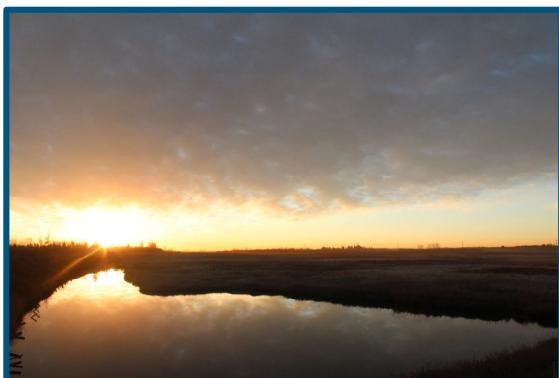




Economic Development Strategy

2017 – 2020



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PART I – SITUATIONAL ANALYSIS

1. Introduction

As of January 1, 2015, Chestermere has been elevated to City status.

The sustainability of a complete community and a healthy economy is created through a balanced residential, commercial and industrial land base that allows its citizens to live, work and play. The City of Chestermere has experienced a rapid population growth in recent years which has not been matched by an increase of local employment opportunities. There are also added pressures on administration to provide additional services while most of Chestermere's active labour force commutes to Calgary or Rocky View County.

Residential development requires a level of service that can't be covered by residential property taxes alone. Additional support is required from commercial and industrial developments to provide supplementary sources of revenues for the City. These developments are also necessary for the creation of local employment. In return, added employment provides improved opportunities for commercial/retail businesses to thrive.

In 2013, the City of Chestermere (then Town of Chestermere) re-activated its economic development function with the hiring of an Economic Development Officer¹. This established the base for working with local small businesses and marketing the community to other investors.

In July 2014, Council approved in principle a new direction with its Economic Development Strategy 2014-16. This was a high-level guiding document prepared with the understanding that additional work would be required to prepare a full action plan based on the City's usual budgeting and planning processes. Utilizing the data collected from the 2008 and 2012 community consultation, the strategic direction supported Council's Strategic Vision (2014-18) for greater diversification of Chestermere's economy.

In 2014, only 4% of the City's tax assessment was non-residential, with no foreseeable changes in the long term future, all else being equal. The Strategy established an overarching principle to guide the economic development program: "*The long term economic development vision is to ensure the non-residential assessment ratio grows from 4% to 20% over the next 20 years*".

¹ Official organizational title at the time was "Enterprise Facilitator"

The 2014 Strategy identified 3 strategic priorities areas – Business and Investment Attraction, Business Retention and Growth, and Planning and Infrastructure Support – focused in these sectors: warehousing, transportation and logistics, and manufacturing. The tourism sector would be addressed at a future date.

The 2017 – 2020 version of the Economic Development Strategy goes one step further by incorporating an action plan that addresses short, medium and long term objectives.

1.1. Key Accomplishments

This section reports on the accomplishments of Economic Development since early 2014. Goals were determined to be consistent with Council's strategic initiative to "increase the non-residential tax base and non-standard revenue".

2014 – 16 Goals	Accomplishments
Attract new business and investment in order to enhance the Town of Chestermere's non-residential ratio in the Manufacturing, Warehousing, Transportation and Logistics sector, and the Professional and Technical Services sectors (2014 – 16)	<ul style="list-style-type: none">- Top two finalist in a business attraction activity of a company headquartered in Houston. Potential number of jobs: 400. Status: Failed due to a corporate decision not to re-locate.- Assisted Council in the acquisition of land for industrial development with the associated business plan (Chestermere Industrial Park).- Identified 18 leads that were moved to the status of suspects and 1 to the status of prospect (high probability) that are interested in a location in Chestermere. Typical sales cycle is 5 years.- Initiated the outline planning process for Chestermere Park.- Initiated conversation with other land owners to encourage additional industrial development options.- Identified key marketing and trade show venues to establish a network with brokers, manufacturers, warehouses, etc.- Participated in the province's Invest in Alberta marketing magazine.- Marketing tactics, prepared by Triskele logistics, focused on building key relationships and maintaining the sales network.- Secured a grant from the Federal department of International Affairs to prepare a foreign direct investment specifically from China.- Plans for an updated website were prepared and will be implemented in 2017.

2014 – 16 Goals	Accomplishments
Actively pursue commercial development that will decrease the economic leakages (2014-2016)	<ul style="list-style-type: none"> - Working with developers to identify and target specific retailers that are needed in the Chestermere market. - Prepared fulfillment materials to use at trade shows. - Identified close to 20 leads that have moved up to the stage of prospect. This is uncontrollable due to a faltering economy and the status of developments in the control of developers. - Completed. Cushing Terrell Architecture Inc. completed and delivered a Retail Gap Analysis to Council.
Build on relationships with new and current business owners (2014-2016)	<ul style="list-style-type: none"> - Ongoing activity with onsite visits. The number of businesses visited are limited due to staffing capacity. - Implemented a Lemonade Day event in partnership with the Lemonade Day organization in Houston. Chestermere is the third location in Canada to implement this program. - Hired an Economic Development Officer to focus on Business Retention and Expansion.
Greater Interaction with the Chestermere Chamber of Commerce to enhance the entrepreneurial capacity of business owners (2014-2016)	<ul style="list-style-type: none"> - Ongoing. Active participation in networking events, increased presence at Board Meetings (open to the members), co-presented with the Mayor at the Mayor's breakfast and great involvement from the Chamber in the Lemonade Day initiative.
Maintain a market intelligence program (2015 – 16)	<ul style="list-style-type: none"> - Market intelligence is incorporated in the marketing plan and accomplished with a mix of networking and sector analysis.
Implement a system to follow-up on leads, suspects and targets.	<ul style="list-style-type: none"> - Completed, and ongoing activity.
Prepare a comprehensive analysis of Chestermere's advantage to Calgary.	<ul style="list-style-type: none"> - Completed. Triskele Logistics and JRSB Consulting Services delivered a report entitled Industrial and Rail Assessment in Chestermere.
Implement a trade show visit program that will strategically increase the number of leads	<p>Trade shows targeted:</p> <ul style="list-style-type: none"> • International Council of Shopping Centres deal making session in January • Cargo Logistics Canada in Vancouver • Cargo Logistics America (this trade show will be re-evaluated as it did not generate enough leads to justify the expenses).
Analyze the contribution of home based businesses to the local economy	<ul style="list-style-type: none"> - Not completed, and postponed indefinitely to allow for other priorities to be completed.
Co-lead public process that will lead to additional industrial land	<ul style="list-style-type: none"> - Supported Planning and Infrastructure in the conversation with Rocky View County
Design a shop local program with the CCC and that business owners can implement.	<ul style="list-style-type: none"> - Not implemented. The Chamber of Commerce has capacity challenges (financial, staff time, etc.) to implement such a program. Alternatives will have to be identified.

2014 – 16 Goals	Accomplishments
Other	<ul style="list-style-type: none"> - Reviewed and commented on all planning documents when available - Supported the City in its presentation at Rocky View Public Hearing - Tourism development strategy postponed until 2017, at a minimum. - Built relationships with: Calgary Economic Development, Province of Alberta, Canada China Business Council, The Van Horne Institute, the Calgary Logistics Council, the Calgary Region Inland Port Initiative, the US Consulate, CN Rail, brokers, developers, City of Calgary (OLSH), Calgary Regional Partnership, etc.

1.2. Building on the foundation established

The Economic Development Strategy 2017-2020 builds on the foundation laid by the previously approved strategy. Some adjustments have occurred to fully include the amendments included in Council's 2015-18 Strategic Plan. Although it is not explicit throughout this document, the Economic Development Strategy aligns with the Municipal Development Plan and other key policy documents such as the Transportation Master Plan, the Utilities Master Plan, the approved and forthcoming Area Structure Plans and Outline Plans, etc.

Other studies and documents may also be prepared by Economic Development such as marketing plans, business plans, sector assessments, etc.

This Strategy utilizes the most recent community information available to determine future direction, including but not limited to economic forecasts, community assessments, community surveys and industry reports. At this stage, it is important to emphasize the long term nature of the Strategy. Estimated deliverables are multi-year while outcomes are meant to have a long lasting impact and influence beyond the four-year lifespan of this document. However, it is imperative to recognize that regular updates are necessary to adapt to new realities and new initiatives (e.g. land acquisition).

Finally, it may be appropriate to reiterate that economic cycles are known for their ups and downs. Even if the Alberta economy has been struggling in 2015 and 2016 due to low energy prices, focus must remain on the long term benefits of the Strategy.

2. The Economic Development Context

The Economic Development Strategic Plan is designed to support Council's vision and mission. The Strategic Plan also meets the growth reality of Chestermere and means to address the community's needs in terms of employment and quality of life.

2.1. Vision for the City of Chestermere

Alberta's Oasis: The Recreation and Relaxation Capital.

2.2. Chestermere's Mission Statement

Through innovative planning and community consultation, we are building an exceptional place to call home.

2.3. City of Chestermere Values

- Collaboration
- Humour and Fun
- Integrity
- Professionalism
- Accountability

2.4. Links to Other Plans and Guiding Principles

The Economic Development Strategy is a long-term planning document that is encompassed within the overall direction of Council's Strategic Plan and the Municipal Development Plan. The goals included in the strategic plan give direction for preparing objectives and action items to be included in the department Business Plan for 2017-20.

The City of Chestermere's 2015-18 Strategic Plan includes these sections that give clear direction to Economic Development:

“Principle 4: Sustainability”

- *The City will be developed in a healthy manner; economically, socially and environmentally, maintaining the autonomy of Chestermere.”*

The same Strategic Plan also outlined in the Strategic Initiatives section:

“4) Increase the non-residential tax base and non-standard revenue

- *Investigate opportunities for non-traditional revenue sources and bring back business plans to be reviewed.*
- *Business plans with a budget should reflect the purchase of land and investment with opportunities for commercial development.*
- *Investigate a variety of investment and diversification opportunities.*
- *Create and implement a sustainable economic development plan.*
 - *An emphasis will be given to non-residential development.*
- *Attract and foster businesses that will enhance the community, participate economically in the community's well-being, and provide employment opportunities for our residents.*
- *There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan.”*

2.5. The Economic Development Strategic Planning Model

Chestermere's recent growth creates the necessity of an economic development strategy that will guide future action in a context of sustainability. Many economic models exist and they all prove the complexity of the profession. As adopted by Economic Developers Alberta, economic development is defined as *the process of developing and maintaining suitable economic, social, and political environments, in which balance growth may be realized, increasing the wealth of the community.*

Building complete communities requires a delicate balance between land, its economic use, people and the role of local government. Figure 1 emphasizes that the economic sustainability considerations are only one piece of the process that has an integrative influence over other components.

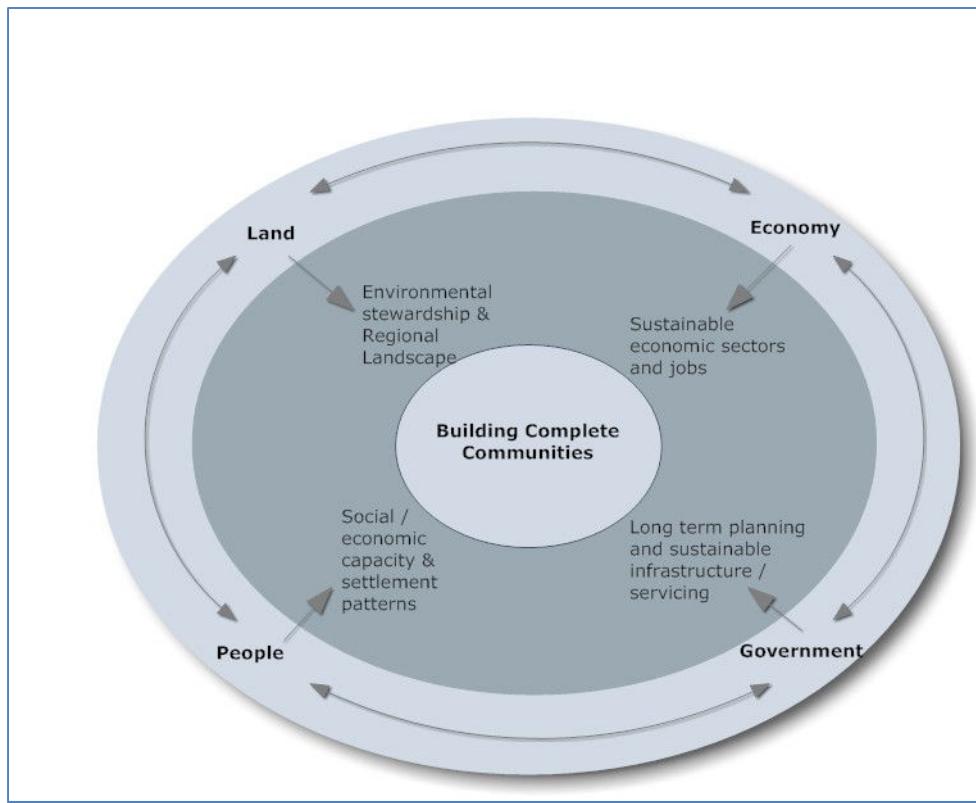


Figure 1. The economic development model (as developed by the Calgary Regional Partnership)

3. Strategic Assessment

The 2016 situational analysis is included in Appendix C. The strategic assessment or community profile serves a dual purpose. First, it provides a snapshot of Chestermere's population and existing businesses. Second, it provides a baseline of information that can be used to assess if the goals are being achieved.

3.1. Demographic Highlights

Fifteen years ago, Chestermere was a Village with a population of 3,365.

The City of Chestermere continues to experience significant increases in population year after year, with an official increase in 2016 of 1,219 residents (6.59%) to a total of 19,715.

Chestermere is a young community. 57% of the population is below the age of 40, and 2/3 is below the age of 45 (Municipal census, 2016). According to the 2011 Statistics Canada Census the top languages spoken at home are English (54%), Punjabi (5.5%), Vietnamese (3.7%) and French (3.3%).

3.2. Employment and Entrepreneurship Highlights

For the vast majority, local businesses are concentrated in these sectors (in descending order): Personal services, Restaurants (full and limited services), Trades, and Retail Sales. In 2016, an analysis of the business licenses issued concluded that only 47.2% of the licenses were issued to local residents. Of those local residents, one third were home based businesses.

The MDP identifies over 1,000 acres for future commercial and industrial development that is held by several owners. Most of these areas are yet to be developed, and many have not engaged in the planning process. As a consequence Chestermere has an unusually high number of commuters to Calgary and other employment areas. According to a population survey in 2012, 85% of the working population commutes to another municipality for work. Shopping habits of a commuting workforce does result in disposable income leakages to non-Chestermere shopping areas, estimated at over \$90 million annually. These leakages directly impacts viability, types of businesses and the number of them that can operate successfully in Chestermere.

3.3. Calgary Region industrial and commercial trends

3.3.1. Office market

With current investment pressures in the Vancouver and Toronto markets, the Calgary Region is becoming more attractive. However the consequences of the current economic downturn due to soft oil prices have impacted this market. Considering current vacancies and the upcoming large projects, major brokerage firms are forecasting vacancy rates above the 20% mark for months, if not years. Coupled with downtown office space rates that are well below \$25 per square foot for Class AA, the suburban market has also softened.² This situation is symptomatic of economic conditions in 2016.

Chestermere is not an active “influencer” of the region’s office market. The local office and retail market is controlled by a limited number of developers that have dominated the market and are asking, in some cases, above market rates.

3.3.2. Industrial market

The industrial market appears to be more stable and resilient than the office market. It is important to note that this market continues to be sustained by other strong sectors, namely the transportation and warehousing sector.³ The market demonstrates a negative net absorption and an apparent weakness. However, a general overview of the market may not be sufficient to understand all the market forces at hand. Projects recently completed or to be completed are large industrial spaces that can have a significant impact on the “general numbers”. As a market overview for the Chestermere Industrial Park demonstrates, the size of buildings does matter, and the market in the small to medium size space will remain strong in healthy economic times.

3.3.3. Retail market

Retail market growth are partly based on three things: population growth, average household income and the availability of retail space as presented in square footage per capita. The Calgary Region is strong in all three categories. Even with a softening economy and an unusually high unemployment rate, the retail and restaurant sectors are still performing very

² Source: CBRE Office Market Overview Q2 2016

³ Source: CBRE Industrial Market Overview Q2 2016

well. Spending patterns show either stability or growth: retail vacancies are down, retail sales per capita are up, and Calgary retail sales year over year are also increasing⁴.

From 2010 to 2015, inventory in retail space rose from 27 million square feet to 29 million. This is considered to be limited growth, considering the healthy economy at the time. “Despite Calgary’s economic challenges, the city still boasts the highest personal disposable income per capita of any major Canadian city at \$50,281” (CBRE Market report, Q2 2016). Even though the industry is going through some changes (smaller floor plates, e-commerce fulfillment, etc.), the Calgary Region market is probably balanced, with possible shortages in some areas, including Chestermere (section 3.5).

3.4. Chestermere industrial and commercial trends

The City of Chestermere is characterized by a minor amount of retail services and an offering of these services that is only slowly growing. In 2015, the non-residential tax assessment ratio was only 4%. Chestermere’s ratio is much smaller than other communities in the Calgary Region. For example, Airdrie and Okotoks’ non-residential tax assessment ratios are respectfully 16 and 14%. The Municipal Development Plan identifies close to 1,000 acres of industrial and highway commercial. Bringing the infrastructure necessary for the development of employment centres is challenging and costly.

The Highway Commercial area in the North portion of the Waterbridge Master Area Structure Plan has an undetermined timeline. With the Bayfield Partnership currently under receivership, the postponement of the Bayfield development (which includes a large amount of industrial potential) worsens the situation. With 85% of the working population commuting elsewhere for work, and in absence of industrial development, the burden on municipal services and rate payers will increase. A recent economic study has concluded that if the residential development in Chestermere continues to grow and the industrial development remains at a standstill, the impact on ratepayers could be a 25% increase in the medium term⁵.

⁴ CBRE Market reports, Q2 2016.

⁵ Economic Impact of Conrich ASP on the City of Chestermere and Region – Summary Report. SJ Research Services and RW Consulting. May 31, 2016.

Unless there is an available purchaser for the Bayfield Lands in the near future the only achievable industrial development is located along Township RR240.

3.5. Chestermere's retail offering

Earlier in 2016, the City engaged Cushing Terrell Architecture Inc., a business consulting company, to find out how much more retail business Chestermere could support. The Trade Area for the City of Chestermere comprises of a Primary Trade Area and a Secondary Trade Area. The Primary Trade Area (PTA) includes the City of Chestermere and the surrounding area east of the Stoney Trail Highway and within an approximate 10-minute drive time.

Chestermere's Retail Trade Area reflects a realistic look at where the majority of customers are likely to come from and at which shops and services they are most likely to spend their money.

Chestermere is under-served significantly by retail which represents a significant opportunity for tapping into spending that is leaking out of the community today. The Retail Trade Area for Chestermere takes into account the reality of competitive influences nearby, and is adjusted accordingly. This includes the reality that residents of Chestermere and the communities to the east and south will favour the convenience and accessibility provided by retail in Chestermere in comparison to traveling further to the Calgary area.

The total Trade Area Demographic Profile illustrates a very strong local Trade Area that will grow from 45,000 in 2016 to approximately 54,000 over the next decade.

Overall, Chestermere represents a \$690 Million (2016 estimates) retail market in which categories such as Grocery, Automotive/RV, Restaurants, and Electronics & Appliances are significant spending segments.

The retail sector is usually not an economic driver for a community⁶. The retail sector supports the needs of residents. While a tourism based economy may generate a total influx of dollars to the community, most communities build a strong economy with the development of their primary and secondary economic sectors. The primary sector of the economy is the sector of an economy making direct use of natural resources. The secondary sector is the part of

⁶ There are exceptions to this statement. For example, the Town of Banff and the Village of Whistler are travel destinations with well-developed tourism sectors that provide strong retail sales reaching a far wider audience than the local residents would and could spend.

the economy that transforms the raw materials into goods for sale or consumption. The tertiary sector is the part of the economy that involves the sale or trade of services instead of goods.

This remains Chestermere's main challenge which is the rationale behind this Economic Development Strategy.

3.6. Tax revenues and sustainability

As presented in appendix, the City's tax revenues are largely from residential sources. With a non-residential tax assessment ratio of 4%, Chestermere is well below other municipalities in the region.

Other municipalities in the Calgary Region	Non-residential / residential assessment ratio
High River	16 / 84
Okotoks	14 / 86
Airdrie	16 / 84
Cochrane	11 / 89
Calgary	26 / 74
Chestermere	4 / 96

Figure 2: Tax assessment ratios in the Calgary Region

Most municipalities aim for a diversification of tax revenues based on a minimum of 20% non-residential ratio, sometimes higher. For example, the City of Airdrie recognizes the need to achieve an objective of 25%.

Figure 3 is a summary of assessments since 2009:

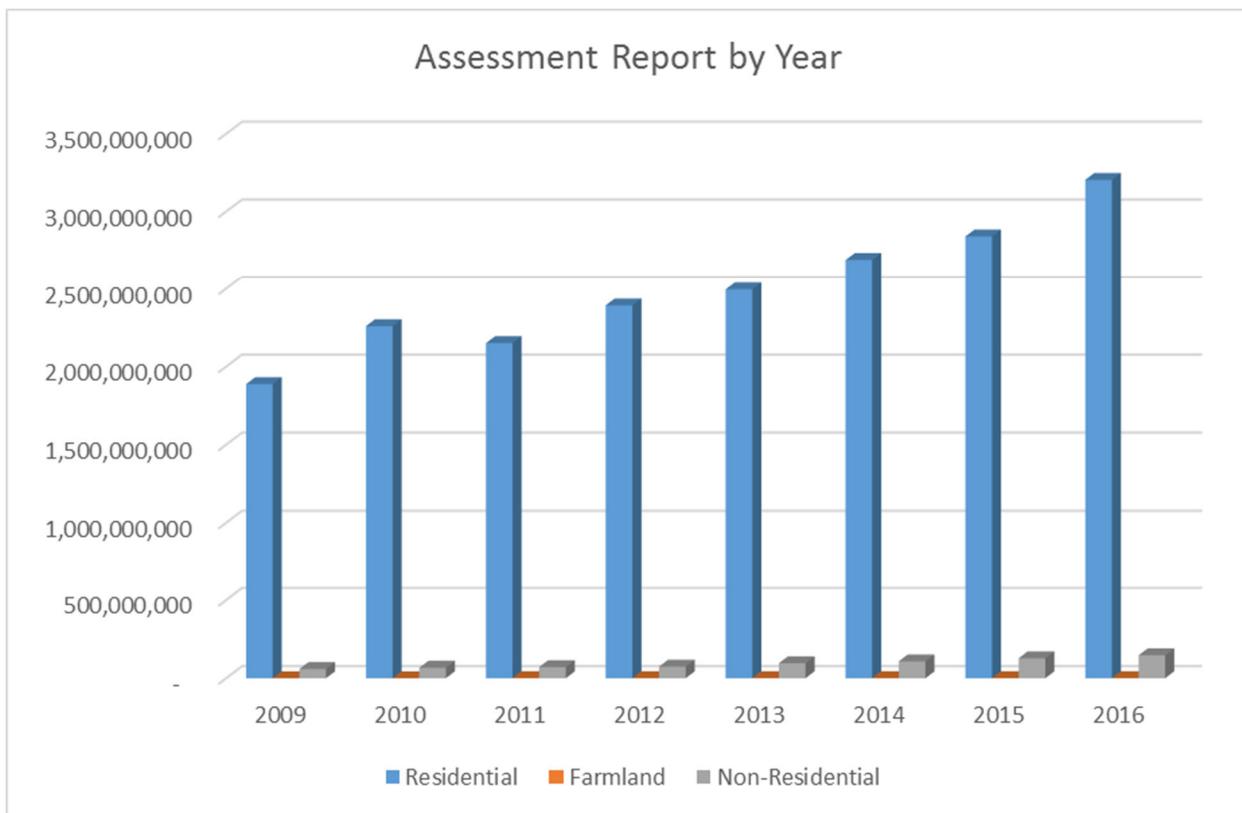


Figure 3. Chestermere assessment report

As accurate as this figure is, it may lead to distorted conclusions. As residential assessment values have dramatically increased since 2009, the scale of the figure overshadows the substantial non-residential assessment growth. In fact Figure 4 below indicates that non-residential assessment has grown annually from a low of 3% to as high as 30%. Even more noteworthy is that growth has continued throughout two recent recessions.

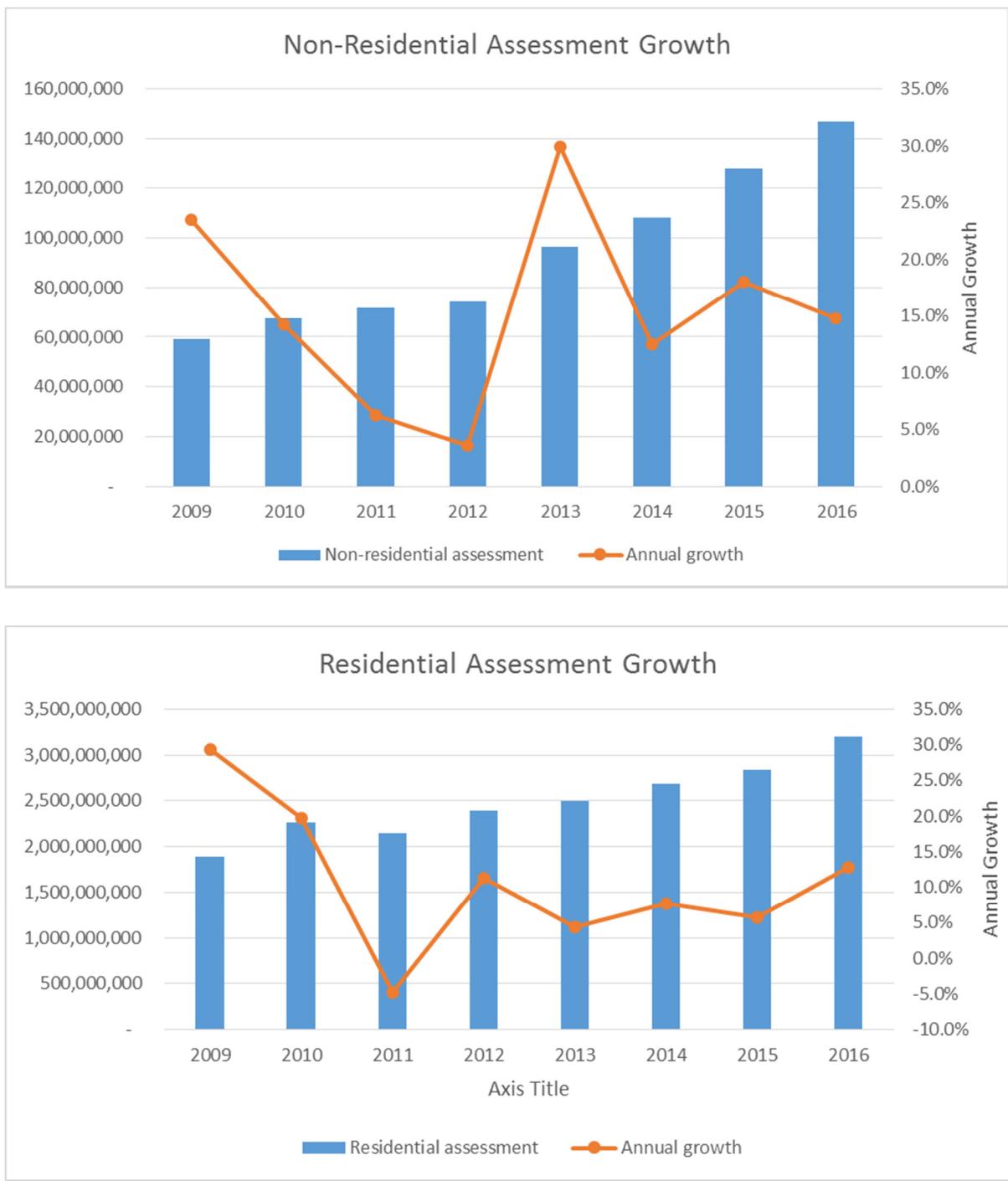


Figure 4. Chestermere residential and non-residential assessment growth

Non-residential tax assessment is one form of measurement of economic performance but as a stand-alone, is very incomplete. An economic development strategy should also include long

term objectives that include tax revenue and employment targets. An increase in industrial and manufacturing employment over the next ten (10) years should be easy to measure.

Industrial development and local employment are paramount to the success of the retail sector and the financial sustainability of the municipality. Retail and commercial development contribute to the success but not as significantly.

3.7. Household incomes

According to a recent third party consultant report, the average household income in 2016 for Chestermere and area is \$152,173; the City of Calgary, by comparison, is \$129,022⁷.

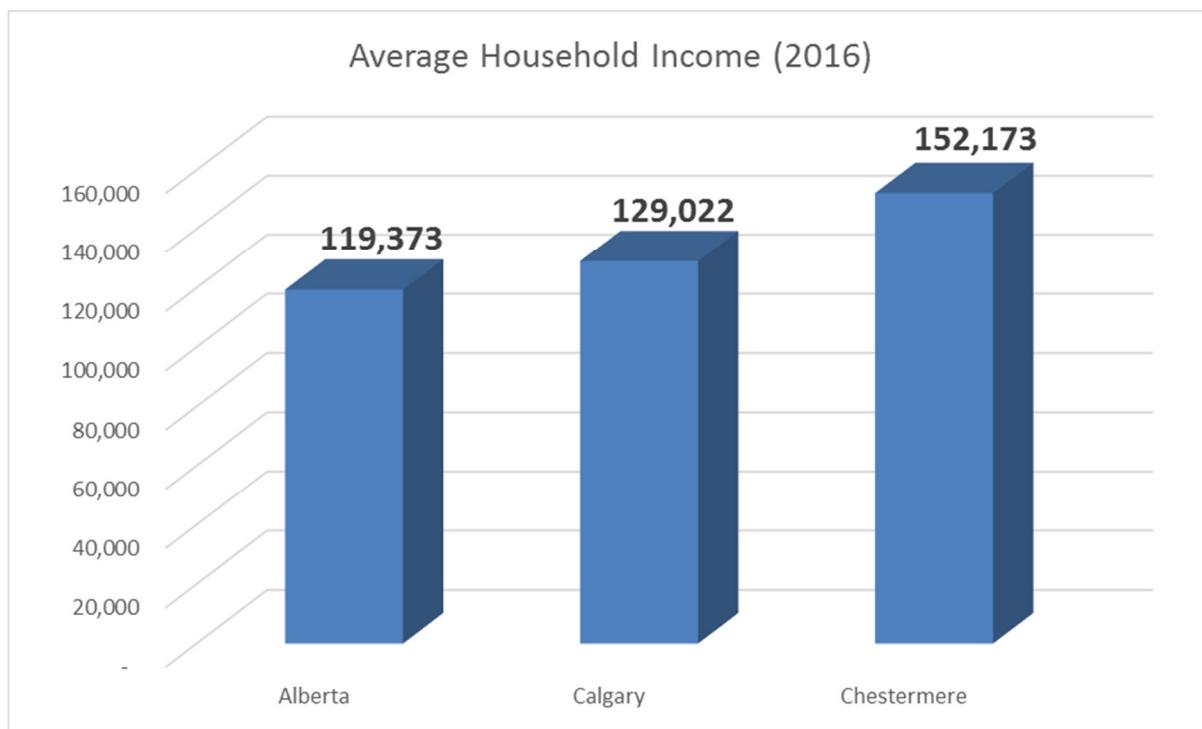


Figure 4. Average household income

3.8. Education Attainment

82.5% of Chestermere's population possesses a high school diploma or above, which is a strong asset for the City for its future industrial development.

⁷ Chestermere Retail Gap Analysis. Cushing Terrell Architecture Inc. 2016.

3.9. Business optimism

Other organizations are better equipped to proceed with general surveys, including all the major financial institutions and we rely on this data for accurate statistics. The following figure prepared by ATB Financial is indicative of the current economic conditions in the Energy Sector.

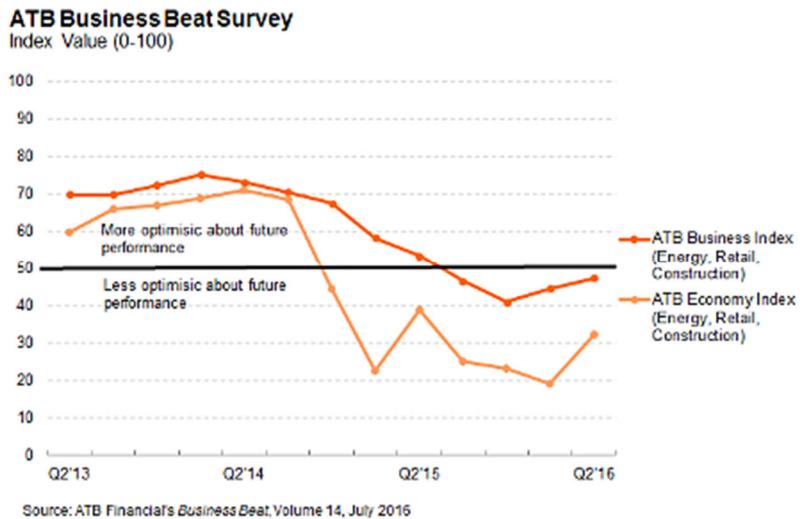


Figure 5. ATB's business beat survey

With Alberta having lived one of the worst recessions in many years, there are several indicators of stability and perhaps growth starting in 2017.

Employment in Alberta

Monthly change in thousands, seasonally adjusted



Figure 6. Employment in Alberta. Source: Statistics Canada, Jan. 6, 2017 and CANSIM table 282-008; Graph prepared by ATB Financial

3.10. Chestermere: a lifestyle in demand

The housing market is one of many indicators that can be used to measure the lifestyle that Chestermere offers. When the average value of house sales increases, it is considered to be a seller's market. Even though the number of yearly transactions have decreased during the recession, Chestermere appears to be experiencing a seller's market.

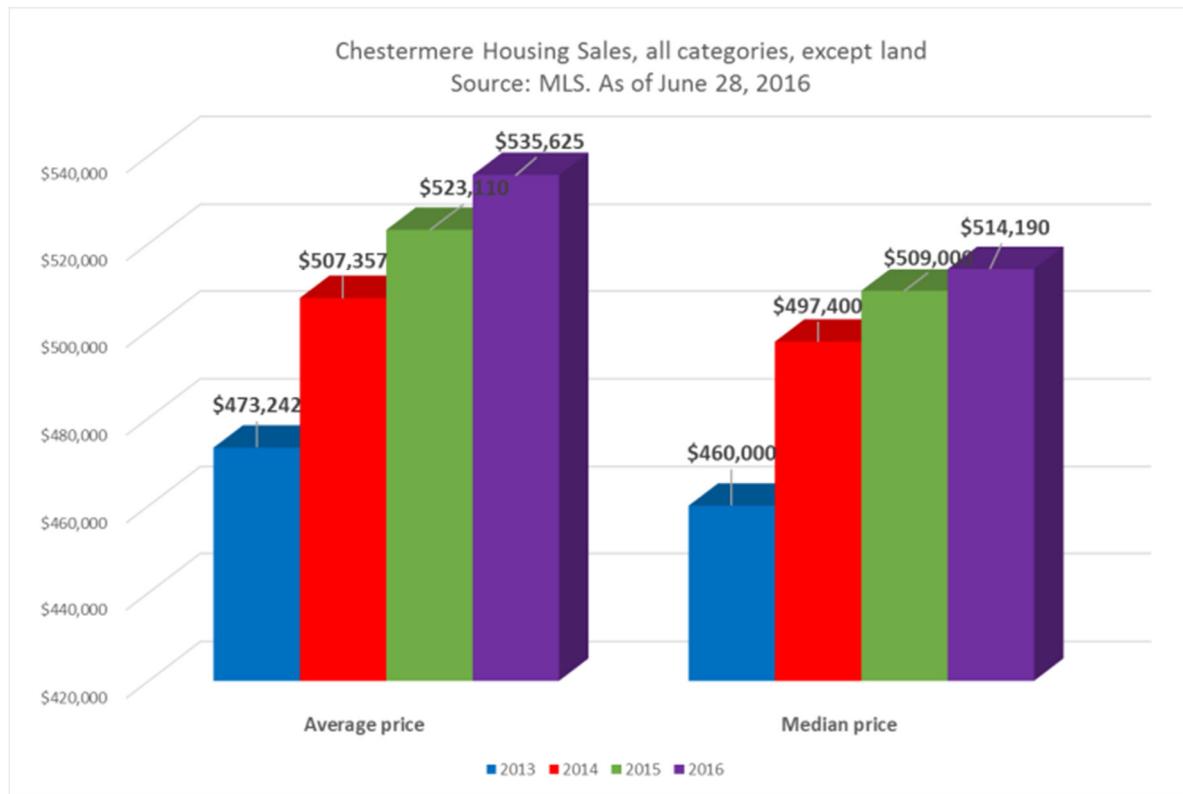


Figure 8. Housing re-sale market

4. Strategic Opportunities

Asset mapping is an analytical approach that recognizes existing local assets to be the primary building blocks for developing strong, sustainable communities. In general terms, Asset Mapping identifies local infrastructure, skills of residents, the power of local associations, and the supportive functions of local institutions. This methodology can help a community identify and mobilize existing community strengths to build stronger communities in the future.

Assets are divided in to 5 categories: natural, social, economic, human resources and infrastructure. The following listing is based on the 2008 detailed community survey⁸.

Natural assets

- Chestermere Lake
- Waterways and other protected areas
- Trail network

Social assets

- Growing trend: people wanting a better work – life balance
- Completed Municipal Development Plan
- Young population

Economic assets

- Proximity to established industries in the Calgary Region
- Access to larger markets in close proximity
- Local business growth
- Proximity to an international airport
- Proximity to CN's rail development in Conrich
- Favourable residential and non-residential tax rates
- Retail businesses have the opportunity to expand with the growing customer base
- Commercial development organically increases as population grows
- No business tax
- City-owned industrial land
- Alberta / Calgary's growth, in general

⁸ Important note: A list of community assets were included in the 2008 community survey through the Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis. Due to the lack of relative importance in the report, some assumptions were made to complete the list.

Human resources assets

- Community growth
- Highly educated workforce
- Highly educated workforce that could be “re-located” to Chestermere when the industrial base expands, and not commute to other places of employment
- Strong in-migration, even during the 2015-16 recession
- Home based businesses – large variety

Infrastructure assets

- Access to a main transportation corridor (Trans-Canada Highway and Stoney Trail)
- Recent land annexation with high potential for industrial and commercial developments
- Railroad located in the south
- Water and sewage servicing is keeping up with the pace of growth
- Township Road 240 upgrade

Challenges

- Infrastructure lacking in key areas, namely in projected commercial / industrial areas
- There has been a focus on residential development rather than commercial / industrial.
- High lease rates (higher than downtown Calgary)
- Pressures on services as population grows
- High level of retail leakage

Community survey results

QUALITY OF COMMUNITY LIFE ENHancers	2008	2012	% CHANGE
More shopping/restaurants	53.7%	66.3%	+12.6%
More recreation facilities	51.1%	63.2%	+12.1%
A sand beach that all residents can access	N/A	54.6%	---
More health care services	29.5%	36.6%	+7.1%
Public transportation	23.3%	26.5%	+3.2%
More local employment	21.4%	26.3%	+4.9%
More youth activities	23.3%	22.7%	-0.6%
More bike/walking paths	23.8%	22.6%	-1.2%
More Town services/amenities	20.2%	21.1%	+.9%
A greater proportion of open space/parks	17.3%	17.7%	+0.4%
Better urban design	16.7%	16.1%	-0.6%
More police/bylaw enforcement (2008)	34.6%		*-21.6%
More by-law enforcement (2012)		13.0%	
More environment-focused initiatives	N/A	17.9%	---
More variety in types of housing and housing prices	5.2%	7.6%	+2.4%
A stronger community identity	6.8%	N/A	---
More childcare services	9.4%	2.8%	-6.6%
Nothing – I like it just the way it is	1.2%	1.6%	+0.4%
I'm unsure/don't know	.3%	0.6%	+.3%

Figure 9. Partial results of the 2012 community survey.

5. A focused direction

Community Economic Development is a process that seeks balance between the preservation of the quality way of life, economic growth and change, and community capacity building activities. The concept is broad and can include a variety of initiatives: health and wellness, education system enhancements, business development, leadership development, community planning, economic planning, community growth strategies, etc. The purpose of an economic development strategy is to bring focus of the action plan on immediate and long term objectives.

As its population grows the City of Chestermere faces many challenges however resources remain limited. Economic Development's challenge will be to remain focused on the long term

goals. While the situational analysis reveals that Chestermere's economic development activities are partially starting from a blank page, the Strategy recommends a pragmatic approach dedicated to long term accomplishments.

The gathered information has provided a strong background understanding of Chestermere as an "economic development product". The identified strengths and assets will help shape the future economic development activities of our city. Pragmatism is essential in order to remain fiscally responsible in the allocation of resources throughout the action plan. Goals and objectives will be achieved through leadership and sector development, and also through regional partnerships, processes that nurture innovation and new ideas, business development and community growth through entrepreneurial development.

Most importantly, Economic Development recognizes the lack of local employment in the primary and secondary sectors of the economy. This scarcity has tremendous consequences to local retail and support businesses. As documented in our 2016 Retail Gap Analysis, with 85% of the population commuting elsewhere to work, residents use most of their discretionary spending outside of Chestermere. Therefore, the best way to ensure retention and growth of local businesses is to assist in the development of a local workforce based on the primary and secondary sectors, and the creative economy.

PART II: THE ECONOMIC DEVELOPMENT STRATEGY

1. Vision Statement and Goals

1.1. Economic Development Vision Statement

By 2035, the City of Chestermere will be recognized as the Calgary Region's opportunity center for high quality employment and lakeside recreation.

Chestermere's Commercial and High Street Developments along with shopping and entertainment opportunities will be a destination for both local and regional visitors, as well as a sought-after business location.

Economic development will strive to achieve a more balanced non-residential assessment ratio closer to 20% while exhibiting an additional 3,500 jobs in a diversified economic base, and achieving a minimum of 25 square feet per capita in retail and commercial services.

1.2. Economic Development Goals

The unifying theme of the economic development program and activities, as reflected in the Economic Development Action Plan (Appendix A), is to give emphasis to the creation of strong employment in the primary, secondary, tertiary and creative sectors. Over time these goals may need to be adjusted to capitalize on emerging trends / opportunities as they arise, and also to adapt to overall economic conditions.

The Economic Development Strategy centers on the two traditional strategic pillars of business retention and expansion (BR & E) and, business and investment attraction (BIA), with emphasis on BIA. This will be accomplished through a combination of:

- Diversified business attraction in the industrial and retail / services markets
- Leadership role in industrial development when the private sector is unwilling to proceed and proven success is available
- Entrepreneurship development
- Small business support

New businesses and new investments provide employment in Chestermere, the missing link to a complete community, where people can live, work and play in.

2. Chestermere's Strategic Priorities for Sustainable Economic Development

2.1. Economic sectors

In 2007, the Calgary Regional Partnership (CRP) piloted a sector analysis to identify a number of industry clusters that were successful in the Calgary region. The summary of the analysis is included in Appendix D. The data was updated in 2009. Based on this information, the CRP's Regional Economic Development Strategy (2010) identified five industry sectors as presenting significant potential for growth in the Calgary Region:

- Agriculture and agri-food processing
- Advanced wood product manufacturing
- Building product manufacturing
- Professional and technical services
- Warehousing, distribution and logistics
- Tourism

Since the data was collected, the Calgary region's economy has continued to show long term growth (notwithstanding the current challenges in the energy sector and its ancillary consequences). Although conducted several years ago, this information expresses trends still considered valid today. It is important to keep in mind the CRP's area of interest at the time was large and diversified: from Strathmore in the east to Banff in the west, from Crossfield in the north to Nanton in the South. Therefore not all conclusions apply to Chestermere. However this information provides strong long term trends.

To build on the CRP's work, the City commissioned an industrial land assessment in the Calgary Region that identified potential opportunities. Completed in 2014 by Triskele Logistics and JRSB Consulting Limited, the report confirmed the CRP's conclusion for growth in warehousing, distribution and logistics particularly for Chestermere.

Considering its location and Chestermere's assets, strategic priorities for economic growth include:

- Supply chain management (SCM) with a focus on distribution and logistics
- Manufacturing that requires access to a highway or a rail yard as a competitive advantage
- Professional and technical services
- Commercial and retail development
- Tourism

Supply chain management (SCM) is the management of the flow of goods. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain. Supply chain management has been defined as the "design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally"⁹.

SCM as well as other industries employ a large number of professionals in design and management. For this reason, the Professional and Technical Services, along with SCM, appear to present the strongest wealth generation potential for the City of Chestermere. The Strategy will build on the core competencies that will attract and sustain business investment in Chestermere enabling more people to live and work locally. The overall vision is to achieve net job growth that will bring economic prosperity, respond to new industries and investment opportunities that are consistent with the City's priorities, and enhance the profitability of existing businesses.

Business and investment attraction is one of the key area of expertise of economic development professionals. With only 7.4% of the working population working in Chestermere, it is symptomatic of the lack of employment centres in Chestermere. If the City wishes to achieve its

⁹ American Production and Inventory Control Society (APICS) dictionary.

objective of sustainability, it is important to increase the active local population especially during regular business hours.

Business and investment attraction activities will be built on the successes of the Calgary Region. The Region is well known for its employment base in the energy sector, mostly in the downtown office market. With the softening of the energy prices, this sector and its related supporting services are struggling.

Calgary is also known as an inland port, where consumer goods transit through warehouses and distribution centres. There are opportunities for growth in the full spectrum of supply chain management and positive trends in re-shoring of manufacturing. The creative sector, often associated with professional and technical services, also offers high potential for a community that demonstrates such a high quality of life.

2.2. Economic Strategy Initiatives

2.2.1. Business and Investment Attraction – Light industrial, manufacturing and creative industries¹⁰

Current studies show that Chestermere is well positioned geographically to be of interest to warehousing, distribution and logistics, manufacturing, and professional and technical services.

Efforts will be focused on:

- Regional co-operation and coordination through the delivery of a strong message on the benefits of the wider region.
- Building the network and the partnerships that will leverage the current marketing initiatives of other economic development organizations, educational institutions and industry associations.
- Targeting trade shows, business conferences and other means to expand this network, and increase the probability of establishing contact with decision makers.

2.2.2. Business and Investment Attraction – Retail and Services

In 2016, the City commissioned Cushing Terrell Architecture Inc.(CTA), a business consultant, to perform a retail gap analysis for Chestermere. The Trade Area for the City of Chestermere comprises of Primary and Secondary Trade Areas. The Primary Trade Area (PTA) includes the City of Chestermere and the surrounding area east of the Stoney Trail Highway and within an approximate 10-minute drive time, such as the Hamlets of Conrich and Janet. The total Trade Area Demographic Profile illustrates a very strong local Trade Area that will grow from 45,000 in 2016 to approximately 54,000 over the next decade.

¹⁰ “The **creative industries** refers to a range of economic activities which are concerned with the generation or exploitation of knowledge and information. They may variously also be referred to as the cultural industries or the **creative economy**.” (Wikipedia) The concept was first brought forward by John Anthony Howkins, a British author, and further developed afterwards by Richard Florida in his book *The Rise of the Creative Class*.

Overall, Chestermere represents a \$690 Million (2016 estimates) retail market in which categories such as Grocery, Automotive/RV, Restaurants, and Electronics & Appliances represent significant spending segments. When applying the retail inventory for the City of Chestermere against the City's population, the resulting ratio is approximately 14.5 sf per capita, which suggests the City is under-retailed and has a current day residual demand that could be increased by as little as 5 sf to as much as 15 sf per capita, which translates to a range of 92,000 sf to 275,000 sf.

The role of Economic Development will be to work both independently and with developers in the attraction of services needed in Chestermere that the population can support.

2.2.3. Chestermere Industrial and Business Park

Chestermere's industrial base is hindered by a lack of interest from current developers in this market, the Bayfield Partnership currently under receivership (the only developer proposing industrial land use) and the brokerage community that has very limited knowledge of Chestermere as an employment centre. Regardless of its remarkable strategic location Chestermere's industrial development has been stagnant.

In 2015, the City purchased undeveloped land located within the City's municipal boundary. The land is designated in the Chestermere Land Use Plan as Industrial/Commercial. The land consists of approximately 101 acres and is currently farmland.

Market assessment has identified a shortage of owner-occupied industrial lots between 1 to 5 acres. With this report in hand Council has agreed to the preparation of the outline plan while Economic Development pursues clients for this property.

This project has a 10 year timeline. At full built-out the project seeks to provide high quality employment opportunities to Chestermere residents.

2.2.4. Youth Entrepreneurship Development

The long term future of business development includes efforts to develop entrepreneurship skills in youth today. Training in entrepreneurship skills provide youth teaches resilience, self-

confidence, team work, business practices, problem solving and other valuable skills that increases employability and business startups.

To promote these skills, Chestermere implemented in 2016 the *Lemonade Day* program. *Lemonade Day* is an initiative of Prepared4Life based out of Houston, Texas. Founded by Michael and Lisa Holthouse in 2005, *Lemonade Day* is directed by a group of educational, business, volunteer and civic leaders. Prepared 4 Life empowers youth to become contributing members of society through its core, asset-based, experiential programs - *Lemonade Day* and the *Lemonade Day Experience*. Prepared 4 Life focuses on building assets in youth by integrating life skills, character education and entrepreneurship with engaging experiential, fun activities.

Through the payment of a small franchise fee, Prepared4Life makes the well-structured program and materials available to members. The goal is to celebrate youth entrepreneurship by having all lemonade stands be available on one predetermined day in June. Lemonade Day had a very strong community and entrepreneurial development component while not relying on the City to fund it. To this end, Economic Development is confident it will find the capacity in the businesses to assume a growing role.

2.2.5. Local Entrepreneurial Support

Business retention and expansion (BR&E) is another fundamental activity of economic development.

Residents often reach out to Economic Development for assistance in their business projects. Inquiries from entrepreneurs vary from general topics to very specific needs. Financial institutions also refer clients to Economic Development to obtain demographic data so they can complete their business plans. In other cases, residents phone or walk in asking for leasing information, a business idea they can implement, or marketing ideas. The common thread for inquiries is that economic development is sought to help solve a problem.

Economic Development will do its best to support however resources are limited and often requires the assistance of partnerships. For example, Community Futures Wildrose lends to small businesses that are unable to acquire financing through traditional means. The role of the

City is to build strong partnerships and provide key information that entrepreneurs are looking for in order to be more successful.

2.2.6. Research and Sector Assessments

In economic development, knowledge and curiosity are imperative. A critical role in economic development is to maintain an understanding of the environment in which the economy is operating, as well as detailed information that can assist in delivering economic development activities. Economic Development will ensure that it has a strong research and analysis function to provide evidence and support for economic development activities, to identify new opportunities and to support future strategy development

As the economic development strategy is implemented, other opportunities may be identified and incorporated as strategies and action plans.

2.2.7. Support to Development and Infrastructure Services, and other City departments

Collaboration with our other City departments is essential for Economic Development to be successful. Staff will review and comment on statutory and policy documents. Economic Development will also participate with its peers to contribute to regional projects that will contribute to Chestermere's sustainability.

2.2.8. Staying abreast of trends and technologies

It's important for Economic Development to be cognizant of trends, new practices, new technologies, economic conditions and future developments to perform its function well. Often, outcomes are expected many months or years in the future. It is important, if not foundational, for economic development to pay attention to emerging technologies (also referred to as

disruptive innovation or disruptive technologies)¹¹. Chestermere's collaboration in our region is also necessary to allow us to better compete globally.

Economic Development will focus its professional development activities on these new trends.

2.2.9. Sharing the Chestermere story – Assertive marketing

Marketing is an important activity that supports all the ongoing initiatives. It needs to be carefully planned in order to receive the highest return. Even though traditional print, radio and TV advertising may have a role to play, it is often misunderstood that advertising is synonymous with marketing. Trade shows, business to business networks, public relations, and relationship building has been very successful. Tours of Chestermere to brokers, developers, Consuls, manufacturers, foreign investors have become a common occurrence. For the last two years the City has invested in print advertising with little return.

Therefore, marketing will be focused on creating conversations and building networks rather than advertising. Ads and print materials will be created specifically to support these initiatives.

¹¹ “A **disruptive innovation** is an innovation that creates a new market and value network and eventually disrupts an existing market and value network, displacing established market leading firms, products and alliances” (Wikipedia).

3. Updating the economic development strategy

The Economic Development Strategy will be re-evaluated in 2019, and submitted for approval by the end of 2020.

Appendix A - The Economic Development Action Plan¹²

¹² The action plan template in this Appendix is inspired by the model prepared by Wadley-Donovan GrowthTech, LLC and Garnet Consulting Services, Inc., for the City of Newark, Delaware : *Economic Development Strategy and Action Plan, City of Newark, Delaware, January 2011.*

Strategic Priority #1: Business and Investment Attraction – Light Industrial, Manufacturing & the Creative Industries

Council / City / Department Goals and Initiatives Supported

- Strategic initiative 4: Increase the non-residential tax base and non-standard revenue
 - Investigate opportunities for non-traditional revenue sources and bring back business plans to be reviewed.
 - Investigate a variety of investment and diversification opportunities
 - Create and implement a sustainable economic development plan
 - Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents
 - There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan.

Background Information

Business and investment attraction is the main area of expertise of economic development professionals.

With a non-residential / residential assessment tax ratio of 4/96, the tax base is insufficiently diversified to address pressure on additional municipal services. This reflects the reality that communities grow first through the increase of population, with an organic growth of retail and personal services. To be successful, retail businesses require a certain level of population to be successful. However, retail services also require an active working population within the confines of the municipalities. With 85% of the adult population commuting to Calgary and elsewhere in the region, the active population simply does not exist.

Therefore, existing retail and support services require the presence of an employment base from other sectors. The Calgary Region is well known for its employment base in the energy sector, mostly in the downtown office market.

With the softening of the energy prices, some sectors of the economy are struggling.

Calgary is also known as an inland port, where consumer goods transit through warehouses and distribution centres.

There are opportunities for growth in the full spectrum of supply chain management. There are also positive trends in re-shoring of manufacturing. The creative sector, often associated with professional and technical services, also offers high potential for a community that demonstrates such a high quality of life.

Current studies show that Chestermere is well positioned geographically to be of interest to warehousing, distribution and logistics, manufacturing and, professional and technical services.

Chestermere's challenges can be summarized as a lack of interest from local developers to develop industrial parks, the lack of knowledge of Chestermere in the brokerage community, a misunderstanding of the opportunities

Chestermere can offer within the Calgary Region, a significant development under receivership and an infrastructure deficit.

This initiative is meant to remedy these challenges, and market Chestermere as an opportunity to do business.

Ultimately, Economic Development aims to provide a wide range of employment opportunities by attracting new businesses and investments. Efforts will be focused on:

- Regional co-operation and coordination through the delivery of a strong message on the benefits of the wider region
- Building the network and the partnerships that will leverage current marketing initiatives of other economic development organizations, educational institutions and industry associations
- Targeting trade shows, business conferences and other means to expand the network, therefore increasing the probability of establishing contacts with decision makers

Major Action Steps and Schedule

Action Steps	Schedule
1. Each year, as part of the budgeting process, assess the efficiency of the marketing initiatives from the previous 12 months. The tactics identified below may be changed, deleted or new ones added depending on the assessment.	Each 3 rd quarter

<p>2. Plan, prepare and implement a 12-month awareness campaign for each of the following market segments:</p> <ul style="list-style-type: none"> - Identified industry sectors and their influencers - The brokerage community - Regional economic development organization, with a focus on Calgary Economic Development and the Government of Alberta <p>3. Plan, prepare and implement a yearly marketing campaign that will focus on business to business meetings, trade shows and other events of positive influence with key organizations such as:</p> <ul style="list-style-type: none"> - The Province of Alberta - Federal Department responsible for international trade - Targeted Consulates in the USA: <ul style="list-style-type: none"> o Dallas – Transportation, Information and Communications Technologies, and Oil and Gas (Houston office) o Los Angeles – Transportation, Sustainable Technologies, Information and Communication Technologies, and Consumer Products o Chicago – Transportation, Sustainable Technologies, Information and Communication Technologies, Consumer Products o Seattle – Oil and Gas, Sustainable Technologies, Information and Communications Technologies. - The US Consulate in Calgary and SELECT USA annual events. <p>4. Develop strong relationships with industry organizations that can have a positive influence on the number of qualified leads generated for Chestermere, including but not limited to:</p> <ul style="list-style-type: none"> - Economic Developers - Calgary Logistics Council (for transportation and logistics) - The Van Horne Institute (for transportation and logistics) - The Commercial Real Estate Association (NAIOP) - Realtors and brokers <p>5. Prepare and / or update fulfillment documentation that is suitable for this target market including:</p> <ul style="list-style-type: none"> - Website (s) - Community profile - Other promotional items <p>6. Prepare a trade show booth to be utilized where appropriate</p> <p>7. Implement social media tools and use other electronic media that will help generate qualified leads</p> <p>8. Evaluate the Foreign Direct Investment Strategy prepared for China and determine next steps, if any</p> <p>9. Determine if other Foreign Direct Investment Initiatives are necessary, and seek funding from different grant sources</p> <p>10. On a quarterly basis, prepare a report for Council that outlines activities and a metric of results</p> <p>11. Determine a marketing plan specific to the Creative Industry, and how to best market to this sector.</p> <p>12. Document interactions with each lead, suspects and prospects with a Customer Relationship Management process that will ensure sustainability of the economic development function in the City of Chestermere</p>	<p>Each 2nd quarter</p> <p>Each 3rd quarter</p> <p>Ongoing</p> <p>Each 3rd quarter</p> <p>1st quarter 2018</p> <p>2nd quarter 2018</p> <p>1st quarter 2018</p> <p>3rd quarter 2018</p> <p>On a quarterly basis</p> <p>1st quarter 2019</p> <p>Ongoing</p>
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Responsibility							
Primary:		Support:					
Initiation Economic Development Manager		Economic Development Officer Communications Team					
Implementation Economic Development Manager							
Resources Needed ¹³							
Funding:	Item	Amount	Possible Sources				
	Travel and business meetings	20,000	City budget				
Other:	These expense items are to be included in the marketing budget, and are not necessarily incremental.						
Performance Measures							
<ul style="list-style-type: none"> - The completion and maintenance of marketing materials with the most up to date information, for each event attended - Level of engagement with strategic partners - Measurement in the number of qualified leads, suspects, prospects and facilitated deals, year over year - Number of new jobs in Chestermere, by industry sector - Additional tax revenues - Change in the municipal tax base - Change in the number of businesses - Total amount of investment 							
Timeframe							
<p>This initiative is:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/> Short Term (1-2 years)</td> <td style="text-align: center;"><input type="checkbox"/> Intermediate term (3-5 years)</td> <td style="text-align: center;"><input type="checkbox"/> Long term (5+ years)</td> <td style="text-align: center;"><input checked="" type="checkbox"/> Ongoing</td> </tr> </table>				<input checked="" type="checkbox"/> Short Term (1-2 years)	<input type="checkbox"/> Intermediate term (3-5 years)	<input type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing
<input checked="" type="checkbox"/> Short Term (1-2 years)	<input type="checkbox"/> Intermediate term (3-5 years)	<input type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing				
Additional Information							
<ul style="list-style-type: none"> - Additional information is available through the City's budgeting process - Sector reports - Market research reports <ul style="list-style-type: none"> o Transportation & Logistics o Industrial lands (Calgary Region) 							

¹³ IMPORTANT NOTE: Costs indicated for reference only and do not constitute a budget request to Council. Resource allocation will be determined through the regular budget process.

Strategic Priority #2: Business and Investment Attraction – Retail & Services

Council / City / Department Goals and Initiatives Supported

- Strategic initiative 4: Increase the non-residential tax base and non-standard revenue
 - Investigate opportunities for non-traditional revenue sources and bring back business plans to be reviewed.
 - Investigate a variety of investment and diversification opportunities
 - Create and implement a sustainable economic development plan
 - An emphasis will be given to non-residential development
 - Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents
 - There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan.

Background Information

Earlier in 2016, the City worked with Cushing Terrell Architecture Inc., a business consultant, to find out how much more retail business Chestermere could support. The Trade Area for the City of Chestermere comprises of a Primary and Secondary Trade Areas. The Primary Trade Area (PTA) includes the City of Chestermere and the surrounding area east of the Stoney Trail Highway and within an approximate 10-minute drive time, such as the Hamlets of Conrich and Janet.

Chestermere's Retail Trade Area reflects a realistic look at where the majority of customers are likely to come from and with which shops and services they are most likely to spend their money.

Chestermere is under-served significantly by retail which represents a significant opportunity for tapping into spending that is leaking out of the community. The Retail Trade Area for Chestermere takes into account the reality of competitive influences nearby, and is adjusted accordingly. This includes the realization that residents of Chestermere and the communities to the east and south will favour the convenience and accessibility provided by retail in Chestermere in comparison to traveling further to the Calgary area.

The total Trade Area Demographic Profile illustrates a very strong local Trade Area that will grow from 45,000 in 2016 to approximately 54,000 over the next decade.

Overall, Chestermere represents a \$690 Million (2016 estimates) retail market in which categories such as Grocery, Automotive/RV, Restaurants, and Electronics & Appliances represent significant spending segments. When applying the retail inventory for the City of Chestermere against the City's population, the resulting per capita ratio is approximately 14.5 square feet (sf), which suggests the City is under-retailed and has a current day residual demand that could be increased by as little as 5 sf to as much as 15 sf per capita, which translates to as little as 92,000 sf to 275,000 sf respectively.

There is sufficient growth forecast in Chestermere over the next decade to suggest that retail development in Chestermere has the true potential to attract competing retailers who may not wish to locate at other developments in Calgary, but for whom the current voids in Chestermere, combined with its Trade Area represent an ideal fit.

Major Action Steps and Schedule

Action Steps	Schedule
1. Each year, as part of the budgeting process, assess the efficiency of the marketing initiatives from the previous 12 months.	Each 3 rd quarter
2. Plan, prepare and implement a 12-month awareness campaign for each of the following market segments: <ul style="list-style-type: none"> - Identified retail categories and brand names and their influencers - The brokerage community - Regional economic development organization, with a focus on Calgary Economic Development and the Government of Alberta - 	Each 2 nd quarter
	Each 3 rd quarter

3. Through business to business events / meetings, develop strong relationships with industry organizations that can have a positive influence on the number of qualified leads generated for Chestermere, including but not limited to:	Ongoing
- Economic Developers - Calgary Economic Development - The Commercial Real Estate Association (NAIOP) - International Council of Shopping Centres (ICSC) - Realtors and brokers	
4. Prepare and / or update fulfillment documentation that is suitable for this target market including:	Each 3 rd quarter
- Website (s) - Community profile - Other promotional items	
5. Prepare a trade show booth to be utilized where appropriate	1 st quarter 2018
6. Implement social media tools and / or use other electronic media that will help generate qualified leads	2 nd quarter 2018
7. Plan for a major marketing event that will gather realtors and brokers active in the retail (and industrial) development	3 rd quarter 2018
8. On a quarterly basis, prepare a report for Council that outlines activities and a metric of results	On a quarterly basis
9. Document interactions with each lead, suspects and prospects with a Customer Relationship Management process that will ensure sustainability of the economic development function in the City of Chestermere	Ongoing
10. Update the retail Gap Analysis	2019

Responsibility

Primary:	Support:
Initiation Economic Development Manager	Economic Development Officer Communications
Implementation Economic Development Manager Economic Development Officer	

Resources Needed

Funding:	Item	Amount	Possible Sources
	Major marketing event (s)	\$25,000	City budget Developers City Budget
	Retail Gap Analysis	\$35,000	
Other:	These expense items are to be included in the marketing budget and / or Contracted services, and are not necessarily incremental.		

Performance Measures

- Website statistics improving
- Measurement in the number of qualified leads, suspects, prospects and facilitated deals, year over year
- Number of events that led to a conversation with real estate stakeholders
- Level of engagement with strategic partners

- The completion and maintenance of marketing materials with the most up to date information, for each event attended
- Measurement in the number of qualified leads, suspects, prospects and facilitated deals, year over year
- Number of new jobs in Chestermere, by industry sector
- Additional tax revenues
- Change in the municipal tax base
- Change in the number of businesses
- Total amount of investment

Timeframe

This initiative is:

<input checked="" type="checkbox"/> Short Term (1-2 years)	<input checked="" type="checkbox"/> Intermediate term (3-5 years)	<input type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing
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Additional Information

- Additional information is available through the City's budgeting process
- Retail Gap Analysis (2016)

Strategic Priority #3: Chestermere Industrial and Business Park

Council / City / Department Goals and Initiatives Supported

- Strategic initiative 4: Increase the non-residential tax base and non-standard revenue
 - Investigate opportunities for non-traditional revenue sources and bring back business plans to be reviewed.
 - Investigate a variety of investment and diversification opportunities
 - Create and implement a sustainable economic development plan
 - Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents
 - There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan.

Background Information

Major distribution centres, manufacturers and other light industrial facilities that locate or relocate in the Calgary Region use the services of established realtors / brokers. Brokers have relationships with development companies that either own land or have partnership agreements with land owners. Some brokerage firms will seldom refer to other brokers.

In Chestermere, only one developer, the Bayfield Partnership, has an approved ASP that includes industrial development. The Bayfield Partnership is in receivership and its realization is uncertain. Under these circumstances, it is unlikely that industrial development in this area will occur in the short and medium term. This receivership makes Council's vision of reaching 20% non-residential tax assessment ratio and targeted job creation more difficult. Other properties are also available for purchase below market value, which could lead to economic opportunity. Another matter that hinders Council's vision is the number of developers and builders currently doing business in Chestermere. There are only a handful of developers currently active, all of them focused on residential development. One developer in particular has mentioned they are uninterested in commercial or industrial development because the ROI is better with residential development.

In 2015, the City had an opportunity to purchase currently undeveloped land located within the City's municipal boundary. The land is designated in the Chestermere Land Use Plan as Industrial/Commercial. The land consists of approximately 101 acres and is currently farmland. A market assessment has identified a shortage of owner-occupied industrial lots between 1 to 5 acres. With this report in hand Council has agreed to the preparation of the outline plan and the pursue of future clients.

This project has a 10 year timeline.

The major action steps and schedule is closely tied to the ones identified to Initiative #1.

Major Action Steps and Schedule

Action Steps	Schedule
1. Each year, as part of the budgeting process, assess the efficiency of the marketing initiatives from the previous 12 months. The tactics identified below may be changed, deleted or new ones added depending on the assessment.	Each 3 rd quarter
2. Plan, prepare and implement a 12-month awareness campaign for each of the following market segments: <ul style="list-style-type: none"> - Identified industry sectors and their influencers - The brokerage community - Regional economic development organization, with a focus on Calgary Economic Development and the Government of Alberta 	Each 2 nd quarter

<p>3. Plan, prepare and implement a yearly marketing campaign that will focus on business to business meetings, trade shows and other events of positive influence on achieving economic development goals such as:</p> <ul style="list-style-type: none"> - The Province of Alberta - Federal Department responsible for international trade - Targeted Consulates in the USA: <ul style="list-style-type: none"> o Dallas – Transportation, Information and Communications Technologies, and Oil and Gas (Houston office) o Los Angeles – Transportation, Sustainable Technologies, Information and Communication Technologies, and Consumer Products o Chicago – Transportation, Sustainable Technologies, Information and Communication Technologies, Consumer Products o Seattle – Oil and Gas, Sustainable Technologies, Information and Communications Technologies. - The US Consulate in Calgary and SELECT USA annual events. <p>4. Develop strong relationships with industry organizations that can have a positive influence on the number of qualified leads generated for Chestermere, including but not limited to:</p> <ul style="list-style-type: none"> - Economic Developers - Calgary Logistics Council (for transportation and logistics) - The Van Horne Institute (for transportation and logistics) - The Commercial Real Estate Association (NAIOP) - Realtors and brokers <p>5. Prepare and / or update fulfillment documentation that is suitable for this target market including:</p> <ul style="list-style-type: none"> - Website (s) - Community profile - Other promotional items <p>6. Prepare a trade show booth to be utilized where appropriate</p> <p>7. Implement social media tools and / or use other electronic media that will help generate qualified leads</p> <p>8. Evaluate the Foreign Direct Investment Strategy prepared for China and determine next steps, if any</p> <p>9. Determine if other Foreign Direct Investment Initiatives are necessary, and seek funding from different grant sources</p> <p>10. On a quarterly basis, prepare a report for Council that outlines activities and a metric of results</p> <p>11. Document interactions with each lead, suspects and prospects with a Customer Relationship Management process that will ensure sustainability of the economic development function in the City of Chestermere</p> <p>12. Plan for a major marketing event that will gather realtors and brokers active in the retail (and industrial) development</p> <p>13. Finalize the Chestermere Industrial Land's Outline plan for Council approval</p> <p>14. Parallel to the Outline Plan, finalize the associated business plan</p> <p>15. Take all the necessary steps to ensure the Industrial Park will have its first clients in 2018</p>	<p>Each 3rd quarter</p> <p>Ongoing</p> <p>Each 3rd quarter</p> <p>1st quarter 2018 2nd quarter 2018</p> <p>1st quarter 2018</p> <p>3rd quarter 2018</p> <p>On a quarterly basis</p> <p>Ongoing</p> <p>3rd quarter 2018</p> <p>2nd quarter 2017 1st quarter 2017 2nd quarter 2018</p>
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Responsibility							
Primary: Initiation Economic Development Manager		Support: Economic Development Officer Communications					
Implementation Economic Development Manager							
Resources Needed							
Funding:	Item	Amount	Possible Sources				
	As identified in the business plan		From future sale of land.				
Other:	This project is financially self-sustaining. All costs are covered by sale of subdivided lots. There is no burden to tax payers.						
Performance Measures							
<ul style="list-style-type: none"> Website statistics improvement Measurement in the number of qualified leads, suspects, prospects and facilitated deals, year over year Number of events that led to a conversation with real estate stakeholders Level of engagement with strategic partners The completion and maintenance of marketing materials with the most up to date information, for each event attended Measurement in the number of qualified leads, suspects, prospects and facilitated deals, year over year Sales activity Number of new jobs in Chestermere, by industry sector Additional tax revenues Change in the municipal tax base Change in the number of businesses Total amount of investment 							
Timeframe							
This initiative is: <table border="1"> <tr> <td><input checked="" type="checkbox"/> Short Term (1-2 years)</td> <td><input checked="" type="checkbox"/> Intermediate term (3-5 years)</td> <td><input checked="" type="checkbox"/> Long term (5+ years)</td> <td><input checked="" type="checkbox"/> Ongoing</td> </tr> </table>				<input checked="" type="checkbox"/> Short Term (1-2 years)	<input checked="" type="checkbox"/> Intermediate term (3-5 years)	<input checked="" type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing
<input checked="" type="checkbox"/> Short Term (1-2 years)	<input checked="" type="checkbox"/> Intermediate term (3-5 years)	<input checked="" type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing				
Additional Information							

Strategic Priority #4: Youth Entrepreneurship Development	
Council / City / Department Goals and Initiatives Supported	
<ul style="list-style-type: none"> • Strategic initiative 2: Endeavour to create a unique community that is known as one of the finest places to live and work <ul style="list-style-type: none"> ○ Plan a community that accents our uniqueness and supports the lifestyle of our residents ○ Continue to work with stakeholders in the community to find leading-edge opportunities • Strategic initiative 3: Be active and influential in the development of the region around Chestermere <ul style="list-style-type: none"> ○ Work collaboratively with our neighbouring communities • Strategic initiative 4: Increase the non-residential tax base and non-standard revenue <ul style="list-style-type: none"> ○ Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents • Principle 6: the City will operate in a fiscally conservative manner 	
Background Information	
<p>Councillor Jennifer Massig was awarded a \$500 grant from Repsol as the winning team of "Let's Make A Pitch", at the Economic Developers Alberta annual conference in 2015. The condition associated with winning the award was to use the proceeds for a community project. Along with Economic Development and in line with the Economic Development strategy, it was decided that the award would be utilized to promote youth entrepreneurship. The program that provided the most benefit from the stand point of entrepreneurship and community development was Lemonade Day.</p> <p>Lemonade Day is an initiative of Prepared4Life based out of Houston TX. Founded by Michael and Lisa Holthouse in 2005, is directed by a group of educational, business, volunteer and civic leaders. Prepared 4 Life empowers youth to become contributing members of society through its core, asset-based, experiential programs -Lemonade Day and the Lemonade Day Experience. Prepared 4 Life focuses on building assets in kids by integrating life skills, character education and entrepreneurship with engaging experiential, fun activities.</p> <p>Through the payment of a small franchise fee, Prepared4Life makes the well-structured program and materials available to members. The goal is to celebrate youth entrepreneurship by having all lemonade stands be available on one predetermined day.</p> <p>In 2016, only four Canadian municipalities participated: Saskatoon, Okotoks, Quesnel and Chestermere. With 53 lemonade stands in Chestermere on June 11, 2016, Lemonade Day was a tremendous success. If success is to be measured on the interest in this event, then sponsorship, registrations and business engagement were all overwhelmingly positive. Lemonade Day had a very strong community and entrepreneurial development component while not relying on the City to fund it.</p> <p>The long term commitment of Economic Development is to retain the Lemonade Day franchise even though other community organizations may take a more prominent role in its implementation.</p>	
Major Action Steps and Schedule	
Action Steps	Schedule
<ol style="list-style-type: none"> 1. Renew the annual franchise fee 2. Prepare an implementation plan with appropriate timelines and a volunteer committee, if required 3. If necessary, prepare a collaborative plan with other municipalities in the Calgary Region that are also implementing this youth development initiative. 	<p>Each 3rd quarter Before the end of the 3rd quarter 3rd / 4th quarter</p>

4. On an annual basis, determine whether a community group or City staff will implement the program. If a community group is to implement, ensure there is a proper contractual agreement in place.	4 th quarter
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Responsibility	
Primary: Initiation Economic Development Officer	Support: Community organizations Chestermere Chamber of Commerce Committee of volunteers
Implementation Economic Development Officer and / or community group	

Resources Needed			
Funding:	Item	Amount	Possible Sources
	None required. Staff support only, 0.2 to 0.4 FTE	\$3,000 for franchise fee (in 2017 only)	City budget
Other:			

Performance Measures			
Success will be measured with			
<ul style="list-style-type: none"> - Increased resident engagement – volunteers, number of mentors, number of people - Financial sustainability (a minimum breakeven) - Number of youth participating - Increased business engagement – number of businesses, number of people. - Media attention 			

Timeframe			
This initiative is:			
<input type="checkbox"/> Short Term (1-2 years)	<input type="checkbox"/> Intermediate term (3-5 years)	<input type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing Yearly Event

Additional Information			
http://www.prepared4life.org/public/pag1.aspx			
https://chestermere.lemonadeday.org			

Strategic Priority #5: Local Entrepreneurial Support	
Council / City / Department Goals and Initiatives Supported	
<ul style="list-style-type: none"> • Strategic initiative 4: Increase the non-residential tax base and non-standard revenue <ul style="list-style-type: none"> ○ Investigate a variety of investment and diversification opportunities ○ Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents ○ There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan. • Principle 1: Livability <ul style="list-style-type: none"> ○ As the City of Chestermere develops it will continue to be a community that fosters the sharing of amenities, activities, resources, and ideas. 	
	Background Information

Small and medium size enterprises (SMEs) are the backbone of the Canadian economy. As of December 2015, the Canadian economy totalled 1.17 million employer businesses. Of these, 1.14 million (97.9 percent) were small businesses, 21,415 (1.8 percent) were medium-sized businesses and 2,933 (0.3 percent) were large businesses¹⁴. Apple, Microsoft, Lotus, Hewlett-Packard and Google are all examples of businesses that started in a garage. Even though the probability of creating a Fortune 500 company from their garage is low, the entrepreneurial spirit needs to be fostered and encouraged.

However, starting a business is very challenging. It requires a lot of hard work. Challenges that entrepreneurs face include:

- Deficient business planning
- Marketing and advertising (financial resources and know-how)
- Financial and operations management
- Labour issues and human resources management

Inquiries from residents / entrepreneurs are very diverse. Financial institutions also refer clients to Economic Development to obtain demographic data in order to complete their business plans. In other cases, residents may phone or walk in, asking for leasing information or a business idea. The common thread for inquiries is that economic development is sought to help solve a problem. Most of them, require an important amount of time.

Business retention and expansion (BR&E) is a fundamental activity of economic development. A City's economic development resources can be limited and often requires the assistance of partnerships. For example, Community Futures Wildrose lends to small businesses that are unable to acquire sources of financing through traditional means. The role of the City is to provide information that entrepreneurs are seeking by leveraging existing resources.

Major Action Steps and Schedule	
Action Steps	Schedule
<ol style="list-style-type: none"> 1. Prepare web pages that will address the needs of small entrepreneur 2. Maintain a positive relationship with the Chestermere Chamber of Commerce and other business organizations by attending networking meetings and acting as a liaison 3. As indicated in the marketing section of the Economic Development Plan, implement an outreach plan to entrepreneurs 	<p>2nd quarter, 2017 Ongoing</p> <p>2nd quarter, 2017 and then ongoing</p>

¹⁴ [Key Small Business Statistics](#). Government of Canada, Innovation, Science and Economic Development Canada. June 2016.

4. Use the results of the Retail Gap Analysis to communicate business startup opportunities to residents 5. Provide support to business inquiries and refer to the appropriate partner agencies when applicable.		2017, and 2020 Ongoing	
Responsibility			
Primary: Initiation Economic Development Officer		Support: Economic Development Manager Communications	
Implementation Economic Development Officer			
Resources Needed			
Funding:	Item Travel and business meetings	Amount 10,000	Possible Sources City budget
	Other:		
Performance Measures			
<ul style="list-style-type: none"> • Web pages • Outreach activities and their own specific measurement • Business startups alignment with Retail Gap Analysis • Total number of businesses assisted through Economic Development • Inquiries received • Number of referrals 			
Timeframe			
This initiative is:			
<input checked="" type="checkbox"/> Short Term (1-2 years)	<input checked="" type="checkbox"/> Intermediate term (3-5 years)	<input type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing
Additional Information			

Strategic Priority #6: Sectorial Research and Assessment
Council / City / Department Goals and Initiatives Supported
<ul style="list-style-type: none">• Strategic initiative 4: Increase the non-residential tax base and non-standard revenue<ul style="list-style-type: none">○ Investigate opportunities for non-traditional revenue sources and bring back business plans to be reviewed.○ Investigate a variety of investment and diversification opportunities○ Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents
Background Information
<p>Critical in economic development is maintaining an understanding of the environment in which the economy is operating, as well as detailed information that can assist in delivering economic development activities. Economic Development will ensure that it has a strong research and analysis function to provide evidence and support for economic development activities. Constantly identifying new opportunities will support future strategic development in Chestermere.</p> <p>Areas of interest for this strategic priority include:</p> <p>Manufacturing</p> <p>Manufacturing is the process of converting raw materials, components or parts into finished goods. Manufacturing commonly employs skilled labour and professional services which usually contribute to a local economy through the creation of added value.</p> <p>Tourism</p> <p>Tourism development and marketing is a natural consideration for Chestermere considering its natural assets and its proximity to Calgary. Many visitors choose to travel to Alberta for Rocky Mountains, scenic adventure or for attractions (e.g. Calgary Stampede). Several communities reap the benefits of this industry. However, tourism development can come at a cost to communities that forego the full assessment of this option. Therefore tourism development should be assessed and considered in the future.</p> <p>Workforce development</p> <p>Attracting and developing labour has been a struggle for the several years for Alberta entrepreneurs. As the economy grows and unemployment rates are lowered, attracting and retaining skilled labour will remain a challenge. Workforce planning and development includes a strategic approach to the local workforce to consider different strategies: education, training, attraction, etc. As Chestermere is seeking to grow its industrial and manufacturing base, workforce development initiatives may become imperative. The necessity for workforce development strategies also relies on Alberta's economic recovery, and how it will unfold.</p> <p>Agri-Product Processing</p> <p>For several years, there has been a trend in getting food sources closer to the end-customer. For obvious climatic reasons, some products may never be produced in the Calgary Region. Others have increasing demand and are well suited for our growing conditions and with Chestermere being located so close to the transportation corridors there might be an opportunity to investigate. This research has long term results, in the next 5 to 15 years.</p> <p>As identified in initiative #9 and as the economic development strategy is implemented, other opportunities may be identified.</p>

Major Action Steps and Schedule			
Action Steps	Schedule		
1. In collaboration with Parks and Recreation, prepare a Recreational Use and Capacity Study that includes Chestermere Lake	2017		
2. Once the Recreational Use study and Capacity has been completed, prepare a Tourism Development Strategy that will include a 10-year scope	2017 – 18		
3. Monitor manufacturing trends and re-shoring opportunities	2018		
4. Actively liaise with Calgary Economic Development and the Government of Alberta to assess Chestermere's opportunities emerging from regional assessment and industry profiles	Ongoing		
5. Liaise with the Calgary Regional Partnership in the development of new initiatives	Ongoing		
6. Determine the feasibility of providing and implementing fibre optic services to business areas as a means of enhancing Chestermere's business advantage.	3 rd and 4 th quarter 2017, and 2018		
7. If the labour market demonstrates signs of shortages, develop a broader understanding of workforce development strategies and develop a Chestermere specific strategy	2019-20		
8. Study and identify opportunities in agri-food processing	2019-20		
Responsibility			
Primary: Initiation Economic Development Manager, or Economic Development Officer Implementation Economic Development Officer	Support: Economic Development Officer Parks and Recreation Other City departments as required		
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Recreational Use and Capacity Study Tourism Development Strategy Workforce Development assessment Agri-product processing opportunity identification Fibre optic feasibility and implementation	\$20,000 \$35,000 N/A \$45,000 \$50,000	City budget
Other:	Contracted and general services for research, on an annual basis, \$42,000. Some research may be multi-year.		
Performance Measures			
<ul style="list-style-type: none"> • Recreational Use Study • Tourism Development Strategy • The development of a workforce development program, if necessary • Agri-product opportunities report • Fibre optic feasibility and business plan 			

Timeframe			
This initiative is:			
<input checked="" type="checkbox"/> Short Term (1-2 years) For tourism development strategy	<input checked="" type="checkbox"/> Intermediate term (3-5 years) For Workforce development	<input checked="" type="checkbox"/> Long term (5+ years) For Agri- product processing	<input type="checkbox"/> Ongoing
Additional Information			

Strategic Priority #7: Support to Development and Infrastructure Services Department and Other City Departments

Council / City / Department Goals and Initiatives Supported

- Strategic initiative #2: Endeavour to create a unique community that is known as one of the finest places to live and work
 - Encourage the growth of the community in a fiscally responsible way, recognizing that planning is required to make this possible
 - Plan a community that accents our uniqueness and supports the lifestyle of our residents
 - Continue to work with stakeholders in the community to find leading-edge opportunities
- Strategic initiative #3: Be active and influential in the development of the region around Chestermere
 - Continue as an active and engaged member of the Calgary Regional Partnership
 - Work collaboratively with neighbouring communities
 - Continue to actively seek out opportunities to meet with senior levels of government regarding our future.
- Strategic initiative 4: Increase the non-residential tax base and non-standard revenue
 - Create and implement a sustainable economic development plan
 - An emphasis will be given to non-residential development
 - There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan.

Background Information

Collaboration with our other City departments is essential for Economic Development to be successful. Economic Development staff will review and comment on statutory and policy documents. Economic Development will also participate with its peers to support and engage where necessary on regional projects that will contribute to Chestermere's sustainability.

The Economic Prosperity Committee of the Calgary Regional Partnership (CRP) may also offer a platform to link economic development initiatives with regional planning. Regional pilot projects with the CRP and other regional organization can also demonstrate best practices in economic development.

Major Action Steps and Schedule

Action Steps	Schedule
1. Attend and actively participate in DIS meetings, as requested	Ongoing
2. Review and comment constructively on all statutory and policy documents presented	Ongoing
3. Connect with other economic development organizations to share information and best practices	Quarterly basis
4. Attend CRP meetings and provide input on projects	Quarterly basis

Responsibility

Primary:	Support:
Initiation Economic Development Manager	N/A
Implementation Economic Development Manager, as needed Economic Development Officer, as needed	

Resources Needed			
	Item	Amount	Possible Sources
Funding:	None required		
Other:			
Performance Measures			
<ul style="list-style-type: none">• Level of participation to planning meetings• Level of participation to statutory and policy documents• Contribution to CRP			
Timeframe This initiative is:			
<input type="checkbox"/> Short Term (1-2 years) <input type="checkbox"/> Intermediate term (3-5 years) <input type="checkbox"/> Long term (5+ years) <input checked="" type="checkbox"/> Ongoing			
Additional Information			

Strategic Priority #8: Staying abreast of trends and technologies

Council / City / Department Goals and Initiatives Supported

- Strategic initiative 2: Endeavour to create a unique community that is known as one of the finest places to live and work
 - Plan a community that accents our uniqueness and supports the lifestyle of our residents
 - Continue to work with stakeholders in the community to find leading-edge opportunities
- Strategic initiative 4: Increase the non-residential tax base and non-standard revenue
 - Investigate opportunities for non-traditional revenue sources and bring back business plans to be reviewed.
 - Investigate a variety of investment and diversification opportunities
 - Create and implement a sustainable economic development plan
 - Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents
 - There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan.

Background Information

It's important for Economic Development to be cognizant of trends, new practices, new technologies, economic conditions and future developments to perform its function well. Often, outcomes are expected many months or years in the future. For example, a typical sales cycle to attract investors and businesses can easily take 5 years simply because of the relative importance of capital expenditures required. During many unforeseeable events, "black swans"¹⁵, can and will occur. A prime example is the Alberta economy, like any other economy, that can be submitted to cyclical ups and downs.

In addition to constantly performing an environmental scan, it is important, if not foundational, for economic development to pay attention to emerging and disruptive technologies / processes. Examples of disruptive technologies are:

- The model T
- Industry trends due to demographic trends (e.g. retirement living)
- Automated vehicles
- Electric vehicles
- Drones
- Car to go
- Bike share
- Ecommerce
- Etc.

Chestermere's collaboration in our region is also necessary to allow us to better compete globally. Collaborating with other economic development organizations (e.g. Calgary Economic Development) Chestermere will be abreast of new opportunities.

¹⁵ **Black swan events** is a metaphor that describes an event that comes as a surprise, has a major effect, and is often inappropriately rationalized after the fact with the benefit of hindsight. The term is based on an ancient saying which presumed black swans did not exist, but the saying was rewritten after black swans were discovered in the wild. The concept was developed by Nassim Nicholas Taleb (Wikipedia)

Major Action Steps and Schedule			
Action Steps		Schedule	
1. Budget professional development initiatives that are linked to this initiative 2. Ensure professional development are linked to networking with other economic developers and industry trends		Annually Ongoing	
Responsibility			
Primary: Initiation Economic Development Manager		Support: Economic Developers Alberta Economic Development Association of Canada International Economic Development Council Government of Alberta Canadian Consuls and Embassy USA Consulate Etc.	
Implementation Economic Development Manager Economic Development Officer			
Resources Needed			
Funding:	Item	Amount	Possible Sources
	Education, professional development and trend analysis	15,000	City budget
Other:	May require out of province / country travel		
Performance Measures			
<ul style="list-style-type: none"> - Link between professional development, education events and overall goals. - Number of potential new initiative assessed - Number of new initiatives 			
Timeframe			
This initiative is:			
<input type="checkbox"/> Short Term (1-2 years)	<input type="checkbox"/> Intermediate term (3-5 years)	<input type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing
Additional Information			

Strategic Priority #9: Sharing the Chestermere story – Assertive marketing

Council / City / Department Goals and Initiatives Supported

- Strategic initiative 4: Increase the non-residential tax base and non-standard revenue
 - Investigate opportunities for non-traditional revenue sources and bring back business plans to be reviewed.
 - Investigate a variety of investment and diversification opportunities
 - Create and implement a sustainable economic development plan
 - An emphasis will be given to non-residential development
 - Attract and foster businesses that will enhance the community, participate economically in the community's well-being and provide employment opportunities for residents
 - There will be offsetting non-residential revenue to balance residential growth applications as referenced through our Economic Development Plan.

Background Information

Marketing is so much more than advertising. Marketing is “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large”¹⁶. In other words, it is how Chestermere will communicate with its clients. Chestermere’s clients are defined as:

- External to Chestermere
 - Businesses, investors and industrial park clients
 - Retail and commercial fulfillers
 - Key stakeholders (not businesses or investors)
- Local
 - Chestermere business community
 - Chestermere residents

Marketing needs to be carefully planned in order to receive the highest return on investment. Even though traditional print, radio and TV advertising may have a role to play, it is often misunderstood that these initiatives are the only ones available in marketing. Over the last two years the City has invested in print advertising with little return. Relationships that have been built with Consulate staff confirm that print media is not read for a variety of reasons. Therefore, marketing will be focused on creating conversations and building networks rather than advertising.

Major Action Steps and Schedule

Action Steps	Schedule
1. Implement and evaluate the marketing activities as identified throughout all the initiatives, and summarized in Appendix B	Ongoing

Responsibility

Primary:	Support:
Initiation Communications	
Implementation Economic Development Manager	

¹⁶ American Marketing Association

Communications Economic Development Officer				
Resources Needed				
Funding:	Item	Amount	Possible Sources	
	Marketing initiatives, as identified in Appendix B	\$35,000	City budget	
Other:				
Performance Measures				
As identified in Section IV				
Timeframe				
This initiative is:				
<input checked="" type="checkbox"/> Short Term (1-2 years)	<input checked="" type="checkbox"/> Intermediate term (3-5 years)	<input type="checkbox"/> Long term (5+ years)	<input checked="" type="checkbox"/> Ongoing	
Additional Information				
Appendix B.				

Appendix B - Marketing Summary

1. Marketing Statement:

Economic Development will take advantage of Chestermere's location to position the City as an affordable alternative to other regional jurisdictions by:

- Targeting specific industries
- Developing relationships with decision makers within those industries
- Nurturing relations with government officials
- Favouring the use of business to business networks / trade shows
- Sharing the Chestermere story with key stakeholders, including our residents
- Utilizing tools and materials to support in-person initiatives
- Taking advantage of macro trends and disruptive technologies (manufacturing re-shoring, consumer packaged goods (CPG), automated vehicles, agri-foods, etc.)
- Promoting the full serviced advantages of a City

2. SWOT analysis

A “**SWOT analysis** (alternatively **SWOT matrix**) is an acronym for *strengths*, *weaknesses*, *opportunities*, and *threats*—and is a structured planning method that evaluates those four elements of a project or business venture. A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves (...) identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- Strengths: characteristics of the business or project that give it an advantage over others
- Weaknesses: characteristics that place the business or project at a disadvantage relative to others
- Opportunities: elements that the business or project could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the business or project”¹⁷

Strengths and weaknesses are internal factors. Opportunities and threats are external factors.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Fully serviced lands • Chestermere’s geography is good (relatively flat and easy to develop) • Access to major highways: Trans-Canada highway, Glenmore and Stoney Trail • Lower price point than Calgary’s than most adjoining municipalities • Close to labour in Calgary, and available local workforce • Stabilized power supply (with substation) • Future variety of industrial sites from larger floor space to smaller parcels (1-5 acres) • Some industrial sites can be developed for larger scale buildings 	<ul style="list-style-type: none"> • Current infrastructure access is inadequate • Some challenges with stormwater management • Chestermere is not known as an industrial / commercial centre • A smaller lots approach requires more investment in sales and marketing • Servicing options remain challenging • Sewer servicing requires investment for a lift station and a force main • Lack of true market comparables (no historical transactions in Chestermere for industrial) • Overall infrastructure to industrial and highway commercial areas need to be developed • No fiber optics for broadband technologies

¹⁷ Source: Wikipedia.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Market assessment demonstrates there is a shortage of smaller industrial lots for sale • Market assessment demonstrate a shortage of affordable owner-occupied options in the region • Market and industry assessments demonstrate Chestermere's favourable location for some industries • Significant portion of serviced lands in the Calgary area is held by developers for build to suit or lease, and not available for sale • Proximity to CN and the TEU volume originating from Prince Rupert (not all clients wish to stuff / de-stuff at the rail yard) • On-shoring and “push” for more consumer packaged goods manufacturing in Calgary / Canada • Approval and implementation of trade agreement such as the Trans-Pacific Partnership agreement will provide long term opportunities for the Calgary Region as an inland port • Rocky View approval process is unpredictable • Calgary's approval process is long and the municipality has a bad reputation with brokers / developers • Quicker turnaround and flexibility in the approval process • Brokers are showing interest • There are 5,000 Supply Chain companies in Calgary, many of which are small • Long term (roughly 15 years): Access to Peigan Trail from TWP 240 • Emerging initiatives for economic diversification 	<ul style="list-style-type: none"> • The development and brokerage communities are not be paying attention to the opportunities in Chestermere • The weakness energy prices has a negative consequence on the overall economy • Alberta's economy is over reliant on one sector • The economic recovery timeline is unsure because economists don't appear to agree • The price of oil on WTI is unlikely to reach \$100/barrel in the short and mid-term • Because of the recession, the appetite for small businesses to expand / relocate / purchase is unsure in the short term • Laissez-faire development approach of Rocky View County

3. Audiences

Primary:

A) Light Industrial Sector decision makers and influencers.

Focus is to be on supply chain management, manufacturing, professional and technical services, and potentially the creative sector. Should the staff capacity allow, particular attention for Quebecois companies expansion / relocation should be considered.

Individuals to focus on include:

- Brokers
- Site selectors
- Business Development & Real Estate Managers
- Vice Presidents
- Owners & Managers
- Realtors
- Industry Consultants
- Residents who are in Senior Management of target companies

Examples:

- Key brokerage and real estate firms such as Avison Young, CBRE, Colliers, Century 21, etc.
- Real estate managers for retail companies
- Owners of expanding companies

How to reach this audience:

Through research and experience, it has been determined that the most effective way to reach this audience is through personal contact (preferably face to face). As such, the strategy for connecting with this audience is primarily through events such as:

- Trade shows
- Special event networking
- Face to face meetings
- Conferences
- Industry event
- Personal networking

In addition to personal contact, it is recommended to explore activities that supplement this work including use of Linked In, Twitter, phone calls, email blasts, and follow-up events.

General advertising may be considered on a pilot project basis but should be very targeted to the publications and/or locations target audiences that are most likely to absorb the information. Results should be carefully monitored and evaluated.

B) Retail decision makers/influencers

Focus is to be on grocery, automotive/RV, Restaurants, professional and technical services, tourism industries, and Electronics & Appliances.

Individuals to focus on include:

- Brokers
- Site selectors
- Business Development & Real Estate Managers
- Vice Presidents
- Owners & Managers
- Realtors
- Industry Consultants
- Residents who are in Senior Management of target companies

Examples:

- Business development managers attend specific conferences and meetings can be pre-arranged
- Real estate managers with major retailers have significant influence on decision makers

How to reach this audience:

The most effective way to reach this audience is through personal contact (preferably face to face). Marketing activities that should be considered include:

- Trade shows
- Special event networking
- Face to face meetings
- Conferences
- Industry events
- Personal networking

For this audience, additional effort should be made to connect with specific target companies. This may be accomplished through a variety of techniques including through leveraging networks, cold calling contacts, seeking out representatives at events, social media and more.

General advertising may be considered as well in hopes to attract unknown retailers who may be interested in coming to Chestermere. In order to ensure the most efficient use of dollars, efforts should be centered on earned media attention rather than high budget paid advertising campaigns.

Secondary:

C) Local Entrepreneurs & Associations

- Storefront Owners
- Independent Owner/Operators
- Franchisees
- Home Business Owners
- Chestermere Area Networking (CAN Group)
- Chestermere Chamber of Commerce

Examples:

- The owner/stylist at a local hair salon
- The owners of a small, family restaurant
- The franchise owner of a fast food chain

How to reach this audience:

Depending on the goals of communication, there are two main ways to reach this audience.

First, direct contact should be utilized when asking for action or support. For example, business licence renewal letters, phone calls, business visits, and emails may be considered.

Secondly, existing networks and organizations may be utilized to reach this group including the Chamber of Commerce, the Chestermere Area Networking Group and more. The tools these groups use may be of benefit (social media, email lists, etc.).

Finally, general marketing to the community may be considered as a supplementary tool as well.

D) Residents

- Young families
- Parents
- Young professionals
- Empty Nesters and Seniors
- Community Groups (Formal and Informal)
- Influential community leaders

How to reach this audience:

The primary ways to reach the whole of the audience is through road signage and direct mail campaigns.

The local newspaper and social media has also proven to be relatively effective for reaching a growing segment of the population who are interested in being more informed about City activities as well.

General advertising and the website should be considered as supplemental avenues to reach this audience.

E) Staff

- Staff who are residents
- Staff who are not residents

How to reach this audience:

Existing internal communication structures include manager relationships, meetings, networks, email, and newsletters.

Partners:

Partnerships may be formal partnerships or informal networks and should be primarily accessed to facilitate connections with primary targets.

F) Government Agencies

Examples include:

- Government of Alberta
- Economic Development Alberta
- Alberta Ministry of Economic Development and Trade
- Federal Department of Foreign Affairs
- Federal Department of Economic Development
- Federal Department of International Trade
- Federal Department of International Development and La Francophonie
- Federal Department of Small Business & Tourism
- Targeted Canadian Consulates
- Targeted USA Consulates
- Targeted USA Economic Development Partners

G) Organizations

Examples include:

- Economic Development Calgary

- Calgary Regional Partnership
- Community Futures Wildrose
- Chamber of Commerce
- Van Horne Institute
- Commercial Real Estate Association
- International Economic Development Council

4. Goals, Strategies and Tactics

General Theme Note: While not a business attraction strategy in and of itself, the City plans to utilize the lake as a visual identifier of Chestermere. The Lake lifestyle, culture, activities and images should permeate into all economic development materials as a unifying visual theme.

Goal #1: Improve awareness of Chestermere's business advantages to targeted audiences

Primary Audiences: A & B

Note: While the Economic Development Team will seek to promote the opportunities of the City generally through the strategies listed below, they will (where possible) seek out opportunities to promote the City's own land, particularly to light industrial companies.

Strategies:

A) Build ongoing relationships with target audiences

- a. Attend events with highest likelihood to connect with potential investors
 - i. i.e. trade shows, organizational events, industry events, etc.
 - ii. Pursue attendance & speaking opportunities within targeted industries
- b. When unable to attend high potential opportunities, consider alternative measures to raise Chestermere's profile at the event (sponsorship, sending other staff, advertising, etc.)
- c. Reach out proactively to all known targeted companies
 - i. Develop a list (particularly for retail) of high potential targets
 - ii. Develop a system to make this an efficient and effective process to track.
 - iii. Utilize partnerships to secure introductions to target audiences
- d. Build and leverage partnerships to secure target audience connections
 - i. Build relationships with business reporters of influence in the region
 - ii. Ask partners to secure introductions to target audiences
 - iii. Evaluate extent of partners' reach

- iv. Participate in partners' activities (networking, advertising, etc.) if deemed to have a strong likelihood of reaching target audiences.
- v. Ask Council and community influencers to share messages and information
- e. Develop a process to ensure all contacts are added to a follow up channel (email, twitter, Linked In, etc.) and reached (in person or corporately) at least once per quarter.
- f. Organize events to showcase Chestermere's opportunities to target audiences (either private or group events).
 - i. Consider private, invitation only opportunities to pitch Chestermere's advantages to targeted investors. Consider a Mayor's dinner, tours of Chestermere, social networking opportunities, etc.
 - ii. Consider publicly advertised events for business professionals to come learn more about Chestermere's opportunities

B) Targeted advertising

- a. Provide emailed quarterly updates to interested investors (consider email newsletter service)
- b. Pursue a digital ad campaign as a pilot project
- c. Pursue a traditional ad campaign pilot project

C) Promote Successes

- a. Promote significant business success stories across all channels to highlight Chestermere's advantages
- b. Work to obtain earned press (through relationships with reporters and publications)
- c. With strong stories, consider promoting major successes through paid stories, advertisements, use of the wire, etc.
- d. Apply for awards and promote any receipt of awards extensively
- e. Pursue attendance & speaking opportunities with targeted industries
- f. Ask Council and community influencers to share success stories

D) Ensure all materials profile Chestermere's advantages in the best way

- a. Update the Economic Development website
- b. Update the community profile
- c. Ensure materials that supplement personal conversations (business cards, small pamphlets, handouts, etc.) are current and appealing.
- d. Ensure statistics and reports are up to date and relevant to target audiences

Evaluation:

- Track website statistics
- Track lead generation through various marketing activities through the City's Customer Relationship (CRM) Program.

Goal #2: Secure substantial interest in the City's Industrial Park

Note 1: While the City will begin working to promote this space as an opportunity now, more emphasis will be placed on marketing this project once studies are complete and purchasing opportunities are forthcoming.

Note 2: This project is only one of the available opportunities in our community. The strategies listed below will be in addition to the work described in Goal 1 that will seek to reach audiences and secure any new business to the community.

Primary Audiences: A

Strategies:

- A) Build awareness that the City is seeking light industrial businesses
 - a. Attend events with highest likelihood to connect with potential investors for the City's land and share Chestermere's opportunity with them.
 - b. Build and leverage partnerships to secure target audience connections
 - i. Build relationships with business reporters of influence in the region
 - ii. Ask partners to secure introductions to target audiences
 - iii. Participate in partners' activities (networking, advertising, etc.) if deemed to have a strong likelihood of reaching target audiences.
 - c. Organize or participate in events to showcase Chestermere's light industrial land to target audiences (either private or group events).
 - d. Follow up regularly with targeted contacts about the status of the land
 - e. Build relationships with business reporters and ensure they know when the City reaches milestones with the project.
 - f. Regularly share updates on the status of the project on the City's economic development communication channels
 - g. Ask Council and community influencers to share messages and information
- B) Build in depth awareness about local benefits when land is available for purchase
 - a. Pursue a multi-faceted marketing campaign (incorporating personal, traditional, and digital marketing) once the land is available for purchase
 - i. Consider traditional advertising: Radio, publications, billboards, etc.
 - b. General: Explore digital advertising about the land Google searches, google ads, improved website, and social avenues?
 - c. Consider highway signage advertising Chestermere's light industrial opportunities
 - d. Facilitate meetings with target audiences
 - e. Build and leverage partnerships to connect with potential investors
 - f. Host events or tours of the land with target audiences when available for sale
- C) Promote successes of the land and project
 - a. Find a creative way to celebrate sales and signing agreements
 - b. Promote sales through all channels

- c. Consider utilizing sales successes to connect with additional businesses
 - d. Ask Council and community influencers to share success stories
- D) Create interesting & innovative materials that attract interest in the land (particularly once it is for sale)
- a. Ensure the website has dedicated space for this project
 - b. Consider traditional materials that will supplement sales (brochures, maps, handouts, digital packages, etc.)
 - c. Consider memorable tools (Fly over, fly through, renderings, etc.).

Evaluation:

- Sales of parcels (ensure high potential sectors are asked how they heard about the opportunity)
- Improve website visits
- Improved lead generation
- Advertising campaign analytics

Goal #3: Improve the understanding of Economic Development Services' plans, work and successes in the community

Audiences: C, D, (A & B)

Strategies:

- A) Promote Successes
- a. Celebrate new businesses coming to Chestermere
 - b. Participate in/support business awards programs
 - c. Promote local success stories
 - d. Provide monthly success stories on social media
 - e. Ask Council and community influencers to share success stories
 - f. Share successes internally with staff
- B) Provide training opportunities
- a. Host Lemonade Day Program
 - b. Sponsor/host third party workshops or training opportunities
 - c. Provide support to local business group activities
 - d. Host workshops and/or training opportunities
- C) Provide resources to local entrepreneurs
- a. Provide excellent customer service
 - b. Provide tips & resources to entrepreneurs
 - c. Consider promoting or facilitating a 'shop local' type of program.
- D) Share information about Economic Development's work and plans
- a. Attend local events to share information about Economic Development
 - b. Proactively share information about the work of the team

- i. Pursue a pilot project of weekly social media updates
- c. Provide updates and information to Council to share

Note: While Economic Development is aware that there will be local and often vocal critics of the work and plans of the community, priority will be given to communicating with the majority of residents. If necessary, effort will be given to correcting misinformation but otherwise will not be addressed.

5. List of Tools and Resources

Primary Tools:

- a. **Networking:** This has proven to be successful securing high potential interest in the community but it is labour intensive and depends largely on the skills of the economic development team. If necessary, training and supplemental tools to ensure strong networking should be explored.
- b. **Collateral:** These (typically hard copy) materials will be developed specifically to supplement networking activities. Customizable options should be considered for each major event/tradeshow. Materials may include the trade show booth, brochures, handouts, digital packages, swag, a hard copy community profile, and more.
***Note:** Where considered useful, materials should be developed in English, French, and Mandarin.
- c. **Economic Development Website:** This will serve as both a marketing tool (particularly the homepage) as well as the main depository of information designed for the primary audiences.
- d. **Email Distribution System/LinkedIn:** A tool to provide updates and information about Chestermere to targeted investors should be explored to supplement and follow up with in person interactions. It is important to note that the tool chosen should be easy to use, easy to add followers/contacts and customizable.

Secondary Tools:

- a. **Photos & Videos:** These are important to convey the City's image and identity and should be updated on a semi-regular basis. They should be used and coordinated only to support the primary tools and goals listed above.
- b. **Highway Signage:** Particularly once the City's land is available for sale, this opportunity should be explored as potentially thousands of connections to our targeted audience passes by our city regularly.
- c. **Advertising (Traditional and Digital):** As an expensive tool, advertising should be considered at first as pilot projects for specific campaigns to determine effectiveness. Avenues chosen should be proven in reaching target audiences and general campaigns

should typically be avoided. Options to consider include Google Adwords, paid ads on key sites, radio ads, print publications, and more. A report analysing the effectiveness of these tools should be compiled following campaigns to determine future use.

- d. **City Website:** The City's website has an extensive reach but primarily for residents. This tool should be considered when working to provide a deposit for resident centred information.
- e. **Social Media:** At this time, Facebook has proven effective to reach residents and should be considered when interacting with this group. Other social media tools should be used as a pilot marketing opportunity to evaluate effectiveness in reaching target audiences A & B.
- f. **Internal Tools:** City staff are an important resource and should be kept aware of important successes and economic development plans using existing internal communication structures (primarily networks, email, and newsletters).

6. Key Messages

- **Chestermere has excellent opportunities for business to succeed here.**
 - 2,200 acres of land available for future residential, commercial and industrial development
 - Chestermere's location has excellent access to major highways, rail lines and airports
 - Studies show manufacturing & distribution companies could save \$1 Million by being located in Chestermere
 - Chestermere has competitive tax rates
 - Chestermere has a lower cost for serviced land than surrounding municipalities
 - Chestermere has a young & available workforce
 - Highly educated
 - In 2015, 41% of the population is under 30 (municipal census)
 - Chestermere can support a strong retail sector
 - Second fastest growing community in Alberta
 - Strong growth projections (Population of 50,000 in next 25 years)
 - Higher than average household incomes, 27% more than the Alberta average, and 18% higher than Calgary
 - Estimated to be over \$690 Million Retail Market
- **There is land available for light industrial/commercial uses in Chestermere**
 - 101 acres of land will be available for light industrial/commercial purchase
 - Chestermere's location has excellent access to major highways, rail lines and airports
 - Excellent access off an industrial standard road
 - It is ideal for manufacturing & logistics companies

- Studies show manufacturing & distribution companies could save \$1 Million by being located in Chestermere
- **There are feasible plans in place for Economic Development in Chestermere**
 - MDP shows growth & emphasis on economic development
 - Experienced professionals lead our team and are supported by industry experts
 - There has already been success
 - Chestermere was a top choice for a very large food distributor (this distributor cancelled any expansion in general)
 - Connections established with major businesses and with commercial / industrial developers
 - Strong successful local businesses

7. Sample and Example of an Annual Marketing Calendar

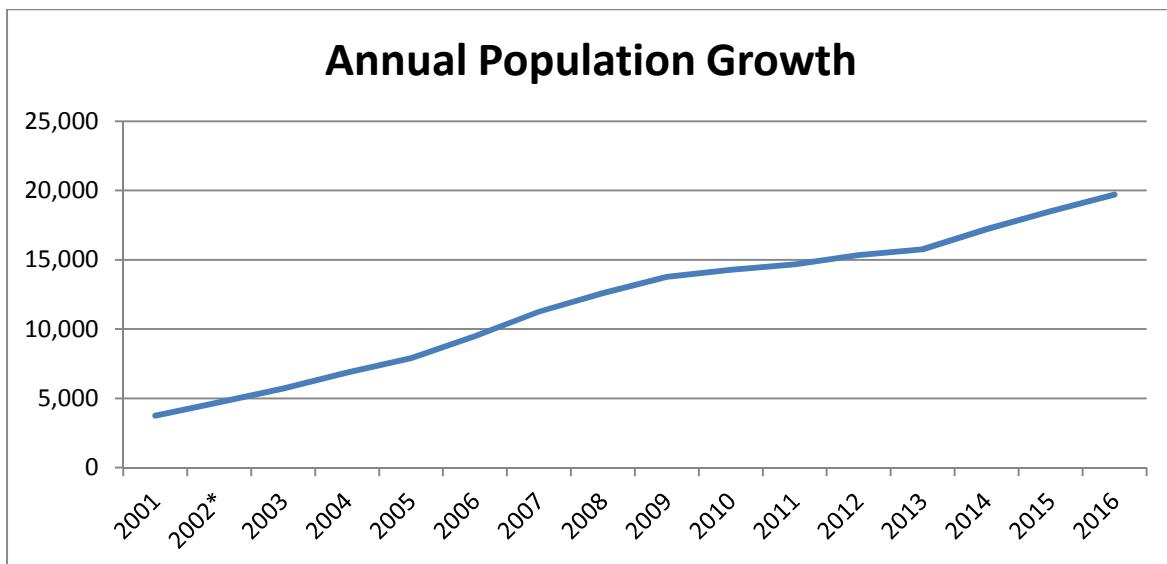
		Goal #1: Improve awareness of Chestermere's business advantages to targeted audiences Goal #2: Secure substantial interest in the City's Industrial & Business Park Goal #3: Improve understanding & support of Economic Development Services' plans, work and successes											
Strategies:		January	February	March	April	May	June	July	August	September	October	November	December
<i>Theme: External</i>		CoC's future plans		Chestermere's Location – Target Logistics (External)		CoC's tax advantage		CoC's population/community		CoC's retail opportunities		Success stories	New Businesses in past Year (Both)
<i>Theme: Local</i>		Business Licences (Local)	Engaging with Residents (Poll, Survey, Research?)	Resources Available (Local)	Results of Research	Lemonade Day	Plans for the future?	Engaging with Business during the Summer?		Training Opportunities	Small Business Week (& Support)	Success stories from the year	
Build Ongoing Relationships with Target Audience	A) Light Industrial & Retail Targets (Build Awareness of CBP)	<ul style="list-style-type: none"> Attend ICSC (Whistler) Attend Calgary Horne Logistics Council Event 		<ul style="list-style-type: none"> Attend Van Horne Institute events 		<ul style="list-style-type: none"> Attend Global Petroleum Show Attend Women in Supply Chain Mgt events Attend Summit Select USA 	<ul style="list-style-type: none"> Host a lake day for interested parties Stampede Party 		<ul style="list-style-type: none"> Attend Inland Port Conference (Winnipeg) Attend ICSC (Toronto) 	<ul style="list-style-type: none"> Organize major event and invite stakeholders 	<ul style="list-style-type: none"> Attend Van Horne Institute events 		
	B) Local Entrepreneurs	<ul style="list-style-type: none"> Attend Chamber Event Host Mayor's Entrepreneurs dinner (for new business owners?) 		<ul style="list-style-type: none"> Attend CAN Meeting 		<ul style="list-style-type: none"> Attend Local Chamber of Commerce Golf Tournament 					<ul style="list-style-type: none"> Attend Chamber Networking Event 		
Use Targeted Advertising			<ul style="list-style-type: none"> Advertise location advantages 	<ul style="list-style-type: none"> Share Report Results 		<ul style="list-style-type: none"> Summer Ad Campaign (for specific project/news) 							
Promote Local Successes				<ul style="list-style-type: none"> Share success story 				<ul style="list-style-type: none"> Share summer success story 			<ul style="list-style-type: none"> Promote Small Business Week 	<ul style="list-style-type: none"> Highlight successes 	<ul style="list-style-type: none"> Welcome to new businesses campaigns
Ensure all materials are up to date & easily accessible		<ul style="list-style-type: none"> Ensure business directory is up to date 	<ul style="list-style-type: none"> Take updated photos 	<ul style="list-style-type: none"> Ensure general materials are up to date 		<ul style="list-style-type: none"> Update materials for June events 		<ul style="list-style-type: none"> Take updated photos 	<ul style="list-style-type: none"> Update materials for Sept events 		<ul style="list-style-type: none"> Conduct website audit 	<ul style="list-style-type: none"> Update website if necessary for new year 	
Provide local training opportunities		<ul style="list-style-type: none"> Provide campaign on training resources available 		<ul style="list-style-type: none"> Begin Lemonade Day 		<ul style="list-style-type: none"> Host Lemonade Day 				<ul style="list-style-type: none"> Sponsor Business Day Seminars (Chamber) 			
Provide Resources to local entrepreneurs		<ul style="list-style-type: none"> Send business licence reminders 		<ul style="list-style-type: none"> Support, sponsor and participate in Chamber business awards 		<ul style="list-style-type: none"> Highlight local business support of lemonade day 			<ul style="list-style-type: none"> Participate in Newsy Neighbour Awards 	<ul style="list-style-type: none"> Mayor's breakfast for Chamber Attend Fall Fair to connect with local entrepreneurs 	<ul style="list-style-type: none"> Profile small business resources 	<ul style="list-style-type: none"> Promote shop local Christmas campaign 	<ul style="list-style-type: none"> Promote shop local Christmas campaign

Note: This is a sample marketing calendar, subject to change.

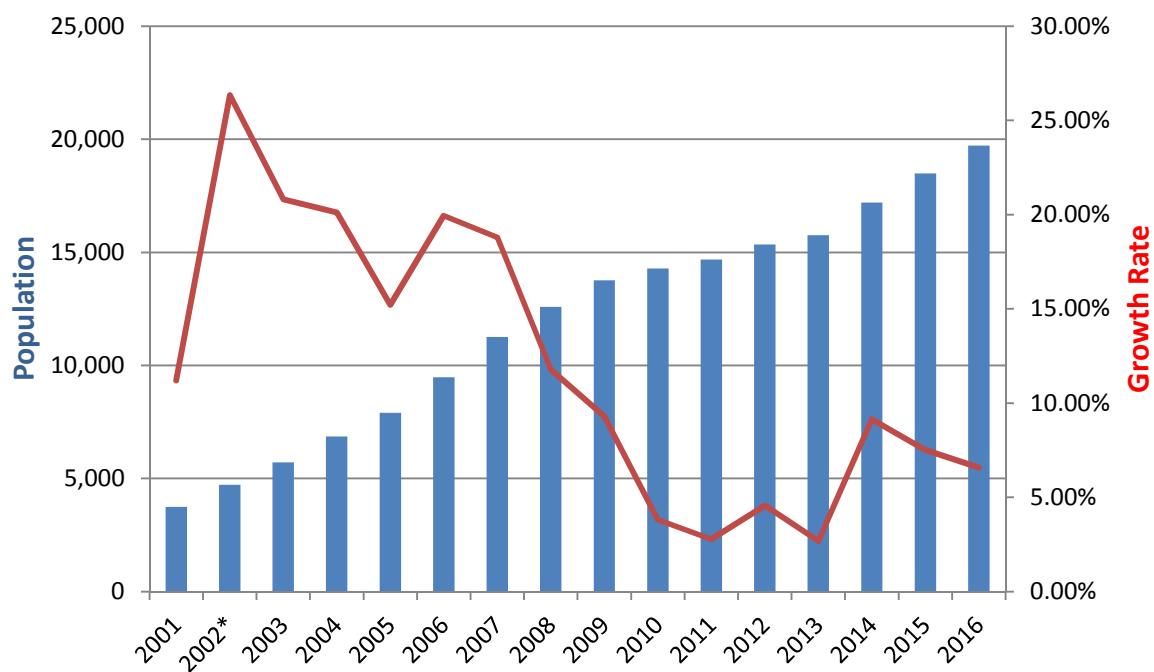
Appendix C – Economic Development Situational Analysis: A Background Report to the Economic Development Strategic Plan

Population and Population Growth

The census conducted in 2016 revealed the population to be over 19,715. The population grew by 6.59% between 2015 and 2016.



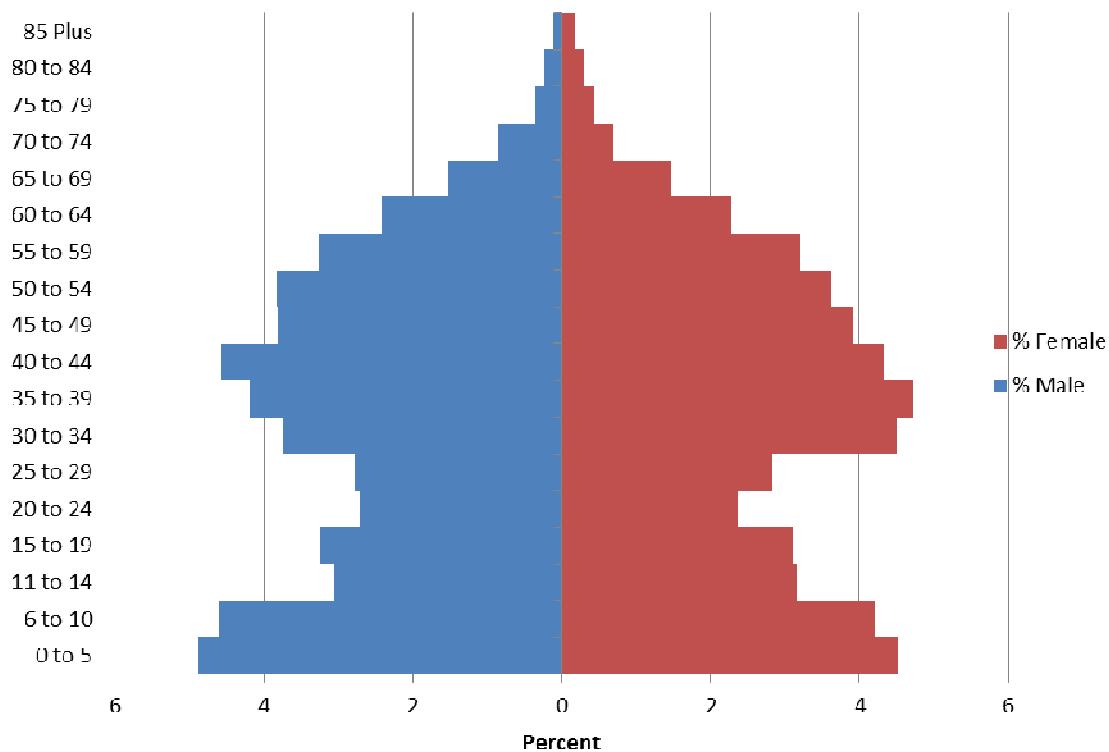
City of Chestermere - Population & Growth Rate



* Estimate. No census in 2002

Population Pyramid

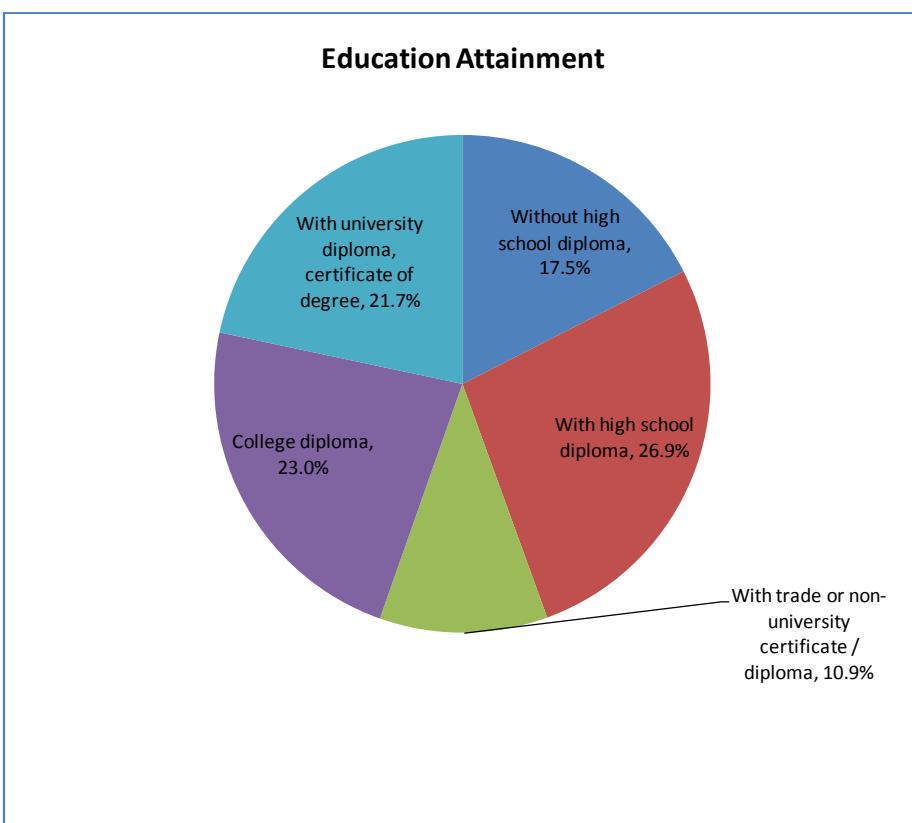
Population Pyramid - Chestermere (2015)



The population pyramid indicates if all age groups are represented in a balanced way. As its name indicates, the ideal community would have a perfect pyramid, with a large population of newborns at the bottom and a lesser percentage of seniors at the top. The two age groups would be joined by a declining straight line, resulting in the shape of a pyramid. Chestermere's pyramid is more representative of a "boom, bust and echo" situation. In his book *Boom, Bust and Echo*, economist David Foot uses the term to explain the impact of the baby boomers' behavior that resulted in having children later than usual, thus creating a "gap" (the bust) in the pyramid, and then an "echo" growth in the pyramid because of the same decision. In Chestermere's case, the profile is the same but the reasons for this profile are suspected to be quite different.

Regardless of population level, Chestermere's demographic profile remains relatively unchanged over the years. It seems to indicate that once the 0-15 generation has graduated, individuals leave the community in search of a job or an affordable house, or most likely a combination of both. Also, the lack of a large number of individuals in the 70+ range is also an indication of out-migration. Housing and services adapted to this age group is likely not available at the desired level the 70+ cohorts usually require.

Education Attainment



More than 82% of the population possesses a minimum of a high school diploma, which is a strong asset for Chestermere (Statistics Canada, Census 2011).

Business Growth and Taxation

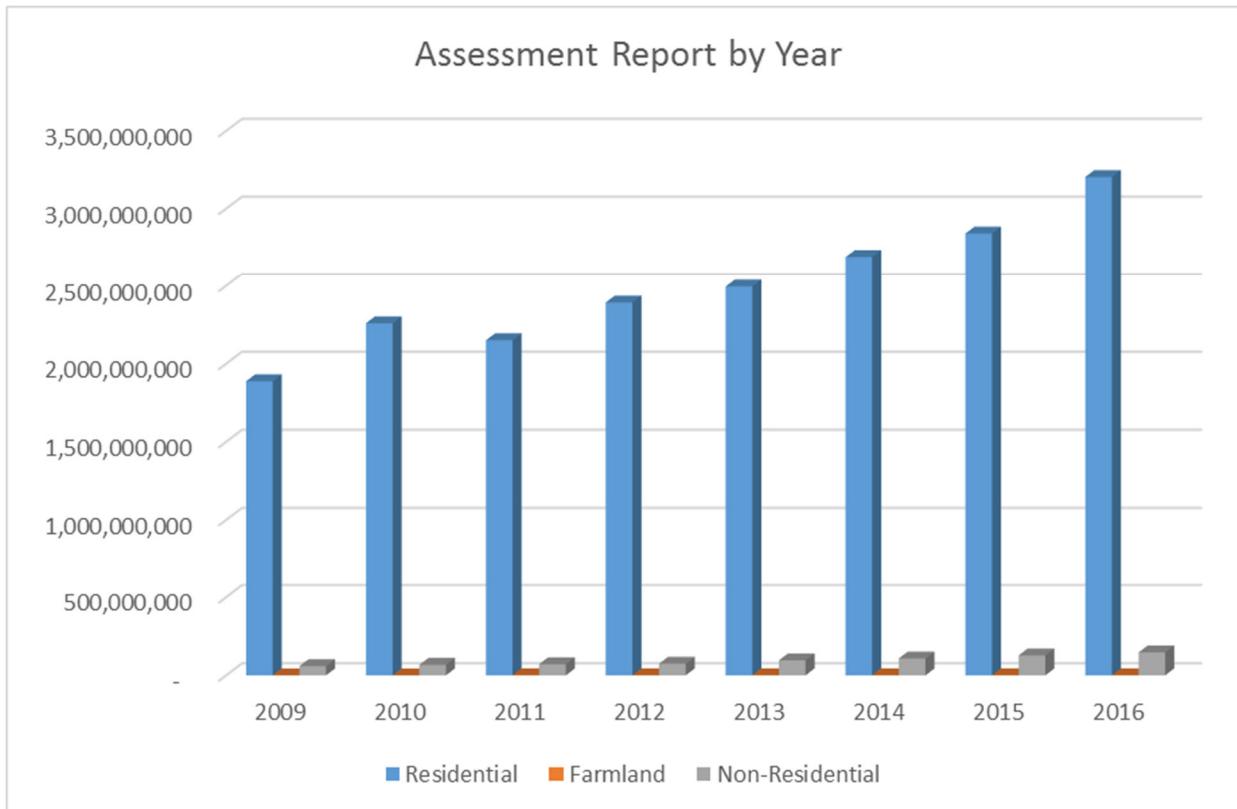
In 2016, the non-residential assessment ratio was only 4%. Although much debate can occur on what the ideal ratio should be, 4% is clearly too low. The assessment ratio is an important indicator of financial pressure on municipal services. In principle, the higher the ratio, the more services can be provided without increasing the citizen's financial contribution, usually in the form of taxes. Most communities want to create a complete community, where residents can work, live and play. With a higher ratio come increased opportunities for employment, which in turn also results in more local services hence a reduction of economic leakages. In 2013, 86% of the working population travelled elsewhere to work.

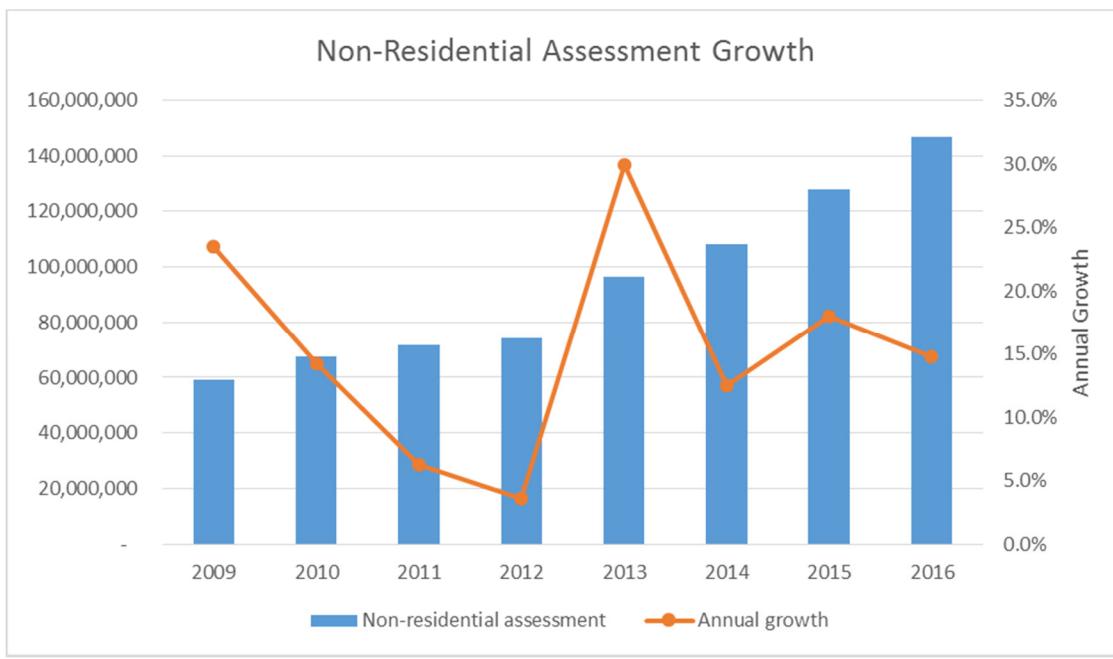
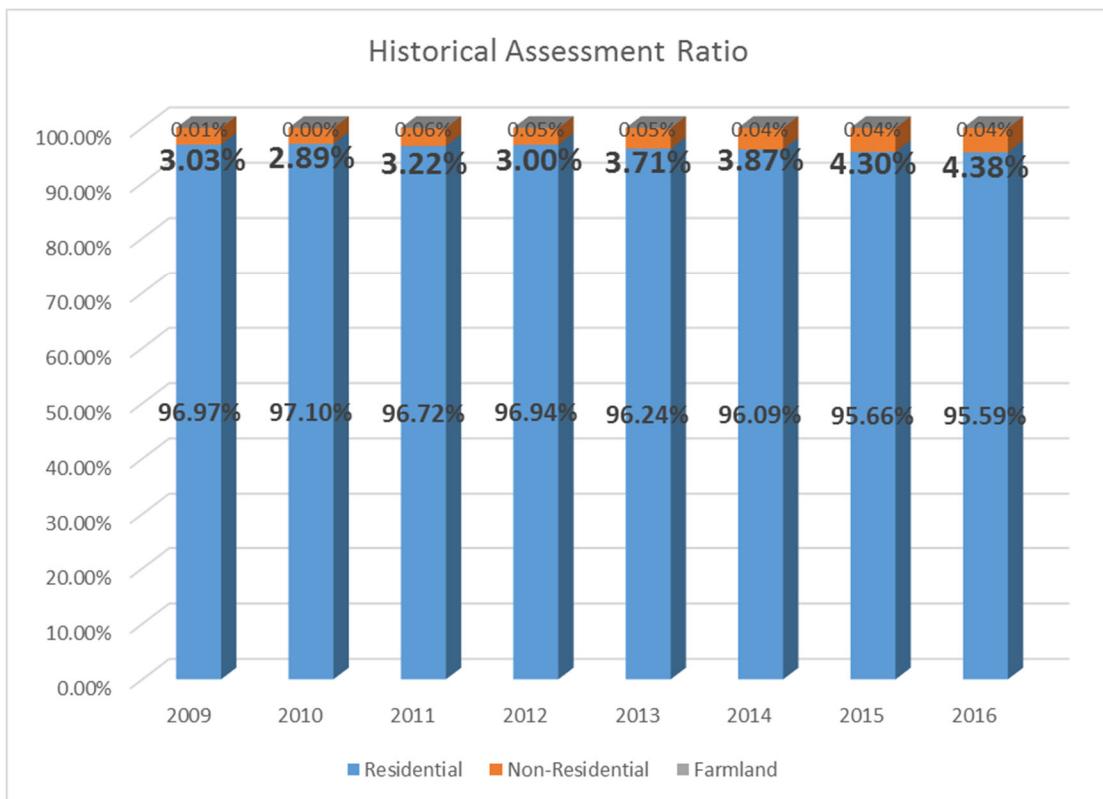
Non-residential Assessment in Other Communities:

Other municipalities in the Calgary Region	Non-residential / residential assessment ratio
High River	16 / 84
Okotoks	14 / 86
Airdrie	16 / 84
Cochrane	11 / 89
Calgary	26 / 74
Chestermere	4 / 96

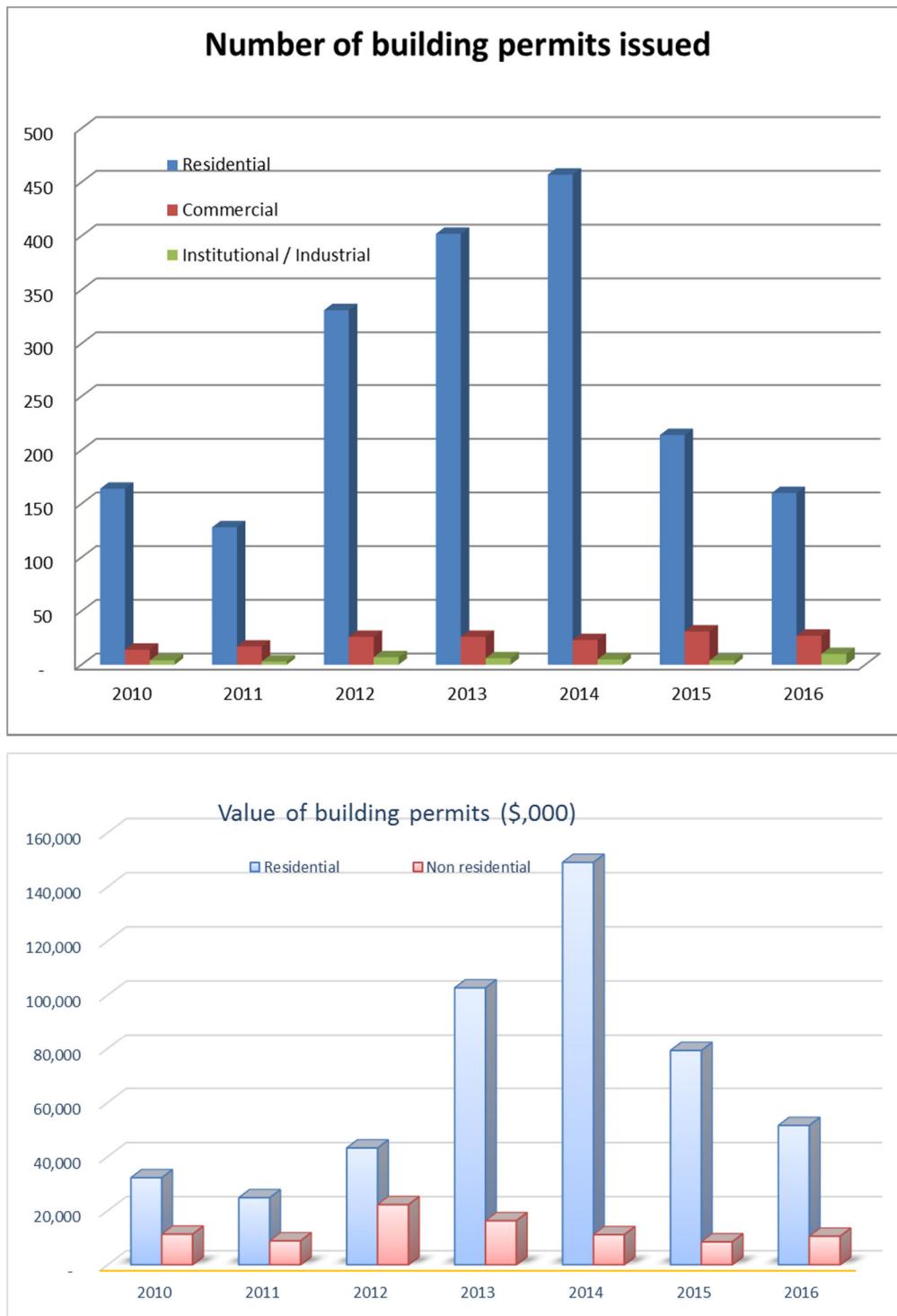
Source: Alberta Municipal Affairs, 2016 Equalized Assessment Report

Assessment Breakdown for Chestermere:





Building Permits



Existing businesses and community opinion

The Chestermere Chamber of Commerce was founded in 2011. There is no known existing survey of Chestermere's businesses. In the absence of a local business survey, the interim strategy will assume that general business trends on the performance of small businesses will be representative of challenges encountered by local businesses. For example, the results of this survey by ATB Financial can be useful to determine appropriate strategies and action items.

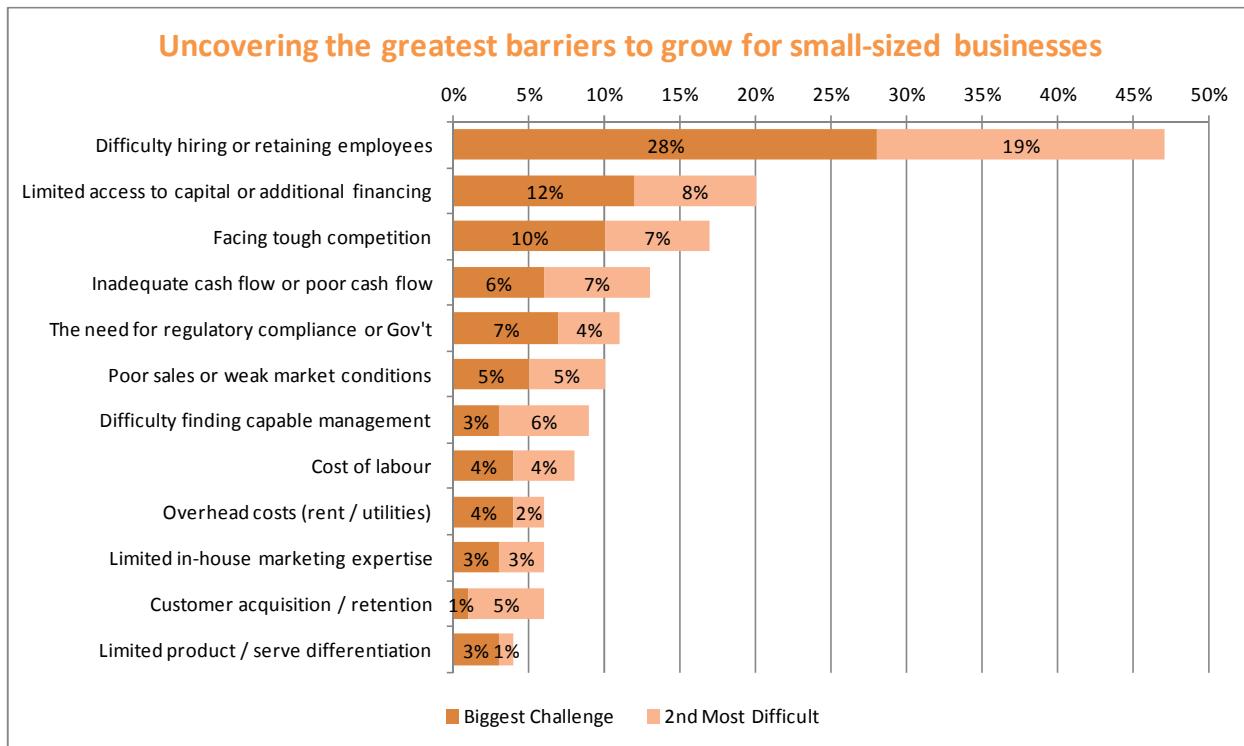


Figure 2. Source: ATB Financial, Survey on Alberta SMEs, Aug – Sept 2013.

Past community surveys are also an indicator of what type of commercial activities the residents would like to see in the town of Chestermere.

Appendix D – Calgary's sector analysis (excerpt)



Figure 11 – Identified Sectors by EcDev Solutions: Calgary Regional Partnership Sustainable Investment Attraction Strategy Final Report (August 2007)

Industry	Professional Services	Food Manufacturing
	<ul style="list-style-type: none">This sector has exhibited the fastest average annual growth rate in the region at 16.2%, far in excess of overall regional growth.	<ul style="list-style-type: none">Manufacturing, of which food manufacturing is the second largest subsector, created 1,380 new jobs in the region over the period. This translates to an average annual growth rate of 6.7% - greater than overall growth in the Region of 5.5%.
	<ul style="list-style-type: none">This sector has created 1,430 new jobs over the 5 years, the second largest number in the region.	<ul style="list-style-type: none">The Food manufacturing sub-sector created 450 new jobs, almost 33% of all new manufacturing jobs in the Region. This translates to an average annual growth rate of 5.7% - again greater than the overall Regional growth rate.
	<ul style="list-style-type: none">At 1.7% this sector has experienced the greatest change in its contribution to overall regional jobs, making it relatively more important.	<ul style="list-style-type: none">The region already supports firms with more than 200 employees in the sub-sector.
	<ul style="list-style-type: none">The largest number of new businesses, by sector, was created in this sector.	<ul style="list-style-type: none">The Food manufacturing sub-sector could be strongly supported by the abundant agricultural inputs available in the Region. The Agricultural subsector has a location quotient of 3.51, indicating a strong export orientation. These raw inputs could be further processed in the Region.
	<ul style="list-style-type: none">The region already supports a number of firms in this sector that have more than 200 employees.	<ul style="list-style-type: none">Food manufacturing is a declared priority area for both Calgary and Alberta.
	<ul style="list-style-type: none">This sector and a number of its sub-sectors are declared priorities of both Calgary and Alberta.	

Industry	Wood Products	Non-Wood Building Products
	<ul style="list-style-type: none">Manufacturing, of which Wood Products Manufacturing is a significant sub-sector, created 1,380 new jobs in the region over the period. This translates to an average annual growth rate of 6.7% - greater than overall growth in the Region of 5.5%.	<ul style="list-style-type: none">Manufacturing, of which Non-Wood Building Products manufacturing is a sub-sector, created 1,380 new jobs in the region over the period. This translates to an average annual growth rate of 6.7% - greater than overall growth in the Region of 5.5%
	<ul style="list-style-type: none">The Wood Manufacturing sub-sector created 150 new jobs over the period, 11% of all new manufacturing jobs. This translates to an average annual growth rate of 7.0% - greater than the overall growth rate in the Region.	<ul style="list-style-type: none">The Non-Wood Building Products sub-sector could provide inputs to the very strong Regional Construction industries. Construction industries in the region have grown, on average, by 10.9% per year – far exceeding the 5.5% overall average annual growth rate of the Region.
	<ul style="list-style-type: none">The Wood Manufacturing sub-sector could provide inputs to the very strong Regional Construction industries. Construction industries in the region have grown, on average, by 10.9% per year – far exceeding the 5.5% overall average annual growth rate of the Region.	<ul style="list-style-type: none">The region supports one firm with over 200 employees in this sub-sector, as well as a number of firms in the Construction industries – potential customer firms.
	<ul style="list-style-type: none">The region already supports firms with more than 200 employees in this sub-sector, along with a number of large firms in the Construction industries – potential customer firms.	<ul style="list-style-type: none">Construction and Building Products are both priority industries for Alberta.
	<ul style="list-style-type: none">Construction and Building Products are both priority industries for Alberta.	



Industry	Transportation, Warehousing and Logistics	Tourism Investment
	<ul style="list-style-type: none">The combined Transportation & Storage and Wholesale Trade industries created 730 new jobs over the period, 6.3% of all new jobs created in the Region.The average annual growth rate of this sector was 5.7%, slightly higher than overall Regional growth for the same period.This sector witnessed the establishment of 42 new businesses over the period 2001-2005.	<ul style="list-style-type: none">Creating 2,530 new jobs over the period, this sector is by far the largest creator of new jobs in the Region. This sector created 22% of all new jobs in the Region.
	<ul style="list-style-type: none">The region supports one business with over 200 employees in this sector.The Transportation, Warehousing and Logistics sector is a priority industry for Calgary.	<ul style="list-style-type: none">The average annual growth rate of this sector was 6.3%, slightly higher than the overall Regional growth rate.This is also the largest single sector in the Region, accounting for almost 20% of all jobs.
		<ul style="list-style-type: none">Both sub-sectors, Accommodation & Food Services and Amusement & Recreation Services, have strong location quotients of 2.14 and 1.48 respectively. This is not surprising though as the Tourism experience is often exported outside of the region. The concentration of employment does indicate that the Tourism product in the region is very much in demand.The region supports 6 business establishments with more than 200 employees in this sector.Finally, Tourism is a very significant priority for both Calgary and Alberta.

Source: Calgary Regional Partnership Sustainable Investment Attraction Strategy(August 2007); EcDev SOLUTIONS LTD. In collaboration with: JWP STRATEGY INTERNATIONAL LTD.
EDP CONSULTING



Appendix E – The role of Economic Development

In 2013, City Council decided to further invest in economic development by the creation of the Enterprise Facilitator position, renamed Manager, Economic Development in 2015. In 2015, the economic development team was further expanded with the addition of an Economic Development Officer.

Economic Development assists in the concerted efforts and policies that will promote and improve the standard of living and the economic health of Chestermere.

Economic Development:

- Provides leadership in economic development activities,
- Engages in marketing and promotional actions that will enhance Chestermere's position in the marketplace
- Monitors, scans and provides market intelligence when required
- Supports all the City's projects.

The Economic Development Team will focus on business development, while working with the City of Chestermere's Council and staff, stakeholders, partners and businesses, to:

- Promote the growth of jobs, businesses and development within Chestermere
- Facilitate the establishment of businesses and new investment in Chestermere
- Assess business opportunities and develop strategies to develop them
- Market Chestermere's business assets to potential investors and encourage commercial investment
- Promote business / investment stakeholders to take an active role in the sustainable economic prosperity of the City

- Collect, maintain and update accurate benchmark information on the local and regional economy
- Support the development needs of the business community
- Research and promote best practices in business development to stakeholders as required
- Build and maintain relationships, locally and regionally, with the Chamber of Commerce, economic development officers and organizations, and developers and builders
- Assist with inquiries
- Keep at the leading edge of economic and business development trends