



Central Alberta
Economic
Partnership

Three-Year Business Plan

2026-2028

CAEP Three-Year Business Plan (2026-2028)

What is it?

A strategic road map for CAEP to transition from a government-subsidized body to a self-sustaining, member-valued organization.

What's its purpose?

To accelerate shared economic prosperity across Central Alberta by building the regional capacity, connectivity, and credibility that enable members to successfully compete in the global marketplace.



Key strategic challenges the plan addresses...

- **Build trust:** Build trust with member municipalities through consistent delivery, transparent reporting, and visible wins.
- **Funding / revenue transition:** Respond to cancellation of provincial operational funding; replace with revenue from membership growth, industry partnerships, and diversified grants.
- **Membership value gap:** Some members question whether CAEP's value justifies increasing fees. These questions must be answered by linking CAEP activities to measurable outcomes.
- **Staff capacity:** A lean professional team (1 @ full time plus 1 @ 0.25 time) must be deployed strategically, with clear priorities and adequate administrative support to avoid burnout and service gaps.
- **Co-opetition navigation:** The competitive dynamics among communities for investment, talent, and projects requires careful consideration and navigation to avoid overlap and create strategic partnerships where it makes sense.

Five Strategic Objectives

- 1 Build Trust and Deliver Wins
- 2 Build a Regional Data Hub
- 3 Attract Investment Through Team Central Alberta
- 4 Build Member Capacity and Strengthen the Regional Ec Dev Ecosystem
- 5 Become Financially Independent

Objective 1: Build Trust and Deliver Wins

Key Activities

Create a CAEP Report Card with KPIs to be presented at the Spring and Fall General Meetings

- Start at 2026 Fall General Meeting

Annual member survey, starting in Fall of 2026

Regional Land Development and Investment Attraction Strategy – Phase 1 Workshops

Deliver economic development courses / workshops for members

Deliver a CAEP Annual Report that demonstrates member ROI

Modernize CAEP's Articles of Association in 2026

Formalize MOU with Red Deer Polytechnic

Coffee with CAEP member engagement meetings

Objective 2: Build a Regional Data Hub

Key Activities

Launch a powerful new CAEP Members Economic Data Portal (launched in April 2026).

- This **powerful, new investment attraction tool**—powered by CityViz—provides regional and community-level data on population, labour force, business counts, transportation, broadband, social infrastructure, power infrastructure and other key indicators.
- It also includes report-building tools that can generate charts, maps, data tables and investment packages.
- CAEP and CityViz are hosting a series of Lunch and Learn sessions for CAEP members, to ensure members are able to access the full functionality of this investment attraction tool .

Develop sector-specific market research briefs for 5 priority sectors (completed in 2027)

Engage Red Deer Polytechnic in ongoing data analysis and economic modelling support

Objective 3: Attract Investment Through Team Central Alberta

Key Activities

Recruit industry members to join Team Central Alberta.

Develop a regional investment prospectus with business cases highlighting investment opportunities (completed in 2027).

Develop a Central Alberta International Market Development Strategy, targeting priority markets aligned with regional sector strengths (completed in 2027).

Team Central Alberta to participate in 2-3 national or international site selector events per year, with a follow-up process in place for leads generated.

Collaborate with Red Deer DRIVE initiative.

Objective 4: Build Member Capacity and Strengthen the Regional Economic Development Ecosystem

Key Activities

Based on the CAEP Members' Survey, identify key economic development training needs

Develop an economic development advisory service offering for members who require tailored support

Host Spring and Fall General Meetings to bring together all member communities, industry partners, government, and investors that offer enhanced networking, expert speakers, and strategic dialogue.

Other activities that will contribute to achieving this objective:

- Delivering economic development capacity-building training and workshops, as mentioned in Objective 1
 - Partner with EDAC, EDA, other professional associations to provide members with access to professional development pathways

Objective 5: Financial Independence

CAEP will take the following steps to ensure financial stability and continue pursuing its mission to drive regional economic growth in Central Alberta—as well as delivering the enhanced services members expect.

1. New membership model: bring per capita membership fees in line with those already in place other successful Regional Economic Development Alliances (REDAs) in Alberta

2. Continue expanding municipal membership

3. Grow Team Central Alberta industry partnerships

4. Pursue grants: actively pursue federal and provincial grant programs to co-fund major projects.

CONTACT US

Please reach out to us any time. We'd love to hear from you!

Paul Salvatore

Executive Director

T 587-447-2237

E psalvatore@investcentralalberta.ca

Marta Bristow

Director of Strategic Initiatives

T 403-837-2190

E mbristow@investcentralalberta.ca

investcentralalberta.ca

