1.68%	3.37%
53 Real estate and rental and leasing	-	115	1,930	38,395	0.00%	2.11%	1.40%	1.93%
54 Professional, scientific and technical services	-	240	4,810	156,095	0.00%	4.40%	3.49%	7.83%
55 Management of companies and enterprises	-	-	60	2,410	0.00%	0.00%	0.04%	0.12%
56 Administrative and support, waste management and remediation services	-	80	4,425	67,505	0.00%	1.47%	3.21%	3.39%
71 Arts, entertainment and recreation	-	75	1,755	36,350	0.00%	1.38%	1.27%	1.82%

Source: Statistics Canada National Household Survey, 2011

The top industries in which residents of Mayerthorpe are employed are:

- Manufacturing (135 employees, 18.0%)
- Health care and social assistance (110 employees, 14.7%)
- Transportation and warehousing (105 employees, 14.0%)

⁶ It should be noted that not all the percentage figures amount to 100% in Figure 5. This may be due to the suppression of data



- Other services (85 employees, 11.3%)
- Retail trade (80 employees, 10.7%)

The top three industries made up roughly 46% of the employed labour force with 350 employees.

The wood product manufacturing (105 employees), truck transportation (70 employees) and hospitals (60 employees) were the largest sub-sectors in Mayerthorpe.

Labour Force by Occupation

Analysing the occupational composition of the labour force is helpful in determining the skills and competencies of the residents of Mayerthorpe. Figure 12 shows the occupation proportions in Mayerthorpe, Whitecourt, Northern Alberta, and Alberta.

FIGURE 12: TOTAL EMPLOYED LABOUR FORCE BY OCCUPATIONS IN MAYERTHORPE, WHITECOURT, NORTHERN ALBERTA, AND ALBERTA, 2011

Occupation (NOCS)	Mayerthorpe	Whitecourt	Northern Alberta	Alberta	Mayerthorpe %	Whitecourt %	Northern Alberta %	Alberta %
Total	750	5,450	137,740	1,993,225	100.00%	100.00%	100.00%	100.00%
7 Trades, transport and equipment operators and related occupations	140	1,065	35,170	346,155	18.67%	19.54%	25.53%	17.37%
3 Health occupations	135	205	5,850	121,960	18.00%	3.76%	4.25%	6.12%
9 Occupations in manufacturing and utilities	105	345	6,280	61,355	14.00%	6.33%	4.56%	3.08%
6 Sales and service occupations	100	1,310	23,230	412,070	13.33%	24.04%	16.87%	20.67%
0 Management occupations	80	490	17,010	243,245	10.67%	8.99%	12.35%	12.20%
1 Business, finance and administration occupations	75	730	18,300	334,755	10.00%	13.39%	13.29%	16.79%
4 Occupations in education, law and social, community and government services	45	435	13,485	205,555	6.00%	7.98%	9.79%	10.31%
8 Natural resources, agriculture and related production occupations	35	390	8,885	62,665	4.67%	7.16%	6.45%	3.14%
2 Natural and applied sciences and related occupations	30	430	7,940	163,030	4.00%	7.89%	5.76%	8.18%
5 Occupations in art, culture, recreation and sport	-	65	1,585	42,435	0.00%	1.19%	1.15%	2.13%

Source: Statistics Canada National Household Survey, 2011

The occupations with the highest concentration in Mayerthorpe were:

- Trades, transportation and equipment operators and related occupations (140 employees, 18.7%)
- Health occupations (135 employees, 18%)
- Occupations in manufacturing and utilities (105 employees, 14%)
- Sales and service occupations (100 employees, 13.3%)

Maintenance and equipment operation trades (80 employees), processing and manufacturing machine operations and related production workers (75 employees), and technical occupations in health were the largest sub-sectors in Mayerthorpe in 2011.

The labour force by occupation and the labour force by industry largely reveal the same information, that the warehousing and logistics, healthcare, and manufacturing-related sectors are well represented in terms of workers.



Industry Sector Analysis

The industry sector analysis provides a thorough overview of the business community and employment trends in specific industry sectors.

Business Patterns Assessment

Statistics Canada's Canadian Business Patterns Data provides a record of business establishments by industry and size. The business data collected for Mayerthorpe and Northern Alberta includes all local businesses that meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

The Canadian Business Patterns Data records business counts by "Total", "Indeterminate" and "Subtotal" categories. The establishments in the "Indeterminate" category include the self-employed (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). It should be noted that the Canadian Business Patterns Data uses the CRA as a primary resource in establishment counts; therefore, businesses without a business number or indicating annual sales less than \$30,000 are not included.

Understanding the trends in business growth in the community provides valuable insight into the shape that future growth and investment in the county might take. It also provides an indication of where the priorities of the municipality should lie, especially with regards to program development and delivery, and strategic planning.

In terms of concentration, the following sectors (identified in Figure 13) illustrate that the highest proportion of business establishments in Mayerthorpe as of December 2015:

- Agriculture, forestry, fishing and hunting (229 businesses, 37.4%)
- Construction (68 businesses, 11.1%)
- Professional, scientific, and technical services (49 businesses, 8.01%).

When examining the indeterminate category (self-employed), it was found that self-employed businesses made up 73% of total businesses operating in Mayerthorpe. The agriculture, forestry, fishing and hunting and construction industries have the highest concentration of self-employed businesses in the Town, with roughly 47% and 11.2% of the total businesses.



FIGURE 13: NUMBER OF BUSINESS LOCATIONS IN MAYERTHORPE, DECEMBER 2015

	Total	Ind.	Subtotal	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Total	612	445	167	114	29	16	5	1	2	0	0
11 - Agriculture, forestry, fishing and hunting	229	209	20	18	1	0	1	0	0	0	0
21 - Mining and oil and gas extraction	25	16	9	8	0	1	0	0	0	0	0
22 - Utilities	1	0	1	1	0	0	0	0	0	0	0
23 - Construction	68	50	18	12	5	0	1	0	0	0	0
31-33 - Manufacturing	8	3	5	3	0	1	1	0	0	0	0
41 - Wholesale trade	10	4	6	2	2	1	0	1	0	0	0
44-45 - Retail trade	20	6	14	5	5	4	0	0	0	0	0
48-49 - Transportation and warehousing	39	29	10	8	0	2	0	0	0	0	0
51 - Information and cultural industries	3	1	2	1	1	0	0	0	0	0	0
52 - Finance and insurance	5	1	4	0	2	0	2	0	0	0	0
53 - Real estate and rental and leasing	31	29	2	2	0	0	0	0	0	0	0
54 - Professional, scientific and technical services	49	26	23	21	0	2	0	0	0	0	0
55 - Management of companies and enterprises	4	3	1	0	1	0	0	0	0	0	0
56 - Administrative and support, waste management and remediation services	17	10	7	7	0	0	0	0	0	0	0
61 - Educational services	0	0	0	0	0	0	0	0	0	0	0
62 - Health care and social assistance	15	3	12	5	3	2	0	0	2	0	0
71 - Arts, entertainment and recreation	4	3	1	0	0	1	0	0	0	0	0
72 - Accommodation and food services	6	1	5	2	3	0	0	0	0	0	0
81 - Other services (except public administration)	42	22	20	13	6	1	0	0	0	0	0
91 - Public administration	1	0	1	0	0	1	0	0	0	0	0

Source: Statistics Canada, Canadian Business Patterns, Dec 2015

Based on Location Quotients as seen in Figure 14⁷, the agriculture, forestry, fishing and hunting, mining and oil and gas extraction, utilities, and transportation and warehousing industries had the highest concentration in 2015. With the exception of the mining and oil and gas extraction, this is a similar trend in the broader Northern Alberta region.

FIGURE 14: INDUSTRY CONCENTRATIONS

Industry (NAICS)	Mayerthorpe			Northern Alberta		
	Total	LQ	Classification	Total	LQ	Classification
11 - Agriculture, forestry, fishing and hunting	229	4.35	High	8,370	3.11	High
21 - Mining and oil and gas extraction	25	1.58	High	2,464	3.05	High
22 - Utilities	1	1.26	High	96	2.38	High
23 - Construction	68	0.96	Average	6,632	1.83	Average
31-33 - Manufacturing	8	0.76	Average	729	1.35	Average
41 - Wholesale trade	10	0.72	Low	1,072	1.50	Average
44-45 - Retail trade	20	0.63	Low	3,271	2.01	Average
48-49 - Transportation and warehousing	39	1.20	Average	3,946	2.38	High
51 - Information and cultural industries	3	0.72	Low	239	1.13	Average
52 - Finance and insurance	5	0.19	Low	995	0.74	Low
53 - Real estate and rental and leasing	31	0.37	Low	5,729	1.36	High
54 - Professional, scientific and technical services	49	0.59	Low	3,664	0.86	Average
55 - Management of companies and enterprises	4	0.32	Low	467	0.73	Low
56 - Administrative and support, waste management and remediation services	17	0.75	Average	1,763	1.53	High
61 - Educational services	0	0.00	Low	312	1.14	Average
62 - Health care and social assistance	15	0.50	Low	1,636	1.06	Average
71 - Arts, entertainment and recreation	4	0.66	Low	351	1.13	Average
72 - Accommodation and food services	6	0.41	Low	1,441	1.92	High
81 - Other services (except public administration)	42	1.09	Average	3,995	2.03	High
91 - Public administration	1	1.04	Average	199	4.04	High

⁷ Location Quotient (LQ) measures the concentration of business activity in a local area relative to an over-arching area. An LQ of over 1.25 suggests a local relative concentration of activity. In theory, this suggests the local sector is exceeding local demand, and exporting products/services to areas outside of the local community. A sector LQ of less than 0.75 suggests a gap area,



Source: Statistics Canada, Canadian Business Patterns, Dec. 2015

Between 2013 and 2015, the total number of businesses and the total number of self-employed businesses grew, while the number of businesses with employees decreased. Of the top three industries seen in Figure 15, the agriculture, forestry, fishing and hunting and the construction industry experienced an increase in businesses (71 and 13 respectively), while the professional, scientific, and technical services related businesses remained at four businesses.

The industries which experienced the largest business increases were:

- Agriculture, forestry, fishing and hunting (71 businesses)
- Construction (13 businesses)
- Real estate and rental and leasing (9 businesses)

These three industries also experienced the largest growth in self-employed businesses but experienced a decline in businesses with employees. Businesses related to wholesale trade, other services, the professional, scientific, and technical services and information and cultural industries were the only ones to experience growth between 2013 and 2015. However, this growth was not very large, only one or two additional businesses for each.

FIGURE 15: BUSINESS PATTERNS TIME PERIOD COMPARISON, MAYERTHORPE: 2013 AND 2015

Industry (NAICS)	2013			2014			2015			Change		
	Total	Ind.	Subtotal	Total	Ind.	Subtotal	Total	Ind.	Subtotal	Total	Ind.	Subtotal
Total	481	304	177	611	427	184	612	445	167	131	141	-10
11 - Agriculture, forestry, fishing and hunting	158	135	23	214	190	24	229	209	20	71	74	-3
21 - Mining and oil and gas extraction	23	14	9	26	18	8	25	16	9	2	2	0
22 - Utilities	1	0	1	1	0	1	1	0	1	0	0	0
23 - Construction	55	33	22	61	39	22	68	50	18	13	17	-4
31-33 - Manufacturing	10	2	8	8	2	6	8	3	5	-2	1	-3
41 - Wholesale trade	9	5	4	12	5	7	10	4	6	1	-1	2
44-45 - Retail trade	24	10	14	22	9	13	20	6	14	-4	-4	0
48-49 - Transportation and warehousing	35	25	10	39	30	9	39	29	10	4	4	0
51 - Information and cultural industries	2	1	1	3	1	2	3	1	2	1	0	1
52 - Finance and insurance	6	1	5	4	0	4	5	1	4	-1	0	-1
53 - Real estate and rental and leasing	22	18	4	35	33	2	31	29	2	9	11	-2
54 - Professional, scientific and technical services	48	26	22	55	28	27	49	26	23	1	0	1
55 - Management of companies and enterprises	4	3	1	4	3	1	4	3	1	0	0	0
56 - Administrative and support, waste management and re	16	7	9	18	9	9	17	10	7	1	3	-2
61 - Educational services	0	0	0	0	0	0	0	0	0	0	0	0
62 - Health care and social assistance	21	3	18	21	3	18	15	3	12	-6	0	-6
71 - Arts, entertainment and recreation	4	3	1	4	3	1	4	3	1	0	0	0
72 - Accommodation and food services	6	0	6	6	1	5	6	1	5	0	1	-1
81 - Other services (except public administration)	36	18	18	39	21	18	42	22	20	6	4	2
91 - Public administration	3	0	1	1	0	1	1	0	1	-2	0	0

Source: Statistics Canada, Canadian Business Patterns, Dec. 2013, 2014, and 2015

Figure 16 illustrates the top three sub-industries for both Mayerthorpe and Northern Alberta, based on Mayerthorpe's business counts. In agriculture, forestry, fishing and hunting industry as well as the construction industry, Mayerthorpe had a higher proportional increase in businesses compared to the broader Northern Alberta region.

The agriculture, forestry, fishing and hunting industry experienced the largest growth in terms of actual numbers and proportion of businesses in both Mayerthorpe and



Northern Alberta. The subsectors which experienced the largest increase in business numbers between 2013 and 2015 were support activities for animal production (200%) and hog and pig farming (150%).

FIGURE 16: TOP SUB-INDUSTRIES BASED MAYERTHORPE BUSINESS COUNTS, 2013 AND 2015

Industry (NAICS)	Mayerthorpe		Northern Alberta		Mayerthorpe		Northern Alberta	
	Total 2013	Total 2015	Total 2013	Total 2015	Change	% Change	Change	% Change
11 - Agriculture, forestry, fishing and hunting								
Total	158	229	5,462	8,370	71	44.94%	2,908	53.24%
1111 Oilseed and grain farming	23	20	1,766	2,168	-3	-13.04%	402	22.76%
1112 Vegetable and melon farming	0	0	13	16	0	0.00%	3	23.08%
1113 Fruit and tree nut farming	0	0	7	7	0	0.00%	0	0.00%
1114 Greenhouse, nursery and floriculture production	0	1	47	58	1	0.00%	11	23.40%
1119 Other crop farming	29	27	851	1,283	-2	-7.41%	432	50.76%
1121 Cattle ranching and farming	69	126	1,448	2,458	57	82.61%	1,010	69.75%
1122 Hog and pig farming	2	5	33	50	3	150.00%	17	51.52%
1123 Poultry and egg production	0	0	28	49	0	0.00%	21	75.00%
1124 Sheep and goat farming	1	1	29	35	0	0.00%	6	20.69%
1125 Aquaculture	0	0	2	1	0	0.00%	-1	-50.00%
1129 Other animal production	26	39	646	1,225	13	50.00%	579	89.63%
1131 Timber tract operations	0	0	1	8	0	0.00%	7	700.00%
1132 Forest nurseries and gathering of forest products	0	0	6	13	0	0.00%	7	116.67%
1133 Logging	4	3	313	481	-1	-25.00%	168	53.67%
1141 Fishing	0	0	6	12	0	0.00%	6	100.00%
1142 Hunting and trapping	0	0	10	33	0	0.00%	23	230.00%
1151 Support activities for crop production	1	1	93	181	0	0.00%	88	94.62%
1152 Support activities for animal production	1	3	35	80	2	200.00%	45	128.57%
1153 Support activities for forestry	2	3	128	212	1	50.00%	84	65.63%
23 - Construction								
Total	55	68	3,924	6,632	13	23.64%	2,708	69.01%
2361 Residential building construction	6	11	694	1,177	5	83.33%	483	69.60%
2362 Non-residential building construction	1	2	188	346	1	100.00%	158	84.04%
2371 Utility system construction	6	6	368	637	0	0.00%	269	73.10%
2372 Land subdivision	1	1	148	185	0	0.00%	37	25.00%
2373 Highway, street and bridge construction	5	5	139	221	0	0.00%	82	58.99%
2379 Other heavy and civil engineering construction	0	0	31	57	0	0.00%	26	83.87%
2381 Foundation, structure, and building exterior contractors	6	7	337	613	1	0.00%	276	81.90%
2382 Building equipment contractors	10	10	773	1,338	0	0.00%	565	73.09%
2383 Building finishing contractors	7	3	497	799	-4	-57.14%	302	60.76%
2389 Other specialty trade contractors	13	23	749	1,259	10	76.92%	510	68.09%
54 - Professional, scientific and technical services								
Total	48	49	2,206	3,664	1	2.08%	1,681	76.20%
5411 Legal services	1	1	112	196	0	0.00%	84	75.00%
5412 Accounting, tax preparation, bookkeeping and payroll services	4	4	281	514	0	0.00%	233	82.92%
5413 Architectural, engineering and related services	8	7	448	752	-1	-12.50%	304	67.86%
5414 Specialized design services	0	0	37	64	0	0.00%	27	72.97%
5415 Computer systems design and related services	0	0	81	111	0	0.00%	30	37.04%
5416 Management, scientific and technical consulting	26	28	893	1,410	2	0.00%	517	57.89%
5417 Scientific research and development services	0	0	17	26	0	0.00%	9	52.94%
5418 Advertising, public relations, and related services	1	0	32	50	-1	0.00%	18	56.25%
5419 Other professional, scientific and technical services	8	9	305	541	1	12.50%	236	77.38%

Source: Statistics Canada, Canadian Business Patterns, Dec. 2013, Dec. 2015



Appendix B: Document Review

2016 Strategic Directives Plan

The Plan outlines the course of action for community and economic development over the next four years. For each goal outlined in the report, there is an associated satisfaction to date and a degree of importance figures ranked from 1-10.

Key Findings

- Mayerthorpe serves an agricultural district of 2000-4000 people. Oil and gas exploration is increasing and there are lumber mills west of Town
- The community is served by a variety of recreational and cultural facilities including an outdoor swimming pool, a public library, and a senior's friendship centre
- Strategic Directives include:
 - Support residential development, through infill development, resolve derelict housing through upgrading or maintenance, and increase residential units by 3% each year
 - Enhance commercial and industrial development to achieve an attractive downtown and main street with no gaps. This is to be accomplished by encouraging the reuse of existing lots, pursue and support new business opportunities, and support development along the highway commercial corridor
 - Support ongoing communication with the residents and businesses in the Town, including the communication of key initiatives for the future and their progress
 - Enhance collaborative alliances with other small urban communities in the region for attracting greater resources
 - Provide, maintain, and improve essential infrastructure for future growth and a sustainable future
 - Provide and enhance recreation activities, including developing a skateboard park and a larger library as funding is secured and improve some existing parks within the community

Mayerthorpe Municipal Sustainability Plan

The Plan acts as a strategic guide for how Mayerthorpe will manage its activities and resources over a 25 year period. The overarching purpose of the Plan is to create a more sustainable community and future. The five pillars of sustainability (cultural, economic, environmental, governance, and social) are to be viewed both independently and interdependently.



Key Findings

- Community design priority actions include:
 - Work cooperatively with property owners to utilize heritage property grants
 - Work cooperatively with employers to develop temporary accommodations
 - Work with developments and businesses to attract a major hotel or other short-term visitor accommodation (ranked number 2 in terms of priorities by the residents)
- Culture and recreation priority actions include:
 - Restoring the Wheat Pool grain elevator and converting it into a museum
 - Develop murals and other streetscape features which reflect the Town's heritage
 - Build a number of facilities (i.e. off-leash dog parks and a skateboard park)
 - Explore partnership opportunities to build an indoor swimming pool
- Infrastructure development and support actions include:
 - Work with technology providers to ensure that telecommunication infrastructure is updated and made accessible to all businesses and residents
 - Work with industry and government partners to develop microgeneration energy options for the Town
 - Implement progressive water rates that encourage water conservation
 - Establish municipal incentives for reduced water appliances
- Mayerthorpe recognizes that leadership and prosperity actions include:
 - Work with Alberta Agriculture to develop value-added food production opportunities
 - Pursue a "Buy/Live Local" campaign
 - Develop a community-based investment co-op
 - Create a youth advisory committee
- Social services, including health and educational needs, actions include:
 - Expand community policing
 - Promote volunteer opportunities and recruit new volunteers
 - Develop partnerships with post-secondary institutions to integrate trades/professional training into the high school (ranked number 1 in terms of priorities by the residents)



Update statement on Key Findings (2012)

- Progress has been made in the five areas of the Municipal Sustainability Plan. Some improvements include:
 - Community design: development of a hotel has been pursued, the Paddle River bank has been stabilized, and native trees have been planted in public areas
 - Culture and recreation: tourism has been promoted through wayfinding, benches, and signs, an off-leash dog park has been established, and walking trails have been expanded. Culture Day events established
 - Infrastructure: a long-term infrastructure plan has been developed, an infrastructure fee has been implemented, and a communication tower has been constructed nearby
 - Leadership and prosperity: various brochures and pamphlets promoting the Town have been distributed, a tourism grant has been established, and the Town has improved its communications via its website, newsletters, and newspaper articles
 - Social Services: a number of drug and alcohol programs have been established, the high school offers distance education opportunities including an Alberta Green Certificate Program, Windrow Removal Program, and an Early Childhood Development mapping initiative has been allocated funding
 - Funding Grants: addition of several grants to be made available to commercial property owners, including a vitalization grant, a brownfield development grant, and credits to offset infrastructure costs

Municipal Development Plan

The Plan lays out the vision for development and direct growth within Mayerthorpe.

Key Findings

- Council developed goals included:
 - Encourage population growth ranging between 2,000 and 3,000 people
 - Encourage new development at a minimal cost to the municipality
 - Recognize the importance of the downtown area as the Town's focal point and facilitate its development as required
 - Maintain and adequate reserve of serviced and sub service land for future growth



- Five undeveloped areas were identified where growth could occur. These areas are:
 - The east end of Town, which could accommodate new residential development, with other residential areas accommodating infill development
 - 30 acres of land in the north-west which could accommodate development facilitated by the scenic river valley and access to Highway 22
 - 29.9 acres of land in the northeast part of the Town primarily used for farming which could accommodate industrial and residential development
 - 172 acres of vacant urban reserve land in the south-east part of Town which could accommodate industrial/commercial as well as residential development. This area has access to Hwy. 43, public services, and a small creek
 - 53.85 acres of land on the other side of Hwy. 43
- Economic Development goals included:
 - Support economic diversification
 - Provide for the further development of the manufacturing industry
 - Encourage further development of the Town as a quality location for seniors
 - Maintain and enhance the attractiveness of existing services and businesses
- Commercial development objectives include:
 - Identify areas to meet the needs of local businesses in providing a variety of commercial services
 - Encourage revitalization of the downtown commercial area
 - Promote redevelopment and in-filling in the downtown
- Industrial development objectives include:
 - Encourage suitable industrial development within the Town
 - Encourage the designation of a rural industrial site in the Town for uses not appropriate to an urban setting

Land Use Bylaw

This document establishes the required land use control hierarchy throughout the municipality.

Key Findings

- There are three different classifications of commercial development, including:



- Office, retail and service commercial, which allows for office and business support services, professional services, retail establishments, and non-alcoholic eating and drinking establishments. Libraries, day care facilities, schools, and parks/playgrounds are also allowed as discretionary uses
 - Secondary commercial uses allow for similarly permitted uses (i.e. for office and business support services, professional services, retail establishments) as well as service stations and automobile service centres. Discretionary uses include recycling facilities, schools and playgrounds, as well as indoor amusement establishments
 - Vehicle-oriented commercial allows for automobile service centres, motels/hotels, service stations and other uses which benefit/serve vehicular traffic. Discretionary uses include greenhouses, retail establishments as well as business support and training services
- General Industrial area permits uses such as manufacturing plants, light /general industrial uses, as well as kennels or animal grooming facilities. Discretionary uses include: professional services, retail establishments, and parks and playgrounds

Parks, Recreation and Culture Strategic Master Plan

The Plan provides a blueprint for the ongoing development of the recreation, parks, culture programs and facilities to 2040. Overall, residents are pleased with the opportunities currently offered in Town; however there is demand for new programs and initiatives.

Key Findings

- The agriculture, oil and gas, and forestry industries provide a strong economic base for the community
- Mayerthorpe has a challenge in maintaining sufficient population growth and retention to ensure sustainability
- The total catchment area for Mayerthorpe is estimated to be 5,400 residents
- The Diamond Centre was identified as a key asset, along with the Mayerthorpe Library and Curling Rink
- A survey revealed that 56% of respondents believed that developing a fitness/wellness facility was the preferred facility to be built over the next 3 to 5 years
- Key recommendations include:
 - A number of capital and infrastructure repairs to existing facilities (i.e. the Aquatic Centre, the Library, and the Arena)
 - Work with community stakeholders and schools for facility and program provision



- Link parks and recreation corridors with neighbourhoods, the downtown, and schools
- Introduce green infrastructure (i.e. linear parks) throughout the community



Appendix C: Survey Results

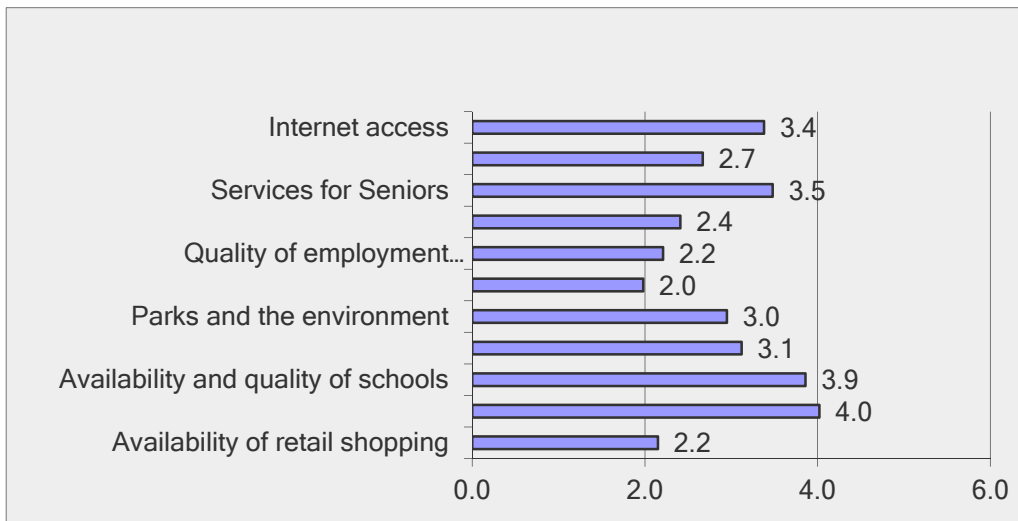
The following graphs reflect the quantitative questions posed within the community survey:

Question 2: On a scale of 1-5 where 1 is 'strongly disagree' and 5 is 'strongly agree' Please indicate to what level you agree or disagree with the following statements:



N=59

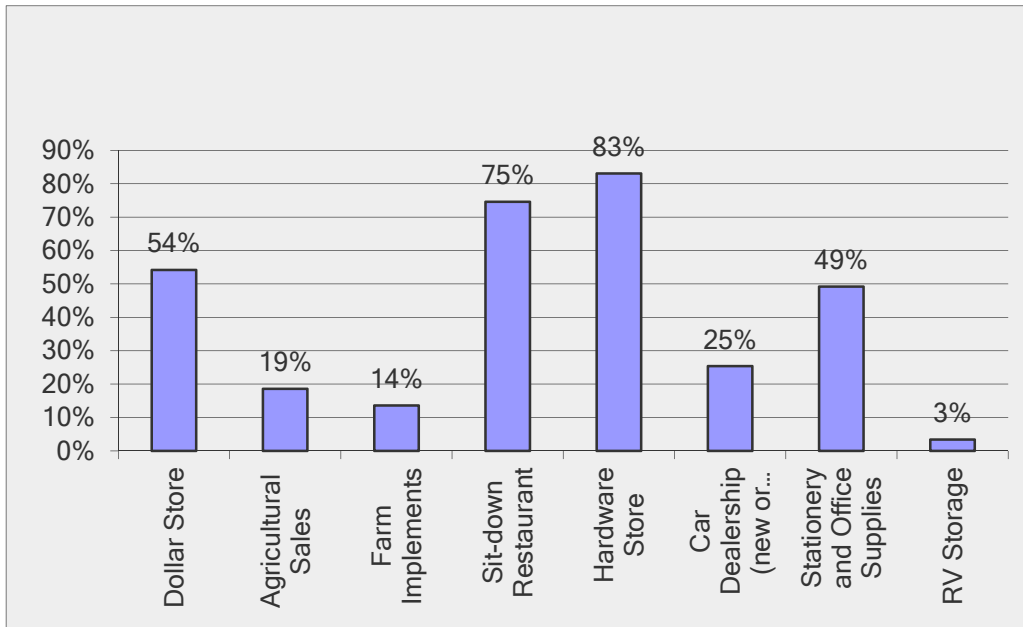
Question 3: On a scale of 1-5 where 1 is 'strongly disagree' and 5 is 'strongly agree', please tell us how satisfied you are with the following in Mayerthorpe:



N=59

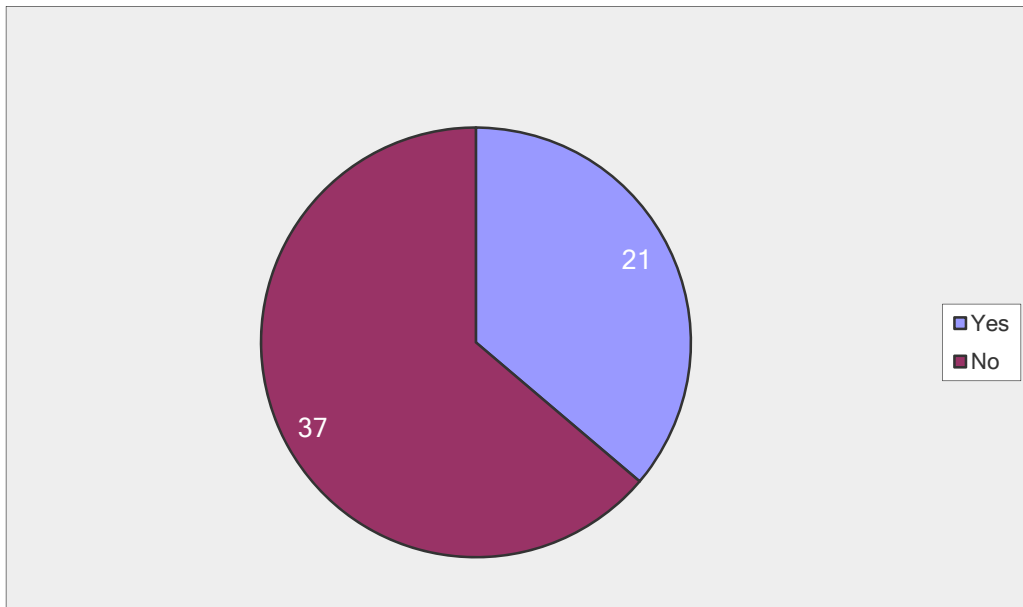


Question 4: Please choose the types of businesses that you feel are needed in Mayerthorpe (select up to a minimum of 3)



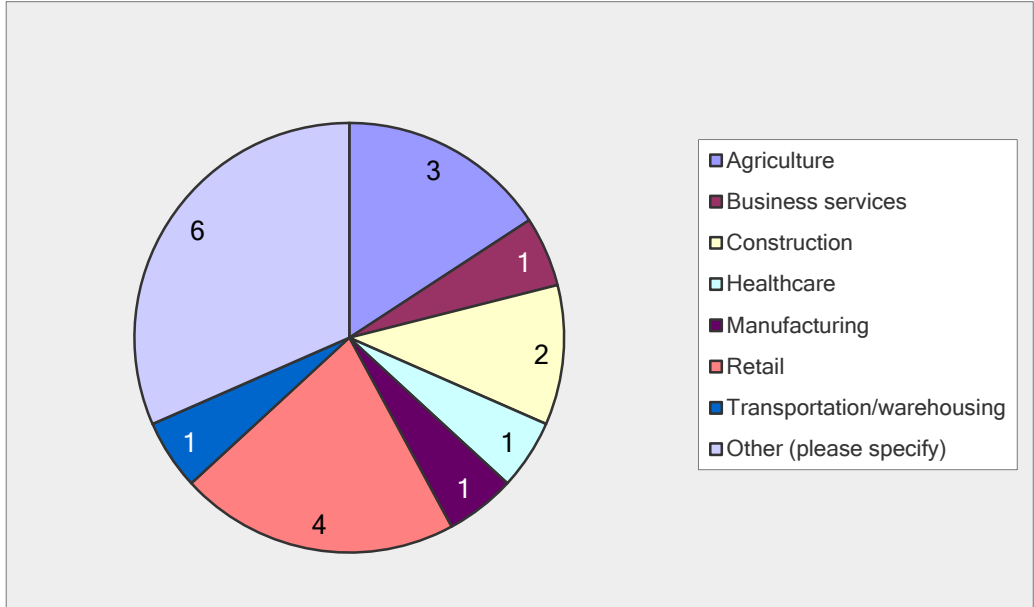
N=59

Question 8: Do you own or operate a business?



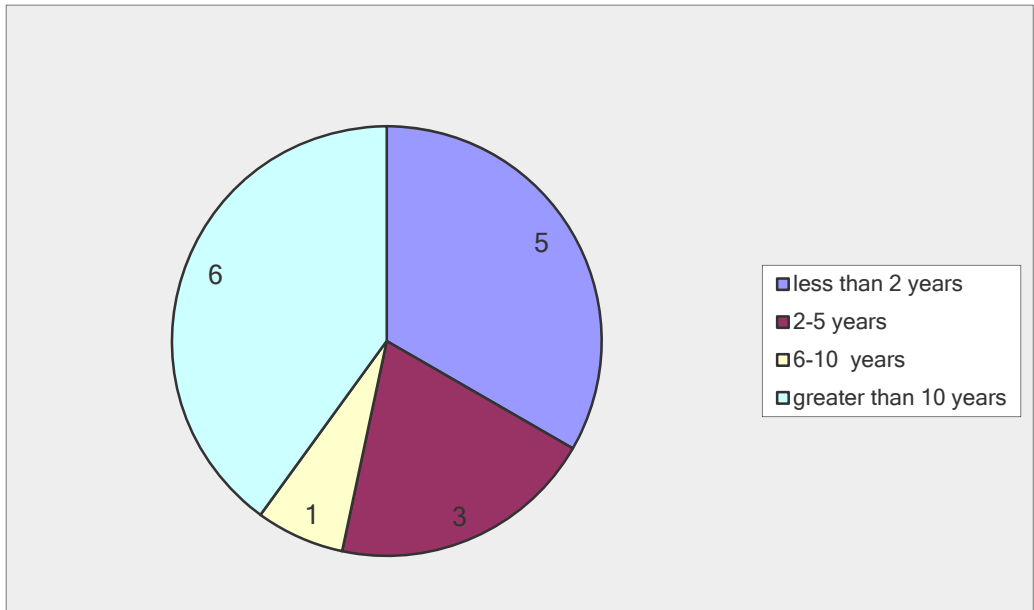
N=58

Question 9: If you are a business owner/operator, what type of business?



N=18

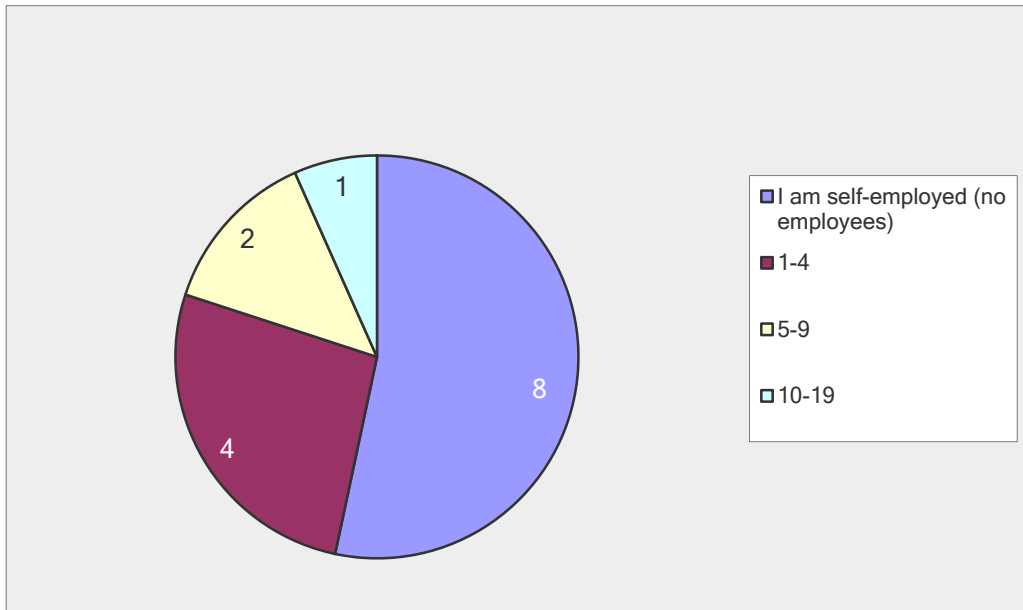
Question 10: How many years has your business operated in Mayerthorpe?



N=15

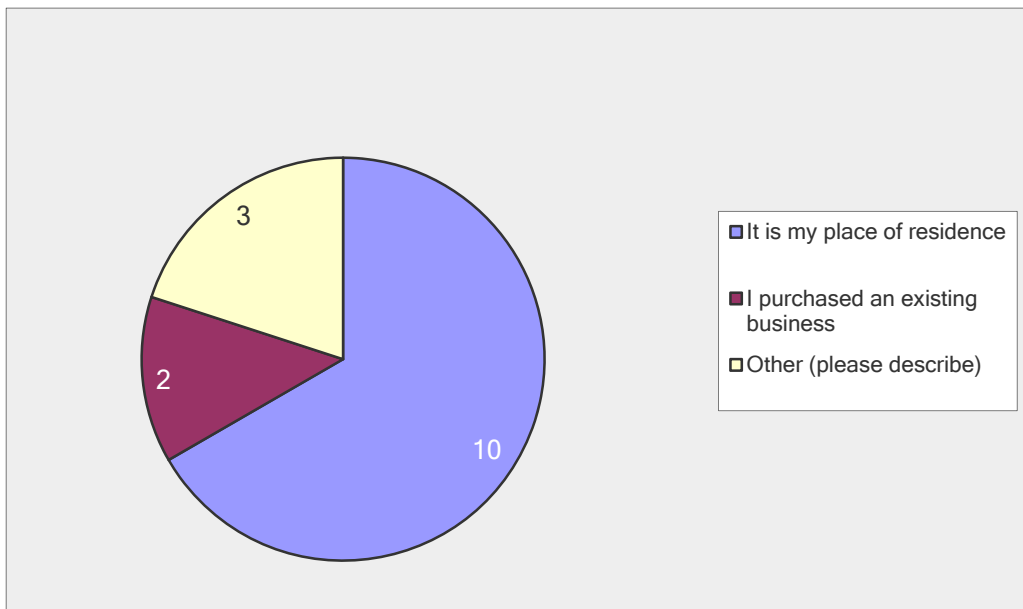


Question 10: How many employees do you have in your business in Mayerthorpe?



N=15

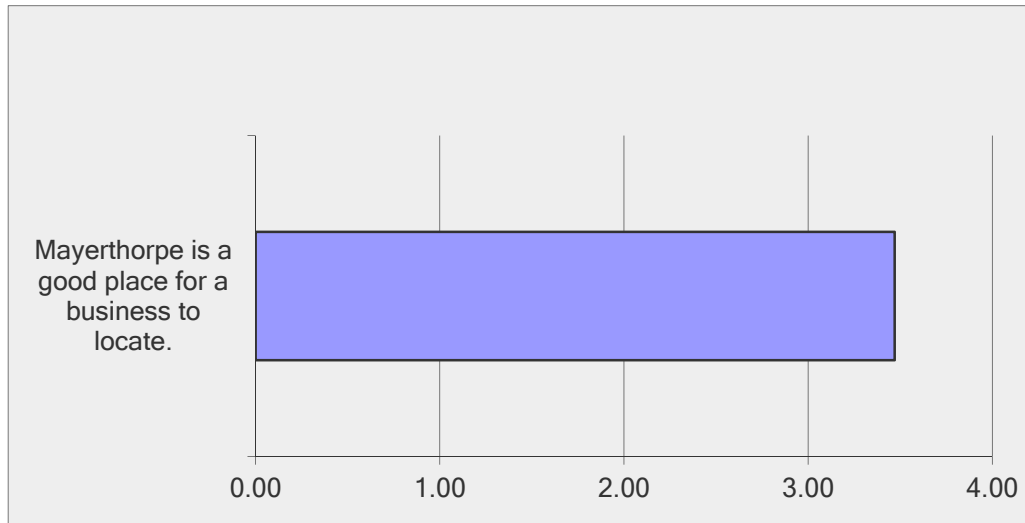
Question 12: What is the primary reason for locating your business in Mayerthorpe?



N=15

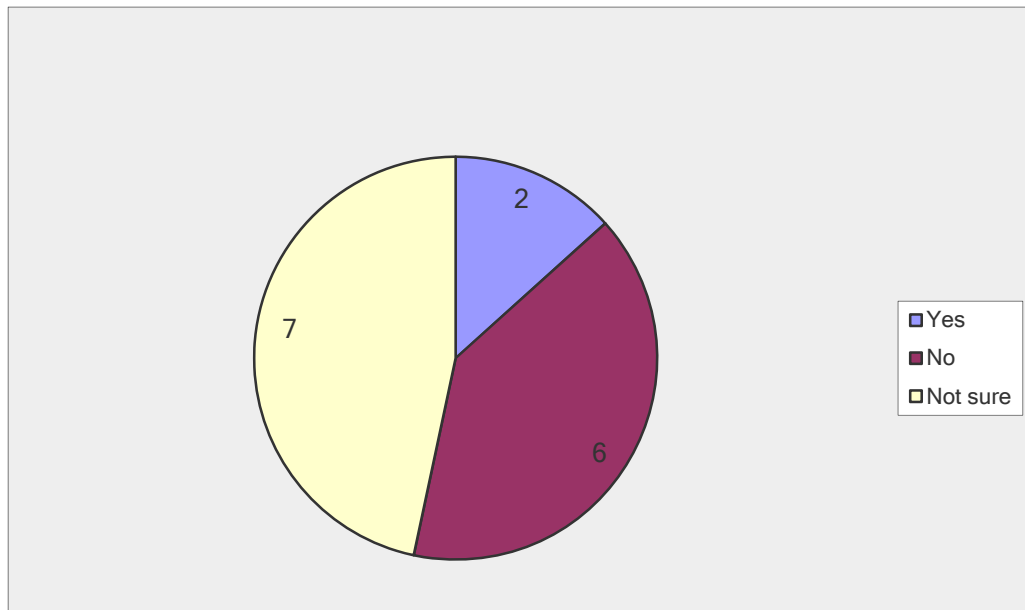


Question 13: On a scale of 1-5 where 1 is 'strongly disagree' and 5 is 'strongly agree' Please indicate to what level you agree or disagree with the following statement:



N=15

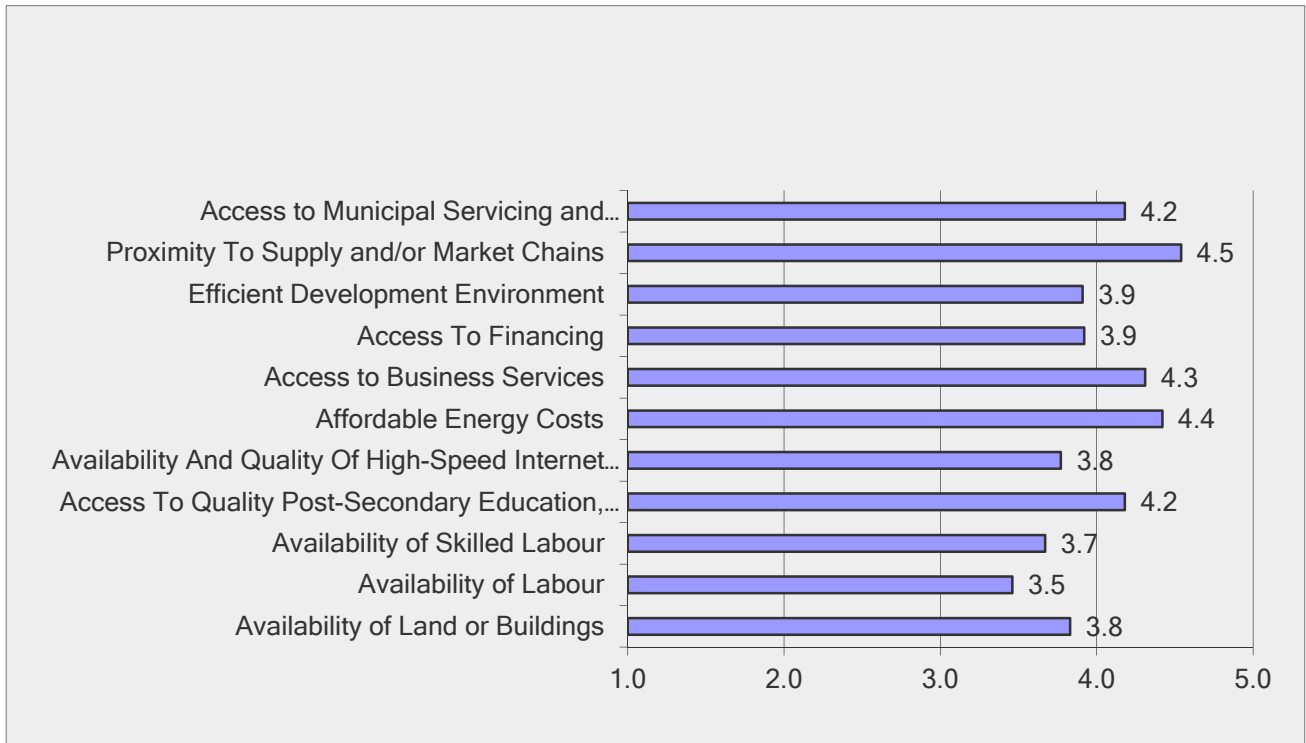
Question 14: Are you considering expansion of your business in the next two years?



N=15

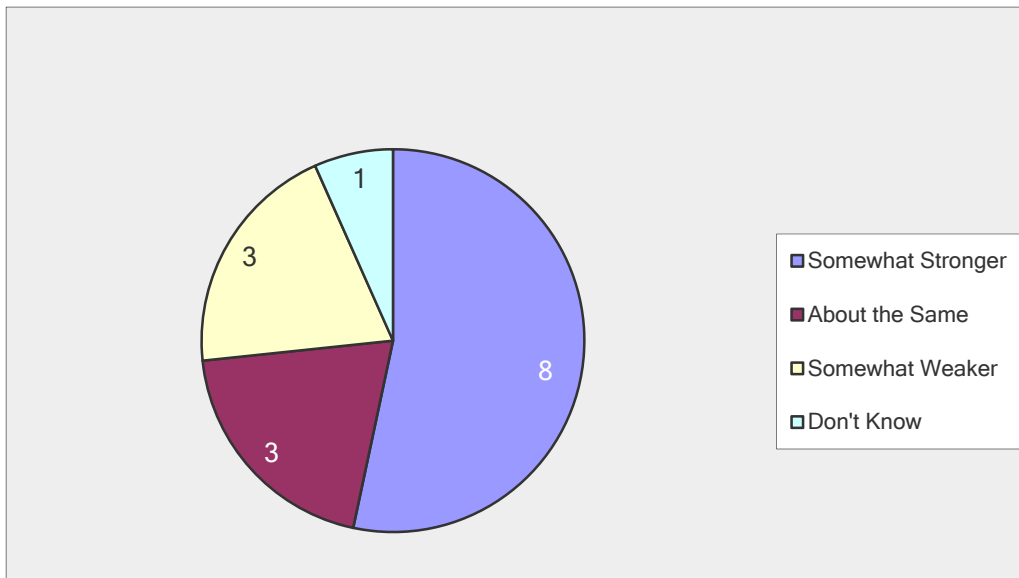


Question 15: On a scale for 1 to 5, where 1 is “not at all important” and 5 is “very important”, please tell us the level of importance each factor has in ensuring the GROWTH of your business?



N=15

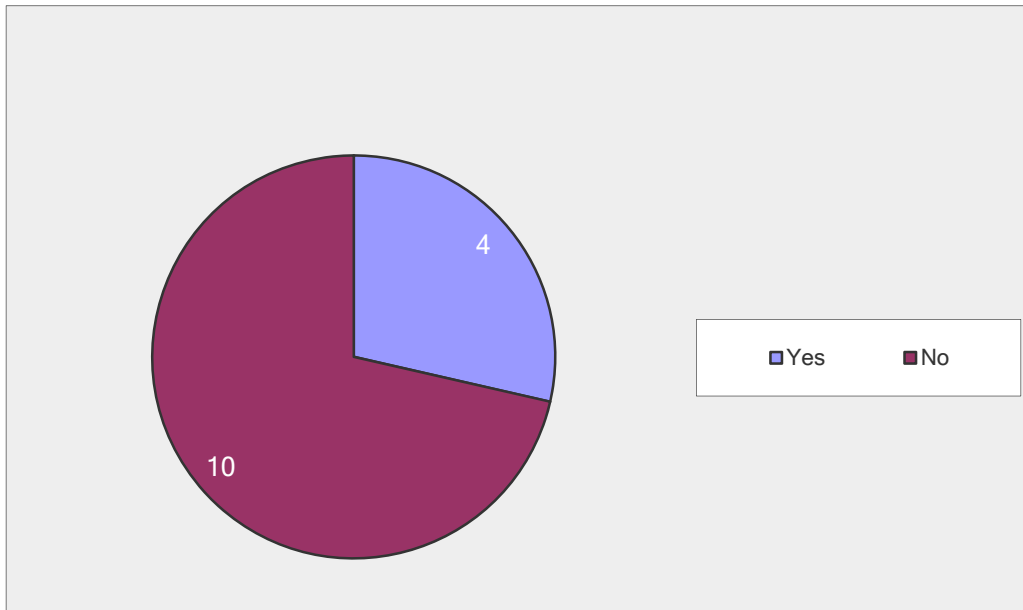
Question 16: How do you expect your company to perform in the next two years compared to the last two years?



N=15

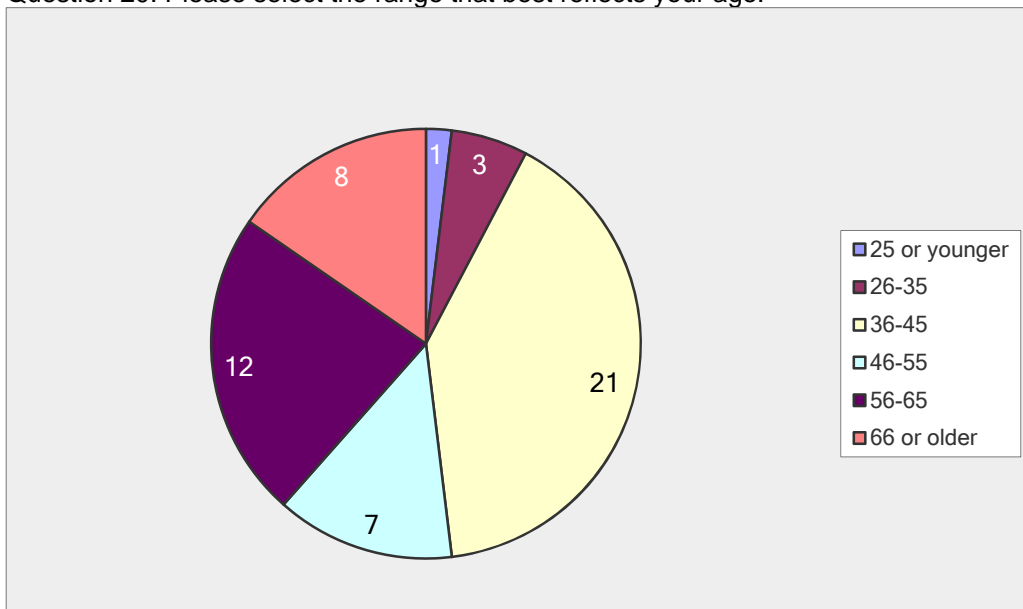


Question 17: Do you have plans to upgrade/expand/diversify your business in Mayerthorpe?



N=14

Question 20: Please select the range that best reflects your age.



N=52