

THIS is CROSSFIELD

Economic Development
Strategy and Action Plan
2018-2028



AT THE CROSSROADS TO OPPORTUNITY

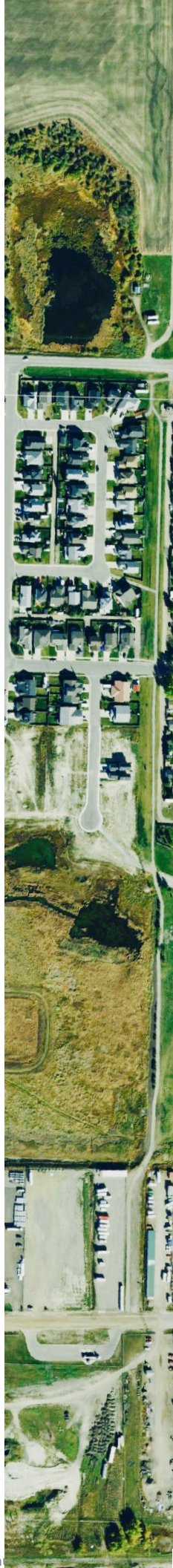




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COUNCIL & STAFF

Mayor: Jo Tennant
Deputy Mayor: Devon Helfrich
Councilor: Beth Gabriel
Councilor: Liz Grace
Councilor: Glen Price

CAO: Ken Bosman
Economic Development: Norma Lang

1005 Ross Street
PO Box 500
Crossfield, Alberta T0M 0S0
Tel: 403-946-5565
Fax: 403-946-4523

Purpose of this Strategy

Working hand-in-hand, the Town and County have secured support from the Provincial Government through its Community and Regional Economic Supports program to commission a 10 year Economic Development Strategy for the Town of Crossfield and an initial Strategy Implementation phase that includes marketing and prospect development.



Cross-develop:

To simultaneously advance multiple goals by leveraging strengths and building capacity through collaborative projects

THE REP ORT

Introduction

Crossfield is a community on the cusp of extraordinary industrial and residential growth. As the City of Calgary approaches and traffic on highway 2 continues to escalate, the lands along the corridor are capturing the attention of commercial and industrial developers.

As a community with rich history and culture, residents and community leaders want the character of the community to come alive in future developments so that opportunities reflect the aspirations of its residents for generations to come.

Recent planning agreements between the Town of Crossfield and Rocky View County have opened up opportunities for industrial growth along the 2A with high visibility from the QEII/Canamex Corridor.

With the support of Rocky View County and the Government of Alberta through its Community and Regional Economic Supports program, the Town has developed this 10 year Economic Development Strategy and Action Plan for the Town of Crossfield, to shape the future around the aspiration of residents and businesses.

At the **Crossroads** to Opportunity

Methodology

Extensive research and consultations took place, all of which can be found in the appendices. The strategy development involved face-to-face consultations, a survey, and input from the community and key stakeholders through website, social media outreach and a community visioning session, advisory board workshops and extensive meetings with Town staff.

Month	Activity	Purpose
April	Environmental Scan	Economic information and trends, Business and real estate data and trends
April	Document Review	Match existing priorities Note trends and conflicts
April	Ec. Dev 101 (1)	Engage and gather intel from council and senior management
April/May	Survey	Gather public input
May	Advisory Committee Development	Champion community leadership
June	Downtown Tour	Assess challenges and opportunities
June	Branding Guide development	Facilitate community participation
July	Ec. Dev 101 (2)	Engage and gather intel from council and senior management
July	Farmers market	Gather public input and raise awareness of the project
September	Visioning Session	Identify community aspirations
November	Advisory Board Workshop #2	Strategy Review and Action Planning
November	Implementation Plan; Community Profile	Develop a clear measured path forward; Develop economic data; develop shareable communications

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PRELIMINARY PLANNING AND RESEARCH

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Q: What are Crossfield's Greatest Assets?

A: People, transportation, location, small town charm, low cost



PRELIMINARY PLANNING AND RESEARCH

To kick off the strategic planning process, Town staff met with Rocky View County Economic Development Manager and the CEO of Factor 5 Group to develop a detailed work plan for the strategic planning process. With a clear work plan, Factor 5 conducted background research including an environmental scan and review of documentation, while compiling key economic indicator information for use in community engagement. Most notably, the input from the community that was gathered as part of the a Downtown Redevelopment planning process in 2017 formed a core part of the team's foundation for understanding the communities aspirations. (See Environmental Scan and Document Overview)

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PHASE 1A - ECONOMIC DEVELOPMENT TRAINING WORKSHOP(S)

The first key component of the process was to custom design a crash course on economic development for Town council, senior management and economic development staff. This training workshop focused on uncovering the fundamentals of Crossfield's economic development through small group exercises and facilitated discussion. Together, the group conducted a deep dive into the four pillars of traditional economic development: investment attraction, business retention and expansion, workforce development, entrepreneur training and support. With that as a foundation, the group then discussed leading principles and practices including cluster development, regional development, self-sufficiency and self reliance, place making and indigenomics. (See Ec D 101 Debrief - April 2018)

PHASE 1B - ECONOMIC ADVISORY BOARD

The workshop was so successful that Town staff and Council decided to host a second session with representatives from the local business community, to engage them early in the strategic planning process. To facilitate this, an Economic Advisory Board was established by council to champion economic development, rally input and lead participation in the development of the 10 year strategy.

The second session proved equally successful, as it built on the findings of the first session, while going deeper into the strategic priorities of the Crossfield business community and initiating broad community engagement. As a result, the advisory board was established and co-chairs were elected. (See Ec D 101 Debrief, June 2018)

PHASE 2 - COMMUNITY COMMUNICATION CAMPAIGN: THIS IS CROSSFIELD

The second key component of the process was a community communication campaign to confirm and verify the community input on downtown redevelopment, gathered in the summer of 2017. A communications campaign was developed, starting with a brand guide for the entire strategy process, including colour scheme, fonts, visuals, narrative, formatting, and tagline - This is Crossfield. In July, the Brand Guide was presented to council, along with the strategic planning work plan and Downtown Redevelopment communications campaign plans. With strong support from Council, the campaign brand was integrated into a range of communications tools, including website, social media, banner stands, tri-fold pamphlets, and a presentation board. The campaign was designed to evolve from Downtown, to Community, Strategy, Action Plan and Happening. It was launched online, through press release and through a booth at the farmers market. Embedded in the initial campaign phase was a survey to get feedback from residents on the downtown redevelopment plan and identify how residents want to be communicated with going forward. The results of the survey supported staff in bringing forward recommendations on downtown redevelopment that reflected the aspirations of the community.

(See results of the survey; Motion by Council to redevelop the Downtown)

CROSSFIELD DOWNTOWN AND ENTRANCE REDEVELOPMENT ACTION PLAN - COMMUNICATIONS

WHAT WOULD YOU LIKE PEOPLE TO SAY ABOUT DOWNTOWN CROSSFIELD IN ONE WORD:

PUBLIC		LEADERSHIP	
Vibrant (23)	Pretty	Opportunity	Character
Country	Charming /Quaint	Traditional	Homey
Inviting	Heritage (20)	Innovative	Fresh
Bustling	Historic	Inviting	Family Friendly
Family	Small town feel	Genuine	

CROSSFIELD DOWNTOWN AND ENTRANCE REDEVELOPMENT ACTION PLAN - COMMUNICATIONS

WHAT ARE THE BEST THINGS ABOUT CROSSFIELD TODAY:

PUBLIC	LEADERSHIP
Historical buildings	Heritage look
Heritage style	Small town feel
Brick buildings	Old buildings
Vintage look	historic storefronts
Character	Walkability

CROSSFIELD DOWNTOWN AND ENTRANCE REDEVELOPMENT ACTION PLAN - COMMUNICATIONS

Vibrant.
The colour of movement and excitement. vibrant, bustling, busy thriving

COLOUR: EC3E46

HERITAGE.
Renewing the old, heritage, history, high quality, high ideals.

ACCENT COLOUR: GOLD

CROSSFIELD DOWNTOWN AND ENTRANCE REDEVELOPMENT ACTION PLAN - COMMUNICATIONS

THIS is **CROSSFIELD.**

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THIS is **CROSSFIELD.**

THIS is **CROSSFIELD.**





Community VISIONING

PHASE 3 - COMMUNITY VISIONING SESSION

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The third key component to the process was to engage a broad cross-section of the community to gather input on Crossfield's vision for the future. The Town and Economic Advisory Board co-hosted an evening session that opened with an overview of the strategic planning process, then got into a fun and engaging scenario planning exercise developed by Alberta Economic Development and Trade to support regional economic development, called the Prairie Canada Future Game. The Future Game provided a foundation of learning and exercised the group's ability to think strategically about the long term impacts of economic development decisions. Key takeaways from the program included the long term impacts of short-term economic priorities, the importance of leveraging local strengths and resources for long-term prosperity, and the risk of following trends that distract from local priorities.

The second exercise was focused on small group discussion of key economic indicators in the community. Participants were grouped together at 6 tables of approximately 5 participants. Each table was given 5 minutes to discuss an infographic, and on the back of the page, write a single statement about what it says about Crossfield Now. The groups then passed their infographic to the

next table in a clockwise rotation, and repeated the process until they received back their first infographic.

The third exercise built on the momentum by starting with a continuation of the table discussions. This time, they were given two minutes to review the statements written on the back of the infographic, and identify what they wanted to change over the next 10 years. The infographics were again circulated around the room, until each table had identified what they would like to see change in respect to the 6 economic indicator infographics. (See table of Results)

The fourth exercise was a large group discussion of key drivers of change and the group's ability to influence them. Participants were invited to shout out suggestions, which were added to a flip chart, until a complete list was developed. The group then was asked by show of hands, if they had influence over each driver of change. In cases where there was a split, participants were invited to speak to the matter. After hearing multiple perspectives, a final vote by show of hands was taken. (See table of Results)



For the fifth and final exercise, the group as a whole was asked to describe Crossfield in 10 years. A list was created, and in some cases such as in regards to population growth, extensive discussion was had, including a series of votes by show of hands, to establish consensus. In closing, participants were asked to put stickers on the top 4 priorities over the next 10 years. With that, the session was brought to a close, and Co-chair Jayden Backs invited everyone to stay in touch via social media, the website and in discussions around town.

PHASE 4 - STRATEGY DEVELOPMENT

With extensive input from the Town Council, staff, business leaders and the community on the economic foundation and aspirations of the community, Factor 5 Group began to distill the information and crystallize a strategy based on community insights. By creating alignment between Town Council's overarching vision for the community, the key points of contention at the community vision session, and the underlying strategic positioning of the community, a strategy concept was developed that leveraged elements of the This is Crossfield marketing campaign. The Strategy Concept was outlined for preliminary review by town management. Based on the concept, Factor 5 applied the strategy to the findings of the community consultations by town management, and key actions for consideration by the Advisory Committee were identified for development by Factor 5. In addition, a study of the Town's industrial potential conducted by McSweeney and Associates was adopted by Council in November 2018, and incorporated into the Action Plan.

PHASE 5 - ACTION PLANNING

The final phase of the Strategic Planning process kicked off with a presentation of the draft strategy to the Advisory Board on November 26, 2018. The advisory board reviewed the core concepts of the strategy and identified areas for fine tuning and further development. Following the meeting, Advisory Board members were asked to provide feedback through a survey and follow up phone calls and emails, to gather final thoughts. With this additional insight, along with extensive input from Town staff, Factor 5 refined the strategy and developed the action plan for approval by Council.



The Strategy

VISION

“A full service municipality where residents can live, learn, work, shop, recreate, retire, and meet all their lifestyle needs without having to leave the community.”
Crossfield Town Council, 2018

MISSION

Accelerate Balanced Growth

PRINCIPLES

1. Maximize sustainable population growth
2. Maintain a responsible debt load and balanced tax base
3. Diversify economic opportunities

ECONOMIC DEVELOPMENT STRATEGY

1. **Accelerate balanced growth** by cross-developing opportunities
2. **Accelerate through strategic public investment** in economic development priorities
3. **Balanced growth** that improves the quality of life of residents
4. **Cross-develop** by leveraging strengths and building capacity through focused collaborative initiatives.
5. **Opportunities** that shape the future and character of the community

STRATEGIC NARRATIVE

Crossfield is a small town in the Calgary Metropolitan Region with vibrant heritage, a strong industrial base and outstanding transportation infrastructure. Crossfield is poised for growth, 30 minutes north of Calgary along highway 2a and Canadian Pacific Railway, and within sight of Queen Elizabeth Highway CANAMEX Corridor.

Industry in Crossfield enjoys access to international markets, a metropolitan workforce, land at an affordable price and a business tax free municipal environment, while new residents find work opportunities and housing options in a community that offers a full range of amenities in a small town atmosphere.

STRATEGIC LENS

How can this cross-develop multiple goals?

RESIDENTIAL GROWTH

Grow Crossfield's population 7% annually



Attract and retain residents that contribute to the economic vitality of the community in partnership with employers, community organizations, developers and government agencies.

Strategies:

- » Develop new residential neighbourhoods by targeting prospective residents based on employment opportunities in partnership with employers and residential property developers
- » Engage youth in the local economy by collaborating with education, industry and public partners to create economic opportunities that align with their skills and interests.
- » Develop innovative market-based social programs in partnership with community organizations, business and public agencies to attract young families.

INDUSTRIAL GROWTH

Intensify and expand the industrial land base



Leverage transportation infrastructure, workforce and access to affordable industrial land to grow the industrial base through cluster development in partnership with leading employers, institutions and government agencies.

Strategies:

- » Strategically invest in industrial infrastructure in partnership with private, public, community and institutional partners
- » Develop industrial supply chains in partnership with existing businesses through education, training and business development
- » Research emerging technologies in partnership with existing industries to identify and market opportunities for innovation and value chain development.
- » Utilize creative tax policy solutions to incentivize intensification through development of vacant land and property.

Balanced growth. Balanced growth. Balanced growth.

COMMERCIAL GROWTH



Expand commercial services and amenities to meet the market demands of a growing population

Support entrepreneurs and businesses to access local markets through research, education, events and incubation services to grow commercial base.

Strategies:

- » Redevelop downtown streetscape to create a vibrant commercial district anchored by a central public space
- » Market Crossfield's emerging residential base to prospective businesses
- » Raise awareness of industrial, institutional and public procurement practices and market specific needs to prospective service providers
- » Provide commercial incubation services in partnership with local property owners, developers, business service providers and public agencies.
- » Develop creative vacant property tax policies to Incentivize utilization of commercial land and buildings

INSTITUTIONAL GROWTH



Anticipate community needs and strengthen institutional supports

Mobilize community capacity building through institutional development that supports the current and emerging needs of the community and economic stakeholders.

Strategies:

- » Identify emerging community needs and support business cases for institutional development such as schools, ambulance and RCMP using economic statistics and information
- » Build partnerships with investors, community, education and government stakeholders around industry priorities to build institutional capacity to lead community economic development.
- » Identify and develop institutional procurement policies and practices to connect local businesses into their supply chains

SUCCESS FACTORS 2023

1

Knowledge

Cross-examine Facts

Gather knowledge about the economy and community needed to support evidence based decisions by investors, entrepreneurs, government officials and community leaders.

2

Engagement

Cross-pollinate Ideas

Engage and network community stakeholders to identify opportunities for collaboration on shared strategic priorities

3

Communication

Cross-promote Opportunities

Create awareness of opportunities in the community through synergistic messaging across a variety of mediums.

4

Capacity

Cross-channel Resources

Build community capacity by developing partnerships to mobilize financial, human, capital and organizational resources.

5

Leadership

Cross-develop Community

Lead the simultaneous advancement of multiple goals by leveraging strengths and building capacity through collaborative projects.



Implementation Strategy

The strategy for achieving the long term outcomes, while balancing limited resources, is to use exciting collaborative projects to rally partners and focus resources, while laying the foundation for ongoing economic development activities. The Town has designed projects to achieve multiple strategic goals by layering together the key success factors, while considering not only the immediate needs, but how the project can be transitioned to a sustainable and effective long-term program once the project is complete.

Performance Framework

Key Strategy Indicators:

The strategy to accelerate balanced growth is focused on achieving population growth that is balanced by relative growth in the industrial, commercial and institutional tax base. The following are high level outcome metrics that will be used to track the performance of the strategy.

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POPULATION	% Annual Population Growth According to Municipal Census	7% Annual Growth
TAX BASE	Ratio of Residential : Commercial: Industrial: Institutional	65:5:23:6
PERMITS	Ratio of Residential : Commercial: Industrial: Institutional	65:5:23:6

Development Goals by Assessment

Balancing growth over a ten year horizon while growing the population by 7% annually calls for growing the entire tax base by 7% annually. The following table shows 7% annual growth across all sectors based on 2018 assessment benchmarks.

Value/Year	2018 Assessment	Tax base ratio	2019	2023	2028	Increase
Commercial	\$30,032,430	0.05	\$32,134,700	\$42,122,037	\$59,078,335	\$29,045,905
Industrial	\$128,837,540	0.23	\$137,856,168	\$180,701,315	\$253,442,942	\$124,605,402
Residential	\$366,058,470	0.65	\$391,682,563	\$513,415,941	\$720,092,416	\$354,033,946
Institutional	\$35,310,810	0.06	\$37,782,567	\$49,525,238	\$69,461,708	\$34,150,898
Total	\$560,239,250	1.00	\$599,455,998	\$785,764,530		\$541,836,151

III ACTION PLAN

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The action plan is the heart of the Strategy. The strategy is to bundle together economic development activities that will achieve significant short term achievements, while laying the foundation for long term economic development capacity building.

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TARGET 2019 - 2020



PROJECT 1: CROSS-PROMOTIONAL MARKETING

Purpose

Communicate a consistent, exciting brand about Crossfield throughout the region through a variety of mediums. By telling a compelling story about Crossfield we desire to generate interest from businesses and potential residents alike who feel their business and lifestyle aligns with the values and lifestyle available in Crossfield.

Component 1a: Community Branding

Develop an inspiring story about Crossfield's past, present and future that captures the imagination of residents and businesses, tomorrow and beyond by developing a brand that reflects the aspirations of the community.

Work Plan

1. Conduct an internal review of the This is Crossfield Brand Guide with senior staff to identify challenges and opportunities related to adopting the brand broadly
2. Gather input from specific staff on how the brand will be applied to their work (ie. administration, public works, infrastructure, signage, communications, etc.)
3. Organize and facilitate brand development community workshop to get input on the brand guide
4. Revise the brand guide based on the community input and fill gaps
5. Contract design service providers to apply the brand guide

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Component 1b: Marketing Campaign

Strategic Objective

Develop a Marketing Campaign to shape the narrative and raise the profile of opportunities in Crossfield.

Work Plan

1. Identify prospective partners that have a shared interest in raising awareness of Crossfield. (ie. developers, businesses, community organizations)
2. Develop marketing material to highlight Investment readiness, available land and buildings, business incubation services etc. including:
 - Investment profile
 - Trade Booth
 - Infographics
 - Trifold Brochure
 - Website
 - Social Media
2. Develop a campaign plan to raise awareness of opportunities in Crossfield to target audiences, including:
 - Online presence through website and social media
 - Broker Luncheon including property owners, media, and government officials
 - QEII sign board
5. Launch Open for Business Campaign
 - Crossfield Living Magazine
 - Host Trade Show Booths at high profile regional events, ie Annual Global Petroleum Show
 - Launch Online campaign
 - Signage
 - Host Broker Outreach Luncheon

PROJECT 2: CROSSFIELD PULSE

Purpose

Survey local businesses, residents and institutions on their economic vitality to gather market intelligence and identify emerging business opportunities.

Component 2a - Information Management Planning

Strategic Objective

Develop an information management plan to effectively utilize information gathered on local economic vitality to support government, businesses, investment and institutional decision making.

Workplan

1. Conduct an internal review of information management software capacity.
2. Evaluate the potential for adoption of Client Relationship Management Software to streamline information management and support lead generation.
3. Identify how the information collected will be stored and shared to support decision making by Council, local businesses and prospective investors etc. while balancing confidentiality
4. Schedule presentations to key stakeholder groups (Council, Chamber, CEDC)

Component 2b - Surveying

Strategic Objective

Develop and conduct surveys for commercial, industrial, residential and institutional stakeholders that provide economic and market intelligence to support economic development projects.

Work Plan

1. Develop surveys with the following key focuses:
 - Residential - Commercial Market Analysis, Workforce, Economic Leakage
 - Commercial - Vitality, Outlook, Supply Chain, Unique Products/Services, Economic Leakage, Growth Potential
 - Industrial - Vitality, Outlook, Supply Chain, Value-adding Opportunity, Challenges, Unique Industrial Assets, Procurement Policy and Process, Workforce Needs, Economic Leakage, Growth Potential, Transportation Infrastructure Needs
 - Institutional - Supply Chain, Procurement Policy and Process, Economic Leakage, Growth Potential
2. Determine the survey collection method including the following considerations:
 - Online tools such as survey monkey
 - Online marketing through social media
 - Door to door canvass in support of fundraising (youth sports, service clubs, chamber, CEDC, etc)
 - Participation incentives (draws)
3. Conduct and Compile Survey Results
4. Administer the survey over a 3-4 week period
5. Market the survey by highlighting the value to the economy and incentives
6. Compile the results

Component 2c - Analysis of Findings

Strategic Objective

Engage key local stakeholder groups to assess and interpret the findings

Work Plan

1. Conduct preliminary analysis of results using online tools as part of the chosen software (ie. Survey Monkey). Identify trends, including;
 - Commercial Market Demand
 - Labour Market Needs
 - Supply Chain Opportunities
 - Value Chain Opportunities
 - Business Service Gaps
 - Community Economic Vitality

Component 2d - Application of Intelligence

Strategic Objective

Communicate key findings to target audiences that can utilize them in decision making related to economic development, including policy, business development, investment attraction and program delivery.

Work Plan

1. Present findings to key economic development stakeholder groups, including Council, Chamber, CEDC
2. Integrate findings that support business opportunities into Open for Business Marketing materials
3. Post findings online and make available for public use
4. Leverage findings to support business cases for policy, programming and project development

PROJECT 3: OPEN FOR BUSINESS

Purpose:

Establish a baseline of investment readiness by compiling, organizing and communicating community information and shaping Crossfield's investment narrative. The open for business initiative weaves together two foundational components - investment readiness, land and building inventory, and marketing. Together, these components establish a foundation for targeted industry development, while promoting residential, commercial and institutional development opportunities.

Component 3a: Investment Readiness (6 months)

Strategic Objective:

Enhance Crossfield's investment readiness by compiling key information, identifying gaps, engaging key local employers and improving capacity to respond to opportunities.

Work Plan:

1. Conduct an investment readiness assessment of the Town and Score the findings as a percentage (see Appendix for self assessment tool and scoring rubric)
2. Engage local employers on opportunities for the Town to support investment and expansion
3. Develop and implement a Readiness Action Plan that focuses on quick wins for the community and key local employers, such as export readiness
4. Conduct a reassessment following completion of the action plan and report to council.
5. Repeat Annually

Component 3b: Available Property Inventory

Strategic Objective:

Develop detailed information on available land and buildings in Town to support investment attraction

Work Plan:

1. Conduct an online environmental scan of all commercially available land and buildings, as well as real estate brokers
2. Tour the community to identify vacant land and buildings not found commercially available online
3. Develop database of available property, including technical details (sqft, power, services, land use, ceiling height, lease/own, property owner, contact information etc.
4. Assess properties for unique advantages and opportunities based on local economic development priorities.
5. Consult real estate stakeholders on inventory maintenance, lead generation and marketing.

PROJECT 4: DOWNTOWN COMMERCIAL BUSINESS INCUBATOR

Purpose

Develop a Downtown Commercial Incubator to lead economic development in collaboration with private sector partners, investors, business services providers, community organizations and post secondary institutions.

Component 4a: Commercial Incubator Concept

Strategic Objective

Design an incubation program to catalyze commercial growth by supporting local startups and help them gain access to affordable space, market intelligence, local procurement processes, investment and business services.

Work Plan

1. Identify the key assets available to support commercial incubation including affordable space, business service providers, access to investors, and market intelligence
2. Develop a profile of the target audience and estimate the volume of demand for incubation services and supports
3. Facilitate a planning workshop with key stakeholders to develop a concept that leverages available assets in coordination with key partners
4. Develop a progressive advancement model that provides affordable, publicly subsidized short-term space to participants before transitioning them to permanent private space.
5. Outline how the business incubator will deliver market intelligence, entrepreneur training, business services and investment support to participants.

Component 4b: Vacant Property Tax

Strategic Objective

Assess the taxation tools available to council to promote intensification of commercial and industrial space

Work Plan

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1. Consult municipal lawyer on the feasibility and method for increasing vacant property taxes, including timelines, parameters, best practices and key considerations
2. Review the financial impact of vacant property tax increases on Town revenues
3. Develop plan and marketing material to demonstrate how the additional revenues will be applied to incubating commercial businesses
4. Consult property owners and provide opportunity to participate in the development of programs.
5. Draft and approve bylaw.

Component 4c - Downtown Storefronts

Strategic Objective

Engage property owners in Downtown Commercial Business Incubation program to improve business access to affordable storefronts in the downtown

Work Plan

1. Develop a contact list of downtown property owners
2. Develop a downtown commercial incubation program concept that connects business incubator with vacant and underutilized micro space in downtown storefronts
3. Develop a communication package that highlights key changes including:
 - Downtown Redevelopment plans and timelines
 - Downtown Theme Brand Guide
 - Proposed Vacant Property Tax Increases
 - Business Incubation Program
4. Conduct outreach to business owners and their representatives through email, phone and mail.
5. Work with participating property owners to fine tune redevelopment plans, tax policy changes and business incubation program

Component 4d: Business Planning and Launch

Strategic Objective

Develop a business plan to leverage partnerships to support business incubation in Crossfield.

Work Plan

1. Determine the financial, human and capital resources available to support business incubation services
2. Develop a two year project plan targeting the filling of downtown commercial space in conjunction with Downtown Redevelopment and Streetscaping
3. Formalize project support from public, private and non-profit partners
4. Launch incubation services

Component 4e: Entrepreneurship and the Rural Women in Business Conference

Strategic Objective

Leverage the momentum of the Rural Women and Business conference to kick start the business incubation program.

Work Plan

1. Meet with the rural women and business organizing committee to identify opportunities to support the growth and success of the women and business conference 2019 and beyond
2. Identify programming opportunities to raise awareness of investment opportunities as well as incubation business services in Crossfield
3. Develop targeted marketing materials targeting rural women in business
4. Promote Crossfield investment opportunities and business services at the conference.
5. Leverage engagement with entrepreneurs to develop an investment prospect list

PROJECT 5: REGIONAL PARTNERSHIPS

Strategic objective

Cross-develop economic development opportunities in collaboration with regional partners

Workplan

1. Identify the scope and composition of Crossfield's region
2. Identify opportunities to leverage specific strengths of regional partners (ie. population, workforce, land base, infrastructure) in support of Crossfield's economic development priorities and activities (eg. Trade Booths)
3. Weigh the pros and cons of engaging economic developers exclusively vs. community economic development stakeholders such as chambers etc.
4. Host a regional economic developers meeting to network, share insights and identify joint funding opportunities (ie. Community and Regional Economic Support Grants)
5. Encourage another attendee to host the next meeting in (every 3-6 months)

Case Study

Kenora Ontario - Kenora is located in northwestern Ontario, on Lake of the Woods, 50 km from the Manitoba border. In 2006, Kenora's largest employer closed its pulp and paper mill after 80 years. The estimated economic impact of the mill closure was \$61 million to Kenora's economy and a \$1.5 million direct impact to the city's tax revenues. Over the next two years, four more forest-related companies closed, leaving Kenora in the position of having to reinvent itself in order to survive. The city hired an Economic Development Officer and set up a Regional Economic Development Commission to put together an Economic Development Plan. Partnerships at the local and regional levels were key to the community's success. The partnerships were developed with First Nations, other municipalities in the region, as well as local business organizations such as the Chamber of Commerce, the local Business Improvement Areas, the local Hotel Association, the Young Professional's Network, the Lake of the Woods District Property Owners' Association, and education and training organizations. This has helped to ensure that everyone in the region is working towards the vision outlined in the plan. The city followed its Economic Development Plan. Significant infrastructure investments brought new business to the community. An all season tourism industry has been developed. The arts and culture sector in Kenora has exploded with the creation of an umbrella arts organization, a writers' group, and two music production studios. Positive relationships between First Nations, neighbouring municipalities and the City of Kenora underpin all of these successes and continue to form the basis for discussions into future economic development initiatives.

PROJECT 6: CHAMBER SUPPORT

Strategic Objective

Support the growth and prosperity of the Chamber of Commerce through capacity building and partnership on shared economic development priorities.

Work Plan

1. Present the Economic Development Strategy to the Chamber Membership
2. Identify economic development projects that would benefit from Chamber and Town partnership, such as Crossfield Pulse and Downtown Incubator
3. Engage chamber executive to identify creative approaches to addressing Towns strategic priorities related to economic development (eg. Trade's Night with Builders and Developers)
4. Support the chamber in developing a Strategic Plan
5. Empower the Chamber membership to influence municipal policy by creating communication channels between Executive and Council on an annual basis

A musician wearing a black hat and sunglasses is seated on a stool, playing an acoustic guitar. He is positioned under a white pop-up tent. To his right is a music stand with sheet music. In the background, a brick wall features a 'ROUTE' sign with arrows pointing left and right. A black Yamaha speaker is on a stand to the right. A grey storage bin with a black amplifier sits on the ground to the left. A black backpack is on the ground in front of the musician. A sign in the bottom right corner reads 'Denim Hus The Dirt EP \$15'.

TARGET 2021-2023

PROJECT 7: DOWNTOWN REDEVELOPMENT

Purpose

Redevelop the downtown creating a vibrant commercial district anchored by a public square featuring a public stage at "Downtown Crossing", a business incubator at the former library, wayfinding signage and grand opening of the downtown.

42 Component 7a - Downtown Crossing Design

Strategic Objective

Develop a central landmark feature of a redeveloped downtown commercial district featuring a stage and public square, as the commercial heart of the community, called "Downtown Crossing."

Work Plan

1. Revitalize the downtown core by investing in the streetscape that reflects the Vibrant + Heritage theme developed in the brand guide.
2. Work with Town planning staff to scope Downtown Crossing into a downtown streetscape design, including a public square and stage
3. Identify a signature landmark to signify "Downtown Crossing"
4. Use this landmark as a focal point for visitors and the community to draw them to the downtown and foster a vibrant commercial district.
5. Develop branded Wayfinding Signage that directs traffic from QEII and 2A to Downtown Crossing

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Component 7b - Grand Opening

Strategic Objective

Shape the narrative around business and investment opportunities in Crossfield by celebrating the redeveloped downtown and highlighting key economic development projects Open for Business, CEDC

Work Plan

1. Host a major public event to celebrate the Grand Opening of Downtown, including arts and culture, farmers market, sidewalk sales, entertainment, sporting activities etc.
2. Coordinate the timing of the Grand Opening to leverage other key milestones in the economic development strategy, including the launch of the Open for
3. Business Marketing Campaign, Opening of the CEDC Business Incubator, unveiling of a landmark at Downtown Crossing etc.
4. Market the Grand Opening to visitors, prospective investors, entrepreneurs and residents as well as brokers, media and government officials

PROJECT 8: YOUTH FUTURES

Purpose

Support youth in exploring local economic opportunities and career pathways by building innovative community partnerships with the school board, businesses, and post-secondary institutions to engage youth in economic development initiatives.

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Work Plan

1. Conduct a Youth Survey through the schools to engage youth from grades 7-12 in identifying business and career paths of their interest
2. Build partnerships with post-secondaries, government partners and business to leverage resources
3. Identify opportunities to introduce students to industry opportunities through experiential learning
4. Custom design curriculum to engage students in local industry opportunities that align with their interests, using experiential learning and business simulation technology
5. Host a Youth Entrepreneur Challenge to raise the profile of opportunities in local industries and support youth leadership

Case Study

In the fall of 2012, the Regional Economic Development Initiative for Northwest Alberta (REDI) initiated a value added agriculture project to facilitate learning opportunities for current and prospective entrepreneurs in the region. In partnership with a wide range of community stakeholders, REDI developed a virtual Agri-Business Simulator created for the purpose of skills development and industry promotion to secondary school level students.

Utilizing Innovation and Advanced Education grant funding and working with Tycoon Systems Inc., the Agri-Business Simulator was presented to approximately 125 students from grades 9- 12 in the region, at a cost of approximately \$15,000. The program received great reviews from students, teaching staff and economic development stakeholders. More than 90% of participants enjoyed the experience, indicated they learned something from the experience and would like to have more simulation exercises incorporated in to their regular schooling.

The immediate outcomes of this initiative include the provision of advice to three potential businesses in regards to opportunities; increased interest in the agriculture industry and value added production; and a partnership between REDI and Fort Vermilion School Division.

The transferrable best practice developed by this project is the use of technology to create awareness and interest in the regions key industry sectors. There is an opportunity to build on this interest to develop sector and business specific learning material, navigate learner pathways, and illuminate local and regional economic opportunities.

PROJECT 9: CROSSFIELD CLUSTER

Purpose

Cross-develop leading local sectors including plastics and construction to build innovative local supply and value chains around existing major businesses. Enhanced by Projects: Open for Business; Community Economic Development Corporation, Downtown Crossing; Youth Futures

46 Component 9a - Local Industry Engagement

Strategic Objective

Focus Cluster development around local industry leading businesses that are committed to being central anchors to supply and value chains in Crossfield.

Work Plan

1. Examine the results of Industry survey (2b - Crossfield Pulse) and develop a concept plan on how a cluster can address business challenges and create new opportunities
2. Conduct a preliminary scan of stakeholders and resources that can be engaged in building industry opportunities including local businesses, government departments, industry, investors, post-secondaries and research institutions
3. Develop and deliver a pitch to industry leading local businesses (Modus, Plastifab, Pure 314) for their commitment to building a cluster, including financial and human resources.
4. Based on industry leadership, rescope the cluster concept focus around participating businesses

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Component 9b - Broad Based Partnership Development

Strategic Objective

Establish partnerships with a wide range of community, regional, provincial and federal stakeholders with shared goals, to mobilize resources, access information and networks, and position Crossfield as a strategic leader in the industry.

Work Plan

1. Develop a contact list of all local, regional, provincial and federal stakeholders, industry associations, post secondaries, research institutions and funding agencies aligned with the target industries
2. Revise the Crossfield Cluster concept plan with the participating businesses at the centre, including a soft sell to engage new partners
3. Conduct Outreach via phone and email, starting with industry associations, then expanding concentrically from local to national, adding supporters to the concept plan narrative and soliciting input from each stakeholder
4. Based on results of outreach, develop a project plan that aligns partners

Component 9c - Target Sector Research

Strategic Objective

Develop in depth market intelligence on sectors related to the supply and value chains of cluster anchors.

Work Plan

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1. Identify specific target sub-sectors for development bases on the needs and opportunities of cluster anchors
2. Conduct an in depth review of anchor business needs and opportunities, including detailed product/material/equipment characteristics or specifications, costs, volumes, transportation, sourcing, timelines etc.
3. Conduct an environmental scan of target sub-sectors for development, including the identification of emerging trends, best practices, industry leaders, and technology
4. Based on findings of environmental scan, conduct a document review to identify Crossfield's strategic positioning in the target sub-sector
5. Compile the finding of the Target Sector Research into an industry profile that markets Crossfield as strategically positioned for growth.

Component 9d - Industry Education and Training

Strategic Objective

Develop customized education and training programs to build the community capacity and workforce skills needed to drive innovation in the target sectors.

Work Plan

1. Consult project partners on the skills needed to drive innovation in industry
2. Identify additional local and sector-based education and training stakeholders and engage them in education and training component of the project
3. Conduct a Labour Market Study to determine the available skills at the local, regional, provincial and national
4. Develop a workforce strategy to engage local youth and residents in target sector, and attract prospective residents with target skill sets.
5. Support education partners in develop customized curriculum based on the findings of the target sector research and labour market study.
6. Market the education and training program to current and prospective residents
7. Add the education and training program to industry profile

Component 9e - Lead Generation and Management

Strategic Objective

Leverage the broad based partnership, sector intelligence, workforce capacity building and anchor business to market Crossfield to prospective businesses in the cluster supply and value chain.

Work Plan

1. Develop marketing materials that build on the Open for Business campaign and industry profile that position Crossfield as a prime location for target sub-sector growth
2. Develop a profile of the kinds of businesses to target, based on the supply and value chain opportunities, and the findings of the target sector research.
3. Conduct outreach to partners and network contacts to request referrals and introductions to businesses that fit the profile, while disseminating marketing information, including the utilization of Alberta foreign offices.
4. Maintain records and accurate contact information by utilizing an information management system or Client Relationship Management program to track investment lead generation and management

PROJECT 10: TRANSPORTATION INFRASTRUCTURE

Purpose

Leverage Crossfield's location and transportation infrastructure to accelerate industrial growth while promoting sustainable, managed commercial and residential growth through planning and strategic public-private partnerships in infrastructure investment.

Work Plan

1. Work with the planning department on land use planning that supports accelerated balanced growth
2. Survey local businesses on their transportation infrastructure needs (Crossfield Pulse)
3. Develop a transportation master plan that promotes accelerated growth
4. Identify strategic investments needed by industry that would enhance industrial development, promote investment attraction and support intensification.
5. Collaborate with industry, province, and federal government to develop infrastructure projects on a cost sharing basis.

PROJECT 11: COMMUNITY ECONOMIC DEVELOPMENT CORPORATION

Purpose

Expand the economic development capacity of Crossfield by leveraging public assets to partner with local investors in the creation of a Community Economic Development Corporation.

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Component 11a - CEDC Concept Development and Business Planning

Strategic Objective

Review the success of the downtown business incubator, open for business campaign and crossfield clusters, and identify opportunities to expand incubation to industrial development by facilitating local investment in local business

Work Plan

1. Organize a community economic development workshop to explore the scope and potential of a CEDC with the mandate to incubate commercial businesses in the downtown and develops vacant industrial property.
2. Conduct a feasibility study to determine the financial, social, legal and technical viability of a CEDC as a catalyst of accelerated growth, including the feasibility of using vacant property tax increases to fund operations, the former library and rodeo grounds as potential assets.
3. Based on findings of feasibility study, determine the level of municipal contribution in the form of assets and early stage operating funding
4. Identify and solicit commitments from funders, service providers, community partners and investors
5. Develop business plan that aligns public, private and non-profit priorities including year 1 start up phase, and 3 year operating plan, drawing on findings of Crossfield Pulse)

Component 11b: Incorporation and Launch

Strategic Objective

Incorporate a CEDC that takes advantage of investor tax credits to facilitate investment in local businesses.

Work Plan

1. Recruit founding board members (5-7) from council, chamber and community.
2. Draft Incorporation Documents
3. Organize inaugural board meeting
4. Elect President, Vice President, Secretary and Treasurer
5. File Articles of Incorporation
6. Open Bank Account
7. Hire a CEDC Executive Director with experience in Economic Development, Business and Financial Management.
8. Formalize agreements with funders, service providers, and community partners
9. Execute start up phase of business plan

Case Study

The Sangudo Opportunity Development Co-op (SODC) is an investment co-op, incorporated on May 7, 2010. Formed with the idea of accessing local dollars to fund community development, its mission is to support and facilitate the development of businesses and projects which enhance the social and/or economic well-being of the Sangudo community. The intent of SODC is not to own and manage businesses but to support entrepreneurs to run their own businesses in the Sangudo community. Because young entrepreneurs may not have access to enough capital to purchase the business, SODC fills that need, not as lender but as landlord. To qualify, entrepreneurs must be SODC members. Supported projects have to fit with the things that matter to the community; and the board considers how the project will affect the long term well being of the community. The point is that they aren't simply looking for projects with a good economic return on investment, but one that provides a social return on investment as well.

Their first project was to help two of their founding members acquire the local abattoir. The SODC owns the building and are paid a monthly rent, plus a quarterly bonus of 6% of gross revenues. The entrepreneurs then also have the option of purchasing the land and buildings in three years at a pre-agreed price. But the SODC hasn't been resting on its laurels since helping get Sangudo Custom Meat Packers up and running. With declining membership, the Royal Canadian Legion was selling its iconic building on main street in Sangudo. In the fall of 2011, the SODC helped two of its members purchase it, renovate and turn it into the Connections Coffee House, which opened for business just prior to Christmas. This business isn't just a place to get a fresh, homemade soup and sandwich, but also serves as a social gathering point, helping create and maintain social capital within the community. They are now looking at bringing in monthly entertainment.

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Consolidated Project Work Plan

	2019	2020	2021	2022	2023
PROJECT 1: CROSS-PROMOTIONAL MARKETING	■	■	■	■	■
PROJECT 2: CROSSFIELD PULSE	■	■	■	■	■
PROJECT 3: OPEN FOR BUSINESS	■	■	■	■	■
PROJECT 4: DOWNTOWN COMMERCIAL BUSINESS INCUBATOR	■	■	■	■	■
PROJECT 5: REGIONAL PARTNERSHIPS	■	■	■	■	■
PROJECT 6: CHAMBER SUPPORT	■	■	■	■	■
PROJECT 7: DOWNTOWN REDEVELOPMENT	■	■	■	■	■
PROJECT 8: YOUTH FUTURES	■	■	■	■	■
PROJECT 9: CROSSFIELD CLUSTER	■	■	■	■	■
PROJECT 10: TRANSPORTATION INFRASTRUCTURE	■	■	■	■	■
PROJECT 11: COMMUNITY ECONOMIC DEVELOPMENT CORPORATION	■	■	■	■	■
	■	■	■	■	■

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APPENDIX

Appendix A: Advisory Board

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Jayden Backs (Co-Chair) jayden@anitamortgage.ca 403.370.9020	Carmen Cornelius tgp16337@gmail.com
Nicole Vandenberghe (Co-Chair) info@crossfieldchamber.org 403-813-5133	John Reid jreid@plastifab.com 403 818-1461
Joanne Cornelssen jcgraphicdesigns@telus.net 403.946.9919	Tennelle Gilfoil tgilfoil@atb.com 403-809-5981
Dave Swanson dswanson@cirrealty.ca 403-815-9614	Dave Kalinchuk dkalinchuk@rockyview.ca 403-520-8195
Calvin Helfrich echelfrich@shaw.ca 403-946-7390	County Reeve Greg Boelke GBoehlke@rockyview.ca
Councillor Price (Shorty) councillorprice@crossfieldalberta.com	Councillor Liz Grace councillorgrace@crossfieldalberta.com
Councillor Devon Helfrich councillorhelfrich@crossfieldalberta.com	Mayor Jo Tennant mayortennant@crossfieldalberta.com

Appendix B: Findings Highlights

<p>Environmental Scan</p>	<p>Population growth of 8.3% over 12 month period Largest segment of labourforce 13.8% employed in construction 23% of residents would like new restaurants 76% of Crossfield residents are 3rd generation or more</p>
<p>Document Review</p>	<p>Crossfield Downtown and Entrance Area Action Plan Crossfield Optimize Industrial Land Report 2018 Crossfield target industry Analysis 2018</p>
<p>Public Information Booth</p>	<p>"But we need to drum up more business." "Vacant spots downtown could be filled with attractive businesses." The old Greyhound/Flower Shop could be a little restaurant or cafe/ coffee shop with a little patio area." "The town is overlooking is the Pete Knight Arena." "Improved parking. Wider streets."</p>

FINDINGS

Economic development workshop 1 (Anecdotal) Council & senior management

Skills available: trades, (welders and electricians), geologists, engineers
 Skills needed/ of the future: Construction, lab technicians, IT, biologists
 What can be done: business training, professional development, youth engagement
 How to support entrepreneurs: Information, infrastructure, networks
 Top economic development priorities:

1. Business Retention and Expansion
2. Investment Attraction
3. Entrepreneurship
4. Promoting Local Ownership
5. Promoting self-reliance

Crossfield's greatest assets:

1. People
2. Location
3. Transportation
4. Low taxes/utilities

Ideas:

- Engage existing businesses more aggressively
- Chamber begin hosting economic development workshops
- Collaboration = Success
- Work with not against Airdrie

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FINDINGS

<p>Economic development workshop 2 (Anecdotal)</p>	<p>Skills available: trades, labourers, oil field workers, mechanics Skills needed/of the future: doctors, teachers, green energy, IT, elder-care Entrepreneurship: Networks - Social media, chamber connections, referrals, community events, service clubs, coffee/beer, Supports - website, banker, realtor, community guide, accountant, lawyer, engineer Needs - cheap space/incubator, coworking, identified problems, mentorship Business Attraction Ideas: coffee shop/bakery, medical marijuana, grocery store, greenhouse Crossfield advantages: transport corridor, affordable property, low taxes Employer challenges: competition Airdrie, wage increase, turnover</p>
<p>Social media outreach 977 people reached 307 page followers 291 likes 348 reactions, comments and shares</p>	<p>Local resident: "Who would I ask about what plans might be for improving rodeo facilities? Not maybe for rodeos but even to build an arena for horse shows or other events to bring in some business to our great town." Local resident: "I wish we had a Western style Family Restaurant. I love the Harvest, but can't take the kids there. I do take them to Humpty's, but would love something in town!" Local resident: "I am President of the Ag Society and a vision I have been sharing is a Crossfield Societies and Associations, which brings together our various association, societies and the town to develop a new community Center, outdoor rec facilities, rodeo grounds, camping, and more. We aren't ready yet but if we start putting the best of each partner into this I think it can be done!" Local resident: "Dining with delivery!!!" Local resident: "An agricultural center"</p>



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<p>Community visioning session Public</p>	<p>Location/transportation: improved entrance and exit, access to highway not through industrial park, distribution centre, LRT to Calgary, Limit/Highway 2 Interchange centre for distribution industry Population and Labourforce: higher income, more young families, more local work/jobs, less commuting, slow growth, keep small town feel Population growth: 50% growth within next 10 years, reach critical mass to attract business and services, Types of businesses wanted: Be able to work, shop, play, in our own town, food, entertainment, A niche so it becomes a destination, distillery, brewery, tourism, accommodations, Labour force by industry: Rise in local employment, cut commutes, lower unemployment rate, increase manufacturing to ring more jobs, diversify and develop agro industry, Business by industry: manufacturing, agriculture, industrial, retail</p>

APPENDIX C Analysis

Economic Analysis

Economic analysis was completed utilizing the provinces economic analysis tools. The analysis included data sets of employment and industry sectors, commuter flows and population and labour demographics. The data was then compiled and used to develop the direction, strategy and action plan.

SWOT

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> Transportation and logistics Small town charm Proximity to Calgary Available industrial land Strong non-residential tax base Local investors Entrepreneurs Growing population Affordability Municipally owned golf course 	<ul style="list-style-type: none"> Economic leakage (Airdrie) Vacant commercial space; land and buildings Drainage Seniors housing and programming
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> Industrial lands along hwy 2A corridor Empower and strengthen chamber of commerce Downtown redevelopment Commercial business incubation Cannabis industry development Cross sector partnerships Residential marketing Industry cluster development (bio-plastics, industrial hemp, construction innovation) Local procurement programming 	<ul style="list-style-type: none"> Economic leakage (Airdrie) Global economic volatility Regional competition Bedroom community Single dimensional growth (unbalanced) Stagnation Youth Out-migration



GAP Analysis

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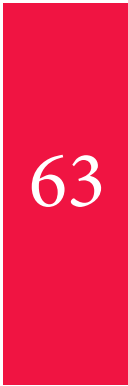
OBJECTIVE	CURRENT SITUATION	DESIRED OUTCOME	GAP
RESIDENTIAL GROWTH	Population is rising but need more youth and senior retention	A community to learn live work and play in for all demographics	Commercial services and amenities
INDUSTRIAL GROWTH	Large industrial base closely tied to oil and gas industry	Continued growth through intensification and expansion along 2A	Investment readiness and targeted investment attraction strategy
COMMERCIAL GROWTH	Commercial opportunities are overshadowed by proximity to Airdrie	Access to local commercial services and amenities to create jobs and improve quality of life	Support for small commercial startups including access to affordable space and investment
INSTITUTIONAL GROWTH	Residential growth outpacing institutional capacity	Healthy, Balanced and Sustainable Community Development	New School, evidence to support continued public investment, community economic development capacity

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Vacancy Conversion Targets

The following table demonstrates the amount of value that needs to be created on limited vacant lands in order to achieve the overall accelerated balanced growth targets of 7% annually over 10 years as outlined in the strategy. This model does not account for rezoned lands.

Vacant to improved Conversion Potential				
Classification	Vacant 2018	2028 Target	Value Add	Conversion
Vacant	22,406,030.00			
Farmland	372,550.00			
Commercial	3,639,130.00	59,078,335.44	29,045,905.44	7.98
Industrial	7,432,440.00	253,442,941.68	124,605,401.68	16.77
Total	33,850,150.00	1,102,075,401.04	541,836,151.04	16.01



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Vacancy Property Tax Increase - Municipal Revenue Impact Assessment

The following is an impact analysis based on proposed commercial and industrial vacancy tax rates in line with current residential vacancy rates which are 2.5x.

Policy Impact Assessment						
Classification	Vacant 2018	2018 Mill Rate	2018 Taxes	New Mill Rate	New 2018 Tax	Add. Revenue
Vacant	\$22,406,030	19.432	\$435,393.97	19.432	\$435,394	
Farmland	\$372,550	19.432	\$7,239.39	19.432	\$7,239	
Commercial	\$3,639,130	10.732	\$39,055.14	26.830	\$97,638	
Industrial	\$7,432,440	10.732	\$79,764.95	26.830	\$199,412	
Total	\$33,850,150		\$561,453.46		\$739,684	\$178,230

Municipal Tax Revenue Projection 2018-2018

The following municipal tax revenue project projection is based on 7% annual growth rate, using 2018 mill rates and in 2018 dollars.

Tax Revenue Projection						
Tax Base	2018 Assess.	2018 Mill Rate	2018 Taxes	2028 Assess.	2018 Mill Rate	2028 Taxes
Commercial	\$30,032,430	10.732	\$322,308	\$59,078,335	10.732	\$634,029
Industrial	\$128,837,540	10.732	\$1,382,684	\$253,442,942	10.732	\$2,719,950
Residential	\$366,058,470	7.726	\$2,828,168	\$720,092,416	7.726	\$5,563,434
Institutional	\$35,310,810	10.732	\$378,956	\$69,461,708	10.732	\$745,463
Vacant	\$22,406,030	19.432	\$435,394	\$435,394	19.432	\$8,461
Farmland	\$372,550	19.432	\$7,239	\$7,239	19.432	\$141
Vacant Commercial	\$3,639,130	10.732	\$39,055	\$97,638	10.732	\$1,048
Vacant Industrial	\$7,432,440	10.732	\$79,765	\$199,412	10.732	\$2,140
Total	\$594,089,400		\$5,473,569	\$1,102,815,085		\$9,674,665

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Opportunities for Tax Base Cross Development

	Commercial	Industrial	Residential	Institutional
Commercial	Collaboration in creation of Vibrant Downtown commercial experience, products and services	Raise awareness of local procurement practices and market specific needs to prospective local service providers	Market Crossfield's emerging residential base to prospective businesses	Raise awareness of local procurement practices and market specific needs to prospective local service providers
Industrial	Access industry supply chains and market to workforce	Intensify and Expand Industrial Areas	Market affordable living opportunities to current and prospective businesses	Access to resources to address barriers
Residential	Market convenience and hometown feel of buying local to current and emerging local residential base	Advertise jobs to current and prospective residents	Partner with developers to build new residential neighbourhoods	Advertise jobs to current and prospective residents
Institutional	Market services to institutional clients and workforce	Identify unique industrial needs and opportunities	Identify, qualify and quantify emerging community needs	Community Economic Development Capacity Building



At the **Crossroads** to Opportunity

Stakeholder	
Town	Council - Policies, Procedure and Priorities
	Staff, Senior Management, Economic Development Planning, Finance
Chamber of Commerce	Businesses - Networking, Advocacy
	Entrepreneurs
	Developers
Community Futures	Entrepreneur Training
	Lending
Banks	Financial Literacy and Management
	Lending
Regional Partners	Rocky View County
	Mountain View County
	Airdrie
	QEII Communities
Community Partners	Education and Training, School Board, Bow Valley College Olds College, Van Horne Institute
	Community Gardens
	Service Clubs
Investment Networks	Local investors
	Sector-based investors
	Lending Institutions
Real Estate Brokers	Commercial
	Industrial
	Residential
Provincial Supports	Regional Economic Development Services
	Industry Development
	Agriculture
	Tourism and Culture
	Alberta Innovates
Federal Supports	Western Economic Diversification

Tactics by Rating with Rough Cost Estimates

	Tactic	Priority Score	Upfront Cost	Annual Cost
Knowledge - What facts and evidence do we have to support decision making?	Economic Base Analysis	1	30	5
	Investment Readiness	3	10	2
	Target Sector Analysis	5	15	5
	Municipal Census Data	2	1	0
	Business Licensing and CRM	2	25	2
	Market Analysis	3	40	10
	Labour Market Study	0	20	5
	Business Leakage Study	3	40	5
	Land and Building Inventory	7	15	4
Engagement - What are emerging challenges and opportunities?	Business Survey	6	5	1
	Business Visitations	5	10	10
	Industry Roundtables	3	10	5
	Regional Ec Dev Roundtable	2	5	2
	Chamber Town Hall Meeting	2	5	2
	Broker Luncheon	3	10	5
Capacity - How can we create community capacity and leverage resources?	Town-chamber partnership	4	10	0
	Community Economic Development Corp.	4	75	75
	Regional Economic Development	3	10	5
	Residential Marketing Fund	0	25	2
	Workforce Development Programming	5	20	5
	Lead Generation and Management	5	15	5
	Grants Writing	4	4	1
	Business Services and Training	2	10	4

Communication - Who needs to know what, and how will we tell them?	Community branding	3	50	5
	Crossfield Living Magazine	4	40	40
	Investment Profile(s)	2	15	5
	Community Profile	3	25	5
	Site Selection Packages	5	10	2
	Community Events	3	3	1
	Wayfinding Signage	2	150	0
	Downtown Information Board	0	2	0
	Tourist Guide	0	10	2
	Trade Shows	3	3	3
	Social Media	2	10	3
Website Development	3	10	3	
Leadership - What is to be done, and how will we do it?	Downtown Redevelopment	5		
	Industry Cluster Development	3		
	Transportation Infrastructure Investment	3		
	Downtown Crossing	4		
	Rural Women in Business	3		
	Golf Course Seniors Programming	1		
	Crossfield Station Business Incubator	2		
	Youth Futures	4		
	Community and Industry Centre	1		
	Industrial Land Swap	2		

Appendix D: Economic overview

We set out to systematically explore and understand the community of Crossfield and its neighbors, the economic trends, drivers of change, Strengths, Weaknesses, Opportunities and threats of Crossfield Alberta economy.

The scan was broken into two phases;

1. Information gathering
2. Evaluation
3. Analysis

Information Gathering

Macro Environment

Larger societal forces that affect the micro environment. We included an overview of Canada and Alberta.

Micro Environment

Defined Zones, Zone 1, Zone 2, Zone 3:

Zone 1: Crossfield

Zone 2: Rocky View county and Wheatland County

Zone 3: Calgary Metropolitan Area

Immediate environment, including:

Statistical overview

The business community

Ecosystem - educational institutions, real estate, organizations

Primary Information Sources

- Town of Crossfield
- Mountain View County
- Rocky View County
- Economic Development 101
- The Calgary Regional Partnership
- Alberta Regional Dashboard
- * Statistics Canada
- National Household Survey Results
- Government of Alberta

* The data obtained from statistics Canada was chosen from census year 2006 and census year 2016. This is due to concerns about the validity and comparability of census year 2011 statistics resulting from the change in statistics Canada policy and collections practices.

Geographic Scope

The area we examined was broken into 3 zones. Combined, they represent Crossfield and catchment area which serves as the labour market and potentially the local market

Zone 1: Crossfield

Zone 2: Rocky View County and Mountain View County

Zone 3: Calgary Metropolitan Area

Geography

Crossfield Alberta is located in southern Alberta, within Rocky View county. It is located on Highway 2A 43 km north of the City of Calgary. Crossfield is north of the City of Airdrie and south of the Town of Olds. Crossfield is surrounded by the rural Rocky View County. The catchment area includes Rocky View County, (pop. 39,407), and some of Mountain View County, (pop. 13,074).

Rocky View County and the Town of Crossfield share arterials for commerce, living and recreation. Both the Town and the County have significant industrial manufacturing and processing businesses located within each jurisdiction.

Demographics

- The population of the Town Crossfield of according to its 2017 municipal census is 3,055, a change of 8% over 12 months.
- The population of the Town Crossfield of according to its 2017 municipal census is 3,055, a change of 4.7% from its 2014 municipal census population of 2,918.
- In the 2016 Census of Population conducted by Statistics Canada, the Town of Crossfield recorded a population of 2,983 living in 1,101 of its 1,168 total private dwellings, a 4.6% change from its 2011 population of 2,853. With a land area of 11.96 km² (4.62) it had a population density of 249.4/km² (646.0/) in 2016.
- In the 2011 Census, the Town of Crossfield had a population of 2,853 living in 1,018 of its 1,090 total dwellings, a 6.9% change from its 2006 adjusted population of 2,668. With a land area of 11.87 km² (4.58), it had a population density of 240.4/km (622.5) in 2011.
- Average age of Crossfield is 38.4 as of the 2016 federal census.
- Median employment income in 2015 was 44,672.

Economy

- The primary economic base of the Crossfield area is agriculture, agricultural services and natural gas processing. The Crossfield Gas Plant located south of the town, currently owned by TAQA North, has been operating since 1965.
- The towns Fiscal Responsibility Bylaw ensures that tax rates are linked to inflation, (0.5%).

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Zone 1: Crossfield

	2016	2006
Population as per federal census 2016	2973	2648
Total private dwellings	1165	960
Employment Rate	64.6	75.9
Labour force size	2315	2095
Labour force Participation Rate	74.5	78.5
Home ownership	925	825
Average Family Income	\$124,695	



Businesses by industry

Agriculture	36%
Mining and oil	3.5%
Construction	9.8%
Manufacturing	1.7%
Retail	3.2%
Transportation	6.3%
Finance	2.8%
Real estate	13.3%
Professional services	8.1%
Management	1.2%
Administrative	3.3%
Other	6.0%

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Business by Size

Number of Employees	Percent
1-4	65.8%
5-9	12.7%
10-19	12.3%
20-49	6.6%
50-99	1.8%
100-499	0.4%

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Zone 2: Mountain View County and Rocky View County

	Mountain View		Rocky View	
	2016	2006	2016	2006
Population as per federal census 2016	13074	12,308	39,407	34,171
Total private dwellings	5666	5,136	13,620	11,185
Employment Rate	67.7%	70.6%	64.2%	69%
Labour force size	10620	10,070	31,680	26,640
Labour force Participation Rate	73%	77%	69.6%	75.9%
Home ownership	4,360	4,030	11,920	10,250
Average Family Income	\$124,104	\$66,481	\$324,034	\$209,779

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Zone 3: Calgary Metropolitan Area

	2016	2006
Population as per federal census 2016	1,392,609	1,079,310
Total private dwellings	544,870	433,616
Employment Rate	66.5%	72.5%
Labour force size	1,113,965	658,510
Labour force Participation Rate	73.3%	75.6%
Home ownership	379,225	307,920
Average Family Income	\$162,881	\$ 74,517



Development

- Currently there is a 25.5m waterline twinning project proposed.
- A Co-op gas bar/store/drive-thru restaurant has been approved for Hwy 2

Political

- Crossfield was one of the 11 municipalities that were part of the Calgary regional partnership Which disbanded earlier this year due to the implementation by the Alberta Government of the Calgary Metropolitan Region Board (CMRB), which will be now responsible for planning in the region. Membership with CRP was voluntary, while membership with the CMRB is mandatory.

Labour force

Labour force by industry

Industry	%
Agriculture	3.2%
Mining	7.3%
Construction	13.8%
Manufacturing	9.1%
Wholesale	4.4%
Retail	11.1%
Transportation	5.6%
Professional Services	4.1%
Administration	3.2%
Education	7.0%
Healthcare	7.6%
Accommodation	4.4%
Public Admin.	5.3%
Other	5.0%

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Labour force by occupation

Occupation	%
Management	9.4%
Business & Finance	17.9%
Science	5.6%
Health	3.2%
Education law & government	9.7%
Sales & Service	19.7%
Trades & Transport	26.5%
Natural Resources	3.8%
Manufacturing	2.6%

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Education & Training

In 2016, 83.1% of people aged 25 to 64 in Crossfield had a high school diploma or equivalency certificate, compared with 86.3% in Canada.

11.3% of residents aged 25 to 64 had a bachelor's degree or higher in 2016, while 26.6% had a college, CEGEP or other non-university certificate or diploma as their highest level of education, and 20.0% had an apprenticeship or trades certificate or diploma as their highest level of education.

No certificate	18%
High school	31.4%
Apprenticeship	17.5%
College	22.1%
Below Degree	1.3%
University	9.7%

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Appendix E: Economic Development Policy Chart

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Policy	Actions
<p>1. Pursue regional and inter-municipal economic development opportunities.</p>	<p>Administration to establish and maintain contact with staff in adjacent and surrounding municipalities who are responsible for business and economic development.</p> <ul style="list-style-type: none"> • Administration to stay informed about regional events and development trends that may influence opportunities or challenges for Crossfield’s economic development.
<p>2. Share information with existing local businesses, as well as regional businesses or agencies.</p>	<ul style="list-style-type: none"> • Administration to compile and disseminate relevant municipal information (upcoming events, plan updates, construction schedules, demographic information, etc.) to Crossfield’s existing businesses and regional business community
<p>3. Support, promote, and market existing businesses in Crossfield.</p>	<ul style="list-style-type: none"> • Administration to work with Crossfield’s business community in any efforts they take to advertise collectively. • Administration to offer the business community opportunities to advertise in any local publications. • Administration to support the “Business of the Month” campaign to highlight the available businesses in the Town. This should be advertised in any Town publications.
<p>4. Attract new commercial and industrial development to the plan area</p>	<p>Administration to work with interested development proponents who are proposing commercial and industrial development.</p> <ul style="list-style-type: none"> • Administration to work with landowners to match land for sale with potential development proponents who are looking to develop in the Town. • Administration and Council to promote the Town’s desire and willingness to work with commercial and industrial developers. • Administration to identify specific development or companies that may have interest to pursue commercial or industrial development in Crossfield.

<p>5. Actively pursue opportunities to partner with both governmental and non-governmental organizations to benefit economic development within the plan area.</p>	<p>Administration to identify potential partners that may have shared interests in enhancing the Town’s economic development.</p> <ul style="list-style-type: none"> • Administration to maintain a list of grants and funding opportunities that are or will be available from higher levels of government. • Administration to partner with Community Futures to have a small business advisor come to Crossfield once a month and provide free support to small businesses in the chamber of commerce space on Main Street.
<p>6. Work with existing businesses and the development industry to enhance the plan area by:</p> <ul style="list-style-type: none"> • providing incentives for new development or redevelopment within the plan area, particularly along Railway Street • requiring standards for new development that both respect and enhance the existing business environment • ensure that planning, development, and architectural guidelines are followed 	<ul style="list-style-type: none"> • Administration to carefully assess the effectiveness of existing incentives for redevelopment. • Administration to make recommendations to Council for new or additional programs and funded incentives that will provide strong benefits that trigger redevelopment and new development. • Administration, Council, and development proponents to enforce and uphold standards and requirements outlined in this ARP. • Administration to use the design and architectural guidelines outlined in this ARP to assess each application for development within the plan area. • Administration to ensure that Council and development proponents understand the ARP requirements are statutory.



<p>7. Support what is being required of private landowners, businesses, and new development in this ARP by committing to implementation of public improvements within the timeframes outlined in the Public Improvements section of this plan.</p>	<ul style="list-style-type: none"> • Administration and Council to recognize and understand what is being asked of development proponents in this ARP. • Administration and Council to support and contribute to the successful implementation of these requirements by providing funding for public realm improvements (see Public Improvements, Section 5 of this ARP). • Administration and Council to commit funding and support for implementation of these objectives within the outlined timeframes
<p>8. Support businesses within the plan area that contribute to the vitality of Crossfield by maintaining business and operating hours during evenings and weekends.</p>	<p>Administration to assess incentive options that could encourage businesses to operate extended hours, and present options to Council for a final decision.</p>
<p>9. Create a brand strategy and marketing plan for the ARP area.</p>	<p>Administration to develop and present a branding theme for the downtown and entrance area.</p> <ul style="list-style-type: none"> • Administration to create a plan to implement and market the branding theme for presentation to Council.
<p>10. Develop unique commercial spaces that support a variety of commercial business types.</p>	<p>Administration to develop a plan for a pop-up microsite to support small businesses and entrepreneurs who don't have permanent space along Railway Street or in the downtown.</p>

Appendix F: Economic development funding opportunities

Stream	Description	
Community and Regional Economic Support Program	The CARES program provides financial support for Alberta's communities, regions and municipalities for initiatives that promote long-term economic growth.	https://www.alberta.ca/community-regional-economic-support-program.aspx
Western Diversification Program	<p>The Western Diversification Program (WDP) is the main program through which Western Economic Diversification Canada (WD) makes strategic investments in initiatives with not-for-profit organizations that enhance and strengthen the economy of Western Canada.</p> <p>For 2018-19, WD will invest in WDP projects that directly support one (or more) of the following investment priorities:</p> <p>Cluster Growth Inclusive Economic Growth</p>	https://www.wd-deo.gc.ca/eng/39.asp
Community Facility Enhancement Program Large stream	Community Facility Enhancement Program (CFEP) funding provides financial assistance to acquire, build, purchase, repair, renovate, upgrade or expand sports, recreational, cultural or other related public-use community facilities.	https://www.alberta.ca/community-facility-enhancement-program.aspx
Community Partnership Program	<p>The 2018/19 ACP budget is \$18.5 million. The objective of the ACP is to improve the viability and long-term sustainability of municipalities by providing support for regional collaboration and capacity building initiatives.</p> <p>Key program outcomes include: new or enhanced regional municipal services; improved municipal capacity to respond to municipal and regional priorities; and effective intermunicipal relations through joint and collaborative activities.</p>	http://municipalaffairs.alberta.ca/alberta-community-partnership

Federal small communities fund	The SCF can be used for infrastructure projects in the following categories: Highways and Major Roads; Public Transit; Disaster Mitigation; Connectivity and Broadband; Innovation; Wastewater; Green Energy; Drinking Water; Solid Waste Management; Brownfield Remediation and Redevelopment; Local and Regional Airport; Short Line Rail; and Short Sea Shipping.	http://municipalaffairs.alberta.ca/smallcommunitiesfund
Municipal Sustainability Initiative -1 operating stream 2capital stream	The Municipal Sustainability Initiative (MSI) helps support local infrastructure priorities and build strong, safe and resilient communities. Municipal Affairs has allocated almost \$9.6 billion to municipalities since the program launched in 2007. This has meant communities across Alberta have been able to build and rehabilitate their roadways and bridges, water and wastewater systems, public transit facilities, and recreation and sport facilities, and address other key local priorities.	http://www.municipalaffairs.alberta.ca/msi
AB-ON Innovation Program	Solves industry challenges through R&D activities with economic benefits for both provinces, ie: job retention, job creation, industry revenue growth, etc.	http://www.oce-ontario.org/programs/industry-academic-collaboration/albertaontario/how-it-works
Strategic Transportation Infrastructure Program(STIP)	The STIP provides financial assistance to municipalities for developing and maintaining key transportation infrastructure that promotes economic growth and improves mobility, while also supporting job creation. STIP does this through strategic, project-specific investment in capital construction, and rehabilitation of important local transportation infrastructure such as local road bridges, community airports and resource roads.	https://www.alberta.ca/stip.aspx
Invest Canada Community Initiatives (ICCI)	The Invest Canada-Community Initiatives (ICCI) program provides support to Canadian communities seeking to improve their capacity to attract, retain and expand FDI in order to create jobs for Canadians, support innovation and increase exports.	https://www.tradecommissioner.gc.ca/funding-financement/icci-icic/index.aspx?lang=eng

At the **Crossroads** to Opportunity

Appendix G: Document Review

Document
Crossfield Optimize Industrial Land Report 2018
Crossfield target industry Analysis 2018
Community Standards Bylaw
https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/2016-16---Community-Standard-Bylaw.pdf
Land use bylaw
https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/resource/Bylaws_Policies/2018-14---Land-Use-Bylaw-2018.pdf
Municipal Development Plan 2018 https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/resource/Master-Plans/MDP--2018.pdf
Crossfield Downtown and Entrance Area Action Plan https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/resource/Master-Plans/ARP-FINAL---2017-Oct-6.pdf
Rocky View/ Crossfield Intermunicipal Development plan
https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/Crossfield_Intermunicipal_Development_Plan_FINAL_Version_20130708.pdf
Crossfield Sustainability plan https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/CROSSFIELD_SUS_PLAN_-_app_by_Council_Dec_15-09.pdf
Crossfield east area structure Plan https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/2017-10-03---Town-Crossfield-East-ASP-FINAL.pdf

Appendix E: Environmental Scan

Economic Dashboard

<https://regionaldashboard.alberta.ca/region/crossfield/property-assessments/#/?-from=2012&to=2016>

Crossfield Downtown and Entrance Revitalization Plan

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/ARP-FINAL---2017-Oct-6.pdf

Municipal Development Plan

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/Crossfield_Municipal_Development_Plan_FINAL_low_res.pdf

Crossfield Sustainability Plan

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/Crossfield_Municipal_Development_Plan_FINAL_low_res.pdf

Crossfield East Area Structure Plan

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/2017-10-03---Town-Crossfield-East-ASP-FINAL.pdf

Rocky View/ Crossfield Inter-municipal Development Plan

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/Crossfield_Intermunicipal_Development_Plan_FINAL_Version_20130708.pdf

Business Directory

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/2018-Business-License2.pdf

2017 municipal census https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/2017-Census-Results-Document1.pdf

Focus on Geography 2016

<http://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-csd-eng.cfm?LANG=Eng&GK=CSD&GC=4806026&TOPIC=10>

City Data

<http://www.city-data.com/canada/Crossfield-Town.html>

2016 Rocky View census

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm>

m?Lang=E&Geo1=CSD&Code1=4806014&Geo2=PR&Code2=01&Data=Count&SearchText=Allan&SearchType=Begins&SearchPR=01&B1=All

2016 Crossfield census profile

<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4806014&Geo2=PR&Code2=01&Data=Count&SearchText=Allan&SearchType=Begins&SearchPR=01&B1=All>

Townfolio Crossfield profile

<https://townfolio.co/ab/crossfield/demographics>

Crossfield Community profile

<https://townfolio.co/ab/crossfield/demographics>

Crossfield Chamber of commerce

<https://www.crossfieldchamber.org/>

Maps

Town of Crossfield Aerial Map

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/doing-business/resources/PLN-1767-AERIAL_MAP-AERIAL_EXTENTS-11X17.pdf

Land Zoning Map

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/resource/Maps/PLN-1767-LAND-USE-MAP-36x48-UPDATED-Sept-2016.pdf

Facility Map

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/resource/Maps/Town_facility_map.pdf

ByLaws

Waterworks utility bylaw

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/resource/Garbage_and_Recycling/resources/Waterworks_Bylaw_-_2011-06_-.pdf

Land use bylaw map

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/living-in-crossfield/resources/resource/Bylaws_Policies/Land_Use_Bylaw_2011-_05_updated_Map.pdf

Financial Statement 2016

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/inside-town-hall/resources/Resource_Folder/2016-Financial-Statements.pdf

Budget Highlights 2017

https://icreate6.esolutionsgroup.ca/231140_TownOfCrossfield/en/inside-town-hall/resources/Resource_Folder/2017-Operating-Budget-Highlights.pdf

Media Scan

<http://www.rockyviewweekly.com/article/downtown-redevelopment-plan-gets-first-reading-20170822>



