



# ***Strategic Marketing Plan***

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# 1. EXECUTIVE SUMMARY

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The Executive Summary will be completed once the draft document has been considered by Council.

## 2. A SNAPSHOT OF CARMANGAY

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Carmangay is a village in southern Alberta located 62 kilometres north of Lethbridge and 150 kilometres south of Calgary. The 2016 federal census listed the population at 245 citizens. 35% of the population are listed as 65 and over, 14% are 19 and under, 20% are from 20 to 49 and the remaining 31% are 50 to 64.

The median total household income in 2015 was \$44,256, well below the \$77,312 listed for the region. Of the 120 homes sampled in the 2016 census 17% have been built in the last 20 years and 58% are 60 years and older. The average value of a home defined by the owner was \$160,898. 45% of the 220 people surveyed indicate that they are employed.

The Village of Carmangay currently have the following amenities;

- An ATB Agency,
- A Post Office,
- A Library,
- A Seniors Centre,
- A Curling Rink
- A planned Community Hall,
- A Pathway System,
- A School with a gym and public room.

There are 17 listed commercial properties but only a few active businesses. There is a bar and restaurant. The G3 grain elevators are in Vulcan County and do not provide any tax revenue to the Village of Carmangay. There has been a steady decline of business activity in Carmangay over its history with virtually no opportunities for local shopping or employment.

Carmangay will be getting an electric car charging station as part of the Peaks to Prairies system and will be creating a park with a wind turbine blade as the centerpiece.

### 3. A SNAPSHOT OF THE CARMANGAY REGION

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Carmangay is the southernmost Village in Vulcan County which has a population of 3,984. The next nearest urban municipalities are Champion 17kms to the north with a population of 350 and Barons 18 kms to the south with a population of 341. There is the Blackspring Ridge wind farm in the region and farming is the predominant land use and source of work for the region around Carmangay. There are options for restaurants and shopping 37 kms to the north in Vulcan and 32 kms to the north in Nobleford. There is a convenience store in Champion 17kms away and a gas station in Vulcan.

Overall, small municipalities in the area have been shrinking or dissolving such as the Town of Granum which is now a hamlet.

There is a significant cost difference between properties in Carmangay and the larger urban centres that may make commuting or having a weekend home a viable option.

## 4. SWOT ANALYSIS

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### Strengths

- Carmangay has a large Village owned inventory of commercial and residential property.
- Land prices are very reasonable compared to the larger urban centres.
- The commercial tax rate is lower than the larger urban areas.
- There is a quiet lifestyle in the Village.
- Champion has had recent success with an industrial park.
- A recent survey of residents defined strong support for local government offering incentives or promoting new business growth specifically a convenience store.
- Council are open minded about trying new ideas to generate a commercial tax base.
- Carmangay is in a scenic area with views of the coulee.

### Weaknesses

- The available inventory of opportunities require building which is a significant commitment.
- There is a relatively small population base to support an industry or business.
- There is a relatively small population of people to work in a new business.
- The population is largely seniors or approaching the senior age.
- The water infrastructure requires upgrading to be able to support additional tie ins.

### Opportunities

- The large area of available Village owned lands provides opportunities to create different housing types or uses.
- The land inventory would support any size of business or residential options.
- Carmangay has no debt and could provide some seed capital for an opportunity to grow the commercial tax base.
- Carmangay can confirm and communicate a new brand that will draw attention for those seeking business or residential opportunities.

### Threats

- The election is in October of 2021 and a new government may choose a different direction.
- Investments of capital may to produce the desired results.

## 5. OBJECTIVES

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Overall Objective: To increase the commercial tax base and related residential tax base of the Village of Carmangay.

Objective #1: Create a new brand for Carmangay including a logo and tag line.

Objective #2: Create a communications plan that aligns with the overall objective and utilizes the new branding.

Objective #3: Define and make available the commercial and residential opportunities available in Carmangay.

## 6. GOALS

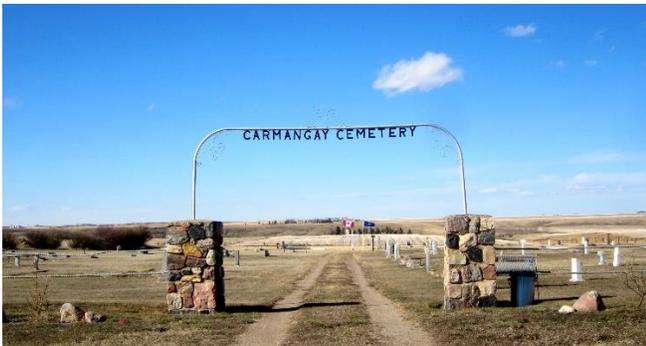
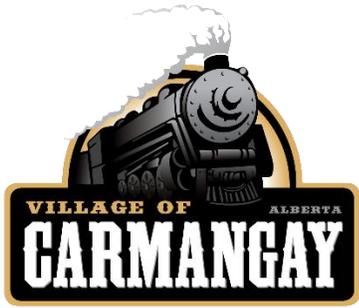
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### Objective #1: Create a new brand for Carmangay including a logo and tag line.

Goal	Responsible	Due Date	Notes
Gather input and background information to inform the branding.	Patrick	TBD	
Define what historical and aspirational elements should be considered to develop the logo and tagline.	Patrick / Council	TBD	
Create 2 logo and 3 taglines to be considered with a graphic artist.	Patrick / Council / Graphic Artist	TBD	
Complete a branding guideline and graphic files.	Graphic Artist	TBD	

#### Current Background:

The Village of Carmangay is visually represented a number of ways inside and outside of the community.







Summary from the 2018 Citizen Survey:

Most citizens chose to live in Carmangay for the quiet, small town feeling. Residents enjoy the natural beauty of the Village. They value the connection with other residents as being friendly but are concerned that this friendliness has started to disappear. They want this connection restored in the Village as well as how they interact with Council. Citizens want Council to be more approachable and value a conversation with Councilors over other means of communication.

Carmangay residents enjoy the charm and character of the Village that is reflected in well maintained properties. Citizens would like to see a more active bylaw enforcement to ensure that properties remain well maintained. They would like to see the infrastructure addressed and brought to a level that meets their needs now and in the future. Citizens are happy with services like garbage collection, recycling and the rescue services. Residents value their library the most and recognize its contribution to the community. Youth are encouraged to connect in the community with a space that allows them to 'hang out' or engage in other ways.

The library continues to connect people with each other including younger age groups to meet these needs. Most of all Carmangay would like to see a revitalization of the commercial sector and local amenities like a convenience store which had the highest level of support in the entire survey. Other amenities like a gas station and restaurant were important as well and underlined the importance that survey respondents placed on increasing all commercial activity. Citizens were in favour of most development except Multi-Unit Residential and favoured most commercial and industrial followed by residential.

Thirty five of the 45 respondents would like to see Carmangay grow slowly to moderately and 7 to grow faster. Citizens see more business and industry as critical to Carmangay's future sustainability with 34 in agreement and 5 opposed. All but 1 person would actively promote economic development and 34 would offer incentives versus 4 that would not. Citizens are willing to provide tax incentives and even reduced property prices to encourage economic development. Advertising and promotion are key parts of increasing economic development.

## Objective #2: Create a communications plan that aligns with the overall objective and utilizes the new branding.

Goal	Responsible	Due Date	Notes
Create a comprehensive list of where the Village is visually represented. Ex. Signage, stationary.	Patrick	TBD	
Create a budget for Councils consideration to replace all of the items that visually represent the Village of Carmangay.	Patrick / Council	TBD	
Create marketing plan to promote Carmangay as a place to build a business or reside for Councils consideration.	Patrick / Council	TBD	

### Current Background:

The Village of Carmangay is visually represented a number of ways. These include;

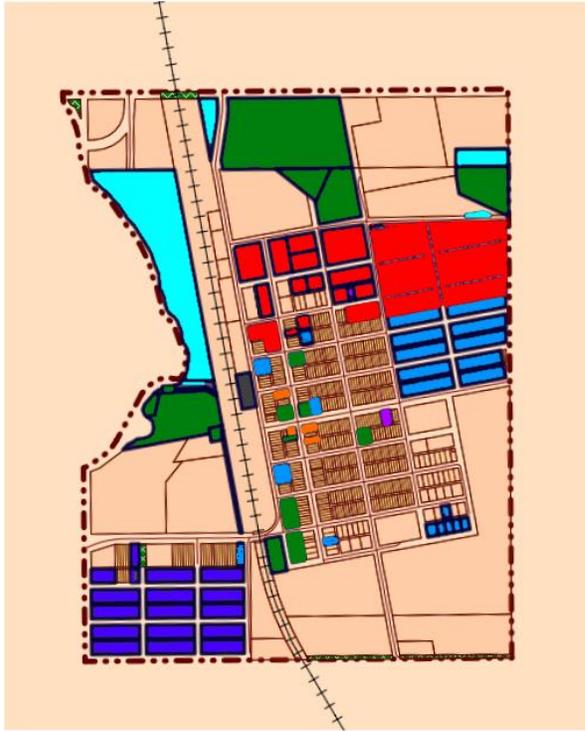
- Business Cards,
- Email Signatures,
- Stationary,
- Village Office Sign,
- McFarland Trail Signage,
- Carmangay Water Tower,
- [www.VillageofCarmangay.ca](http://www.VillageofCarmangay.ca)
- Carmangay Council and Administration Facebook Page

### Objective #3: Define and make available the commercial and residential opportunities available in Carmangay.

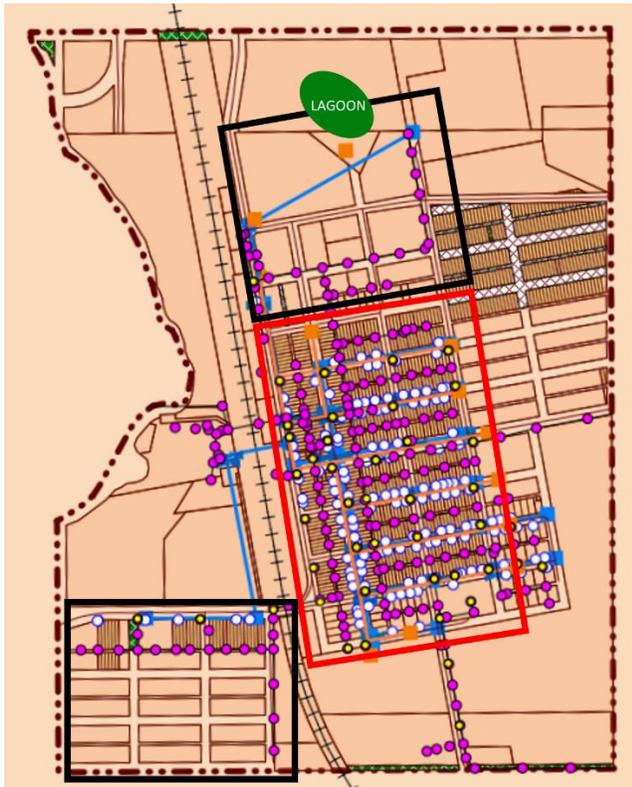
Goal	Responsible	Due Date	Notes
Create a list of all Village owned properties for sale.	Patrick	Complete	
Create market sheets for each property.	Patrick	TBD	
Create some unique smaller / tiny home development options including locations for Councils consideration.	Patrick / Council	TBD	
Post the lots for sale on the Village website.	Patrick	TBD	
Create a marketing campaign for Councils consideration to market available properties.	Patrick / Council	TBD	

**Current Background:**

Council has created a strategy and pricing for lots that the Village owns and are for sale. The initial focus will be to market properties that currently exist within the serviced areas of Carmangay.



- INDUSTRIAL
- COMMERCIAL
- RESIDENTIAL
- COUNTRY RESIDENTIAL
- MANUFACTURED HOME
- RAILWAY
- PUBLIC
- URBAN RESERVE



- ELECTRICAL
- WATER
- SANITARY
- FULLY SERVICED  
LOW COST TO  
DEVELOP
- SOME WATER  
AND ELECTRICAL  
10'S THOUSANDS  
TO DEVELOP

## **7. MARKETING PLAN**

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Once Council has considered the draft version of this document a Marketing Plan will be developed.

### **Target Audience**

### **What Are We Selling to the Audience?**

### **Communication Methods**

## 8. ROLLOUT PLAN

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Once Council has considered the draft version of this document a rollout plan will be developed.

## 9. BUDGET

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Once council has considered the draft version of this document a budget will be created for Council's consideration.