

FINAL REPORT: SOUTHGROW INVESTMENT READINESS AND ATTRACTION REVIEW

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Executive Summary

Rainmaker Global Business Development partnered with The SouthGrow Regional Initiative (SouthGrow) to deliver direct and customized Investment Readiness and Attraction assessments for each of the 22 communities that surround the Lethbridge area. Since October 19th 2015, Rainmaker has worked closely with Pete Lovering of SouthGrow, as well as the community representatives to engage with the region in order to understand the communities and their investment assets as much as possible. Direct communication and visits to the communities have been made to understand the dynamics of each community, and SouthGrow as a whole.

Rainmaker's expertise in Foreign Direct Investment along with past work in Site Selection training has allowed the development of comprehensive tools for analyzing the communities' investment readiness. In addition, the project provided a unique opportunity to prepare the various Alberta communities to obtain valuable feedback and information moving forward.

Methodology

The SouthGrow Investment Readiness project started with thorough background research of the communities involved in the SouthGrow Regional Initiative. The research allowed the team to prepare for community visits, as part of the project. The research on these communities included analyzing community profiles, websites, and any applicable marketing materials.

Rainmaker evaluated the SouthGrow communities' content from the perspective of a site selector. The site selection process includes a detailed evaluation of project needs which are then measured against the merit of potential locations. Some of the criteria we used to evaluate the communities in terms of investment readiness and attraction are:

- Market characteristics (local and regional)
- Costs (labour, taxes, transportation, other)
- Taxes (corporate taxes, sales taxes, property taxes, mill rates, etc.)
- Labour (availability, skilled & unskilled)
- Natural Resources (availability and quality of raw materials)
- Land availability (cost, size, site readiness, etc.)
- Infrastructure (electric rates, telecommunications)
- Policy structure
- Quality of life
- Business support and promotion

Following this secondary research, the Rainmaker team initiated conversations with the different communities' Chief Administrative Officers (CAOs) or Economic Development Officers (EDOs) in order to introduce Rainmaker and the project. Along with this, Rainmaker

set up community visits. The community visits allowed the Rainmaker team to better understand each community's value proposition and capability to attract investment to their region.

Following the community visits, Rainmaker conducted a group consultation session in Lethbridge. The community representatives came together to better understand FDI Attraction and the process that a site selector goes through to assess communities for their clients. Rainmaker presented some recent case studies as well as some of their current clients exploring the market in Alberta.

Rainmaker then evaluated each of the communities based on their investment readiness and investment attraction for a foreign investor. This analysis was a combination of the website evaluation, the community visits and the group consultation.

Please refer to Appendix A for an overview of each of the community's investment readiness and attraction.

The goal of the work with SouthGrow was to assess and understand the investment attraction readiness for the communities in the region. In addition to this, the project was designed to assist the organization in developing a strategic plan for 2016 to increase foreign investment in the region of Southern Alberta.

The report along with its attachments provides SouthGrow and its member communities with guidance pertaining to Investment Readiness and Attraction. It takes into account the fact that each community is unique and has different needs and aspirations regarding Investment Attraction.

SouthGrow Investment Readiness and Attraction Review

Investment Attraction Overview

Foreign direct investment has become a critical success factor of most economies around the world. Many jurisdictions, communities and regions spend significant resources to entice investors to consider their region as a place to grow their business or investments. Alberta has had the enviable combination of economic growth and pro-business climate, which has been a natural draw for investors.

In recent years, as the economy has grown and developed, Alberta has become a more challenging market in which to do business. At the same time, the world has opened up to FDI and become increasingly competitive in the FDI attraction area.

At the regional and community level, understanding of FDI and the global marketplace for attracting investment can be difficult and complex. Community economic development professionals and CAOs are often engaged in many other important activities for the community that require much of their time. This can leave Investment Attraction as a secondary activity that is required from time to time as needed. Today, SouthGrow now has numerous CAOs who are interested in actively working to attract FDI. These communities must now face individual factors that affect the attractiveness of their community to outside investors

This program endeavoured to engage these stakeholders in FDI attraction and augment their efforts by bringing a fresh, proactive approach to the effort. SouthGrow's 2016 growth strategy will be a focused effort to identify, qualify and attract key companies and financial investors to the province. With a well-planned and persistent program, the intent will be to increase the success ratio of attracting key companies to Alberta.

Trends in Foreign Direct Investment

Foreign direct investment (FDI) has been a powerful lubricant of globalization. The estimated cumulative stock of global FDI was \$US 22.8 trillion at the end of 2012. Internationalization has grown rapidly as firms have taken advantage of the pervasive growth of digital technologies and more open markets. As a result, global business models have come to be based on the optimization of multiple locations for various portions of corporate supply chains and activities, including manufacturing and R&D activities. This basis for decisions relating to site selection decisions can create a very competitive environment amongst communities.

Canadian FDI Trends: Canada's stock of FDI reached \$633.9 billion at the end of 2012, up 10.5 per cent from 2009. This runs somewhat counter to trends in other developed countries but is influenced by FDI directed at Canada's resources more than its industrial and service sectors.

Foreign investment has long been important to the Canadian economy. Today, foreign-controlled companies account for nearly 20 per cent (19.7 per cent) of the assets of all enterprises in Canada. Canada's share of the world's FDI stock has remained at just under 3 per cent for most of the past decade, compared to 5.4 per cent in 1990 and even higher levels earlier. Despite the decline, according to the Conference Board of Canada, we are still getting our "fair share" because our share of global FDI is greater -- even if to a very modest degree -- than our share of global GDP.

SouthGrow Community Assessments

1) Community Website Review & Evaluation

Economic development or community websites are often the starting point for a company, third party site selection or external investor and are a key component to a community's message of investment readiness. With nearly 90 percent of site selection searches beginning on the internet, and 84 percent of site selectors using the internet to seek information on specific locations, the world is now competing online to attract and win foreign investment. Unfortunately, many economic development organizations and community websites are ineffective at promoting their regions and making relevant information more accessible to investors and potential businesses.

The SouthGrow Regional Initiative communities' websites were evaluated based on the user experience and specific criteria such as promotion of a strong business environment, accessibility of information, professional appearance, encouraging investment and offering assistance in evaluating investments, presence of a community profile, presence or a promotional video, contact information to members of the CAO and EDO, etc. Between the 25 community websites assessed in the exercise, each community did primarily well with some exceptions.

Note: Evaluation of the community's websites was based on a series of criteria such as promotion of a strong business environment, accessibility of information, encouragement of foreign investment, etc. Please note that Rainmaker's evaluation of the websites is subjective and reflective of opinions from our qualified evaluators.

While doing the website review, Rainmaker noted that some of the website sections are very text heavy. It is important to remember that some investors are not going to spend longer than they feel necessary to locate important information about their potential investment. Organizing the most important investor information into a section called "Information for Investors" could be a solution.

Other areas that each of the community's within the SouthGrow Region need to consider for their website (that may or may not be specific from an investment point of view) include the following:

- Better consistencies across the websites for the communities involved in the SouthGrow Regional Initiative. Even if the websites do not necessarily look the exact same (borders, headers, banners, etc.), they should all have the same name drop down items on the main page (Home, Services, Business, Government, About, Contact, News, etc.)
- Majority of the websites (with the exception of a few) have the appropriate information, and more than enough of it. However, the organization of all of the information needs to be re-organized or cleaned up
- If the SouthGrow website itself does not post planned projects, current projects or recent investments within the Southern Alberta region, the individual community websites should state these items for potential investors and businesses
- Websites without a mission statement need to adopt one
- Some of the websites that should be benchmarked are Town of Taber Economic Development website, The Village of Stirling, the Village of Warner and the Town of Magrath.

2) SouthGrow Website Review

Feedback

The website as a whole contains many useful sections, but the main criticism from an investment attraction perspective is that it feels very "government-like" and doesn't highlight enough of the specific businesses that are already active in the community and just how successful these businesses have become since they were established in SouthGrow. Finding any information or even the names of businesses already established in the region is quite difficult.

Businesses tend to cluster around similar businesses and there are already some business clusters in certain areas of the region that should be highlighted in order to grab the attention of other similar, prospective businesses that might be browsing the site.

Both the federal and provincial governments have recently made promises to invest heavily in the renewable energy space. SouthGrow is an ideal location for future wind farm and solar park development, and the next 5-10 years may be critical in deciding where money in this space is invested. For SouthGrow to really take advantage of this opportunity from a website perspective, there needs to be a dedicated section to "Renewable Energy" which should have a link that is clearly located on the homepage. This section should discuss all the reasons why SouthGrow is the ideal place to establish solar and wind farms including incentives, and what locations in particular are most suitable, and who to contact. There should also be a list of current wind and solar projects.

Some additional feedback and suggestions:

- Need to highlight recent, individual business successes as opposed to community successes.
- Investors are going to want to understand the details of an investment ie: when was the community initially engaged by the business, how long did permitting stage take, how many new jobs were created, why did they choose one community over another, what is the SouthGrow advantage(s) for this company?
- Add a section on upcoming infrastructure developments/improvements in region
- Add a rolling banner across the top featuring various regional stats
- Feature promo video on front page that highlights successful businesses who have moved into SouthGrow
- Overall – slightly Increase text size throughout the webpage
- In "Transportation" section list the communities which are located along the high-load corridor

- The labour force statistics desperately need an update. Once this has happened, list “Labour Force” higher on the list of menu items under “Business in SouthGrow” – it can be the most critical component for some businesses.
- All stats in “Site Selection” section need to be updated.
- Add a section with SouthGrow management/board of director’s profiles/bios – highlight experience dealing with prospective investors.
- Under “Industrial Parks” section – should have some information/stats about each park. Include either links about each park, or some stats about each park ie: cost of land; land availability; current infrastructure; current businesses in each park
- Housing section is out of date (2009), and should include links to MLS or other real estate companies in the region, as well as links for renting in SouthGrow regions including availability
- Immigrating to Alberta section hasn’t been updated since 2007
- Should include advanced stats on immigrant demographics
- Highlight some resources for immigrants such as English training/learning centres, religious centres

Please refer to Appendix B for full website evaluation and analysis on each of the SouthGrow member communities

3) Common Themes

Rainmaker has identified some key areas in need of improvement for SouthGrow communities to consider in order to maximize their potential of attracting and closing foreign investment opportunities in the future.

Investment Promotional Package

Rainmaker believes that a number of communities would benefit from improving their investment promotional packages. Investors should be presented with an investment promotional package during the visit, which includes: information on land for sale, local businesses, and relevant statistics about the community and various features of the community that could be incentives for the potential investor. The package should be professional in appearance and feature consistent branding of the community. All of the necessary information should be consolidated to one package and presented to the investor. The municipality should not hesitate to compare itself to other cities and similar regions in order to highlight their competitive advantage.

It is important for the information package to be customized to the investor’s needs in as many ways as possible, in order to sell the region to the investor.

Foreign Direct Investment Strategy

Communities should have a workable, 5-10 year Foreign Direct Investment (FDI) strategy to increase chances of attracting prospective businesses and be prepared for the unlikely event of an unannounced visit by a prospective investor. Developing an FDI strategy is necessary for any EDO dealing with new investors; it helps determine the types of companies that you need in the community and how to best deal with them to increase the chances of attracting their business to your community. The strategy should be developed with the purpose of diversifying your local economy and highlighting strategic advantages that your region has for the investor.

For communities of 10,000 people or less, Rainmaker typically uses three simple levels to categorize the strategies that communities can adopt for investment attraction approaches. These levels, described below, can help communities understand investment readiness and broadly define the strategy they should embrace as a community.

It is important to understand that these approaches can be customized based on the community and resources available to apply to investment attraction. In some cases communities may consider themselves a blend of two different levels, in other cases, they may aspire to move from one category to another. This is not meant to be a constraint mechanism for a community. On the contrary, it is designed to allow communities to understand their readiness at a given point of time and allow them to consider changing from one approach to another.

Levels of Attraction

Proactive

This level of attraction readiness refers to a community that has a healthy combination of support from the leadership of the community as well as an economic development team that is ready for investor interaction. At this level, the community has an EDO who not only understands investment attraction but also has the experience and community knowledge base to interact effectively with potential investors.

It is important at this level to have key data and information ready and accessible for inbound investors in easy to understand formats. In addition, proactive communities are well aware of the businesses in their communities and the opportunities and gaps that may exist for investors to fill. This may include business gaps as well as available land and incentives that may can create unique opportunities for inbound investors to engage.

This level also indicates that the community has an understanding of the opportunities that exist in the community for investors. These vetted opportunities are those that the EDO knows that they have the local support, business case and support assets to promote the concept to a business from another region or country. These may or may not have incentives connected to them. Proactive communities can then pursue very specific targets for investment attraction.

At this level, communities should consider a formal investment attraction strategy. This may include, but is not limited to, the following elements:

1. Identify key relationships
 - a. Government
 - b. Site Selectors
 - c. Industry Associations
 - d. Ambassadors
2. Identify 30 targets
 - a. Within key industries
 - b. Based outside of Canada
 - c. Qualify via desk research
3. Pursue 15 targets
 - a. Call the top targets
 - b. Send information
 - c. Invite to visit
4. Host 3 targets (Familiarization Tour)
 - a. Follow familiarization tour guide
 - b. Follow up

Opportunistic

This level of attraction readiness refers to a community that has evaluated their community and understands that their community is positioned to attract investment of a certain type. At this level there is a clear definition of what type of investment the area would support and those it would not support. Ideally, the community has specified the exact investment they would like to attract.

At this level, the community has someone in charge of the investment or new business function but this could be someone who is also tasked with other community responsibilities. This person or persons will be well versed on the community assets and what can be offered to the right investor. This focuses the investment attraction for the region and allows the EDO to quickly sort out potential investors and not send time on those that may not be successful in the community.

It is important at this level to have key data and information ready and current for strategic inbound investors in easy to understand formats. This information should be as specific as possible to the opportunity that the community is attempting to fill. The more detailed the profile can be from a market opportunity point of view, the better. It is the market opportunity that usually is the first concern of any inbound investor. Part of the opportunity may be tied to incentives so it is important to include these in the profile for the targeted investor.

At this level, communities should consider an internal investment attraction strategy. This may include, but is not limited to, the following elements:

1. Identify key relationships
 - a. Specific, targeted Government contacts
 - b. Site Selectors in strategic locations and industry sectors
 - c. Industry Associations that align with the target investor
 - d. Ambassadors for the community
2. Define the ideal investor
 - a. Determine the industry which would best fit the community
 - b. Define the exact type of company if necessary
 - c. Determine the ideal size of the investment in the community including number of jobs, size of facility, and type of jobs.
3. Profile
 - a. Build a SWOT from the investor point of view
 - b. Define the market opportunity in the community
 - c. Determine why a company would invest
 - d. Build a profile/info graphic to entice the investor
4. Promote
 - a. Send information to key relationships
 - b. Stay in touch with them at least quarterly
 - c. Respond to inquiries from key relationships within 2-3 days.
 - d. Follow up, follow up, follow up

Reactive

This level of attraction readiness refers to a community which has evaluated their community and determined that they are either not ready for investment or that the community has prioritized other initiatives above investment attraction. For many smaller rural communities, this is the most logical and responsible strategy. Given the resources (human and financial) required at the other levels above, it is often prudent for communities to maintain this level.

It is important to understand that this level does not imply that a community can ignore investors and their inquiries altogether. The reactive level is still characterized by having a point of contact available to liaise with potential investors in the community. This person will have other responsibilities that they are required to manage.

The key to this level is to be reactive. The responsible representative should be clearly identified and available for inquiries. Information on the community website should still be current and an accurate profile of the community and the activities there. The community representative should still have information available on the community so that they can respond to inquiries effectively and efficiently.

At this level, the community should ensure the following:

1. Website is up to date
2. Community representative is clearly identified
3. Community information is available for distribution
4. Connectivity between the community and its businesses

Rainmaker provided each community with a recommendation for which level they should currently adopt. *Please refer to Appendix A*

Familiarization Tours

Although we did not focus on familiarization tours (fam tours) during this work, Rainmaker felt it was important to provide some guidance on this important topic. It is part of all of the Investment Attraction strategies listed above. Companies can visit a community at any time and how the opportunity is presented can significantly influence the perspective and opinions of the investor.

A Fam Tour is one of the most important aspects of the investor's visit. Community tours allow site selectors to build a better understanding of a community, and more specifically a location's performance potential. This Fam Tour allows the potential investor to assess other companies in the community and highlight their performance, past market-entry strategy, and current challenges. It is also a chance for the CAO or EDO to visually sell the region to the investor and highlight its advantages.

Throughout the community visits, Rainmaker was taken on several CAO or EDO led community tours and came up with the following feedback regarding the tours:

- Ensure to point out facilities such as schools, neighbourhoods, parks, event centres, available land sites and the downtown area. This will give the investor a sense of the quality of life surrounding the region.

- Provide statistics highlighting the education level of the workforce. Advanced education opportunities can also be seen as an advantage for investors considering relocating families to the area.
- Highlight post-secondary institutions in proximity to the community. This will give the investor an idea of the supply of educated workforce and could also contribute to the benefits of relocating a family to the area.
- If time permits, host lunch with the investor. This provides time for relationship building and more informal questions.
- Involve key stakeholders from the community in order to provide the most comprehensive learning experience.
- Provide a land use map to supplement the tour.
- Address the key transportation links. This is especially necessary if they will affect the investor's ability to transport their product/service to the customer.

SouthGrow Analysis and Comparisons

As part of the Rainmaker assessment of the investment attractiveness and readiness of the region, we conducted an internal SWOT analysis. This was designed to guide our assessment of the region, its communities and the overall regional as a target investment opportunity.

Specifically, this is our assessment of SouthGrow's strengths, weaknesses, opportunities and threats in terms of FDI attraction and retention. This provides overall context for the evaluation of sector priorities for FDI attraction.



<p>STRENGTHS</p> <ul style="list-style-type: none"> ● Centrally located to a number of major highways including the CANAMEX Trade Corridor ● Located in close proximity to the U.S border ● Collaboration and partnerships in economic development amongst the member communities and other organizations in Southern Alberta ● Initiatives to foster entrepreneurship ● Availability of land, water and wind available throughout the region ● University of Lethbridge has strong research programs and in 2012 was named the "Research University of the Year" in the Undergraduate category ● Long growing season with mild temperatures 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ● Ability to attract businesses into the area ● Absence of hoteling or other flexible short-term space to provide short to medium presence for foreign firms to establish relationships ● Availability of services throughout the area ● Lack of skilled and unskilled labour pool ● Inability of "know how" to attract foreign investors from within Canada and outside the Canadian borders ● Lack of a proactive strategy to attract FDI
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ● Global trend in renewable energy and technologies ● Growing agriculture industry ● The Canadian Government's FDI attraction and retention priorities ● Low Canadian dollar is a benefit for long term foreign investment ● Innovation and collaborative potential with the University of Lethbridge and Lethbridge College ● Access to major markets in Calgary, Edmonton, Lethbridge and surrounding cities on the US border ● Collaborations between the 22 member communities in SouthGrow 	<p>THREATS</p> <ul style="list-style-type: none"> ● Global competition for investment ● Current Canadian economic downturn ● Other thriving cities in Alberta and/or Canada that could be more attractive for foreign investment ● Other similar sized regions across the prairies that have a more aggressive and/or effective FDI strategy

Benchmark: Communities in Alberta who have grown substantially over the last 10 years

There are numerous communities throughout Alberta that have grown a substantial amount over the last decade. By benchmarking what these other communities have implemented for a growth and FDI strategy, the SouthGrow region could implement certain practices to also attract investors.

Brooks

Brooks, a now city in southeast Alberta, Canada has experienced growth due to the oil and gas industry. The late 1970's and early 1980's saw Brooks' population grow from 5,000 to around 8,000. The oil and gas industry, and those activities that provide services to oil and gas exploration are still a large driving force in the continued growth of Brooks. The Town's population in 1996 for the first time exceeded 10,000, due in large part to expansion at Lakeside IBP meatpacking plant, making Brooks the largest Town in Alberta. In 2005, Brooks officially incorporated as a city in 2005, when its official population reached 11,604.

Okotoks

Okotoks is a town in the province of Alberta. A bedroom community just outside of Calgary has emerged to a population of 24,511, making it the largest town in Alberta.

In 2014, the town council formalized a commitment to continual improvement and eliminating red tape, stating that one of the things that came out of that was an overhaul of the major development review process for smaller planners and developers.

Okotoks is continuing to grow and diversify their business base with a 2.5 per cent net growth per year, despite the current economic conditions. The town is at a tipping point in terms of attracting even more business and have reached a critical mass in retail and have plenty of business related to construction. Furthermore, Okotoks is targeting more professionals in sectors such as IT, innovation and engineering.

To that end, the town has focused on pulling out all the stops to be more "investment ready," That includes investments in an ultra-high-speed Internet infrastructure, as well as opting for no business tax.

Some of the other incentives Okotoks has focused on for making themselves more investment ready includes:

- Pro home-based policy, making every home-based company opted out of developer permit approval
- Very low non-residential tax rate

Chestermere

Chestermere is a city in Alberta within the Rocky View County that is a large bedroom community just outside of Calgary. When Chestermere became a town twenty years ago, there were just under 1,000 folks living around the lake. As of 2015, Chestermere has approximately 17,000 and is the 14th largest city in the province.

The city has already impressed investors and made them more aware of the community and Calgary region. On a national level, Chestermere has the fifth highest population growth (Statistics Canada Census). If Chestermere continues with its average growth rate from the past 10 years, the city will be over 20,000 in two years and over 25,000 in five years.

Already the fastest growing community in Alberta, Chestermere's rapid evolution from cottage escape to thriving city will help put the city on the radar for new business growth and investment.

The following are a few advantages to investing in Chestermere:

- No business tax – a direct savings to a business' bottom line.
- 1,000 acres of industrial land available with plans to develop 650,000 sq. ft of commercial and retail space
- 2,200 acres set aside for future residential, commercial and industrial growth <http://www.chestermere.ca/DocumentCenter/View/895>
- Rapidly growing consumer market – 61.9% population increase from 2006 to 2012.
- Positioned on the Trans Canada Highway #1, just minutes away from the Calgary-Edmonton corridor (QEI) and the CANAMEX highway – the most direct route to the United States
- Adjacent to Calgary Logistics Park and the CN Intermodal terminal
- Direct access to the high and wide corridor, and highway 36 up to Wood Buffalo, a net advantage for manufacturers.
- 20 minutes from the Calgary International Airport (YYC) and 20 minutes from downtown Calgary

2016 Strategic Investment Attraction for SouthGrow

Recommendations for Industry Specific Investment Attraction

The areas recommended as priorities for the SouthGrow 2016 FDI Attraction strategy include:

- Agriculture;
- Environmental/Renewable Technologies;
- Professional Services; and
- Oil and Gas

Agriculture

Agriculture is the most important industry in the SouthGrow region. Businesses that support agriculture such as equipment providers, food processing/packaging facilities, and transportation companies require specific characteristics of the communities they are considering for investment such as access to reliable water source, key transportation corridors, and labour force.

With the global population expected to grow by two billion by 2050, this will undoubtedly cause a major strain on world food sources. Farmers will have to become more efficient, relying on innovation and technology to increase yields and produce more with less. There is an incentive for students and start-ups to begin thinking creatively about new approaches to agriculture, and SouthGrow is well positioned to take advantage of these opportunities. When you consider the agriculture programs at University of Lethbridge and Lethbridge College, and towns like Magrath who have already created partnerships between schools, government, and agriculture businesses to foster innovation, SouthGrow communities are already taking the initiative.

An opportunity exists for SouthGrow to position itself as a world leader in the realm of agri-innovation, which could potentially attract bright minds and entrepreneurs from across the globe. Partnerships between universities, corporations, and governments can have major impacts on the prosperity of a region. This also increases the chances of FDI in a community; however, these types of partnerships don't necessarily come together by themselves. SouthGrow is in a unique position to play a leadership role in bringing parties together to discuss the potential of such partnerships.

Another area Rainmaker has identified as an excellent source of potential FDI for SouthGrow communities is in value-added food/crop processing and packaging. Despite the massive amount of agricultural activity in the SouthGrow region, there are very few businesses creating final products from the crops grown on SouthGrow farms. Even feedlots are sending away carcasses to facilities mostly in the US where meats are packaged into snacks, meals, and other products that are then re-imported into Canada and purchased by Canadian consumers.

Taber is an excellent example of a community that has succeeded in attracting some value-add food businesses (Frito-Lay and McCain's). Taber itself is well positioned to become a hub for value-add food businesses over the coming decade, given its proximity to farms, access to large labour pool, availability of serviced industrial land, and a proactive CAO and council. As businesses begin to cluster in Taber, opportunities for tier 2 businesses which service value-add food companies (such as transport companies and chemical companies) will begin investing in the region, creating even more jobs and opportunities for entrepreneurs.

Rainmaker recommends that SouthGrow study the Taber model closely, and determine if there are other communities in the region, which could attract value-add food businesses (ie: a beef jerky processing and packaging plant in Vulcan County). SouthGrow should create a joint FDI strategy with communities like Taber who are taking a very proactive approach to attracting new investments in the value-add food space.

Oil & Gas

Given the drop in global oil prices and the slowdown in the Alberta oil and gas sector, Rainmaker doesn't recommend allotting major time and resources to build an FDI attraction strategy in oil and gas for 2016 in SouthGrow. Capital budgets for Alberta oil and gas firms in 2015 were down between 30-40% compared to the previous year. CAPEX projections for 2016 are on the downward trend, in part due to the uncertainty surrounding the NDP's planned royalty review, which could see royalties hiked by the end of 2016, further eroding balance sheets and leading to new reductions in CAPEX spending.

The sector is expected to recover over the long-term, with many experts predicting WTI oil prices to settle somewhere in the \$50-60 range by sometime in 2017. Until that time there is very little incentive for foreign investors in the oil and gas sector to consider Alberta or SouthGrow as a place to invest.

Renewable Energy

According to the United Nations Environment Programme “Global Trends in Renewable Energy Investment 2015”, the past year brought a rebound of green energy investments worldwide with an overall increase of 17% to \$270 billion. Brushing aside the challenge of sharply lower crude oil prices this sudden increase reversed the investment dip of the past two years and was mainly driven by investments in solar and wind energy.

As in previous years, the global market in 2014 was dominated by record investments in solar and wind, which accounted for 92% of overall investment in renewable power and fuels. Investment in solar jumped 29% to \$149.6 billion, the second highest figure ever, while wind investment increased 11% to a record \$99.5 billion.

On November 22, 2015, Alberta Premier Rachel Notley unveiled her climate-change strategy for the province that will dictate the future of fossil fuels and pave the way for new major developments in the renewable energy sector. Here are some of the objectives of her administration’s strategy:

- Phase out emissions from coal generated electricity by 2030.
- Diversify our supply mix by replacing retired coal with at least two-thirds renewable energy sources.
- Appoint an independent facilitator and negotiator to help develop and implement this plan. The work of this facilitator will be to transition Alberta away from coal generation without endangering the reliability of our electricity system.
- Keep the costs of renewables as low as possible by using market mechanisms, such as auctioning.
- Support workers employed in the coal electricity sector with opportunities to retrain for new jobs in a greener energy economy.
- Reduce greenhouse gas emissions from coal-fired electricity to zero by 2030, from current emissions of 40 megatons annually.

It is clear from these objectives that there are big changes are headed Alberta’s way. The coal industry has been singled out as the primary target for carbon-reduction initiatives, leaving an energy supply gap that will have to be filled by at least two-thirds renewable energy sources by 2030. The province has promised to support and retrain coal workers for new jobs in green energy ventures, which will undoubtedly involve a migration of workers and their families away from coal hubs and into regions where new renewable energy projects are taking place.

The feasibility of solar and wind energy projects in the SouthGrow region is something which has been well studied over the past few years, and many wind and solar companies have already made enquiries in the region or have projects under development. The timing couldn't be better for SouthGrow to begin proactively lobbying the government and engaging with solar and wind companies to entice them to set up facilities in the region. A comprehensive, long term, green energy FDI strategy is what SouthGrow desperately needs in order to exploit the recent climate change policies and to lead the charge for the green energy economy of the future.

Recommendations

1. Determine most suitable areas within SouthGrow for solar and wind farm development.
2. Engage with landowners, communities, and all potential stakeholders within those targeted areas to build support for potential projects, and address their concerns.
3. Identify and build relationships with green energy decision makers and influencers at the government level. Educate them on the potential of SouthGrow and how the region is ready to work with energy companies to incentivize and accelerate their development.
4. Build a comprehensive short and long-term strategy for attracting green energy companies to SouthGrow.
5. Identify specific companies, which would fit the SouthGrow region as an investor.
6. Build a SouthGrow green energy package to share with potential investors.
7. Identify, prioritize, and engage with green energy companies. Invite them to tour specific SouthGrow sites that have been identified for their wind or solar potential.
8. Attend trade shows that focus on solar and wind energy to become experts in the space and build a list of contacts in the industry.
9. Discuss other incentives SouthGrow communities can offer to companies to make the opportunity more attractive for investors including tax breaks and grants.

Please refer to appendix C for a list of renewable energy and agriculture related trade shows and conferences for 2016

General Recommendations for building the SouthGrow Brand Globally

Companies choose to invest in foreign markets for a number of reasons, often the same reasons for expanding their operations within their home company. SouthGrow should be careful to position itself and its members strategically in order to maximize the impact of its message to strategic investors.

- **Develop a targeted marketing strategy and promotional campaign to support lead generation activities**
- **Create marketing tools to emphasize the Region's attractive local assets, quality of life, and the strengths of its business community and support infrastructure**
- **Leverage opportunities to co-market the SouthGrow Region with Lethbridge based companies, internationally**
- **Build on the brand presence of existing successful companies in agriculture, oil and gas, food processing, professional services and renewable energy**

SouthGrow Region- Economic Development 2016 Strategic Plan	
Build Attraction	<ul style="list-style-type: none"> ● Promote SouthGrow Region as a preferred location for new investment ● Primary target employment sectors include Agriculture, Renewable Energy and Technology, Professional Services, Oil & Gas
Be Investment Ready	<ul style="list-style-type: none"> ● Assist the 22 member communities with investment inquiries/opportunities ● Build 22 member communities to be investment ready ● Become globally ready
Implement Marketing, Promotion, Communications Materials and Activities	<ul style="list-style-type: none"> ● Increase business investment by having appropriate investor materials ● Engage and support the local business community ● Attend and exhibit appropriate trade shows and conferences ● Become familiar with specific associations, consulates and utilize their services

Consulates

As Canada grows its global brand, our Canadian Consulate Investment Attraction teams are becoming busier. This is a positive development for the country but will require focus from the Province to raise the understanding and awareness of the opportunities in SouthGrow.

Although the officers in our foreign posts work to understand the entire country and its opportunities, they are often under-resourced to promote all regions in the country. This leads them to promoting the major economic centres of the country such as Toronto, Montreal and Vancouver.



Based upon Alberta's great momentum and increasing brand awareness as a place to do business, the time is right for the Province and specifically the SouthGrow region to build strategic relationships with specific posts in order to increase the understanding of the investment opportunity in the area.

The Alberta Government recently created the Ministry of Economic Development and Trade. This will be an important Ministry for SouthGrow as it has responsibility for Innovation, SME's as well as Alberta's International Investment Attraction activities.

Conferences

Industry related conferences could be viewed in a similar way as tradeshow. They can be effective in propagating the Regional message and identifying opportunities. Remember that most of the attendees to conferences are either technical or of the senior level which can be advantages or problematic depending on how technical the attendees are. Manage your expectations when attending industry conferences and weigh carefully the costs of attending which can be high.

Trade Shows

Trade shows can be an effective way to promote the region. Several leads can be generated at trade shows but usually based on the law of diminishing returns geographically. This meaning that the further the show is away from the region, the fewer qualified leads SouthGrow can expect.

It is important to keep in mind that many of the attendees at a trade show are sales people for their particular company and therefore not the decision makers when it comes to expansion strategy. A basic rule to follow is that the larger the company is, the less strategic a sales person becomes for the Region. In these cases, the region needs to target the VP or C-Suite level executives in order to create a true Investment Attraction lead. Conversely, if the target company is smaller, the Sales Manager likely has direct access to the decision maker for expansion and may be on the executive team.

The key to success in this area is to maximize your profile at shows closest to the region geographically and "piggy-back" on the efforts by the Alberta and Canadian Government in strategic locations outside of the Province or the Country.

Associations

Designed specifically to serve their members, industry associations can be effective sources of leads in the event that the SouthGrow Regional Initiative can identify ways to bring value to the association's members. This can often be achieved by providing speakers, regional tours, project information, and in some cases hosting facilities for events. Building relationships can be a challenge in this area due to the fact that Associations by their nature often involve volunteers that change positions within the executive regularly.

The upside to building relationships with associations is twofold. First they typically have industry events, which happen on a regular basis and allow for significant interaction with the members of the group. These events can range from small lunch and learn events to member surveys, round tables to conferences and trade shows. Supporting key associations at their events and volunteering on committees and the Board of Directors can provide valuable insight to the industry and reveal lead opportunities.

The second advantage of connecting to associations is gaining access to membership lists. Economic Development groups such as SouthGrow are often granted associate membership status, which comes with a much-reduced annual fee. This allows access to all association events, which provides opportunities to network with members to promote the region and generate leads.

Site Selectors

These types of consultants are known to be effective sources of leads for investment targets for jurisdictions such as Southern Alberta. Small site selectors are continually called by various economic groups looking for FDI opportunities, and many of these site selectors are commission generators based on negotiated incentive programs. If the region is not able to offer incentives these groups may be less responsive to your opportunities. Smaller site selectors tend to be fairly industry and location focused, and it may be outside their scope or experience to work with communities within the SouthGrow Regional Initiative.

The trick in dealing with site selectors is to take your time to understand their business model (commission based versus contractual) and industry focus. Keep them informed of changes in the region and stay in touch on a regular basis, as their client's requirements can change week to week. Many site selectors like to receive quarterly newsletters from the region and are always interested in recent major corporate investments in the region.

Tips for Building Relationships with Site Selectors

- Face-to-face is best, whether bringing the consultant to the community or visiting the consultant's office.
- Most site selectors have very limited time to participate in familiarization tours or "fam" tours, though they are useful opportunities. A regional approach is more competitive in getting participation in fam tours, especially if you are highlighting successes and opportunities for a partnership.
- Do not include site consultants on your general email list; target your email content to them specifically and make sure your subject line describes the content currently.
- Keep your communication content short, sweet and relevant, and follow up.
- Some EDO's effectively use short phone conversations, to give an update on new incentives or companies moving in or out.

Sourced from Economic Development Now, "You Asked, They Answered: Site Consultants Speak their Minds" Nov 2011

See Appendix D for a list of US based Site Selectors

Conclusion

Rainmaker Global Business Development began research and analysis of the 22 communities in the SouthGrow Regional Initiative on October 1, 2015. Each community was studied from an investment attraction perspective, starting with the website and marketing materials (if any). Consultants from Rainmaker then visited each community to meet CAOs and EDOs in person to assess their individual efforts to attract new businesses, and hear them present facts and statistics on their village, town, or county. This information was collected and thoroughly analyzed following the visits.

On December 3rd, 2015, Rainmaker delivered a full day FDI Attraction workshop in Lethbridge with the communities to discuss site selector criteria and strategies for dealing with potential investors. A group discussion was also held with community representatives regarding past efforts, future plans, and challenges in attracting investment to the region.

In this report, Rainmaker has broken down each community into its specific opportunities, challenges, and recommendations from a site selector point of view. These recommendations provide each community with things to consider in order to realize new success in FDI attraction. The next step for each community is developing individual, comprehensive, fully executable FDI strategies. This will require weeks if not months of market analysis, discussions with local business owners, and thorough value proposition development.

It is clear that SouthGrow communities offer many unique advantages for prospective business owners. Highlighting, packaging and marketing these advantages in a meaningful, targeted approach is what will give SouthGrow the best chance of exploiting these advantages and sustaining growth over the coming decades.



APPENDIX A

Community Evaluations

COMMUNITY OVERVIEWS

As a part of the scope of work for SouthGrow Regional Initiative, analysts from Rainmaker Global Business Development visited all 22 communities in the region to learn about each and discuss FDI strategies and investment readiness with their CAOs.

Laid out below are the findings of the community visits, listed in chronological order of when the visits took place. Each community overview contains a summary of our findings followed by analysis of specific opportunities and challenges, website critique, and recommendations. Each overview also contains a section title “Community Aspired Businesses” which are the types of businesses each CAO identified as the businesses they believe are needed or desired in their community in the short term.

Concluding each overview is an Investment Attraction Level and corresponding strategy that is detailed in the next section below.

Investment Attraction Levels

For communities of 10,000 people or less, Rainmaker typically uses three simple levels to categorize the strategies that communities can adopt for investment attraction approaches. These levels, described below, can help communities understand investment readiness and broadly define the strategy they should embrace as a community.

It is important to understand that these approaches can be customized based on the community and resources available to apply to investment attraction. In some cases communities may consider themselves a blend of two different levels, in other cases, they may aspire to move from one category to another. This is not meant to be a constraint mechanism for a community. On the contrary, it is designed to allow communities to understand their readiness at a given point of time and allow them to consider changing from one approach to another.

Proactive =

This level of attraction readiness refers to a community that has a healthy combination of support from the leadership of the community as well as an economic development team, which is ready for investor interaction. At this level, the community has an EDO who not only understands investment attraction but has the experience and community knowledge base to interact effectively with potential investors.

It is important at this level to have key data and information ready and accessible for inbound investors in easy to understand formats. In addition, proactive communities are well aware of the businesses in their communities and the opportunities and gaps that may exist for investors to fill. This may include business gaps as well as available land and incentives that may can create unique opportunities for inbound investors to engage.

This level also indicates that the community has an understanding of the opportunities that exist in the community for investors. These vetted opportunities are those, which the EDO knows that they have the local support, business case and support assets to promote the concept to a business from another region or country. These may or may not have incentives connected to them. Proactive communities can then pursue very specific targets for investment attraction.

At this level, communities should consider a formal investment attraction strategy. This may include, but is not limited to, the following elements:

5. Identify key relationships
 - a. Government
 - b. Site Selectors
 - c. Industry Associations
 - d. Ambassadors
6. Identify 30 targets
 - a. Within key industries
 - b. Based outside of Canada
 - c. Qualify via desk research
7. Pursue 15 targets
 - a. Call the top targets
 - b. Send information
 - c. Invite to visit
8. Host 3 targets (Familiarization Tour)
 - a. Follow familiarization tour guide
 - b. Follow up

Opportunistic =

This level of attraction readiness refers to a community that has evaluated their community and understands that their community is positioned to attract investment of a certain type. At this level there is a clear definition of what type of investment the area would support and those it would not support. Ideally, the community has specified the exact investment they would like to attract.

At this level, the community has someone in charge of the investment or new business function but this could be someone who is also tasked with other community responsibilities. This person or persons, will be well versed on the community assets and what can be offered to the right investor. This focuses the investment attraction for the region and allows the EDO to quickly sort out potential investors and not send time on those, which may not be successful in the community.

It is important at this level to have key data and information ready and current for strategic inbound investors in easy to understand formats. This information should be as specific as possible to the opportunity that the community is attempting to fill. The more detailed the profile can be from a market opportunity point of view, the better. It is the market opportunity that usually is the first concern of any inbound investor. Part of the opportunity may be tied to incentives so it is important to include these in the profile for the targeted investor.

At this level, communities should consider an internal investment attraction strategy. This may include, but is not limited to, the following elements:

5. Identify key relationships
 - a. Specific, targeted Government contacts
 - b. Site Selectors in strategic locations and industry sectors
 - c. Industry Associations that align with the target investor
 - d. Ambassadors for the community
6. Define the ideal investor
 - a. Determine the industry which would best fit the community
 - b. Define the exact type of company if necessary
 - c. Determine the ideal size of the investment in the community including number of jobs, size of facility, and type of jobs.
7. Profile
 - a. Build a SWOT from the investor point of view
 - b. Define the market opportunity in the community
 - c. Determine why a company would invest
 - d. Build a profile/info graphic to entice the investor
8. Promote
 - a. Send information to key relationships
 - b. Stay in touch with them at least quarterly
 - c. Respond to inquiries from key relationships within 2-3 days.
 - d. Follow up, follow up, follow up

Reactive =

This level of attraction readiness refers to a community which has evaluated their community and determined that they are either not ready for investment or that the community has prioritized other initiatives above investment attraction. For many smaller rural communities, this is the most logical and responsible strategy. Given the resources (human and financial) required at the other levels above, it is often prudent for communities to maintain this level.

It is important to understand that this level does not imply that a community can ignore investors and their inquiries altogether. The reactive level is still characterized by having a point of contact available to liaise with potential investors in the community. This person will have other responsibilities that they are required to manage.

The key to this level is to be reactive. The responsible representative should be clearly identified and available for inquiries. Information on the community website should still be current and an accurate profile of the community and the activities there. The community representative should still have information available on the community so that they can respond to inquiries effectively and efficiently.

At this level, the community should ensure the following:

5. Website is up to date
6. Community representative is clearly identified
7. Community information is available for distribution
8. Connectivity between the community and its businesses

Vulcan County

Overview

On Tuesday, November 3rd Rainmaker's Casey McMechan and Julie Lang met with Vulcan Business Development Society's Marilyn MacArthur in Vulcan to discuss Vulcan County's investment readiness. The conversation engaged the communities involved in the county including the Town of Vulcan, Village of Milo, Village of Lomond, Village of Champion, Village of Carmangay, Village of Arrowwood, and the Vulcan County.

The county provides a small town feel with a relatively older population. Most of the shops and main employers are small retail businesses and agriculture related businesses. It may be that Vulcan as a whole needs to find ways to modernize itself and attract young entrepreneurs, or they risk negative population growth.

One element that makes the town and county of Vulcan unique is the Star Trek connection. Thousands of tourists visit Vulcan every year because of this connection, and Vulcan has taken steps in the past to exploit this through the establishment of a Star Trek museum, Star Trek themed shops and streets, and Vulcan - an annual Star Trek convention that attracts hundreds of fans and enthusiasts from around the world.

Community Aspired Business

- Costco
- Microbrewery

Challenges

According to Marilyn, Vulcan County has an aging population and is situated in close enough proximity to Calgary that most residents in the county travel to Okotoks or southern Calgary to do most of their shopping. Some consequences of these factors are:

- Retiring population can't find anyone to take over their businesses
- Lack of entrepreneurial mindset
- Investors don't want to set up because of competing Okotoks/Calgary businesses
- Small hotel/lodging capacity in the county means it's not a practical location for holding conventions or sporting events that could bring in revenue and visitors.

Milo & Champion - Worried about losing their school, which is a soft asset for foreign investors but could ultimately affect a decision to set up a business within the county.



Carmangay - Large Mennonite population in close proximity of Carmangay runs businesses from their colony that often undercut new and existing businesses that try to set up in Carmangay. They are not forthcoming with their developmental or business plans that make economic development planning difficult in Carmangay.

Another challenge in Vulcan County is that a large portion of the population is quite happy with the status quo and wants to maintain their quiet country town status. This makes people less likely to be proactive or even reactionary when it comes to welcoming new investment in the community.

Opportunities

- Low housing and industrial property prices and taxes make Vulcan an inexpensive alternative to setting up in Calgary.
- Access to inexpensive labour.
- Leveraging the Vulcan name and Star Trek connection as part of a larger investment and tourist attraction initiative.
- Fibre Optic lines are installed throughout the community, which should help attract IT and home based businesses.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	3
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	4
Investor Materials (Physical)	5
Commercial Land Available	N/A
Residential Land Available	N/A
Strong Financial Capacity	N/A
Board Readiness/Experience	5
Entrepreneurial Mindset	4
Strategic Use of Grants	5
Ability to Understand and Mitigate Risk	4
Approval Process Efficiency	4

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	3
Proximity to Rail	5
Quality of Life	4
Professional Services	4
Schools	3
Recreational Facilities	4
Access to Skilled Labour	4
Access to Unskilled Labour	4
Proximity to Lethbridge	2
Proximity to Border	1
Fibre Optics	5
Favourable Tax Rates (based on commercial/industrial mill rates)	3

Website Feedback

Vulcan County- This website does not flow properly. There is effective information however it is slightly scattered and disorganized, making it difficult for investors to navigate to find information. In addition there is not enough information specific to business within the county. If an outside investor or business was looking to set up within the county, they would not be provided with enough information to do so.

Vulcan Business Development- The Vulcan Business Development Society has plenty of useful information for both businesses looking to set up in the area, as well as people looking to live/move to the area. The information is organized appropriately.

Village of Arrowwood - Arrowwood's website does not sufficiently market the business community. If an investor was to look at this website for useful information, there is not enough information to make an initial impression on the pros and cons of setting up a business. Consider developing an "investor" area for the website where potential investors can locate key information. This area could be a subheading on the economic development page. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc. Within this area, also consider using language that promotes an "open for business" attitude.

Village of Carmangay and Village of Lomond do not have websites and the Village of Milo's website provides no information besides a phone number, email and address.

Recommendations

- Emphasize the Star Trek fan atmosphere in Vulcan and utilize that to attract foreign businesses.
 - Interactive Star Trek museum/event centre for the younger crowd
 - If Star Trek attractions are going to be exploited to maximum potential, they could use a modern day makeover, as it appears to be a bit out-dated.
- Target a company to bring a local brewery to town
- Develop a local hotel with a restaurant
- Develop Tourism and Agriculture industries
- Some targeted branding of each community within the county could be an effective tool for investors. This could be done by highlighting specific opportunities and strengths within each community, and how Vulcan County as a whole offers a variety of business.

Outside the Box Thinking

- Look into Medical marijuana opportunities
 - Focus on Colorado due to their acceptance of the industry.
 - Targets may include: Privateer Holdings and GW Pharmaceuticals
 - <http://fortune.com/2015/04/20/marijuana-industry-five-companies/>
- Hemp production and value added hemp products
 - [http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/econ9631](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/econ9631)

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Proactive**

Village of Nobleford

Overview

On November 3, Rainmaker's Casey McMechan and Julie Lang met with the Village of Nobleford's CAO, Kirk Hoffman to discuss the community's investment readiness. Although Nobleford is one of the smaller communities in the SouthGrow region, there is a clear vision and determination to move projects along efficiently.

Mr. Hoffman has the proper tools and packages readily available for any investor interested in the Nobleford area. Not only is Mr. Hoffman prepared with a sound business case for setting up in Nobleford, but also he shows legitimate pride and enthusiasm in the town that makes him an excellent ambassador for the village, and great first point of contact for prospective businesses. Nobleford's economic development team also has an excellent ability to leverage grants at every level of government, and raise private funds in the community for infrastructure projects and other desired amenities.

Potential obstacles, which could affect the ease of setting up a new business in the community has been considered thoroughly. Steps have been taken to expedite the business approval processes and encourage new investment. As a result, 18 new businesses have set up in Nobleford in the past four years alone, adding to what is already a very prosperous community relative to the rest of the SouthGrow communities.

Overall, Nobleford is ready if a potential investor and/or business were to ask for information and resources on the village. Mr. Hoffman has information and an investment package readily available.

Community Aspired Business

Nobleford has indicated that they are not desperate to grow their population aggressively over the short term, rather focus on a 15 to 20 year plan for the community. Nonetheless, certain items that are on the radar for Nobleford include expanding the library, developing or attracting more retail shops for downtown, and a regional recreation centre that can be differentiated from surrounding community's recreation centres in terms of the types of courts or programs offered.

Challenges

The population of Nobleford is only about 1,400 people, most of whom already have jobs making it difficult to attract larger businesses that may require larger pools of labour. There is also a lack of senior management experience within the citizens of the village that limits the type of investor the village can attract.

Nobleford's proximity to Lethbridge means that a large portion of the population commutes there for services and some shopping. This makes it a challenge to build a business case for setting up grocery stores and other services in the village.

Opportunities

AG Growth International (AGI), a leading manufacturer of portable and stationary grain handling, storage and conditioning equipment, including augers, belt conveyors, storage bins, handling accessories and aeration equipment, is Nobleford's largest employer, employing between 150 and 200 people. Having AGI in Nobleford creates an opportunity to increase chances of attracting complementary businesses into a cluster. Some complementary businesses could include a grain processor, an aeration service company, etc. In many respects, having AGI already successfully established in the community gives other prospective investors confidence that they can run a profitable business in Nobleford.

Nobleford also has had the lowest municipal taxes in Alberta for the past six years, which makes it an especially excellent place to set up for low-margin businesses with low variable costs.

Other added value and opportunity:

- Business attitude and entrepreneurial mindset throughout the community
- CP rail runs through the village
- Extremely proactive CAO with a business mindset
- Modern infrastructure
- Financially well off community

Fibre Optic lines are installed throughout the community that should help attract IT and home based businesses.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	5
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	5
Investor Materials (Physical)	5
Commercial Land Available	4
Residential Land Available	4
Strong Financial Capacity	5
Board Readiness/Experience	5
Entrepreneurial Mindset	5
Strategic Use of Grants	5
Ability to Understand and Mitigate Risk	4
Approval Process Efficiency	5



<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	3
Proximity to Rail	5
Quality of Life	5
Professional Services	4
Schools	4
Recreational Facilities	4
Access to Skilled Labour	5
Access to Unskilled Labour	3
Proximity to Lethbridge	5
Proximity to Border	3
Fibre Optics	5
Favourable Tax Rates (based on commercial/industrial mill rates)	5

Website Feedback

Nobleford's website has good information specific to economic development. It is also inviting to see how easy it would be for an investor to set up a business in the community. Nobleford's Business Directory is also resourceful to an investor, in that it specifies address, contact person, phone number, and description. However, too much information can sometimes hinder investors if there is an overwhelming amount of information. Consider combining certain parts. For example, under the section "Maps" is found under both the About section and Land and Economic Development section.

Aesthetically, the front page of the website needs to look more visually appealing.

Recommendations

Nobleford is clearly an excellent example of a community that has done everything in its power to plan for and proactively seek new business investment.

Nobleford should target more agriculture-based companies that could service multiple sub-sectors within the agriculture industry. Businesses that complement the AG Growth supply chain in Nobleford could be excellent targets. One way to begin this process would be to look at other locations where AG Growth has established business and do some research on what other complimentary businesses have also set up there.

Nobleford's CAO is very knowledgeable about the village and the statistics. His ability to leverage grant money to fund infrastructure and other projects could be the key for developing other assets that could potentially attract new businesses to set up in the region.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Opportunistic**

Town of Picture Butte

Overview

On Tuesday, November 3rd Rainmaker's Casey McMechan and Julie Lang met with Picture Butte's CAO, Larry Davidson to discuss Picture Butte's investment readiness.

Picture Butte is currently not ready for new business investment, especially Greenfield businesses. The primary reason for this is that there is no commercial land available. Growth in the community has been stagnant from 2001-2011, certainly not helped by the town's limited highway access. Larry Davidson, Picture Butte's CAO has stated that the town is not ready to accommodate new business investors and there are no major plans for a future growth strategy.

This being said, there are already several successful, prominent businesses established in Picture Butte, mostly agriculture related, and there are internal growth opportunities within Picture Butte for either expansion or turnaround projects which could potentially attract outside investors.

Community Aspired Business

A niche business or organization within agriculture such as fence panels or truck boxes. A rental accommodation could also be seen as a primed business for Picture Butte.

Challenges

The lack of available land in Picture Butte is going to be a challenge to overcome for outside investors and businesses looking to operate in Picture Butte. The lack of proximity to major highways and high load corridors could also be seen as a challenge for foreign investors who need to move large machinery or modules.

If currently a large portion of the population is quite happy with the status quo and want to maintain their quiet country town status it makes people less likely to be proactive or even reactionary when it comes to welcoming new investment in the community.

Picture Butte unfortunately is also perceived as the "feedlot capital" of Alberta due to its proximity to hog farms and subsequent bad odours that drift through the town when the wind blows the into the town.

Picture Butte's proximity to Lethbridge means that a large portion of the population commutes there for services and some shopping, making a business case for setting up grocery stores and other services less attractive.

Fibre optics has yet to be set up in the community making it less attractive for IT specific companies and home-based businesses.

Opportunities

Approximately 80% of the population is comprised of young families, which typically translates into a more entrepreneurial community mindset. If the local population is given the right incentives, encouragement, and space to start a business in the community, there may be potential for organic growth.

There could be opportunities to bring value added agricultural businesses to the region (ie: meat packing plant) if Picture Butte can work with the county to annex surrounding land.



Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	4
Have a Future Growth Plan	3
Knowledge of Current Businesses and Their Level of Success	4
Identifying Appropriate Businesses for the Growth of the Community and Why	4
Investor Materials (Physical)	N/A
Commercial Land Available	1
Residential Land Available	1
Strong Financial Capacity	4
Board Readiness/Experience	3
Entrepreneurial Mindset	2
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	4
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	2
Proximity to Rail	1
Quality of Life	4
Professional Services	4
Schools	4
Recreational Facilities	4
Access to Skilled Labour	4
Access to Unskilled Labour	4
Proximity to Lethbridge	5
Proximity to Border	3
Fibre Optics	1
Favourable Tax Rates (based on commercial/industrial mill rates)	4

Website Feedback

Picture Butte's website requires some attention regarding the aesthetics and information if they are seeking to attract investment. Currently, there is very limited information regarding the community itself (about, history, events, services, etc.); therefore, the website does not promote the community strengths as well as it could.

For a foreign investor, this website does in fact provide a lot of useful business information; however, this component of the website is very text heavy. It is important to remember that some investors are not going to spend longer than they feel necessary to locate important information about their potential investment. Adding in charts or graphs could be easier for an investor to read along with some strategic info graphics.

Recommendations

Picture Butte needs to decide what kind of community it is striving to become over the next decade. In many regards the community seems to have found a sweet spot in terms of quality of life with a healthy demographic mix, some well established businesses, and close enough proximity to Lethbridge for residents to commute for work. The question to ask is whether the status quo is sustainable over the long term? How will external factors affect the status quo over the coming 5-10 years? What strategy has Picture Butte developed to retain and expand existing businesses, and maintain its population and quality of life?

For Picture Butte to really have a chance of attracting new investment to the town, they need to start becoming more proactive in targeting new businesses - starting with a website revamp, and then building a 5-10 year plan regarding use of commercial and/or industrial land that can be serviced. They need to have effective marketing materials for investors that may be looking at Picture Butte for a place to set up business.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Responsive**

Town of Taber

Overview

On Wednesday November 4th, Rainmaker's Casey McMechan and Julie Lang met with Taber's Director of Planning & Economic Development, Cory Armfelt to discuss Taber's investment readiness. Taber is located within the centre of the rich irrigated, diversified farmland belt just east of Lethbridge, with high heat units and frost-free days, and transportation links to major markets.

Cory is very knowledgeable on all of the recent investments that have taken place in Taber, whether related to infrastructure projects, industrial land zoning/servicing, residential or commercial ventures. He has a clear plan for business expansion in the town and has recently serviced some large open lots in the industrial park, on which he is now proactively seeking investors to set up businesses. The town councillors mostly come from business backgrounds themselves and are keen to make things happen and see Taber prosper.

Taber's economy is largely agricultural based. Despite "Taber Corn" being well recognized across the prairies, Rainmaker was surprised to discover that hemp is quietly and quickly surpassing corn as the number one crop in the Taber area. Hemp is predominantly being farmed for its seeds, fibres, and hemp hearts, which are shipped away to processing plants across Canada to be turned into final products. For example, mixed with polymers, hemp fibres can be turned into car parts and other plastics.

Another important crop in the region is the potato, and Frito Lay has been operating a potato chip plant in Taber for nearly 40 years. There is also a Lamb Weston plant just outside of the town limits. Other business highlights include a storage tank manufacturing plant, a one-of-a-kind train derailment firefighter training facility, and a large scale composting facility (Bio Can).

A large influx of Mexican Mennonites over the past decade has added hundreds of workers to the labour pool. With Lethbridge being within a reasonable driving distance, Taber has an excellent pool of skilled and unskilled labour to draw from.

Community Aspired Business

- Food processing businesses
- Waste management
- Composting

Challenges

30 minutes west of Taber on the same stretch of highway is Coaldale, another town of close to 10,000 people that shares many of the same benefits as Taber from an investment point of view, except closer to the Lethbridge market that may be seen as an advantage.

Cory Armfelt discussed that despite proactively targeting and contacting potential investors he has had limited success getting in touch with site selectors, and in reaching the key decision makers in companies to entice them to take a look at Taber.

Opportunities

Taber has several characteristics, which make it a prime location for prospective investors in a variety of industries. Serviced land, access to cheap labour, abundance of water, train and major highway links, and a business-friendly council. From an investment readiness perspective, Taber is well positioned for success.

Given the lengthy success of Frito-Lay and Lamb Weston in potato processing/packaging and the abundance of corn and hemp farms surrounding Taber, a business case could easily be made for value added processing facilities which require hemp and corn feedstock.

The following upcoming projects will undoubtedly bring more money into Taber, and above all if these businesses are profitable this will create several success stories for the town's council to use to attract more investors to the town. The supply chains and value chains around these specific assets should be mapped and leveraged in the Town's investment strategy.

- Derailment firefighter training facility
 - the only one of its kind in Canada
- RFP between the University of Lethbridge and Lethbridge for an online software program
- Bio can composting facility
- Talks with CP rail of hauling in corn feed with specific American companies

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	5
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	5
Investor Materials (Physical)	5
Commercial Land Available	5
Residential Land Available	5
Strong Financial Capacity	5
Board Readiness/Experience	5
Entrepreneurial Mindset	5
Strategic Use of Grants	5
Ability to Understand and Mitigate Risk	5
Approval Process Efficiency	5



<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	5
Professional Services	5
Schools	5
Recreational Facilities	5
Access to Skilled Labour	4
Access to Unskilled Labour	5
Proximity to Lethbridge	4
Proximity to Border	3
Fibre Optics	5
Favourable Tax Rates (based on commercial/industrial mill rates)	3

Website Feedback

Taber Economic Development Website- Overall, this website is done well. Consider adding Baker Hughes and Husky Energy under the featured oil and gas companies - these are better known companies. The "Tools" portion of this website is very useful for any investor who needs information on setting up a business in Taber. Consider making this tab more prominent on the main page for investors who may need information on how to set up a business in Taber. ***This is not the Town of Taber's website meaning it might not include some of the needed information because it is specific to economic development.*

Town of Taber- Taber's Economic Development website is incredibly well done and should be a benchmark for the main Town's website. Overall, the Town of Taber's website is visually appealing and gives a good sense of community. In addition, there is plenty of useful information but could be reorganized to be more accessible. Although there is no promotional video, there are videos posted on the website and a YouTube channel. To an investor, the front page of this website would be very appealing because there are many items on the left that investors and businesses would need to know when investing in a new place such as maps, permits and inspections, utilities, taxes and a variety of other topics.

Recommendations

Maintain a proactive FDI strategy, but be targeted in the approach to specific types of companies that complement the businesses that already exist.

Identify, target, and engage companies who create products from hemp. This is a rapidly growing industry and Taber could potentially be on the leading edge of new technologies and uses for this diverse crop.

Brand Taber as a value-added food production hub for Alberta and create or identify incentives for these types of businesses to set up in Taber. Get local farmers involved in the engagement process. They are the Town's Ambassadors.

Partner with the University of Lethbridge or Lethbridge College to work on R&D projects relating to hemp production and new product development from hemp sources.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Proactive**

Town of Raymond

Overview

On Wednesday November 4th, Rainmaker's Casey McMechan and Julie Lang met with Raymond's Kurtis Pratt to discuss the community's investment readiness.

A self-proclaimed "bedroom community" of Lethbridge, Raymond has all the offerings of a cozy, well kept, primarily residential, Mormon community. Approximately 90% of Raymond's 4,000 residents commute 30 minutes to Lethbridge for work and shopping needs. The land surrounding Raymond is predominantly used for agriculture, and the largest employers in the town are the local school and hospital.

Because the Town of Raymond collects most of its tax revenue from residential taxes, their growth strategy is focused on attracting more residents. Kurtis Pratt is realistic about the low near-term potential of attracting large business investment to Raymond, but he's taking steps to create incentives for investors such as interest free loans and competitive tax rates. AXIA will be connecting fibre optic in Raymond over the couple of years. Raymond is also part of the Mormon Trail tourism initiative.

Community Aspired Business

- Sports facilities
- Private medical services (ie: MRI Scanner)
- Dairy Queen

Challenges

The primary challenge facing investment attraction in Raymond is that there is almost no commercial land available for new business to set up operations. This limits the type of business that could potentially move into the area. Raymond is also not located directly off a major highway, which limits the amount of outside traffic passing through town.

Opportunities

Besides excellent sporting facilities and gorgeous old churches and temples, Raymond has an abundance of qualified doctors. With the right entrepreneurial mindset and support from the town officials, there is potential for medical tourism whether it's an MRI or CAT scanner, a plastic surgeon, or orthopaedic surgery.

The future installation of fibre optic lines throughout the community will increase the potential of attracting IT and home based businesses.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	4
Knowledge of Current Businesses and Their Level of Success	4
Identifying Appropriate Businesses for the Growth of the Community and Why	3
Investor Materials (Physical)	5
Commercial Land Available	1
Residential Land Available	5
Strong Financial Capacity	5
Board Readiness/Experience	4
Entrepreneurial Mindset	4
Strategic Use of Grants	4
Ability to Understand and Mitigate Risk	4
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	2
Proximity to Rail	4
Quality of Life	5
Professional Services	5
Schools	5
Recreational Facilities	5
Access to Skilled Labour	4
Access to Unskilled Labour	4
Proximity to Lethbridge	4
Proximity to Border	4
Fibre Optics	4
Favourable Tax Rates (based on commercial/industrial mill rates)	5

Website Feedback

Having recently updated the website, Raymond's website looks modern and attractive making it appealing for investors who may be looking to do business in the community. The information provided is easily accessible and sectioned into different areas appropriately. Adding a portion on the fibre network is a good idea and markets the community well above others that do not mention the fibre network. Consider adding a tab under the "Business" section around who to contact for certain business inquiries.

Recommendations

Maintain an opportunistic FDI strategy, ready to welcome prospective investors, but conscientious of the type of business that fits the social fabric of the town. It may be a bit early to proactively seek investors to the town until the population has increased to a level where it makes business and community sense to start attracting services.

Research and target Mormon-owned and operated businesses from the US. As the Canadian dollar weakens against the US dollar, there is an increasingly sound business case for small businesses to operate back offices in Canada. This will specifically benefit US companies which can maintain a US customer base.

Engage local health professionals as a group, or one on one to discuss the viability of medical tourism in the town. Plant the idea and show them what tax breaks, grants, or other incentives you can use to encourage investment.

Outside the Box Thinking

Convert an old church into a small hotel to house tourists on the Mormon Trail.

A hotel could also be used if Raymond decides to partner with Lethbridge for sporting events (Lethbridge to use Raymond's facilities).

Also consider using High School sports tournaments as an attraction tool. This can be an effective way to get business owners from the US to visit the community (to watch the games). They may then consider an investment.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Opportunistic**

Town of Milk River

Overview

On Thursday November 5th, Rainmaker's Casey McMechan and Julie Lang met with Milk River's CAO Ryan Leuzinger to discuss the community's investment readiness.

Despite a population of just under 1000, Milk River has been relatively successful at attracting businesses and services to set up shop. Everything from a bank, to a hardware store, and a large trucking company has set up in the town. The town's nearby tourist attraction, "Writing On Stone" attracts over 25,000 people annually to visit its beautiful and historic prairie landscape, and observe ancient First Nations rock carvings and pictographs.

Located directly off the number 4 major highway, Milk River is a popular layover hub for truckers travelling to and from the US. Houston Trucking is one of the largest employers in the town, and mostly services agriculture related businesses.

Milk River's recent focus has been on upgrading the town's infrastructure. The water and sewage systems have undergone major upgrades and are both "over-built" to accommodate future growth. However, fibre optic infrastructure has yet to be installed.

Community Aspired Business

- Chain restaurant such as a Subway
- Additional grocery store
- Renovated hotel
- Extension on the Home Hardware

Challenges

Milk River currently has no fibre optic connection, which could prevent certain types of businesses from considering to invest. Additionally, the village lacks industrial land for new businesses, and the small amount of land that is available is not serviced.

Another challenge with Milk River from the perspective of a foreign investor is that Milk River has a relatively older labour pool; so hiring reliable, inexpensive, unskilled labour is difficult.



Opportunities

The local tourist attraction “Writing on Stone” brings in thousands of visitors every summer, and the local campground is consistently at capacity all summer long. There is obviously a demand for lodging options in the town that could position Milk River as more of a tourist home base to explore Writing on Stone. Rainmaker was told that of the two hotels in Milk River, one of them is in desperate need of a renovation or complete makeover. This creates a great opportunity to attract a foreign hotel chain to take over the old hotel and fund the upgrade.

Given that Milk River is situated right along a major trucking highway, and already has a trucking company in town, there could be potential for complementary businesses to set up. There already is a truck/RV wash in town, but given how much truck and RV traffic travel through the town already, there could be room for another one. Other types of trucking services such as blanket wrapping for freight, or truckload shipping businesses could be viable foreign targets to attract.



Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	4
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	5
Investor Materials (Physical)	5
Commercial Land Available	2
Residential Land Available	3
Strong Financial Capacity	N/A
Board Readiness/Experience	4
Entrepreneurial Mindset	3
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	N/A
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	4
Professional Services	5
Schools	4
Recreational Facilities	5
Access to Skilled Labour	4
Access to Unskilled Labour	4
Proximity to Lethbridge	2
Proximity to Border	4
Fibre Optics	1
Favourable Tax Rates (based on commercial/industrial mill rates)	1

Website Feedback

Milk River's note from the Mayor on the front page of the website promotes an active, engaged community. However, this website needs to be upgraded, aesthetically. In terms of content, this website is probably one of the better ones for providing a substantial amount of information, making it appealing for investors and businesses.

Consider making the Community Booklet easier to find and access- potentially call it a Community Profile instead to be congruent with the other websites. Under the "Doing Business" section, items need to be organized more simply for an investor to read and understand.



Recommendations

Milk River should focus on one or two types of businesses that it wishes to attract over the next five years, and create a strategy to target, and engage these businesses. Based on Rainmaker's discussions with the town CAO, Ryan Leuzinger, we believe the best fit for Milk River would be a franchise hotel, or a trucking-related service firm.

Milk River, along with the Village of Coutts and Village of Warner currently collaborate to share costs on services. This includes garbage pickup and snow removal. Given their existing relationship, and how close all three towns are located to each other, Rainmaker recommends exploring further collaborations and pooling resources and ideas to develop a combined FDI strategy which could be pursued together.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Opportunistic**

Village of Coutts

Overview

On Thursday November 5th, Rainmaker's Casey McMechan and Julie Lang met with Coutts' Lori Rolf to discuss the community's investment readiness.

The Village of Coutts is home to approximately 300 people and is most well known as a major US border crossing, with Sweet Grass located on the US side of the border. People living in Coutts are quite happy with the quiet and safe country atmosphere, and the town boasts several inhabitants who have lived in the village their entire lives.

From an investment readiness perspective, Coutts is far from ready. There simply is not enough infrastructure, labour force or serviced land for the development or attraction of new businesses.

Community Aspired Business

- Gas station
- Warehousing
- Freight company

Challenges

The challenges in Coutts from an FDI perspective are quite obvious - there simply is not enough supporting infrastructure, services, labour force or serviced land to encourage business investment.

A fibre optic network has yet to be set up in the community making it less attractive for IT specific companies and home-based businesses.

Coutts' proximity to Sweet Grass, Montana makes it especially difficult to justify setting up a business in Coutts because labour costs just across the border are significantly cheaper. Gasoline is also less expensive across the border. When the Canadian dollar is strong, there is very little incentive to set up a border-based business in Coutts over Sweet Grass. In the event that the Canadian dollar weakens over the coming months, this could change.

The largest employer in Coutts is the border crossing customs, but these are federal government jobs and the employees get paid mileage for their travel to work every day so most of them choose to live in Lethbridge. There is very little incentive to keep them in Coutts.

Opportunities

Border based businesses such as freight and warehousing/storage are obvious business opportunities for any border town.

If the Canadian dollar continues to lose value there could be great incentive for manufacturing and other labour intensive American businesses to relocate just across the border in Coutts.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	N/A
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	2
Knowledge of Current Businesses and Their Level of Success	4
Identifying Appropriate Businesses for the Growth of the Community and Why	3
Investor Materials (Physical)	N/A
Commercial Land Available	1
Residential Land Available	1
Strong Financial Capacity	2
Board Readiness/Experience	2
Entrepreneurial Mindset	2
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	3
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	4
Professional Services	2
Schools	1
Recreational Facilities	2
Access to Skilled Labour	2
Access to Unskilled Labour	3
Proximity to Lethbridge	1
Proximity to Border	5
Fibre Optics	1
Favourable Tax Rates (based on commercial/industrial mill rates)	1

Website Feedback

The Village of Coutt's website is poorly done and out-dated. There is no information that is applicable for investors or other businesses looking for guidance in setting up in the village. In addition, there is not enough information for anyone looking to find general data about Coutts. Consider developing an "Investor" area with key information all in one place. Provide important statistics, charts, land use maps, and tables within the "Investor" or Economic Development section of the website. Lastly, consider including statistics that may be appealing to the US demographic because of the proximity to the US border crossing.

Recommendations

The first issue to address in Coutts is the declining population. Existing businesses should be re-engaged by village officials to discuss how to support them better in their operations, and look at ways to support expansion or retention efforts.

Engage with businesses in Sweet Grass and other nearby US communities to promote Coutts and explore the possible advantages and cost savings of moving their business north of the border.

Outside the Box Thinking

Establish a small bar/hotel that targets 18-20 year old demographic to attract Americans who are under the US drinking age. Given the nature of this idea and potential negative impacts that attracting young adults to consume alcohol in a small village might bring, community consultation will be very important before realizing this idea.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Responsive**

Village of Warner

Overview

On Thursday November 5th, Rainmaker's Casey McMechan and Julie Lang met with Warner's CAO, Jon Hood to discuss the community's investment readiness.

Despite a population under 400, the Village of Warner has a grocery store, gas station, and even a nearby airport. The town's claim to fame is its local women's hockey school that is well known for producing world-class hockey players including some Canadian Olympic Team athletes.

The village has available both serviced and unserved commercial and residential land, and fibre optic connection at the school and library. The water infrastructure just underwent a \$500k upgrade including a brand new water plant. The largest employers in town are Volker Stevin (highway maintenance contractor), and Viterra (mustard seed plant), however the majority of the town's population work in Lethbridge or other nearby communities. There are also some wind farms in the region, and Jon believes renewable energy could potentially play a major part of Warner's economic future. Granite Oil is a junior oil producer who has active rigs in the area surrounding Warner.

Warner's current FDI strategy is responsive, and although Jon was more than knowledgeable about the key investor related information on his village, he isn't optimistic about the prospects of a foreign company setting up in Warner in the near future.

Community Aspired Business

- Solar/Wind based businesses

Challenges

Fibre Optics are not installed throughout the entire community which could deter IT and internet dependant businesses.

The town has a limited labour pool, which limits the type and size of company that could potentially invest in Warner

Warner is somewhat isolated, sitting about a 40-minute drive away from Lethbridge, and about an hour to the US border. There are several other small towns similar to Warner that are located closer to the Lethbridge market, which may be a greater incentive for prospective investors.

Opportunities

The recent oil activity in the Warner region could attract rig servicing companies and other contractors.

Businesses who depend on a large, reliable, clean source of water may find Warner to be a perfect location for their operations.

Considering the Viterra mustard seed plant and the abundance of mustard crops in the region, Warner could identify and target mustard-related, value-added businesses such as French's or other mustard processing and packaging firms.

Wind and solar farm potential has been widely studied in SouthGrow, and Warner lies in an area with lots of wind and sun. Although these farms won't necessarily be located on Warner municipal land, they could potentially have offices or residences in Warner, and efforts to build relationships with wind and solar companies may turn into excellent business opportunities in the future.



Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	3
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	4
Investor Materials (Physical)	N/A
Commercial Land Available	5
Residential Land Available	5
Strong Financial Capacity	3
Board Readiness/Experience	4
Entrepreneurial Mindset	4
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	4
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	5
Professional Services	3
Schools	4
Recreational Facilities	4
Access to Skilled Labour	3
Access to Unskilled Labour	3
Proximity to Lethbridge	3
Proximity to Border	4
Fibre Optics	2
Favourable Tax Rates (based on commercial/industrial mill rates)	5

Website Feedback

On Warner's website, the top banners are very effective. However, the business directory is not complete and more information is needed throughout the website, specific to providing information on economic development and business. Although aesthetically pleasing and very simple which is easy to navigate, it needs to provide more information for investors who could potentially be interested in Warner. Currently there is no information or help available. Consider promoting the Women's Hockey Club as a world-class facility.

Recommendations

Target mustard-related value added firms, build a relationship, and discuss the viability of setting up in Warner. Create a promotional package for investors that highlight the benefits of operating a business out of Warner from an ROI point of view to send to mustard companies.

Engage in meaningful discussion with Volker Stevin and Viterra to gain a clearer understanding of why they set up in Warner in the first place, and what kinds of complementary businesses they would like to see in the village.

Market the world-class women's hockey program to bring in complementary businesses

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Opportunistic**

Municipal District of Taber

Overview

Rainmaker's Julie Lang had a phone call with Jack Dunsmore and Brian Peers in early November 2015 to discuss the Municipal District of Taber from an investment readiness standpoint. It should be noted that without meeting Jack and Brian in person and being able to see them describe their region's economic highlights on a map makes our assessment of this district's investment readiness potentially less accurate.

The MD of Taber owns a large amount of land and is keen to welcome new investors to the region. First Nations own about 80,000 acres of land in the district and there is also a large Hutterite population. Most recently, the main industry to have made enquiries in the region was the renewable energy sector, which has speculated for years on developing wind and solar farms in the area.

The vast majority of land is designated for agricultural purposes, and the large amount of flat fertile land, water resources, and sunshine are what make the MD of Taber such an attractive place for farmers to grow crops.

MD of Taber works closely with the Town of Taber to attract new businesses to the region and have been successful in the past of bringing in various potato processing and packaging companies to set up facilities.

There is limited oil and gas activity in the region, however Suncor, Enmax, CNRL, and Enbridge are all active in the region to a limited extent.

Community Aspired Business

Wind and solar farms

Challenges

The population that counts as part of the MD of Taber is spread out sparsely through the district, mostly on private farmland. Many of the inhabitants are from Mennonite colonies and don't engage with economic development officials. Often they make it difficult for labour intensive businesses to set up because they can usually undercut prices.

The MD of Taber could be seen as competing with the towns like Vauxhall and Taber for new business investment.

Opportunities

The MD of Taber has plenty of resources and land to exploit for either agriculture or for renewable energy projects.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	N/A
CAO Overall Knowledge of Community	4
Have a Future Growth Plan	4
Knowledge of Current Businesses and Their Level of Success	4
Identifying Appropriate Businesses for the Growth of the Community and Why	3
Investor Materials (Physical)	N/A
Commercial Land Available	5
Residential Land Available	5
Strong Financial Capacity	N/A
Board Readiness/Experience	4
Entrepreneurial Mindset	3
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	5
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	4
Professional Services	N/A
Schools	N/A
Recreational Facilities	N/A
Access to Skilled Labour	N/A
Access to Unskilled Labour	N/A
Proximity to Lethbridge	4
Proximity to Border	3
Fibre Optics	N/A
Favourable Tax Rates (based on commercial/industrial mill rates)	5

Website Feedback

The Municipal District of Taber's website is very scattered in terms of the where information is placed. There is not a clear business directory, essential services are not listed and the marketing and messaging is poor. Information on the website needs to be reorganized and easier to navigate. There is a substantial amount of good information but it should be made easier for an investor or business to navigate.

Ensure that the interactive map is available- right now it states, "Page not found". Under the "Business" Tab, consider using more key statistics, graphs and charts to market the business found in the MD of Taber.



Recommendations

Work closely with the Lethbridge College and University agriculture programs to provide opportunities for students, encouraging entrepreneurship and innovation that could spur investment in the region.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Proactive**

Cardston County

Overview

Rainmaker's Casey McMechan had a phone call with Cardston County in early November 2015 to discuss Cardston County's investment readiness. Cardston County is located in the Southwest corner of the province and embodies the western lifestyle with open grazing fields, farmland, and rugged timberland. Cardston is an ideal location for trade with three border crossings into Montana.

The population in Cardston is just over 4,000 and has been trending downward over the past few years. There are 14 Hutterite colonies in the region and Cardston County also borders the Blood Tribe reserve. Internet connection is poor in most of the county, and agriculture makes up the majority of business. Generally people are quite satisfied with their quiet way of life, and the county is not proactively looking for investors in the region, although they would welcome investment. From an investment readiness perspective the county does not have a strategy to accommodate prospective investors.

Community Aspired Business

Wind farms

Challenges

In the past, the county is one of the last places investors go to when they are considering setting up new businesses. Often the county only finds out about new businesses when they are applying for permits.

Although there is three border crossings in Cardston County, the major transport highway for semis is in Coutts that is outside of the county, which means limited cross-border trade opportunities.

Some areas of the county have water access issues.

Opportunities

There is a huge opportunity for wind farm development, as several studies have concluded that Cardston County shows great wind potential.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	N/A
CAO Overall Knowledge of Community	4
Have a Future Growth Plan	3
Knowledge of Current Businesses and Their Level of Success	4
Identifying Appropriate Businesses for the Growth of the Community and Why	4
Investor Materials (Physical)	N/A
Commercial Land Available	5
Residential Land Available	5
Strong Financial Capacity	N/A
Board Readiness/Experience	4
Entrepreneurial Mindset	3
Strategic Use of Grants	3
Ability to Understand and Mitigate Risk	N/A
Approval Process Efficiency	N/A



<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	N/A
Professional Services	N/A
Schools	N/A
Recreational Facilities	N/A
Access to Skilled Labour	N/A
Access to Unskilled Labour	4
Proximity to Lethbridge	4
Proximity to Border	4
Fibre Optics	2
Favourable Tax Rates (based on commercial/industrial mill rates)	5

Website Feedback

Cardston County website only gives contact information for Government employees which could be difficult for investors who need to contact someone for business purposes. The information regarding marketing and messaging needs to be improved, including the aesthetics. Under the "About Cardston County" there are three additional links that when you click are empty. This website needs more information and wording that would be appealing to investors because there is currently almost no information for investors or companies looking to set up in Cardston County.

Where investors will be looking for economic and community information, use language that promotes an "open for business" attitude. Consider developing an "investor" area for the

website where potential investors can locate key information. This area could be a subheading on the economic development page. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc.

Recommendations

Cardston County should be identifying which part of its 350,000 hectares is the most suitable place for wind farm development, and engage with landowners to create a strategy for how to handle wind farm developers. The county should begin identifying and targeting wind farm companies with informational materials about the benefits of setting up in Cardston County.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Responsive**

Town of Magrath

Overview

On Tuesday November 17th, Rainmaker's Julie Lang and Casey McMechan met with Magrath's CAO Wade Alston in Magrath to speak about the town's investment readiness.

Just off Highway 5 and also along the Mormon Trail, The Town of Magrath boasts an excellent quality of life for its residents. Wade Alston has a vast amount of FDI experience and is very knowledgeable on the factors that make Magrath an attractive community to invest in.

Mr. Alston's urban planning strategy for Magrath is largely based on the "Garden City" model which is a method of urban planning where the city/town is intended to become a planned, self-contained community surrounded by proportionate areas of residence, industry, and agriculture. So far this strategy seems to be working, as the town has a thriving residential community with excellent quality of life, plenty of jobs to go around (including an online insurance company who is looking to hire over 200 people), and a 10,000 square-foot agriculture facility which is a partnership between Agrium, Town of Magrath, and the Lethbridge College where students are encouraged to be innovative and experiment with various agricultural practices. There is also a brand new 35 acre greenhouse lease with AG Spectra where organic crops are being grown all year round, giving even more meaning to the name "Garden City".

By creating an environment where innovation and entrepreneurship, specifically in agriculture, can flourish, Magrath is hoping to attract plenty of bright minds to take root. These bright minds will eventually start businesses of their own, creating an agriculture innovation hub, which will attract the eyes of other agriculture corporations around the world, hopefully leading them to invest in the community.

Community Aspired Business

- Light industrial or clean businesses

Challenges

Lethbridge is close enough that the majority of Magrath's working population commutes there every day to for work and the majority of their shopping needs. This could potentially deter investors such as major retail or grocery franchises who see the proximity to Lethbridge as a threat to setting up in Magrath.



The land in Magrath is a bit more expensive relative to neighbouring communities potentially hindering investors from moving to Magrath over other areas.

Opportunities

Partnerships between agriculture faculties, corporations, and the town of Magrath are helping to position Magrath as an incubation centre for innovation in agriculture. This is one of the most tangible near-term and future opportunities in SouthGrow that could attract the eyes and ears of the entire global agricultural community. Research and development in agriculture is a multi-billion dollar industry globally.

AXIA will have fibre optic infrastructure installed throughout the town by end of 2016 making Magrath an excellent location to set up internet and IT based businesses.

Magrath is lucky to have a very proactive CAO who has international business experience, a well thought out vision/strategy for the town's future, and is ready to welcome prospective investors. FDI in Magrath may come from an unexpected source but Magrath's economic development team is prepared to harness any opportunity that comes its way.



Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	5
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	5
Investor Materials (Physical)	5
Commercial Land Available	5
Residential Land Available	5
Strong Financial Capacity	5
Board Readiness/Experience	5
Entrepreneurial Mindset	5
Strategic Use of Grants	5
Ability to Understand and Mitigate Risk	5
Approval Process Efficiency	5



<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	1
Quality of Life	5
Professional Services	5
Schools	4
Recreational Facilities	5
Access to Skilled Labour	4
Access to Unskilled Labour	4
Proximity to Lethbridge	4
Proximity to Border	4
Fibre Optics	2
Favourable Tax Rates (based on commercial/industrial mill rates)	N/A

Website Feedback

Overall, Magrath has one of the better websites of the SouthGrow member communities. It is aesthetically appealing and the information is very well organized. Under the “Business Development” tab, there is enough information for investors regarding directory, plans, land use bylaw, application forms and development.

- Consider providing testimonials from business leaders and families to highlight the town.
- If possible, find a testimonial that ties together local business and a high quality of life for a family.
- Highlight the quality of life in the area.
- Consider developing a Community Profile
- Add more information under “About Magrath” to promote the benefits of both working and living in the community

Recommendations

Create a promotional package that highlights the various R&D and agricultural projects in the town inviting other agricultural businesses and investors to come experience what the town has to offer.

Engage with American-based, Mormon-managed companies to discuss all the reasons they should consider moving their business to the growing Town of Magrath. Services and businesses, which compliment indoor greenhouse agriculture, could be great targets.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Proactive**

Town of Vauxhall

Overview

On Tuesday November 17th, 2015 Rainmaker's Casey McMechan and Julie Lang met with Vauxhall's Mindy Dunphy and Cris Burns to discuss the community's investment readiness. Vauxhall, a smaller community situated about an hour north east of Lethbridge, sees FDI efforts as a low priority for the town in the short term, and is much more focused on upgrading amenities. Town council and officials are relatively new to their positions, and the transition from the previous administration resulted in some development projects and investment attraction efforts being stalled or delayed.

The town has experienced steady growth over the past 5 years, including an influx of Mexican Mennonites who now make up close to 50% of the town's population. The influx has put some strain on the town's residential capacity, as there are no new residential lots available for development.

The largest employers in Vauxhall are the Bow River Irrigation District, Prairie Gold (potato processing), Co-op, and Columbia Seeds.

Community Aspired Business

- Hotel
- Tourism plan
- Clothing store
- Subway

Challenges

One key drawback from an investment attraction point of view in Vauxhall is the lack of serviced industrial land, and limited financial resources to develop this land. An aspiring business looking at the feasibility of setting up in Vauxhall might be deterred by the fact that they will have to pay to service the land they buy.

Fibre optic infrastructure is not installed in Vauxhall which could deter IT and internet dependant businesses from investing.

Vauxhall is relatively isolated, almost an hour from Lethbridge and not located on a busy section of the highway, therefore there is less traffic going through the town which means fewer potential customers at local businesses. Taber is a well-serviced town only 20 minutes from Vauxhall so most residents travel there for shopping needs and this deters potential investors in Vauxhall who would prefer not to compete with Taber based businesses.

The train line was removed from Vauxhall meaning transporting goods in and out of Vauxhall has to be done by truck.

Opportunities

Vauxhall, in communication with other communities in the SouthGrow region is hoping to focus on a tourism initiative that could compliment other businesses looking to invest in the area.

Subway has visited Vauxhall recently to scope some potential locations to set up, but has yet to make the investment. Franchise restaurant site selectors must have Vauxhall circled as a potential future home for a restaurant.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	2
Have a Future Growth Plan	2
Knowledge of Current Businesses and Their Level of Success	3
Identifying Appropriate Businesses for the Growth of the Community and Why	4
Investor Materials (Physical)	5
Commercial Land Available	3
Residential Land Available	1
Strong Financial Capacity	3
Board Readiness/Experience	2
Entrepreneurial Mindset	2
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	N/A
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	2
Proximity to Rail	1
Quality of Life	4
Professional Services	3
Schools	4
Recreational Facilities	3
Access to Skilled Labour	3
Access to Unskilled Labour	5
Proximity to Lethbridge	3
Proximity to Border	2
Fibre Optics	1
Favourable Tax Rates (based on commercial/industrial mill rates)	2

Website Feedback

Vauxhall's website does not promote a strong business community. Currently there is no information that is available for a business or outside investor that they may need to help understand the community's business environment. Instead of having a separate website for the business directory, it should be listed on the main website for people to see.

Recommendations

Vauxhall's council and administration needs to quickly establish roles, get organized, and build a growth strategy for the town, prioritizing where money will be spent over the next 5-10 years. FDI attraction may not be a consideration in this plan, and a reactionary FDI strategy is most likely the best option in the near term.

Regardless, Vauxhall should have some documents or marketing materials to share with prospective investors or site selectors, and this information should also be available on their website.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Responsive**

Town of Coaldale

Overview

On Tuesday November 17th, Rainmaker's Casey McMechan and Julie Lang met with Coaldale's CAO Kalen Hastings to discuss the community's investment readiness. About 15 minutes east of Lethbridge, Coaldale has grown substantially in the last 10 years, and several recent developments in the town are sure to keep that trend going. So far in 2015, \$20 million in residential and commercial development was invested into Coaldale including 61 new home builds that is substantial for a population of approximately 8,000.

A major milestone for the town was the addition of a McDonald's on the west side of the town right off the highway. Town officials worked creatively and proactively to improve access to the location as well as purchase land from the adjacent church parking lot to make room for the fast food chain, which is a testament to the town's highly capable economic development team. There is already land south of the McDonald's to which Kalen is hoping to attract a complimentary business such as a franchise restaurant, hotel, or grocery store.

Another success story in Coaldale is the story of Polymax - a Quebec based plastic moulding shop who set up a subsidiary in town after almost a year of proactive engagement, and incentives from Coaldale's economic development team. Polymax now employs 70 people in a 100,000sqft facility.

In addition to that extension, are many other plans including an outdoor natural wetland, RV/campsite, potential grocery store and hotel/conference centre. Overall, Coaldale has a tremendous amount of potential to attract foreign investment into the area.

Community Aspired Business

- Chain restaurant
- Grocery store
- Hotel/conference centre
- Higher end pub/bar

Challenges

Coaldale is currently running out of land to grow the community. Hopefully annexation talks with the County will prove effective in guaranteeing space for future development.

Tax rates in Coaldale are higher compared to other communities in the surrounding area.

High staff turnover at the municipal government level has led to poor corporate memory, and community projects are often forgotten when staff leave.

Developers often show up out of the blue with business plans they prepared without the consultation of the town planning committee, often putting the town in a tough position where they feel the need to act quickly or risk losing the opportunity. This can lead to poor foresight and decisions being made that negatively impact the effective growth of the community down the road.

Opportunities

Coaldale is currently transitioning to RCMP and there is some commercial land available right next to the new RCMP building which could be very attractive to prospective investors who like the security that locating next to RCMP would bring.

The establishment of Polymax in Coaldale is an excellent opportunity to demonstrate the town's ability to build successful subsidiaries. Polymax undoubtedly has relationships with complementary businesses at the headquarters in Quebec as well as other locations around Canada. These businesses could be enticed to locate subsidiaries in Coaldale if Polymax is deemed a success.

Coaldale's close proximity to Lethbridge means businesses have access to a large labour pool of both skilled and unskilled labour.

30,000 people travel through Coaldale daily on the highway. The vast majority of them don't stop on their way through. With the right type of business and some clear signage, the 30,000 commuters become potential customers.

The Birds of Prey natural reserve on the northwest edge of town could become an excellent location to test sustainable housing and business concepts.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	5
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	5
Investor Materials (Physical)	5
Commercial Land Available	4
Residential Land Available	2
Strong Financial Capacity	5
Board Readiness/Experience	4
Entrepreneurial Mindset	5
Strategic Use of Grants	5
Ability to Understand and Mitigate Risk	5
Approval Process Efficiency	5

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	5
Professional Services	5
Schools	4
Recreational Facilities	5
Access to Skilled Labour	5
Access to Unskilled Labour	5
Proximity to Lethbridge	5
Proximity to Border	3
Fibre Optics	5
Favourable Tax Rates (based on commercial/industrial mill rates)	3

Website Feedback

There is plenty of useful information throughout Coaldale's website regarding community facilities and services, business development and general information about the town. However, it needs to be cleaned up and reorganized to make it easy for investors to navigate.

Having Twitter and Facebook showcases a proactive strategy and is an effective tool. Also, the statistics found under the economic development page are very useful for potential investors. The business directory is currently under construction and needs to be completed. Consider providing testimonials from business leaders to highlight the town.

Recommendations

Identify and target complementary businesses for Polymax globally and in Quebec.

Expand on the “Birds of Prey” reserve concept to include a section of land for green/sustainable businesses and residences. Seek “green”, innovative businesses and give them incentives to set up in Coaldale.

Maintain (or build from scratch) a more detailed database of all engagements, enquiries, and planned projects relating to business investment in Coaldale.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Proactive**

Village of Stirling

Overview

On Wednesday November 18th 2015, Rainmaker's Casey McMechan and Julie Lang met with Stirling's CAO Mike Selk to discuss the community's investment readiness.

The Village of Stirling is a small, self-proclaimed bedroom community, located close to Lethbridge. Declared a National Historic Site by Parks Canada, the small, mostly Mormon population is largely content to maintain a quiet, country-living, family feel. The town has no commercial land available with no plans to add any, however there are residential lots available in the village which is designated 96% residential.

Stirling has a few projects in the works including a school modernization venture and possibly the installation of fibre optic infrastructure from AXIA.

Community Aspired Business

A home business that can operate via internet (if the fibre optics are installed in Stirling). The Town has decided to focus on home-based businesses.

Challenges

Stirling is neither ready nor does it have any short-term aspirations of attracting investment to the village. The only exception to this would be more residential development in the community. This is not to say that council wouldn't be supportive of a business that decides to set up in Stirling, it is just not an aspiration of the community.

Opportunities

In the near term, there is very little opportunity from an FDI perspective. The only viable new businesses in the short term might be home-office based businesses that are usually started by people already living in the community. This will be encouraged once the fibre optic infrastructure is in place to support this business segment.



Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	N/A
CAO Overall Knowledge of Community	4
Have a Future Growth Plan	2
Knowledge of Current Businesses and Their Level of Success	4
Identifying Appropriate Businesses for the Growth of the Community and Why	3
Investor Materials (Physical)	N/A
Commercial Land Available	1
Residential Land Available	5
Strong Financial Capacity	N/A
Board Readiness/Experience	2
Entrepreneurial Mindset	2
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	N/A
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	4
Proximity to Rail	1
Quality of Life	5
Professional Services	3
Schools	4
Recreational Facilities	2
Access to Skilled Labour	4
Access to Unskilled Labour	4
Proximity to Lethbridge	5
Proximity to Border	3
Fibre Optics	3
Favourable Tax Rates (based on commercial/industrial mill rates)	5

Website Feedback

Stirling's website is one that should be benchmarked by other communities in the area. It provides suitable information, is organized and is aesthetically done very well. The one suggestion for the site would be to add more content on the business aspect of the community. References to support companies can receive from the community would be good additions to the site. This would make it more appealing for investors and start up, home based businesses.



Recommendations

Engage with AXIA to secure a fibre optics deal for the town as soon as possible.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Responsive**

Town of Cardston

Overview

On Wednesday November 18th 2015, Rainmaker's Julie Lang and Casey McMechan met with Cardston's CAO Jeff Shaw to discuss the community's investment readiness.

Having recently worked with Community Futures on an investment readiness project, Cardston is prepared for prospective investors. The result of this project was the creation of an excellent package/brochure that includes all the key information and statistics a site selector would need to know about Cardston to move a business there. The town has some serviced, industrial land for sale, which has received some enquiries recently from small businesses.

Cardston is one of the most unique communities in SouthGrow from a demographics perspective. The population is mostly Mormon, but the town also borders the Blood Tribe reserve and is home to almost 500 First Nations members. Uniquely, the largest age group is the 9-15 age bracket. There is also a large population of seniors (55+) and affordable seniors housing is an issue, which the town is trying to address in the short term.

Affordable housing is a major issue in Cardston, something Jeff attributes to the large First Nations population whose landlords charge a premium for rents because they know the First Nations rent is subsidized by the government. This in turn causes rent to go up for the whole town. An unfortunate consequence of this is that entry level trades and unskilled workers can't afford to live in Cardston therefore many businesses have a hard time finding labour.

Cardston is well serviced, and there are several shops and retailers in the town that other towns of similar size would love to have - something Jeff attributes to the large number of subsidized First Nations members in and around the community. Cardston also owns their own electrical distribution, and is one of the only communities in Alberta to do so. This means the town can offer electricity subsidies to incentivize new businesses to set up in Cardston.

Community Aspired Business

- A franchise (such as a Boston Pizza) which would not serve alcohol
- Solar Farm

Challenges

The proximity to the border can create more problems than opportunities for business. When the Canadian dollar is strong, shoppers will travel to the US. When the Canadian dollar is weak, Cardston's businesses pay more for goods and supplies and their revenues are in Canadian dollars so profits go down.

Cardston has no rail and is not a main transport corridor, making it difficult to attract businesses that rely on being connected to a primary transport highway into the US.

The town lacks reliable, cheap labour, and has a hard time attracting any because rents are too high.

Cardston is a "dry" town - meaning there are no liquor stores nor can you buy alcoholic drinks at restaurants. Certain franchise restaurants will decide not to invest in Cardston if they can't profit from alcohol sales.

Some retailers who have made enquiries in Cardston are put off due to the highway not being wide enough with a long exit/merge lane. These businesses expect the town to pay for the \$2M upgrade.

Opportunities

Cardston owns their own electrical distribution, giving them a unique opportunity to profit from renewable energy projects that may be installed in the region. By owning the distribution, Cardston can also give electricity subsidies to new businesses.

Excellent solar and wind farm potential could provide some excellent opportunities for major investment into Cardston.

As the largest demographic (9-15) in the community matures, an opportunity for these youths to enter the workforce as entry level trades workers or cheap labour should help alleviate some of the pressure businesses are feeling from a labour perspective.

One of the grocery stores in town makes an effort to hire a high percentage of First Nation youth, and as a result many First Nations members shop at that grocery store exclusively. There could be an opportunity to attract aboriginal owned businesses from the US or elsewhere who may hire more First Nations and prosper in Cardston.



Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	Yes
CAO Overall Knowledge of Community	5
Have a Future Growth Plan	5
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	5
Investor Materials (Physical)	5
Commercial Land Available	5
Residential Land Available	3
Strong Financial Capacity	5
Board Readiness/Experience	4
Entrepreneurial Mindset	4
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	5
Approval Process Efficiency	N/A

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	1
Quality of Life	5
Professional Services	5
Schools	4
Recreational Facilities	5
Access to Skilled Labour	4
Access to Unskilled Labour	4*
Proximity to Lethbridge	3
Proximity to Border	4
Fibre Optics	N/A
Favourable Tax Rates (based on commercial/industrial mill rates)	5

** Town of Cardston has access to a large pool of unskilled labour from the Blood Tribe, however Rainmaker was told these workers are not predominantly reliable.*

Website Feedback

Cardston's website does not have a business directory listed, potentially hindering other businesses that are uninformed of competing or complementary businesses in the town.

- This website has no "about" section on the community itself.
- It is a very simple website but has a clean look.
- In terms of attracting foreign investors, the website does not contain enough information for investors.
- The "Business Directory" is done well, but there is not enough other information.
- Consider consolidating all the important investor and economic development information in the Economic Development section of the website. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc.

Recommendations

Consult with wind and solar companies to look at possible partnerships and how the company and the town could work together to take advantage of Cardston owning their electrical distribution.

Consider freezing rents in Cardston or implementing bylaws, which force landlords to justify rent hikes over the next 5-10 years. With the effects of inflation, if rents in Cardston stay where they are they could eventually be competitive and affordable for lower income earners.

Lobby the provincial government for money to fund the \$2M expansion of the highway exit into Cardston.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Opportunistic**

Town of Coalhurst

Overview

On Wednesday November 18th, Rainmaker's Casey McMechan and Julie Lang met with Coalhurst's CAO Kim Hauta and Mayor Dennis Cassie to discuss the community's investment readiness.

The Town of Coalhurst is a small, self-proclaimed bedroom community, located just outside of Lethbridge city limits. Its approximately 2,000 residents are largely content to maintain a quiet, country-living, family feel. The town has very little industrial or commercial land available, but is planning on designating some new plots of land in the near future.

Coalhurst has excellent schools and the school board is the town's largest employer. The town collects the large majority of its tax revenue from residents, and in 2015 there were 60 new building permits proposed for residential housing which is a reflection of the town's steady growth over the past decade.

The main project that Coalhurst is working on is the expansion of Highway 25 on the east side of town, which would create a more direct, and safer route to Lethbridge. There are currently no plans to add fibre optics in Coalhurst.

Community Aspired Business

- Small services such as a financial institution.
- Potentially a bus service.
- Recreational facilities (ie: spray park).
- Industrial shops - Welder

Challenges

Currently there is only one way into Coalhurst off Highway 3, and the intersection is well known as a dangerous turn off, especially for large, heavy trucks. Many prospective businesses have been deterred from investing in the town because of safety concerns at that intersection.

The community is not ready nor does it have a plan for attracting new investment, other than more residential development. This is not to say council would not be supportive of a business that decides to set up in Coalhurst.

Opportunities

Being situated close to Lethbridge could be seen as a challenge as well as an opportunity if Coalhurst can utilize their proximity to the city and market themselves properly. Although it might be difficult to attract larger businesses, Coalhurst could market them to smaller, home based businesses that could easily commute to Lethbridge if needed.

Coalhurst is looking to expand and has annexed some land within the county. They are also working to extend a new highway into the town from Lethbridge, which will facilitate transportation to and from the town plus offer a safer way to enter.

There have been inquiries from professional services such as pharmacies, dentists, doctors, and other retail shops. These are probably the right kinds of businesses for the town to attract in the near term.

Investment Readiness/Investment Attraction Matrix

INVESTMENT READINESS FACTORS	
Map	N/A
CAO Overall Knowledge of Community	4
Have a Future Growth Plan	3
Knowledge of Current Businesses and Their Level of Success	5
Identifying Appropriate Businesses for the Growth of the Community and Why	4
Investor Materials (Physical)	N/A
Commercial Land Available	3
Residential Land Available	4
Strong Financial Capacity	N/A
Board Readiness/Experience	3
Entrepreneurial Mindset	3
Strategic Use of Grants	N/A
Ability to Understand and Mitigate Risk	N/A
Approval Process Efficiency	4

<i>INVESTMENT ATTRACTION FACTORS</i>	
Proximity to Highway	5
Proximity to Rail	5
Quality of Life	5
Professional Services	4
Schools	4
Recreational Facilities	3
Access to Skilled Labour	5
Access to Unskilled Labour	5
Proximity to Lethbridge	5
Proximity to Border	3
Fibre Optics	1
Favourable Tax Rates (based on commercial/industrial mill rates)	4

Website Feedback

Coalhurst's website has plenty of useful business and community information. However, aesthetically, the website needs to be updated and the marketing and messaging needs to be improved to better market the town. The front page of this website is too cluttered.

Consider consolidating all the important investor and economic development information in the Business section of the website. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc. Also consider making the front page more aesthetically pleasing and easy to navigate.



Recommendations

Follow the lead of most of the other communities in SouthGrow and negotiate a fibre optics deal with a network provider who can connect the entire town.

Work closely with landowners, contractors, the county, and the Province to accelerate the development of Highway 25 into Coalhurst. Very little consideration from an FDI point of view will be given to Coalhurst until access to the town improves.

RECOMMENDED INVESTMENT ATTRACTION STRATEGY: **Responsive**



APPENDIX B

Website Analysis

SOUTHGROW MEMBER COMMUNITIES- WEBSITE ANALYSIS

Community	Website (Y/N)	Website Link	Business Directory Listed (Y/N)	Essential Services Listed (Y/N)	Key Contacts Listed (Y/N)	Marketing and Messaging Efforts (Y/N) 1-5	Does the website promote a strong business environment? (Y/N) 1-5	Does the website promote the community's industry strengths? (Y/N) 1-5	Is information easily accessible? (Y/N) 1-5	Does the website look professional and visually appealing? (Y/N) 1-5	Is the website up to date? (Y/N)	Does the site promote a strong community environment? (Y/N) 1-5	Does the site encourage investment and offer assistance to evaluate an investment? (Y/N) 1-5	Is there a community profile posted on the website? (Y/N)	Does the community have a promotional video on their website? (Y/N)	Total out of 35	Other Notes
Blood Tribe	Y	www.bloodtribe.org	Y	Y	Y	Y/3	N/2.5	Y/3	Y/3	Y/3	Y	Y/4	N/2	N	N	20.5	Website contains resourceful information that would be useful for an investor. Not visually appealing.
Cardston County	Y	http://www.cardstoncounty.com/	Y	Y	N	Y/2	N/2	N/1	Y/3	N/2	Y	Y/3.5	N/2	Y	N	15.5	Only gives contact information for Government employees. Information regarding marketing and messaging needs to be improved- aesthetics as well. Under the "about cardston county" there are three additional links that when you click are in fact empty. Need more that would be appealing to investors. Almost no information for investors or companies looking to enter the Cardston County. Where investors will be looking for economic and community information, use language that promotes an "open for business" attitude. Consider developing an "investor" area for the website where potential investors can locate key information. This area could be a subheading on the economic development page. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc.
Municipal District of Taber	Y	http://www.mdtaber.ab.ca/	N	N	Y	N/2	N/3	N/2	Y/3	N/2	Y	Y/3.5	N/2.5	Y	N	18	Website is very scattered in terms of the where information is placed. Not a clear business directory, essential services are not listed and the marketing and messaging is poor. Information in the website needs to be reorganized and easier to navigate. There is a substantial amount of good information. Need to make it easier for an investor or business to navigate and have the proper tools. Ensure that the interactive map is available- right now it states "Page not found". Under the "Business" Tab, consider using more key statistics, graphs and charts to market the business found in the MD of Taber
Town of Cardston	Y	http://www.cardston.ca/	N	Y	Y	N/2	Y/3.5	N/2	Y/3	Y/4	Y	Y/3.5	Y/3.5	N	N	21.5	This website has no "about" section on the community itself. Front page needs to get to the point right away. Very simple website but is clean looking. In terms of attracting foreign investors, the website does not contain enough information for investors. The "Business Directory" is done well, but not enough other information. Consider consolidating all the important investor and economic development information in the Economic Development section of the website. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc.
Town of Coaldale	Y	http://www.coaldale.ca/	Y	Y	Y	Y/4	Y/4	Y/3	Y/3.5	Y/3.5	Y	Y/4	Y/3.5	Y	N	25.5	Plenty of useful information throughout the website. However- needs to be cleaned up and reorganized to make it easy for investors to navigate. Having Twitter and Facebook indicates a proactive strategy. Also, the statistics found under the economic development page are very useful for potential investors. The business directory is currently under construction- needs to be completed. Coaldale should consider providing testimonials from business leaders to highlight the town.
Town of Coalhurst	Y	http://coalhurst.ca/	Y	Y	Y	Y/3	Y/3.5	Y/3	Y/4	Y/3.5	Y	Y/4	Y/3.5	Y	N	24.5	This website has plenty of useful information that needs to be organized and cleaned up. Aesthetically, the website needs to look up to date for 2015. Marketing and messaging needs to be improved for companies/businesses/individuals looking to live or work in Coalhurst. Consider consolidating all the important investor and economic development information in the Business section of the website. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc.

Town of Magrath	Y	http://www.magrath.ca/	Y	Y	Y	Y/4	Y/4	Y/4	Y/4	Y/4.5	Y	Y/4	Y/3.5	N	N	28	The Magrath website needs more information regarding the "About" Magrath in order to promote the benefits of both working and living in the community. More appeal to sell what Magrath has to offer. Overall, Magrath has one of the better websites of the SouthGrow member communities however it is incredibly important to get a community profile. Consider providing testimonials from business leaders and families to highlight the town. If possible, find a testimonial that ties together local business and a high quality of life for a family. Highlight the quality of life in the area.
Town of Milk River	Y	http://www.milkriver.ca/	Y	Y	Y	Y/4	Y/4	Y/4	Y/4.5	N/2	Y	Y/4	Y3.5	Y	N	26	Note from the Mayor on the front page promotes an active, engaged community. Aesthetically the page looks underdone. In terms of content, this website is probably one of the better ones for providing a substantial amount of information. Need to make the Community Booklet easier to find and access- potentially call it a Community Profile instead to be congruent with the other websites. Under the "Doing Business" section, items need to be stated easier for an investor to read and understand.
Town of Picture Butte	Y	http://www.picturebutte.ca/	Y	Y	Y	Y/3.5	Y/4	N/2.5	Y/3	N/2	Y	N/2.5	N/2	N	N	19.5	No information surrounding the community itself. There need to be more paragraphs surrounding information on Picture Butte. Does not promote the community or business strengths. No personal feel to it. For a foreign investor, this website does in fact provide a lot of useful information. However, this component of the website is very text heavy. It is important to remember that some investors are not going to spend longer than they feel necessary to locate important information about their potential investment. Adding in charts or graphs could be easier for an investor to read.
Town of Raymond	Y	http://www.raymond.ca/	Y	Y	N	Y/4	Y/4	Y/3	Y/4	Y/5	Y	Y/4	Y/4.5	Y	Y	28.5	Having recently updated the website, Raymond looks attractive for investors who may be looking to do business the community. The information provided is easily accessible and sectioned into different areas appropriately. Adding a portion on the Fibre network is incredibly smart and markets the community well above others that do not mention the fibre network. Consider adding a tab under the "Business" section around who to contact for certain business inquiries.
Town of Taber	Y	http://www.taber.ca/	N	Y	Y	Y/4	Y/5	Y/3.5	Y/4	Y/4	Y	Y/5	Y/4	Y	N	29.5	Taber's Economic Development website is good and should focus their home website around it. Website is visually appealing and gives a good sense of community. Plenty of useful information but could be reorganized to be more accessible. Although they don't have a promotional video, there are videos posted on the website and a YouTube channel. To an investor, the front page of this website is very well done. There are many items on the left that investors and businesses would need to know when investing in a new place such as maps, permits and inspections, utilities, taxes and a variety of other topics
Town of Vauxhall	Y	http://town.vauxhall.ab.ca/	N	N	N	N/3	N/1	N/1	N/2.5	N/2.5	Y	Y/3.5	N/1	Y	N	14.5	Vauxhall's website does not promote a strong business community. There is no information that is available for a business or outside investor that they may need to help understand the community's business environment. Instead of having a separate website for the business directory, it should be listed on the main website for people to see.
Town of Vulcan	Y	http://www.townofvulcan.ca/	Y	Y	Y	Y/3.5	Y/4	Y/3	Y/3	N/2.5	Y	Y/3	N/2.5	N	N	21.5	On the "Do Business" page, break up the large paragraph into different sections making it easier to read. The website does provide plenty of useful business information for investors or other businesses. Overall, from a business standpoint the website is very well done and provides plenty of good information. Aesthetically, it could be cleaned up to look more modern and appealing. Don't underestimate the power of media. Pictures can often send a strong message to potential investors. They allow the investor to see for themselves where the opportunities lie within the larger business community. Videos allow current members of the business community to give first hand accounts adding an emotional aspect that cannot be matched through text.

Village of Arrowwood	Y	http://www.villageofarrowwood.ca/	Y	Y	Y	N	N/2.5	N/3	Y/3.5	N/2	N	N/2.5	N/2	N	N	13.5	Arrowwood's website does not market the business community very well. If an investor was to look at this website for useful information, there is not enough to give any sort of direction. Consider developing an "investor" area for the website where potential investors can locate key information. This area could be a subheading on the economic development page. Include important documents such as Area Structure Plans, Land Use Maps, Municipal Development Plans, etc. Within this area, also consider using language that promotes an "open for business" attitude.
Village of Carmangay	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Village of Champion	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Village of Coutts	Y	http://www.couttsalberta.com/	Y	Y	Y	N/2	N/2	Y/3.5	Y/3	N/2	Y	Y/4	N/2	N	N	18.5	The Village of Coutts's website is poorly done and outdated. There is no information that is applicable for investors or other businesses looking for information. On top of that, there is not enough information for anyone looking to find general information on Coutts. Consider developing an "Investor" area with key information all in one place. Provide key statistics, charts, land use maps, and tables within the "Investor" or Economic Development section of the website. Consider including statistics that may be appealing to the US demographic because of the proximity to the US border crossing.
Village of Lomond	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Village of Milo	Y	http://villageofmilo.ca/	N	N	N	N/0	N/0	N/0	N/0	N/0	N	N/0	N/0	N/0	N/0	0	No information except for phone number, email an
Village of Nobleford	Y	http://nobleford.ca/	Y	Y	Y	Y/3	Y/5	Y/5	Y/3.5	Y/3	Y	Y/5	Y/4.5	N	Y	29	Information is great- website design is not. Plenty of good information but it is unorganized and all over the map. Sometimes too much information is not efficient and effective. As an investor, they need to be able to easily access the information they need. A major positive for this website is how attractive it could be for a foreign investor in terms of amount of information regarding economic development and how to set up as a business in the community.
Village of Stirling	Y	http://stirling.ca/	Y	Y	Y	Y/5	Y/3	Y/4.5	Y/5	Y/5	Y	Y/4	Y/3	N	N/0	29.5	This website is one that should definitely be benchmarked by other communities in the area. It provides appropriate information, is laid out very well and is aesthetically very nice. The one suggestion for this page is to add more content on the business aspect of the community and make it more appealing for investors and businesses
Village of Warner	Y	http://www.warner.ca/	Y	N	N	N/3	Y/4	Y/4	Y/4	Y/4.5	Y	Y/3.5	N/2	N	N	25	Top banners on this website are great. Business directory is not complete. Information is needed throughout the website. Although aesthetically pleasing and very simple which is easy to navigate. Need to provide more information for investors who could potentially be interested in Warner. No information or help available. Also should promote the Women's Hockey Club
Vulcan County	Y	http://www.vulcancounty.ab.ca/	N	Y/N	Y	N/2	N/2	N/3.5	Y/4	N/2	N	N/3	N/2.5	N	N	19	Does not flow properly. Again, good information but scattered and not organized. There is not enough information on business within the county. If an outside investor or business was looking to set up within the county, they would not be provided with enough information to do so.
Vulcan Business Development Society	Y	http://www.vulcanbusiness.ca/	Y	Y	Y	Y/5	N/4	Y/4	Y/4	Y/4.5	Y	Y/4	Y/3	Y	N	28.5	The Vulcan Business Development Society has plenty of useful information for both businesses looking to set up in the area, as well as people looking to live/move to the area. The information is organized appropriately.
Taber Economic Development	Y	http://growingintaber.ca/	Y	N	N*	Y/5	Y/5	Y/3.5	Y/4	Y/5	Y	Y/3.5	Y/5	N	N	31	Feature Baker Hughes and Husky Energy under the featured oil and gas companies as well- these are better known companies. **This is not the Town of Taber's website meaning it might not include some of the needed information because it is specific to economic development. The "Tools" portion of this website is very smart for any investor who needs information on setting up a business in Taber.



APPENDIX C

Events

Agriculture Events

Name	Date	Continent	Country	Location	Contact	Website	Note
Crop Production Show	2016/01/11-14		Canada	Prairieland Park Saskatoon, Saskatchewan	Phone: (306) 931-7149 Toll Free: 1-888-931-9333 Fax: (306) 931-7886 email: agmanager@saskatoonex.com	http://www.cropproductiononline.com/	Annually
Manitoba Ag Days	2016/01/19-21		Canada	Brandon Keystone Centre	Kristen Phillips General Manager Manitoba Ag Days Inc. coordinator@agdays.com Ph: 204-728-4137 Fax: 204-728-4137	https://www.agdays.com/	Annually
Canadian Agri-Food Policy Conference	2016/01/20-22		Canada	Chateau Laurier, Ottawa, Canada	1-800-441-1414 Fax: 1-866-543-7613	http://ag-innovation.usask.ca/2016policyconference.html	Annually
Canadian Dairy Expo	2016/04/06-07		Canada	Stratford Rotary Complex, Stratford, Ontario, Canada	Phone: 226-381-0282 Fax: 226-381-0284 Email: info@dairyxpo.ca	http://www.dairyxpo.ca/	Annually
Canada's Farm Progress Show	2016/06/15-17		Canada	Evraz Place, Regina, Saskatchewan	General Information 1700 Elphinstone Street P.O. Box 167 Regina, Saskatchewan S4P 2Z6 Canada Phone: (306) 781-9200 Fax: (306) 565-3443 email: info@evrazplace.com	http://www.myfarmshow.com/	Annually
Canada's Outdoor Farm Show	2016/09/13-15		Canada	Canada's Outdoor Park, Woodstock, Ontario, Canada	T: 519- 822-2890 F: 519- 829-1777 TF: 1-800-563-5441 (toll-free) E: info@outdoorfarmshow.com	http://www.outdoorfarmshow.com/	Annually
Canadian Greenhouse Conference	2016/10/05-06		Canada	Scotiabank Convention Centre, Niagara Falls, Ontario, Canada	info@canadiangreenhouseconference.com Tel: 905-892-9851	http://www.canadiangreenhouseconference.com/	Annually
The Royal Agricultural Winter Fair	2016/11/4-13		Canada	Toronto, Canada	General Information Email: info@royalfair.org Telephone: 416 263-3400 Agriculture: agriculture@royalfair.org	http://www.royalfair.org/	Annually
Expo Agro Sinaloa	2016/02/17-19		Mexico	Culiacan, Sinaloa, Mexico	informes@expoagro.org.mx General Officer: Edificio CAADES +52(667)7120900/7580900	http://www.expoagro.org.mx/	Annually
Farm Progress Show	2016 TBD		US	Boone, Iowa, US	Matt Jungmann National Shows Manager (309) 586-5888 Fax: (309) 586-5889 E-mail: Matt.Jungmann@Penton.com	http://farmprogressshow.com/	Annually
World Ag Expo	2016/02/09-11		US	International Agri-Centre 4500 South Laspina Street Tulare, California	(800) 999-9186 (559) 688-1030	http://www.worldagexpo.com/	Annually
National Farm Machinery Show	2016/02/10-13		US	Kentucky Exposition Centre 937 Phillips Lane Louisville, KY 40209-1398	National Farm Machinery Show Hotline: (502) 367-5004	http://www.farmmachineryshow.org/index.html	Annually
Global Agriculture Summit	2016/03/03-04		US	Dordt College, Sioux Centre, Iowa	Helen Zeutenhorst: (712) 722-6354 email: Helen.Zeutenhorst@dordt.edu	http://agrisummit.org/	Annually
Agri Investor Forum	2016/10/01-02		US	Chicago, US	William Russell, Senior Conference Producer, Agri Investor T: +44 (0) 20 7566 5439	https://www.agriinvestor.com/event/forum/	Annually
World Dairy Expo	2016/10/04-08		US	Alliant Energy Centre, Madison, Wisconsin	Telephone: 608-224-6455 Fax: 608-224-0300 Email: wde@wdexpo.com	http://worlddairyexpo.com/	Annually
Irrigation Show Education Conference	2016/12/07-08 2016/12/05-09		US	Las Vegas Convention Centre Las Vegas, Nevada	8280 Willow Oaks Corporate Drive Suite 400, Fairfax, VA 22031 Tel: 703.536.7080 Fax: 703.536.7019 info@irrigationshow.org	http://www.irrigation.org/irrigationshow/	Annually
Agro Eurasia	2016/01/21-24		Turkey	Istanbul, Turkey	Phone: +90 (212) 867 11 00 Fax: 90(212) 886 93 99 Web: www.tuyap.com.tr	http://www.agroeurasia.com/en/index.php?main=pageen	Annually
FIMA International Agricultural Machinery Fair	2016/02/16-20		Spain	Ctra. Nacional II, Km. 311 50012. Zaragoza (Aragon)	Tel. 976 764 700 Fax. 976 330 649	http://www.feriazaragoza.com	Bi-annually

22nd International Fair Of Agricultural Techniques AGROTECH	2016/03/18-20		Poland	Kielce, Poland	Зоряна Ощудляк tel./fax (+380 32) 237 28 00, (+380 66) 711 87 27 Львов, Украина; e-mail: ozoriana@ukr.net	http://www.targikielce.pl/en/22nd-international-fair-of-agricultural-techniques-agrotech,7699.htm	Annually
BELAGRO	2016/06/07-11		Belarus	Universal Manezh, Pobediteley Avenue, 20/2; 220035 Minsk, Belarus	Ph.: +375-17-2269858, -2269083; fax: +375-17-2269858, -2269936; E-mail: e_fedorova@solo.by, tanya@minskexpo.com	http://belagro.minskexpo.com/en/	Annually
AGRO The 28th International Agricultural Exhibition	2016/06/08-11		Ukraine	Prospect Academica Glushkova 1, 03680 Kiev, Ukraine	phone: +49-2161-3032997 fax: +49-2161-3032998 info@agro-expo.com	http://www.agro-expo.com/index.htm	Annually
International Fair of Agriculture and Food	2016/08/20-25		Slovenia	Pomurski sejem d.d. Cesta na Stadion 2 9250 Gornja Radgona	E-mail: info@pomurski-sejem.si Phone: +386 2 564 21 00 Fax: +386 2 564 21 60	http://www.pomurski-sejem.si/index.php/en/agra/about-agra-fair	Annually
AgroTech Russia	2016/10/**		Russia	All-Russian Exhibition Centre, Moscow, Russon	Tel.: +49 (0) 69 / 24788-271 Fax: +49 (0) 69 / 24788-123 E-Mail: O.Hunger(at)DLG.org	http://www.agrotechrussia.com/18.html	Annually
Indagra	2016/11/02-06		Romania	Bucharest, Romania	Daniela Sisin Phone: +40 21 202 57 05 Fax: +40 21 202 57 26 E-mail: directia.comerciala@romexpo.ro	http://www.indagra.ro/about	Annually
InterAGRO	2016/11/08-11		Ukraine	Kyiv Expo Plaza, Kiev	Tel/fax: +38(044) 461-93-68, +38(044) 490-64-69 E-mail: agro@kmya.kiev.ua	http://www.interagro.in.ua/en	Bi-annually
EIMA	2016/11/09-13		Italy	Bologna, Italy	Marco Acerbi (Director) marco.acerbi@federunacoma.it tel.+39 06 432981	http://www.eima.it/en/index.php	Bi-annually
SIMA Paris International Agri Business Show	2017/02/26-03/02		France	Paris Nord Villepinte, France	+1 704 365 0041	https://en.simaonline.com/	Bi-annually
AgriTechnica	2017/11/12-18		Germany	Hanover, Germany	Tel.: +49(0)69 24 788-0 Fax: +49(0)69 24 788-113	https://www.agritechnica.com/en/	Bi-annually
China International Fertilizer Show	2016/03/09-11		China	Shanghai New Internation Expo Centre	Contact: Terry Zhao, Julie Zheng Tel: +86-10-64283093/ 84255960 E-mail: zhaoqing@ccpitchem.org.cn ; zhengyingying@ccpitchem.org.cn	http://en.fshow.org/index.html	Annually
AgraME	2016/03/13-15		UAE	Dubai International Exhibition Centre, Dubai, UAE	Richard Pavitt Exhibition Director Tel: +971 4 4072606 Fax: +971 4 4072485 Email: richard.pavitt@informa.com	http://www.agramiddleeast.com/en/Home/	Annually
CIMAE	2016/04/19-21		China	Beijing, China	Phone: 86-10-62927900 62927552 Fax: 86-10-62957691	http://en.cimae.com.cn/index.html	Annually
AgriEquip	2016/05/25-27		China	Shanghai, China	Phone: 86-21-31082785 Email: modernagri@utmglobal.cn	http://equip.modernagri.cn/en/	Annually
Iran Agro 23rd International Agricultural Trade Fair	2016/05/30-06/02		Iran	Tehran International Permanent Fairgrounds, Tehran, Iran	Contact International fairtrade GmbH & Co. KG Ms Theresa Weissbrodt T: +49-62 21-45 65-13 F: +49-62 21-45 65-25	http://www.iran-agro.com/iranagro.html	Annually
Fresh Agro Mashov	2016/06/23-24		Isreal	Congress and Exhibition Centre, Air Port City, Israel	Phone: +972-8-6273838 Fax: +972-8-6230950 E-mail: info@mashov.net	http://agro.mashovgroup.net/en/	Annually
ISRMAS ASIA	2016/08/**		Thailand	Impact Exhibition & Convention Centre, Bangkok, Thailand			Annually
AgriTech India	2016/08/26-28		India	Bangalore, India	Tel.: +91-11- 41407851,65656554 Telefax : +91-11-29535872 Email : agritechindiagmail.com	http://www.agritechindia.com/	Annually
Saudi Agriculture	2016/10/11-14		Saudi Arabia	Riyadh International Exhibition Centre, Riyadh, Saudi Arabia	Helpline Tel: +966 11 229 5604 Fax: +966 11 229 5612 info@recexpo.com	http://www.saudi-agriculture.com/home.php	Annually
Agri World	2016/10/12-14		Japan	Makuhari Messe, Japan	AGRITECH JAPAN Show Management, Reed Exhibitions Japan Ltd. TEL: +81-3-3349-8519 FAX : +81-3-3349-8530 E-mail: agritechjapan-eng@reedexpo.co.jp	http://www.agritechjapan.jp/en/	Annually
KISAN	2016/12/**		India	Pune, India	Tel: 095 95 389 389 Email: team@kisan.com	http://pune.kisan.in/index.php	Annually
Expoagro	2016/03/08-11		Argentina	Autopista Rosario - Buenos Aires, Argentina	(5411) 5128 9800 /05 international@expoagro.com.ar	http://www.expoagro.com.ar/english/	Annually

International Fair of Agricultural Technologies	2016/04/13-16		Chile	FEXPO Agrícola Central, Talca, Chile	4 North st, Suite 800 Waldwick New Jersey 07463 - 1842 USA Toll Free: + 18774927028 Tel: +12012512600 Fax: + 1201 2512760 info@kallman.com	http://www.ift-agro.cl/home/	Annually
Agrishow	2016/04/25-29		Brazil	Ribeirão Preto, São Paulo state	Phone: + 55 11 3598-7800 Fax: + 55 11 3598-7801 e-mail: falecom@informa.com	http://www.agrishow.com.br/en/	Annually
Agritech	2016/05/08-10		Peru	Lima, Peru	Eva Waisler: +972 747457493, ewaisler@kenes-exhibitions.com Yesami Accinelli : +51 995074674, yaccinelli@agritechperu.com.pe Rafael Oyarce: +51 997510711, royarce@agritechperu.com.pe Alonso Rodriguez: +51 989575381, arodriguez@agritechperu.com.pe	http://agritechperu.com/	Annually
Fieldays	2016/06/15-18		New Zealand	Mystery Creek Events Centre, 125 Mystery Creek Road, Hamilton, New Zealand	Phone: 0064 7 843 4499 Fax: 0064 7 843 8572	http://www.fieldays.co.nz/welcome	Annually
AgQuip Field Days	2016/08/16-18		Australia	Gunnedah, New South Wales, Australia	Fairfax Rural Events email agquip@fairfaxmedia.com.au phone 02 6768 5800 fax 02 6768 5811 AgQuip Site Office phone (02) 6742 0000 (Event Period Only) fax (02) 6742 2572 (Event Period Only)	http://www.farmonline.com.au/events/agquip/HOME	Annually
NAMPO Harvest Day	2016/05/17-20		South Africa	R30, Bothaville, 9660, South Africa	Mr Wim Venter Designation: Harvest Day Admin officer Email Address: wim@grainsa.co.za Telephone: 08600 47246 Fax: 086 509 7274	http://www.grainsa.co.za/pages/nampo/nampo-home	Annually
Sahara Expo	2016/09/24-27		Egypt	Cairo International Conference Centre, Cairo, Egypt	347 Sudan Street, Sahafeyeen, Giza, Egypt. (+202) 3346 4216 / 3344 7980 (+202) 3347 1155 info@saharaexpo.com	http://www.saharaexpo.com/	Annually

Colour	Continent
	Africa
	Asia
	Australia
	Europe
	North America
	Latin America

New Energy Event

Name	Date	Continent	Country	Location	Contact	Website	Note
International Conference & Exhibition on Clean Energy	2016/08/22-24		Canada	Montreal, Canada	Email: ICCE2016@iaemm.com Phone: (613)830-1760	http://icce2016.iaemm.com/	Annually
Solar Canada	2016/12/07-08		Canada	Metro Toronto Convention Centre, Toronto, Canada	Tel: +1 (647) 560-7000 info@solarenergyevent.ca	http://solarcanadaconference.ca/	Annually
Solar Summit Mexico	2016/01/27-28		Mexico	Mexico City, Mexico	617-500-7870 events@greentechmedia.com	http://www.greentechmedia.com/events/live/solar-summit-mexico	Annually
Powering Africa Summit	2016/01/27-29		US	Marriott Marquis Washington, Washington DC, US	Veronica Bolton-Smith Programme Development Manager T: +44 (0)20 7384 8069 E: pa-s@energynet.co.uk	http://www.energynet.co.uk/event/powering-africa-summit-2015	Annually
Wind Power Finance & Investment Summit	2016/02/09-11		US	Rancho Bernardo Inn, San Diego, US	Email: mail@infocastevents.com Phone: 818.888.4444 Fax: 818.888.4440	http://www.infocastinc.com/events/wind-finance-investment	Annually
National Ethanol Conference	2016/02/15-17		US	Hyatt Regency, New Orleans, US	necregistration@stonefortgroup.com Shannon Aubrey, Stone Fort Group: 832-653-4046.	http://nationalethanolconference.com/	Annually
International Biomass Conference & Expo	2016/04/11-14		US	Charlotte Convention Centre, Charlotte, North Carolina	Tel: (866) 746-8385 Fax: (701) 746-5367 service@bbiinternational.com	http://www.biomassconference.com/ema/DisplayPage.aspx?pageld=Home	Annually
Intersolar Conference Intersolar Exhibition	2016/07/11-13 2016/07/12-14		US	Moscone Centre West Hall 800 Howard Street San Francisco, CA 94103	PROJECT MANAGER Ms. Diana Döppe Project Manager Solar Promotion Int. GmbH Tel.: +49 7231 58598-22 Fax: +49 7231 58598-28 doeppe(at)intersolar.us	https://www.intersolar.us/en/home.html	Annually
Solar Power International	2016/09/12-15		US	Las Vegas Convention Centre, Las Vegas, US	Show Management 703-738-9460 customerservice@sets.solar	http://www.solarpowerinternational.com/	Annually
Energy Storage North America	2016/10/04-06		US	San Diego, California, US	For Exhibitor Service and General Registration Inquiries, contact: Inga Otgon – Project / Administrative Coordinator – Messe Düsseldorf North America E-mail: iotgon@mdna.com Telephone: +1 (312) 621-5820	http://esnaexpo.com/	Annually
Solar Finance & Investment	2016/02/01-03		UK	Grange City Hotel, London, UK	Sue Bradshaw Operations and General Enquiries +44 (0)20 7871 0122 sbradshaw@solarmedia.co.uk	http://finance.solarenergyevents.com/	Annually
Clean Energy Finance Europe	2016/02/24-25		UK	London, UK	Name: Rohan Baryah – Marketing/Media Partnerships Phone: +48 616 46 7022 Email: rbaryah@acieu.net	http://www.wplgroup.com/aci/event/clean-energy-finance-europe/	Annually
Energy Storage Europe	2016/03/15-17		Germany	Dusseldorf, Germany	Messe Düsseldorf GmbH Phone: +49 (0)211 45 60 01 Infoline: +49 (0)211 45 60-900 Fax: +49 (0)211 45 60-668 eMail: info@messe-duesseldorf.de	http://www.energy-storage-online.com/	Annually
Solarex	2016/04/07-09		Turkey	Istanbul, Turkey	Project Manager: Yasemin Albayrak Tel : + 90 212 604 50 76 Fax : + 90 212 604 50 51 E: solarex@solarexistanbul.com	http://eng.solarexistanbul.com/	Annually
Solarexpo	2016/05/03-05		Italy	MiCo Exhibition & Conference Centre, Milan, Italy	Tel: +39 0439 84 98 55 Fax: +39 0439 84 98 54	http://www.solarexpo.com/eng/	Annually
All Energy and Exhibition	2016/05/04-05		UK	SECC Glasgow	Tel: +44 (0)20 8271 2179	http://www.all-energy.co.uk/	Annually
Regatec	2016/05/10-11		Sweden	Malmo, Sweden			Annually

European Biomass Conference and Exhibition	2016/06/06-09		The Netherlands	Amsterdam, The Netherlands	General questions +39 055 5002280 ext. 221 biomass.conference(at)etaflorence.it	http://www.eubce.com/home.html	Annually
EU PVSEC	2016/06/20-24		Germany	International Congress Centre Munich Munich, Germany	Tel: +49 89 720 12 735 Fax: +49 89 720 12 791 Email: pv.conference@wip-munich.de / pv.exhibition@wip-munich.de	https://www.photovoltaiic-conference.com/	Annually
Intersolar Conference Intersolar Exhibition	2016/06/21-22 2016/06/22-24		Germany	ICM - Internationales Congress Centre München Messe München 81823 Munich, Germany Messe München 81823 Munich, Germany Halls A1-A3, B1-B3	Horst Dufner Project Manager Solar Promotion GmbH Tel.: +49 7231 58598-0 Fax: +49 7231 58598-28 dufner(at)intersolar.de	https://www.intersolar.de/en/home.html	Annually
RPG	2016/09/21-23		UK	London, UK	Enquiries regarding the programme Maggie Copping Event Producer Tel: +44 (0)1438 767 245 Email: mcopping@theiet.org	http://conferences.theiet.org/rpg-europe/index.cfm?utm_source=redirect&utm_medium=any&utm_campaign=rpg-europe	Annually
International Symposium on Energy from Biomass and Waste	2016/11/14-17		Italy	Venice, Italy	Adelia PRESUTTI General Manager / Company Exhibition info@eurowaste.it	http://www.venicesymposium.it/	Annually
Solar & Wind Projects Jordan	2016/01/25-26		Jordan	Amman, Jordan	Advanced Conferences & Meetings FZ-LLC Tel: +971 4 361 4001 Fax: +971 4 361 4554 Email mailing@acm-events.com	http://www.solarandwindprojectsjordan.com/	Annually
Solar Middle East	2016/03/01-03		UAE	Dubai World Trade Centre, UAE	Tel: +971 4 336 5161 Email: info@solarmiddleeast.ae	http://www.solarmiddleeast.ae/	Annually
World Smart Energy Week 2016	2016/03/02-04 2016/09/07-09		Japan	Tokyo Big Sight, Japan INTEX Osaka, Japan		http://www.wsew.jp/en/	Annually Including: FC EXPO PV EXPO PV System EXPO Battery Japan ECO House & ECO Building EXPO International Smart Grid EXPO Wind Expo Energy Market Liberalisation EXPO International Biomass Expo
Sustainable Energy & Technology Asia	2016/03/23-25		Thailand	BITEC, Bangkok, Thailand	Ms.Wuttaya Hnunphagdee Show Manager Tel: +66 2 519 2727 Fax: +66 2 509 8587 Mobile: +66 8 9897 7700 Email: wuttaya@gat.co.th	http://www.seta.asia/	Annually
CSP Focus China	2016/03/24-25		China	Beijing, China	Tel: +86 21 5830 0710ext.8054 Email: csp@szwgroup.com	http://www.szwgroup.com/csp-focus-china-2016/	Annually
Green Energy Expo	2016/04/06-08		Korea	Daegu, Korea	Tel+82-53-601-5373 Fax+82-53-601-5372 E-mail :green1@exco.co.kr	http://www.energyexpo.co.kr/eng/	Annually
SNEC	2016/05/23-25		China	Kerry Hotel Pudong, Shanghai, China	el: +86-21-64276991 +86-21-64281523 +86-21-33561099+86-21-33561095 +86-21-33561096 Fax: +86-21-33561089 For exhibition:info@sneec.org.cn For conference:office@sneec.org.cn For exhibitor service:service@sneec.org.cn For cooperation:miyue@sneia.org	http://www.sneec.org.cn/Default.aspx?lang=en	Annually
Asean Sustainable Energy Week	2016/06/01-04		Thailand	BITEC, Bangkok, Thailand	Tel: +66 2642 6911 Fax: +66 2642 6919-20	http://www.renewableenergy-asia.com/	Annually
BIT's 6th Annual World Congress of Bioenergy	2016/06/30-07/03		Korea	KINTEX, Goyang-si, South Korea	Ms. Bella Yu Organizing Committee of Bioenergy-2016 BIT Congress Inc. Tel: 0086-0411- 84799609-813 Fax: 0086-411-84796897 Email: bella@wcbe-congress.com	http://www.bitcongress.com/wcbe2016/	Annually
Sustainable Development Conference	2016/07/07-09		Malaysia	Kuching, Malaysia	Tomorrow People Organization Tel/Fax: + 381 62 680 683 E-mail: contact@tomorrowpeople.org	http://www.sdconference.org/	Annually
World Renewable Energy Technology Congress International Conference & Expo	2016/08/21-23		India	New Delhi, India	Phone : +91-11-22758149 Telefax : +91-11-43019379	http://wretc.in/	Annually

Renewable Energy India Expo	2016/09/07-09		India	India Expo Centre, Greater Noida, India	Rajneesh Khattar Group Director, UBM India E: Rajneesh.khattar@ubm.com M: +91 9871 726762	http://www.ubmindia.in/renewable_energy/home	Annually
Intersolar Conference Intersolar Exhibition	2016/09/19-21		UAE	Dubai World Trade Centre, Dubai, UAE	PROJECT MANAGER Ms. Tina Engelhard Head of Business Development Solar Promotion International GmbH Tel.: +49 7231 58598-207 Fax: +49 7231 58598-28 engelhard(at)solarpromotion.com	https://www.intersolar.ae/en/home.html	Annually
Wetex	2016/10/04-06		UAE	Dubai International Convention and Exhibition Centre, Dubai, UAE	For General Sales Enquiries Tel: +971 4 515 1460 Email:sales_general@wetex.ae	https://www.wetex.ae/	Annually
Intersolar Conference Intersolar Exhibition	2016/10/19-21		India	Bombay Exhibition Centre (BEC) Western Express Highway, Goregaon East Mumbai 400 063, India	Project Manager, International Phone: +49 7231 58598-212 Fax: +49 7231 58598-28	https://www.intersolar.in/en/home.html	Annually
Intersolar Conference Intersolar Exhibition	2016/10/19-21		India	Bombay Exhibition Centre (BEC) Western Express Highway, Goregaon East Mumbai 400 063, India	PROJECT MANAGER INTERNATIONAL Ms. Kristin A. Steffen Project Manager Solar Promotion Intl. GmbH Tel.: +49 7231 58598-212 Fax: +49 7231 58598-28 steffen(at)intersolar.in	https://www.intersolar.in/en/home.html	Annually
CREC	2016/11/03-05		China	Wuxi Taihu International Expo Centre	Mr. Li Yufeng (Exhibition) T: 0086 510 8182 7277 E: liyufeng@crecexpo.com Mr. Liu Yang (Forums) T: 0086 510 8182 7276 E: liuyang@crecexpo.com Mr. Zhu Gang (Cooperation) T: 0086 510 8182 7283 E: zhugang@crecexpo.com	http://en.crecexpo.com/Default.aspx	Annually
Recam Week	2016/02/29-03/04		Panama	Panama City, Panama	Grania Chesterton Conference Director Central America & Caribbean Tel: +44 (0)203 355 4221 Email: grania.chesterton@greenpowerconferences.com	http://www.recamweek.com/	Annually
Intersolar Conference Intersolar Exhibition	2016/08/23-25		Brazil	San Paulo, Brazil	PROJECT MANAGER Ms. Tina Engelhard Head of Business Development Solar Promotion International GmbH Tel.: +49 7231 58598-207 Fax: +49 7231 58598-28 engelhard(at)solarpromotion.com	https://www.intersolar.net.br/en/home.html	Annually
Solar Expo	2016/06/28-29		Australia	Melbourne Convention & Exhibition Centre, Melbourne, Australia	Operations Manager Carol Ng Telephone: +61 450 745 285 Email: carolng@aupvsee.com.au Event Director Max Heinrich Telephone: +61 450 745 285 Email: events@aupvsee.com.au	http://solarexhibition.com.au/	Annually
All Energy and Exhibition	2016/10/04-05		Australia	Melbourne Convention & Exhibition Centre, Melbourne, Australia	Phone: +61 (2) 9211 7544 Email: allenergy@infosalons.com.au	http://www.all-energy.com.au/	Annually
Egypt Energy Investment Summit	2016/02/16-18		Egypt	Cairo, Egypt	Tel: +44 (0)20 7384 8068	http://www.energynet.co.uk/event/egypt-energy-investment-summit	Annually
Solaire Expo Maroc	2016/02/23-25		Morocco	Exhibition & Conference Parc of Exchange Office, Casablanca, Morocco	Tel: + (212) 5 22 99 45 85	http://solaireexpomaroc.com/?lang=en	Annually
Power & Electricity World Africa	2016/03/15-16		South Africa	Sandton Convention Centre, Johannesburg, South Africa	Tel: +27 (0) 11 516 4000 Fax: +27 (0) 11 463 6000 enquiry.za@terrapinn.com	http://www.terrapinn.com/exhibition/power-electricity-world-africa/index.stm	Annually
Solar & Off-grid Renewables West Africa	2016/04/19-20		Ghana	Accra, Ghana	Sue Bradshaw, Operations & General Enquiries Office: +44(0) 20 7871 0122 sbradshaw@solarmedia.co.uk	http://westafrica.solarenergyevents.com/	Annually

Colour	Continent
	Africa
	Asia
	Australia
	Europe
	North America
	Latin America



APPENDIX D

Site Selectors

The following is a list of companies who offer site selection and consultation as a service and may be worth reaching out to for SouthGrow:

Rainmaker Global Business Development

Houston & New York Offices: <http://rainmaker-gbd.com/>

Ady International: http://fairfield33.com/wp-content/uploads/2014/03/About-Ady-Austin_Site-Selection-Process.pdf

AngelouEconomics:

<http://www.angeloueconomics.com/>

KPMG

<http://www.kpmg.com/ca/en/pages/default.aspx>

Hickey & Associates

<http://www.hickeyandassociates.com/>

Global Innovation Partners

<http://www.globalinnovationpartners.com/>

Garner Economics

<http://www.garnereconomics.com/>

Grubb & Ellis

<http://www.ngkf.com/>

McGuire Woods Consulting

<http://www.mwcllc.com/>

Tractus Asia Ltd.

<http://tractus-asia.com/>

The Austin Company

<http://www.theaustin.com/>

Ernst & Young

<http://www.ey.com/CA/en/Home>

McCallum Sweeney Consulting

<http://www.mccallumsweeney.com/>

Investment Consulting Associates

<http://www.ic-associates.com/>

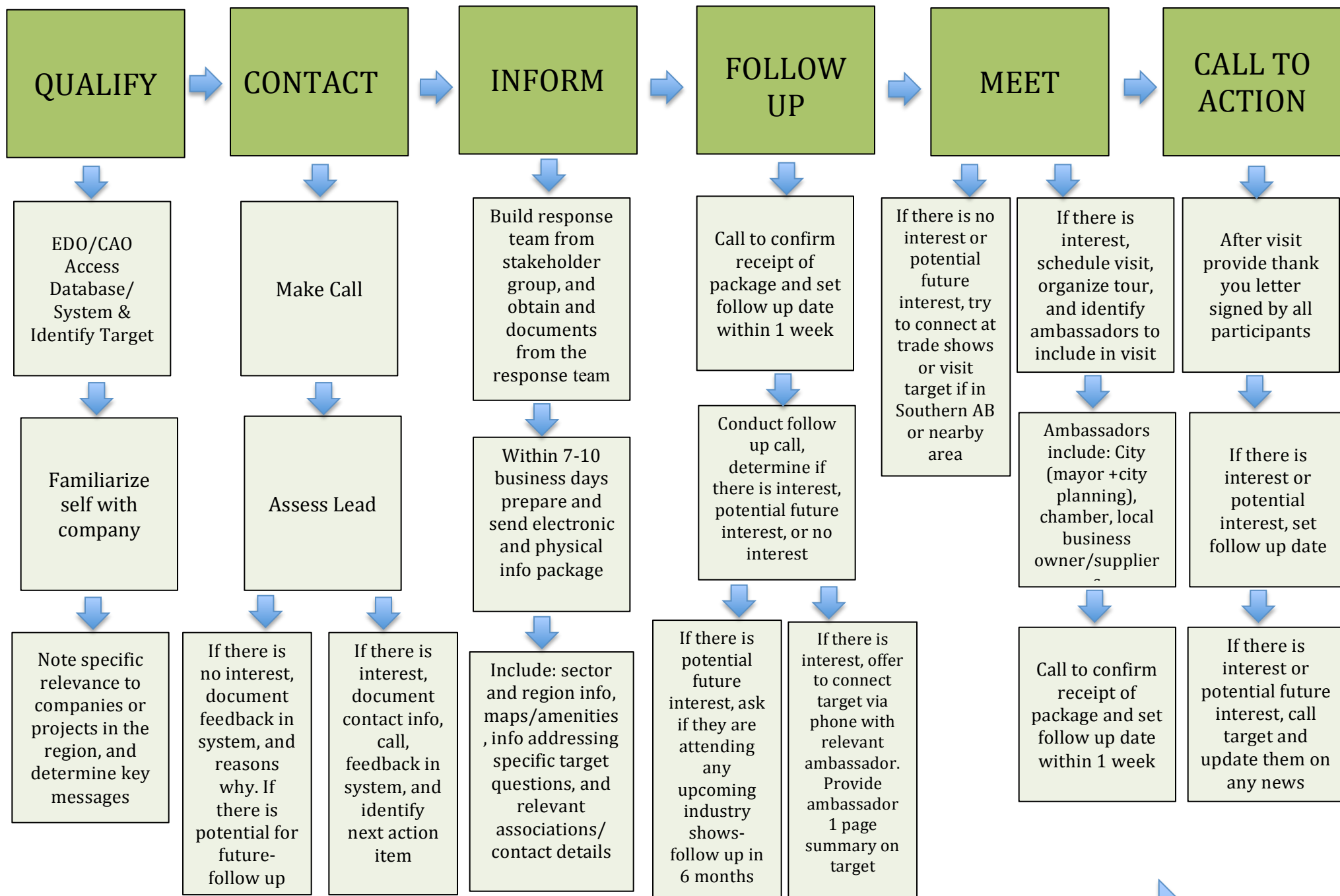
Foote Consulting

<http://www.footeconsulting.com/>



APPENDIX E

Lead Development Process



Lead Development Process



APPENDIX F

IA Contacts Chart

Investment Attraction Contacts





APPENDIX G

Community Evaluation Matrix

SOUTHGROW MEMBER COMMUNITIES INVESTMENT READINESS

Community	Map	CAO Overall Knowledge of Community	Have a future growth plan	Knowledge of current businesses and their level of success	Identifying appropriate businesses for the growth of the community and why	Investor Materials (physical)	Commercial Land Available	Residential Land Available	Strong Financial Capacity	Board Readiness/ Experience	Entrepreneurial Mindset	Strategic Use of Grants	Ability to Understand and Manage Risk	Approval Process Efficiency
Blood Tribe	N/A	N/A	N/A	5	4	N/A	N/A	N/A	5	N/A	N/A	N/A	N/A	4
Cardston County	N/A	4	3	4	4	N/A	5	5	N/A	4	3	3	N/A	N/A
Municipal District of Taber	N/A	4	4	4	3	N/A	5	5	N/A	4	3	N/A	5	N/A
Town of Cardston	Yes	5	5	5	5	5	5	3	5	4	4	N/A	5	N/A
Town of Coaldale	Yes	5	5	5	5	5	4	2	5	4	5	5	5	5
Town of Coalhurst	N/A	4	3	5	4	N/A	3	4	N/A	3	3	N/A	N/A	4
Town of Magrath	Yes	5	5	5	5	5	5	5	5	5	5	5	5	5
Town of Milk River	Yes	5	4	5	5	5	2	3	N/A	4	3	N/A	N/A	N/A
Town of Picture Butte	Yes	4	3	4	4	N/A	1	1	4	3	2	N/A	4	N/A
Town of Raymond	Yes	5	4	4	3	5	1	5	5	4	4	4	4	N/A
Town of Taber	Yes	5	5	5	5	5	5	5	5	5	5	5	5	5
Town of Vauxhall	Yes	2	2	3	4	5	3	1	3	2	2	N/A	N/A	N/A
Vulcan County***	Yes	5	3	5	4	5	N/A	N/A	N/A	5	4	5	4	4
Village of Coutts	N/A	5	2	4	3	N/A	1	1	2	2	2	N/A	3	N/A
Village of Nobleford	Yes	5	5	5	5	5	4	4	5	5	5	5	4	5
Village of Stirling	N/A	4	2	4	3	N/A	1	5	N/A	2	2	N/A	N/A	N/A
Village of Warner	Yes	5	3	5	4	N/A	5	5	3	4	4	N/A	4	N/A

N/A= Not available
Rating scale 1-5 with 5 being very ready and 1 being not ready

SOUTHGROW MEMBER COMMUNITIES INVESTMENT ATTRACTION

Community	Proximity to Highway	Proximity to Rail	Quality of Life	Professional Services	Schools	Recreational Facilities	Access to Skilled Labor	Access to Unskilled Labor	Proximity to Lethbridge	Proximity to Border	Fibre Optics	Favourable Tax Rates (based on commercial/industrial mill rates)
Blood Tribe	5	N/A	N/A	N/A	2	N/A	N/A	N/A	3	4	1	N/A
Cardston County	5	5	N/A	N/A	N/A	N/A	N/A	4	4	4	2	5
Municipal District of Taber	5	5	4	N/A	N/A	N/A	N/A	N/A	4	3	N/A	5
Town of Cardston*	5	1	5	5	4	5	4	4*	3	4	N/A	3
Town of Coaldale	5	5	5	5	4	5	5	5	5	3	5	3
Town of Coalhurst	5	5	5	4	4	3	5	5	5	3	1	4
Town of Magrath	5	1	5	5	4	5	4	4	4	4	4	N/A
Town of Milk River	5	5	4	5	4	5	4	4	2	4	1	1
Town of Picture Butte	2	1	4	4	4	4	4	4	5	3	1	4
Town of Raymond	2	4	5	5	5	5	4	4	4	4	4	5
Town of Taber	5	5	5	5	5	5	4	5	4	3	5	3
Town of Vauxhall	2	1	4	3	4	3	3	5	3	2	1	2
Vulcan County**	3	5	4	4	3	4	4	4	2	1	5	3
Village of Coutts	5	5	4	2	1	2	2	3	1	5	1	1
Village of Nobleford	3	5	5	4	4	4	5	3	5	3	5	5
Village of Stirling	4	1	5	3	4	2	4	4	5	3	3	5
Village of Warner	5	5	5	3	4	4	3	3	3	4	2	5

* Town of Cardston has access to a large pool of unskilled labour from the Blood Tribe, however Rainmaker was told these workers are not predominantly reliable.

**Vulcan County is comprised of the communities that fall within the county

N/A= Not available

Rating scale 1-5 with 5 being very attractive and 1 being very unattractive