



Intermunicipal Economic Development Strategy

MARKETING PLAN

TOWN OF BLACK DIAMOND – TOWN OF TURNER VALLEY

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Contributors:

MDB Insights

InnoVisions & Associates

Intermunicipal Economic Development Committee



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Cover Image: Town of Black Diamond, Town of Turner Valley websites

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Community Marketing Vision:

Where working and living intersect with history and natural foothills beauty. Come experience this vibrant, eclectic community on the banks of the Sheep River.'

Intermunicipal Economic Development Committee

1. About the Black Diamond – Turner Valley Intermunicipal Economic Development Strategy

The Black Diamond – Turner Valley Intermunicipal Economic Development Strategy (IEDS) provides a roadmap for the towns to achieve the vision of a growing, business-friendly community. The IEDS outlines what is required for the towns to implement meaningful change and create the environment where public sector leadership and private sector development work together to make Black Diamond and Turner Valley vibrant, sustainable and attractive to new and prospective residents, businesses and visitors.

In order for the Black Diamond and Turner Valley to be effective, they require dedicated marketing resources during the launch, implementation and throughout the life of the strategy. The Marketing Plan outlines what resources are required throughout the implementation of the IEDS to ensure that Black Diamond and Turner Valley are well positioned throughout the region and online to the world. Initial marketing initiatives are aimed at increasing awareness and creating buy-in from businesses and the community at large while the remaining marketing activities are primarily focused on promoting Black Diamond and Turner Valley as a destination for visitor, investment and development opportunities.

The IEDS contains five strategic priorities, each with marketing components that must be addressed to ensure the overall success. These strategic priorities are:

- **Build Economic Development Capacity** – This priority includes putting the resources in place and building the base for successful implementation of the strategy.
- **Foster a Friendly-Environment for New Development and Existing Businesses** – Developing the tools and making information available to ensure investor readiness.
- **Support Business Retention and Expansion Entrepreneurship** – Providing platforms for existing business promotion and providing resources for new businesses and entrepreneurship.
- **Target Community-Based Economic Development** – Focus on promoting the existing community assets and enabling the community to play an active role in economic development.
- **Make Black Diamond and Turner Valley a Destination** – Showcasing the community as a place to visit, invest, start a business and live.



2. Marketing the Black Diamond – Turner Valley Intermunicipal Economic Development Strategy

2.1 Marketing Goals

The marketing goals for the IEDS Marketing Plan define what successful implementation will achieve. These goals guide the creation of the marketing plan and inform all of the activities. Although they may seem obvious, explicitly stating the goals for Black Diamond and Turner Valley's marketing through the Marketing Plan is key to ensuring those involved in implementation have a clear understanding of its purpose.

1. *That the Black Diamond – Turner Valley Intermunicipal Economic Development Strategy is seen as a milestone for the towns' new shared direction*

- The IEDS represents a proactive approach to business and economic development in the communities. It is important that the adoption of the strategy is recognized as an active step in establishing the communities as open for business both within and outside the municipalities. Community buy-in is critical for the success of Black Diamond and Turner Valley's efforts. Residents and businesses must remain optimistic and supportive of the strategy over its lifespan to ensure its success.

2. *Black Diamond and Turner Valley have a common economic development brand and shared marketing resources*

- The economic development presence of the Black Diamond and Turner Valley is synonymous with businesses and developers recognizing the two communities as a single investment area.

3. *Black Diamond and Turner Valley are viewed as investor-ready*

- Both internal and external investors must be confident that Black Diamond and Turner Valley is ready for investment. The IEDS and the Marketing Plan must target investors and instill confidence and dispel the perception that it is difficult to do business with the towns.

4. *Potential investors, visitors and residents are aware of what community, business and tourism assets are available*

- In addition to attracting new business and investment, the IEDS has a strong focus on promoting the many existing unique businesses, community assets and arts and culture features that draw people into Black Diamond and Turner Valley.



2.2 Target Markets

The following section represents key target markets for Black Diamond and Turner Valley through the IEDS:

Internal Stakeholders/Municipal Staff

- Internal stakeholders including municipal staff across all departments must be aware of the new shared economic development direction that the towns have embraced. The IEDS and renewed focus of Black Diamond and Turner Valley on economic development as a key priority for both Councils should be top of mind for staff across both organizations who have a working knowledge of the IEDS and are able to refer businesses or development proponents to the IEDS and marketing resources developed to support the strategy.

Community Partners

- Organizations that operate within the region should be aware of the strategy and the resources being developed through the strategy. In some cases, these community partners are identified as potential partners in implementation. It is important that these organizations are made aware of the IEDS, the potential partnership opportunities it provides as well as developing effective referral relationships and shared resources. These community partners include Community Futures Highwood, Foothills Tourism, Alberta Tourism, existing businesses and individuals within the two communities.

Existing Business Owners/Property Owners

- Existing business and property owners represent the established business community and the greatest potential for economic growth through retention and expansion. These individuals are already invested in the community and in some cases, may be longstanding tenants or owners who have been involved through upturns and downturns in the economy.

Developers, Relocating Businesses and Entrepreneurs

- New businesses and developers bring vibrancy to the local economy and have the potential to rehabilitate older buildings, fill vacant commercial spaces, build new developments and create local employment. This market is most likely to be found within the Calgary area as the growth of the city and the immediate suburbs continues to push the commuting area. The Southwest Ring Road will also draw interest from Calgary based developers to the in and around Black Diamond and Turner Valley.

Real Estate Professionals

- Often overlooked, real estate agents are a key market in terms of community awareness. Real estate agents are often the gateway for a potential resident, investors or business owners and can often provide their clients with a lasting image of your community before or after they have had a chance to visit your website. By tapping into the real estate community and ensuring they are aware of the IEDS and the positive vision for the community, you can help to create a positive first impression and turn your real estate professionals into community ambassadors. The Intermunicipal Economic Development Committee (IEDC) is currently engaged with the real estate community in Black Diamond and Turner Valley and can further enhance their outreach by engaging with realtors from across the region.



Tourists

- High traffic volumes of cars and tourists stopping and passing through Black Diamond and Turner Valley add to the community's vibrancy and could also be considered potential residents or regular visitors if they are aware of the energy created by the IEDS. Along with the efforts of Foothills Tourism, this market will become increasingly important as the other municipalities that are part of the tourism association ramp up their own marketing activities and create competition for tourist dollars.

Current Residents

- Current residents of Black Diamond and Turner Valley include both new residents and those who have been established in the community for generations. In order for the IEDS to take root and be successful, it is vital that there is broad community awareness and support for the plan. Strong support for the IEDS will ensure that they are invested in the project and its success. If residents are aware and invested in the IEDS, they will also serve as ambassadors to family and friends who are visiting or when they are abroad.

2.3 Marketing Initiatives

Marketing initiatives represent the various media or technological tools expected to be used to promote the IEDS, pursue the marketing goals and implement the marketing-related initiatives within the IEDS.

2.3.1 Brand Development/Logo Design

An appealing and consistent brand for Black Diamond and Turner Valley is essential to ensure that all the elements of the strategy remain connected. Many elements of the IEDS may not be readily identified as part of a larger vision. For example, a business workshop being offered at a Turner Valley location may not be recognized by a Black Diamond business as an opportunity for them to participate. Additionally, infrastructure investments designed to create capacity for development may not be fully realized as part of a larger vision for economic growth but rather as a temporary inconvenience. Consistent branding and logo deployment across all elements of the strategy will ensure that the larger vision is not lost.

Goal supported:

- Black Diamond and Turner Valley have a common economic development brand and shared marketing resources

Metric: Level of familiarity about the IEDS among the community.



2.3.2 Economic Development Microsite

A well-developed microsite serves as the single point of reference for business and investment related information. An economic development site which is linked from both town's current website should contain an up to date community profile, development and building permit process timelines, FAQs and flowcharts, a shared business directory and links to relevant regional organizations including Foothills Tourism, Community Futures Highwood and available grant and funding programs from all three levels of government. The microsite should also contain feature business profiles and testimonials, tourism information including major tourism assets, festivals and events with a focus on those which draw in visitors and spending from outside the community. A key feature of the economic development site is a section dedicated to land and real estate inventory. This section would feature spec sheets for any town-owned lands as well as links to MLS for publicly available properties for sale. All social media, news releases and publicly facing economic development information should be available within the site including the IEDS in both a full version as well as one-page format.

Goals supported:

- Black Diamond and Turner Valley have a common economic development brand and shared marketing resources
- Black Diamond and Turner Valley are viewed as investor-ready

Metric: Number of unique visitors to the webpage

2.3.3 Community Showcase/Events

Hosting a community showcase or Black Diamond and Turner Valley Open House provides staff with face-to-face interactions with the community to provide information about the IEDS as well as more general information about the competitive advantages of developing and doing business in Black Diamond and Turner Valley. Staff would also be able to engage in one-on-one conversations with real estate professionals, business owners, developers and residents to gather feedback about the strategy. These locally focused events are a key feature in ensuring the ongoing community buy-in to the IEDS and ensuring the community has the most accurate and up to date information so that they can act as ambassadors and provide referrals across their existing personal and professional networks. A community showcase also provides an opportunity for the various community and business groups to network and better understand what each organization's role is in the community economic development ecosystem.

Goal supported:

- Potential investors, visitors and residents are aware of what community, business and tourism assets are available

Metric: Number of visitors to community showcase/events



2.3.4 Traditional Media Advertisements

While there is a tendency to gravitate towards strictly online and social media advertising due to their ubiquity and cost-effectiveness, it is essential that the Black Diamond and Turner Valley utilize some traditional mediums including print advertisements. It cannot be assumed that all business and property owners are connected with the towns via the municipal websites or social media. Especially in regard to absentee landlords, who would rarely be in the community or be unlikely to regularly check the municipal website, addressed letter mail highlighting the launch of the strategy could be the impetus that causes them to re-examine their plans for their land or properties. A small media buy (1/4 page newspaper ad) in the local newspaper will help to ensure that the offline audience is aware of the IEDS.

Goal:

- That the Black Diamond – Turner Valley Intermunicipal Economic Development Strategy is seen as a milestone for the towns new shared direction

Metric: Total circulation of printed advertisements.

2.3.5 Community Profile

A community profile is like a resume for your town. Community profiles have traditionally been the one of the most important pieces for investment attraction. Typically no more than a couple of printed pages or a single webpage, the community profile provides a high-level snapshot of what Black Diamond and Turner Valley have to offer. Key components of the community profile include locational advantages (i.e. proximity to Calgary and other potential markets), transportation nodes (airports, rail and major highways), workforce and demographic information as well as industries and sectors of strength. The community profile is in essence the elevator pitch to investors across the world and the focus should be on speaking to those who have no/little previous knowledge of Black Diamond and Turner Valley as opposed to those already within the communities. A key feature of the community profile is the ability to update it as new data becomes available to ensure that it remains current and reliable for investors.

Goal:

- Black Diamond and Turner Valley are viewed as investor-ready

Metric: Number of community profiles distributed/number of website downloads

2.3.6 Video/Photography Content Bank

Developing a bank of photography and video assets is essential to all aspects of the IEDS Marketing Plan. Video and photos bring the various components of the IEDS to life including the economic development microsite, community profile, traditional print advertisements and imagery for tradeshow banners and backdrops. These high-quality professional photos are a key aspect of resident and visitor attraction as well as business and development investment. Assets that should be captured include recreation facilities and sports fields, trails, main streets, unique business locations and historic buildings. The photo bank should also include pictures of businesses, community festivals and events with a focus on the people and activities that add vibrancy to the community. Drone photography can also be utilized to showcase the proximity of the two communities as a feature of any existing development land.



Developing a video content bank is another key component of successfully marketing the strategy and the work done by the two communities. While professionally produced videos are necessary for the longer-term marketing of the community to out of market investors, short video features of local business owners, interviews with community partners or even as simple as ‘on the street’ interviews with residents asking them what Black Diamond – Turner Valley means to them are a low-cost option for developing initial content. Once content is developed, it is important that it is made available and shared with community partners including Foothills Tourism and other regional organizations as well as being available in formats that are easily shared via social media.

Goal:

- Potential investors, visitors and residents are aware of what community, business and tourism assets are available

Metric: Number of new photo and video assets added to the content bank each year



3. Marketing Plan Implementation Table

Action	Timeframe	Estimated Costs	Estimated Staff Time	Responsible
1. Initial Marketing Campaign:				
The focus of these initial actions is to launch the IEDS and develop Black Diamond and Turner Valley’s shared economic development brand				
1.1. Visual Identity / Brand Development & Standards Guide	Year 1	\$7,000	n/a	IEDC, contracted service provider
1.2. Internal launch of the IEDS with outreach to all relevant departments	Year 1	n/a	3-4 days	Community Services Manager, Special Events Coordinator
1.3. Community Engagement: Including business outreach, meetings with various community groups on next steps and partnerships	Year 1	mileage	2-3 weeks	CONTRACTED SERVICES or Contracted Services
1.4. Develop reciprocal social media relationships with community partners, the business community and regional organizations	Year 1	n/a	2-3 days	Contracted Services
2. Website Development and Content Development:				
The focus of the second set of actions is to create the required content for online and physical marketing of the strategy and the two communities. Due to the lead time for content creation, this group of actions should be undertaken shortly after the initial launch.				
2.1. Develop photography and video content	Year 1	\$5,000	3 weeks	CONTRACTED SERVICES
2.2. Develop economic development microsite with a complete range of business, investment and tourism-related information (example – Vulcan County Economic Development)	Year 1	\$10,000	6-8 weeks	CONTRACTED SERVICES, IEDC, Community Services Manager, Special Events Coordinator
2.3. Update existing municipal websites to reflect regional brand with links to economic development microsite	Year 1	n/a	2 weeks	Community Services Manager, Special Events Coordinator
2.4. Create a policy to govern/guide community and volunteer-driven (IEDC) social media	Year 2	n/a	2 weeks	Contracted Services
2.5. Establish and cultivate community champions to spearhead social media content creation	Year 2-3	n/a	2 weeks annually	CONTRACTED SERVICES



2.6.	Monitor BDTV online profile and ensure website and social media content is well integrated, search engine optimized, linked and connected to relevant provincial, regional, and sector websites	Ongoing	n/a	1 week annually	CONTRACTED SERVICES, IEDC, Community Services Manager, Special Events Coordinator
2.7.	Engage businesses in a Digital Main Street exercise to identify businesses with an online presence and those without with a goal of having all businesses online with reciprocal links to the microsite. Engage a web developer to establish a website template for existing businesses looking to develop their own website.	Year 1	\$5,000	2-3 weeks	CONTRACTED SERVICES
2.8.	Create a 4 page updateable community profile outlining Black Diamond – Turner Valley’s value proposition (available online for download)	Year 1	\$3,000	2 weeks	CONTRACTED SERVICES, Community Services Manager, Special Events Coordinator

3. Public Relations:

Public relations activities will help to establish a positive reputation for Black Diamond and Turner Valley and will also cultivate relationships with key contacts.

3.1.	External strategy launch including community open house/showcase to introduce IEDS and IEDC members with an accompanying news release	Year 1	\$500	1 week	Community Services Manager, Special Events Coordinator, IEDC
3.2.	Encourage the updating of regional and community organizations websites to link to the economic development microsite through outreach and cross-promotion agreements	Year 1-2	n/a	2 weeks	CONTRACTED SERVICES
3.3.	Train media spokespeople (IEDC Chair/Vice-Chair) on media relations and key messages from IEDS	Year 1	\$500	1-2 days	Community Services Manager, Special Events Coordinator, contracted service provider
3.4.	Develop a comprehensive media contact list and begin developing a rapport with relevant media contacts for a press release and key message distribution	Year 1-5	n/a	1 week annually	CONTRACTED SERVICES
3.5.	Create 6-8 stories that profile local entrepreneurs and other community stories on an annual basis for the website and social media, budget is for a professional photography session annually	Year 2-5	\$3,000-\$4,000/year	3 weeks annually	CONTRACTED SERVICES, IEDC



4. On the Street Marketing:

Activities in this section focus primarily on the physical marketing materials that can be used in tradeshows and distributed through local business and tourism partners as well as on the ground engagement

4.1. Purchase branded marketing collaterals for use at regional community and business, tradeshows and regional forums including A-frame banners and other visual displays	Year 1	\$2,000	3 weeks	CONTRACTED SERVICES, Community Services Manager, Special Events Coordinator
4.2. Develop simple 'point of sale' branded promotional items (i.e. magnets, pens, etc) and distribute to local producers and tourism establishments	Year 2-5	\$2,000	n/a	CONTRACTED SERVICES, IEDC
4.3. Host an annual forum to share accomplishments and garner feedback from the business community about the IEDS and marketing initiatives	Year 2-5	\$500 annually	2 weeks	CONTRACTED SERVICES, IEDC

5. Investment Response Marketing

The investment related marketing actions are aimed primarily at an external audience and implemented once the initial marketing content has been developed

5.1. Recruit community champions to act as ambassadors for investment inquiries and share their success story/testimonials	Year 1	n/a	2 weeks	IEDC
5.2. An investment ready page on the economic development microsite with links to any available grants or funding programs available at the local, provincial or federal level as well as links to available properties via MLS	Year 2	n/a	2 weeks	CONTRACTED SERVICES
5.3. Develop an investment package that includes the community profile, development permit forms and process flowcharts that can be handed out at both municipal offices (example – King Township)	Year 2	n/a	4-5 days	CONTRACTED SERVICES, Community Services Manager, Special Events Coordinator, Building and Planning
5.4. Highlight Telus' Investment in Fibre Optic Network and the Southwest Ring Road as enabling investment opportunities. Ensure news articles and key milestones are shared and highlighted through website and social media	Year 1-5	n/a	Ongoing	CONTRACTED SERVICES, Community Services Manager, Special Events Coordinator



6. Targeted Marketing Campaigns

These focused campaigns are primarily introduced in subsequent years as Black Diamond and Turner Valley enter the latter years of implementation

6.1.	Shop local campaign focused on sharing information on the products and services available within both communities including graphic design, posters, pamphlets and IEDC sponsored prizes during National Small Business Week	Year 1-5 annually	\$750-\$1000 annually	2-3 weeks annually (October)	CONTRACTED SERVICES, Special Events Coordinator
6.2.	Calgary-based Investors and Recreationalists– Marketing tactics may include engaging businesses through attendance at regional trade shows, the Calgary Stampede, regional tourism shows (food, beverage, home shows) and contests for recreational and cycling associations	Year 3-5	\$3,500 annually	2-3 weeks annually	CONTRACTED SERVICES, IEDC
6.3.	Create an annual report reviewing the success of each of the first 5 years of implementation, lessons learned, the status of barriers identified in the strategy. Publish a year in review document and present to both Councils. (example – Elgin County Year in Review)	Year 2-5	\$1,000 annually	3 weeks	CONTRACTED SERVICES, IEDC

Appendix A: IEDC Marketing Priorities: Initiatives

Marketing Pathfinding Sessions: Facilitated by InnoVisions & Associates



The following projects are recommended to be developed:



Project #1 Community Connecting Locally: businesses with businesses, and businesses with residents

Project #2 – Community Based Economic Development: marketing the towns and their business externally

Project #3 – Community Investment Readiness: joint community profile

Project #4 – Communication Plan: comprehensive communication plan developed and executed (includes with all stakeholders)