



CanExport Community Investments / Investissements des Communautés

Proposal Form / Formulaire de proposition

Operating Name - Nom Commercial

Flagstaff County

Call/CFP Year - Année de L'appel

2026

Proposal Name / Nom de la proposition

Flagstaff Investor Partnership & Success Program - Flagstaff County

Start Date / Date de début proposée

2026-04-01

End Date / Date de fin proposée

2027-03-31

Primary Contact / Personne-ressource principale de l'initiative

Jenalee Waring

Signing Authority / Signataire autorisé de l'organisation

Karen Burnand

FDI strategy / Stratégie d'IDE

Overview / Aperçu

Flagstaff County's foreign direct investment (FDI) strategy is designed to support realistic, partner-enabled international investment attraction and retention that aligns with the County's economic strengths and rural capacity. The strategy focuses on improving investment readiness, advancing qualified international investment interest, and ensuring investors receive coordinated, professional support throughout the investment lifecycle.

The Flagstaff Investor Partnership & Success Program is designed to strengthen Flagstaff County's capacity to attract, facilitate, retain, and expand foreign direct investment by moving from investment readiness into active execution. The initiative focuses on improving how the County generates, manages, and advances international investment interest, ensuring foreign investors receive coordinated, professional support throughout the investment lifecycle.

A primary objective of the project is to improve community and regional capacity to attract FDI by formalizing partnerships with regional, provincial, and federal investment organizations. Through clearer roles, referral pathways, and coordination mechanisms, the project enables Flagstaff County to extend its international reach and engage with qualified foreign investors without duplicating efforts or exceeding rural capacity.

The project also seeks to increase foreign investor awareness of potential FDI opportunities in Canada by strengthening Flagstaff County's integration into established investment attraction networks. Rather than broad promotional activities, the initiative focuses on targeted, partner-enabled engagement that ensures Flagstaff County's investment opportunities are accurately represented to foreign investors already considering Canada as an investment destination.

Another key objective is to improve investor facilitation and responsiveness at the community level. The project establishes a concierge-style investor support model that



reduces friction, improves response times, and enhances coordination across County departments and external stakeholders. This approach strengthens investor confidence and improves the likelihood that international inquiries will progress toward site evaluation and investment decisions.

The initiative further aims to advance high-potential investment opportunities through targeted business case development and site-specific support for foreign investors in priority sectors. By providing credible, timely information aligned with investor needs, the project supports informed decision-making and increases the likelihood of successful greenfield or brownfield investment.

A strategic planning and analysis component strengthens long-term capacity by updating Flagstaff County's existing FDI strategy to diversify target markets beyond the United States and identify defence-adjacent and allied-market investment opportunities. This objective supports risk mitigation, resilience, and alignment with evolving global investment patterns.

Finally, the project aims to improve retention and expansion outcomes for foreign-owned enterprises by introducing structured post-establishment engagement. By supporting early operations, identifying challenges, and recognizing reinvestment opportunities, the initiative helps maximize the long-term economic benefits of foreign direct investment for the community and region.

Collectively, these objectives position Flagstaff County to respond more effectively to international investment interest, convert qualified leads into active prospects, and support successful, long-term foreign direct investment outcomes that benefit the local and regional economy.

Background / Contexte

Flagstaff County has an established foreign direct investment (FDI) strategy that was formally developed through a CanExport Community Investments-supported initiative and is embedded within the County's broader Economic Development Strategy. The FDI strategy was designed to provide a realistic, evidence-based framework for international investment attraction that reflects Flagstaff County's rural context, economic strengths, and service capacity.

The development of the FDI strategy was informed by an investment readiness assessment, sector analysis, and a review of the County's competitive positioning within Alberta and Canada. This work assessed land and infrastructure availability, transportation access, workforce characteristics, regulatory environment, and internal service capacity to identify where Flagstaff County could realistically compete for foreign direct investment and where it should not. The strategy intentionally prioritizes achievable investment opportunities rather than speculative or high-volume promotion.

Through this process, agriculture and energy were identified as Flagstaff County's priority sectors for FDI. These sectors align with established production capacity, existing industrial and transportation infrastructure, and provincial and federal priorities related to food security, energy services, and supply chain resilience. The strategy recognizes opportunities for greenfield and brownfield establishment or expansion by foreign firms engaged in value-added processing, agri-technology, energy services, logistics, and supporting infrastructure.



The strategy also defines Flagstaff County's target investor profile as small to mid-scale international firms seeking stable operating environments, competitive land and infrastructure options, and strong local support. It acknowledges that the County is not positioned to attract large multinational anchor investments requiring urban-scale infrastructure or incentives, and instead focuses on high-quality, right-sized investment aligned with local capacity.

Key elements of the FDI strategy include:

Strengthening investment readiness and internal coordination across County departments

Clarifying sector-specific value propositions and site information

Leveraging regional, provincial, and federal investment partners to generate and qualify international leads

Improving responsiveness to investor inquiries and site selection requests

Supporting long-term investor success through post-establishment engagement specific to foreign-owned enterprises

Partnership leverage is a central pillar of the strategy. Flagstaff County intentionally positions itself within established investment attraction ecosystems rather than pursuing independent international outreach. Collaboration with regional economic development organizations, Invest Alberta, and the Trade Commissioner Service enables the County to access market intelligence, engage qualified investors already considering Canada, and align with broader investment attraction efforts.

The strategy also recognizes that effective FDI requires continuous learning and adaptation. Early experience responding to international inquiries following strategy development highlighted the need for clearer facilitation processes, stronger partner coordination, and more structured post-establishment engagement to support conversion and long-term success.

The objectives of the proposed Flagstaff Investor Partnership & Success Program directly align with and advance this existing FDI strategy. The initiative moves the strategy from planning and readiness into execution by implementing the facilitation, partnership, and investor support mechanisms identified as priorities. Objectives related to improving local capacity, increasing foreign investor awareness of Canadian FDI opportunities, advancing qualified leads, diversifying target markets, and strengthening post-establishment engagement are all explicitly grounded in the strategy's core principles.

Collectively, the proposed initiative represents the next phase of Flagstaff County's FDI strategy, translating established priorities into operational actions that strengthen the County's ability to attract, retain, and expand foreign direct investment for long-term regional benefit.

Alignment / Lien avec les priorités

The Flagstaff Investor Partnership & Success Program is strongly aligned with Global



Affairs Canada's foreign direct investment (FDI) priority sectors and markets by focusing on investment attraction, facilitation, and retention in areas where Canada has competitive advantages and where international investment supports long-term economic growth and resilience.

The project prioritizes agriculture and energy, sectors that align closely with Canada's national strengths and Global Affairs Canada's investment attraction priorities. Flagstaff County offers established production capacity, supporting infrastructure, and proximity to key transportation and energy networks that are relevant to foreign investors seeking opportunities in agri-food processing, agri-technology, energy services, logistics, and related supply chains. These sectors also align with broader federal objectives related to food security, energy transition, and supply-chain resilience.

The project is further aligned with Global Affairs Canada's emphasis on high-quality, value-added foreign direct investment. Rather than pursuing speculative or high-volume promotion, the initiative focuses on attracting and advancing small to mid-scale greenfield and brownfield investments that create long-term economic benefits, support job creation, and integrate into local and regional supply chains. This approach supports sustainable investment outcomes consistent with Canada's investment attraction objectives.

Market diversification is a key element of the project and aligns with Global Affairs Canada's focus on expanding Canada's investment relationships beyond a single source country. While the United States remains an important source of foreign direct investment, the project intentionally targets allied and priority markets such as Germany, the United Kingdom, France, and Japan. These markets are active sources of investment in Canada and align with federal priorities related to trusted partners, economic security, and resilient supply chains.

The strategic planning and analysis component strengthens alignment by updating Flagstaff County's FDI strategy to reduce reliance on a single market and identify defence-adjacent and allied-market investment opportunities. This reflects Global Affairs Canada's interest in attracting investment that supports economic resilience, secure supply chains, and collaboration with trusted international partners.

The project's implementation model also aligns with Global Affairs Canada's priorities by leveraging established federal and provincial investment attraction mechanisms. By working closely with the Trade Commissioner Service and provincial investment agencies, the initiative ensures that Flagstaff County's opportunities are positioned within Canada's broader international investment promotion efforts and presented consistently to foreign investors considering Canada.

Collectively, the project supports Global Affairs Canada's FDI priorities by focusing on priority sectors, trusted markets, high-quality investment, and coordinated delivery, ensuring that foreign direct investment contributes meaningfully to Canada's economic objectives while delivering tangible benefits at the community and regional level.



Will your proposal include the following? / Votre proposition portera-t-elle les suivants?

FDI Training / Formation portant sur l'IDE

Would you be taking part in any training? / Participerez-vous à une formation quelconque?

- Yes / Oui No / Non

What kind of training would you be doing and how does it relate to the project? / Quel genre de formation suivrez-vous et quel est le lien avec le projet?

How many people would be attending the training? / Combien de personnes participeront à la formation?

Type of training? / Type de formation?

Timeframe From / Échéancier estimé - De

Timeframe To / Échéancier estimé - À

Was this activity previously funded this program? / Est-ce que cette activité a déjà été financée par ce programme?

- Yes / Oui No / Non

FDI Strategic Planning and Analysis / Planification stratégique et recherche en matière d'IDE

Does your project have any Strategy component? / Votre projet comporte-t-il une composante stratégique?

- Yes / Oui No / Non

Provide a brief description of this component in terms of objectives and expected outcomes? / Décrivez brièvement cette composante quant à ses objectifs et à ses résultats escomptés?

This component will update Flagstaff County's existing FDI strategy to strengthen market diversification and reduce reliance on a single source market, particularly the United States for all sectors.

The update will also assess opportunities to attract foreign direct investment linked to defense and defense-adjacent logistics, manufacturing, and dual-use technologies that align with Canada's security, resilience, and allied supply-chain priorities.

The analysis will consider Flagstaff County's proximity to Canadian Armed Forces Base Wainwright as a strategic asset, particularly for foreign investors operating within NATO-aligned or allied jurisdictions seeking Canadian locations that support training,



logistics, agri-food supply, energy services, and infrastructure-related operations.

What would you be working on as part of this component? / Sur quoi travaillerez-vous dans le cadre de cette composante?

FDI Strategy/Framework

Market sectors targeted? / Secteur cible?

Defence and Security

Agriculture and Processed Foods

Oil and Gas

Markets Targeted / Marché cible

Germany

United Kingdom

France

Japan

Netherlands

Norway

Timeframe From / Échéancier estimé - De

2026-04-01

Timeframe To / Échéancier estimé - À

2026-06-30

Was this activity previously funded this program? / Cette activité était-elle auparavant financée ce programme?

Yes / Oui No / Non

Do you have any past experience working on these activities? If so, please provide examples. / Avez-vous déjà travaillé avec ces activités? Si oui, veuillez donner des exemples.

Yes / Oui No / Non

Flagstaff County has prior experience delivering CanExport Community Investments-funded activities, including the development of a formal FDI strategy, investment readiness assessment, and sector prioritization. The County has worked with provincial and federal partners to respond to international investment inquiries, support site selection discussions, and develop sector-specific investment information.

This experience includes coordinating partner-led investor referrals, preparing site and infrastructure data for foreign investors, and advancing investment discussions in priority sectors such as agriculture and energy. Lessons learned from this work directly inform the proposed activities, which focus on market diversification, partner-enabled lead advancement, and improved facilitation of foreign direct investment.



FDI Tools & Materials Development / Développement d'outils et de matériel promotionnel portant sur l'IDE

Would you be developing any tools/materials such as a website, a report, media, or any other marketing collateral to attract FDI as a part of this project? / Élaborerez-vous des outils ou du matériel comme un site Web, un rapport, des produits médiatiques ou tout autre matériel de marketing pour attirer des IDE à ce projet?

Yes / Oui No / Non

Provide a brief description of this component in terms of objectives and expected outcomes? / Décrivez brièvement cette composante quant à ses objectifs et à ses résultats escomptés?

Target number of partners/potential investors reached? / Nombre ciblé de partenaires/d'investisseurs potentiels atteints?

What would you be working on as part of this component? / Sur quoi travaillerez-vous dans le cadre de cette composante?

Market sectors targeted? / Secteur cible?

Markets Targeted / Marché cible

Timeframe From / Échéancier estimé - De

Timeframe To / Échéancier estimé - À

Was this activity previously funded this program? / Cette activité était-elle auparavant financée ce programme?

Yes / Oui No / Non

Do you have any past experience working on these activities? If so, please provide examples. / Avez-vous déjà travaillé avec ces activités? Si oui, veuillez donner des exemples.

Yes / Oui No / Non

Lead Generation and Meetings with Potential Investors / Ciblage de pistes d'investissement et réunions avec des investisseurs potentiels

Would you be doing any activities to generate new leads or nurture/convert existing leads? / Faites-vous des activités qui permettent de dénicher de nouvelles occasions ou de soutenir/de convertir des occasions existantes?



Yes / Oui No / Non

Provide a brief description of this component in terms of objectives and expected outcomes? / Décrivez brièvement cette composante quant à ses objectifs et à ses résultats escomptés?

This component focuses on generating, qualifying, and advancing foreign direct investment leads through coordinated partner-enabled outreach and structured investor facilitation. Rather than broad-based promotion, the County will prioritize nurturing and converting existing and emerging international investment interest received through regional, provincial, and federal investment partners.

Objectives include improving the quality of investor inquiries, reducing response times, and advancing the most promising leads toward site evaluation and investment decisions. Expected outcomes include increased engagement with qualified international investors, improved investor confidence, and a higher likelihood of progressing leads to site visits, feasibility assessment, or ongoing discussions.

Number of meetings that will be attended by potential investors? / Nombre de réunions auxquelles assisteront des investisseurs potentiels?

7

Events list / Liste des événements

Please select all events you are targeting for Lead Generation / Veuillez sélectionner tous les événements que vous ciblez pour la génération des pistes.

Selected events / événements sélectionnés

N/A - S/O

What would you be working on as part of this component? / Sur quoi travaillerez-vous dans le cadre de cette composante?

List of Prospective Investors / Targeted Company Research
Meeting with Potential Pre-qualified Foreign Investors

Market sectors targeted? / Secteur cible?

Agriculture and Processed Foods
Oil and Gas
Defence and Security

Markets Targeted / Marché cible

China
Germany
United Kingdom
United States of America



France

Japan

Netherlands

Norway

Timeframe From / Échéancier estimé - De

2026-04-01

Timeframe To / Échéancier estimé - À

2027-03-31

Was this activity previously funded this program? / Cette activité était-elle auparavant financée ce programme?

Yes / Oui No / Non

Do you have any past experience working on these activities? If so, please provide examples. / Avez-vous déjà travaillé avec ces activités? Si oui, veuillez donner des exemples.

Yes / Oui No / Non

Flagstaff County has prior experience generating and responding to foreign direct investment interest through partner-enabled channels, including referrals from provincial and federal investment agencies. The County has previously delivered a CanExport Community Investments-funded FDI strategy project, completed investment readiness assessments, developed sector-specific investment materials, and supported investor inquiries related to site selection and feasibility.

This experience has informed the design of the proposed initiative, which focuses on improving lead qualification, investor facilitation, and conversion rather than initiating new high-level planning.

Does this activity require you to travel abroad? / Cette activité vous oblige-t-elle à voyager à l'étranger?

Yes / Oui No / Non

Selected Mission (s) / Mission(s) choisie(s) :



Expected costs / Coûts prévus.

Non-Travel Expenses / Frais non liés au voyage

Expense Name / Nom de la dépense FDI Lead Identification & Qualification Support				Short Desc / Brève description External support to identify, qualify, and organize prospective foreign direct investment leads aligned with Flagstaff County's priority sectors to support the development of a structured list of qualified international investors and advance high-potential leads toward engagement and meetings.				
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Purpose / But FDI Lead Generation and Meetings with Potential Investors				Expense Type / Type de dépense Consultant Fee				
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Cost per Unit	Number Of Units	Unit Of Measurement	Other Federal Contribution	Total Estimated Expense	Total Eligible Expense	Requested Program Funding	Timeframe From	Timeframe To
15,000	1	Fixed Fee	0.00	15,000.00	7,500.00	7,500.00	2026-04-01	2026-09-30

Expense Name / Nom de la dépense Investor Meeting Preparation & Facilitation Support				Short Desc / Brève description Preparation and coordination support for meetings with qualified foreign investors, including briefing materials, coordination with partners, and follow-up documentation. This is to ensure professional, timely, and coordinated engagement with international investors and improve conversion of inquiries into active investment discussions.				
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Purpose / But FDI Lead Generation and Meetings with Potential Investors				Expense Type / Type de dépense Consultant Fee				
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Cost per Unit	Number Of Units	Unit Of Measurement	Other Federal Contribution	Total Estimated Expense	Total Eligible Expense	Requested Program Funding	Timeframe From	Timeframe To
22,000	1	Fixed Fee	0.00	22,000.00	11,000.00	11,000.00	2026-05-15	2026-12-31

Expense Name / Nom de la dépense Targeted Business Case & Site Information Development				Short Desc / Brève description Development of customized, site-specific information packages and high-level business case inputs for priority foreign investment prospects. This is to support investor				
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decision-making related to greenfield or brownfield establishment or expansion in Flagstaff County.	Purpose / But FDI Lead Generation and Meetings with Potential Investors
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Expense Type / Type de dépense Consultant Fee	
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Cost per Unit	Number Of Units	Unit Of Measurement	Other Federal Contribution	Total Estimated Expense	Total Eligible Expense	Requested Program Funding	Timeframe From	Timeframe To
13,000	1	Fixed Fee	0.00	13,000.00	6,500.00	6,500.00	2026-06-01	2027-02-28

Expense Name / Nom de la dépense Foreign Investor Follow-up & Reinvestment Engagement	Short Desc / Brève description Design and pilot a structured post-establishment engagement approach for foreign direct investors, focused on early operational support, issue identification, and partner coordination following establishment or expansion. The objective is to support successful FDI implementation, strengthen investor confidence, and identify reinvestment or expansion opportunities by foreign-owned enterprises.
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Purpose / But FDI Lead Generation and Meetings with Potential Investors	Expense Type / Type de dépense Consultant Fee
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Cost per Unit	Number Of Units	Unit Of Measurement	Other Federal Contribution	Total Estimated Expense	Total Eligible Expense	Requested Program Funding	Timeframe From	Timeframe To
10,000	1	Fixed Fee	0.00	10,000.00	5,000.00	5,000.00	2026-10-01	2027-03-31

Expense Name / Nom de la dépense FDI Strategy Update - Market Diversification & Defense/ Defense-Adjacent Analysis	Short Desc / Brève description Consultant-led update to Flagstaff County's existing FDI strategy, focused on market diversification beyond the United States and identification of defense/defense-adjacent and allied-market foreign direct investment opportunities aligned with regional assets and infrastructure.
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Purpose / But FDI Strategic Planning and Analysis	Expense Type / Type de dépense Consultant Fee
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Cost per Unit	Number Of Units	Unit Of Measurement	Other Federal Contribution	Total Estimated Expense	Total Eligible Expense	Requested Program Funding	Timeframe From	Timeframe To
8,000	1	Fixed Fee	0.00	8,000.00	4,000.00	4,000.00	2026-04-01	2026-06-30

Travel Expenses / Frais de voyage

Expense Name / Nom de la dépense				Short Desc / Brève description				
Purpose / But				Expense Type / Type de dépense				
Country / Pays								
Cost per Unit	Number Of Units	Unit Of Measurement	Other Federal Contribution	Total Estimated Expense	Total Eligible Expense	Requested Program Funding	Timeframe From	Timeframe To

Intended Expense Allocation / Affectation prévue des dépenses

Total Requesting Program Funding / Totale de la demande de financement au titre du programme

34,000.00

FDI Training / Formation portant sur l'IDE

Total Estimated Expense / Total des dépenses estimatives

0.00

Contribution from other Federal Government sources / Autres sources de financement du gouvernement fédéral

0.00



Total Eligible Expense / Total des dépenses admissibles

Requested Program Funding / Demande de financement au titre du Programme

FDI Strategic Planning and Analysis / Planification stratégique et recherche en matière d'IDE

Total Estimated Expense / Total des dépenses estimatives

Contribution from other Federal Government sources / Autres sources de financement du gouvernement fédéral

Total Eligible Expense / Total des dépenses admissibles

Requested Program Funding / Demande de financement au titre du Programme

Intended allocation by sector / Répartition prévue par secteur

Sector / Secteur	Percentage / pourcentage
Defence and Security	
Agriculture and Processed Foods	
Oil and Gas	



Market / Marché	Percentage / pourcentage
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Intended allocation by market / Allocation prévue par marché

Market / Marché	Percentage / pourcentage
Germany	
United Kingdom	
France	
Japan	
Netherlands	
Norway	

FDI Tools & Materials Development / Développement d'outils et de matériel promotionnel portant sur l'IDE

Total Estimated Expense / Total des dépenses estimatives

0.00

Contribution from other Federal Government sources / Autres sources de financement du gouvernement fédéral

0.00

Total Eligible Expense / Total des dépenses admissibles

0.00

Requested Program Funding / Demande de financement au titre du Programme

0.00



Sector / Secteur	Percentage / pourcentage
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Intended allocation by sector / Répartition prévue par secteur

Sector / Secteur	Percentage / pourcentage

Intended allocation by market / Allocation prévue par marché

Market / Marché	Percentage / pourcentage

Lead Generation and Meetings with Potential Investors / Ciblage de pistes d'investissement et réunions avec des investisseurs potentiels

Total Estimated Expense / Total des dépenses estimatives

60,000.00

Contribution from other Federal Government sources / Autres sources de financement du gouvernement fédéral

0.00

Total Eligible Expense / Total des dépenses admissibles

30,000.00

Requested Program Funding / Demande de financement au titre du Programme

30,000.00

Intended allocation by sector / Répartition prévue par secteur

Sector / Secteur	Percentage / pourcentage
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Sector / Secteur	Percentage / pourcentage
Agriculture and Processed Foods	
Oil and Gas	
Defence and Security	

Intended allocation by market / Allocation prévue par marché

Market / Marché	Percentage / pourcentage
China	
Germany	
United Kingdom	
United States of America	
France	
Japan	
Netherlands	
Norway	



Tell us about your expected outcomes from this project. / Parlez-nous de vos résultats attendus de ce projet.

Expected Immediate Outcomes / Résultats immédiats escomptés

How will this project contribute to improving your capacity to attract, retain and expand FDI for the benefit of your community/region? / Comment ce projet contribuera-t-il au renforcement de votre capacité d'améliorer, de conserver et d'accroître l'IDE au profit de votre communauté ou votre région?

This project strengthens Flagstaff County's capacity to attract, retain, and expand foreign direct investment by moving the community from investment readiness into active, repeatable execution. Rather than relying on ad hoc responses or informal coordination, the initiative establishes clear systems, partnerships, and processes that improve how international investment interest is generated, managed, and advanced.

The project builds internal capacity by formalizing a concierge-style investor facilitation model that improves response times, coordination across departments, and consistency in investor engagement. This ensures that foreign investors receive timely, accurate, and professional support, increasing confidence in Flagstaff County as an investment-ready jurisdiction.

Capacity is further strengthened through strategic partnership enablement with regional, provincial, and federal investment organizations. By clarifying roles, referral pathways, and lead handoff processes, the County can extend its international reach without duplicating efforts or overextending limited rural resources.

The strategic planning and analysis component enhances long-term capacity by updating the County's FDI strategy to diversify target markets beyond the United States and identify defence-adjacent and allied-market investment opportunities. This reduces risk, improves resilience to external shocks, and positions the region to respond to evolving global investment patterns.

Finally, the project supports retention and expansion by embedding post-establishment engagement with foreign-owned enterprises, enabling early issue identification and creating pathways for reinvestment and expansion. Collectively, these elements create a sustainable, scalable FDI framework that delivers long-term economic benefits, supports job creation, and strengthens Flagstaff County's economic resilience.

How will this project increase potential foreign investors' awareness of FDI opportunities in Canada? / Comment ce projet renforcera-t-il la sensibilisation des investisseurs étrangers potentiels aux opportunités d'IDE au Canada?

This project increases potential foreign investors' awareness of FDI opportunities in Canada by strengthening Flagstaff County's presence within established regional, provincial, and federal investment networks that actively promote Canada as an investment destination.

By formalizing partnerships with organizations such as Invest Alberta and the Trade Commissioner Service, the project ensures that Flagstaff County's investment opportunities are consistently and accurately represented within international outreach, referrals, and market engagement led by these partners. This enables Flagstaff County to reach foreign investors who are already considering Canada, rather than relying on broad or speculative promotion.

Targeted business case development and investor-ready information further increase



awareness by providing foreign investors with clear, credible insights into Canadian investment conditions, regulatory environments, and sector-specific opportunities at the community level. Through direct meetings and coordinated follow-up, potential investors gain a deeper understanding of how Flagstaff County fits within Canada’s broader investment landscape.

Collectively, these activities raise awareness of Canadian FDI opportunities by embedding Flagstaff County within trusted, partner-led international engagement channels and ensuring foreign investors receive timely, high-quality information that supports informed decision-making about investing in Canada.

How will this project enhance your community/region's knowledge of FDI opportunities? / Comment ce projet améliorera-t-il la connaissance de votre communauté/région à propos des opportunités d'IDE?

This project enhances Flagstaff County’s knowledge of foreign direct investment opportunities by strengthening its understanding of target markets, investor needs, and sector-specific investment drivers through hands-on implementation and partner collaboration.

The strategic planning and analysis component builds knowledge by updating the County’s FDI strategy with a market diversification and defence-adjacent lens, improving understanding of non-U.S. allied markets and emerging investment opportunities aligned with regional assets. This ensures the community is better informed about where future international investment interest is likely to originate and how global trends influence local opportunity.

Direct engagement with foreign investors through facilitated meetings and business case development provides practical, real-time insight into investor decision-making, site selection criteria, regulatory considerations, and operational requirements. This applied knowledge strengthens the County’s ability to respond effectively to future inquiries.

Partnership enablement further enhances knowledge by embedding Flagstaff County within regional, provincial, and federal investment networks, allowing the County to continuously learn from partner expertise, market intelligence, and evolving FDI practices. Collectively, these activities build institutional knowledge that improves long-term FDI readiness and strategic decision-making for the benefit of the region.

Expected Intermediate Outcomes / Résultats intermédiaires escomptés

Indicate the number of targets that will be identified from this project. / Indiquez le nombre de cibles qui seront définies dans le cadre de ce projet.

20

Indicate the number of leads that will be generated from this project. / Indiquez le nombre de pistes d’investissement qui découleront de ce projet.

12

Indicate the number of prospects that will be generated from this project. / Indiquez le nombre d’investisseurs potentiels qui découleront de ce projet.

5



Explain how this project will increase awareness of opportunities for retention and expansion of foreign companies in your community/region. If not applicable, please explain why. / Expliquez comment ce projet renforcera la sensibilisation aux possibilités de rétention et d'expansion des entreprises étrangères dans votre communauté/région. Si sans objet, veuillez expliquer pourquoi.

This project increases awareness of retention and expansion opportunities by establishing structured, post-establishment engagement with foreign-owned enterprises operating in Flagstaff County. Through early-stage engagement and coordinated follow-up, the County gains insight into operational needs, growth constraints, and potential reinvestment opportunities faced by foreign investors.

By maintaining regular, structured communication with foreign-owned enterprises and coordinating with regional, provincial, and federal partners, the County is better positioned to identify expansion opportunities, connect investors to available land, infrastructure, workforce, and incentive programs, and support reinvestment decision-making. This proactive approach ensures that retention and expansion opportunities are recognized early rather than reactively.

Explain how this project will contribute to improving services (e.g. aftercare, follow-up, etc.) to foreign investors in your community/region? If not applicable, please explain why. / Expliquez comment ce projet va contribuer à améliorer les services (p. ex. surveillance, suivi) offerts aux investisseurs étrangers dans votre communauté ou votre région. Si sans objet, veuillez expliquer pourquoi.

This project improves services to foreign investors by formalizing and standardizing how Flagstaff County supports investors following establishment or expansion. The project introduces a structured engagement approach that clarifies points of contact, response protocols, and coordination mechanisms across County departments and external partners.

Improved follow-up processes ensure that foreign investors receive timely support, consistent communication, and access to relevant information during critical early operational stages. By embedding these practices into regular operations, the project strengthens investor confidence, improves issue resolution, and enhances Flagstaff County's ability to support long-term foreign direct investment success.

Strategic Partnerships / Partenariats stratégiques

Will your organization be working with Indigenous entities as part of this years project? / Votre organisation travaillera-t-elle avec des entités autochtones dans le cadre du projet de cette année?

Yes / Oui No / Non

Describe how you have expanded your strategic partnerships for attracting FDI and how they contribute to this initiative, if applicable. (e.g. with other municipalities, regional partners or provincial/territorial government) / Décrivez comment vous avez élargi vos partenariats stratégiques pour attirer des IDE et s'il y a lieu comment ils contribuent à cette initiative. (ex. avec d'autres municipalités, partenaires régionaux ou gouvernements provinciaux/territoriaux).



Financial Partnerships / Partenariats financiers

Partner / Partenaire	Contact / Personne-ressource	Contribution To Initiative / Contribution à l'initiative (en \$ CA)	Confirmed / Confirmé?
N/A	N/A	0.00	yes

Third Party Recipients / Autres bénéficiaires

Will this component include any flow-through funding to third party recipients or joint applicants? / Des fonds seront-ils transférés à des bénéficiaires tiers ou à des demandeurs conjoints?

Yes / Oui No / Non

Project Governance / Gouvernance du projet

Identify how the project will be governed (e.g. by a single agency, in partnership, or by committee). / Comment le projet sera-t-il administré (p. ex. par un organisme unique, en partenariat ou par un comité)?

The Flagstaff Investor Partnership & Success Program will be governed and managed by Flagstaff County as the applicant and accountable organization. The County's Economic Development function will serve as the internal project lead, with clear authority for project delivery, financial management, and reporting under the CanExport Community Investments Program.

Day-to-day project management will be led by a designated County Economic Development Officer, who will act as the primary point of contact for partners and funders. This role will be responsible for coordinating project activities, managing consultant deliverables, ensuring compliance with program requirements, and tracking performance indicators. Internal coordination will occur as needed with County departments such as planning, infrastructure, and utilities to support investor facilitation and response.

The project will be delivered in partnership with regional, provincial, and federal investment organizations, including Invest Alberta and the Trade Commissioner Service. These partners will support lead generation, market intelligence, and investor engagement; however, Flagstaff County will retain decision-making authority and accountability for project outcomes. Partnership roles and referral pathways will be clearly defined to ensure efficient coordination and avoid duplication.

The project will be governed through a single-agency lead model, supported by structured partner engagement rather than a standing committee. This approach reflects the County's rural capacity and emphasizes efficiency, clarity of roles, and timely decision-making.



Sustainability beyond the one-year funding cycle is a core design principle of the project. The initiative focuses on building repeatable systems, processes, and partnerships—such as standardized investor facilitation protocols, partner referral workflows, and post-establishment engagement practices—rather than one-time activities. These tools and practices will be embedded into the County’s ongoing economic development operations and maintained using existing staff capacity.

Knowledge transfer from consultants to County staff will be prioritized to ensure long-term retention of expertise. The strategic planning update will guide future FDI activities, while strengthened partnerships and improved investor services will continue beyond the funding period without reliance on ongoing program funding.

Collectively, this governance approach ensures strong accountability, effective delivery, and sustainable long-term impact for Flagstaff County’s foreign direct investment efforts.

Work Plan / Plan de travail

Component Title / Titre de la composante	Expected <u>Timeframe</u> From / Échéancier prévu de	Expected <u>Timeframe</u> To / Échéancier prévu à
FDI Strategic Planning and Analysis	2026-04-01	2026-06-30
FDI Lead Generation and Meetings with Potential Investors	2026-04-01	2027-03-31

Consent Statements / Déclarations de consentement

I consent that the department may contact my organization to offer their services or inform us of events that may be of interest to our organization. / Je consens à ce que le Ministère communique avec mon organisation pour offrir ses services et nous tenir informés d'événements d'intérêt.

Yes / Oui No / Non

I consent to be contacted by the department’s Communications and media specialists who would like to highlight successes of Canadian organizations that benefit from the support of the program. / Je consens à ce que des spécialistes des communications et des médias du Ministère communiquent avec mon organisation pour s'informer des réussites en matière d'IDE qui ont reçu l'appui du Programme, et ce, afin de les mettre en lumière.

Yes / Oui No / Non

I consent that if my organization is engaging in Lead Generation activities funded by the CanExport Community Investments program that this information may be shared with our posts abroad. / Je consens à ce que le Ministère informe ses missions à l'étranger du fait que mon organisation participe à des activités visant à générer des occasions d'affaires financées par le Programme CanExport – Investissements des communautés.

Yes / Oui No / Non