



Outlook

market research
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Marketing and Communications Plan Final Report

For:

The Town of Killam

December 18, 2012



Outlook

market research
and consulting

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To: Kim Borgel

From: Mark Baxter

Date: December 18, 2012

Re: Killam Marketing and Communications Plan - Final Report

Dear Kim,

We are pleased to present our report for the Killam Marketing and Communications Plan.

The information contained in this report is based on estimates, assumptions and other information developed from general research, first-hand discussions with stakeholders in the community and across Alberta, and information you have provided. All information provided to us by others was not audited and was assumed to be correct. Because procedures were limited, we express no opinion or assurances of any kind on the achievability of any projected information contained herein and this report should not be relied upon for that purpose.

We sincerely appreciate the opportunity to assist you with this project, and would be pleased to be of further assistance in the interpretation of the study's findings. Thank you for working with Outlook Market Research and Consulting Ltd.

Sincerely,

Mark Baxter

Outlook Market Research & Consulting Ltd

TABLE OF CONTENTS

1. Executive Summary	4
1.1 The Brand	4
1.2 The Marketing Strategy	5
2. Community Evaluation/Branding Research	9
2.1 Focus Groups	9
2.1.1 Focus Group Results	9
2.2 Survey	16
2.2.1 Survey Results	16
3. Marketing Material Deliverables	29
3.1 Branding Analysis	29
3.1.1 Summary Findings	29
3.1.2 Slogan Development	29
3.1.3 Building the Brand	31
3.2 The Brand Image	32
3.3 The Web Site	33
4. The Marketing Plan	35
4.1 Current Situation	35
4.2 Marketing Objectives and Issues	37
4.3 Marketing Strategy	38
4.3.1 Target Market	38
4.3.2 Sustainable Competitive Advantage	39
3.3.3 Communicating the Competitive Advantage	39
4.4 Action Plan	40
4.4.1 Strategy Responsibility	40
4.4.2 Strategy Activities	40
4.4.3 Strategy Timing and Cost	49
Appendix 1: Survey Question #5 – Verbatim Responses	50

1. EXECUTIVE SUMMARY

1.1 The Brand

Development of the Killam Marketing and Communications Plan involved primary research in the form of a survey, interviews and focus groups. This research was used to identify a Sustainable Competitive Advantage for the Town of Killam that would guide the development of a new brand, and a new marketing strategy.

The research yielded the following information:

Marketing Priority

- The number one priority for the town is *attracting new residents*. There are ample employment opportunities for newcomers. Attracting new people is more important right now than developing new businesses.

Value Propositions

- *Community Spirit*: is a vital aspect of marketing the Town. “Community Spirit” can be broadly defined by three local characteristics:
 1. Killam is an action oriented Town. Its citizens see great promise in the Town’s future, and are eager to market Killam to the rest of Canada.
 2. The residents of Killam are very welcoming and eager to embrace newcomers.
 3. Community cleanliness is a major point of pride for residents
- *Location*: The location on Highway 13 and 36 is seen as a major asset for Killam
- *Services*: Killam has ample social and business services to offer new residents

Imagery

- *Green* is the colour most citizens associate with Killam, with gold or yellow being the second choice.
- Citizens view Killam as a *prairie* town. It’s economic and social base is agricultural, although the oil and gas sector is also recognized as a key economic generator.

Conclusion

The primary marketing objective, as identified in the focus groups, surveys and interviews is **resident attraction**. This objective requires a multi faceted approach, long term planning, and allocation of Town resources (in terms of a time commitment and a financial commitment.) The three value propositions led to the concept that newcomers would not have to sacrifice lifestyle or comfort if they move to the Town of Killam. Hence the slogan, “Life Without Compromise”.



1.2 The Marketing Strategy

THE TARGET MARKET

Discussions with recruitment specialists, immigration specialists, and local stakeholders leads us to believe that Killam should target pockets of *recently unemployed workers across Canada, and small town Albertans who are open to relocation*. This is of course a wide swath of people. What is important to understand is that most people, especially those with families, do not move without employment. Therefore the target market is someone who matches an employment or self employment opportunity in or around Killam. This makes the resident attraction effort, largely a labour attraction effort.

THE COMPETITIVE ADVANTAGE

As stated above in The Brand section, Killam's value propositions are: excellent community spirit, a useful location, and ample services. The three value propositions lead to the concept that newcomers would not have to sacrifice lifestyle or comfort if they move to the Town of Killam.

COMMUNICATING THE COMPETITIVE ADVANTAGE

Communicating the competitive advantage involves an Action Plan. Activities include resident attraction committee organization, rebranding, brand implementation, website development, labour attraction and other actions:

Resident Attraction Committee Organization

Attracting new residents through a marketing strategy will be a multi-year process. A group of citizens in Killam will need to take responsibility for organizing and implementing the strategy. We propose the development of a Resident Attraction Committee (RAC). The Resident Attraction Committee should be:

- *Responsible and Agile*: Represent various interests in the community, but also be small and agile. It should be financially responsible to Council, but be autonomous enough to act independently on routine issues.
- *Representative*: Feature a member from Council, several business owners/managers, and a variety of local community stakeholders. It must also contain at least one Town of Killam staff member that is able to dedicate a set amount of time per month to RAC duties.
- *Have Experience*: Certain community members would be highly desirable for this committee, such as those with experience in staff recruiting
- *Not Burn Out*: Meet on a monthly or bi-monthly basis, and on an ad hoc basis. It is vital that this committee does not set a schedule that overworks its members. This is a multi-year process, and the longer members can stay engaged, the better. Avoiding member burn-out is important.
- *Point of Contact*: A challenging aspect of implementing a marketing strategy that focuses on resident attraction, is determining who will be the point of contact for newcomer inquiries. The website and newly created promotional materials aimed at resident attraction will require someone available to 'answer the phones'. This person will likely be a staff member from Town who is on the RAC.

Brand Implementation

It is our understanding that the Town is already planning to implement the brand in a number of new areas. Anywhere the old brand is in use, the new brand should replace it. This can take a while; timelines and costs will have to be managed by the Town. Simple changes like stationary can be made in short

order with the files provided by the consulting team, and larger scale changes or additions like outdoor signage will have to be managed by the Town and the RAC. Here are a few implementation suggestions:

- *Signage Replacement:* Focus on replacing old signage before new signage initiatives are undertaken. After the roll-out all old signage should be replaced within 3-6 months.
- *Community Engagement:* Engage the community (especially businesses and public organizations) to use the new brand in their marketing efforts
- *User Guide or Graphic Standards Manual:* The usage guide is usually a one or two page document that users of the brand must read (and potentially sign) in order to use the brand image. A GSM is a more in-depth Usage Guide that features vibrant illustrations and examples of how the brand image should be used. It contains information on legal issues, rules of use, colour guidelines, font guidelines, suggested applications, examples of unacceptable uses, etc.
- *Trade Mark Protection:* The Town of Killam should determine the level of control they want to have over the brand image. This may involve trade marking.

Website Development

The new Town of Killam website is presently under development by Outlook Market Research and Consulting. The site will be expandable and highly editable. The RAC must use the website as the *primary* means of communicating elements of the marketing strategy and providing information to newcomers and residents. Here are a few actions to be considered:

- *Staff Content Update:* In the first quarter of 2013, the Town of Killam must dedicate time to updating and altering the content on the website.
- *Resident Attraction Feature:* The RAC may want to consider a dedicated resident attraction feature on the website.
- *December 2013 Review:* The RAC should look review the website, its content, and potential uses at the end of 2013, once the community and Town staff have some time under their belt with the new content and technology.

Signage

Outdoor signage will be an important tool in promoting the new brand. The traffic on Highways 13 and 36 offer a perfect platform to market the community. Considering the following:

- *Regional Signage*
Explore the availability and cost of a regional outdoor signage campaign to promote the new brand. Done in fiscal moderation, using sign locations that can be leased for long periods (1-3 years), this can be an effective way to raise regional awareness of the Town and its effort to expand.
- *Focusing Your Efforts*
It is important for the RAC to be careful with its budget. “Raising brand awareness” is a catch-all phrase used by marketing material sales people. Instead you need to focus on your Marketing Strategy. In this case it is about attracting new residents, and this mean attracting new workers. Your brand awareness therefore becomes part of the Labour Attraction Strategy. Promote the brand where new potential workers are.
- *New Killam Sign Boards*
Currently Pattison Outdoor Advertising has 2 signs in the Killam area that could be available for rent. But the Town may want to seek out land or buildings in the area where new long term signage can be placed.

- *Be Creative*

Promoting Killam with outdoor signage will be even more effective if the campaign is memorable. Working with experts in outdoor signage is the best way of arriving at original and effective ideas. The location of Killam along Highway 13 may allow the town to act as a canvas for such an effort. Utilizing lamp posts, buildings, and new signage boards maybe effective. It is always advisable to act as your own advocate when working with advertising specialists. On this note the RAC should research unique signage ideas and talk to outdoor signage companies about them. The following website highlights 10 important tips for understanding the basics of billboard design: <http://naldzgraphics.net/tips/effective-tips-on-how-to-design-billboard-advertisements/>

Housing Strategy

It is important to assess the vacancy rates in your community, and look how affordable and available accommodation is. Steps that the RAC should take include:

- *Regional Housing Assessment:* Projecting future growth will be important. This includes looking at the situation in neighbouring communities.
- *Meetings with Developers:* Meeting with land/housing developers that have done developments in the region is a vital step in the research and planning process. Only these developers can provide a *true* assessment of what type of development is feasible, when it can happen, and what it will cost.
- *Consultations with Land Owners:* Take an inventory of what local land may be available for development.

Immigration

Immigration may be one component within an overall resident attraction effort. Several factors should be considered:

Community Consensus: to hold at least one broad based community consultation to vet new ideas and assess local attitudes.

- *New Businesses:* Many immigrants become entrepreneurs and launch new businesses when they settle in Canada; this can be leveraged by Killam as well.
- *Existing Local Connections:* Identify individuals in and around your community who have relatives abroad who might be interested in immigrating to Canada.
- *Temporary Foreign Workers:* It is unlikely that this is a route that the RAC will want to take. But there are ample provincial resources if the community deems it a viable method of attraction.
- *Settlement Services:* Canada is a world leader in immigrant settlement; Killam can marshal these provincial and Federal resources/programs.

Financial Incentives

The Town (along with local business) may have the option to provide certain financial incentives to newcomers.

- *Tax Incentives:* Provinces seeking to attract and retain newcomers often develop programs of special provincial income tax deductions. On a local level, this could be applied to new residents in the way of a “property tax holiday” or other incentives
- *Refunding Costs:* The Town of Killam could set up a plan where a portion of moving costs or other costs are rebated for new residents.
- *Loan Fund:* A revolving loan fund to assist people who move in to Killam with their relocation costs.

Employment

Resident attraction and labour attraction are inextricably linked. People do not move to new communities without a source of employment. This is especially true with Killam's likely target market: young families. Therefore a Labour Force Attraction Plan is advisable. This can be looked at as one of the actions necessary in the Marketing Strategy.

- *Labour Attraction Plan:* One element of a labour attraction plan that is advisable is developing a means to identify underemployed segments of people across Canada and perhaps the United States. The RAC may want to employ the services of a labour attraction specialist to develop the plan and tools.
- *Hire A Human Resources Firm:* The RAC should look at working with local employers to hire a human resources firm to assist with recruitment. If the Town is very serious about resident attraction, and this means identifying labour shortages and finding suitable workers, then perhaps it should bear some of the financial responsibility of recruiting these workers.

Have a Welcoming Community

A welcoming community has a strong desire to receive newcomers and to create an environment in which they will feel at home. It ensures newcomers are able to participate fully in all aspects of community life. A welcoming community also ensures newcomers have access to a full range of services and programs and can find meaningful employment opportunities. The welcoming community:

- Respects diversity
- Has accessible public services
- Has a range of educational opportunities
- Promotes health and wellness for all
- Is safe, and talks about it
- Invites newcomers to share leisure time activities
- Acknowledges faith and spirituality
- May develop a newcomer survey to learn more about its new residents and the effectiveness of its overall resident attraction effort



2.COMMUNITY EVALUATION / BRANDING RESEARCH

2.1 Focus Groups

Two focus groups were held on February 8th and 9th, 2012 at the Killam Agri-Plex. The focus groups were used to conduct in-depth primary research to capture the opinions of stakeholders in the community such as business leaders and town administration. A full list of focus group participants is outlined below.

The focus groups were meant to provide descriptive data to help the consulting team develop a core value proposition to re-brand the Town, and help with the primary marketing goal – to attract new residents.

There are ten questions listed below in the focus group script. This script was designed to spark a detailed discussion within the group that would help answer the four following core questions:

- What do you like about living in Killam?
- What could make Killam a better place to live?
- What positive attributes separate Killam from other rural towns?
- What colours and imagery represents Killam?

The two groups proved to be very engaging, providing a wealth of detailed information that will help the consulting team develop a new brand image and a marketing plan for the Town of Killam.

2.1.1 FOCUS GROUP RESULTS

NOTE: The text directly following the questions asked is analysis from the consulting team and the bulleted points are quotes from focus group participants.

Q1. WHAT IS YOUR NAME, WHERE DO YOU LIVE, AND HOW MANY YEARS HAVE YOU LIVED IN THE AREA?

The group was comprised mostly of people who have lived in the area for many years. Of interest, several people moved from other rural locations; or they were born in Killam, moved, and then returned. It was valuable to have the perspective of people who have lived in other rural areas, especially to discuss what differentiates Killam from these other towns.

Group 1

- Geri Clark – CEO Killam Health Care Centre
- Rick Kryz – Councilor, Work Battle River Implements
- Marilyn Kuysters – Primary School Teacher
- Jerry Gordon – Local Business Man, Avid Volunteer
- Chris Raab – ATB Financial Branch Manager, Avid Volunteer
- Mike Kueber – Farmer/County Councilor
- Bud James – Mayor
- Dean Berrecloth – Public Works

Group 2

- Kari Fox-Newby – Active volunteer, stay-at-home Mom
- Kathy Young – Principal
- Tammy Ortman – Child Coalition Director
- Diane Gordon – Councilor
- Brenda McDermott – Councilor/FFCS Employee
- Kim Dammann – Farmer/Ag Society President
- Bill Gibb – Retired/Chairperson of Killam & District Business Development Association
- Charlene Jackson – Director of Community Services
- Brad Fredrich – small business owner
- Tom Jackson – Greentech
- Gordon Thompson – Deputy Fire Chief
- Terry Hamilton – Battle River Implements

Q2. IF YOU COULD TELL SOMEONE WHY THEY SHOULD LIVE OR WORK IN KILLAM, WHAT WOULD YOU SAY?

This question sparked a lengthy discussion. Low unemployment, good schools, and recreation opportunities were all high on the list of community assets. Of note, a theme that reoccurred often was community pride. Far from a being cliché, community pride is demonstrable in Killam. Citizens and businesses take great care in cleaning up after snowfalls, cutting grass, removing trash, etc. Participants that live or have lived in other Towns take notice of this cleanliness and community pride.

Community Pride

- *We have true community pride*
- *Cleanliness matters in Killam*
- *Killam is a clean town, people take pride in their yard*
- *Killam is a safe and caring place*
- *It is a progressive area with great community spirit*

Recreation

- *The community is raising all the children*
- *Lots of family recreational opportunities for a small town*
- *Good support for recreation activities*
- *We have great recreation facilities*
- *Killam has an excellent volunteer base*
- *There's lots going on here for a small town*

Business

- *Good selection of service business, even a big grocery store*
- *Good customer service in our businesses*
- *You can receive all of your daily needs in town besides clothing*
- *We have a 25 k catchment area around*
- *We are close to bigger cities like Camrose and even Edmonton*

Cost of Living

- *Cost of living is great - housing is around \$160 k,*
- *We have cheaper recreation e.g. hockey prices are basically 50% less than in big cities*

Schools

- *Community driven child care is cheaper and readily available*
- *We have K-9 in Killam and grades 10-12 in Sedgwick, which is a short bus trip to a centralized high school. Central High school enrollment is about 200 which mean small classes*
- *School is very involved with the community*
- *We have a high academic standing*

Employment

- *There are lots of jobs*
- *Our unemployment rater has to be effectively almost zero*
- *Employers here are willing to educate employees – we have training opportunities*

Q3. WHAT DO YOU THINK SEPARATES THIS TOWN FROM OTHER RURAL AREAS?

The answers to this question are really the key to rebranding and marketing Killam as a destination for families and workers. Many rural communities boast very similar attributes – safe communities, clean living, and community cohesiveness. So to build a value proposition to attract new residents, we must identify what makes Killam unique. From an economic development perspective, it is hard to argue that the location is a major asset, especially with the trade that runs up and down Highway 36 from the oil sands to the U.S. But if resident attraction is the goal of the marketing effort, it would seem that availability of services is a key selling point for Killam.

Many communities in rural Alberta can boast low unemployment. And in fact, many are vying for the same types of new residents – skilled trades-people or professionals. The key to attracting these residents are services for the workers, and especially their families. Killam boasts great recreational opportunities, full police and fire services, medical services, seniors care, a family services centre, and most basic shopping needs such as having a large grocery store.

Welcoming

- *Killam is more welcoming and inviting than other towns*
- *When I moved I was getting calls from nowhere to go golfing*
- *Drive down the street and everyone waves at you*

Location

- *Killam's location on 2 major highways is very important*
- *Central to the region*
- *Highway 36 is a wide load highway*
- *Halfway point in the EATC; it is a natural resting point between the border and the oil sands*
- *Killam is 40 minutes from Castor (932 pop) where the truck stop is. But Castor has less oil and gas and a declining population and a more spread out agricultural presence.*
- *It is fairly close to major centres*
- *Killam people realize that Killam is part of the region - almost like the center of it*
- *36 and 13 is a regional hub*
- *Our rail and highway connections are a big thing*

Economy

- *110 work at the health centre and they are always recruiting*
- *Killam is the regional service centre for agriculture*
- *A very stable economy in this Town.*
- *Almost 30% of our population works in oil and gas.*
- *Female spouses can provide stable income when oil and gas is downturned.*
- *Killam has lots of job opportunities – we actually maybe looking harder for new people than for new businesses*
- *There are opportunities for businesses to expand*
- *Killam has a lot of progressive thinkers*

Services

- *There are a variety of service groups and recreational activities*
- *Family services centre – counseling, children’s services, adoption, etc*
- *Emergency services – RCMP detachment - 8 members*
- *Our group home is unique*
- *Seniors home (continuing care) 45 beds are full – going up to 60 to 72 beds*
- *We have seniors condos, a seniors club, and a seniors centre*
- *There are a variety of churches in Killam*
- *University is close in Camrose*
- *Killam has lots of young families*

Q4. WHAT COULD MAKE THIS TOWN A BETTER PLACE TO LIVE?

When conducting these types of focus groups in rural towns, this question often elicits an outpouring of discontent. It is easy to criticize the services, infrastructure, etc in a small rural town. Of note in the Killam focus groups wasn't what was said, but what was not said. Complaints about the Town or its administration were very minimal. The focus instead was on how to better market the assets in Killam. The residents seem very positive about what Killam has to offer to new residents, they just want to get the word out.

Social Life

- *Outdoor recreation is a weakness because we have no terrain or paths.*
- *Evening social life is lacking, although it is even worse in other towns*
- *There is not a lot for teenagers to do*
- *There is a need for a cultural presence – i.e. the arts*

Housing

- *Rental housing is in short supply*
- *Need for some affordable housing - especially for service sector workers*
- *Can't charge enough rent to build an apartment*
- *A life lease complex would be great*

Marketing

- *The ample opportunities for recreation not communicated well*
- *We need a better website*
- *Killam has to get the word out about how great it is*

- *We should change the name of the Town (this was only mentioned once)*
- *We have to target the wives – use services as an argument*

New Residents

- *What we have is a people problem not a business problem*
- *Killam needs new people - recruiting is important*
- *We don't have the labour pool to grow the economy*

Q5. LOOKING AT COMMUNITIES IN THE REGION OR AROUND ALBERTA, WHAT DO YOU SEE AS DEVELOPMENT SUCCESSES THAT YOU WOULD LIKE TO EMULATE, AND WHAT DO YOU SEE AS DEVELOPMENT MISTAKES YOU WOULD LIKE TO AVOID?

There were few responses to question five. The immigration situation in Brooks was mentioned several times. Some people fear that type of situation, but most participants realize that immigration is a great way to find new residents. Besides, unless a plant opened around Killam that needed hundreds of low wage workers, the Brooks situation is highly unlikely to be replicated.

- *Brooks' immigration policy was a mess*
- *We could us an independent life lease like in Daysland*
- *Killam should become fully wired to work anywhere in town in a park, etc – do your work in your home; look at becoming a fully wired town*
- *Talk about super network and extra bandwidth. DSL stops in Killam, and there is a waiting list for DSL in Killam*
- *Alberta as a province has few advantages (i.e. incentives), but government cant help us anyway*

Q6. IF YOU HAD TO COME UP WITH ONE WORD OR PHRASE THAT YOU FEEL MOST DESCRIBES YOUR COMMUNITY WHAT WOULD IT BE?

Many of the responses represent a feeling of action or activity. Citizens and businesses want people to know that Killam is not a sleepy little town with nothing going on. There is an overwhelming sentiment that things are happening Killam, mostly due to the drive of its citizens. They want to be a thriving community that retains its small town feeling but offers a world of opportunity to new residents. Many small towns fall into a defeatist mentality due to the pressures of emigration and economics. Killam seems to have a burning desire to grow, mostly because its people realize how much it has to offer.

- | | |
|---------------------------------------|--------------------------------------|
| ▪ <i>Family oriented</i> | ▪ <i>We get things done</i> |
| ▪ <i>Welcoming</i> | ▪ <i>This town gets it done</i> |
| ▪ <i>Safe</i> | ▪ <i>We are an active town</i> |
| ▪ <i>Diverse</i> | ▪ <i>Committed</i> |
| ▪ <i>Opportunities for people</i> | ▪ <i>Progressive</i> |
| ▪ <i>Recreation</i> | ▪ <i>Prosperous</i> |
| ▪ <i>A busy little town</i> | ▪ <i>Vibrant</i> |
| ▪ <i>Nurturing</i> | ▪ <i>Pride</i> |
| ▪ <i>Clean</i> | ▪ <i>We make it happen in Killam</i> |
| ▪ <i>We take pride in cleanliness</i> | ▪ <i>Prairie town</i> |
| ▪ <i>Involved young parents</i> | ▪ <i>Welcoming</i> |

Q7. WHAT ANIMALS, PLANTS, OR FLOWERS REMIND YOU OF THE REGION?

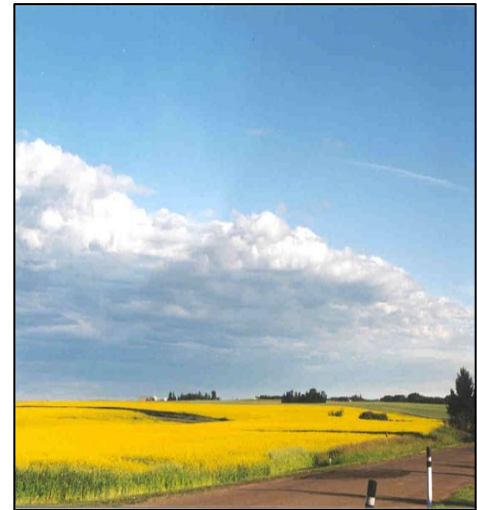
Moose were mentioned often, but it is unlikely that this is an image that would make sense to outsiders. Prairie visual themes were prominent in the focus group.

- *Moose*
- *Ducks and geese*
- *Blue jays*
- *Finches*
- *Canola*
- *Wheat*
- *Snow geese*
- *Cows and calves*
- *Wild roses*
- *Canola*
- *The park in town*
- *Trees are not prominent*

Q8. WHAT COLOURS REMIND YOU OF THE REGION AND WHY?

Green and yellow or green and gold were popular responses. The colour green was mentioned most often in the focus groups and in the survey.

- *Yellow canola fields*
- *Green and yellow – summer colours*
- *Red black and white – Killam Kougars school team*
- *Green grass*
- *Green and gold (wheat colour)*
- *Mutli-coloured flowers like a flower bed*
- *Green and yellow – summer colours*
- *Big bright blue sky*



Q9. WHAT SYMBOLS REMIND YOU OF THE REGION? (I.E. EVERYDAY OBJECTS, LANDMARKS, MACHINES, PEOPLE, ETC.)

Agricultural and prairie themes were dominant in the discussions. The concept that Killam is a true prairie town is interesting. Alberta has a wide variety of landscapes, but prairie imagery is not marketed as often as mountain settings, urban settings, or badland settings. Prairie towns have a certain safe, homey connotation that could also work as a differentiator for Killam.

- *Strong service centre for a rural community*
- *Killam is a prairie town – “pure prairie living”; “wide open spaces”*
- *Children and Family*
- *Sports and recreation facilities and parks*
- *2 highways and rail – intersection or crossroads; EATC*
- *Agricultural plenty*
- *Head of wheat*
- *Grain elevator*
- *Combine*

Q10. DO YOU HAVE ANY OTHER THOUGHTS REGARDING THE FUTURE DEVELOPMENT AND PROMOTION OF KILLAM?

- *Killam is a community in action*
- *We should promote the campground*
- *Opportunities for families are abundant*
- *It has to be bold – our people are bold confident and capable*
- *You want to be a part of Killam*

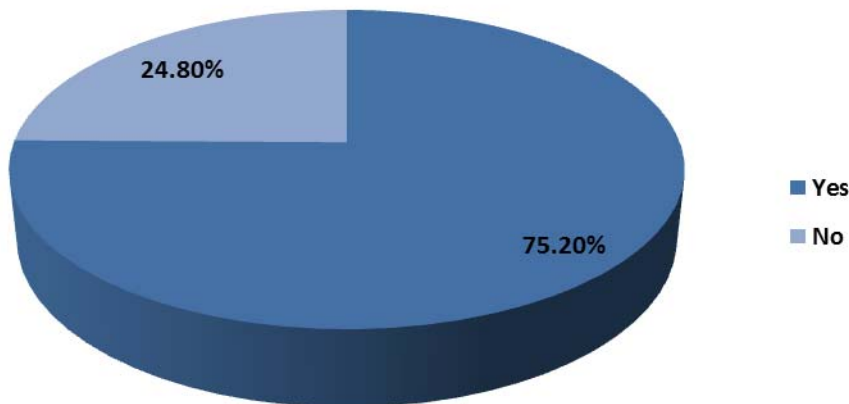
2.2 SURVEY

The consulting team instituted an on-line survey to ensure that those who were not part of the focus groups were still able to participate and feel as though they are part of the process. This may become very important later on when the Town must rely on these same people to support the project. We created a dedicated on-line survey on the Town of Killam web page. Through the use of local media and an e-mail campaign by stakeholders, the participants were directed to the web page for a brief survey.

The survey was conducted over six weeks. 125 people did the survey and there were 104 full completions. Considering our team was hoping for at least 50 responses, we were very pleased with the results. Much credit can be given to Kimberly Borgel, Darlene Gotobed, and the participants of the focus group who did a great job spreading word about the survey.

2.2.1 SURVEY RESULTS

Q1: DO YOU LIVE IN THE TOWN OF KILLAM?



2. IF YOU DO NOT LIVE IN THE TOWN OF KILLAM, WHERE DO YOU LIVE?

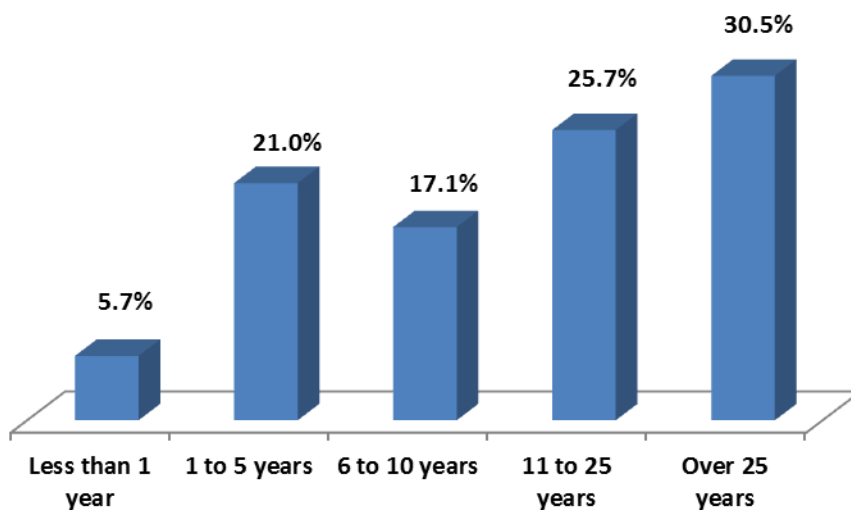
28% of respondents said they live outside Killam. The responses to this question indicate most participants live in the trading area around Killam. Many of the survey participants live just outside Killam on farms. But they take some ownership in Killam as their home town.

Answers	Response Count
▪ On farm outside Killam	11
▪ Sedgwick	9
▪ Edmonton	2
▪ Flagstaff County	2
▪ Strome	1
▪ Bawlf	1

▪ Heisler	1
▪ Daysland	1
▪ Forestburg	1
▪ Red Deer	1
▪ Viking	1
▪ Lougheed	1
▪ Leduc	1
▪ Castor	1
▪ Camrose County	1

3. HOW LONG HAVE YOU LIVED IN KILLAM?

The majority of respondents should be considered long term residents. The largest group at 30.5% has lived in Killam over 25 years, and 56.2% over 10 years. But it should be noted the respondents in this type of project are usually more likely to be long term residents from an older demographic segment.



4. HOW WOULD YOU RATE KILLAM IN THE FOLLOWING AREAS?

Question 4 asked the respondents to rate 19 attributes of Killam. The answer options ranged from “Very Poor” which was assigned a value of “1”, to “Very Good” which was assigned a value of “5”. As seen below, all of the attributes were given at least an average rating of over “3”, meaning respondents view each attribute as positive, with many of the attributes ranking very positive.

The highest rank (almost a “5”), was “A place to raise a family”. This result coincides with the focus group findings as well. Services also are rated very well by respondents, which was an area of interest for the client.

Answer Options	Very Poor	Poor	Neutral	Good	Very Good	Rating Average	Response Count
A place to raise a family	0	0	6	45	72	4.54	123
Fire services	0	0	8	49	63	4.46	120
Policing	0	3	9	61	49	4.28	122
Indoor recreation	0	1	15	60	44	4.23	120
Parks	0	1	13	71	37	4.18	122
Access to medical services	1	7	13	64	37	4.06	122
Outdoor recreation	1	5	23	69	24	3.9	122
Local schools	1	6	25	67	23	3.86	122
Access to services	1	6	25	71	19	3.83	122
A place to operate business	0	9	33	63	18	3.73	123
Proximity to major centres	2	7	26	77	10	3.7	122
Cost of living	1	6	34	70	11	3.69	122
Infrastructure	0	4	41	66	10	3.68	121
A place to shop	0	13	35	61	14	3.62	123
A place to find employment	3	24	33	45	17	3.4	122
Cultural events	1	18	57	41	5	3.25	122
Local taxes	4	19	45	48	4	3.24	120
Training opportunities	2	23	57	34	5	3.14	121
Child care services	3	21	61	27	8	3.13	120
answered question							123
skipped question							2

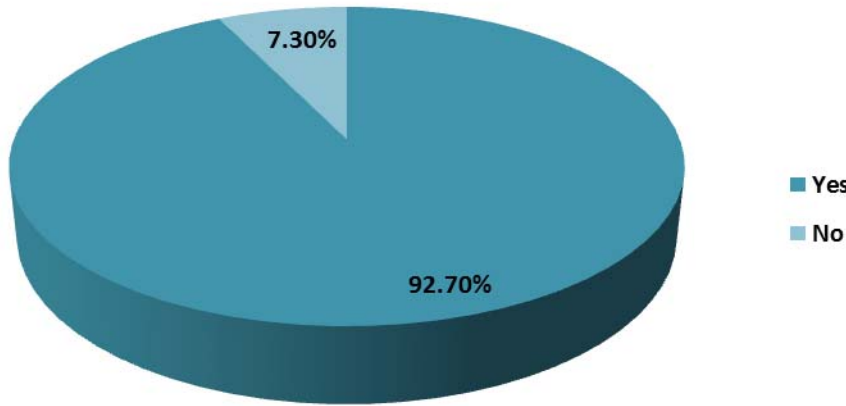
5. PLEASE FEEL FREE TO COMMENT ON YOUR RATINGS IN QUESTION 4 AND WHAT YOU FEEL COULD BE DONE TO IMPROVE ANY OF THESE AREAS.

There were 33 long form responses to this question. Please see the Appendix for verbatim long form responses. Here are a few notable themes in the responses:

- Lack of childcare was mentioned a number of times. Of note, “child care” scored lower than any other attribute in question 4.
- Overall, the respondents seem to have a positive opinion of the job that the Town administration is doing.
- While most people are thankful for the local services in Killam, more shopping opportunities would be welcomed. This is a similar situation in almost any small town.
- Health care is a concern to some. It is usually only a matter of time until a family experiences a medical emergency that requires care in a larger centre.

6. DO YOU FEEL IT IS IMPORTANT TO MARKET KILLAM TO PEOPLE OUTSIDE THE REGION?

There was almost unanimous feeling in both the focus groups and the survey that marketing is of major importance for the Town of Killam. This is a critical element to implementing a new marketing plan, as citizen and **business participation is vital to a plan’s success.**



7. PLEASE RATE THE FOLLOWING INDUSTRY SECTORS YOU FEEL ARE MOST LIKELY TO ATTRACT NEW BUSINESSES TO KILLAM?

Not surprisingly, Agriculture and Oil & Gas ranked highest among industry sectors that respondents believe are most likely to attract new businesses to Killam. This stems from the fact that these sectors are most significant economic generators in the region. From an economic development perspective, this does not mean that the majority of new employment will necessarily come from Agriculture and Oil & Gas. However it is an important indicator of how new economic development initiatives may be met and supported by the public.

Answer Options	Very Unlikely	Unlikely	Neutral	Likely	Very Likely	Rating Average	Response Count
Defence	13	33	49	13	2	2.62	110
Tourism	10	25	47	23	5	2.89	110
Manufacturing	10	23	27	44	6	3.12	110
Transportation	7	24	31	39	9	3.17	110
Oil and Gas	3	2	10	61	35	4.11	111
Agriculture	2	1	11	61	36	4.15	111
answered question							111
skipped question							14

8. WHAT DO YOU FEEL MAKES KILLAM UNIQUE IN RELATION TO OTHER SMALL TOWNS?

*Below is a list of attributes that respondents believe make Killam unique in relation to other small towns. This is the **key** question in the survey, as it helps provide points of differentiation forming a value proposition on which we can use to market Killam.*

The responses can by and large be placed into one of five categories: Clean Town, Good Services, Community Spirit, Location, and Town Administration (Leadership). The Clean Town comments are fairly unique to Killam, and were repeated over and over during the research process. Also of note, it is rare to find any community that is so supportive of its leadership. Small towns face a lot of challenges, and local governments are often easy targets for blame, if not sometime deserving targets. The fact that the citizens largely approve of their leadership is an encouraging sign; not only it is an indication of community unity, but one would hope that leadership would be given the prerogative to implement a new marketing effort.

The following responses are largely verbatim, corrected only for spelling and formatting.

Clean Town

- We are a neat and tidy town with many services and lots of opportunities
- Its a clean town (tidy streets and well kept yard and homes)
- Cleanliness
- Killam is a clean town
- Clean town
- Everyone takes great pride in their yards and appearance of their homes.
- Clean, welcoming community
- It's beautiful main street
- We are a very clean town that is well set up.
- Taking pride in our streets, homes and yards. Especially streets - other municipalities our size, some are still dealing with gravel!
- Pride in community and a clean friendly community
- There are lots of green spaces with large residential lots - the town for the most part is very "tidy" in appearance.
- Pride of ownership - few unsightly premises. And the people are friendly.

Good Services

- I would say it's unique for the reason that there is a police station. Most small towns don't have that.
- Killam has all we need and then some...we have all of the above--many travel here for our hospital, long term care, doctors, pharmacy, bowling, swimming, and grocery shopping...WE HAVE IT ALL.
- Killam a little bit of everything
- The combination of our recreation facilities, hospital, parks, agricultural equipment and auto dealerships, Co-op, drugstore and specialty shops. We have the makings of a community that can attract people as shoppers and residents but we need a broader strategy to make our advantages known.
- We are lucky to have Hospital, RCMP, The Agri Plex, Ball Diamonds, KPS, Parks and a variety of shopping, restaurants and accommodations
- The flagstaff regional swimming pool has always been something that makes Killam unique!!
- Killam has everything a small town needs.
- Killam offers a variety of business, services and recreation.

- The AgriPlex and the location. The Agriplex could be a huge draw for business if we looked beyond hockey, (add to the hockey) and managed the pool much better.
- I think Killam has a good variety of businesses. There are lots of young families. There are lots of things to do in Killam.
- It has pretty much everything you'd need in a town; no real need to travel anywhere for supplies, etc. Some other towns we looked at were nice, but I wouldn't want to have to get in my car to go buy milk or paint. Love that we have a police station and hospital.
- The indoor pool, our drugstore and Coop
- Swim pool, Jr.B team, Co-op, Subway, Killam Crossing, Co-op fuel, RCMP & 2 doctors.
- There are numerous community activities that go on, the Agriplex, large grocery store, drug store, RCMP station, school FFCS building, Large agriculture facilities
- Our agriplex is unique within our county. Our parks are wonderful and our drugstore, grocery store, secondhand store and other businesses continue to provide great options for shopping.
- I like that the coop carries pretty much anything you would be looking for. As opposed to Sedgewick. I go to Killam for groceries. And more restaurants in Killam.
- I like that Killam has a lot of services in the small community....from a Drug Store, to schooling, to Flower Shop, to a Police Detachment, to a hospital.

Community Spirit

- The community involvement, the strong success of small business and the support for the overall good of the community.
- It's a progressive small town that thinks big. I like that!
- Residents seem very friendly and helpful and they make visiting enjoyable
- It has the best of what small towns offer
- Friendliness
- A sense of community
- Many rural towns are struggling in Western Canada, but Killam seems to be doing well in maintaining and making improvements along with having successful businesses and continued access to many amenities. Killam is a friendly town that cares for their friends and neighbors. I heard a comment just recently from a mom who had just moved to Killam in the last year with her husband and their young family, saying they felt safe in walking around town and having their children go play in the playground. They felt like Killam was home already and had felt more welcome here than in their previous place of residence where they had lived for over 4 years.
- Strong churches, Indoor swimming pool, strong community volunteers, Living Room Theatre, good pizza parlours
- Killam is a very friendly, closely knit community. Everyone comes together in times of need.
- The enthusiasm of some of the volunteers and the dedication that many feel towards the area.
- It's strong community spirit and the way the people pull together to make whatever happen.
- Everyone knows each other in some way: neighbors, children go to the same school, husbands work together, and willing to help each other example: everyone helps out when there has been a house burnt down people are willing to give them a place to stay as long as they need it, give them food, clothes
- I have lived in many different small towns across Alberta and I personally have found Killam to be one of the friendliest. Many towns do not take to newcomers and always treat them as outsiders but Killam seems to welcome them in, which I think is great.
- Killam is a very welcoming town. Killam prides itself on being able to offer services or community needs/wants to the entire region, not just those within it boundaries.
- It has me! And you!

- The people in the community
- Mostly the people are different. We've lived a few small towns and this has been our favourite, and why we plan on settling here. As far as the actual town the fact it has spent money on the downtown to beautify it, improve the pool and other amenities sets it apart.
- Considering we have lived in quite a few small communities I find Killam unique for the fact there are a lot of young families here.

Location

- We are on two important highway connections, this could be a vital link to manufacturing, agriculture oil and gas, tourism,
- Simply the fact that we are the only town on hwy 13 that offers everything.
- Cleaner and our location! Being on two major highways. We should be bigger than 1000 people, but we need more industry.
- Being at the junction of Hwy 13 & 36 should give the Town more exposure than a town off the highway
- Location on the junction of highways 13 and 36.
- The location makes it very easy to enter from two major highways.
- Highways 13 and 36 combined with the unique smell of one of the most efficient waste water disposal systems known to man.
- Our geographic location on the junction of 2 main highways
- It is located close to major centres such as Camrose, Edmonton and Red Deer.
- Being at the crossroads of highways 13 and 36. This may provide some business opportunities in the future.
- The excellent location on hwy 13 and 36.
- Not only do we sit on the intersection of 36 and 13. We are a clean, vibrant, prosperous town.
- The location is prime - located on Highways 13 & 36 - close proximity to Camrose, Red Deer, Edmonton and the Saskatchewan border - close proximity to rail road. We offer almost everything (goods) that is necessary to live.

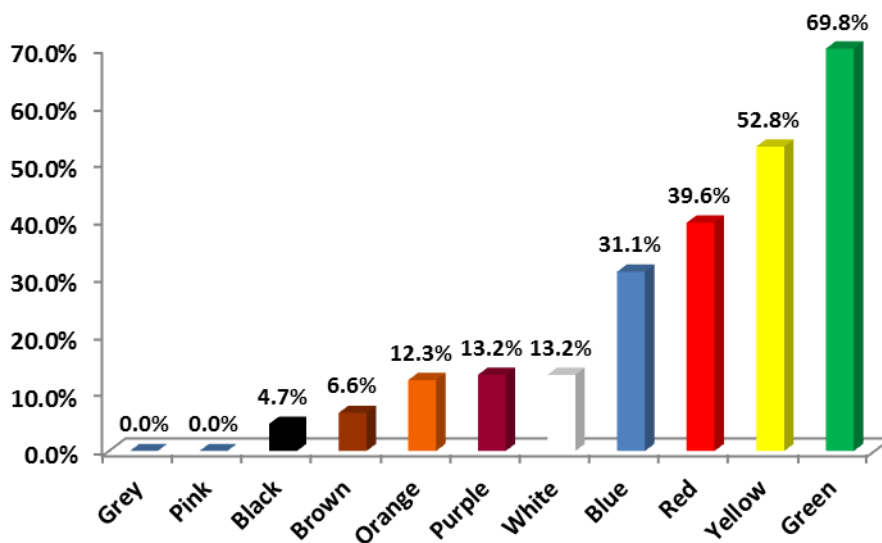
Town Administration (Leadership)

- I believe we have an excellent, forward-looking council, who instead of waiting for good things to happen, goes out and creates opportunities. I see that Killam embraces the idea of Community of Communities, and grasps the concept of working from the inside out to improve ourselves. Not only does it enhance quality of life in Killam, but naturally attracts new residents and businesses.
- Kudos as well to our administration, which sought and achieved our ACE Community designation, which was another example of the kind of forward-thinking that makes us the number one community in the region.
- Killam takes the initiative to be leaders in the County. Many of our local projects and infrastructure are much further advanced than other municipalities. We also have financial stability which is an important part of remaining a sustainable community for years to come.
- Management and volunteerism
- The municipal government, local business people, agriculture and oil/gas sector as well as the local groups that provide support for the community are on most part progressive thinkers... I think they are ready to embrace the future instead of dreading it!!
- The town and it's people are so focused on improving activities in town, the town itself and I think that it has a very strong 'family' focus which you don't see often anymore. I have never had a survey sent out like this one to ask me my opinion on how I thought the town was doing, that's pretty impressive!

- Unlike many other municipalities in the county right now, Killam has a tendency to regenerate, so to speak. Houses and buildings don't sit empty. New businesses still start up and change hands. We need to ensure this continues for the health of our community. This is a quality I feel our Killam councilors, interest groups, business owners, and town staff have clearly succeeded, while the County continues to absolutely fail.

9. WHAT COLOURS REMIND YOU OF KILLAM?

Green and yellow were by far the most popular colours, which coincides with the feeling of research subjects that Killam is predominantly an agriculturally based town.



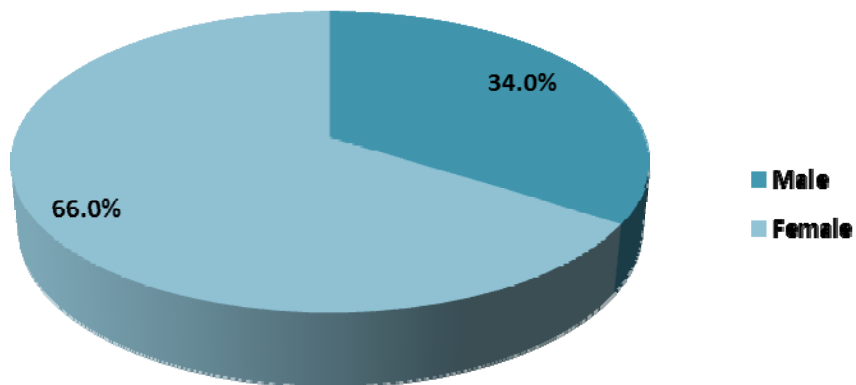
10. WHAT SYMBOLS REMIND YOU OF THE TOWN OR THE REGION? (LANDMARKS, NATURE, OBJECTS, ETC.)

The prairie theme is prominent in question ten. The majority of answers relate in some way to the agricultural lifestyle in and around Killam.

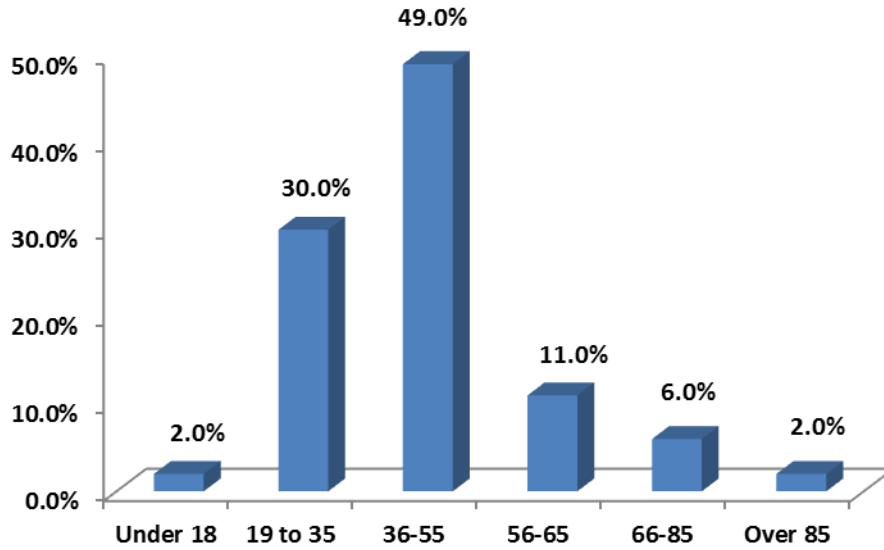
Answers	Response Count
Grain elevators	25
Wheat	13
Drive carefully - Killam sign	10
Agriplex	9
Wildlife	8
Agriculture	7
The Town of Killam sign	6
Heritage park	5

Canola	5
Hockey (Warrior Head)	5
Oil rigs	5
Highway cross roads	4
Main Street	4
Trees	4
Prairie	4
Coloured toilets on the street	2
Family or children	2
Rainbow colours	2
Farm equipment	2
Cattails with the Red Winged Black Bird	2

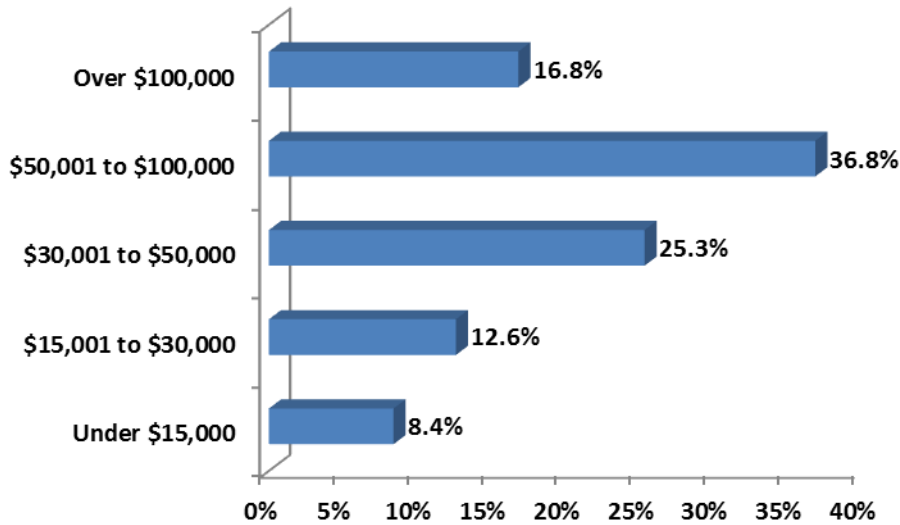
11. WHAT IS YOUR GENDER?



12. WHAT IS YOUR AGE RANGE?



13. WHAT IS YOUR INCOME RANGE?



14. WHAT IS YOUR OCCUPATION?

92 people responded to this question, and 33 skipped it.

Answers	Response Count
Bookkeeper/Administration	15
Business owner	12
Stay at home mom	10
Retired	10
Management	6
Health Care	6
Local Government	5
Sales	4
Financial	4
Farmer	4
Teacher	3
Oil and Gas	3
Community Support	3
Child Care	3
Carpenter/Cabinetmaker	3
Nurse	2
Manufacturing	2
Construction	2
Student	1
Pastor	1

16. DO YOU HAVE ANY OTHER COMMENTS OR QUESTIONS?

- Would not want to live anywhere else!
- I think we are so lucky to have the Co-op, Drug Store and Agriplex just to name a few of the businesses/facilities in Killam. Main Street is looking good too. It always feels like a clean, safe town.
- One negative for Killam is that Taxes are too high - in comparison to other towns, even cities. Does it deter people from moving here and choosing a neighbouring town?
- I know it is hard in a small town but I would definitely like to see more activities for kids. For example: gymnastics instead of having to drive elsewhere, especially in the winter. Killam does its very best to have activities for kids and my hats off to them for that.
- I think a lot of people think hockey when they think of Killam. I don't feel this is necessarily a positive as it can breed negative thoughts and animosity among citizens between surrounding communities. It goes further than rivalry and stems from many years of bad relations.
- I think comparing Killam to lot of towns I have seen in my travels I would say that the people and businesses are very friendly and very helpful. Killam has kept up with the times and not scared of change. The people here are willing to help with changes has much as possible.

- The Town of Killam is made up of a lot of Senior's on a fixed income, so why do you keep putting these add-ons on the Bills and taxes when their pensions stay the same and do not go up like your increases do?
- Appreciate the fact that every thing I need to shop for [except clothes and shoes] can be found in Killam
- Enjoy the swimming pool
- Excellent medical staff, caring health centre staff
- Recent renovations have made main street more inviting
- Would like to see more housing such as Killam Estates for Seniors
- Friendly Town Office Staff
- For most part I wouldn't want to live any where else.
- I like Killam. Our kids like Killam. There are huge opportunities here to keep the small town but expand our boundaries. We need to become known for something besides the Junior 'Beers", which frankly, is quite embarrassing. We don't need to build anything more, we need to develop what we have and spend money promoting that. Why do we need rodeo grounds when Sedgewick has such a beautiful one? Why not do mud bogging or demolition derby? A dirt bike/mountain bike course? Where did our fishing hole go? Until we get the town people to support the town, we will not get other people excited about coming here. Could the town not buy the old auction mart and use that for year round clinics? Killam has a lot of artistic talent and the Living Room has great acoustics, options there need to be explored. And fix the sound system in the hall. Once you start looking at each individual building and dreaming about what each one can be used for, the possibilities are endless. And exciting.
- I am not sure how to do this but I feel that a lot of the people have loyalty to town, and its businesses. How do we instil this in the rest of them? If we are not proud of our town and support it, we will lose.
- It would be great to see a few more activities for families or children. Maybe more family friendly movies at the theatre? Also, it would be nice if we had more businesses on Main Street to attract people.
- We lived in Killam for about 5 years before moving to Forestburg three years ago, three years later, my biggest regret is leaving Killam. I miss it and the people there like crazy!
- We come to Killam for all of our local shopping needs and for recreational activities. We enjoy all the parks and the people we meet. Killam continues to modernize and is one of the nicest towns in our county.
- I believe Killam is a wonderful place to live, and I plan to live here as long as I have employment.
- I love Killam and am happy that I was able to move here and become a part of such a great community. My one complaint is that as my children approach school age I have been looking for work outside the home. There are very few jobs available here and as a single parent if I am unable to support my family here I will have to look at relocating soon to a bigger centre. I know this is a big problem for a lot of women in the community.
- Just because of this horrible incident that occurred with the shootings etc my opinion of Killam has not changed and I hope that is the general consensus as bad things sometimes happen but it's not the area it's the people that are responsible. Everyone does their best and I hope that this situation doesn't change people's views of the town itself because that would be unfortunate.
- I think Main Street looks wonderful with the new design!! I would really like to see something done with Hwy 13 through town though as it has a very industrial feel and does not look welcoming. More landscaping and less gravel and old vehicles might make folks want to stop into our little town for a meal or a visit :)
- The revitalized downtown was great.

- The pool redesign was great.
- Need to upgrade the highway area, make it more appealing like downtown.
- Need to upgrade the website.
- Need to upgrade the logo, a rainbow, really?
- The town could use a dentist as other dentists in the region are aging and will soon be retired.
- The town has an opportunity to become the hub of Flagstaff; we are 40 minutes away from other large centres in any direction. If we focus on services and attracting business the town may be able to reach a critical mass attract newcomers and keep youth in the area.
- An area of focus could be the transportation corridor of hwy 36. What types of business could capitalize on this?

3. MARKETING MATERIAL DELIVERABLES

3.1 Branding Analysis

3.1.1 SUMMARY FINDINGS

The following is a summary of our findings. The research team will now work with the communications team to develop a brand based on these three findings:

Marketing Priority

- The number one priority for the town is *attracting new residents*. There are ample employment opportunities for newcomers. Attracting new people is more important right now than developing new businesses.

Value Propositions

- Community Spirit: is a vital aspect of marketing the Town. “Community spirit” can be broadly defined by three local characteristics:
 1. Killam is an *action* oriented Town. Its citizens see great promise in the Town’s future, and are eager to market Killam to the rest of Canada.
 2. The residents of Killam are very *welcoming* and eager to embrace newcomers.
 3. Community *cleanliness* is a major point of pride for residents
- Location: The location on Highway 13 and 36 is seen as a major asset for Killam
- Services: Killam has ample social and business services to offer new residents

Imagery

- *Green* is the colour most citizens associate with Killam, with gold or yellow being the second choice.
- Citizens view Killam as a *prairie* town. It’s economic and social base is agricultural, although the oil and gas sector is also recognized as a key economic generator.

3.1.2 SLOGAN DEVELOPMENT

The consulting team used the survey, focus groups and interviews to identify key themes for developing a value proposition. The value proposition is expressed mainly in the slogan. Four themes were used as a baseline for slogan development: Spirit, Community, Location, and Services.

The Slogan Worksheet on the next page provides a glimpse at one of the tools used to develop the slogan. Many of the words come directly from the survey, focus groups and interviews; other results come from development sessions with the research team.

FIGURE 1: SLOGAN WORKSHEET

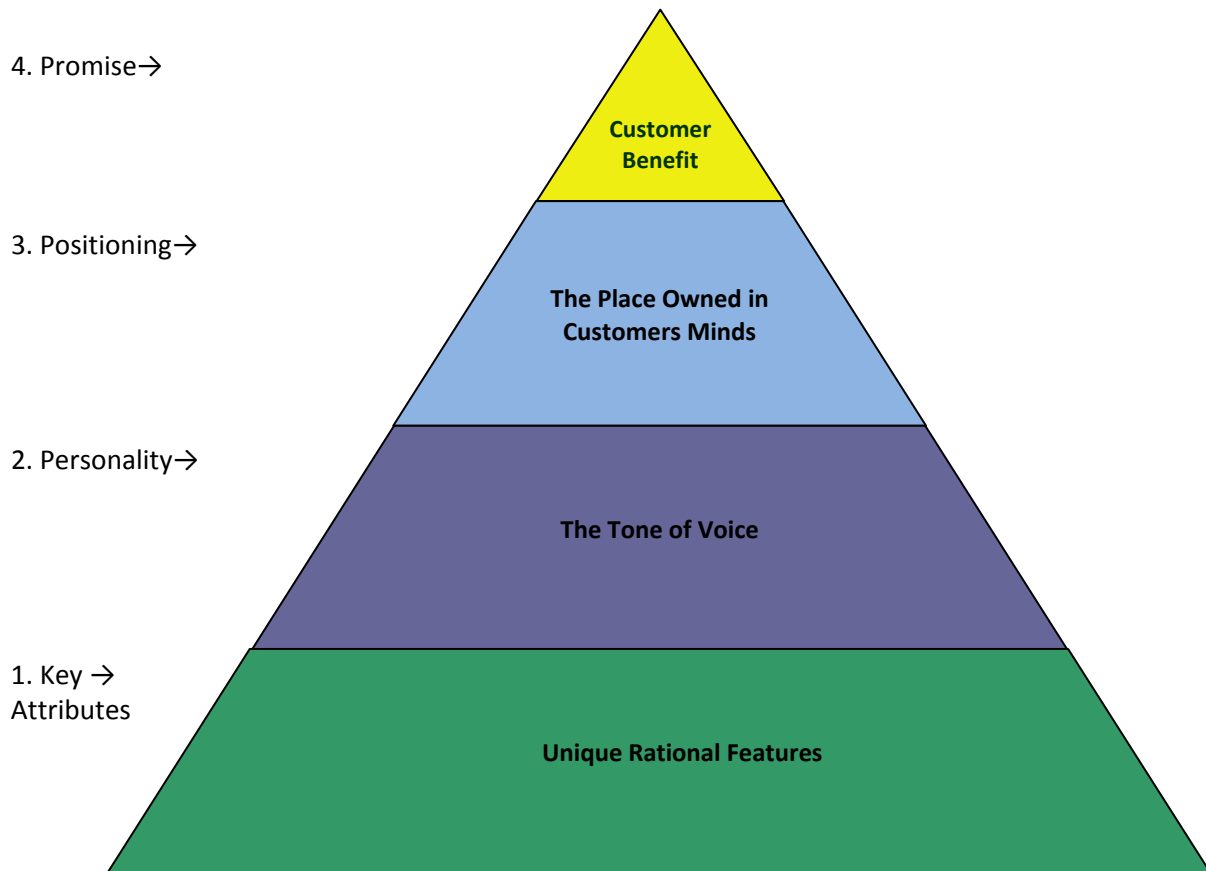
Spirit	Community	Location	Services
pride	friendship	convenient	convenient
backbone	fellowship	opportunity	handy
energy	clan	handy	close
enterprise	kinship	close	nearby
enthusiasm	society	proximity	ready
heart	region	nearby	open
morale	nation	crossroads	business
resolve	civilized	trade	commerce
spunk	people	corridor	near at hand
grit	association	hauling	practical
helping	alliance	stopover	accommodating
life	together	area	useful
living	connection	region	affordable
zeal	joined	hub	security
fire	coalition	site	desire
drive	compromise	spot	everything
hunger	family	neck of the woods	essential
gusto	support	centre	complete
determination	participation	focal point	available
tenacity	cooperation	route	
toughness	attachment	on the way	
perseverance	familiar	centre	
happiness	solidarity	transportation	
joy	harmony	transport	
optimism	teamwork	spot	
clean	social	nucleus	
shining	accepting	heart	
tidy	respect	middle	
well-kept	unity	market	
orderly	helping	alternative	
attractive	neighbour	middle	
good	harmony	interior	
pleasant	welcome	eye	
kind	close	nearby	
refreshing	inviting		
nice	greet		
wonderful	embracing		

The final slogan choice was: “LIFE WITHOUT COMPROMISE”

3.1.3 BUILDING THE BRAND

Building a strong brand begins with being clear about the collective vision for the brand. For the sake of consistency, it is important that the architects of this vision leave little room for interpretation. Therefore, guidelines must be concise and well crafted. When building this strategy for the brand, we use four building blocks:

FIGURE 2: FOUR BUILDING BLOCKS OF BRANDING



Process and diagrams © Kelliher Samets Volk

1. Key Attributes

The key attributes form the foundation. These are the core features you have to offer through your product or service. It is important to challenge yourself to limit the list to as few attributes as possible that are truly unique and defining.

- Killam Key Attributes: The focus groups highlighted several unique, important features of the region. In the end, we chose to focus on the opportunity for a comfortable small town life that didn't require a newcomer to compromise lifestyle.

2. Personality:

Look at the brand as a person. What kind of person would the brand be? What is the tone of voice that best suits this "person"? It is important that the personality that you ascribe to your brand is both

distinctive and authentic to your organization or community; you will be in a relationship with this brand and the personality for a long time.

- Killam Personality: A slogan was chosen that was very optimistic. And the imagery speaks to the openness of the region and also has a level of sophistication

3. Positioning

The positioning is the single place you want to own in the minds of your customers, that is unique from the competition and defensible. Ideally, the positioning statement would be one word; realistically, it should be limited to a very short sentence (approximately five words). Again, this increases clarity and decreases the chance for multiple interpretations.

- Killam Positioning: The slogan speaks to the opportunity a newcomer has to take advantage of employment opportunity, but not have to sacrifice lifestyle

4. Promise: Finally, the promise is the ultimate benefit you are providing to your customers. As the final guidepost, the promise reminds community stakeholders responsible for every point of contact that they are in the business of providing something that impacts customers' lives in a positive way. A promise should be succinct, clear, and, hopefully, emotional.

- Killam Promise: In this case, the 'promise' is very close in nature to the 'positioning'. The promise of the brand and marketing materials to follow will be that newcomers can find work and a close-knit community to raise a family without sacrificing on services.

FIGURE 3: KILLAM'S NEW BRAND IMAGE

3.2 The Brand Image

The final brand image was developed after seven redrafts. The consulting team and the Town of Killam worked hard to arrive at a colour scheme and font that represented a friendly country town with a level of sophistication.

This sophistication is supposed to represent pride, without arrogance. It also suggests, as does the slogan, that Killam is a Town that has a lot to offer a newcomer. Newcomers can move to Killam without sacrificing services such as recreation and shopping.

The colour scheme shows flashes of sky blue, canola yellow, and a soothing green. It also proudly states that Killam is part of Alberta.

The town name and the slogan areas can be separated out for use in different applications. The website's front page is the first marketing tool that will make use of this design's flexibility.



3.3 The Web Site

The new Killam website is currently under development. It is important to note that this will entail the development of a **custom** website, not utilizing a template. The overall website deliverables would follow this structure, as developed directly by the consultant's web design team:

1) Review of Technical Requirements

- Review of Hosting Requirements
 - The proposed host would need to offer support for: PHP, My SQL and Database
 - The proposed website would be "Dynamic" and would use Design Templates and Style Sheets to generate webpages from Database content.
- DNS Procurement
- Identify Website Host and Create Account with Host
- Review of Email Services and Potential Migration of Email Accounts to new Host (if required / requested)
- Review of Web 2.0 Requirements / Standards (Include links to Social Media ie: Twitter, Facebook, LinkedIn, RSS Feeds, etc.)
 - these features are only useful if there are active Twitter, Facebook and LinkedIn accounts for users to connect to.
- Review of Search Engine Optimization strategies

2) Review of overall Website Content and Information Architecture (Based on all content provided by client)

- During this phase, the proposed content of the website is identified, approved, organized and prepared for insertion into the website.

3) Design / Layout of Website Interface and Navigational System based on Information Architecture Review

- The purpose of this phase is to create an overall design for the website including the Navigational System and to organize all content into appropriately named sections and subsections so as to present information to users in the most intuitive manner possible.

4) Construction of Website

- Includes: Design of Database structure (based on Information Architecture), construction of overall Design Templates, formatting of content (Style Sheets), insertion of content, testing, etc.

5) Development of RTE Content Management System (CMS) allowing client to globally edit website content

Includes:

- Administration Panel (used to assign password protected administrative editing privileges to designated staff members.)

This panel allows for the creation of:

- one or more Super Administrators (top level control of administrative privileges and editing access to all pages contained in the site)
- lower level Content Administration privileges (allowing designated individuals access to the editing environment (either discreet content pages or site wide content))

- RTE Editing: Content Management System (CMS)
NOTES: The CMS functions by allowing authorized users to access / edit existing database content on the server via their web browsers. Certain browsers are preferable to others (TBD).
 - The CMS will allow designated content managers to add / remove / edit content (graphics, photos, documents, text and hyperlinks) in all existing website pages
 - in some cases, the CMS could allow for the creation of new pages (subsections) within existing sections (TBD)

6) Upload, testing and CMS training

- Once the website construction phase is complete and the site fully tested, the site would be made “live” on the server. Configuration of the CMS administrative panel and training for content managers in the use of the CMS would also be required.

The website development team is working with two main goals:

- Develop a website that prominently features the new brand, providing a dynamic environment to market the community, while still serving as an information portal for residents.
- Develop a backend interface that is highly user friendly, and makes the job of updating the website easy for Town staff.

4. THE MARKETING PLAN

4.1 Current Situation

As a tool to help develop the Marketing Strategy, (as well as the brand), the consulting team assembled a SWOT Analysis based on the focus groups, interviews, survey, and other background information. This SWOT is a useful tool to assess the current situation in the community as it relates to marketing efforts:

Strengths

Community Pride

- Killam has a lot of community pride, as demonstrated by its commitments to town cleanliness. Citizens take pride in their yards, business owners keep their premises clean, and government makes sure that the streets are clean from garbage, snow, etc.
- It is a safe and caring place
- Killam is progressive area that is eager to keep growing rather than risk becoming stagnant and losing population and businesses

Recreation

- There are many family recreational opportunities for a small town
- The AgriPlex is a major asset for Killam; most community's the size of Killam do not have a facility with an Arena, Indoor Swimming Pool, Bowling Lanes, Multi-Purpose Room, and Indoor Playground
- There are a number of local parks featuring amenities ranging from baseball diamonds to tobogganing hill to nature walking trails. There is even a skateboard park
- Killam has an excellent volunteer base and a wide variety of clubs and organizations



Services

- Killam has a great selection of service businesses, even a big grocery store
- Residents can receive all of their daily needs in town besides clothing
- Killam is close to bigger cities like Camrose and fairly close to Edmonton
- Emergency services – the RCMP detachment has 8 members

Cost of Living

- The cost of living is relatively low
- There is affordable recreation e.g. hockey prices are basically 50% less than in big cities

Schools

- Community driven child care is cheap and readily available
- There is K-9 in Killam and grades 10-12 in Sedgwick, which is a short bus trip to a centralized high school. Central High school enrollment is about 200 which mean small classes
- Local schools have a very high academic standing

Employment

- There are lots of jobs. The regional unemployment rate is effectively almost zero
- Employers here are willing to educate employees – there are lots of have training opportunities
- 110 work at the health centre and they are always recruiting

Weaknesses

Social Life and Shopping

- Outdoor recreation is a weakness because Killam has no terrain or paths.
- Evening social life is lacking, although it is even worse in other towns
- There is not a lot for teenagers to do
- There is a lack of clothing stores in Killam, driving consumers to larger centres

Housing

- Rental housing is in short supply
- There is a need for more affordable housing - especially for service sector workers
- Developers cannot charge enough rent to build an apartment

Marketing

- The website is in need of improvement in terms of content and branding
- A plan to attract residents is needed that can be championed by local government, and the local businesses who need new people to survive and expand

Opportunities

Service Centre

- Killam has a 25k catchment area around it. Its trading area is approx. 10,000 people.
- Killam offers more services than most other towns in the region, meaning there is an opportunity for bundling or expanding service offerings
- The Town is the regional service centre for the agriculture sector

Location

- Killam is located on two important highway connections, this could be a vital link to manufacturing, agriculture oil and gas, tourism,
- Location on the junction of highways 13 and 36 can be a major service point in east central Alberta
- The Eastern Alberta Trade Corridor could make the junction of highways 13 and 36 an important cross section along the Ports to Plains Corridor
- Killam is located close to major centres such as Camrose, Edmonton and Red Deer.
- If the Keystone XL Pipeline comes through to Hardisty, there will be an abundance of economic opportunity

Threats

Difficulty Attracting Newcomers

- Some long time residents may be averse to change and not as welcoming of newcomers
- There are dozens of Alberta communities vying for skilled laborers and new residents in general
- New residents, especially those of different ethnicities, are often drawn to larger centres like Edmonton where there are more job options, housing options, and perhaps communities that share their culture.

Population Drop

- The population in Killam dropped 3.7 % from 1,019 in 2006, to 981 in 2011.
- Killam does not have a labour pool to grow the economy

New Development

- If the Keystone XL Pipeline comes through to Hardisty, there will be pressure on local services and housing
- Expanding Opportunities in the Oil Patch draws more workers away from the region

4.2 Marketing Objectives and Issues

The primary marketing objective, as identified in the focus groups, surveys and interviews is **resident attraction**. This objective requires a multi faceted approach, long term planning, and allocation of Town resources (in terms of a time commitment and a financial commitment.)

Ideally Marketing Objectives should be stated in quantifiable, measurable terms. In this case it would require that a specific number of residents are attracted in a set time frame. This is a complex undertaking, and is better suited to a local task team that can assess specific labour needs, housing availability, and resident attraction resources.

4.3 Marketing Strategy

A Marketing Strategy focuses on 3 major issues:

1. Who is your target market?
2. What is your sustainable competitive advantage?
3. How do you communicate that competitive advantage?

4.3.1 TARGET MARKET

As per the Marketing objective, the target market is new residents. The ideal target residents for rural towns are usually young families with one or two parents that have desirable skill sets in the local economy. The question is, where do they come from? There are three basic sources: inside Alberta, other Canadian provinces, or immigrants from outside Canada.

- *Immigration from Outside Canada*

Immigration is an avenue that Killam must consider (see 3.4.2 Strategy Activities), but there are drawbacks including:

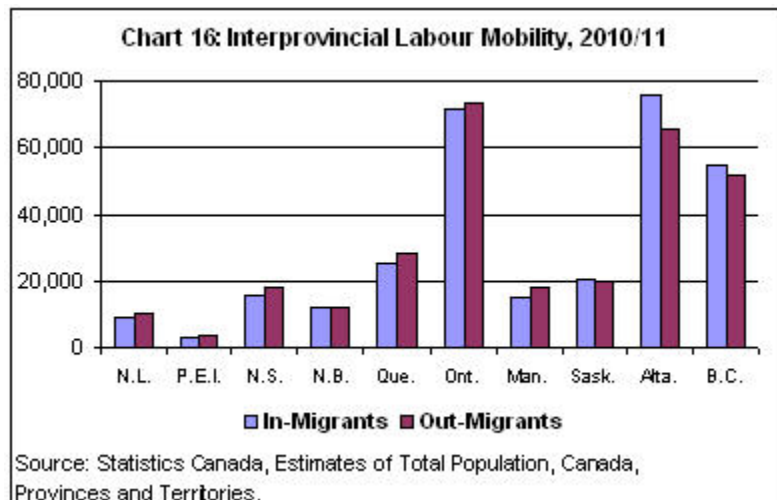
1. Competition for skilled immigrants is intense
2. It takes human and financial resources to engage in a serious effort to attract immigrants
3. Your community must be ready and dedicated to the settlement process and helping integrate new immigrants into the Town

- *Inter-Provincial Migration*

According to Statistics Canada, in the second quarter of 2012, Ontario had a net loss of 4,364 people to other provinces compared to a net loss of 1,944 people in the same quarter of 2011. Ontario experienced net gains in its exchanges with five of the 12 other provinces and territories, but Ontario's largest net losses were with Alberta (-3,685) and Saskatchewan (-843).

This trend has been ongoing for almost 15 years. Alberta saw the largest positive net migration flow (+9,743) of population in 2010/11, as the province attracted 75,581 in-migrants, more than any other province.

Workers out-migrate at a high rate, but overall it still has the highest net positive differential of interprovincial migration. In short, it is an attractive location for Canadians to migrate to.



- *Migration from Inside Alberta*

The migration of workers from job to job in Alberta is a well documented trend. This is especially true for skilled workers in and around the energy sector. Avoiding head-hunting of short term

workers is recommended. The effort that the RAC and the Town puts in to relocating these workers will be a short term payoff.

It is possible to look at Calgary and Edmonton as sources of migration, but this can be a tough sell for people used to all the services of a major centre. People who are used to small town life are a better target market.

Target Market Conclusions

Discussions with recruitment specialists, immigration specialists, and local stakeholders leads us to believe that Killam should target pockets of *recently unemployed workers across Canada, and small town Albertans open to relocation.*

This is of course a wide swath of people. What is important to understand is that most people, especially those with families, do not move without employment. Therefore, the target market is someone who matches an employment or self employment opportunity in or around Killam. This makes the resident attraction effort largely a labour attraction effort. Therefore, the Town is going to have to become familiar with labour attraction strategies. In 4.4.2 Strategy Activities we further discussed steps necessary to attract new labour to the Town.

4.3.2 SUSTAINABLE COMPETITIVE ADVANTAGE

As described in 3.1 Branding Analysis, the research yielded three value propositions to attract new residents:

1. *Community Spirit*

“Community spirit” can be broadly defined by three local characteristics:

- Killam is an action oriented Town. Its citizens see great promise in the Town’s future, and are eager to market Killam to the rest of Canada.
- The residents of Killam are very welcoming and eager to embrace newcomers.
- Community cleanliness is a major point of pride for residents

2. *Location*

The location on Highway 13 and 36 is seen as a major asset for Killam

3. *Services*

Killam has ample social and business services to offer new residents

These three value propositions lead to the concept that that newcomers would not have to sacrifice lifestyle or comfort if they move to the Town of Killam. Hence the slogan, “Life Without Compromise”.

4.3.3 COMMUNICATING THE COMPETITIVE ADVANTAGE

Communicating the competitive advantage is largely detailed in the 4.4.2 Strategy Activities section of this report. Activities such as rebranding, brand implementation, website development, resident attraction committee organization, and labour attraction are all part of this communications effort.

4.4 Action Plan

4.4.1 STRATEGY RESPONSIBILITY

Resident Attraction Committee

Attracting new residents through a marketing strategy will be a multi-year process. A group of citizens in Killam will need to take responsibility for organizing and implementing the strategy. We propose the development of a Resident Attraction Committee (RAC). Note: The group could also be called a Community Marketing Committee, if the Town is concerned that the RAC moniker will raise expectation for unrealistically fast results.

The Resident Attraction Committee should:

- Represent various interests in the community, but also be small and agile. It should be financially responsible to Council, but be autonomous enough to act independently on routine issues.
- Feature a member from Council, several business owners/managers, and a variety of local community stakeholders. It must also contain at least one Town of Killam staff member that is able to dedicate a set amount of time per month to RAC duties. A suggested size for the RAC could be 6-7 people, with 75% of members needed to pass motions to act.
- Certain community members would be highly desirable for this committee, such as those involved in Flagstaff Medical Recruitment Committee or the former Chevraux Career Consulting.
- Meet on a monthly or bi-monthly basis, and on an ad hoc basis. It is vital that this committee doesn't set a schedule that overworks its members. This is a multi-year process, and the longer members can stay engaged, the better. Avoiding member burn out is important.

Point of Contact

A challenging aspect of implementing a marketing strategy that focuses on resident attraction is determining who will be the point of contact for newcomer inquiries. The website and newly created promotional materials aimed at resident attraction will require someone available to 'answer the phones'.

This person will likely be a staff member from the Town who is on the RAC. This should not cause too much concern for the person; it is unlikely that they will experience a high volume of calls or emails. This is a multi-year initiative where attracting a handful of new families will likely be deemed a success. But it is vital to have someone available when a prospective newcomer has questions. Resident attraction is basically a sales process, and nothing is more frustrating to a customer than having no one available to answer their questions.

4.4.2 STRATEGY ACTIVITIES

NOTE: *It is impossible for an outside consultant to understand all the local existing initiatives, stakeholders, resources, and general information that will inform the final Strategy Activities over time. Our goal is to provide a framework for action, and suggest some possible activities that could support the Marketing Strategy, which will focus on new resident attraction. The specific activities that are undertaken to support the Strategy will have to be decided on by the RAC, and/or the Town of Killam.*

4.4.2.1 Brand Implementation

It is our understanding that the Town is already planning to implement the brand in a number of new areas. Anywhere the old brand is in use, the new brand should replace it. This can take a while; timelines and costs will have to be managed by the Town. Simple changes like stationary can be made in short order with the files provided by the consulting team, and larger scale changes or additions like outdoor signage will have to be managed by the Town of RAC.

Following are a few implementation suggestions to streamline the process:

- *Signage Replacement*
Focus on replacing old signage before new signage initiatives are undertaken. After the roll-out all old signage should be replaced within 3-6 months. See the next section, “Signage” for more on this.
- *Community Engagement*
Engage the community (especially businesses and public organizations) to use the new brand in their marketing efforts, and signage. On that note...
- *User Guide*
One strong suggestion we can offer is the development of a usage guide by the Town of Killam. The usage guide is usually a one or two page document that users of the brand must read (and potentially sign) in order to use the brand image. Once this guide has been agreed to, the user can be transferred the brand files required. If the Town were interested they could also hire a consultant to develop a full Graphics Standards Manual (GSM):
 - *Graphic Standards Manual*
A GSM is a more in-depth Usage Guide that features vibrant illustrations and examples of how the brand image should be used. It contains information on legal issues, rules of use, colour guidelines, font guidelines, suggested applications, examples of unacceptable uses, etc. In addition, the design of the Graphics Standards Manual itself encourages people to use the brand image.
- *Trade Mark Protection*
The Town of Killam should also determine the level of control they want to have over the brand image. It should be made clear that the only way to completely control the use and dissemination of the image is formal trade marking. The following paragraph provides a definition of a trade-mark and lists a link to learn more about the process:
 - “A trade-mark is a word, a symbol, a design (or a combination of these features), used to distinguish the wares or services of one person or organization from those of others in the marketplace. Trade-marks come to represent not only actual wares and services, but the reputation of the producer. As such, they are considered valuable intellectual property. A registered trade-mark can be protected through legal proceedings from misuse and imitation.”
<http://www.cipo.ic.gc.ca/epic/site/cipointernet-internetopic.nsf/en/Home>

As stated above, engaging the community as users of the brand is vital in order to propagate the brand and have it gain wide acceptance:

FIGURE 4: KEY TO ENGAGING USERS

Key To Engaging Users	Actions
1. Ensuring that potential users know of the brand image and its benefits	-Having an exhaustive list of community businesses and organizations that may be able to

	<p>use the brand</p> <ul style="list-style-type: none"> -Contact those organizations -Soliciting suggestions from the organizations for possible brand uses
2. Providing a turnkey solution for using the image along with clear, concise guidelines for usage	<ul style="list-style-type: none"> -Development of a webpage that effectively promotes the brand -Creating a graphical standards guide -Suggesting uses on the webpage for the brand image based on research and ideas from organizations
3. Encouraging employers to use the brand image	<ul style="list-style-type: none"> -Monitoring use of the brand image -Periodically do a systematic evaluation of the brand's uses and effectiveness -Have the Town of Killam use the image whenever possible

4.4.2.2 Website Development

The new Town of Killam website is presently under development by Outlook Market Research and Consulting. The site will be expandable and highly editable. The RAC must use the website as the *primary* means of communicating elements of the marketing strategy. If there is new information that a prospective newcomer may need to see, it must be on the website. This is the most cost effective and efficient means of communication with outsiders about the Town of Killam and what it has to offer. Here are a few actions to be considered:

- *Staff Content Update*
In the first quarter of 2013, the Town of Killam must dedicate time to updating and altering the content on the website. The consulting team is tasked with redevelopment of the website, and in accordance will migrate all existing content to the new site. But once Town staff is trained on the content management system, a content review of the site should take place, and staff should update accordingly. In short, this is a great chance to freshen the website's content.
- *Resident Attraction Feature*
The RAC may want to consider a dedicated resident attraction feature on the website. This web feature would be a part of the Town website, but could be viewed as a standalone webpage and therefore be optimized specifically for resident attraction.
- *December 2013 Review*
The RAC should look review the website, its content, and potential uses at the end of 2013, once the community and Town staff have some time under their belt with the new content and technology.

4.4.2.3 Signage

Outdoor signage will be an important tool in promoting the new brand. The traffic on Highways 13 and 36 offer a perfect platform to market the community. Considering the following:

- *Regional Signage*
Explore the availability and cost of a regional outdoor signage campaign to promote the new brand. Done in fiscal moderation, using sign locations that can be leased for long periods (1-3

years), this can be an effective way to raise regional awareness of the Town and its effort to expand.

- *Focusing Your Efforts*

It is important for the RAC to be careful with its budget. A signage company will encourage you to put signs anywhere and everywhere. “Raising brand awareness” is a catch-all phrase used by marketing material sales people. Instead you need to focus on your Marketing Strategy. In this case it is about attracting new residents, and this mean attracting new workers. Your brand awareness therefore becomes part of the Labour Attraction Strategy. Promote the brand where new potential workers are.

- *New Killam Sign Boards*

The consulting team has been in discussions with Pattison Outdoor Advertising. Pattison currently has 2 signs in the Killam area that could be available for rent. But the Town may want to seek out land or buildings in the area where new long term signage can be placed. Pattison was interested in working with the Town to put up new signs in exchange for Killam’s use of the signs. Matt Todoruk from Pattison emailed the following: *“We have two faces in Camrose, Killam and Wainwright, though we are adding two more to Wainwright in the first quarter of 2013. In terms of other new signs, we will pay a quarterly payment in advance for the right to have the sign in place on a property, and to put up third party advertising on the structure faces. In the case of the town of Killam, we would potentially offer some kind of contra deal, whereby the town would be given access to the boards to advertise their message. We would offer this time for free, usually in 4 week increments, with only a small production fee for the posters. This time/space would be used for self promotion.”*

Mr. Todoruk’s contact information is as follows:

Matt Todoruk, Pattison Outdoor Advertising
10707 – 178 Street
Edmonton, AB T5S 1J6
Direct: 780.669.7736
Cell: 587.990.3214
mtodoruk@pattisonoutdoor.com

- *Be Creative*

Promoting Killam with outdoor signage will be even more effective if the campaign is memorable. Working with experts in outdoor signage is the best way of arriving at original and effective ideas. The location of Killam along Highway 13 may allow the town to act as a canvas for such an effort. Utilizing lamp posts, buildings, and new signage boards maybe effective. It is always advisable to act as your own advocate when working with advertising specialists. On this note the RAC should research unique signage ideas and talk to outdoor signage companies about them. As a start, take a look at some of these unique ideas that have been employed using outdoor signage:

- <http://www.toxel.com/inspiration/2009/01/05/clever-and-creative-billboard-advertising/>
- <http://weburbanist.com/2010/01/11/creative-billboard-advertising-campaigns/>
- <http://www.trendhunter.com/slideshow/unique-billboard#1>
- <http://www.bored.com/billboards/>
- <http://www.dzinepress.com/2009/08/90-crazy-outdoor-billboard-advertisements/>

Also, understanding the basics of outdoor signage design is helpful. Outdoor signs are a unique advertising platform because of their creative potential due to size, combined with their limited ability to communicate written information. The following website highlights 10 important tips for understanding the basics of billboard design:

- <http://naldzgraphics.net/tips/effective-tips-on-how-to-design-billboard-advertisements/>

4.4.2.4 Housing Strategy

It is important to assess the vacancy rates in your community, and look how affordable and available accommodation is. Depending on your target market, you may need to look at the lower end of the cost spectrum and assess how house prices compare with those in other Canadian communities.

Some people choose communities for no other reason than the availability of good housing in their price range. This ranks close to family ties and employment as a reason for selecting a particular community. It is especially true for people whose skills are in demand anywhere (like health care workers); people who are planning their retirement; or those who are part of the new home-and-internet-based economy and can practice their trade anywhere.

Steps that the RAC should take include:

- *Regional Housing Assessment*
Projecting future growth will be important. This includes looking at the situation in neighbouring communities. For instance, if the XL Pipeline comes through to Hardisty, there will be a significant increase in demand for regional housing. This can be done by staff, but consulting assistance might be preferable for the sake of expediency.
- *Meetings with Developers*
Meeting with land/housing developers that have done developments in the region is an important step in the research and planning process. Only these developers can provide a *true* assessment of what type of development is feasible, when it can happen, and what it will cost. Sometimes communities overemphasize the research with various government agencies that are necessary to consult with during the development process (Alberta Infrastructure, Alberta Environment, Town Council etc). But in the end, if there is not a profitable business case to be made for a developer to be involved, no private development will take place. The other option is engaging in public financing for housing, but this path is wrought with many risks and issues. Unless there is a pressing need for emergency housing, development should be left to the private sector.
- *Consultations with Land Owners*
It is important to take an inventory of what local land may be available for development. Talking to land owners in and around Killam in *advance* of potential development is wise.

4.4.2.5 Immigration

A community's first over-arching goal may be developing a population strategy; immigration would be but one component within it. Immigration is not a quick fix for the current concerns of your community. But when you understand it—and know how to work with it—immigration offers long-term potential for the growth and sustainability of your community. This potential, however, exists in a context that is constrained by national and provincial policy considerations.

The Government of Alberta is very active in immigration policy, and assisting communities and employers with immigration information. Just a few of the websites that can serve as a starting point for the RAC to research immigration policies:

- <http://www.albertacanada.com/immigration.aspx>
- <http://eae.alberta.ca/labour-and-immigration/overview-of-immigration.aspx>
- <http://www.cic.gc.ca/english/index.asp>

- Note: Much of the information from this Immigration section was culled from the report *Attracting and Retaining: A Tool Box for Smaller Centres*. It was prepared by the National Working Group on Small Centre Strategies and funded by Citizenship and Immigration Canada.

Of the 6.4 million working age immigrants in Canada, 9.4% lived in Alberta in 2011. Alberta's immigrants accounted for 20.0% of its working age population in 2011, the third highest percentage among the provinces. Alberta's annual share of new immigrants arriving in Canada increased from 6.5% in 2001 to 12.4% in 2011. Immigration has been a vital part of Alberta's workforce strategy; and while it remains uncertain if Killam wants to pursue this route, it is something that has to be on the table. Here are a few considerations regarding pursuing an immigration policy:

- *Community Consensus*

Before proceeding, it is important to find out what attitudes prevail in your community. The research in this project affirms that most residents believe that Killam needs to attract more people. However, since immigration can be a contentious issue, it would be advisable for the RAC to hold at least one broad-based community consultation to vet new ideas and assess local attitudes. The following is a checklist of potential key players that the RAC might want to consider:

- Government (three levels)
- Regional municipalities
- Business and labour organizations
- Employers
- Economic development offices
- English language training programs
- Immigrant settlement agencies
- School boards, colleges, universities
- Faith communities
- Health-related institutions and agencies
- Law enforcement agencies
- Professional and trades associations
- Community service providers
- Social planning and advocacy groups
- Ethnic community groups
- Landlords and housing associations
- Libraries, recreation providers
- Newcomers established among you
- Chambers of Commerce
- Media
- Co-operative organizations

- *New Businesses*

Many immigrants become entrepreneurs and launch new businesses when they settle in Canada. They may also choose to purchase existing businesses. This is a major benefit to communities throughout Canada as chambers of commerce and other organizations have identified succession planning as a critical issue facing our economy. Although the need and the opportunity exist in this area, there is still some difficulty in connecting individuals who wish to sell their businesses with newcomers who are ready to buy. The effort to bridge this gap, however, could result in economic benefits for newcomers as well as the overall community.

- *Existing Local Connections*

Research by Statistics Canada has shown that the single most significant reason an immigrant chooses a new home is the presence of relatives or friends who have already settled there. Identify individuals in and around your community who have relatives abroad who might be interested in immigrating to Canada.

- *Temporary Foreign Workers*

Temporary foreign workers are often a solution for labour starved communities in Alberta. But Killam's focus is not on attracting a large pool of low wage workers, but on attracting new long term residents, hopefully many of them being young families. It is unlikely that this is a route that the RAC will want to take. But if it is, a good starting point is

- <http://www.albertacanada.com/immigration/audience/employers-tfw-temporary-foreign-worker-program.aspx>
- *Settlement Services*
Canada is a world leader in immigrant settlement. Over past decades, Canada's settlement service agencies have developed into a sector that is professional, knowledgeable, resourceful and skilled. The settlement service sector is a great resource that your community can tap into for assistance in becoming a welcoming community. The settlement sector consists of many non-government organizations spread across the country as well as federal and, in some regions, provincial or territorial government agencies and ministries. Here are some links to help find settlement services agencies:
 - <http://www.albertacanada.com/immigration/living/assistance-on-arrival.aspx>
 - <http://humanservices.alberta.ca/newcomer-services/154.html>

4.4.2.6 Financial Incentives

The Town (along with local business) may have the option to provide certain financial incentives to newcomers. This can be a controversial policy, but it can also be very effective and creative. Much like attracting a new business, incentives speak loudly about a community's level of desire for change. Here are a few possibilities for the RAC to explore:

- *Tax Incentives*
Provinces and territories seeking to attract and retain newcomers could develop a program of special provincial income tax deductions for those moving in to their communities. This could apply to migrating Canadians and permanent residents, as well as to immigrants. On a local level, this could be applied to new residents in the way of a "property tax holiday" that lasts one or two years.
- *Refunding Costs*
The Town of Killam could set up a plan where a portion of moving costs are rebated for new residents. Alternatively, an arrangement could be set up with a moving company whereby Killam pays part of the moving costs for new residents.
- *Loan Fund*
A revolving loan fund to assist people who move in to Killam with their relocation costs could be a more direct and immediate incentive, as an alternative to a tax credit program, however this would bring with it administrative costs.

4.4.2.7 Employment

Resident attraction and labour attraction are inextricably linked. People do not move to new communities without a source of employment. This is especially true with Killam's likely target market: young families. Therefore, a Labour Force Attraction Plan is advisable. This can be looked at as one of the actions necessary in the Marketing Strategy.

As part of its resident attraction work, the RAC will have to be highly in-tune with local labour needs. The usual wisdom is that only about 10 to 15% of all available jobs are ever advertised. Killam should challenge this situation and make every effort to widen the posting of available jobs, by spreading the news, and by helping newcomers tap into the hidden job market.

The RAC might want to employ the services of a labour attraction specialist to develop the plan. The research team consulted with a labor attraction specialist to see what a planning session might look like in terms of timing and cost. See Figure 5:

FIGURE 5: SAMPLE OF A LABOUR ATTRACTION PLAN

Phase 1 – Development of a Labour Force Attraction Task Force	2 months	
Work with the Town of Killam & Killam Chamber of Commerce to identify and recruit no more than 9 businesses leaders and organizations that would act as the initial Labour Force Attraction Task force		\$ 2,700.00
Phase 2 – Develop Task Force	2 weeks	
Initial meeting with task force to explain project scope		\$ 1,000.00
Develop a Terms of Reference for the Task Force		\$ 1,000.00
Phase 3 – Action Plan	2 weeks	
Facilitate a 1 day Strategic Plan for the project with the Labour Force Attraction Task force		\$ 1,500.00
Create an Action Plan with tasks, responsibilities, timelines and budget		\$ 2,000.00
Phase 4 – Action Plan Implementation		
Work with the Town of Killam to ensure that the Action Plan is implemented and not just a plan that sits on the shelf.	Dependent on scope of Action Plan	

One element of a labour attraction plan that is advisable is developing a means to identify *underemployed segments* of people across Canada and perhaps the United States. If there is a group of people underemployed or recently laid off that may be able to fill jobs in and around Killam, it is a natural resident-attraction target market.

Developing a technical and staffing infrastructure for targeting these groups will require planning and some resources. The ultimate goal is to reach out to these individuals without incurring the cost of traveling to trade shows or job fairs. Killam might be able to target external labour pools and hold on-line job fairs.

It is fortunate that there is a group inside the region with labour attraction experience – the Flagstaff Medical Recruitment Committee. The RAC should have links to this Recruitment Committee to glean from its experience. But the RAC and the Town may want to go further.

The RAC should look at working with local employers to hire a human resources firm to assist with recruitment. If the Town is very serious about resident attraction, and this means identifying labour shortages and finding suitable workers, then perhaps it should bear some of the financial responsibility of recruiting these workers.

The RAC can research the steps and costs associated with a human resources firm. Some preliminary resources may be:

- Human Resources Institute of Alberta: <http://www.hria.ca>
- Diversified Staffing Services: www.diversifiedstaffing.com
100-805 5 Avenue SW
Calgary, Alberta T2P 0N6

4.4.2.8 Have a Welcoming Community

What is a welcoming community? It is a community has a strong desire to receive newcomers and to create an environment in which they will feel at home. It ensures newcomers are able to participate fully in all aspects of community life. A welcoming community also ensures newcomers have access to a full range of services and programs and can find meaningful employment opportunities. The welcoming community:

- Respects diversity
- Has accessible public services
- Has a range of educational opportunities
- Promotes health and wellness for all
- Is safe, and talks about it
- Invites newcomers to share leisure time activities
- Acknowledges faith and spirituality



The Town of Killam passes all of these bars, but it is important to communicate the message of being a welcoming community. This is best promoted on the Town website. Potential newcomers researching the Town should know how Killam will welcome them. One of the ways to measure and ensure this takes place is to conduct a Newcomer Community Survey.

It is helpful to find out how your community is viewed by newcomers. The survey can tell you where your community's strengths and weaknesses are when it comes to welcoming diverse newcomers. Some questions you can use in a newcomer survey include:

- Why did you move to our community? What made you choose our community?
- What are the best things about living in our community?
- What are the biggest challenges you have faced living in our community?
- Have you experienced any unfair treatment because of who you are or where you are from? If yes, please describe.
- Would you encourage friends and relatives to live in our community? Why or why not?
- Are you planning on staying in our community? Why or why not?
- What would you like to see provided or changed in order to remain in our community (better employment opportunities, more services, greater cultural diversity)?

4.4.3 STRATEGY TIMING AND COST

The specific timing and cost of implementing the Marketing Strategy depend on many variables:

- *Timing*
It is difficult to pinpoint when/if many of these actions will take place. This depends heavily on the timing and make-up of the RAC. As noted above, our goal is to provide a framework for action, and suggest some possible activities that could support the Marketing Strategy, which will focus on

new resident attraction. The specific activities that are undertaken to support the Strategy will have to be decided on by the RAC, and/or the Town of Killam.

- *Cost*
The RAC will need to requisition money from Council on a yearly basis. The requisition will obviously depend on what the committee wants to accomplish in the upcoming year. One of the first tasks of the RAC will be meeting to decide on a list of action priorities, and estimate a cost for year's activities.

The Table below lists the tasks that the RAC may engage in. This list is by no means exhaustive but is meant as a starting point to implement the Marketing Strategy. Attracting new residents will be a long term effort but the first steps have already begun with the rebranding, website development and the consideration of this document as a guide for the Marketing Strategy.

The dates listed below are only **guidelines** to indicate which actions the consulting team deems as pressing, and which may wait for a while. The most immediate issues involve assembling the RAC, ensuring the website has the necessary content, and championing the brand locally. Much of the long term strategic efforts involving immigration, housing and labour attraction will take some time to prioritize and begin working on.

FIGURE 6: LIST OF POTENTIAL RAC TASKS

Actions	Timing	Estimated Cost
Community engagement/brand rollout	Jan 2013	Internal
Town staff update and basic content on the new website	Feb-Apr 2013	Internal
Assemble Resident Attraction Committee	Feb-Mar 2013	Internal
Replacement of signage and other materials with new brand	Feb-Aug 2013	TBD
Consider development of a User Guide or Graphic Standards Manual	Mar 2013	\$5,000
Research Trade Mark Protection for the new brand image, and possible trademark the image	Apr-Jun 2013	\$3 -\$5,000 if trademarked
Build a new web based resident attraction feature	May-Aug 2013	\$5-\$8,000
Consult with signage companies to explore the cost and placement for a brand awareness campaign.	June 2013	Internal
Engage in a Regional Housing Assessment	Sept 2013	\$10,000
Contacting Human Resources specialists to learn about the Town engaging in employee recruitment from underemployed areas across Canada and elsewhere	Sept 2013	Internal
Engage community and business leaders and discussions on desire for immigration	Oct 2013	Internal
Year end website review	Dec 2013	Internal
Meet with land and housing and consult with local land owners	Nov 2013-Mar 2014	Internal
Consult with potential key players involved in/affected by immigration	Nov 2013-Mar 2014	Internal
Development of Labour Attraction Plan	Jan – Mar 2014	\$9,000
Development of a Financial Incentive plan	Jan – Mar 2014	Internal

APPENDIX 1

Survey Question #5 – Verbatim Responses

- If I could pick something that needs improving I would say more child care! But that's an issue pretty much everywhere you go. Otherwise I would say it's a pretty healthy town to live and raise a family in.
- Access to medical services is no worse than any other small municipality in Alberta.
- Would be nice to try and entice more industry or have a more aggressive business development in this area. We need GAS at our gas stations, this is really hurting every business in our town. I'm not sure what cultural events we ever have? KILLAM is a beautiful town but we need more people to bring it back to the standard it once was held at (weed control, paved park paths, liter free yards, smooth streets and good service from public works.
- Beautiful town but taxes are too high.....Unfortunately listening (but forming my own opinion) people/families pass Killam by or have outtight left because of the cost to live here. I compared the size of my house, year, etc and taxes were less in Red Deer. Hard to figure that one out.
- Would like to see the town plant more trees....what about along Gaume land where the new housing has been developed a few years ago and not a tree along the South alley.
- We have a beautiful hall, very fortunate to have the Co-op and Drug store and the upgrades to the park, etc. are awesome.
- I rated cultural events lower, because Killam doesn't have a concert series, or regular non-religion-based cultural events. That being said, however, our proximity to Daysland and Forestburg, both of whom do each have concert series, giving Killam residents access to cultural events, I just wish we had more of them here.
- Keep up the good work. I wouldn't want to live anywhere else.....
- One of the biggest negatives for families already here or moving to Killam are that there is limited access to child care.
- Nothing to critique per say. The gas stations availability of gas is a concern. Not everyone can acquire a card lock card.
- We have some excellent stores and they give us wonderful service and a variety of goods. Unfortunately our too close proximity to a larger centre is taking customers away from Killam and therefore making it harder to be in business here. That also limits the kind of goods and services available here. I recognize that it is not very easy for the town to deal with these issues because they are not within the control of the town. But the reality is, every time another business closes and another building becomes vacant, we lose our economic viability as a community just a little more. The only thing we can do to offset these issues in my mind is to work diligently at offering good service, promoting our community as a regional destination and helping local businesses advertize in a broader way than any one individual business can probably afford.
- Would like to see access to doctor appointments shortened.
- Our school is the best that it can be even though we have had major cut backs.
- Would like to see more seniors taking advantage of living in our Manitou Manor, need to figure a way to get them there-it is not being used to capacity.
- A place to find employment-there is work out there just to get workers that are too lazy to look around and not be afraid to work. Think of all the workers in Killam who come from neighbouring towns to get their pay cheque.
- Killam is an awesome place to live and raise a family. Killam is clean, well maintained, progressive, and generally a safe place to live. We have a good school and access to good medical care at the

local hospital and Home Care in the county. We have a great grocery store, a large drugstore, and flower shop along with choice in banking and much more. We have some great churches, choice in restaurants and access for farmers to all their business needs with farm machinery businesses, grain handlers and more. We have an awesome police and fire department. We are proud of our community and would recommend it to anyone.

- Killam must be so proud to have a mayor who is the envy of every community. He speaks incredibly well, supports and honours his community and all those communities around him. Over the last two weeks I have only grown to admire him more and you must know you are the most blessed in Flagstaff
- The town tends to be cliquey - it takes a real effort to feel accepted by some groups, but once they get to know you, they welcome you.
- A dog park would be a real advantage - I know we have the ball diamonds, but it would be nice to have a separate space.
- A water spray park would be an asset behind the pool - not only would the younger ones have a place to stay, but the pool would get more use from the older siblings at the same time. So would the concession.
- More wheel chair accesses on the main street would be a huge help - I just mean on the curb itself as it is very difficult to get to the access points unless you walk on the street with the traffic.
- Killam is a great town, and we really enjoy living here. Two of our biggest concerns are the school, which the town has no control over, and the AgriPlex, which it does. I feel that this facility spends too much money on management and not enough of taking care of business. An excellent example is when we were at the pool on Feb 5, the boys washrooms were filthy, and appeared to have been that way for some time, and the ones in the lobby were not much better. This is not the first time this has happened, but it is the most recent. Also, I am known to *name* at the pool and have specifically asked to be informed when lessons are being held for higher level swim lessons for 3 pupils, and have not been notified. When looking at the employee structures in other similar facilities, there is one manager for the overall building and then many workers to do the maintenance. When the pool was being renovated, there were employees on staff who were doing nothing all day but the town felt they needed to keep them on the payroll to ensure they came back when the pool re-opened. Perhaps those employees should have been made to work in other areas of the town. It is a wonderful facility and I feel it needs to be used to its full potential all year long. Not just rodeo in the summer, but maybe dog agility classes, a horse show, archery lessons, any number of activities where being protected from the wind and weather are necessary. Maybe the pool could offer kayaking and scuba classes (I know our kids took this years ago here). I am not trying to trash the Agriplex, I am simply trying to point out that from a customer point of view, it is not run very well or used to its potential. It is a wonderful asset to the town.
- Many of the drawbacks of Killam are beyond anyone's control, mainly the proximity to Edmonton or another large city, and the access to services, which are limited by our population.
- The problems with the school are also mainly the result of our population and the misguided principles and philosophies of the Battle River School Division, including the ridiculous grading (or non-grading) system. The staff of the school make the best of what they are given.
- Most of the local businesses here are great, and for items such as insurance, bank or the pharmacy, it is nice to deal with people who know you.
- We are lucky to have the physicians we do, and they make the best of the facilities we have for our population size. It is a bit troublesome sometimes though to have to travel for everything that is not routine or for appointments such as speech therapy or the dentist.
- The recreational facilities are amazing for the size of the community and volunteer groups such as the ACE Committee do a lot to improve the quality of life for Killam residents.

- Killam needs a clothing store. It is very hard to satisfy most peoples need for clothing but something even as low end as a SAAN or K Mart would be fine.
- Killam NEEDS more childcare, there really is not enough childcare in Killam or in Flagstaff County for that matter.
- I feel the taxes are too high.
- Probably due to its location local businesses gauge the public, the whole time singing shop locally. There is very little in the way of employment opportunities for skilled women in our area. With the supply of skilled women being much higher than the demand, most businesses only offer part time job opportunities. Smart on their part, devastating to the community.
- Spending on council and staff goes up every year while the population falls, a deadly trend only noticed by few, contested by even fewer. With a smaller tax base every year this trend no doubt will be the end of my hometown. There seems to be a very selfish attitude that says, "as long as I've got mine, who cares." This is not a problem unique to Killam, it is happening throughout rural Alberta as a whole. I just hoped that Killamites had the common sense and fortitude to overcome this hurdle. I thought wrong.
- I'm not looking for employment or childcare, never really had to deal with policing or fire services and hopefully never do. Cost of living is ok but could be better; taxes are high especially for not getting any services where we are. Shopping is ok, but frustrating that there is really no convenience store to buy things when the Coop is closed, also frustrating that the stores close so early. Schools are ok, but have a few issues.
- Child care is a big problem; we really need something more permanent and reliable. Also, meaningful job opportunities are terrible in this region. Camrose is really the closest place to find full time work and that's definitely a problem.
- Access to medical services is great around here, and shopping pretty good considering our population the only problem is that it gets fairly expensive to shop in town. We try to shop local, but for groceries it's just too expensive to shop only in town. With the Fas Gas gone now there is a need for dvd rentals as well.
- The work of the ACE committee has been wonderful for our parks! Also, the Parents for Fun in Flagstaff have done such great work for our area, and the playroom is great. These committees are really helping our town to be more welcoming to younger families which is definitely needed!
- In regards to indoor recreation, the gym closing is going to have an impact, not sure how much as now its Forestburg, Hardisty or Camrose.
- Suggest renaming the pool again, without its current sponsor renewing its funding.
- Some of these questions are above what the town can do - ie, policing - no local control.
- A great drug store and an excellent grocery outlet together with Killam Electric are major businesses. A farm implement dealership, plumbing and heating are available. For clothing and others one has to travel outside the town
- An excellent place to live and nothing that has transpired recently can take that away.
- The Battle River Training foundation is in the town, but it seems to do nothing for the community. The trainings available can be accessed without use of this foundation.
- Child care remains an obstacle in this area. We have subsidized care available, but there seems to be a shortage of providers, as well as children to fill these homes to make the business profitable.
- As you are all aware, we have a shortage of employment opportunities for professionals and their spouses.
- We have raised 2 kids to teenagers in town, and would not have changed that for the world. I grew up in town, and have always loved small town life. However, I know living in a bigger center has many more opportunities for mostly my kids, a very good high school, and many different activities for kids who don't play the team sports.

- The cost of living is expensive in cities...only if you want it to be, on that note - you save more in small towns because of the limited amount of things to do.
- I feel with town council's in small towns that work as hard as they do in Killam, with only good intent, I feel a town like Killam will survive and keep bringing in new people.
- If there is going to be growth in Killam, I feel they should have incentive programs for small business owners and promote business by either tax breaks, or free advertisement.
- Small business is the only thing that keeps a town alive.
- I know that with having the 2 most popular gas stations in town not working properly for the past year, it has left a sour taste in many travellers mouths....this something that needs to be fixed asap.
- The CO-OP is great...but it is too expensive. Many people will travel for 40-50 dollars saved in a city.
- In general I feel that Killam is a good place to live/work/raise children in. The only down falls I've experienced is with the hospital services. The hospital had rejected my son after 4 hours of waiting from seeing a doctor just because at admission I picked a doctor that wasn't working and supposedly he 'wouldn't' see the other's patients. Well in my opinion it's a hospital and they should help anyone who comes in regardless if there are personal issues between the doctors and they don't want to see each other's patients.
- Would be nice if we had more stores to shop at so we did not always have to go to the bigger centers for shopping. The more stores and shops the more employment. I know it is difficult to keep some stores afloat in town, but maybe we need different types of stores. Just a thought.
- Would be nice to have a few more permanent doctors so when you go to the clinic you are not having to go through your history with someone new all the time. Sadly some of us have chronic illnesses so we like to have a family doctor who already knows our history, rather than explaining everything to a temporary doctor each time we go need to go in. I go to Daysland so I can see the same physician, but I would prefer to go to Killam as I live 1km out of town. Just another thought.
- I think Killam is a great place to live!
- Killam needs a convenience store that is open late (11PM) that carries basic essentials. Sometimes you don't get to CO-OP before 5 or 6 and you have to do without.
- Killam needs a gas station with gas, and one that doesn't charge more than 10 cents more than Camrose.
- We should be able to pay our taxes with a pre authorized debit.
- Need more doctors in the area! I had gone into pre term labour and went to Daysland only to find out since I would need a c-section there was no surgeons available. Not even Viking. I had to be sent by ambulance to Edmonton! Not a comforting feeling that if something were to happen we can not be accommodated in our own area!
- Access to medical services - Seems the wait in the hospital takes hours upon hours each time. I generally drive the Daysland as I can see a doctor a lot quicker.
- Running a business in any small town is difficult. Businesses are closing and taxes are escalating, which is a concern for residents. Employment is very hard in a small town and unfortunately it takes who you know rather than what you know or someone is brought in from out of town. I love Killam and choose to raise my family here since as a whole this is a great, tight-knit community. I do, however, think there could be improvements.
- Shopping is very limited in Killam - however, the shops that are here are very good!
- Employment is very limited as well, unless you are a business owner or hospital worker, there are not a great number of well paying jobs in the area. Training opportunities are available within the area (Adult learning and Battle River Training Foundation), but programs such as apprenticeship are very difficult to find. Child Care is always a challenge for working parents in a small town.
- We have a grocery store but do not have access to clothing locally.