



Request for Proposal

Town of Wainwright

Economic Development Plan

RFP Issue: October 7, 2025
RFP Closing: December 1, 2025



1. Introduction

The Town of Wainwright is seeking proposals from qualified consultants to lead the development of a forward-looking, actionable 5–10 Year Economic Development Plan. This plan will help guide strategic decision-making and investment in Wainwright and position our community for long-term economic success and sustainability.

2. Town of Wainwright Vision and Mission

Wainwright is the Regional HUB of East Central Alberta providing quality services.

3. Background

With emerging challenges - including growing online competition (e.g., Amazon), economic and political uncertainty, and regional retail expansion (such as the new Costco in Lloydminster) - it is critical to strengthen our local economy through strategic planning, meaningful community engagement, and targeted initiatives.

4. Project Purpose

To develop an Economic Development Plan that identifies opportunities for business growth, diversification, and workforce development, and provides actionable strategies to ensure a resilient and inclusive local economy.

5. Key Issues to Address

- **Commercial vacancies:** What types of businesses are best suited for these spaces, and how can we attract them effectively?
- **Economic diversification:** Which sectors present the greatest opportunities for growth, and how can Wainwright position itself to support and attract them?
- **Attraction of higher-paying jobs:** How can we create and attract employment opportunities that appeal to military families, retain youth, and draw new residents?
- **Foundational considerations:** How does housing availability, childcare access, and healthcare services impact economic growth and workforce attraction - and how can these be improved?



6. Project Objectives

Proposals should deliver clear, practical strategies that:

- Leverage Wainwright's strengths and assets to create a competitive advantage;
- Identify opportunities for business growth, investment attraction, and workforce development, grounded in market demand and community needs;
- Foster collaboration amongst stakeholders to develop a shared, long-term economic vision;
- Provide a targeted list of businesses and franchises for attraction based on community needs and commercial gap analysis.

7. Scope of Work

The selected consultant will be responsible for delivering the following components:

7.1. Stakeholder Engagement

- Conduct discussions (preferably in-person) with, but not limited to, the following key stakeholder groups:
 - Chamber of Commerce
 - Downtown Business Community
 - Major employers
 - Town of Wainwright Council and Administration
 - Canadian Forces Base Wainwright
 - Municipal District of Wainwright
 - MLA and MP
 - RCMP
 - Community groups and residents
 - Any other participants that would add value to the discussion
- Collaborate with the Economic Development Officer to design and execute a comprehensive engagement strategy.
- Develop and distribute a public online survey to gather input.



7.2. Data Collection and Analysis

Data Collection and Analysis

As part of the project, the consultant will be responsible for gathering, analyzing, and interpreting data to inform strategic recommendations. This component must include:

- **SWOT Analysis:** Assess Wainwright's strengths, weaknesses, opportunities, and threats using stakeholder input and data to shape Action Plan priorities.
- **Commercial Gap Analysis:** Evaluate data on commercial vacancies. Identify business types best suited for these spaces based on market trends, community needs, and commercial gaps. Evaluate strategies to attract and retain suitable tenants. Provide a targeted list of specific businesses and franchises recommended for attraction to Wainwright, based on commercial gap analysis and aligned with the community's growth potential.
- **Sector Diversification:** Identify high-potential sectors aligned with Wainwright's strengths and analyze trends to guide industry attraction.
- **Employment & Workforce:** Analyze jobs, wages, and trends to target higher-paying opportunities that support military families, retain youth, and attract new residents.
- **Foundational Supports:** Assess housing, childcare, and healthcare impacts on workforce attraction; recommend improvements.

7.3. Action Plan Development

Deliver an Economic Development Action Plan that includes:

- **Goals & Objectives:** Clear short-, medium-, and long-term goals aligned with Wainwright's vision.
- **Actions & Timelines:** Specific, measurable actions with implementation timelines and assigned responsibilities.
- **Stakeholder Involvement:** Clearly outline partner responsibilities and establish a plan to keep them engaged throughout the process.
- **Performance Measures:** Metrics and review processes to track progress.
- **Investment Attraction:** Targeted business/franchise attraction list with strategies.



8. Deliverables

- Project Workplan and Schedule
- Stakeholder Engagement Summary
- SWOT Analysis report covering strengths, weaknesses, opportunities, and threats
- Commercial Gap Analysis with vacancy assessment and targeted business/franchise recommendations
- Sector Analysis identifying high-growth industries aligned with Wainwright's strengths
- Employment and Workforce Analysis with strategies to attract quality jobs and retain residents
- Foundational Supports Assessment addressing housing, childcare, and healthcare gaps
- Final 5–10 Year Economic Development Plan with goals, actions, timelines, and investment strategies
- Presentation of findings and recommendations to Town Council

9. Proposal Requirements

Please include the following in your proposal:

1. Company overview and relevant experience
2. Description of your approach and methodology
3. Proposed timeline and milestones
4. A breakdown of all costs associated with the project.
5. Examples of previous similar municipal work.
6. Information about the team that will be working on the project, including their experience and qualifications
7. Three references from similar projects

Please also provide the following general company details with your proposal:

1. Full legal company name and mailing address
2. Full name and title of contact person with contact details, including phone and email
3. Payment terms

10. Budget

The Town has confirmed funding of \$60,000.00 for this project, however, cost effective proposals are welcome. Budgets should include all costs associated with the project including planning, implementation and reporting.

The selected company must receive a [Town of Wainwright business license](#) prior to the start of the contract.



11. Selection process

By submitting a Proposal, each Bidder acknowledges and agrees that it waives any right to contest in any legal proceedings the decision of the Town to award points in respect of the criteria noted below (the "Evaluation Criteria"). The Evaluation Criteria and the maximum number of points for each criterion are as follows:

Evaluation Criteria	Weight
Approach, methodology, and workplan	25 points
Cost breakdown and value	25 points
Relevant experience and qualifications	20 points
Project time scheduling	15 points
References and previous municipal work	10 points
Risk Mitigation	5 points

At all times, the Town reserves the right to seek written clarification regarding a Proposal from a Bidder. Such clarification shall be deemed an amendment to such Bidder's Proposal.

Selection of the successful Bidder, if any, is at the sole and unfettered discretion of the Town.

12. Documents

All documents submitted shall become the property of the Town upon being presented, submitted or forwarded to the Town. Should any documents be submitted electronically then their content shall also become the property of the Town upon their being presented, submitted, or forwarded to the Town.

13. Information Disclosure and Confidentiality

The Town of Wainwright is subject to the provisions of the *Access to Information Act (ATIA)* and the *Protection of Privacy Act (POPA)*. All information collected by The Town of Wainwright will be used in accordance with Section 12 of *POPA*. For further information on the Town's ATIA and POPA regulations, please contact the Access and Privacy Coordinator at 780-842-3381.



14. Timeline

- RFP Issue Date: October 7, 2025
- Proposal Submission Deadline: December 1, 2025 12:00 p.m. local time
- Selection and Award: December 15, 2025
- Project Start: January 5, 2026
- Project Completion: No later than November 13, 2026

15. Submission of Proposal

Submit proposals electronically in PDF format to:
Carley Herbert, Economic Development Officer
Town of Wainwright
Email: cherbert@wainwright.ca
Phone: 780-842-3381

Subject Line: RFP Submission – Economic Development Plan

16. Disqualification

The failure to comply with any aspect of this RFP (either in a material way or otherwise), shall render the Bidder subject to such actions as may be determined by the Town, including disqualification from the RFP process, suspension from the RFP process and/or imposition of conditions which must be complied with before the Bidder will have its privilege of submitting a Proposal reinstated.

17. No Tender and No Contractual Relationship

The Bidder acknowledges and agrees that this procurement process is a Request for Proposal and is not a tendering process. It is part of an overall procurement process intended to enable the Town to identify a potential successful Bidder. The submission of a Proposal does not constitute a legally binding agreement between the Town and any Bidder. Upon project award, the successful incumbent will be provided with a contract for signature.

18. Discretion of Town

The Town is not bound to accept any Proposal. At any time prior to execution of the Contract, the Town may, in its sole and unfettered discretion, or for its own convenience, terminate the procurement process, cancel the Work or proceed with the Work on different terms. All of this may be done with no compensation to the Bidder or any other party.



18. Discretion of Town - continued

The Town reserves the right, in its sole and unfettered discretion, to:

- Utilize any information contained in any of the Proposals for its sole use and benefit without making payment or otherwise providing consideration or compensation to any Bidder or any other party;
- Negotiate the specific contractual terms and conditions, including but not limited to the fee or price of the work;
- Waive any formality, informality or technicality in any Proposal, whether of a minor and inconsequential nature, or whether of a substantial nature;
- Receive, consider, and/or accept any Proposal, regardless of whether or not it complies with the submission requirements or is the lowest priced proposal, or not accept any Proposal, all without giving reasons;
- Determine whether any Proposal meets the submission requirements of this RFP; and
- Negotiate with any and all Bidders, regardless of whether or not the Company has a Proposal that does not fully comply with the submission requirements for the RFP or any requirements contained within this RFP.

19. Contact Information:

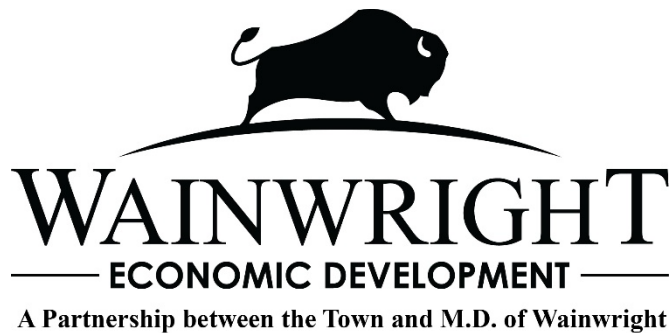
If you have any questions about the RFP or the project, please do not hesitate to contact Carley Herbert, Economic Development Officer at cherbert@wainwright.ca or 780-842-3381

20. Relevant Documents/Information

- [Cost of Living Survey \(2024 Alberta Spatial Price Index\)](#)
- [Wainwright Regional Growth Study](#)
- [Available Commercial Properties Interactive map](#)
- [Population](#)
- [Trading Area Map](#)
- [Alberta Transportation Highway Traffic Counts \(2004-2024\)](#)
- [Apartment Vacancy and Rental Cost Report](#)
- [Statistics](#)
- [Business and Investment Tools](#)
- [Downtown Vacant Spaces Incentive](#)
- [Town of Wainwright Strategic Plan 2023 – 2028](#)
- [14-41 Common Area Structure Plan](#)
- 2025 Economic Development Community Survey Results (attached)
- Wainwright Economic Development Action Plan 2023 (attached)

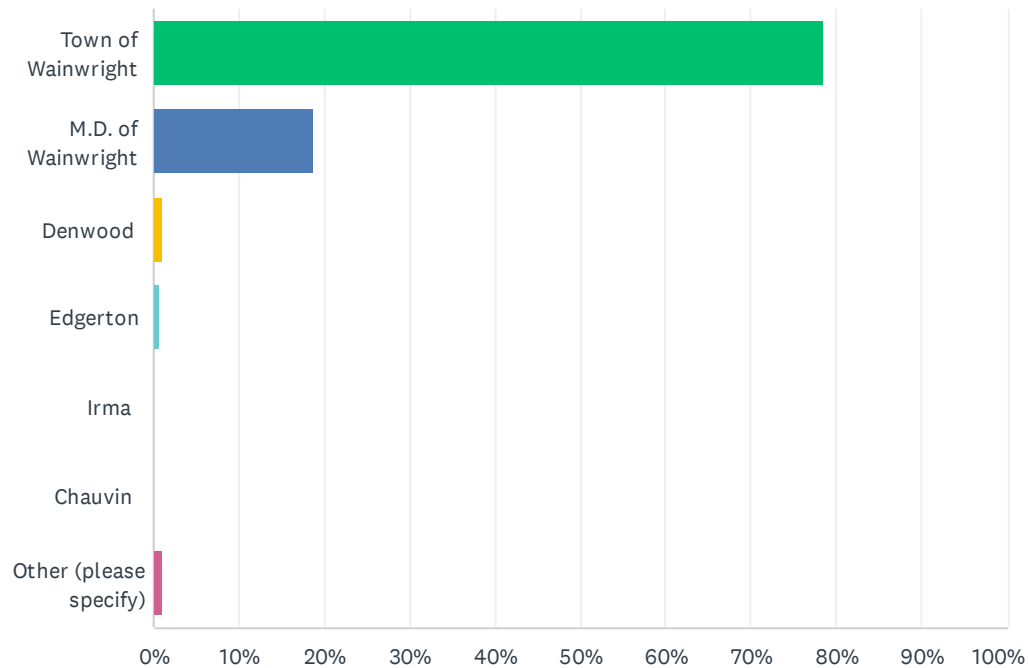
2025 ECONOMIC DEVELOPMENT COMMUNITY SURVEY

*Conducted from
April 15 to May 30, 2025*



Q1 Where do you live?

Answered: 181 Skipped: 0



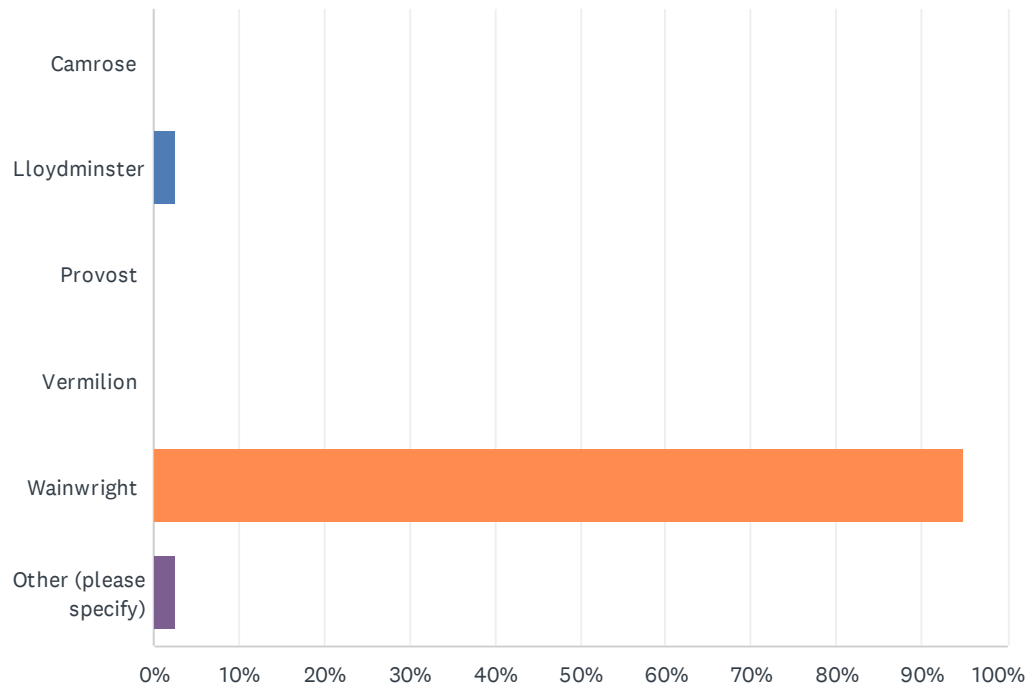
ANSWER CHOICES	RESPONSES	
Town of Wainwright	78.45%	142
M.D. of Wainwright	18.78%	34
Denwood	1.10%	2
Edgerton	0.55%	1
Irma	0.00%	0
Chauvin	0.00%	0
Other (please specify)	1.10%	2
TOTAL		181

Other:

- Live in MD, own property in Town of Wainwright and the MD
- Lloydminster

Q2 Where do you purchase the majority of your groceries?

Answered: 39 Skipped: 142



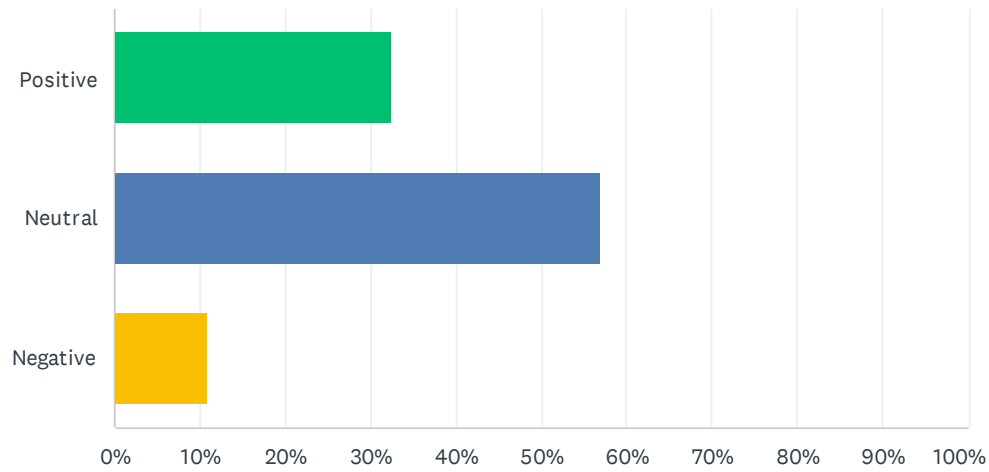
ANSWER CHOICES	RESPONSES	
Camrose	0.00%	0
Lloydminster	2.56%	1
Provost	0.00%	0
Vermilion	0.00%	0
Wainwright	94.87%	37
Other (please specify)	2.56%	1
TOTAL		39

Other:

- Edmonton

Q3 How are you feeling about the Wainwright economy?

Answered: 130 Skipped: 51



ANSWER CHOICES	RESPONSES	
Positive	32.31%	42
Neutral	56.92%	74
Negative	10.77%	14
TOTAL		130

Q3 How are you feeling about the Wainwright economy?

Comments: 50

- I see the local economy as stable but not growing
- Always out of stock at grocery store.
- Very diverse
- Businesses don't last in this dive
- We are losing so many of our brick and mortar businesses which drew people to our community
- I chose to buy a house here due to stability
- Not enough support for small local businesses. Town is letting lots of chain businesses come to town that are hurting local.
- A lot of small business for sale right now.
- Active and supportive
- Many businesses closing down. And downtown not as vibrant anymore
- We see industry moving forward and drilling rigs in the area drilling new holes, we see houses being built and renovated, a new school being built, these are positive signs of the economy.
- Our downtown is quickly losing small businesses, and with it, the ability to attract a strong customer base
- There seems to be growth, new buildings, new businesses.
- High rental costs and food costs.
- Establishment growing
- Feels like there is a good mix of stores, some competition, mix of local vs big box
- Things are expensive here but they are everywhere, I think our economy is doing just fine and are still able to have a solid quality of life.
- New shops come and go no real lasting growth
- Some new stores, some stores closing, prices rising . . . it's bigger than just our community, so it can't be helped
- Established farming, oil field services, and the military base.
- There are some new businesses but many businesses have closed as well.
- Living on a tight budget (we are a single income family as one parent is on disability). I find its more economical for me to go out of town to costco every couple of months to stock up. Also, I love the downtown stores but I can't afford to pay the prices so I buy alot online and have it shipped.
- Slow economy, tariffs, global unrest
- There are very few local shops with affordable wares
- Only focus on filling up downtown main Street. Never any big industry for significant jobs
- I believe we are going into a recession and people are not confident in the economy

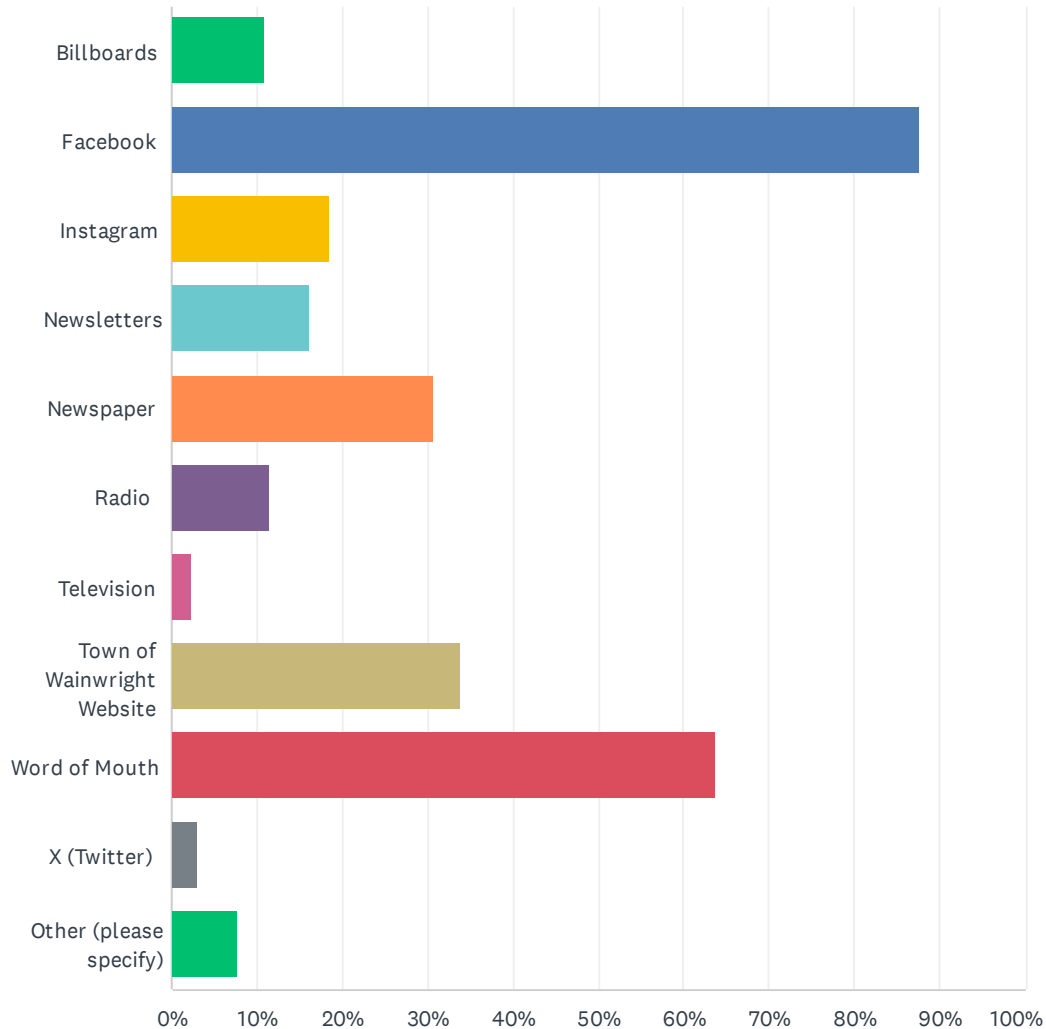
Q3 How are you feeling about the Wainwright economy?

Comments: 50

- Small businesses are struggling to start up or stay open due to crime and expenses & the price of everything has gone up.
- New resident
- I see more larger corporations moving in taking away from small businesses
- Main street business closing
- Wainwright is a good place to live and we got everything we need
- Thinking there are things that need to be done but not sure where to start
- Costs of purchasing local
- Some new development going on, along with much needed repairs.
- Wainwright is beginning to thrive with new business, but too many fast food businesses that we don't shop it. Would like to see more family sit down restaurants and family clothing stores
- Been bad for small businesses
- It's worrying to see some of the businesses struggling - we have lost some but there does seem to be new businesses coming on board as well
- I see fast food restaurants open. Yet not lots of retail outlets.
- Sad
- I don't things are great locally but I suppose they could be worse.
- People are still buying outrageously priced homes for this community as well driving 140,000 vehicles
- Has a lot to offer
- Dunno
- Because of the tariffs looming
- Not sure how to feel
- Everything's gotten so expensive and hard to afford but that's not wainwrights fault that's just every where.
- Would love to see less empty buildings on Main Street!
- The empty buildings don't look great.
- Business I talk to say they are busy
- As a long time business owner, it is concerning to see retailers leaving, and space opening up downtown.

Q4 How do you find out about local events and businesses and what products/services they provide?

Answered: 130 Skipped: 51



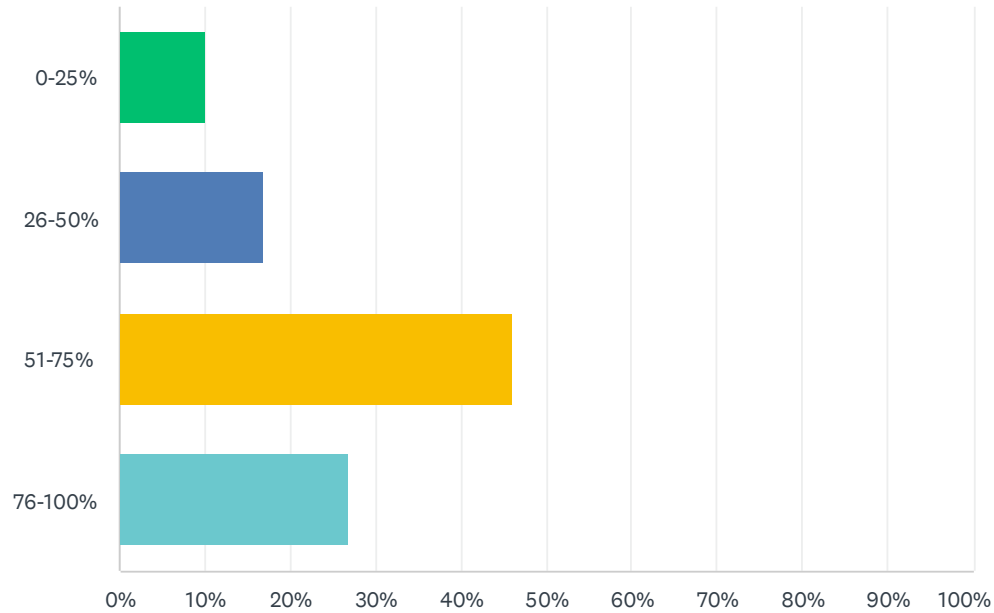
ANSWER CHOICES	RESPONSES	
Billboards	10.77%	14
Facebook	87.69%	114
Instagram	18.46%	24
Newsletters	16.15%	21
Newspaper	30.77%	40
Radio	11.54%	15
Television	2.31%	3
Town of Wainwright Website	33.85%	44
Word of Mouth	63.85%	83
X (Twitter)	3.08%	4
Other (please specify)	7.69%	10
Total Respondents: 130		

Other:

- Interagency meetings
- FCSS
- Email
- Receive emails
- Spotify
- Talk of the town (some)
- Posters
- Town tidbits
- Emails
- Email

Q5 What percentage of your monthly purchases are from local businesses?

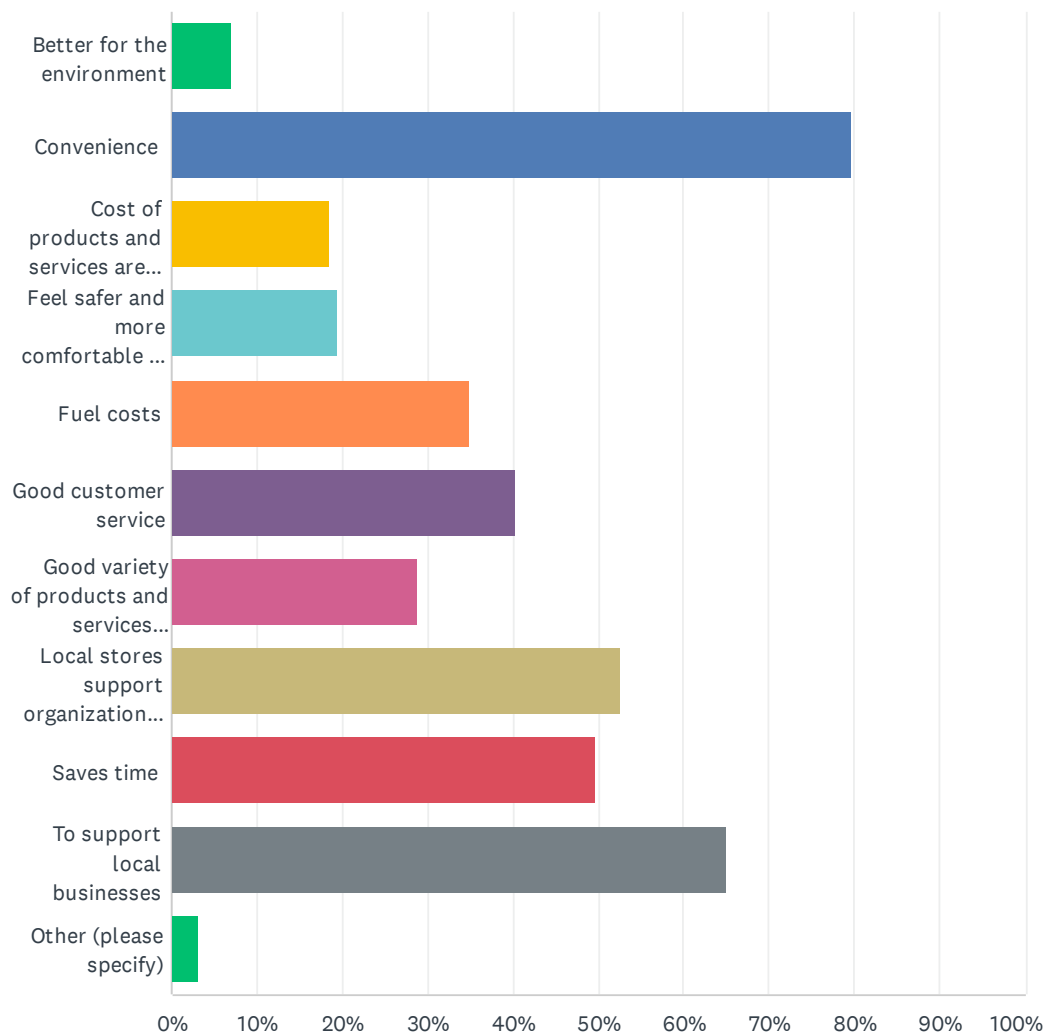
Answered: 130 Skipped: 51



ANSWER CHOICES	RESPONSES	
0-25%	10.00%	13
26-50%	16.92%	22
51-75%	46.15%	60
76-100%	26.92%	35
TOTAL		130

Q6 Why do you shop locally?

Answered: 129 Skipped: 52



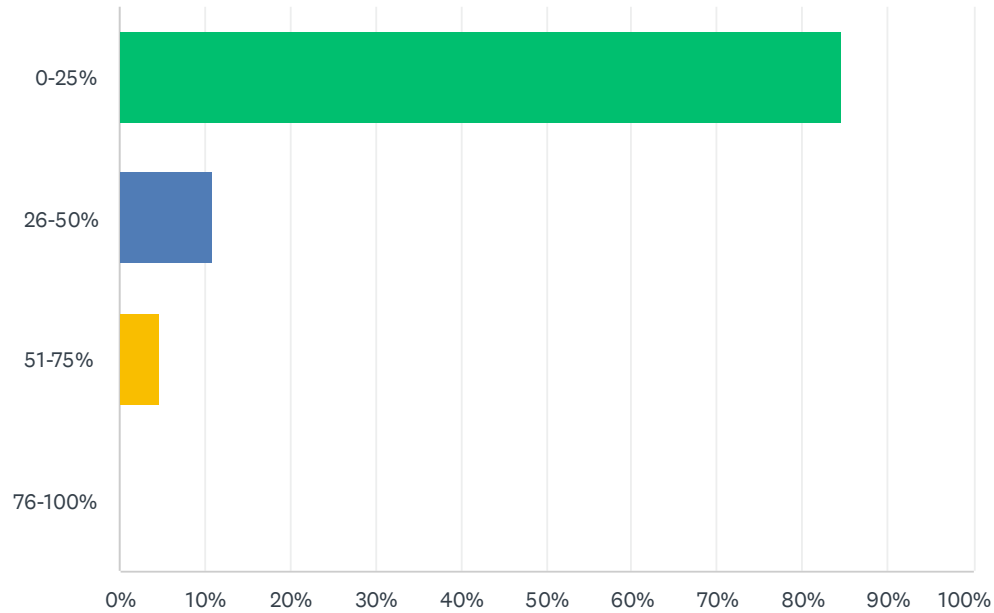
ANSWER CHOICES	RESPONSES	
Better for the environment	6.98%	9
Convenience	79.84%	103
Cost of products and services are competitive	18.60%	24
Feel safer and more comfortable in local environment	19.38%	25
Fuel costs	34.88%	45
Good customer service	40.31%	52
Good variety of products and services available	28.68%	37
Local stores support organizations and charities	52.71%	68
Saves time	49.61%	64
To support local businesses	65.12%	84
Other (please specify)	3.10%	4
Total Respondents: 129		

Other:

- I usually find everything I need here and don't have to travel
- Denwood pharmacy is truly an asset to our community would never get prescriptions elsewhere
- Even though the prices are not always the cheapests
- I want my town to be here, we have to support it if we want to keep it!

Q7 What percentage of your monthly purchases are you travelling out-of-town for?

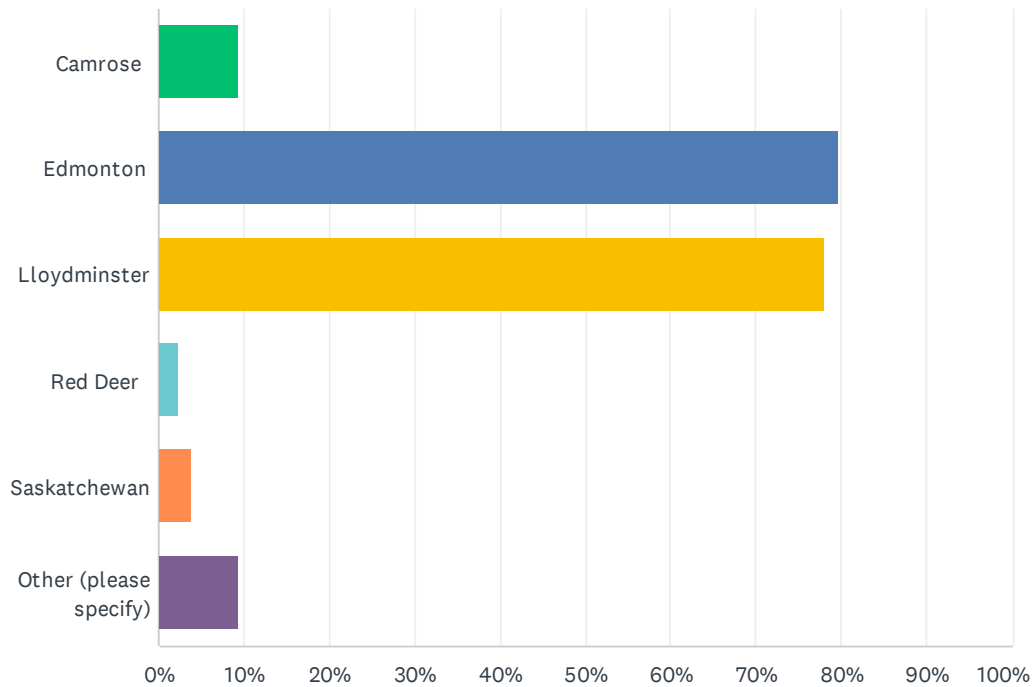
Answered: 130 Skipped: 51



ANSWER CHOICES	RESPONSES	
0-25%	84.62%	110
26-50%	10.77%	14
51-75%	4.62%	6
76-100%	0.00%	0
TOTAL		130

Q8 Where do you travel to shop out-of-town?

Answered: 128 Skipped: 53



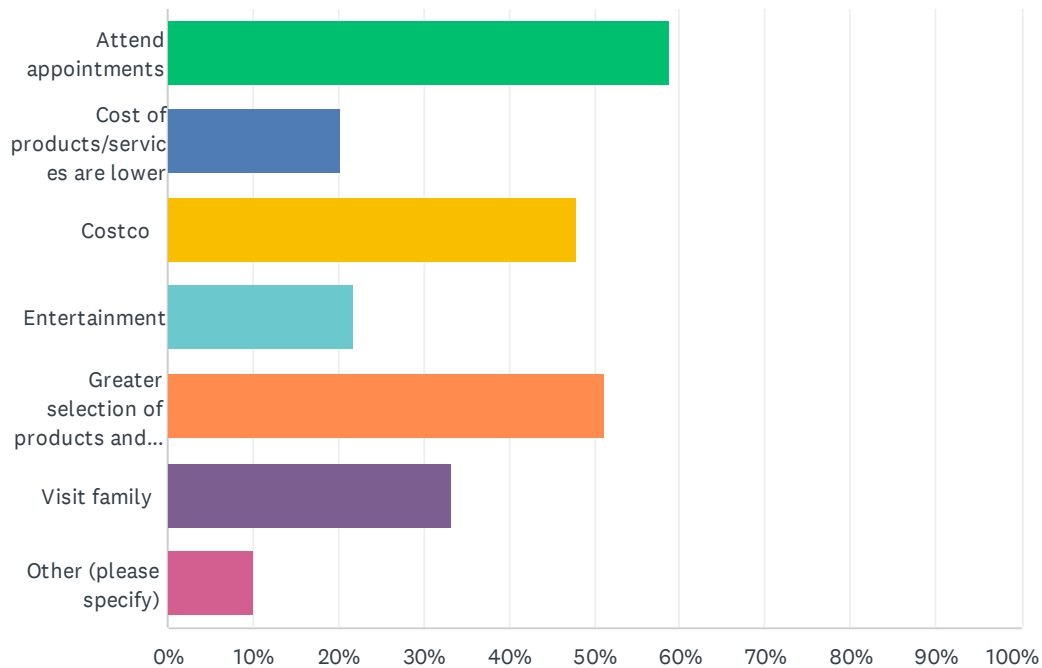
ANSWER CHOICES	RESPONSES	
Camrose	9.38%	12
Edmonton	79.69%	102
Lloydminster	78.13%	100
Red Deer	2.34%	3
Saskatchewan	3.91%	5
Other (please specify)	9.38%	12
Total Respondents: 128		

Other:

- I either shop in town or online
- Sherwood park
- Leduc
- Amazon
- Online
- Not often
- Calgary
- Sherwood Park
- Online
- Calgary
- Online
- Vermilion

Q9 Why do you travel out of town to shop?

Answered: 129 Skipped: 52



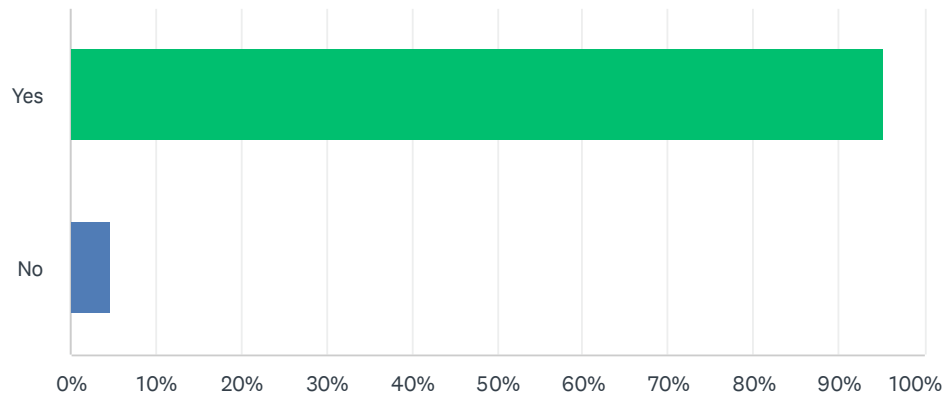
ANSWER CHOICES	RESPONSES	
Attend appointments	58.91%	76
Cost of products/services are lower	20.16%	26
Costco	48.06%	62
Entertainment	21.71%	28
Greater selection of products and services	51.16%	66
Visit family	33.33%	43
Other (please specify)	10.08%	13
Total Respondents: 129		

Other:

- I either shop in town or online
- Sports events
- Less crack heads roaming around
- Stores that are not in Wainwright
- Getting supplies that I cannot find here
- Business
- Some specific products that aren't available here
- For options that can't be found in town
- For something different
- No comment
- Cost savings
- Online
- Business

Q10 Do you shop ONLINE?

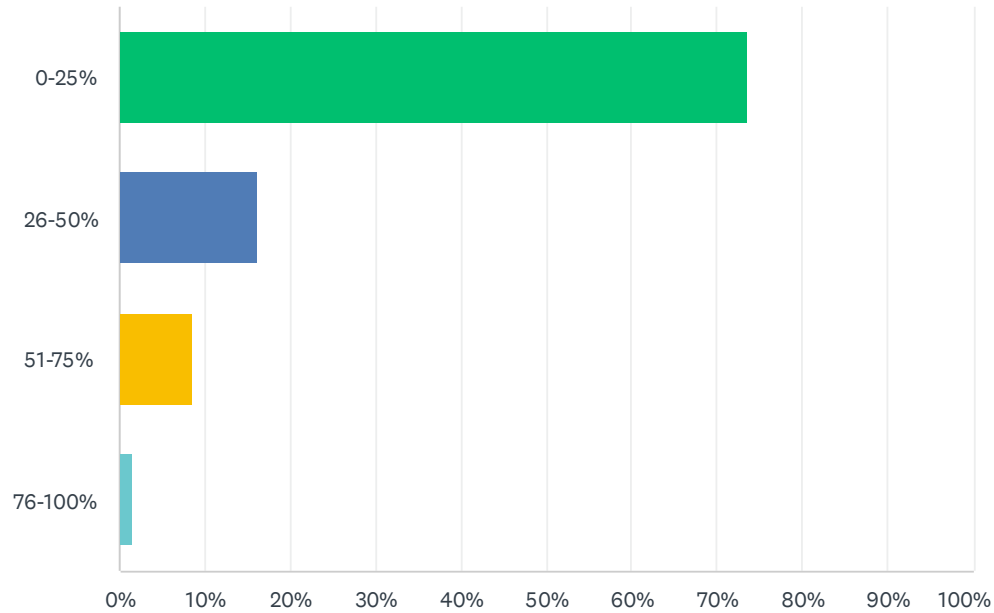
Answered: 130 Skipped: 51



ANSWER CHOICES	RESPONSES	
Yes	95.38%	124
No	4.62%	6
TOTAL		130

Q11 What percentage of your monthly purchases are done online (from stores out-of-town)?

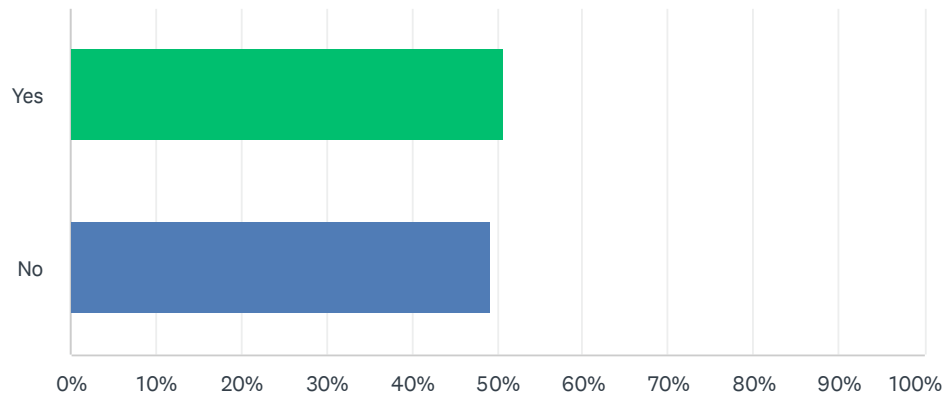
Answered: 129 Skipped: 52



ANSWER CHOICES	RESPONSES	
0-25%	73.64%	95
26-50%	16.28%	21
51-75%	8.53%	11
76-100%	1.55%	2
TOTAL		129

Q12 Have your ONLINE purchases increased over the past year?

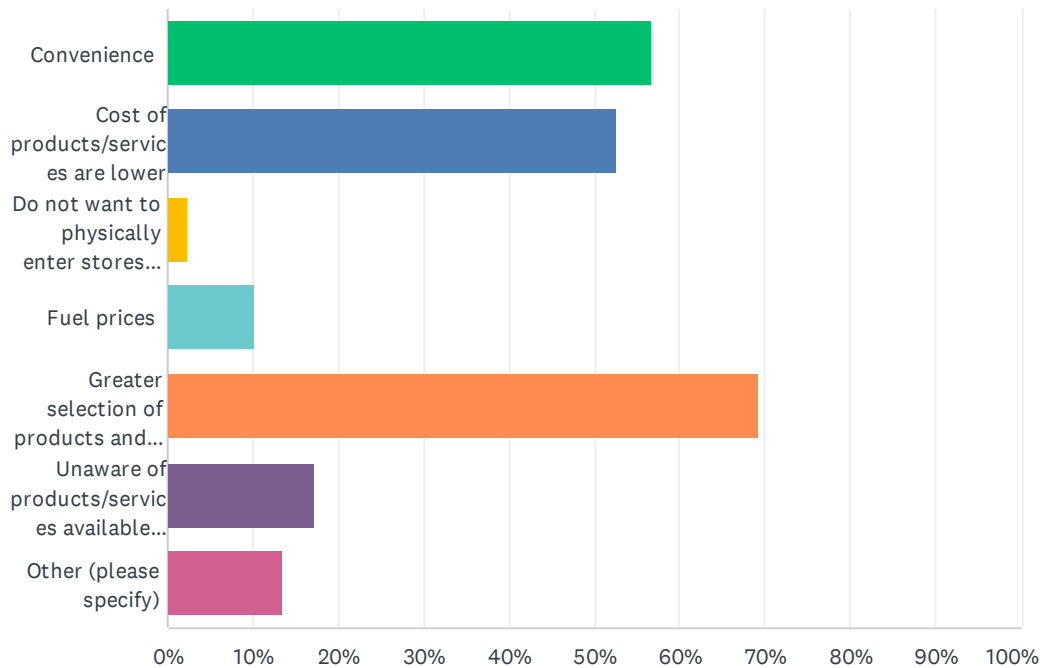
Answered: 128 Skipped: 53



ANSWER CHOICES	RESPONSES	
Yes	50.78%	65
No	49.22%	63
TOTAL		128

Q13 Why do you ONLINE shop out-of-town?

Answered: 127 Skipped: 54



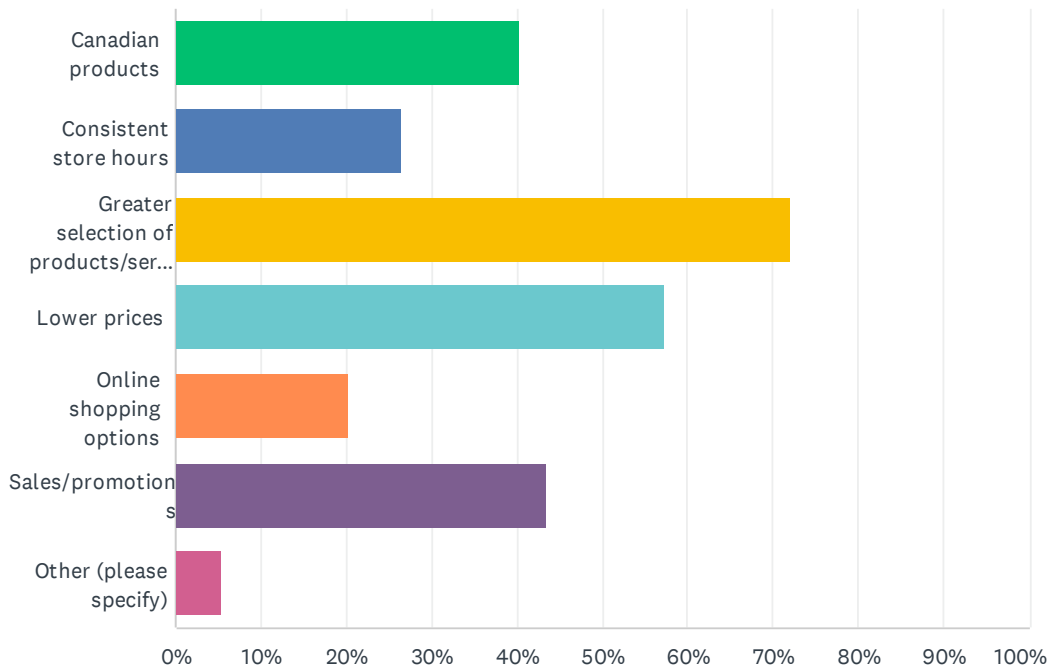
ANSWER CHOICES	RESPONSES	
Convenience	56.69%	72
Cost of products/services are lower	52.76%	67
Do not want to physically enter stores due to health and safety reasons	2.36%	3
Fuel prices	10.24%	13
Greater selection of products and services	69.29%	88
Unaware of products/services available locally	17.32%	22
Other (please specify)	13.39%	17
Total Respondents: 127		

Other:

- Nowhere in Wainwright sells or carries the stuff I need to place orders for, for my business
- My main reason is availability of product - then price difference
- Health prevents me from leaving home at times
- Less meth floating around
- Physically buying in store
- Some products aren't available locally
- Faster, selection
- Don't shop online
- Niche, hobby specific items not available in town
- Cost or variety
- No comment
- Some things are not available here
- My mobility is limited and hard to access local
- Items not available in town
- Cannot find local
- Don't have to travel
- Product not found in town

Q14 What would encourage you to shop locally?

Answered: 129 Skipped: 52



ANSWER CHOICES	RESPONSES	
Canadian products	40.31%	52
Consistent store hours	26.36%	34
Greater selection of products/services	72.09%	93
Lower prices	57.36%	74
Online shopping options	20.16%	26
Sales/promotions	43.41%	56
Other (please specify)	5.43%	7
Total Respondents: 129		

Other:

- I truly feel our local businesses do many things to encourage people to shop locally! They are involved and have promotions often.
- More options. Ex. more clothing stores for young people
- My main problem is that I can't find what I'm looking for in town, and when I do they are much higher priced
- Accessible to all with mobility issues
- Better customer service. Not enough businesses answer phone calls or are rude and mess up orders
- Live next door to Walmart
- By the time I'm off work all the local businesses downtown are closed and I'm full time

Q15 If our municipality could attract 5 new businesses, what would you want them to be?

Answered: 106 Skipped: 75

- Drycleaning, laundry, breakfast restaurant,
- Booster juice, Cobbs bread, Cora's, winners or sportchek, bulk store
- Costco Family restaurant, dine in not another fast food place Laundromat for big item cleans Kids play place arcade like climber Pharmacy that opens on weekends
- Breakfast/brunch restaurant, New meat shop, coffee shop, clothing stores
- Clothing stores, dollar tree, shoes store
- A family style restaurant. Dedicated unisex clothing store.
- Family restaurant / Healthy style fast food I feel we do NOT. need any more fast food.
- Family Restaurant/Breakfast Place Clothing Store (Old Navy) Costco
- Red Lobster or seafood restaurant, Princess Auto, Rona, stock car racing, or drag racing, bigger lake for kayaking,
- Bulk purchase stores. Stores that have hours open outside of 9 to 5
- Shoe stores clothing stores affordable adult and teen! Teen activity centers downtown grocery store
- Costco, sportchek, superstore, cineplex
- Smitty's or other breakfast restaurant, another hotel chain, 2nd Timmy's, men's clothing store, another 7-11
- Something like Home Depot Local Greenhouses (within 5 miles of Wainwright) Family restaurant
- We have a great variety of businesses as is. I don't believe we really need anything more. The only thing lacking is a shoe store.
- I'm not sure
- Breakfast restaurant, outdoor store, women's clothing store
- Good family/breakfast restaurant
- Maybe another breakfast/lunch restaurant like a Smitty's but definitely no more liquor or pizza options
- Funeral home, bigger hospital Better bottle depot that doesn't rip you off Gadget store, breakfast place
- Nutters, bulk barn kind of store, chopped leaf - enough of these grease pits
- Private greenhouse Ice cream store Downtown groceries Booster juice Large animal in clinic vet
- Family dining Men's clothing Children's clothing Short line equipment store(attachments) Shoe store
- Shoe store, breakfast restaurant, old navy, bra store, the gap

Q15 If our municipality could attract 5 new businesses, what would you want them to be?

Answered: 106 Skipped: 75

- Not reasonable due to population
- Restaurant
- A dine-in breakfast restaurant!! Incinerator Plastic recycling plant
- Kids entertainment Craft ice cream
- Breakfast chain like Denny's Children's clothing Import vehicle dealership like Nissan or KIA Office supplies Can't think of any others.
- Breakfast Restaurant - Smitty, Denny Wear House One Woman's Wear Electronics Store
- Higher end women's fashion & footwear - but this isn't reasonable given our population size.
- FRESHCO CANADIAN BREWHOUSE THE KEG or LOCAL PUBLIC EATERY
- Clothing and shoes store
- A family restaurant, (Smitty's, Denny's)
- Shoe store, children's store, book/art store, men's store, bakery
- Restaurant that serves breakfast Sunday morning, shoe store
- Sit down family restaurants like Brown's Social House, Montana's or Joey. Or Popeye's. Michael's Home Sense Shoe store like Sketchers
- NEEDS: more afterschool child care as everywhere in town has waitlists; children's indoor play centers open evenings and weekends especially. Nice to have: old-school arcade center; A teen/ young adult center; a second breakfast/ brunch diner.
- 1.shopping center 2. Costco
- Bulk barn Cobbs Walk in Clinic Cora's or breakfast restaurant Shoe Store
- Dedicated sporting goods store (just a better selection than Armstrongs) Men's clothing (business casual/formal)
- Smittys/Dennys, Original Joe's Type, Sport chek, Source for Sports, Old Navy, Another brand name hotel.
- Shoe store
- I miss the shoe store. Kids clothes.
- Toyota dealer, coras,
- Kids clothing store Shoe store Sports store Breakfast restaurant Youth entertainment
- Shoe store Sit-down restaurant with breakfast (not fast food)
- Costco is my main one, but it is understandable that it won't happen.
- Breakfast restaurant, men's clothing store, craft store, Bargain Store, Giant Tiger
- Costco, Shoe Store, Nice Restaurant, Bra Store, Book Store

Q15 If our municipality could attract 5 new businesses, what would you want them to be?

Answered: 106 Skipped: 75

- Denny's, Shoe Company, Winners, Sobey's, Montana's
- Unsure
- Costco, Larger whole sale businesses, family restaurants (Smitty's, Denny's, etc....
- Shoe store, Laundromat, family restaurant i.e. Smitty's, lawyer, Winners
- 1.Clothing stores such as old navy (has men's, women's and children's clothing selection) 2. health food store offering allergy friendly/ vegan options 3. breakfast place (cora's or pur, simple or local place) 4. good coffee shop open in the evenings (possibly serves alcohol) 5. outdoor equipment shop like red rock
- Processing plant type industry. Another dealership
- Book store, Michael's, winners/homesense, something like the rec room, outdoors store.
- Starbucks, Costco
- Family style Restaurant
- Men's clothing, family restaurant
- Dennys/Coras (breakfast place). Shoppers Drug Mart, Reitmans, Costco
- Lumber yard
- Electronics/gaming, books, breakfast, clothing, home goods - but not all high end as we usually see.
- Daycare, craft store, electronics store
- Denny's, Bulk Barn, Winner's, Grocery store on Main Street
- Warehouse One Craft store Stationary Store Shoe Store - maybe Sport Check or Globe to reopen Computer store
- Family dining restaurant like Smitty's.
- Outdoor store Clothing store
- Breakfast restaurant, higher end supper restaurants that stay open on Mondays, shoe store, supplements store, electronics store
- Chain breakfast restaurant
- Giant Tiger, Shoppers Drug Mart
- Winners, Bulkbarn
- Warehouse-style store (similar to Costco) offering items in bulk, indoors kids playground or some sort of activity center for children (mainly for winter time). That being said, our family very much enjoys Wainwright and the services that the town has to offer.
- Scotiabank!!! Marshalls/Home Sense Old Navy Chopped Leaf Sport Chek

Q15 If our municipality could attract 5 new businesses, what would you want them to be?

Answered: 106 Skipped: 75

- Men's Clothing chain Outdoor Sporting Goods Store/Chain DIY Woodworking Supplies Small engine sales/repair shop Arby's
- Denny's Costco Kids clothing store Michael's Home depot
- Clothing stores for women, men and children Dining lounge Breakfast place
- Higher quality shoe store (like Globe) 2. Higher quality ladies wear consignment boutique 3. Fun miniature golf course 4. Opa Franchise 5. Breakfast/Brunch Restaurant
- Penningtons, kids clothing like children's place/osk kosh, Dennys or similar, play indoor space, arbys
- NO more fast food places!!! Men's clothing store, Costco
- Winners, homesense, pet smart, bulk barn, giant tiger
- SMITTYS/DENNYS BULK BARN COBBS BREAD
- A large, family style, sit down breakfast/brunch restaurant - Shoe store - Music Store - Children's indoor play place - Bookstore
- Indoor children's play park Family sit down dining Children's clothing store/baby items Better selection of clothing for the family Bulk food store (bulk barn, nutters)
- Plus size clothes, kids clothing, family restaurants, breakfast places that aren't fast food, and dentist that special in specialty items
- Trampoline park, indoor play ground, children clothing store, Starbucks and arcade
- Craft, entertainment
- Not businesses but a college, business would follow.
- Montanas, shoe store, ladies wear,
- Superstore, Plus size clothing outlets, value Village, giant tiger, Micheal's craft store, ikea, bargain store,
- Shoppers, Cdn Brewhouse, Starbucks, Sportschek, Old Navy
- Old Navy Specialty food store (allergens) Shoe Store
- Footwear, Western Wear & Tack, Gynecologist
- Shoe store
- Costco, bulk barn
- Denny's Maurice's Shoe store IMAX Sport check
- Denny's Restaurant, winners, Costco of course!
- Family sit down dining Mens clothing

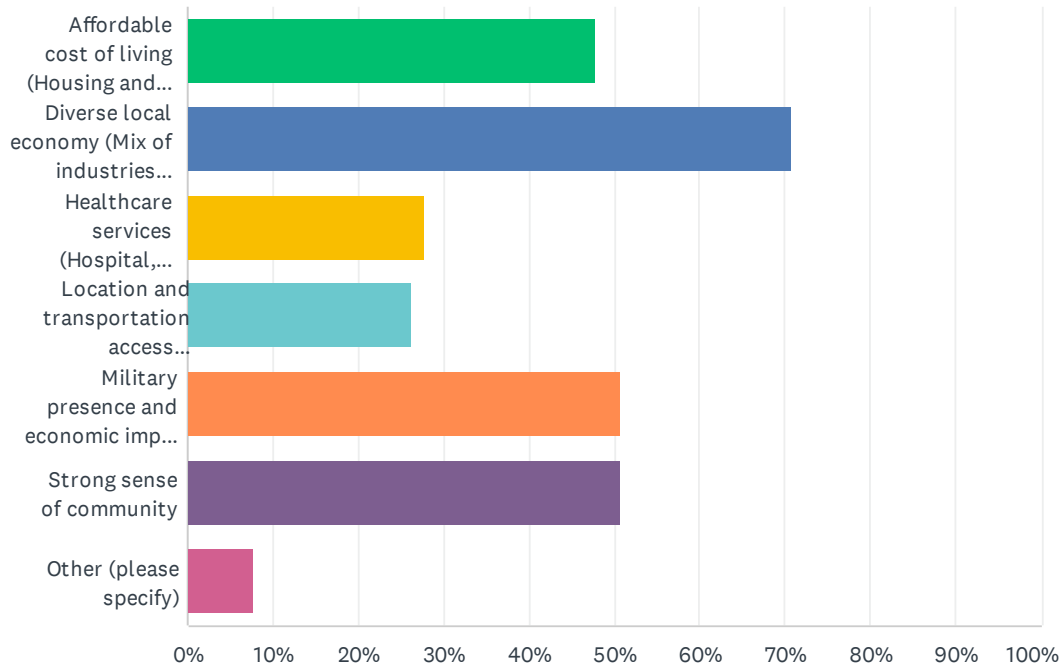
Q15 If our municipality could attract 5 new businesses, what would you want them to be?

Answered: 106 Skipped: 75

- Entertainment for teens and young adults 2) Plus size clothing 3) Dog daycare 4) Late night coffee bar (other than Timmies, restaurants, and actual bars) 5) Homeless Shelter/daily soup kitchen (NOT a food bank)
- Shoe Store, Children's Clothing, Brand Sports Store, Deny's or Smitty's or Cora's serves family brunch
- Indoor play center Starbucks Sit down family restaurants Clothing stores Shoe store
- - I really do not know what we need -
- I think some fast fashion store like Urban planet, ardenes or H&M would do well in wainwright and have people shopping more local instead of driving to lloyd to do their shopping. Wainwright need some affordable clothing stores, the boutiques down town can get so expensive.
- Starbucks, Indigo, shoe store of some sort (Softmoc inspired), Home Decor store and a new sit down restaurant (not pizza related)
- Footwear, Children's Wear, [name omitted] needs a retail front computer store. Nothing more specific.
- Kids clothing, Womans Clothing, Thrift store, Shoe store,

Q16 What do you see as Wainwright's biggest strengths for economic growth?

Answered: 130 Skipped: 51



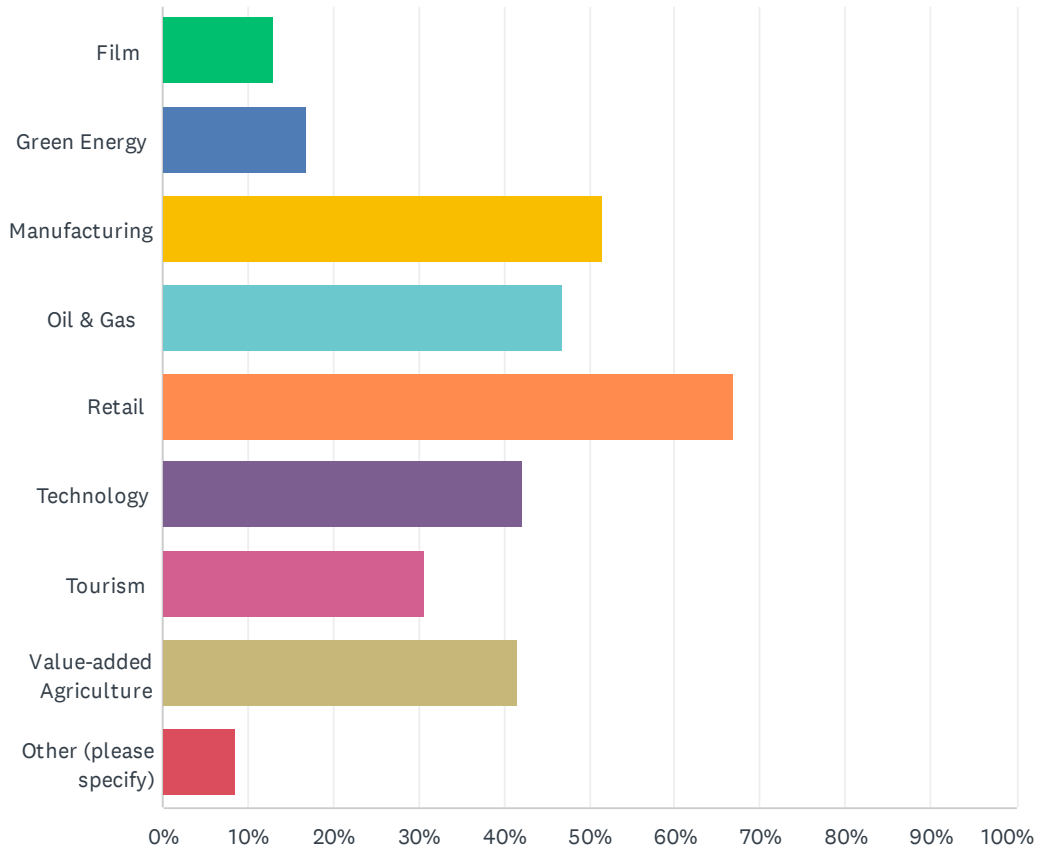
ANSWER CHOICES	RESPONSES	
Affordable cost of living (Housing and business operating costs compared to larger cities)	47.69%	62
Diverse local economy (Mix of industries including agriculture, retail, oil & gas, military)	70.77%	92
Healthcare services (Hospital, clinics and medical services attracting residents and workers)	27.69%	36
Location and transportation access (Proximity to major highways and railway)	26.15%	34
Military presence and economic impact (CFB Wainwright's contribution to the local economy)	50.77%	66
Strong sense of community	50.77%	66
Other (please specify)	7.69%	10
Total Respondents: 130		

Other:

- Active community with lots of options for activities for all ages; amazing food scene and restaurants (Curry Capital, Asian Express, Morale's, and San Marco). It is like being on Whyte Ave
- Can't think of any
- Central to my family
- Cost to set up a business here is lower than other locations, especially for the customer base and railway access
- Everything else is 100k or 200km away, lots of population to serve in the area
- Small town living
- Oil & Gas
- Large drawing area - closest bigger centre is 1 hr away
- I don't know
- We have a vast array of things to offer

Q17 Which Top 3 industries do you think the municipality should focus on attracting?

Answered: 130 Skipped: 51



ANSWER CHOICES	RESPONSES	
Film	13.08%	17
Green Energy	16.92%	22
Manufacturing	51.54%	67
Oil & Gas	46.92%	61
Retail	66.92%	87
Technology	42.31%	55
Tourism	30.77%	40
Value-added Agriculture	41.54%	54
Other (please specify)	8.46%	11
Total Respondents: 130		

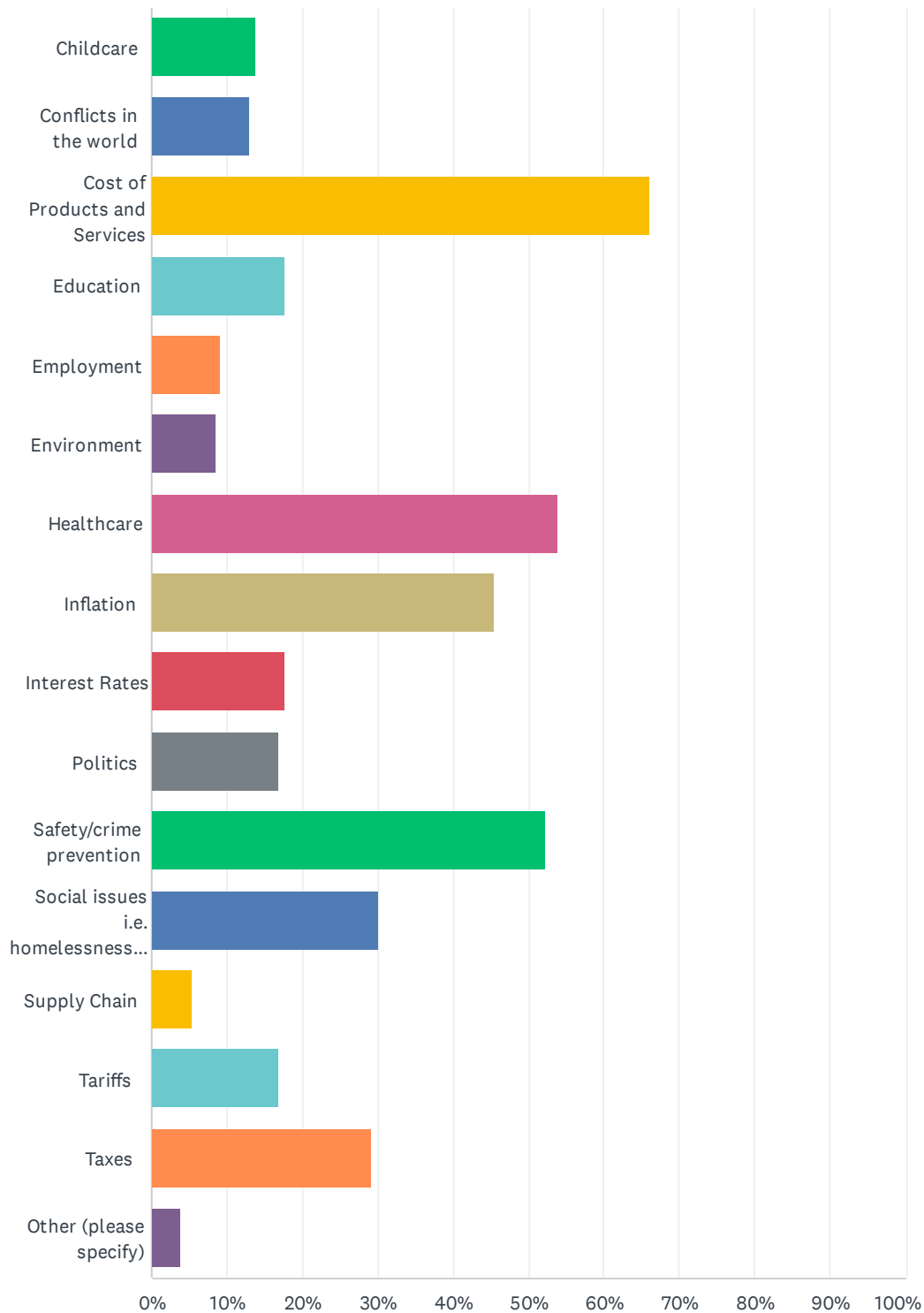
Q17 Which Top 3 industries do you think the municipality should focus on attracting?

Comments: 11

- Plastic recycling or upcycling
- Legal/Lawyers
- .
- Entertainment
- Higher education
- Personal Growth
- Entertainment
- ..
- Wainwright has a lot to offer for new industries
- These three items
- 1

Q18 What are the Top 4 issues that matter MOST to you right now?

Answered: 130 Skipped: 51



ANSWER CHOICES	RESPONSES	
Childcare	13.85%	18
Conflicts in the world	13.08%	17
Cost of Products and Services	66.15%	86
Education	17.69%	23
Employment	9.23%	12
Environment	8.46%	11
Healthcare	53.85%	70
Inflation	45.38%	59
Interest Rates	17.69%	23
Politics	16.92%	22
Safety/crime prevention	52.31%	68
Social issues i.e. homelessness, mental health, bullying	30.00%	39
Supply Chain	5.38%	7
Tariffs	16.92%	22
Taxes	29.23%	38
Other (please specify)	3.85%	5
Total Respondents: 130		

Other:

- Less crackheads in town
- AGAIN the communiplex needs to open at 8:00 on weekends to accomodate the users. It is such an inconvenience opening at 1:00pm. So ridiculous
- Increased property taxes of over 500 hundred dollars in 2 years is unacceptable
- Tarriffs are a taxes

Q19 Please add any additional comments here

Answered: 25 Skipped: 156

- Better drinking water from the household tap would make this town more appealing. Or at least water that does not destroy a hot water tank, faucets, water pipes, etc..in 5-7 years.
- Wainwright has done a great job at bringing in diverse restaurant options. I believe more resources for people struggling would help the community.
- More curbside pick up options would be nice to support local business when I'm unable to go in the stores.
- Wainwright has a HUGE drug problem. Start there [redacted]. Get your head out of the sand!!
- I do not feel safe walking my dogs early morning anymore. Something needs to be done about the fentanyl and other drug addicts. This has put such a barrier on my physical lifestyle which affects my mental health.
- We do love living in wainwright.
- We should be fundraising for a new hospital. A community in Eastern Canada did this for 10 years which resulted in having to ask for fewer funds from different levels of government.
- I see this community moving in a positive direction, but the policies for our repeat offenders in crime is ridiculous, especially the young offenders . A lot of the crimes are perpetuated from our homeless criminals and because of the relaxed laws of the Liberal Government, giving the criminals a free pass to do virtually anything they want. Affects our economy , a community can't grow if the citizens feel threatened. It's a slippery slope so-to-speak, if we continue supporting the political jokesters.
- There appears to be more empty highway development, from former businesses that have closed or moved, ie. Husky, John Deere, and Co-op Home Centre. We need to attract new businesses in those anchor spots to keep the community growing and not just leave those areas to get run down looking.
- I feel that local businesses are being forced to charge higher prices for their goods due to the extremely high cost of business property rentals. I have spoken with a few different people regarding their closure of storefronts, combining store fronts and simply not being able to start up due to the property costs as they are having to clear so much in revenue just to pay rentals and staff with no profit to grow the business. Even with short term rental breaks the long-term reality is costly.
- Low cost of living benefits for any individual

Q19 Please add any additional comments here

Answered: 25 Skipped: 156

- Wainwright is a great place to live and the cost of living is much more affordable than people think. Some people will go out of town and shop online no matter how big we get or what we have. Keep doing what you are doing, this is a great place to live!!
- Thanks for asking for input.
- There are limited services for community supports. Domestic violence, youth services and addiction supports to name a few. Ie: Maybe see student discounts at recreation facilities or low income rate options at recreational facilities. Nice to see better (earlier) hours and options on the weekends at recreational facilities for families and youth, rather than a 1:00pm open at the pool and gym. Facilities like this should not be closed in the mornings and opening after lunch on a weekend. They should be open and available for use for healthy living and family time all day on the weekends when families get to spend time together, kids are out of school and people who like to start their day with an early workout can go!
- I try my best to always shop in town, but do find it difficult when many things I need/want are not here. Also, I find a lot of the businesses that come to town focus on more specialized or high end items which most people can't afford, especially now.
- So happy we got a proper bakery in town!
- Wainwright is a great town, a great place to live, we just need a few more stores
- Don't feel safe in our community any more due to issues of drugs and crime.
- This town needs added access besides back lane to start moving forward such as st paul has with street access / corridors for UTV movability to promote tourism and supporting the 3 power sports business as someone in the town office was supposed to be checking into before the last election
- Town to include sidewalk snow removal. Town needs to provide affordable in-town bus service.
- Town needs to invest in low income housing
- The town is great and the town staff are amazing
- No thanks
- I am fully behind shopping local - I will look online if I can first in wainwright - I am finding that I shop online more because of the availability of items here - price will come next - if its less to go to LLOYD or Edmonton even with gas - I will - I usually use the 20% difference rule

Q19 Please add any additional comments here

Answered: 25 Skipped: 156

- The places that rent out in town are upping their prices too high and have started charging city prices for rural town living and retail shops. A price comparison done showed that rentals in town are coming out just shy of Edmonton rental prices for homes. For shops I would love to open a crafting studio for the public and it is in the works for the next 2 years but coming up with the opening costs is hard as commercial retailers are charging crazy amounts. It also doesn't help that only a couple of companies own rentals and commercial shops in town which take away from individual ownership. There is so much that could be done to improve the economy in this town and it seems that it's falling short very often for living in the present as so many companies are so focused on past forms of marketing, instead of looking to the future and expanding past local marketing. There can be so much done for tourism in this town and improving the quality of life here but I just haven't seen any of it happening. I do plan on attending town hall meeting in the near future and will bring forward proposals that may help.

WAINWRIGHT COMMERCIAL OPPORTUNITIES



Based on a 2025 community survey, the below businesses were stated as being needed in Wainwright:

- Shoe store
- Clothing stores (women's, children's, plus-size, affordable options like Old Navy)
- Breakfast restaurants (e.g., Smitty's, Denny's, Cora's)
- Restaurants (family, sit-down)
- Costco
- Sporting goods (Sportchek or similar)
- Men's clothing store
- Bulk food store (Bulk Barn, Nutters)
- Indoor Children's Play/Entertainment Centre
- Coffee shop/cafe (Starbucks or equivalent open in evenings)
- Craft store (Michaels or equivalent)
- Thrift/Value store (Giant Tiger, Value Village)
- Outdoor goods store
- Arcade or Teen Entertainment
- Bookstore
- Electronics or Gaming Store
- Pharmacy open weekends (Shoppers Drug Mart)
- Home Decor/Housewares (Homesense, Marshalls)
- Laundromat
- COBS Bread

If interested in starting a business in Wainwright, please contact:

Carley Herbert

Economic Development Officer

780.842.3381

cherbert@wainwright.ca

wainwright.ca



Roam...

TO WHERE YOUR BUSINESS SUCCESS AWAITS





WAINWRIGHT

— ECONOMIC DEVELOPMENT —

A Partnership between the Town and M.D. of Wainwright

ECONOMIC DEVELOPMENT PLAN

2023

WED ORGANIZATIONAL CHART

MEMBERS

Appointed Member: Bruce Pugh, Town Mayor
Appointed Member: Patrick Moroz, Town Councillor
Appointed Member: Bruce Cummins, MD Councillor



ECONOMIC DEVELOPMENT OFFICER (Non-Voting Employee)

Carley Herbert

2023 – WED Plan

CORE ACTIVITY	BUSINESS (Facilitate Economic Development to “Grow” Wainwright and area)
INITIATIVE	<i>Business Attraction & Retention</i>
PRIORITIES	1. Increase sales of all subdivisions – improve tax base, encourage new business, business expansion and relocations. 2. Increase new businesses and business expansions 3. Assist business attraction and expansion efforts
ACTION REQUIRED	1. <i>Active involvement with Planning & Development department in planning and marketing of all new subdivisions. Lobby for lakes to be included in future residential subdivisions</i> 2. <i>Promote current business opportunities and properties. Ensure interactive Available Commercial Properties map available on the Town website is up-to-date</i> 3. • <i>Fill any service gaps in order to provide greater business diversity and increase expansion of current business</i> • <i>Attract additional franchises to Wainwright to increase business diversity, improve tax base etc.</i>

2023 – WED Plan

CORE ACTIVITY	BUSINESS (Facilitate Economic Development to “Grow” Wainwright and area)
INITIATIVE	<i>Business Engagement & Communication</i>
PRIORITIES	1. Provide education, information and inspiration for businesses to assist with success 2. Continued involvement with economic development agencies 3. Distribute information to entrepreneurs, individuals and businesses on various agencies and potential business opportunities 4. Continue to promote procurement opportunities 5. Welcome new businesses 6. Promote shop local initiatives
ACTION REQUIRED	1. <i>Continue to coordinate annual Business Luncheon as well as business training workshops throughout the year</i> 2. <i>Liaise with BRAED, Regional Innovation Network, Community Futures, Business Link, Chamber, DBC and any other applicable organizations that can help provide opportunities to develop a strong network and share best practices</i> 3. <i>Provide business community with monthly e-newsletter which includes pertinent information to support their business</i> 4. <i>Provide merx procurement information to businesses</i> 5. <i>Provide new businesses with welcome letter and offer to assist with grand opening promotion</i> 6. • <i>Prepare for and sell Wainwright Biz Boxes</i> • <i>Advertise benefits of shopping locally in media, website etc.</i> • <i>Support Chamber and DBC with shop local initiatives</i>

2023 – WED PLAN

CORE ACTIVITY	BUSINESS (Facilitate Economic Development to “Grow” Wainwright and area)
INITIATIVE	<i>Health Care Industry Attraction & Retention</i>
PRIORITIES	1. Support doctor recruitment and hospital initiative 2. Assist “Grow Your Own” Health Care initiative
ACTION REQUIRED	1. • <i>Organize and participate in doctor site tours</i> • <i>Continue to assist committee with recruitment and relocation needs of new doctors</i> • <i>Attract 1-3 new doctors in 2023</i> • <i>Continue to lobby for hospital renovations or replacement</i> • <i>Meet with Minister of Health regarding hospital</i> 2. • <i>Support University of Calgary Bachelor of Nursing – Rural Community Route program taking place in Wainwright</i> • <i>Support Lakeland College Health Care Aide program taking place in Wainwright</i> • <i>Continue to distribute information to high school students regarding rural health care opportunities</i>

2023 – WED PLAN

CORE ACTIVITY	COLLABORATION (Facilitate Productive Partnerships with our Stakeholders to Ensure Ongoing Growth)
INITIATIVE	<i>Collaboration</i>
PRIORITIES	1. Work collaboratively with Garrison Wainwright 2. Work collaboratively with Chamber of Commerce to assist Wainwright & District business community 3. Work collaboratively with Downtown Business Community to assist Wainwright & District business community 4. Work with Welcoming Communities committee to assist with attraction and retention of newcomers in Wainwright 5. Coordinate and provide support to organizations providing positive economic activity via the Economic Development Support Fund 6. Apply for grants applicable to our community
ACTION REQUIRED	1. <i>Interact with Garrison Chief of Staff on a routine basis regarding economic development initiatives</i> 2. <i>Provide annual sponsorship to Wainwright & District Chamber of Commerce and EDO to continue to act as liaison</i> 3. <i>Provide annual sponsorship to Downtown Business Community and EDO to continue to act as liaison</i> 4. <i>Assist in coordination of various WWIC activities that help to welcome and integrate newcomers into the community</i> • <i>EDO continue to Chair WWIC Committee</i> • <i>EDO assist with planning and execution of Out of Office events, Community Organization Awareness Night, welcome bags</i> • <i>Continued participation in Rural Entrepreneur Stream and explore participating in Rural Renewal Stream</i> 5. <i>Continue to provide funding to organizations via the Town Economic Support Fund in order to help increase events/activities in Wainwright which will attract people to visit and spend money from outside of the MD of Wainwright</i> 6. <i>Apply for Northern and Regional Economic Development Program and any other applicable grants</i>

2023 – WEDB Plan

CORE ACTIVITY	Marketing (Enhance Community Awareness to Foster Economic Development)
INITIATIVE	<i>Marketing & Communications</i>
PRIORITIES	1. Engage public to gather information on economic development issues 2. Promote Wainwright to investors, business and public 3. Provide information on Wainwright & area to newcomers and business community 4. Increase awareness of Wainwright and area to other areas of the province and country
ACTION REQUIRED	1. <i>Conduct community economic development survey</i> 2. <i>Ensure up-to-date information is transmitted in order to facilitate site selectors, new business inquiries, relocations, local interests</i> 3. <i>Produce and distribute relocation books to military, realtors and newcomers.</i> 4. • <i>Manage Town social media sites, wainwright.ca website and Museum kiosk and create interesting content to attract tourists, residents and investors to Wainwright and area</i> • <i>Develop, print and distribute tourism brochures</i> • <i>Advertise in Go East magazine and support Go East Regional Tourism Organization</i> • <i>Manage and market Battle River Country website in order to promote regional tourism. Research has shown that often a tourist will become a resident</i> • <i>Advertise in Stampede book</i> • <i>Coordinate Battle River Historical Society's management of Tourist Information Centre</i> • <i>Coordinate parade schedule and operators</i> • <i>Sell Wainwright apparel to cultivate community pride and increase exposure of Wainwright to the province, country and world</i>