

What We Heard Report

Okotoks Economic Development

An Introduction

The Town of Okotoks, within its Economic Strategic Plan, has set business retention and expansion (BRE) as a priority. A BRE program helps to ensure that the existing businesses in Okotoks continue to survive and grow, resulting in a healthy economic environment which will attract future investment. Traditional BRE activities include surveys of the business community, either online or as individual interviews. The strategic plan also identified specific target sectors with the most optimal opportunity for growth. The Economic Development Business Center decided to hold roundtable discussions for each sector, allowing for discussion of issues, challenges and solutions relevant to each participant.

The roundtable structure provides an opportunity for Economic Development to connect with businesses to determine what is working and not working within their business sector, provide potential solutions and learn of their future plans for expansion. This information validates activities and priorities for Economic Development, while taking into account the strategic plan, and helps foster improved communication between the Town and the business community.

A roundtable session for Professional, Scientific and Technical Businesses was held in the Town Municipal office on September 11, 2019. A total of 18 people attended the in-person event. Other roundtable sessions already held include:

Commercial Developers and Commercial Realtors – July 10, 2019

Home Based Businesses – July 24, 2019

Four more roundtable discussions are scheduled through November: Health Care Businesses, Retail, Construction and Restaurants/Pubs.

This report does four things:

1. Provides a summary of themes, ideas, and potential solutions to ensure the Town maintains a supportive small business climate.
2. Provides the transcribed notes from the roundtable session.
3. Provides feedback to the Town of Okotoks as to how they can assist and partner with industry sectors to achieve success and reduce “red tape.”
4. Provides an action plan for Economic Development for Business Retention and Expansion projects.

A note to readers: Thank you to all that participated in these conversations. We are grateful to those who shared experiences, ideas and solutions in this process and helped deepen our understanding of the complexities.

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What We Asked

There were several key topic areas that we wanted to better understand:

1. Development and building permit process
2. Land use bylaw
3. Infrastructure
4. Costs
5. Training and Workforce
6. Innovation and Change

Within these topic areas we aimed to understand what is working, what is not, what barriers exist and gather feedback on possible solutions.

We also asked participants to tell us the kind of support they need from the Economic Development team. Finally, participants were encouraged to share their experiences working in other municipalities and detail how their processes differ from Okotoks.



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What We Heard

Participants were asked to share their experiences, ideas and challenges regarding the key topic areas. The following section details what we heard, the themes that emerged and analysis of the feedback provided. The transcribed notes from the session can be found in **Appendix A**.

At the beginning of the session, participants were asked to identify issues and solutions in the development/building permit process. The most prevalent themes included communication, process and fees, timelines and signage.

The following table outlines the issues and the proposed solutions that participants offered.

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<p>Question 1</p> <p>What are the ISSUES you have encountered in the development/building permit process?</p>	<p>Question 2</p> <p>Looking at the issues that have been listed, what are some possible SOLUTIONS?</p>
<p>Communication</p> <ul style="list-style-type: none"> • Different answers to same question depending on who at Town office answers the phone • Town not understanding the purpose of my business space so not being able to help • Hard to find land use permissions (types that are allowed) 	<ul style="list-style-type: none"> • Town staff maintaining objectivity (not expressing opinions on business ideas) • Using “layman’s terms” on the information regarding the LUB that is published on the website • Marry different contacts instead of one dedicated “case” manager
<p>Process and fees</p> <ul style="list-style-type: none"> • Lack of clear documentation of the process • Issues with Town of Okotoks organization misdirecting payment • Costs – not a clear outline of all the fees • RPR and non-permanent structure restrictions (moveable sheds) • No guideline for how to navigate the process 	<ul style="list-style-type: none"> • App with a yes/no guide process (like Quickbooks) • Immediately connecting issues and being able to keep spot in queue • One dedicated “case manager” (like a broker) • Clear outline of process (app) and costs and timelines
<p>Online submissions and portals to streamline the process</p>	<ul style="list-style-type: none"> • More electronic communications. Digital application or at the very least email capability • Create secure portal for document submission • Create secure matrix of “checklists” for process. Checkbox – appropriate person/document • Have an online traceable timeline for applicants to “SEE” where their application is in the process

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<p>Signage</p> <ul style="list-style-type: none"> • Unclear direction on signage 	<ul style="list-style-type: none"> • Clarify why there can only be one sign • Less restrictions on size and numbers • Are portable signs allowed? • Flag signs • Directional signage for public buildings ie. Church • Broader guidelines, more flexibility around signage (ie. sandwich board/building even if there are multiple companies occupying it), include temporary signage
<p>Clarity on process on building permit and safety codes</p>	<ul style="list-style-type: none"> • One Stop Shop – too many departments • Have one advocate for new businesses • Forms on website needs to be more clear • Checklist for builders • Town of Okotoks staff need to <u>all</u> know regulations
<p>Timelines</p> <ul style="list-style-type: none"> • Development permit for change of use – timelines are too long • SLOW! Loss of opportunity for income based on the slow process • Some clients have expressed frustration with the development permit process in the past • A lot of items take 3-5 weeks • Town taking so much vacation – delaying timelines • Instead of working on a file and correcting issues contact the client and restart the process 	<ul style="list-style-type: none"> • Guaranteed response time and clear communication regarding timelines • Adequate vacation coverage
<p>Bylaw restriction on tenant adding additional structure to yard</p>	<ul style="list-style-type: none"> • Old bylaws need to be redeveloped to accommodate new processes

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<p>Land use limitations</p> <ul style="list-style-type: none"> Okotoks has a reputation of being hard to deal with 	<ul style="list-style-type: none"> Revisit, become more lenient, relax some of the regulations Aligning with other municipality processes on issues and solutions
<p>Fire inspections occurring for every tenant</p> <ul style="list-style-type: none"> There may be several inspections a year 	<ul style="list-style-type: none"> Decrease these processes Have the Town of Okotoks staff work at every stage with new developers Reduce approval timelines Beneficial to combine signage, fire, business license and development

An additional comment captured included:

- Business license process online was relatively straight forward. All done online



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Question 3

What are your suggestions for Land Use Bylaw?

Participants were asked for their suggestions to changes to land use bylaws. A large number of respondents cited zoning and permitted uses as a key opportunity for change and to grow business in Okotoks. Other prevalent themes included costs and process improvements.

Zoning and Permitted Uses

The most frequent comments heard when discussing land use bylaws pertained to zoning and permitted uses. A number of participants want to see more permitted uses in industrial areas particularly. One suggestion brought forth was to categorize industrial as light, commercial or mixed use. Other participants would like revisions to zoning to allow food trucks in industrial areas. Other specific suggestion related to zoning included, “looking at more commercial/industrial development in northeast quadrant of Okotoks including along 32st Street” and, “Shared spaces need to be more open and flexible – types of businesses that combine space.”

Costs

Participants also shared their perspectives about costs related to the expense of starting a small business in Okotoks but also the cost passed on to business owners when there are process delays. One participant told us it is a, “Difficult/expensive climate for small business to start in Okotoks – costs are too high in relation to the ability to open a business.” Another participant stated, “Every delay for retail limits income/growth.” There is a monetary cost and time cost for businesses to deal with permits, building and development.

Process Improvements

Participants suggested several improvements to processes. One suggestion was to create a formal process to review bylaws regularly. Another participant suggested the Town provide clarity as to what is allowed in each zone by providing examples to potential business owners. Consistency in inspections and having and enforcing set standards was another proposed process improvement. In addition to these ideas, one participant would like to see online forms revised to be clear, concise and self explanatory in order to reduce face to face questions. An additional idea around education was shared: Educate builders on rules/regulations/permits.

Other suggestions shared included relaxing the rigid bylaws which may be deterring businesses from coming to Okotoks. In this same vein, we heard participants tell us to look to other communities to see what is working (see question 6 for more information).

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Additional comments for this question included:

- Think ahead to make bylaws work for future use. For example, technology based business, 3D manufacturer – prepare for future businesses that may not yet be here
- Allowing taller buildings (and upgrading the fire trucks)
- Architectural controls in the downtown area
- Base parking primarily on area versus type of business (common sense approach)
- Home-based business regulations seem to be good

Question 4

What are your suggestions for infrastructure?

Participants shared a wide variety of infrastructure considerations to ensure business needs are being met. The major infrastructure theme was roads, lights and traffic flow. Other themes included actual physical building suggestions and signage.

Road Infrastructure

Participants brought forth a number of road infrastructure improvement suggestions. Traffic circles was one suggestion for improving traffic flow as was better timing of lights at main traffic areas. One participant suggested more lights at schools and in commercial areas. Another commentator expressed concern about traffic volume at Holy Trinity Academy and the new Meadow Ridge School during busy times. In that same area of town, one participant wants to see 32nd Street twinned and suggested the Town is already behind in moving forward with that improvement.

Physical Buildings

A number of new physical buildings were suggested and they included an arts centre (or performing arts centre), learning campus for post secondary, a bigger recreation facility and an additional high school.

Signage

A number of participants shared that they would like to see better wayfinding signage in Okotoks. Some area specific suggestions included:

- Northridge Drive
- Highway 7 and Southridge Drive
- North Railway
- Highway 7 and 32nd Street
- Along 32st Street to businesses in downtown

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Other comments

- Plus 15 skywalks – slightly enclosed, to the downtown, reduce traffic downtown
- Encourage walkable/bikeable space downtown
- Look at creative ways to zeroscape versus greenspace
- Underpass/overpass on train crossing on Southridge Drive or reroute train?
- Committee dedicated to water issue and more education for public
- Intellectual infrastructure – central source for where all events are advertised, central app – one central database
- Look forward to new technology – ie. self driving cars
- Green initiative regarding power generation (solar park) and education as to the offset generated (ie. on rec centre etc.)
- Building up not out – allowances for taller structures



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Question 5

What are your suggestions for costs?

Participants reiterated a response that was previously heard: Participants would like the Town to recognize that delays are a huge cost to the business owner and deter new business growth. In order to help reduce costs, participants made the following process suggestions:

- Availability of an advocate for businesses that can walk them through entire process, permits, required documents
- Have available a “coach” to walk you through processes, permits etc.
- Fifteen minutes at the beginning of a development process can save much time in getting things done

Other participants shared their perspective that rental costs are too high in Okotoks. There were two suggestions made to provide space at a lower cost: Additional community rental space and the creation of an Incubator space to assist new businesses in the start-up phase.

Additional comments related to costs and the perception of doing business with the Town included:

- Structuring costs relating to DP needs to be reviewed
- Incentives with taxes/licensing/permits/building with new business (upfront incentive)
- Common feeling among businesses – Town of Okotoks does not truly care about my/their businesses

Question 6

What are the barriers that have limited growth of your business in Okotoks? Are there municipalities which have provided easier processes to develop? What is the difference?

Participants identified a number of barriers that limit business growth in Okotoks. Some of the barriers are lack of affordable spaces and commercial spaces but specifically in the downtown area. One participant shared that commercial spaces are either too big or too small so that is a barrier to growing business in Okotoks. Another participant highlighted that people still shop in Calgary and perhaps that is due to the perception of Okotoks or it is done out of habit. To mitigate this, it was suggested to continue pushing a “shop local” initiative.

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Participants also shared some positive feedback that included, “Businesses are more aware that Town of Okotoks is providing more engagement opportunities,” but sited that communication could still be improved. One suggestion for improvement is to, “Provide more communication on action items and completed action items. All businesses want communication on real changes that happen.”

Participants indicated Calgary and High River provide easier development processes:

- Calgary is more streamlined – one contact to deal with, not filling out the same form over and over
- Lots of business consideration in High River

Additional responses to these questions included:

- Build towards the highway 2 – focus on one direction and do it well
- Too many businesses owned by people who don’t live here
- Public tenders – Town using outside companies as long as quality is maintained
- Procurement process/policy that is public/transparent

Question 7

What are your suggestions for support from Economic Development?

Participants brought forth ideas for how Economic Development can support businesses in Okotoks. The suggestions fit into the following themes:

Shop Locally

- Promote local
- Inspire Economical Development to market “shop local” mentality

Education

- Education with businesses
- Local resource day (ie. like career fair, program sign up day) for businesses – include AB government trade missions

Communication

- Recommend clear communication to all businesses as to substantial changes being made including benchmarks and timelines
- Talk to youth? New business potential/virtual business

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One Stop Shop

- Create a One Stop Shop sooner rather than later
- Providing a point of contact/online resource for available resources in the community
- Having “a” point of contact/ “case worker” for businesses at any stage

It was also suggested that support for Economic Development needs to be a continued effort by all stakeholders – the Chamber, Community Futures, Okotoks Business Association, among others.

Positive feedback from participants included, “Praise to Town of Okotoks – Council, Town Departments for actively engaging business community.”

Question 8

What are your suggestions for support from training and workforce?

Participants provided suggestions to support training and workforce that included a post-secondary campus and a learning commons that would attract more businesses to Town. As mentioned above, an entrepreneurial resource fair was also suggested here as a value to the workforce.

One participant suggested Okotoks needs more highly skilled IT trained people and that workforce would also attract more businesses to the area. Another need identified centered around the millennial generation and motivating them to work and train in this area.

Business process management was another idea brought forth here that suggested strategic planning of Town initiatives should be attached to executable timelines and these timelines need to be communicated to all businesses and citizens.

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Question 9

What suggestions do you have as innovation continues to change society and workplace?

Suggestions for innovation have been included in other key questions in this report but there were others ideas mentioned in response to this question and they have been highlighted below:

- Co-working space
- Larger and more well known incubator with programming
- Entertainment – improved theatre/new theatre, more/different entertainment services
- Green Energy – Example: CeGen – an existing business in Okotoks
- Incentives to hire local/retain businesses
- Information on local entrepreneurial resources and ecosystem included with business license

We heard one additional consideration for Council: “We need Council members that are better engaged with younger citizens, better engagement with under 40 year olds.”



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Question 10

Professional, Scientific and Technical Services and Information, Culture, Communications and Technology have been identified as industry sectors which show potential for investment and growth. As Economic Development moves forward with investment strategies in 2020, can you identify types of businesses or businesses which may be attracted to Okotoks?

Participants suggested a wide array of businesses that may be attracted to Okotoks. The listing of business types is outlined below:

- International companies
- Data centres
- Small manufacturing business
- Shipping centre
- Remanufacturing from Salvage Centre/Eco Centre

Participants also provided feedback on additional considerations for investment strategies:

- Creating the infrastructure that supports the goals/directions of the Town (ie. alternative power generation for sustainability). Examples provided: Claresholm – immigration (low income residential) and Suffield – power generation and base attracting large business
- Clear marketing and direct line to Invest Canada, Trade Commissioner Service, Invest AB
- Produce energy in innovative ways
- Solar energy attached to commercial building
- Discover and research ways to collect water for reuse – ie. collect rainwater for gardens/lawns

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Considerations for Future Engagement

Engagement processes will continue to be adapted for each of the four remaining roundtable meetings. It is important that Council and the Town team reflect on some of the positive comments shared in this discussion which praised the engagement efforts thus far. It is vital that the Town continues to “walk the talk” and provide businesses with engagement opportunities. Equally as important is communicating back what is being done and how feedback was used and considered in decision-making. Modelling these behaviours builds trust and will continue to strengthen relationships between the Town and business community.

What’s Next?

Economic Development will be meeting with 4 other stakeholder groups through November 2019. Another sector group (restaurants and pubs) was added to the roundtable schedule. That meeting will take place in late October. Additional “What We Heard” reports will be compiled from participant feedback. Participants and Internal staff will have an opportunity to review the document that is provided to Council.

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APPENDIX A

Transcribed Notes

Question 1

What are the ISSUES you have encountered in the development/building permit process?

Different answers to same question depending on who at Town office answers the phone

Town not understanding the purpose of my business space so not being able to help

Hard to find land use permissions (types that are allowed)

Lack of clear documentation of the process

Issues with Town of Okotoks organization misdirecting payment

Costs – not a clear outline of all the fees

RPR and non-permanent structure restrictions (moveable sheds)

No guideline for how to navigate the process

Online submissions and portals to streamline the process

Unclear direction on signage

Clarity on process on building permit and safety codes

Development permit for change of use – timelines are too long

SLOW! Loss of opportunity for income based on the slow process

Some clients have expressed frustration with the development permit process in the past

A lot of items take 3-5 weeks

Town taking so much vacation – delaying timelines

Instead of working on a file and correcting issues the contact the client and restart the waiting process

Bylaw restriction on tenant adding additional structure to yard

Okotoks has a reputation of being hard to deal with

Fire inspections occurring for every tenant, there may be several inspections a year

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Question 2

Looking at the issues that have been listed, what are some possible SOLUTIONS?

Town staff maintaining objectivity (not expressing opinions on business ideas)

Using “layman’s terms” on the information regarding the LUB that is published on the website

App with a yes/no guide process (like Quickbooks)

Immediately connecting issues and being able to keep spot in queue

One dedicated “case manager” (like a broker)

Clear outline of process (app) and costs and timelines

More electronic commutations. Digital application or at the very least email capability

Create secure portal for document submission

Create secure matrix of “checklists” for process. Checkbox – appropriate person/document

Have an online traceable timeline for applicants to “SEE” where their application is in the process

Clarify why there can only be one sign

Less restrictions on size and numbers

Are portable signs allowed?

Flag signs

Directional signage for public buildings ie. Church

Broader guidelines, more flexibility around signage (ie. sandwich board/building even if there are multiple companies occupying it), include temporary signage

One Stop Shop – too many departments

Have one advocate for new businesses

Website needs to be more clear with forms

Checklist for builders

Town of Okotoks staff need to all know regulation

Guaranteed response time and clear communication regarding timelines

Adequate vacation coverage

Old bylaws need to be redeveloped to accommodate new processes

Revisit, become more lenient, relax some of the regulations

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Aligning with other municipality processes on issues and solutions

Decrease these processes

Have the Town of Okotoks staff work at every stage with new developers

Reduce approval timelines

Beneficial to combine signage, fire, business license and development

Rules are differently applied depending on who you know at Town Council

Business license process online was relatively straight forward. All done online

Question 3

What are your suggestions for Land Use Bylaw?

Parking restrictions

Work on consistency – when you have two inspectors giving/having set standards, enforcing set standards

More permitted uses in industrial zone

Zone – large commercial – small commercial change from being only for industrial in industrial area

Change industrial in Okotoks to LIGHT industrial OR commercial OR mixed use

Food trucks – allow food trucks in industrial areas – NEED to change to commercial, make improvements in Land Use Bylaw to allow in industrial areas, make improvements to add to business license bylaw

Allow food establishments in industrial areas

Look at more commercial/industrial development in northeast quadrant of Okotoks including along 32st Street – “zone” change

Projects may not be taking place because bylaws are too rigid

Look at what works well in other communities

Think ahead to make bylaws works for future use. For example, technology based business, 3D manufacturer – prepare for future businesses that may not yet be here

Educate builders on rules/regulations/permits

Shared spaces need to be more open and flexible – types of businesses that combine space

Create a formal process to review bylaws regularly

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Difficult/expensive climate for small business to start in Okotoks – costs are too high in relation to the ability to open a business

Every delay for retail limits income/growth

Time cost that takes away business to deal with permits/building/development – recognition of these costs

Make online forms clear, concise and well explained to reduce face to face questions

Clarity around what is allowed in each zone (give examples)

Base parking primarily on area versus type of business (common sense approach)

Fewer categories for businesses – make the process easier and less expensive

Home-based business regulations seem to be good

Allowing taller buildings (and upgrading the fire trucks)

Architectural controls in the downtown area

Question 4

What are your suggestions for infrastructure?

Look at traffic circles to improve traffic flow

Look forward to new technology – ie. self driving cars

Signage – better wayfinding signage

Better entry signage – at Northridge Drive and Highway 7 and Southridge, North Railway – Highway 7 and 32nd Street

Better signage along 32st Street to businesses in downtown

Arts Centre

Additional high school

Intellectual infrastructure – central source for where all events are advertised, central app – one central database

Turn 32 Ave.

Lights by HTA and new public school

Committee dedicated to water issue and more education for public

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Green initiative regarding power generation (solar park) and education as to the offset generated (ie. on rec centre etc.)

More lights wherever there are schools and commercial areas

Better timing of lights, better flow on main traffic areas

Underpass/overpass on train crossing on Southridge Drive or reroute train?

Bigger rec centre with a third pool, bigger facility

Learning campus for post secondary in the community and encourage youth to stay

Performing Arts Centre

Building up not out – allowances for taller structures

Input traffic circles – efficient, lower energy cost for lighting

Plus 15 skywalks – slightly enclosed, to the downtown, reduce traffic downtown

Encourage walkable/bikeable space downtown

Look at creative ways to zeroscape versus greenspace

Develop an interim report on projects/topics (ie. water use)

32nd Street needs to be twinned – we're behind

Roadways developed in anticipation of growth – ie. problem with 32nd at 3:00pm

Reduce the number of trees required in commercial parking lots. What are the requirements?

Allocation for art and aesthetics – not a blue ring 😊

Question 5

What are your suggestions for costs?

Delays (town process) cost the business owner

Advocate to business that can walk them through entire process, permits, required documents

Have available a “coach” to walk you through processes, permits etc.

Fifteen minutes at the beginning of a development process can save much time in getting things done

Businesses feel – common feeling among businesses – Town of Okotoks does not truly care about my/their businesses

Rental space costs very high, create additional community space that can be a competition to the existing space (rented at lower cost)

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How much of the costs for new commercial buildings are property taxes, etc.

Business incubator to assist new businesses in start-up phase at low cost

Structuring costs relating to DP needs to be reviewed

Incentives with taxes/licensing/permits/building with new business (upfront incentive)

Town of Okotoks needs to recognize that delays are a huge cost and deter new business growth

Online payments need to be straightforward – ie. dog licenses are very challenging

Question 6

What are the barriers that have limited growth of your business in Okotoks? Are there municipalities which have provided easier processes to develop? What is the difference?

Calgary more streamlined – one contact to deal with, not filling out the same form over and over

Lots of business consideration in High River

Build towards the highway #2 – focus on one direction and do it well

Lack of affordable spaces

Commercial space either too big or too small

Home based business might become businesses downtown but there's no cost effective space downtown

Too many businesses owned by people who don't live here

Businesses are more aware that Town of Okotoks is providing more engagement opportunities

Communication could still be improved

Provide more communication on action items and completed action items. All businesses want communication on real changes that happen

Cost of commercial space

People still shopping in Calgary – perception, habits, continue to encourage local shopping

Public tenders – Town using outside companies as long as quality is maintained

Procurement process/policy that is public/transparent

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Question 7

What are your suggestions for support from Economic Development?

Inspire Economical Development to market “shop local” mentality

One Stop Shop – create sooner rather than later

Education with businesses

Talk to youth? New business potential/virtual business

Praise to Town of Okotoks – Council, Town Departments for actively engaging business community

Recommend clear communication to all businesses as to substantial changes being made including benchmarks and timelines

Support for Economic Development needs to be a continued effort by all stakeholders – Chamber, Community Futures, Okotoks Business Association, etc.

Promoting local

Providing a point of contact/online resource for available resources in the community

Having “a” point of contact/ “case worker” for businesses at any stage

Local resource day (ie. like career fair, program sign up day) for businesses – include AB government trade missions

Question 8

What are your suggestions for support from training and workforce?

Post-secondary campus

Learning commons that will also attract more business in town

Entrepreneurial resource fair

How to motivate millennial generations

How to learn about potential new business owners

Communications/marketing

Town must have awareness of businesses involved and volunteer burnout

Business process management – strategic planning need executable timelines – to all Town of Okotoks initiatives

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These timelines need to be communicated to all businesses and citizens. The initiatives not met need consequences

Need adequate, all around IT people to hire

Need more highly skilled, IT specific trained people attracted to our area. With more IT highly trained people more businesses would be attracted to the area

Question 9

What suggestions do you have as innovation continues to change society and workplace?

Larger and more known incubator with programming

Information on local entrepreneurial resources and ecosystem include with business license

Co-working space

Incentives to hire local/retain businesses

How does it impact your businesses?

Who could you recognize as being attracted to Okotoks

As innovation continues – it will not matter where you live, many more businesses will operate from “non traditional” work spaces

Refer to Entrepreneurial Report (Yvonne Tollens) - no action by Town of Okotoks – presentation made to Town in 2015/16

Entertainment – improved theatre/new theatre, more/different entertainment services

An industry that will need growth as innovation allows for more free time

Signage re: Events – better promotion, digital signage at entrance to community

Green Energy – CeGen business

Generation specific Council – we need Council members that are better engaged with younger citizens, better engagement with under 40 year olds

Solutions are complex – need more than fifteen minutes to address this area

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Question 10

Professional, Scientific and Technical Services and Information, Culture, Communications and Technology have been identified as industry sectors which show potential for investment and growth. As Economic Development moves forward with investment strategies in 2020, can you identify types of businesses or businesses which may be attracted to Okotoks?

Finding international companies to set up business in Okotoks

Creating the infrastructure that supports the goals/directions of the Town (ie. alternative power generation for sustainability). Claresholm – immigration (low income residential). Suffield – power generation and base attracting large business

Clear marketing and direct line to Invest Canada, Trade Commissioner Service, Invest AB

Data centres

Small manufacturing business

Shipping centre

Remanufacturing from Salvage Centre/Eco Centre

Produce energy in innovative ways

Solar energy attached to commercial building

Discover and research ways to collect water for reuse – ie. collect rainwater for gardens/lawns