DOWNTOWN AND CITY OF CAMROSE RETAIL AND COMMERCIAL MARKET STUDY

Setting the Next Stage - Re-Imagining Retail and Commercial

Background Report

March 2018

TABLE OF CONTENTS

Executive Summary

Introduction and Elements for an Updated City and Downtown Action Plan

The City of Camrose is in the process of re-writing the City's Downtown Action Plan by expanding the document into the Downtown Area Redevelopment Plan (DARP). One objective in re-writing the Downtown Action Plan is to attract and retain retail and commercial businesses into the Downtown core. To accomplish this task, the City wanted to understand where Camrose's current retail and commercial market gaps are so that the City can better understand how to attract and retain investment types into the Downtown.

Three Sixty Collective was retained to analyze retail and commercial market conditions and opportunities for the City Camrose and its key commercial corridors. This included a City-wide retail and commercial study and demand analysis with a specific emphasis on Downtown Camrose. The study process included background research, consumer surveys and mobile cell phone analysis of visitors, a retail commercial audit, interviews with stakeholders, and two workshop days with stakeholders. The process included suggested recommendations for the City to consider in order to put the action plan into place.

The study was part of an ongoing process led by the City in conjunction with Pario Plan. The work conducted as part of this research and recommendations will feed into this greater process.

Scope of Work Retail and Commercial Market Study

The scope of work included the following key elements:

1. Provide a detailed breakdown of retail and service retail / commercial (office) offerings by type throughout the City of Camrose, and specifically the Downtown area.
2. Based on projected population and employment growth over the next 25 years determine the future demand for additional retail and commercial office space.
3. Determine the existing gaps in the retail mix for the City as a whole and Downtown specifically.
4. Describe current retail trends and best practices that may be transferable to Camrose and Downtown Camrose in particular.
5. Make recommendations as to where the City of Camrose should target its retail and commercial recruitment and support efforts.

6. Recommend short-term, mid-term and long-term action plans.
7. Engage with Downtown stakeholders in preparing the study including but not limited to the Downtown Camrose BIA, Downtown Steering Committee, property owners, businesses and developers as well as other supporting organizations such as the Chamber of Commerce, Tourism Camrose, City staff and counsellors, Camrose library, etc.
8. Undertake a Downtown Survey to determine Downtown shopping patterns.
9. Make recommendations as to how the Downtown can be improved to make it attractive to retailers and other businesses.

Warranted Retail and Commercial Space – Additional Demand

The demand analysis includes a sensitivity analysis based on a range of sales productivity for each retail category based on Camrose productivity and the productivity required by new developments to ensure the developments are sustainable.

Summary Camrose Retail and Commercial Additional Demand (expressed in sq. ft.)

	2021	2031	2041
Clothing and Accessories, Leisure, and Other	5,845	18,488	45,042
Furniture and Home Furnishings	3,434	13,554	44,074
Electronics and Appliances	0	0	0
General Merchandise	0	37,439	42,391
Total Retail Merchandise	**9,279**	**69,481**	**131,507**
Food and Beverage Retail	6,483	19,021	59,971
Health and Personal Care Stores	3,688	5,559	9,644
Food Services	2,938	13,012	46,353
Other Personal Services (30%)	9,595	45,888	106,061
Total Retail	**31,983**	**152.961**	**353,536**

Total additional demand for the City for retail and commercial space (excluding professional services) is 353,536 sq. ft. by 2041. Downtown will account for 37% of the total demand or 130,314 sq. ft.

This excludes the demand for upper-level professional office worker space but includes the need for ground floor personal services and support services, recreation and fitness, banking, and other household related services.The low and high population growth scenarios will vary total 2041 demand from 170,789 sq. ft. to 588,323 sq. ft.

Low, Medium, and High Retail and Commercial Additional Demand Scenarios

	2021	2031	2041
Low Population Scenario	10,985	102,150	170,789
Medium Population Scenario	31,983	152.961	353,536
High Population Scenario	41,690	215,187	588,323

Camrose Retail and Commercial Suggested Action Plan

The Suggested Action Plan focuses on retail and commercial development throughout the entire City of Camrose with a specific focus on the Downtown Area Redevelopment Plan.

Camrose Retail and Commercial Differentiators

The differentiators that guide the retail and commercial opportunities in Camrose are centred on two key differentiating elements based on the preceding research:

- Convenience
- Character

CONVENIENCE

Convenience attributes are based on a number of strength factors:

1. Accessibility and visibility including travel time features; and
2. Critical mass within select retail and commercial sectors.

CHARACTER

The second defining attribute for Camrose's retail and commercial identity is the strong character associated with the community itself and its business owners.

Camrose Business Development Guiding Principles

The strategy laid out in this section is rooted in three key program goals that support retail and commercial business development in Camrose and in Downtown:

1. Developing ground-up, community-based, entrepreneurial business growth;
2. Investor attraction; and
3. Regional visitation and tourism.

To achieve these three strategic directions, the Camrose retail and commercial action plan is guided by four principles:

1. Promote collaboration;
2. Be investment ready;
3. Execute consistent branding; and
4. Use placemaking to elevate visitor and investor attraction.

1.0 Introduction

1.1 Elements for an Updated City and Downtown Action Plan

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1.3 Report Structure

This report includes the following sections:

- Background economic information on Alberta and Camrose Region
- Retail and commercial business trends
- Camrose retail and commercial sectors
- Target market assessment
- Demand analysis and warranted space
- Suggested recommendations and action items
- Appendix A: consumer research, target market needs,
- Appendix B: workshop summary
- Appendix C: key person interview summary

1.3 Role of Downtown

Role of Downtown: Downtown Camrose has very good attributes associated with creating a vibrant and viable retail commercial environment. The Downtown has the opportunity to be a unique, walkable, and attractive community. The Downtown plays a vital role in both enhancing the quality of life of Camrosians and the community's economic vitality as a central hub to the larger region.

Through the public engagement process, the City will be able to better refine the role, vision and guiding principles of the new DARP. This will build upon the following vision, guiding principles and objectives.

Key planning principles for the City of Camrose Downtown Plan are as follows:

Identity and Vision

Principle #1 – Building a Positive Identity and Vision
Streets, buildings, and public spaces play a critical role in creating a positive identity for marketing Downtown as a variety of inviting places to gather and socialize. Developing an adaptable design approach provides flexibility as the identity of Downtown evolves and its land value improves.

Principle #2 – Respecting Heritage
A healthy Downtown must celebrate and preserve historic and architecturally significant buildings to recreate, through permanent memories, the sense of meaning in the urban landscape.

Revitalization

Principle #3 – Building Upon Existing Assets
Performing arts centers, museums, historic sites and buildings are essential to promoting Downtown as a thriving neighbourhood. Revitalization should exploit Downtown existing one-of-a-kind cultural facilities and determine how other facilities can be strengthened.

Principle #4 – Providing Infrastructure
Provision of infrastructure is essential to revitalize Downtown and must include not only municipal services (i.e.: water, wastewater, power) and franchise utilities, but also, public transit, parking management, transportation planning, and traffic calming measures (e.g.: conversion of one-way roadways to two-way, tighter turning radiuses at intersections for a better pedestrian experience), and enhanced security and cleanliness of roadways.

Principle #5 – Enhancing Mobility
The ability to travel by walking and biking is critical to encouraging people to spend time in Downtown. A slow-pace transportation network must meet four conditions - it must be useful, safe, comfortable and interesting.

Principle #6 – Defining the Urban Environment
Urban environments feature a mix of residential and non-residential uses at densities that depart from what is found in surrounding neighbourhoods, clearly defining Downtown boundaries.

Principle #7 – Encouraging Diversity of Uses
A diverse Downtown contains an appropriate mix of residential and non-residential uses including housing, retail, office, hotels, culture, entertainment, recreation and special event programming making certain that visitors can find enough to do for 4 to 6 hours, and residents daily needs can be comfortably met.

Principle #8 – Fostering Intensity
Density is necessary to obtain the critical mass of people required to create vitality, use local services, and economically compete with other land uses, therefore, housing options must target a range of incomes, household sizes, and ages, by providing both market and affordable rates at moderate and high-density design.

Principle #9 –Consolidating Downtown as a Destination
Destinations are comfortable, safe, and inviting activity centres to gather and socialize, which provide Downtown critical mass, identity, and reasons for people to live there. They should be placed in identifiable clusters that benefit from association to offer quality of choice within a five to ten-minute walking distance from any given block within Downtown.

Principle #10 –Promoting Business Development
Recruitment efforts should focus on businesses that could be Downtown, which includes both "export" employment (businesses that export goods and services from the municipality which provide fresh cash into the economy) and regional-servicing employment (support businesses or organizations which locate in regional concentrations such as Downtown).

Implementation

Principle #11 – Involving the Community
Effective implementation strategies ensure that citizens and stakeholders (opinion-makers) such as individuals and businesses owners have continuous opportunities for input and involvement, so the community will trust in the process in which they are being asked to invest. Stakeholders, in particular, are the public image of Downtown, and convey a human face on the revitalization efforts.

Principle #12 – Developing an Effective Organizational Structure
A sustainable private/public partnership requires bringing existing non-profits into the process and creating new organizations to fill needed roles. These include business improvement areas and temporary task forces.

Principle #13 – Implementing Action Oriented Strategies
Early wins require concerted planning and strategic implementation by many organizations and are critical to long-term revitalization. It should involve private, public, and non-profit groups, and individuals, who foster and build community support for achieving the vision.

Principle #14 – Making Development Decisions Fair, Predictable, and Cost Effective
Ensuring that property owners, developers, and the wide community are provided with certainty that a plan is in place to guide development must be a key tenet of sustainable development.

Principle #15 – Retaining Social Values
Retention of social values ensures Downtown can remain as the citywide community gathering place and must be factored into implementation efforts through equity programs to incentivize housing affordability and business retention, which are essential to successful revitalization.

1.4 City of Camrose Planning Context

The planning context is provided by Camrose's Land Use By-law. It sets out a well-articulated series of policies and land use permissions for 6 categories of residential districts, 4 commercial districts, 2 industrial districts and special districts including institutional. Policies in the Downtown are also are determined by the 2007 Downtown Action Plan. Policy 13.1 of the Downtown Action Plan states that any development in the Downtown overlay area will comply with the regulations of the Downtown Action Plan. Where there is a discrepancy between the regulations, the regulations in the Downtown Action Plan are to apply.

Downtown

The majority of the Downtown has a C1 – Central/Downtown Commercial land use designation.

- The C1 land use designation permits a comprehensive range of commercial uses, hotels, boarding houses, daycare facilities, recreation and entertainment uses, some institutional services (e.g. government services, health facilities, community facilities) and dwelling units.
- Some of these land uses are discretionary and require review by the Development Authority to ensure that specified development criteria are satisfied. The criteria include such considerations as the impact on the pedestrian environment for drive-through uses and vehicle-related sales and services (including gas bars) and impact on sidewalk animation (i.e. no blank walls on the street frontage) for warehouses, community facilities, funeral homes, etc.
- On 50 Street, gas bars, auto sales and services, drive-through businesses, warehouses and dwelling units at grade are not permitted.
- 50 Street has a maximum front yard setback of 1 metre and maximum building height of 12 metres.
- Development elsewhere in the C1 district can reach a height of 16 metres and up to 30 metres if the additional height above 16 metres is used for dwelling units. There is no maximum front yard setback although the front yard cannot be used for parking.

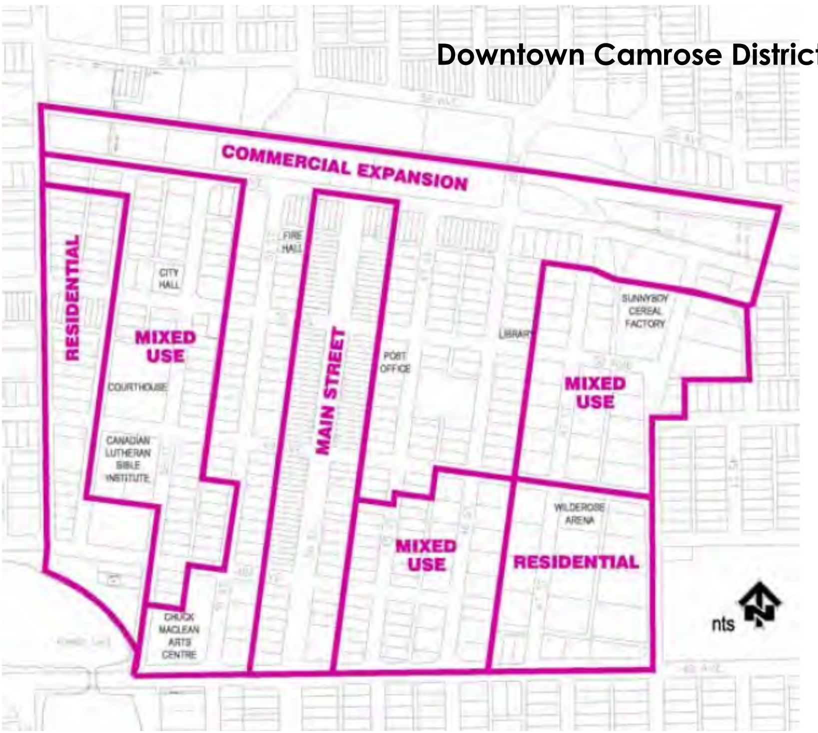
The area between 48 and 49 Avenue fronting generally on 48 and 49 Streets is designated SCD – Special (Historical) Commercial District. The priority is to encourage the retention of the neighbourhood's historic buildings while enabling sensitive redevelopment and infill. A broad range of smaller scale residential and commercial uses are permitted. The height limit is 10 metres and maximum lot coverage 50%.

Many of the lots fronting on 52 and 52A Streets between 48A and 51 Avenues are designated for institutional uses and high-density residential development.

The Downtown Action Plan defines the following policy areas within the Downtown.

The goal on **Main Street** (50 St.) is to protect and enhance the pedestrian orientation of the streetscape. Detailed design guidelines are specified which focus on maintaining the continuity of the prevailing physical character of the building façade and enhancing the walkability and pedestrian amenity of the area.

The **Commercial Expansion Areas** are intended to accommodate larger retail uses that can't find space on Main Street. It is desired that the pedestrian amenity be enhanced, and therefore automobile-related businesses are not encouraged. Design guidelines are included for large stores (floor plates larger than 464 square metres) to encourage these large stores to support pedestrian animation by minimizing their perceived size and avoiding long expanses of blank walls.



The goal of the **Mixed Use Areas** is to allow for residential intensification while continuing permission for institutional and commercial uses. It is noted that new development must be carefully designed to integrate successfully with a variety of existing residential, commercial, and industrial structures that exist on 52 and 52a Streets. Automobile service uses, drive-through windows, and individual retail stores with a gross floor area greater than 929 square metres (5,000 square feet) are to be prohibited. The target density for new residential development is 29 units per acre.

Other Commercial Districts

The C1 designation also is used on a few lots to the north of the Downtown on 52 Avenue between 47 and 48 Streets (north side). It is a transition between residences to the north and west and industry to the south and east.
The C2 – Highway Commercial Designation is extensively used along Highway 13 (48 Avenue) west of 56 Street and east of 44 Street. A small site at the south end 68 Street also is designated C2. This will be part of the new Valleyview West Phase 2 development.

The C2 designation permits a full range of retail and other commercial uses, institutions, government services, entertainment uses (including casinos) and hotels.

- Multi-unit residential development is permitted as a discretionary use. The criteria for approval include ensuring that the residential use does not adversely impact nearby commercial uses and that it not be located on the ground floor.
- Some light industrial and storage uses are permitted, many as discretionary uses with approval criteria related to ensuring aesthetic compatibility with nearby uses and safety.
- The minimum lot width is 15 metres and maximum height 14 metres (or 24 metres if the additional height above 14 metres is used for residential development).
- The maximum lot coverage is 50%

The C3 - Neighbourhood Commercial designation is used on a few sites throughout the City's residential neighbourhoods as well as in the General Industrial Area along the north side of the CP tracks to permit some convenience retail uses.

- Permitted uses include professional and personal services, convenience retail, minor health facilities and daycare facilities.
- Some additional commercial uses (including restaurants, small bars, general retail stores and dwelling units) are permitted as discretionary uses. The approval criteria include ensuring that the traffic, parking, and people associated with the use do not disrupt nearby residences and for multi-unit residences that no units be located on the ground floor and that the use does not adversely impact nearby commercial businesses.
- Site regulations include minimum setbacks from all lot lines, a maximum building height of 9 metres and a maximum lot coverage of 50%.

Industrial Districts
The General and Heavy Industrial designations permit restaurants, drive-through businesses and market gardens and greenhouses. Other commercial and retail uses are not permitted. Casinos are permitted as a discretionary use.

Institutional Districts
Smaller scale restaurant, retail, and food service uses are permitted. Bars and pubs, larger restaurants and general retail stores are discretionary uses. They may be approved if they don't negatively impact the surrounding uses and are of a scale and architectural design that complements the area.

2.0 Background Economic Information on Alberta and Camrose Region

Background economic development related information that informs retail and commercial development opportunities in Camrose includes the following salient findings.

2.1 Alberta GDP Growth Estimates

Alberta GDP Growth Estimates

	2016	2017	2018
ATB Financial	-2.7%	2.2%	2.3%
Scotiabank Group	-2.7%	2.4%	2.5%
RBC Economics	-3.0%	2.1%	3.3%
Conference Board of Canada	-2.9%	2.8%	1.9%

Source: ATB Financial – Alberta Economic Outlook – March 2017 Scotiabank Group, Global Forecast Update – March 7, 2017

RBC Economic and Financial Provincial Outlook – Alberta – March 2017 Conference Board of Canada, Provincial Outlook Winter 2017

Findings Alberta GDP Growth

- The downturn of 2015/2016 has turned around and positive economic growth of 2% to 3% annually is projected for the Province.

2.2 Alberta Retail Sales Growth

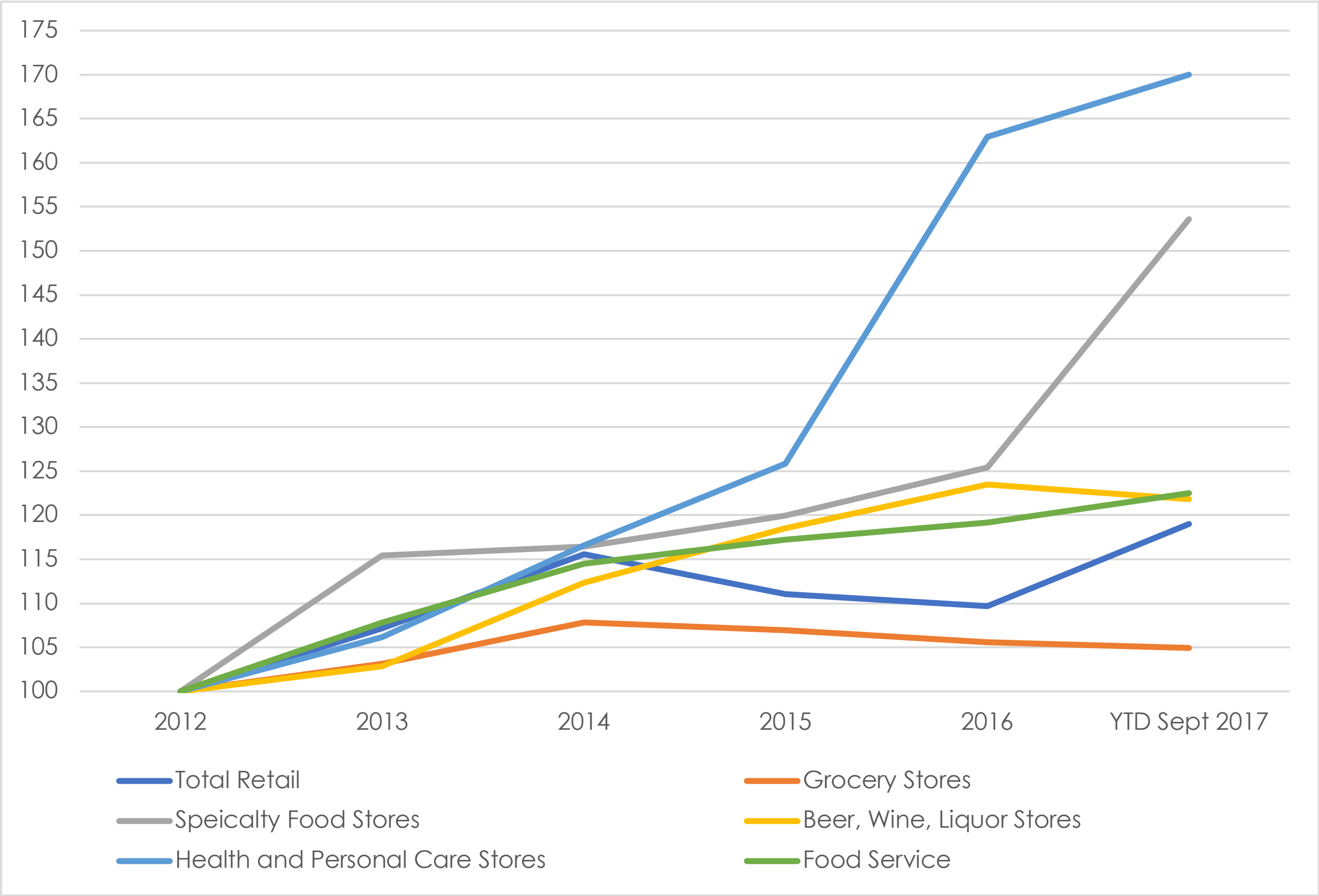
Alberta Retail Sales Growth

Retail sales for Alberta have been indexed to 2012 to provide growth context for major retail categories. The categories have been divided into:

- Local neighbour retail including food and grocery, food services, and drug and pharmacy retailers;
- Comparison and destination based retail merchandisers including clothing, accessories, furniture and home furnishings, appliance and electronics, and sporting goods, hobby, book and music stores; and

- Other retailers that including building supply and garden equipment, automotive related including parts and gas stations, and miscellaneous retail that includes used merchandise, florists, pet supplies, and other retailers not classified elsewhere

Alberta Food and Drug Type Retailers Sales Growth, Indexed to 2012 = 100

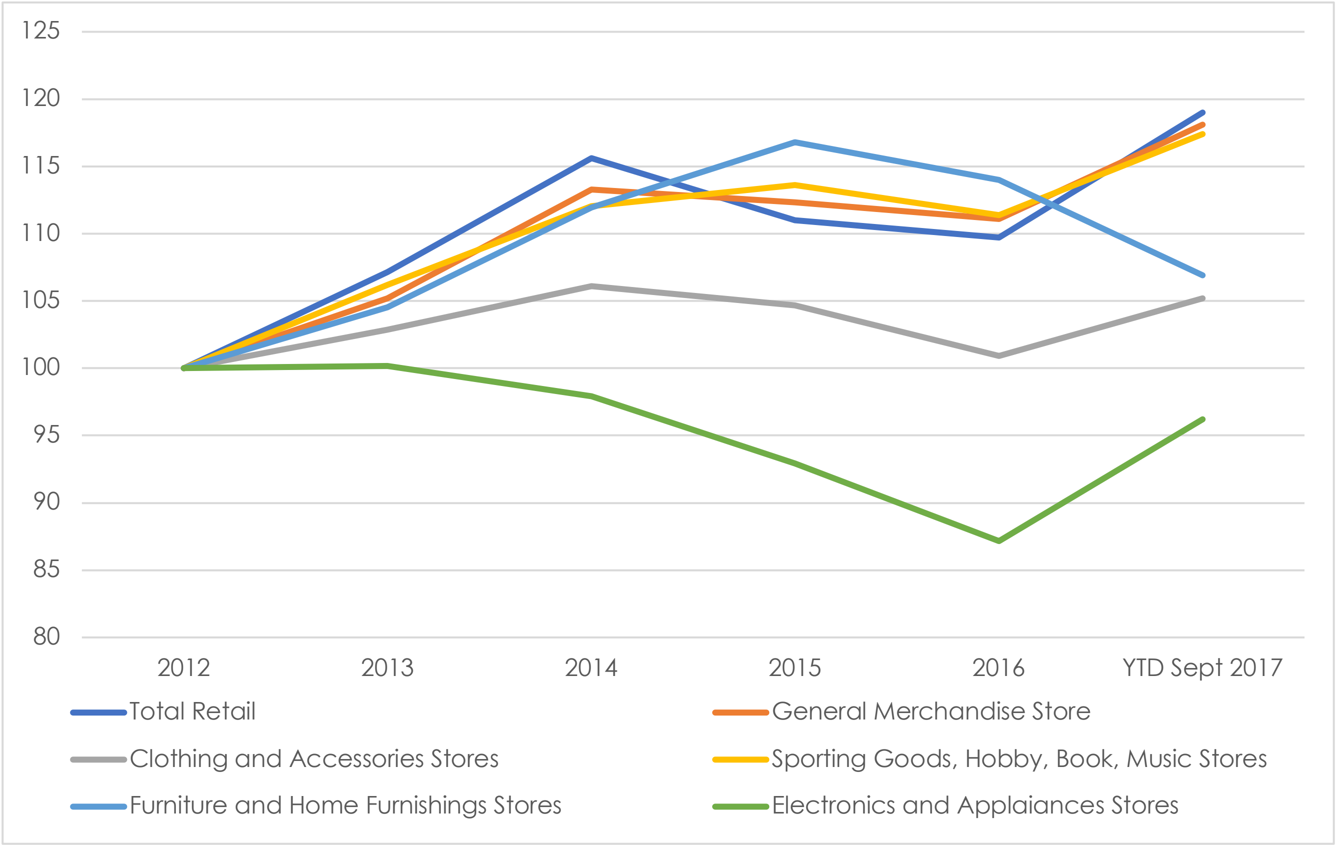


Source: Statistics Canada

Findings Food and Drug Type Retailers Growth

- Total retail had fallen in 2015 and 2016. In 2017 YTD sales returned to 2014 levels.
- Most food and drug type retailers experienced positive growth through the downturn as households still require to spend on basics.
- Grocery stores sales have been falling as households were affected by the downturn and a shift to less expensive alternatives such as large format Costco and Walmart as well as online.
- Food services have maintained positive sales momentum.

Alberta Retail Merchandise Type Retailers Sales Growth, Indexed to 2012 = 100

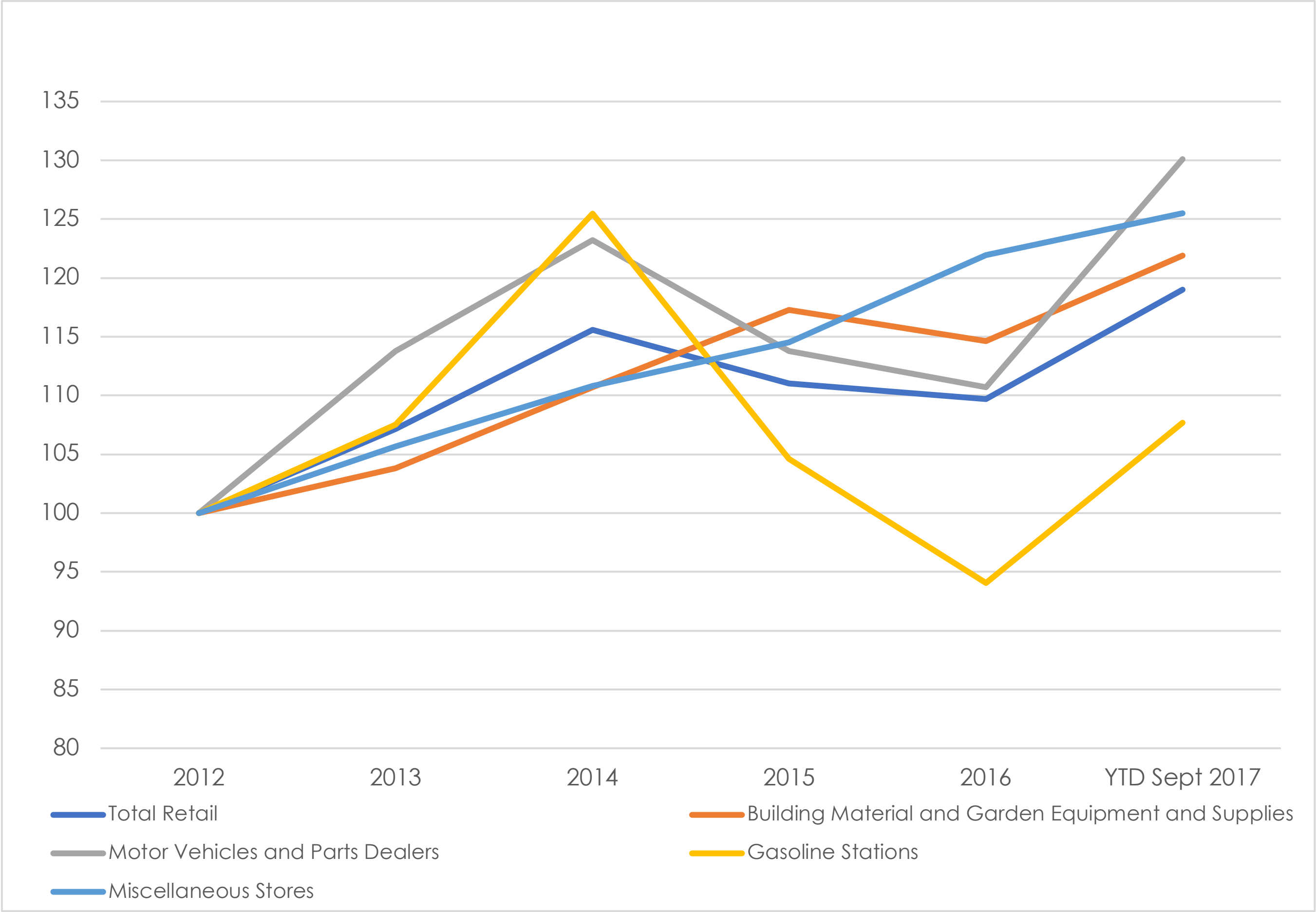


Source: Statistics Canada

Findings Retail Merchandise Sales Growth

- All retail categories experienced a drop-in sales growth in 2015 to 2016.
- Most retail categories have bounced back to 2014 levels.
- Furniture and home furnishings stores have continued the decline as the impact of fewer home sales and home completions takes a longer time to be felt (note in 2015 Furniture and Home Furnishings outperformed all other categories).

Alberta Other Retail Sales Growth, Indexed to 2012 = 100



Source: Statistics Canada

Findings Other Retail Sales Growth

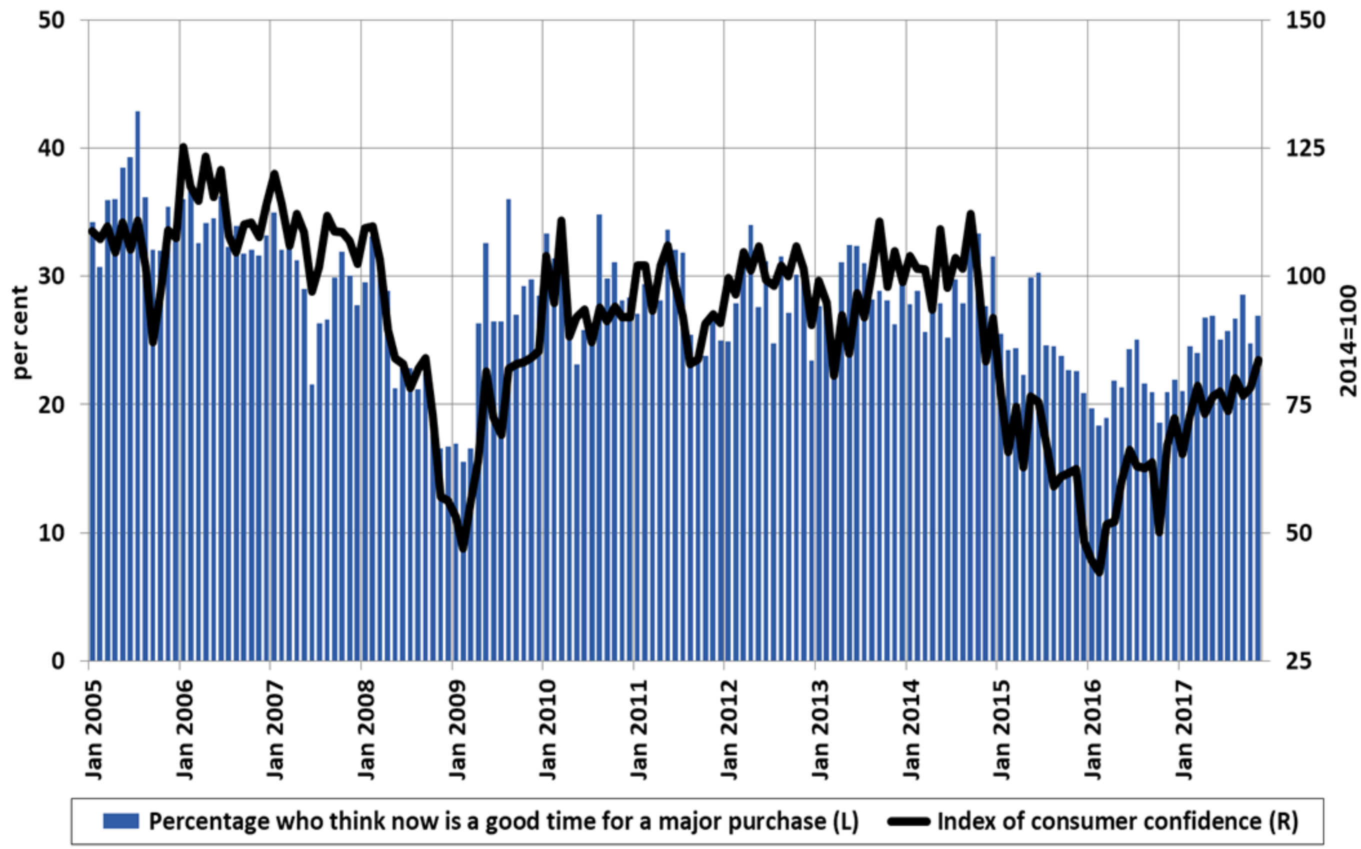
- Similar to other retail categories, most other retail categories have regained sales to their 2014.
- Gas stations had suffered a setback in sales but are regaining traction as the economy rebounds.

Findings of Retail Sales Growth for Camrose

- Camrose retailers have experienced a similar swing in retail sales growth.
- Many interviewees noted a positive 2017 compared to 2015 and 2016. Many also noted that there was a delay in household expenditure adjustment. At the beginning of the downturn, households continued to spend on bigger ticket items such as furniture and building supplies but as the downturn developed into a longer-term situation, households scaled back their purchases.
- The recent lowering unemployment rate and better economic conditions have signalled a return to increased sales growth.
- However, for many retailers, the very high retail sales growth of the pre-2014/2015 downturn may not return and with the continued growth of online sales, these factors are forcing businesses to redevelop their business plans moving forward.

2.3 Consumer Confidence Index

Prairie Consumer Confidence, Indexed to 2014 = 100



Source: Conference Board of Canada

Findings Prairie Consumer Confidence

- 2014 = 100
- Consumer Confidence in Prairie regions has been regaining since early 2016.
- However, confidence still sits below 2014 level.
- Despite a lower confidence level, consumers are still optimistic about large ticket item purchases.

2.4 Alberta Employment Changes

Alberta Change in Employment (in 1000s) by NAICS Codes

	2012	2013	2014	2015	2016	Annual Growth	2016 Unem-ployment Rate
Health, Education, Government, Social Service							
Health care and social assistance [62]	231.2	233.2	240.6	264.1	269.4	3.9%	3.6%
Educational services [61]	128.2	124.9	124.7	138.0	149.5	3.9%	3.5%
Public administration [91]	90.9	89.7	88.1	94.4	97.1	1.7%	2.3%
Total Health, Education, Government, Social Service	**450.3**	**447.8**	**453.4**	**496.5**	**516.0**	**3.5%**	
Sales and Service, Arts and Culture							
Retail trade [44-45]	241.7	244.5	234.4	229.3	246.4	0.5%	14.9%
Accommodation and food services [72]	144.3	142.7	150.0	153.5	144.4	0.0%	9.4%
Information, culture, and recreation [51 71]	70.4	74.8	72.5	74.9	76.3	2.0%	5.8%
Total Sales and Service, Arts and Culture	**456.4**	**462.0**	**456.9**	**457.7**	**467.1**	**0.6%**	
Management, Business, Finance, Admin., Science							
Professional, scientific and technical services [54]	166.3	176.1	184.3	173.2	179.3	1.9%	8.4%
Business, building and other support services [55 56] (12)	73.1	78.2	79.1	82.3	79.5	2.1%	6.9%
Finance and insurance [52]	67.2	66.4	68.4	65.9	68.7	0.6%	3.0%
Real estate and rental and leasing [53]	30.3	37.8	36.3	37.6	37.4	5.4%	2.2%
Total Management, Business, Finance, Admin., Science	**336.9**	**358.5**	**368.1**	**359.0**	**364.9**	**2.0%**	
Trades, Transp., Processing, Mfg., Utilities							
Transportation and warehousing [48-49]	117.3	119.8	129.9	139.3	131.8	3.0%	8.2%
Manufacturing [31-33]	137.6	142.7	144.5	139.9	115.5	-4.3%	10.9%
Wholesale trade [41]	80.7	81.5	86.1	89.5	83.7	0.9%	5.6%
Durables [321 327 331-339]	88.1	83.6	87.3	86.3	68.5	-6.1%	8.8%
Non-durables [311-316 322-326]	49.4	59.1	57.2	53.6	47.0	-1.2%	2.1%
Utilities [22]	18.4	18.7	18.3	20.2	19.8	1.9%	n/a
Total Trades, Transp., Processing, Mfg., Utilities	**491.5**	**505.4**	**523.3**	**528.8**	**466.3**	**-1.3%**	

Primary Industries							
Agriculture [111-112 1100 1151-1152] (17)	56.3	63.4	60.6	62.8	50.8	-2.5%	n/a
Forestry, fishing, mining, quarrying, oil and gas [21 113-114 1153 2100] (18,19)	174.5	173.3	178.5	158.9	139.9	-5.4%	15.7%
Total Primary Industries	**230.8**	**236.7**	**239.1**	**221.7**	**190.7**	**-4.7%**	
Construction							
Construction [23]	**236.0**	**244.0**	**256.4**	**259.9**	**251.9**	**1.6%**	**25.2%**

Source: Statistics Canada, listed by NAICS Code

Findings Alberta Employment Changes

- Government and quasi-government service occupations (education, health, etc.) is the largest sector of the Alberta economy. In addition, the sector has continued to experience growth from 2012 to 2016.
- Management, business, finance, admin, and science have rebounded close to the 2014 top levels.
- Sales and service oriented occupations are the second largest employment group. While experiencing a softening within the industry, the retail industry has begun a rebound whereas the accommodation industry is still a laggard.
- The other transportation, trade, utilities, manufacturing, processing, and primary industries is a major concentration within Alberta have experienced slow or negative growth.

2.5 Alberta and Camrose Economic Indicators

The following section details specific data on Alberta and the Camrose/Drumheller region or for Camrose specifically.

Alberta and Camrose/Drumheller Region Labour Force Indicators (1000s)

	Alberta					Camrose Drumheller				
	2012	**2013**	**2014**	**2015**	**2016**	**2012**	**2013**	**2014**	**2015**	**2016**
Population	3095.1	3189.9	3281.8	3353.8	3398.8	158.6	159.9	161.3	161.9	161.4
Labour force	2276.9	2333.1	2386.2	2449.2	2464.6	111.8	112.8	111.1	108.5	108.4
Employment	2172.5	2226.2	2274.6	2301.1	2263.8	107.7	108.6	107.3	103.5	100.0
Full-time employment	1817.6	1871.6	1898.5	1910.8	1842	86.2	86.6	85.5	85.3	78.9
Part-time employment	354.8	354.6	376.1	390.3	421.8	21.5	21.9	21.9	18.2	21.0
Unemployment	104.4	106.9	111.7	148.0	200.8	4.1	4.3	3.8	4.9	8.5
Not in labour force	818.2	856.8	895.5	904.7	934.3	46.8	47.1	50.2	53.4	53.0
Unemployment rate	4.6%	4.6%	4.7%	6.0%	8.1%	3.7%	3.8%	4.0%	4.5%	7.8%
Participation rate	73.6%	73.1%	72.7%	73.0%	72.5%	70.5%	70.5%	68.9%	67.0%	67.2%
Employment rate	70.2%	69.8%	69.3%	68.6%	66.6%	67.9%	67.9%	66.5%	63.9%	62.0%

Source: Statistics Canada, Labour Force Survey Table 282-0123

Findings Alberta and Camrose Labour Force Indicators

- Up to 2016, Camrose was affected by the provincial downturn. However, the downturn hit Camrose later than other parts of the province. Recent 2017 statistics illustrate that the area has been rebounding.

Camrose Businesses

	2012	2013	2014	2015	2016
Number of Small Businesses (1 to 49 employees)	960	961	958	955	954
Number of Incorporations	171	177	173	162	128
Number of Businesses	936	981	947	935	908

Source: Statistics Canada Establishments, Corporation Registry System Alberta

Findings Number of Camrose Businesses

- The number of small businesses has declined slightly from 2012 to 2016. Most businesses in Camrose would be defined as small businesses given the definition of 1 to 49 employees.
- The number of businesses and incorporations has declined.

Camrose Commercial Building Permits

	2012	2013	2014	2015	2016	YTD Sept 2017
Number of Commercial Building Permits	22	23	28	31	31	
Commercial Building Permit Value	$7,135,000	$10,394,000	$7,364,000	$11,678,000	$3,602,000	
City: Number of Separate Building Permits	26	21	30	40	41	27
City: Commercial Building Permit Value	$5,876,097	$8,093,857	$6,8109,668	$10,503,530	$7,299,490	$5,8764,520

Source: Statistics Canada Building Permit Survey

Findings Camrose Commercial Building Permits

- Note there are two different reportings. One is from Statistics Canada and the other from the City of Camrose.
- The number of building permits has remained at 20 to 30 range. However, the City of Camrose data has 40 building permits in 2016.
- However, the value of the building permits declined significantly in 2016. In the past building permits had been higher.

Camrose Bankruptcies

	2009	2010	2011	2012	2013	2014	2015
Consumer	30	44	30	30	31	25	16
Business	2	2	0	0	0	0	0

Source: Industry Canada

Findings Camrose Bankruptcies

- There were no business bankruptcies from 2011 to 2015.
- The number of consumer bankruptcies has not increased during the economic downturn.

Employment Insurance Recipients

	2012	2013	2014	2015	2016
Employment Insurance Recipients	329	298	315	400	636

Source: Statistics Canada Employment Insurance Statistics

Findings Camrose Employment Insurance Recipients

- The number of employment insurance recipients is twice as high as in 2014.

Quality of Life – Camrose Crime and Safety

	2010	2011	2012	2013	2014
Reported Crime	1,600	1,697	1,506	1,468	1,236
Reported Violent Crime	348	396	309	303	205

Source: Statistics Canada Table 252 008

Findings Camrose Reported Crime

- The number of report crimes in Camrose has decreased.

Camrose Non-Residential Mill Rate

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Non-Residential Mil Rate	14.6	13.8	12.6	12.7	13.0	12.6	12.3	11.6	n/a	12.0

Source: City of Camrose

Findings Mill Rate

- Camrose non-residential mill rate has been declining over time.

2016 Non-Residential Mill Rate – Select Communities

	Non-Residential Mill Rate
Viking	21.6543
Forestburg	20.7203
Wetaskiwin	20.3946
Vegreville	19.7332
Lethbridge	18.8550
Wainwright	17.8444
Edmonton	15.5435
Povost	15.0787
Grande Prairie	14.7596
Camrose County	13.5306
Red Deer	13.1457
Brooks	12.1167
Camrose	**12.0301**
Drumheller	11.9992
Lacombe	9.1345
Ponoka	8.9125
Stettler	8.6867
Canmore	8.0986

Leduc	7.9740
Olds	7.6973
Airdrie	7.5075
Lloydminster	7.5065

Source: Municipal Tax Rates

Findings Camrose Non-Residential Mill Rate

- Camrose non-residential mill rate is in the bottom half of the selected comparable.
- Generally, it is competitive but it should be viewed in closer examination with other communities that Camrose is in close competition in terms of attracting outside investment.

2016 Cost of Living and Doing Business Index: Edmonton = 100

	All Items	Shelter	Utility Costs
Canmore	119.4	140.6	109
Grande Prairie	103.7	99	140.8
Red Deer	98.3	95.6	111.3
Lloydminster	98.2	88.3	140.5
Drumheller	97.2	84.2	145.8
Olds	96.7	74.2	148.1
Ponoka	93.7	74.4	111.6
Cold Lake	93.5	81.8	124.4
Vegreville	93.5	75.2	133.9
High River	93.4	80.6	106.6
Camrose	**92.9**	**76.6**	**112.3**
Stettler	91.9	65.6	139.2
Brooks	91.4	74	100.5
Wainwright	90.7	72	91.2

Source: Government of Alberta Spatial Price Survey 2016

Findings Cost of Living and Doing Business

- Camrose is an affordable place to live in terms of shelter costs and other expenses such as food items.
- Utility costs are high across the province compared to Edmonton, however, most competitive communities have higher utility costs compared to Camrose.
- Local Camrose residents should be able to live a better quality of life and have a good disposable income to spend on goods and services.
- Local Camrose businesses can be competitive with other areas in terms of utility costs and shelter costs for employees.

2015 Alberta Wages and Salaries

	Camrose Drum-heller	Ath. Grande Prairie	Banff Jasper Rocky Mtn	Calgary	Edmon-ton	Leth-bridge Medicine Hat	Red Deer	Wood Buffalo Cold Lake	Alberta
Agriculture	$22.80	$23.38		$20.84	$16.68	$21.10	$18.26		$20.97
Retail	$19.49	$18.36	$18.63	$19.33	$18.97	$17.62	$18.40	$20.11	$18.96
Info. Culture, Rec.	$21.54	$19.55	$16.96	$21.45	$18.93	$18.40	$16.11	$23.75	$20.19
Fin. Ins. R. Estate	$27.22	$27.48	$30.16	$35.97	$27.90	$24.67	$28.99	$31.20	$31.41
Prof., Scientific	$31.95	$29.26	$26.14	$39.60	$36.08	$34.93	$31.82	$36.60	$37.38
Educational	$32.09	$39.17	$26.86	$38.86	$36.24	$30.47	$28.15	$29.85	$36.42
Health and Social Service	$26.39	$29.74	$28.06	$32.31	$28.70	$27.27	$27.62	$30.44	$29.61
Public Admin.	$32.32	$32.97	$32.63	$40.69	$39.29	$33.96	$35.03	$36.23	$38.26
Accom. and Food	$13.17	$14.33	$14.04	$14.03	$14.89	$12.54	$13.23	$19.23	$14.43
All Categories	**$30.63**	**$28.89**	**$23.27**	**$33.76**	**$27.24**	**$24.42**	**$25.88**	**$32.67**	**$29.96**

Source: Alberta Wage and Salary Survey 2015

Findings Wage and Salary Survey

- The Camrose/Drumheller region has higher wages/salaries in comparison to other Alberta communities.
- Local employees are well paid in agriculture and retail trades. Employees in health, education, and public administration receive a good wage/salary.
- Higher wages and salaries combined with lower shelter costs leaves higher disposable incomes for local residents to spend on goods, services, and eating out.

2.6 Retail and Commercial Business Trends

Trends are based on five overarching themes:

- Retailer and commercial business trends
- Foodservice trends
- Consumer trends
- Organization and governance
- Healthy main streets

RETAILER AND COMMERCIAL BUSINESS TRENDS

Omni-channel

The evolution of retail has shifted from traditional bricks and mortar retailing to a full spectrum of consumer-oriented, anytime anyplace type shopping. Omni-channel refers to the fact that all channels of moving goods and services to the customer are available. This may include a consumer researching a product in the store and buying online or vice versa. It may mean a consumer who goes into a store and is able to purchase the item from a mobile device and have it delivered to their home. It is a whole myriad of combinations and permutations related to the customer journey.

The implications include a re-assessment of the value of physical businesses referred to as bricks and mortar stores as part of a greater review of their role towards impacting potential sales No longer are the sales of the business the true measure of how successful a business is. This makes it difficult to determine the value of the business operation from either an asset perspective or an operational perspective.

In addition, those businesses that are reliant on price and/or selection as their main competitive advantage are the most impacted by the shift to omni-channel retail including online sales. To be competitive, retailers need to shift to business models that are:

- More experience oriented
- Geared to social gathering and building community, (placemaking)
- Engagement oriented and deliver personal service above and beyond the norm
- Convenience oriented

Retailers and commercial businesses that have only one competitive advantage such as price are more vulnerable to change. There needs to be a multiple role or function of the retail and commercial space for increased immunity to outside pressures such as online retail.

At present, the online shopping channel is doing very well at competing on price and selection but having difficulty competing on experience, convenience, placemaking/community building, and engagement. For this reason, many main streets and Downtowns have not been as affected by this shift as power centres. Main streets began to evolve into the experience and placemaking economy several years ago.

Still, most Downtown and main street commercial bricks and mortar businesses need to re-align themselves and think of their business from an omni-channel perspective. This requires an assessment of hours of operation, customer service, delivery, having an online presence, etc.

Smaller Retail Formats
The pressure on larger format stores due to online retail and omni channel has resulted in larger retailers re-assessing the size of their stores, their productivity, and the need to move into more urban centres in order to be adjacent to where the residential growth is occurring.

Many retailers are becoming showrooms and do not need a fully stocked back room full of inventory or merchandise. These businesses are nimbler and increasing productivity while keeping expenses such as rent low.

In addition, larger format retailers are re-assessing their need for large parking areas. Many power centres are assessing alternatives for increased density on their lots through less parking. An issue could be that some retailers have signed specific lease clauses whereby the landlord needs to maintain a minimum parking threshold.

Mobile
Along with omni-channel, the growing trend is for mobile commerce including delivery such as Skip the Dishes and other food delivery channels, repair professionals who will come to the consumer, among other highly mobile and fluid shopping

for goods and services. This is matched by the growing presence of automated vehicles (self-driving). The vehicles will not only change the need for parking but will change how goods are delivered and shipped to consumers.

Solid Retail Principles Still are Key
Despite all these changes, businesses need to have a solid business plan; there is a need to fill a gap or opportunity in the marketplace, and to spur innovation and competition. The basic tenants of supply and demand are still paramount for a business despite the changes in the customer journey or delivery mechanism chosen.

Technology Driven Innovation
Apart from the other trends, a review of the three major technology-driven innovations affecting society should be noted. The three innovations include:

- Sensor-based technology
- Big data
- Online

Sensor-Based Technology
This includes all aspects of sensors used to make people's lives better. It includes autonomous driving vehicles, refrigerators that tell the household when they are low on grocery items, beacons on the street that notify potential customers that their favourite hot latte would be available for them at the next store in 2 minutes if they just push the buy button on their smartphone now. Sensors, beacons, and transmitting devices are used to even help streetscape and landscape planners for snow melting sidewalks, etc. This disruptor will affect retail and commercial businesses. Self-driving vehicles will impact the need for transportation drivers. With increased minimum wage, there will be increased usage of sensor-based technology to aid in check out and fewer retail employment opportunities. However, self-driving vehicles may increase mobility for those challenged individuals who rely on transit systems or friends/family to access goods and services.

Big Data
Businesses such as Google, Facebook and others are collecting data on consumers and making predictive models for how they will behave. In fact, they are attempting to anticipate what potential consumers want even before they know they want it. The Internet of Things falls into this category.

Online

Businesses such as Amazon have invested heavily in online applications. This extends far beyond just shopping but includes programs such as Uber, Airbnb, and other online applications that deliver better services to consumers.
These three technology-driven innovations are not mutually exclusive and we are seeing combinations of the three.

FOOD SERVICE TRENDS

Restaurant and bar developers with good instincts will identify where reasonable residential rents are available to individuals who prefer to focus disposable income on social and entertainment endeavours. Established restaurant and bar operators will go to those cities and commercial districts and use their generative market positions to attract patrons from outside the immediate area. In addition, these types of businesses typically like to co-locate creating a competitive by complementary restaurant environment that feeds off one another and helps to create a sense of place.

In some instances, traditional commodity goods have reduced their presence on main streets whereas convenience, food service, entertainment, and fresh products have increased. Restaurants and bars offer the convenience of prepared food and temporary 'living' space as well as being considered a form of entertainment.

Examples of Neighbourhood Food Driven Successful Concepts

The following strategies or products have been successful in enabling neighbourhoods to offer a variety of prepared foods and create a buzz with limited impact on storefront retail availability.

Food Trucks	Designated licenses, rotating parking spots and 'rally times', all allow a Downtown to extend its food offerings while maintaining strict regulation of operating times, product mix and controlling demand on bricks and mortar for similar products.
Food Halls	Food halls are developing in Downtowns and neighbourhoods. These facilities are usually in the range of 800 m2 – 2000 m2 and offer 6-12 food concepts side by side with traditional grocery or boutique retail. These facilities often are licensed and operate from morning to late evening. Even though the hall may offer a number of concepts, the most successful business model leans towards owner operated or a small number of entrepreneurs each operating multiple concepts in the food hall.

Pop up The concepts described above all offer platforms for 'Pop Up' foodservice. The 'Pop Up' retail sector is usually designed for short-term occupancy of properties in an interim transition of long-term tenants. Food safety and health standards limit the opportunities for true 'Pop Up' food operations to product prepared elsewhere and sold at the 'Pop Up' site. Although this model may be part of a Downtown or main street environment, it does not generally contribute to the long-term establishment of a vibrant retail centre.

As demand for local and personal food offerings increases and as local resident lifestyles evolve, the following concepts are emerging which fill storefront retail spaces, support the Downtown or main street vibe.

Chef Driven Restaurants: The past twenty years have seen the establishment of many culinary education facilities across Canada producing many capable chefs. These chefs are shedding the traditional model of working for large hospitality providers or traditional restaurateurs and instead are establishing smaller craft operations which focus on partnering with small food producers, paying fair wages to kitchen staff and being an integral part of the neighbourhood culture and economy. This is a model which provides variety, stability, comfort, and uniqueness to neighbourhoods.

Breakfast / Bakery / Pastry / Coffees and Cafes: An element of Downtown and main street revitalization is the current workforce embracing non-traditional office, business and employment models. More of today's professionals are mixing living and business space as well as work and leisure schedules. This allows for more revenue or compensation to be invested in urban residential spaces instead of traditional commercial spaces. This emerging lifestyle driven business model moves away from the traditional 9-5 working model and the retail models which support them. These professionals or similar entrepreneurs design their own work schedules and create or determine their own meeting and workspaces. Some current indicators of this transition are the growth in breakfast-focused restaurants, bakery and pastry outlets which provide food at all hours of the day and specialized coffee offerings. Pastry in the morning and all-day breakfast are the new norms.

Examples of Hybrid Concepts – Blended formats

As food and entertainment continue to be established as the draw or anchor of retail operations or clusters, some retailers of traditional services or goods have integrated an element of foodservice into their shops. This crossover, ancillary, or hybrid type of concept presents an additional element of foodservice density in retail clusters.

Specialty Food Shops with Eating and Drinking: Traditional specialty food shops such as butchers, cheese shops, and small grocers have expanded into prepared foods. Some are traditional such as selling rotisserie chicken at a butcher shop or sandwiches from a cheese shop. The recent change is these shops have expanded into offering complementary dishes to create full meals and have frequently added seating or stand up eating areas into the shop. Many shops offering dietary specialties such as Plant Butchery or Gluten Free / Vegan Friendly Bakeries offer limited seating or food packaged as ready to eat. Grocery stores are now adding more prepared foods, take away, eat-in, cafes, and even alcohol service at their cafes.

Retail or Service with Bar or Café: Creating a reason to linger or acceptance of a wait time is the primary goal of traditional retail introducing food and beverage within their shops. This can be found in recent personal grooming shops which have added an alcohol service or fashion or art shops which have added espresso machines and a pastry case. Like the food shops described above, these shops provide areas to relax while enjoying the hospitality of the retailer as well as increasing dwell time, fully integrating their product offering with food and entertainment to create comprehensive consumer experiences.

Nutrition Health, Smoothie Bar with Protein Alternatives: Retail and food service have also collided with health food stores going from passive product sales to full health counselling and the provision of prepared food to match prescribed programs or to meet consumer's healthy expectations. This active role can include fresh juice or smoothie components as well as offering prepared foods which can be take away or consumed at the store.

Cannabis Culinary: Although many aspects of how the 'weed' industry will grow and the regulation and distribution of 'value-added' products are to be determined, the movement of Cannabis Culinary is growing and recognized as a natural evolution of normalizing legal cannabis use in the Canadian society. This portion of the emerging weed retail sector will most likely be addressed in a similar fashion to current alcohol licensing and zoning.

CONSUMERS CHANGES

Buy Low Buy High

It used to be that women primarily would shop for some higher quality items and mix and match with value-conscious retailing. Today, both men and women shop for some higher quality pieces that they match with basic items.

Food Shopping Throughout the Week

The big weekly shop is less relevant in urban settings. Shoppers will buy fresher and buy more often in smaller batches. This is matched by an increase in home meal replacement shopping.

Demographics is Destiny

Analyzing the future local area demographic patterns for a main street area are key to uncovering what opportunities lie ahead for businesses. The growing Millennial age cohort will not stay 28 forever. This age group will age, they will get better jobs, they will marry and have children. As a result, we will see a shift from businesses catering to a youthful demographic to one focused on career advancement and early family formation. The retiring Baby Boomer generation will cause stress on those businesses that have catered to them over the years as this group moves into a buying phase that is less focused on clothing and career and more on experiences and travel. The next generation, the Generation Z is a smaller generation and businesses will see less demand for urban housing and eating out.

Mediocrity Won't Cut It

Google Canada indicated that consumers researching businesses use the word "best" in two-thirds of all searches. In addition, they are also researching the location of these businesses. Second, best will not cut it. Retailers and Downtowns need to focus on being the best at certain things, increased specialization and having a business that has a narrow and deep retail or commercial focus.

ORGANIZATION AND GOVERNANCE

Leadership is King

As the saying goes, 90% of life is showing up. Investing in main street leadership pays off. The relationship building and partnership return on investment illustrate that more can be accomplished through positive leadership than if one person is trying to do it all. Leadership payoff results in a multiplier effect that can take one dollar of investment or one hour of resource time and transform it into more than one. Façade improvement programs and streetscaping cost sharing are key examples whereby one dollar of private sector money is matched by the municipality and/or other fundraising or sponsorship or grant monies to produce much greater results than would be if the programs were not in place.

Capacity Building and Return on Investment of BIAs in Their Community

Based on research conducted for the Return on Investment of Business Improvement Districts carried out by Three Sixty Collective, the following key findings were developed and applicable to Camrose and Downtown Camrose leadership organizations.

- Engagement: Downtown Camrose's top priority is to achieve greater membership engagement. It is also one of the top successes they had achieved in the past five years. To achieve greater membership engagement success, organizations in urban renewal had to apply innovative engagement skills to encourage participation. This could take the form of a guaranteed return call policy, changing BIA reporting forms to match the City's forms, municipalities supplying BIAs with office space, online polling by BIA membership, and communicating success stories.
    - Overwhelmingly, key successes for BIAs are related to community building within the BIA organization. Developing innovative BIA programs needs to have the support of the membership. This includes factors such as leadership, staffing, active board members, communication, and active volunteers.
    - Engagement successes are related to three factors: (1) relationship building, (2) capacity building, and (3) social capital investment. Using the saying "through many hands comes light work" the BIA is able to leverage good working relationships to the benefit of the members. This is key for smaller BIAs and BIAs located in smaller communities.
    - Other key successes are centred around key programmings such as events, marketing, beautification, and fostering a business mix and new innovative business openings that support the BIA strategic plan. During the interviews, BIAs discussed examples of these programs and pilot type projects in their communities that illustrated how they measured their success. It can be argued that events and marketing are related to demand-side economic development and beautification and business mix are related to supply-side economic development.

An understanding of how events, recruitment, beautification can support economic development is a major breakthrough.
    - Finally, a key to success is having a Strategic Plan that is realistic, achievable within a four to five-year time frame, and designates responsibility.
- BIA Relevance: BIAs need to constantly challenge themselves to prove through measurement indicators that they are relevant, important, and necessary to telling the BIA success story. This story must be shared at all levels of government and their membership.
- Uniqueness: A BIA should be recognized as unique and should not be forced into a one-size-fits-all approach. The Return on Investment indicators chosen by the BIA should provide each BIA with the tools needed to share their story, and their success, without attempting to sterilize the unique nature of each business district. With that, there are still common threads of success regardless of a BIA's own competitive positioning. It is the consistent measurement of these threads that will build a collective understanding of the role BIAs are playing in their communities. These threads include measuring tangible signs such as business resiliency including vacancy, business longevity, and business mix.
- Governance Model: BIA governance model is being tested and pushed into different directions that challenge the traditional norms of BIAs only working on beautification and marketing. There is emerging a vast array of unique successes that BIAs have achieved through pushing the limits of what the governance model allows. This has been in the areas of economic development, unique partnerships, fundraising for programs, championing density, etc. As examples, BIA organizations have developed parking programs and own parking lots, others have hired planners to challenge density heights, others have commissioned economic impact studies on behalf of development to encourage greater density, and others have partnered with municipalities to fund the redevelopment of amenity areas.
- Economic Drivers and Community Builders: Some BIAs are able to see the greater importance of their advocacy, marketing, and facilitator components to create greater economic development and community building within their BIAs and in their areas of influence surrounding the BIA.
- Priorities of a BIA: The priorities of each BIA should be different. There is not one path towards improvement of the BIA area. Rather, BIA should customize their measurement tools as set out in each BIA's Strategic Plan. The Strategic Plan will guide the business mix, the programming, and community engagement efforts. It is essential to note that community engagement is an over-arching element overall activities and programs carried out by BIAs.
- Partnerships and Communication Matters: At present, many Downtowns and main streets with smaller membership sizes (under 200 members) and in smaller communities (under 50,000 people) are more reliant on creating partnerships

and having to create better communications vehicles to different audience members to build support compared to larger BIAs. However, it is also true that BIAs that have developed a highly specialized business mix in traditional retail or in food services have also relied heavily on developing a broad range of partnerships through excellent communication on their successes. Partnerships between municipalities and BIA varies. However, as a general rule, the stronger the municipal partnership, the greater the awareness of the BIA's role in the community. This results in greater success for all parties.

Determining Issues That are Symptoms of Greater Problems

- Parking, hours of operation, and other hot-button topics are often difficult to address. At first, it is important to understand that often these issues are tactical issues and are symptoms of a greater issue. If sales were strong then parking availability may be less an issue. Peer pressure should be used to combat hours of operation issues. However, focusing on good business economics should remain the focus rather than constantly going down the rabbit hole of these issues such as parking and hours of operation.

PHYSICAL DESIGN

Universal Principles of Good Physical Design

Before commercial will thrive, the area must work for residential and employment day-time activities and night-time activities. The most basic characteristics include:

1. Safety

Retail health depends on the comfort level of customers who will come to the area. The longer a customer spends in an area, the more money they are likely to spend. Both the reality and the perception of safety issues are critical to this comfort level. Illegal activities such as drug dealing or even less offensive activities like graffiti can give the area a bad reputation and discourage customers from coming. The negative psychological effects can be long lasting even when crime in an area is reduced.

2. Cleanliness

The overall cleanliness of an area tends to be an indicator of how much people in the area care about their places. In many customers' minds, lack of cleanliness can indicate lack of safety.

Length of the Main Street Area

Retail commercial main streets should not be too long or too short. A general rule is that an 800-metre double-loaded retail street can accommodate a good retail mix/composition. However, beyond 1,500 metres it becomes difficult for many consumers to walk comfortably the length of the entire district. If the shopping street is too short, then there may not be enough critical mass of retail to support significant shopping. Consideration should be given, as well, to the creation of nodes at intersections to encourage retail offerings "just around the corner" – hideaway "gems" that lead logically into the community and begin to promote retail depth. In addition, the blocks should be relatively short in length. This has numerous benefits including more corner locations and higher visibility and accessibility. It allows for greater flow of target markets into an area through increased vehicular and walking/biking movement. In addition, the consumer is being constantly encouraged to walk further as the blocks are short and therefore more interesting.

Streetscape

Good streetscape design is critically important to the success of a retail district, as it creates an environment in which the pedestrian (shopper) feels comfortable and safe.

- A wide, high quality, walking surface with attractive treatments is important for pedestrians, both to prevent crowding and to improve the visibility and accessibility of shops.
- 6m to 8m sidewalks at maximum and 4.5m minimum.
- Seating should be placed along the street to provide places to rest and linger.
- Street trees provide interest and shade, for while sun exposure is important, too much sun can create an uncomfortable environment dissuading shoppers from continuing.
- Flowers and shrubs can be used to soften hard surfaces and decorative street lighting and banners can help create a positive, festive environment.

Signage

Downtowns and main streets generally benefit from coordinated streetscape signage/identification programs that serve to "brand" an area as distinctive. Entry signs, branded logos on banners, wayfinding systems, and street furniture tend to reinforce the notion of a retail/shopping precinct of quality and interest. This is part of the specialized retail focus for the area in terms of their vision and brand.

Urban Plazas

Small urban plazas encourage people to linger in a Downtown or main street area. These smaller spaces present an area of respite with a human scale, making them feel comfortable while increasing the opportunity for socializing. They also frame the retail spaces surrounding them better increasing visibility and accessibility. These plazas should be spaced about 400 m to 600 m apart

- These areas can be used for events.
- Smaller plazas and parks may also appear busier and therefore feel safer than larger, emptier spaces, thus encouraging their use.
- Plazas should also be used to create pedestrian pull/push effects. Locating plaza at either end of a retail district encourages this flow. Often a plaza should be located midway as well if the district is long enough to warrant one.

Useable Outdoor Space

Patios are particularly desirable for food service where creative business owners can cater to the customers' desire to be outside.

Showcase windows

Retailers are often mandated to provide a minimum of 60% to 70% of their storefront façade as window wall, allowing pedestrians to see the merchandise, window displays and public service announcements rather than blank walls that are more subject to graffiti and general disrepair. That said, retailers must undertake regular and rigorous maintenance.

Loading access

This is more important for retailers of large-scale merchandise or that have larger stores. National brand retailers are likely to use transport trucks for distribution and accommodating this size of delivery vehicle can be problematic in tighter urban spaces. Loading areas, especially those associated with restaurants, are prone to messy or nuisance refuse and should be regularly maintained. Specific loading areas on a main street should be evaluated to determine the number and location.

Garbage collection

The provision of sufficiently sized garbage/recycling storage is a must in the promotion of retail streets. They must be maintained on a regular basis because they will show wear and tear from frequent use. For food services, the location of a cold waste room is very important unless there is a constant waste pickup.

Access/egress
Entries should be generous and well situated in order to allow easy access and egress. A well-sized, prominently located entry is also more visible and inviting to shoppers.

Attractiveness
Shop fronts must be attractive and well designed. Materials should be durable and easily maintained, requiring minimal maintenance.

3.0 Camrose Retail and Commercial Sector

3.1 Camrose and District Retail and Commercial Inventory and Analysis

Methodology

- Based on current listings available from the City of Camrose.
- Includes retail and commercial businesses as well as upper level commercial businesses.
- The audit excludes automotive dealers, parts suppliers, automotive service and repairs, gas station, and other automotive related. In addition, the audit excludes houses of worship, places of assembly, libraries, and major performing arts centres, museums, art galleries, accommodation uses.
- In addition, the inventory excludes home-based businesses and some small commercial buildings.
- Services include both personal services such as beauty services and dry cleaners as well as professional services and offices associated with corporations and businesses.
- Square footage is based on actual sizes if available or based on aerial view measurements.
- The City audit included Downtown Camrose (53 St. to 46 St. and 51 Ave to 48 Ave.), the West End (48 Ave west of 53 St.), and all other areas including the East End.
- The audit was conducted in November 2017.
- The audit is expressed in square footage.
- The following information is based on the best-known information.

Camrose Retail and Commercial Audit: 2017

	Number of Units	% of Total units	Est. Sq. Ft.	% of Total sq. ft.
Retail Merchandise				
Clothing and Accessories	36	7.0%	131,815	5.2%
Furniture and Home Furnishings	14	2.7%	153,800	6.1%
Electronics and Appliance Stores	9	1.7%	24,655	1.0%
Building Supply and Garden Equipment	6	1.2%	159,350	6.3%
General Merchandise	8	1.6%	222,972	8.8%
Sporting Goods, Hobby, Book, Music	14	2.7%	42,271	1.7%
Other Retail	34	6.6%	113,482	4.5%
Total Retail	**121**	**23.4%**	**848,345**	**33.5%**
Food/Drug Retail				
Food and Beverage Stores	21	4.1%	276,334	10.9%
Health and Personal Care Stores	10	1.9%	43,800	1.7%
Total Food/Drug Retail	**31**	**6.0%**	**320,134**	**12.6%**
Food Services	**27**	**5.2%**	**174,489**	**6.9%**
Services				
Personal Services	17	3.3%	29,800	1.2%
Personal Services – Salons, Beauty, Spa	39	7.6%	53,755	2.1%
Banking	7	1.4%	49,100	1.9%
Medical Services	51	9.9%	137,276	5.4%
Business and Professional Services	135	26.2%	565,207	22.3%
Fitness, Recreation, Entertainment, Art	10	1.9%	81,190	3.2%
Other Services	26	5.0%	114,345	4.5%
Total Services	**285**	**55.2%**	**1,030,673**	**40.7%**

Total Occupied	**464**	**89.9%**	**2,373,641**	**93.7%**
Vacant	**33**	**6.4%**	**92,136**	**3.6%**
Vacant Office	**14**	**2.7%**	**64,380**	**2.5%**
Redevelopment Sites	**5**	**1.0%**	**4,350**	**0.2%**
Total	**516**	**100.0%**	**2,534,507**	**100.0%**

Source: City of Camrose, 360 Collective

Findings City of Camrose Retail and Commercial Audit

- There is over 2.5 million square feet of retail and commercial space in Camrose. There are 516 businesses. The following comments are in relation to other municipalities that Three Sixty Collective has studied.
- The average size of each business is 4,912 sq. ft.
- The vacancy is relatively low at 3.6% of total square footage.
- Generally, this is a good mix of retail and commercial businesses throughout the city.
- Retail merchandise accounts for approximately one-third of the total square footage (33.7%). It is good to maintain this positioning. This would be considered high.
- Local serving retail including food and drug-related retailers account for 12.0% of the total square footage. A healthy mix of local serving retail should be between 10% and 15%. (note that Real Canadian Superstore is classified as a grocery store according to Statistics Canada). Within the category, there is a high proportion of grocery stores and liquor stores and a low proportion of drug stores and pharmacies as well as specialty food stores.
- This level of food and drug retail supports a population of over 30,000 residents. Camrose local retail draws significantly from the surrounding areas for local shopping goods and services.
- Food services account for just under 7% of the total square footage. This represents a low proportion.
- Services account for 41.0% of the total square footage. Over half includes professional offices, businesses services, contractors, etc. The combination of other more local related services including personal services, banking, and medical is within reasonable limits.

Downtown Camrose Retail and Commercial Audit: 2017

	Number of Units	% of Total units	Est. Sq. Ft.	% of Total sq. ft.
Retail Merchandise				
Clothing and Accessories	21	6.8%	64,740	6.9%
Furniture and Home Furnishings	6	2.0%	70,400	7.5%
Electronics and Appliance Stores	2	0.7%	1,655	0.2%
Building Supply and Garden Equipment	1	0.3%	9,000	1.0%
General Merchandise	3	1.0%	4,500	0.5%
Sporting Goods, Hobby, Book, Music	9	2.9%	19,575	2.1%
Other Retail	19	6.2%	53,230	5.7%
Total Retail	**61**	**19.9%**	**223,100**	**23.8%**
Food/Drug Retail				
Food and Beverage Stores	10	3.3%	39,075	4.2%
Health and Personal Care Stores	3	1.0%	18,500	2.0%
Total Food/Drug Retail	**13**	**4.2%**	**57,575**	**6.2%**
Food Services	**19**	**6.2%**	**53,925**	**5.8%**
Services				
Personal Services	14	4.6%	21,550	2.3%
Personal Services - Beauty	26	8.5%	35,480	3.8%
Banking	6	2.0%	35,200	3.8%
Medical Services	49	16.0%	115,876	12.4%
Business and Professional Services	72	23.5%	226,911	24.3%
Fitness, Recreation, Entertainment, Art	5	1.6%	36,390	3.9%
Other Services	16	5.2%	55,000	5.9%
Total Services	**188**	**61.2%**	**526,407**	**56.3%**
Total Occupied	**281**	**91.5%**	**861,007**	**92.0%**

Vacant	**12**	**3.9%**	**46,725**	**5.0%**
Vacant Office	**9**	**2.9%**	**23,605**	**2.5%**
Redevelopment Sites	**5**	**1.6%**	**4,350**	**0.5%**
Total	**307**	**100.0%**	**935,687**	**100.0%**

Source: City of Camrose, 360 Collective

Findings Downtown Camrose Retail and Commercial Audit

- There is 935,687 square feet of retail and commercial space in Downtown Camrose. There are 307 businesses.
- The average size of each business is 3,048 sq. ft.
- Downtown accounts for 37% of the total retail and commercial square footage across the City. It is clearly an economic engine for the City.
- Business and professional services is the largest category. It accounts for one-quarter of the total square footage. The number of professional employees in the Downtown would equate to more than 1,100 office workers.
- Vacant retail and office space are relatively low. Retail vacancy is 5%.
- Retail merchandise is the second major category. Clearly Downtown Camrose is a destination shopping cluster. Retail merchandise accounts for 23.8% of the total square footage (or approximately one- quarter).
- Furniture and home furnishings, clothing and accessories, and other retail such as used merchandise create a critical mass draw.
- Local serving retail including grocery stores, drug stores, pharmacies, liquor stores, etc. account for a small proportion of 6.2%.
- Food services is very low in relation to the rest of the City and other comparable Downtowns. Food services account for 5.8% of the total square footage. In part, this may be due to the fact that many office workers go home for lunch.
- Downtown Camrose has a high proportion of medical related services that creates a draw for local and regional visitors based on this specialization.

West End Retail and Commercial Audit: 2017

	Number of Units	% of Total units	Est. Sq. Ft.	% of Total sq. ft.
Retail Merchandise				
Clothing and Accessories	15	8.8%	67,075	6.2%
Furniture and Home Furnishings	3	1.8%	50,000	4.6%
Electronics and Appliance Stores	5	2.9%	7,500	0.7%
Building Supply and Garden Equipment	3	1.8%	104,950	9.6%
General Merchandise	5	2.9%	218,472	20.1%
Sporting Goods, Hobby, Book, Music	5	2.9%	22,696	2.1%
Other Retail	9	5.3%	45,652	4.2%
Total Retail	**45**	**26.5%**	**516345**	**47.4%**
Food/Drug Retail				
Food and Beverage Stores	11	6.5%	217,559	20.0%
Health and Personal Care Stores	7	4.1%	25,300	2.3%
Total Food/Drug Retail	**18**	**10.6%**	**242859**	**22.3%**
Food Services	**37**	**21.8%**	**95,464**	**8.8%**
Services				
Personal Services	1	0.6%	1,250	0.1%
Personal Services - Beauty	10	5.9%	13,625	1.3%
Banking	1	0.6%	13,900	1.3%
Medical Services	1	0.6%	20,400	1.9%
Business and Professional Services	31	18.2%	104,896	9.6%
Fitness, Recreation, Entertainment, Art	3	1.8%	26,300	2.4%
Other Services	3	1.8%	12,000	1.1%
Total Services	**50**	**29.4%**	**192,371**	**17.7%**
Total Occupied	**150**	**88.2%**	**1,047,039**	**96.2%**

Vacant	**19**	**11.2%**	**38,960**	**3.6%**
Vacant Office	**1**	**0.6%**	**2,775**	**0.3%**
Redevelopment Sites	**0**	**0.0%**	**0**	**0.0%**
Total	**170**	**100.0%**	**1,088,774**	**100.0%**

Source: City of Camrose, 360 Collective

Findings West End Retail and Commercial Audit

- The West End and Downtown account for approximately similar amounts of total retail and commercial space.
- There is over 1 million square feet of retail and commercial space.
- The average size of a business is 6.441 sq. ft.
- The vacancy is very low at 3.6%. Most of the vacant units are located in the Duggan Mall.
- Retail merchandise is the largest category. Just under 50% of the total square footage is related to retail merchandise. This includes large and small general merchandise stores, building supply, clothing and accessories, and furniture and home furnishings.
- In addition, the west end serves as the major local neighbourhood shopping function. Food and drug-related retail accounts for 21% of the total square footage.
- Food services in the West End accounts for a larger amount than elsewhere in the City but it still only accounts for 9% of the total square footage.
- Services including both personal services such as beauty salons and barbers as well as a number of professional offices.

Other Camrose Retail and Commercial Audit: 2017

	Number of Units	% of Total units	Est. Sq. Ft.	% of Total sq. ft.
Retail Merchandise				
Clothing and Accessories	0	0.0%	0	0.0%
Furniture and Home Furnishings	5	6.3%	33,400	6.5%
Electronics and Appliance Stores	2	2.5%	15,500	3.0%

Building Supply and Garden Equipment	2	2.5%	45,400	8.9%
General Merchandise	0	0.0%	0	0.0%
Sporting Goods, Hobby, Book, Music	0	0.0%	0	0.0%
Other Retail	6	7.6%	14,600	2.9%
Total Retail	**15**	**9.0%**	**108900**	**21.4%**
Food/Drug Retail				
Food and Beverage Stores	3	3.8%	19,700	3.9%
Health and Personal Care Stores	0	0.0%	0	0.0%
Total Food/Drug Retail	**3**	**1.8%**	**19700**	**3.9%**
Food Services	**8**	**10.1%**	**25,100**	**4.9%**
Services				
Personal Services	2	2.5%	7,000	1.4%
Personal Services - Beauty	3	3.8%	4,650	0.9%
Banking	0	0.0%	0	0.0%
Medical Services	1	1.3%	1,000	0.2%
Business and Professional Services	32	40.5%	233,400	45.8%
Fitness, Recreation, Entertainment, Art	2	2.5%	18,500	3.6%
Other Services	7	8.9%	47,345	9.3%
Total Services	**47**	**59.5%**	**311,895**	**61.2%**
Total Occupied	**73**	**92.4%**	**465,595**	**91.3%**
Vacant	**2**	**2.5%**	**6,451**	**1.3%**
Vacant Office	**4**	**5.1%**	**38,000**	**7.5%**
Redevelopment Sites	**0**	**0.0%**	**0**	**0.0%**
Total	**79**	**100.0%**	**510,046**	**100.0%**

Source: City of Camrose, 360 Collective

Downtown Camrose

- Downtown stretches from 53 St. to 46 St. and 51 Ave to 48 Ave. It is isolated from other parts of the City. Many of the streets flowing through the Downtown are truncated.
- Downtown has benefited from not being located on the major route (48 Ave.) as it is has allowed a unique character to develop. That isolation is a benefit and a negative.
- The retail function is primarily centred on 50 St. (often referred to as Main St.)
- To the west is a mix of professional offices, personal services, government offices, schools, and residential.
- To the east is a mix of offices as well as other services, and unique destination types businesses (both goods and services oriented). The east has some manufacturing, light industrial, and some plazas.
- To the south end of Downtown is a heritage component including residential and some professional and personal services.
- The 61 businesses in the retail merchandise category create a significant draw for business by creating critical mass / clustering. This includes clothing and accessories as well as a several furniture and home furnishings stores.
- Within Downtown, there are a number of houses of worship including a former grocery store and other commercial bays that have been converted.

West End

- The retail and commercial function of the West End extends from the City limits on the west to Mirror Lake (53 St.). The retail is primarily centred on 48 Ave. as well as some of the side streets.
- There are two character areas to the West End. The older plazas and stand-alone businesses from 64 St. to Mirror Lake (53 St.) and the power centre large format retail west of 64 St.
- The power centres include standard tenants including Walmart, Rona, Home Hardware, Canadian Tire, Winners, SportChek, Marks, Staples as well as a full range of grocery stores.
- Duggan Mall straddles the older plazas and the newer power centre. At present, it has a high number of vacancies. There is a collection of long-term tenants such as jewellery stores, leisure retailers, and medical and health tenants that continue to draw visitors. The cinema is the only movie theatre in the City.

East End

- The East End is primarily employment uses. This includes manufacturing, transport, utilities, and trades. It does include most of the automotive-related uses including dealerships, service centres, and recreation vehicles.

- There is a casino including hotel and restaurant.
- At the edge of the City is the Camrose Regional Exhibition grounds which hosts Big Valley Jamboree, rodeo, conferences, other events throughout the year. There is an adjacent RV park adjacent to the site.
- The retail tends to be employment supportive (amenities) including some food services, coffee shops, etc. or associated with construction such as home flooring, kitchen cabinetry, etc. In addition, there are a number of farm supply type stores, veterinary services that support the regional agriculture-based industries.
- There is a number of professional offices included as well.

North Camrose

- North of Downtown is a small collection of employment uses. There are some retail uses including a lighting store, recreation, and other retail. In addition, there is an airport.

South Downtown – University, Health/Hospital/Recreation

- South of Downtown is the Augustana neighbourhood as well as 53 St. There are a number of home-based businesses in the area as well as food services and gift retail at the university and hospital. There are some larger based businesses as well. There are major employers including Augustana campus of the University of Alberta, St. Mary's Hospital, The Bethany Group (senior care), and the recreation centre.

Valleyview West

- Valleyview West is zoned for retail development.
- Located at the southeast corner of 68 St. and Highway 13A (Camrose Drive).

3.2 Retail and Commercial Rental Rates

The following is an analysis of retail and commercial rental rates in Camrose.

Methodology

- Rental information is based on available properties that are leased or available for lease.
- Additional information was obtained from brokers and those involved in the brokerage leasing business for retail and commercial businesses.

Retail and Commercial Rents

Address	Size	Net Rent PSF	Additions	
5001 51 Ave.	8,000	$12 (gross)	Gross rent	
5065 50 St.	4,150 Ground and 4,450 Second Fl.	$7 (blended 2 floors)	Net	
5703 48 Ave.	5 units 1,150 to 1,200 each	$19 (net)	$4.50 CAM	

5710 48 Ave.	1,528 with mezz.	$15 (net)		
5610 48 Ave.	7,365 ground and 2,160 mezz.	$18 (net)	$6.25 TMI	
4715 65 St.	2,775	$16 (net)		

Findings Camrose Retail Rental Rates

- Overall, rental rates are relatively low.
- Downtown Camrose has low retail and commercial rental rates.
- Most rental rates are under $20/sq. ft.
- There are pockets of higher rental rates especially in the West End and in the Duggan Mall.

3.3 Camrose Commercial Assessment Changes

The following are the changes in commercial specific assessments in the various retail commercial areas of Camrose.

Methodology
As a proxy for retail and commercial market rental rate changes, an analysis of the changes in commercial market assessments provides an alternative source of information.

Camrose Commercial Assessments and Annualized Growth Rate

	2012	2013	2014	2015	2016	2017	Total Change 2012 to 2017
Downtown Camrose - Neighbourhod 6	$73,291,790	$72,568,020	$77,315,530	$80,226,820	$80,707,090	$80,577,500	
		-1.0%	6.5%	3.8%	0.6%	-0.2%	9.9%
West End - Neighbourhood 17	$182,875,200	$191,195,170	$212,635,500	$220,512,950	$228,537,800	$225,449,260	
		4.5%	11.2%	3.7%	3.6%	-1.4%	12.3%
East End - Neighbourhood 1	$54,054,380	$62,179,640	$66,050,240	$67,781,350	$70,378,570	$71,152,490	
		15.0%	6.2%	2.6%	3.8%	1.1%	31.6%
Other Camrose - Neighbourhood 4, 5, 12, 24, 36	$2,888,472	$3,002,513	$3,209,974	$3,156,085	$3,420,126	$3,605,737	
		3.9%	6.9%	-1.7%	8.4%	5.4%	24.8%
City of Camrose	$313,109,842	$328,945,343	$359,211,244	$371,677,205	$383,043,586	$380,784,987	
		5.1%	9.2%	3.5%	3.1%	-0.6%	21.6%

Source: City of Camrose

Findings Commercial Market Assessment Changes
- For the City, commercial assessments had been increasing at a good pace to 2014. By 2017, there was negative growth. This is the case for Downtown and the West End.
- Downtown Camrose experienced a significant increase in assessment value from 2013 to 2015. Since 2015, the values have remained relatively constant or flat.

4.0 Target Market Assessment

4.1 Diversity of Target Markets

Camrose benefits from a diversity of target markets. These include:

- Local Camrose residents;
- Regional residents within 2-hour drive time excluding Edmonton CMA;
- Edmonton CMA;
- Other inflow including tourists, business visitors, event and conference attendees (e.g., Big Valley Jamboree, rodeo, university events, etc.);
- Workers including office workers in the Downtown;
- Augustana Campus for University of Alberta – students, faculty, staff, parents, visitors, sporting events, etc.;
- Sporting events such as AJHL home games (Alberta Junior Hockey League);
- Performing arts events at Bailey Theatre and Jeanne and Peter Lougheed Performing Arts Centre at Cargill Theatre;
- Museum attendees; and
- Library visitors.

4.2 City of Camrose Population Growth Estimates

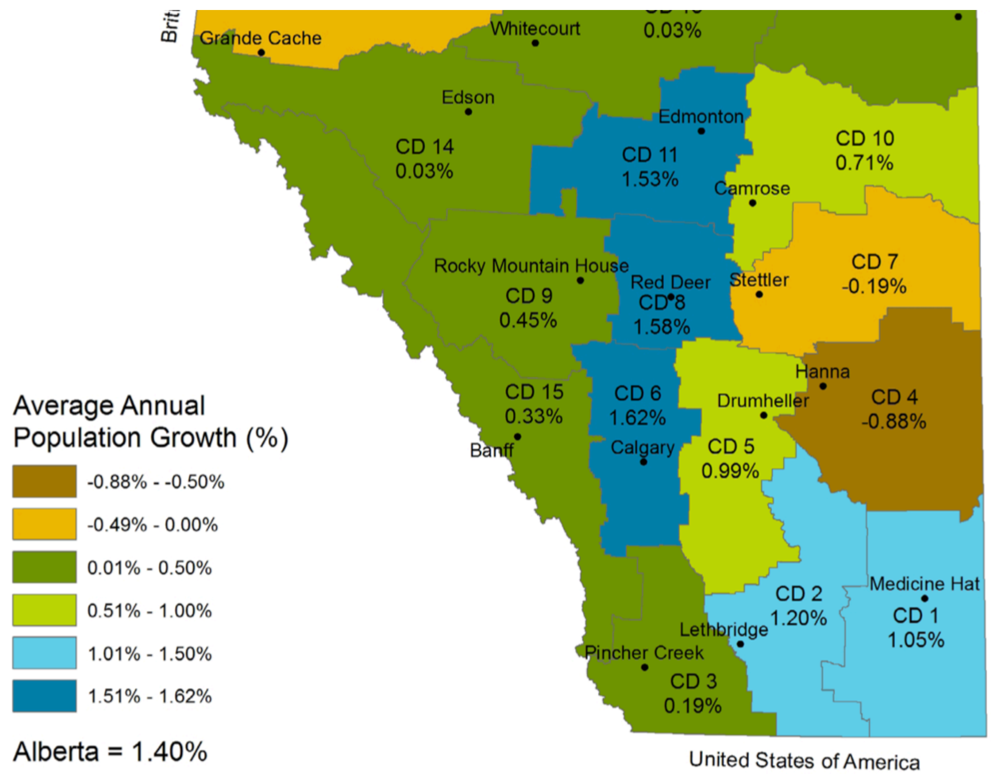
The following are facts and assumptions used in the trade area population growth analysis.

- The Province of Alberta has recently updated their provincial and census division population projections from 2017 to 2041.
- The province anticipates growth to be 1.4% annually. This is due to inter-provincial migration, natural increase, and international migration (16%)
- The low, medium, and high population growth scenarios place Alberta's population between 5.4 million and 6.9 million with 6.0 million representing medium growth.
- The majority of that growth will be due to international migration (47%). The natural increase in population accounts for 37% of the growth, and inter-provincial migration accounts for a final 16% of the total growth of 1.8 million.
- The median age is projected to increase from 36.3 to 40.2.

Population Growth Methodology

- The following projections are based on Alberta Treasury Board and Finance 2017 estimates and projections to 2041 for provincial and Census Division areas. They account for numerous factors including natural growth rates (births over deaths), economic factors, international and inter-provincial migration, aging, among other factors.
- It is important to note that the CD boundaries do not align with the other boundaries used in this analysis but are approximate.
- The City of Camrose accounts for approximately 20% of the total Camrose CD 10 population.

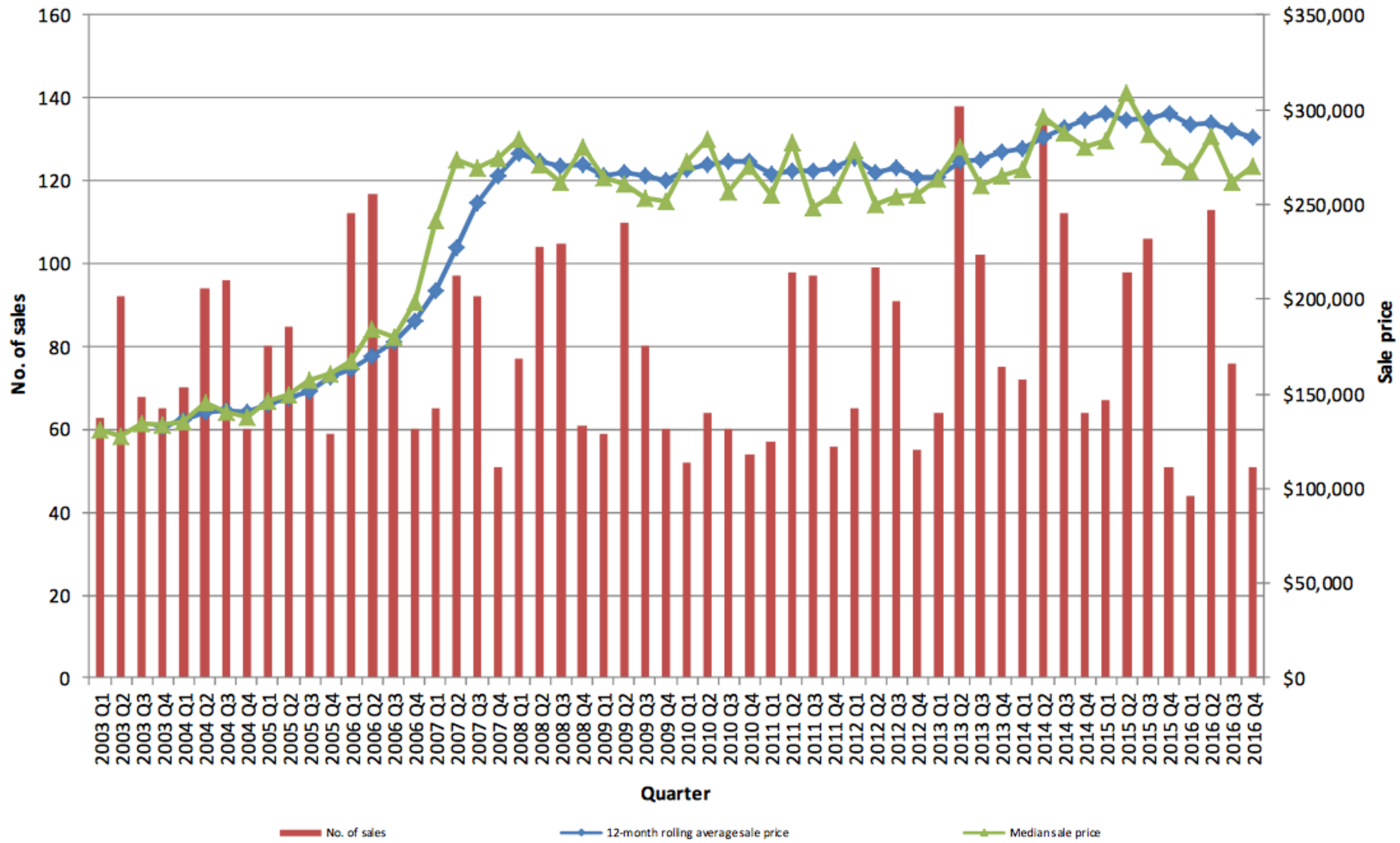
Alberta Census Division Maps and Reference Numbers and Annualized Population Growth to 2041



- The Other Camrose, Stettler, and Red Deer population includes the rural communities in central eastern Alberta as well as the Red Deer greater region.
- The growth rates for the City of Camrose are based on a combination of Statistics Canada, Environics Estimates and Projections, and the Alberta Treasury Board and Finance.
- Only the growth rates will be applied to the corresponding trade areas for the retail and commercial demand analysis.
- In addition, a review of the City of Camrose housing starts and completions helped to assess current population changes for the City.

Camrose Housing Statistics

Camrose Average Housing Price and Sales Activity



Source: Central Alberta Realtors Association and Altorio Appraisals

Findings Average Housing Price and Sales Statistics

- In addition, to the historical data provided in the preceding map, according to the Central Alberta Realtors Association, there were 228 units sold in 2017. This compares to 272 units sold in 2016 in Camrose.
- In 2017 year, the average price of a house in Camrose varied from a low of $258,717 in one quarter to a high of $369,478 in another quater. This was above the preceding historical trend analysis.

Camrose Housing Starts and Completions

	2015	2016	2017
HOUSING STARTS			
Singles	47	50	46
Semi	18	4	10
Row Housing	16	47	15
Apartment and Other	4	0	13
Total Housing Starts	**85**	**101**	**84**
HOUSING COMPLETIONS			
Singles	50	54	30
Semi	22	8	8
Row Housing	31	28	31
Apartment and Other	4	0	0
Total Housing Completions	**107**	**90**	**69**

Source: Canadian Mortgage and Housing Corporation

Camrose Rental Housing Assessment – Rental Vacancy

	2015	2016	YTD Jan – Sep 2017
1 Bedroom	6.3%	9.4%	5.1%
2 Bedroom	5.8%	10.5%	7.2%
3 + Bedroom	--	--	--
Total Camrose	5.8%	10.0%	6.5%
Alberta Average	**5.6%**	**8.1%**	**7.5%**

Source: Canadian Mortgage and Housing Corporation

Camrose Rental Housing Assessment – Average Rent

	2015	2016	YTD Jan – Sep 2017
Bachelor	--	--	--
1 Bedroom	$777	$849	$811
2 Bedroom	$961	$993	$924
3 + Bedroom	$976	$1,020	$1,006
Total Camrose	$901	$947	$885
Alberta Average	$1,149	$1,100	$1,090

Source: Canadian Mortgage and Housing Corporation

Alberta Housing Sales and Average Price

	2015	2016	2017	Forecast 2018
Alberta Housing Sales	56,458	52,166	56,200	54,600
Annual Change in Sales		-7.6%	7.7%	-2.8%
Alberta Average House Price	$392,940	$394,512	$398,600	$397,500
Annual Change in Price		0.4%	1.0%	-0.2%

Source: Canadian Real Estate Association

Findings Camrose Housing Statistics

- In 2015 and 2016, housing starts and completions averaged in the 90 unit range. For 2017, the number of starts and completions was slightly lower. The early part of 2107 was slow but the pace of activity increased by the end of 2017.
- Rental vacancy rates had spiked in 2016 but in 2017 have lowered but not to 2015 levels. This follows the trend for the Province of Alberta.
- The average price of a housing unit in Camrose increased from 2015 to 2016 but in 2017 the average rent has decreased.
- In Alberta, the average rent has declined in 2016 and 2017.
- In Alberta, house sales are forecast to return to just below 2015 levels. Housing prices are anticipated to be stable going forward.

Trade Area Population Growth Estimates and Projections

Based on the preceding analysis, low, medium, and high population projections have been provided for the City of Camrose, Edmonton, CMA, and the 2-hour drive time trade area (excl. Edmonton CMA) as well as Alberta.

Scenario 1: Medium Growth Population

Annualized Growth Rate		2011 to 2016	2016 to 2017	2017 to 2021	2021 to 2031	2031 to 2041
City of Camrose (CD 10)		1.4%	1.4%	1.1%	0.9%	0.9%
Other Camrose, Stettler, Red Deer (CD 10, 7, 8)		1.4%	0.5%	1.1%	1.3%	1.2%
Edmonton (CD 11)		2.8%	1.5%	1.6%	1.6%	1.9%
Alberta		2.3%	1.3%	1.4%	1.5%	1.3%
Population Amounts						
	2011	**2016**	**2017**	**2021**	**2031**	**2041**
City of Camrose	17,285	18,520	18,780	19,620	21,459	23,471
Other Camrose, Stettler, Red Deer (CD 10, 7, 8)	316,310	338,314	339,890	354,665	403,796	454,369
Edmonton CD 11	1,250,519	1,432,572	1,454,390	1,548,030	1,821,500	2,195,825
Alberta	3,790,191	4,252,879	4,306,390	4,559,470	5,288,540	6,020,010

Source: Statistics Canada, Alberta Treasury Board and Finance

Scenario 2: Low Growth Population

Annualized Growth Rate		2011 to 2016	2016 to 2017	2017 to 2021	2021 to 2031	2031 to 2041
City of Camrose (CD 10)		1.4%	0.9%	0.7%	0.5%	0.5%
Other Camrose, Stettler, Red Deer (CD 10, 7, 8)		1.4%	0.0%	0.8%	0.8%	0.7%
Edmonton (CD 11)		62.7%	1.4%	1.4%	1.4%	1.1%
Alberta		2.3%	0.9%	1.2%	1.1%	0.8%
Population Amounts						
	2011	**2016**	**2017**	**2021**	**2031**	**2041**
City of Camrose	17,285	18,520	18,688	19,217	20,200	21,233
Other Camrose, Stettler, Red Deer (CD 10, 7, 8)	316,310	338,314	338,297	349,563	379,525	405,997
Edmonton CD 11	125,519	1,432,572	1,452,490	1,537,495	1,759,895	1,968,515
Alberta	3,790,191	4,252,879	4,290,385	4,494,210	4,992,580	5,428,315

Source: Statistics Canada, Alberta Treasury Board and Finance

Scenario 3: High Growth Population

Annualized Growth Rate		2011 to 2016	2016 to 2017	2017 to 2021	2021 to 2031	2031 to 2041
City of Camrose (CD 10)		1.4%	1.8%	1.4%	1.4%	1.4%
Other Camrose, Stettler, Red Deer (CD 10, 7, 8)		1.4%	0.8%	1.3%	1.9%	1.8%
Edmonton (CD 11)		62.7%	1.8%	1.9%	2.2%	2.0%
Alberta		2.3%	1.6%	1.8%	2.1%	1.9%
Population Amounts						
	2011	**2016**	**2017**	**2021**	**2031**	**2041**
City of Camrose	17,285	18,520	18,853	19,931	22,904	26,320
Other Camrose, Stettler, Red Deer (CD 10, 7, 8)	316,310	338,314	341,147	359,924	435,206	521,010
Edmonton CD 11	125,519	1,432,572	1,458,490	1,573,455	1,962,655	2,398,675
Alberta	3,790,191	4,252,879	4,322,215	4,639,460	5,715,910	6,930,440

Source: Statistics Canada, Alberta Treasury Board and Finance

1.3 Office Daytime Professional Workers

- In Camrose, there is over 565,000 sq. ft. of professional type office space. This is the equivalent of over 2,260 to 2,825 workers. Half of these are located in Downtown. The east end has a similar number of professional workers in corporate offices.
- In addition, there are a number of daytime professional workers located in other government workplaces, retailers, houses of worship, education facilities, long-term care, seniors, and retirement homes, health and wellness, and home-based businesses.
- According to Statistics Canada, there are over 2,600 daytime workers within the Downtown.
- Overall, there are approximately 10,000 daytime workers in the City of Camrose.
- Workers tend to spend at least $1,500 on food service type expenditures annually. In areas with ample retail and food service choices in major Downtowns such as Calgary, this expenditure will be higher (closer to $2,200 annually).
- This is equivalent to $1.7 million in food service sales for the approximate 1,100 daytime office workers plus additional expenditures from other workers including retail and hospitality workers, social service workers, religious, and education based workers.

Camrose Employment Growth

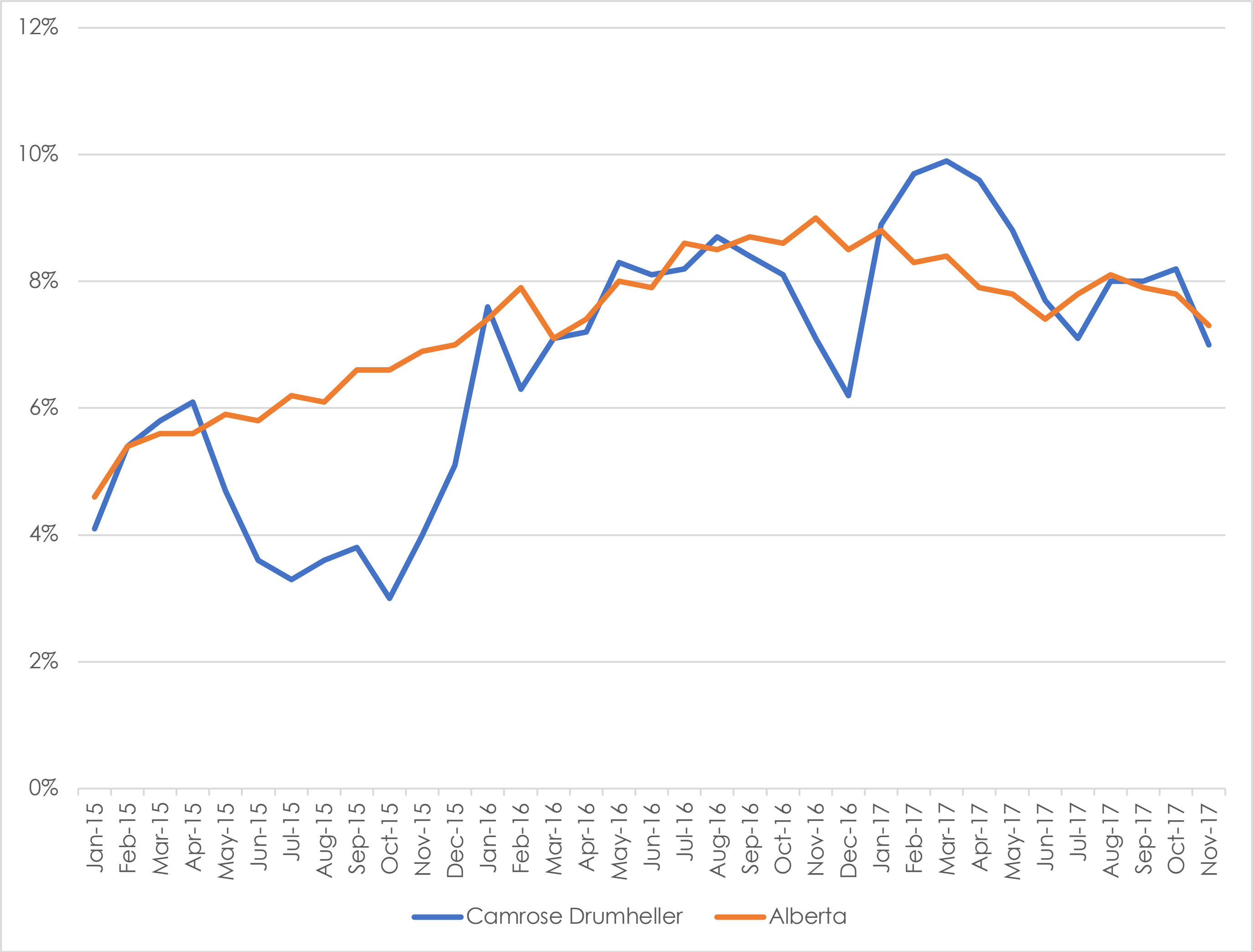
	Camrose Employment	5 Year Growth Rate	Annualized Growth Rate
1991	6,715		
1996	6,705	-0.1%	0.0%
2001	7,510	12.0%	2.3%
2006	8,400	11.9%	2.3%
2011	9,335	11.1%	2.1%
2016	9,982	6.9%	1.3%

Source: Statistics Canada

Findings Camrose Employment

- After 1996, employment in Camrose increased significantly.
- Today, employment is approximately 10,000 workers.
- Annualized growth had averaged over 2% annually. Recent growth has been 1.3% annually.

Camrose / Drummheller Region Unemployment Rate



Source: Statistics Canada

Findings Camrose / Drummheller Region Unemployment Rate

- Unemployment in Alberta in the past three years peaked in November 2016. Since that time unemployment has fallen. However, the rate is not pre-2015 levels.
- The Camrose / Drumheller Region has experienced fluctuation in unemployment but has stayed within the 6% and 10% range. Generally, it has been falling over 2017.

Camrose Drumheller Occupational Demand Outlook 2016 to 2020 - Select Major Occupations

	Code	2016	2017	2018	2019	2020	Ann. Gr. 2015-2020	Avg. Growth
Nurse Supervisors and Registered	D11	2,400	2,500	2,600	2,700	2,800	4.0%	Above
Paralegals, Social Science, and Occupations in Ed & Rel.	E21	1,800	1,800	1,900	2,000	2,000	3.3%	Above
Food Counter Attendants, Kitchen Helpers, and Related	G96	1,900	1,900	2,000	2,000	2,100	3.2%	Above
Occupations in Food and Beverage	G51	1,500	1,600	1,600	1,700	1,700	2.6%	Above
Other Sales and Related Occupations	G97	1,500	1,600	1,600	1,600	1,700	2.6%	Above
Children and Home Support Workers	G81	1,800	1,800	1,800	1,900	1,900	2.3%	Above
Sales and Service Supervisors	G01	2,000	2,000	2,100	2,100	2,100	2.1%	Above
Cleaners	G93	2,700	2,800	2,900	2,900	3,000	2.1%	Above
Motor Vehicle and Transit Drivers	H71	4,900	5,000	5,100	5,200	5,300	2.0%	Above
Retail Salespersons and Sales Clerks	G21	2,300	2,300	2,400	2,500	2,500	1.7%	Above
Secondary and Elementary School Teachers and Ed. Counsellors	E13	2,600	2,600	2,700	2,700	2,700	1.6%	Equal
Finance and Insurance Administration	B11	2,700	2,700	2,800	2,900	2,900	1.5%	Below
Administration and Regulatory	B31	1,600	1,700	1,700	1,700	1,700	1.3%	Below
Managers in Retail Trade	A21	1,700	1,700	1,800	1,800	1,800	1.2%	Below
Cashiers	G31	1,700	1,700	1,800	1,800	1,800	1.2%	Below
Agriculture and Horticulture Workers	I02	3,600	3,600	3,700	3,700	3,800	1.1%	Below
Machinery and Transportation Equipment	H41	2,100	2,100	2,100	2,200	2,200	1.0%	Below
Contractors, Operators, Supervisors in Agric, Hort. or Aquaculture	I01	10,700	10,800	10,900	11,000	11,100	0.9%	Below
Underground Miners, Oil and Gas Drillers, and Related	I13	2,500	2,500	2,500	2,600	2,600	0.9%	Below
Contractors and Supervisors, Trades and Related Workers	H01	2,600	2,700	2,700	2,800	2,800	0.8%	Below
Electrical Trades and Telecommunications Occupations	H21	1,500	1,500	1,500	1,600	1,600	0.1%	Below
Supervisors Mining Oil and Gas	I12	1,800	1,800	1,800	1,800	1,800	0.0%	Below
Total Listed Occupations		**59,916**	**60,717**	**62,018**	**63,219**	**63,920**	**0.8%**	

Source: Province of Alberta Occupational Demand Outlook at 3 Digit NOC-S Code for Camrose Drumheller region

Findings Camrose / Drumheller Region Occupation Prospects

- Annualized employment growth is 0.9% from 2015 to projected 2020 for these select occupations.
- Higher employment opportunities are forecast for:
  - Health and wellness, including home care workers
  - Education and religion
  - Retail trade including food services and retail
  - Transportation and trade
  - Finance and insurance
  - Administration work
  - Agriculture and other primary resource-based businesses

See Appendix "A" for more details on what daytime workers want. This includes information related to daytime workers in general gathered from Three Sixty Collective's work in other Downtowns.

4.4 Performing Arts – Bailey Theatre and Jeanne and Peter Lougheed Performing Arts Centre

Bailey Theatre

- The Bailey Theatre offers a range of programming throughout the year.
- The renovated theatre has a maximum seating capacity of 496 seats.
- There were approximately 90 regular scheduled events at the theatre excluding private events. This is 25% occupancy. This excludes private functions.
- According to the theatre, there were 10,590 ticketed attendees to events. However, there were other events.
- The average attendee will spend between $17 and $50 based on the type of performance. Based on averages, the food service potential from attendees at the Bailey Theatre equates to $ 283,282 (39,749 attendees at $26.75 each). A higher foodservice expenditure would correlate to those attending from outside of Camrose and who attend for a whole experience including going out for dinner or drinks.

Bailey Theatre Attendance Origin:

Location	Attendance Composition
City of Camrose	59%
Camrose County	15%
Other nearby communities	21%
Edmonton CMA	5%
Total	**100%**

Source: Bailey Theatre 2015/2016 Season

Jeanne and Peter Lougheed Performing Arts Centre

- Located south of Downtown Camrose on the Augustana Campus of the University of Alberta.
- There are three centres: Cargill Theatre, Mayer Family Community Hall, and Gallery space.
- The performing arts centre includes the Cargill Theatre which has 583 seats and the Mayer Family Community Hall which can accommodate up to 200 persons. In addition, there is the gallery space which can accommodate events.
- In 2016/2017, there were 262 events. Over three years, events including private functions have increased from 168 to 262.

Jeanne and Peter Lougheed Performing Arts Centre Events:

	Attendance
Cargill Theatre Commercial and Centre Sponsored Events	20,756
Cargill Theatre Community Events	10,191
Other Events at Cargill, Community Hall, or Gallery	6,350
Total	**37,297**

Source: Bailey Theatre

- Based on similar assumptions, the 583 seat Cargill Theatre located inside would generate foodservice sales potential of $695,326 (20,756 commercial/centre attendees at $33.50 each). Other spin-off benefits would derive from the other activities and events throughout the year.

4.5 University and College Students

- There are approximately 1,050 students at Augustana Campus. There are other students at the Canadian Lutheran Bible College as well as numerous training centres located throughout Camrose.
- Augustana is primarily an undergraduate university. This could change in the future.
- The Augustana Campus could grow to 1,200 in an appropriate manner in the near term with modest development changes. In a very long-term scenario, the campus could double in size to 2,000 students (by 2032).

Augustana Campus Student Home Location

	Percentage of Total Enrollment
Edmonton Region	60% to 70%
East Central Alberta	20%
Other Canada	7% to 10%
International	13%

Source: Augustana Campus University of Alberta

- In addition, 6 to 7% Indigenous (highest proportion of any campus in Canada).
- All first-year students live on campus and approximately 50% of all students live on campus.
- The goal is 60% housed on campus (this will help to solve City issue of illegal or non-conforming suites or apartments in Augustana neighbourhood)
- Student-based foodservice expenditure is at least $672,000 and could increase to $1.6 million.

Augustana Campus Staff and Faculty

- 250 full-time equivalent (FTE) staff/faculty and could grow to 300 to 400 FTE in the future.
- University administration would prefer if faculty to live in Camrose area but they cannot enforce it.
- One of the main Issues for university faculty recruitment is related to job opportunities for their spouse or partner (dual career families).

See Appendix “A” for more details on what students and Generation Z want from a commercial perspective. This is based on Three Sixty Collective's work with other commercial districts, and colleges/university-related campus retail planning.

4.6 Camrose Library

- The Downtown Camrose Library is a well-used resource serving the Downtown, the City, and the region.
- Attendance has increased from approximately 85,000 in 2010 to 104,000 in 2016.
- There are over 500 programmed events that attract 30,602 attendees.
- These range from seniors' programs, young families.
- There is 11.8 FTE staff at the library.
- The food service sales potential is $150,000 to $200,000 ($1.50 to $2 per visitor)

4.7 Sporting Events - Hockey

Camrose Kodiaks

- Camrose Kodiaks play at Encana Arena.
- The venue holds 2,500 seats.
- However, attendance has been falling over time.

Camrose Kodiaks Attendance

Hockey Season	Attendance Per Game
2012/2013	1,440
2013/2014	1,317
2014/2015	1,236
2015/2016	1,179
2016/2017	1,051

Source: Hockey DB

- There are 60 games of which 30 are home games.
- This equates to 31,530 attendees.
- Expenditure per game on food services is $9 to $12 per attendee. This equates to $331,065 in food service sales potential.
- Increasing attendance to 2012/2013 levels would increase food service sales potential to $496,800.

Augustana Vikings Hockey

- There are 34 games of which 16 to 18 are home games.
- This is equivalent to 16,000 attendees.
- Expenditure potential is $144,000 annually.

4.8 Tourism and Accommodation

- There are 14 accommodations in Camrose that serve a variety of visitors including tourists, Camrose Regional Exhibition events, business and work-related travel (stopovers), visiting family and friends, etc. There are other accommodations as well as RV sites and campgrounds nearby though most of these are located in Camrose County.

Camrose Accommodation

Accommodation	Number of Rooms
Camrose Resort Casino	113
Canalta	78
Norseman	75
Ramada	74
R&R	45
Stardust	22
Alice Hotel	21
Camrose Motel	20
Cam Rest	20
Windsor	20
Travellers Inn	12
Klemme B&B	3
Heritage B&B	2
Hotel Marada	n/a
Total Accommodation	**505**

Other Accommodation	
Camrose Exhibition Trails RV	107 sites

Findings Camrose and Alberta Tourism Statistics

- There is very limited recent tourism-related data on visitors to Camrose or the region.
- Accommodation occupancy in Alberta and in specific East Alberta has varied from 40% to 50%.
- According to a 2013 study for Alberta Tourism, Camrose was among the top of mind for Edmonton, Central Alberta, and Northern Alberta residents.
- Visitors to Camrose from other Alberta tend to identify themselves as "No Hassle Travellers". They want coordinated itineraries and suggested journeys for them to follow.
- Based on these assumptions, there are approximately 72,105 occupied rooms in standard hotels in Camrose.

Alberta Accommodation Hotel Occupancy

	2008	**2010**	**2014**	**2015**	**2016**
Alberta (excl. Resorts)	69%	58%	68%	59%	52%
Red Deer	58%	47%	62%	49%	41%
Alberta Resorts	61%	53%	60%	62%	64%
Edmonton					59%

Source: CBRE Hotels

Alberta Overnight Accommodation Visitor Origin

	2015	**2016**	**2017**
Business Travel Overnight Domestic	-6.3%	-2.8%	2.1%
Pleasure Travel Overnight	0.7%	-1.8%	1.9%
U.S. Overnight	3.8%	6.5%	4.5%
Overseas Overnight	4.5%	7.6%	5.3%
Total Overnight	**0.3%**	**-0.4%**	**2.2%**

Source: Canadian Tourism Research Institute Conference Board of Canada 2016

Findings Alberta Accommodation

- With the downturn in the Alberta economy, there has been a corresponding decline in hotel occupancy rates.
- This has been countered with an increase in U.S. and overseas stays in Canada. Banff and Jasper experienced a 6.6% and 3.8% increase in visitation from 2016 over 2015.
- However, this has been affected the sharing economy including Airbnb.
- CBRE Hotels estimates that each hotel room occupied spends $34.62 per night. At 41% occupancy, the 439 standard rooms would generate over $2.27 million in food service sales (65,696 room nights at $34.62 in food service sales).

Camrose Regional Exhibition

- There are events programmed throughout the year at the CRE grounds.
- The largest festival is the Big Valley Jamboree. This event attracts 25,000 to 30,000 attendees.
- Other conventions, meetings, rodeos, etc. attract a wide attendance.

Museums

- There are two small museums within Camrose – Railway Museum and Park and Camrose and District Centennial Museum

Camrose Casino

- Casino visitors often do not cross shop elsewhere in a community. There are restaurants and accommodation located in the casino.
- The casino provides some meeting space and event facilities.

Other Visitors

Other visitation to Camrose and Downtown derives from:

- Houses of worship
- Government services and agencies
- Other organizations and agencies (quasi-government)
- Friends and family visiting members at seniors' centres, retirement homes, hospital, long-term care facilities, etc.
- Friends and family visiting university students
- Other events, programs, conventions, music, art shows, dance competitions, etc.

4.9 Trade Area Socio-Economic Profile

The trades areas for the City of Camrose include:

- City of Camrose
- Edmonton CMA
- 2-hour drive time (excluding Camrose and Edmonton CMA)
- Province of Alberta as a benchmark

Trade Area Population and Household Size and Growth including Daytime Employment

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
Population 2011	17,057	1,203,115	300,499	3,645,257
Population 2016	18,520	1,366,050	322,131	4,067,175
Population Growth 2011 to 2016	1.7%	2.6%	1.4%	2.2%
Household 2016	7,970	518,950	134,782	1,527,675
Household Growth 2011 to 2016	1.1%	1.9%	1.4%	1.7%
Daytime Population	**9,982**	**727,591**	**133,512**	**2,132,946**
Gender				
Male	47.8%	50.0%	53.4%	50.1%
Female	52.2%	50.0%	46.6%	49.9%

Source: Statistics Canada, Environics

Findings Population and Household Growth

- From 2011 to 2016, Camrose and the surrounding 2-hour drive time trade area grew at a healthy rate of 1.7% and 1.4% annually respectively. Edmonton CMA grew at a much faster rate of 2.6% annually.
- The population growth is higher than the household growth. This is indicative of a growing region where families are settling into place and having children. The Millennial age group has shifted into their early career and family formation stage of life.

- This affects retail and commercial development opportunities as these households adjust to buying for items such as career wardrobe, home furnishings, young children clothing and furnishings, and grocery store expenditure as opposed to young single adult type purchases.
- There is a higher proportion of females in Camrose and a higher proportion of males in the rural areas in the 2-hour drive time.

Household Size

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
1 person Household	32.0%	24.6%	28.5%	24.0%
2 Person Household	37.5%	33.8%	36.6%	34.3%
3 Person Household	12.5%	16.4%	15.2%	16.0%
4 Person Household	11.4%	15.3%	13.4%	15.3%
5+ Person Household	6.6%	10.0%	6.2%	10.4%
Person Per Household	2.30	2.60	2.39	2.60

Source: Statistics Canada, Environics

Findings Household Size

- Due to the high proportion of seniors' residences throughout Camrose, there is a high proportion of one person households and smaller person per household ratio. This is why there is a higher proportion of females in Camrose.
- Within the 2-hour drive time, there are a higher proportion of smaller households including empty nesters living in rural areas and young singles living in Red Deer area.
- The smaller households and the range of seniors' residences affect the demand for local goods and services. Some of these residents will have their meals supplied to them and there may be less need for grocery store visits.

Age Profile

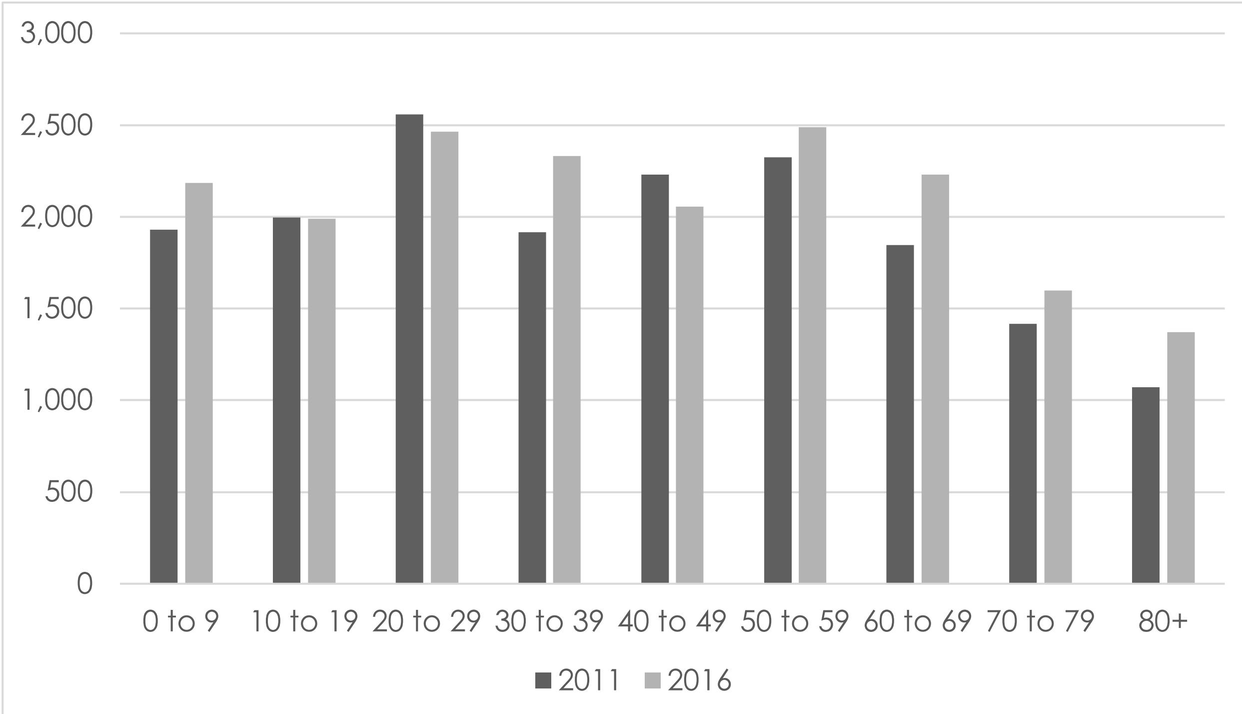
	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
0 to 9	11.7%	12.8%	12.0%	13.2%
10 to 19	10.6%	11.4%	9.3%	11.8%
20 to 29	13.2%	15.1%	13.2%	14.1%
30 to 39	12.4%	16.0%	18.2%	15.7%
40 to 49	10.9%	13.2%	12.2%	13.5%
50 to 59	13.2%	13.5%	12.9%	13.8%
60 to 69	11.9%	9.8%	12.3%	9.8%
70 to 79	16.0%	8.2%	10.0%	8.0%
Median Age	41.9	36.4	40.9	36.7

Source: Statistics Canada, Environics

Findings Age Profile

- As stated, the age profile of Camrose skews older.
- However, there is a high proportion of young families with young children living in Camrose.
- In the 2-hour drive time, there is a higher proportion of older families and empty nesters. Over 30% of the population is 30 to 49 years of age and a further 25% are 50 to 69 years of age.
- Edmonton has a high proportion of middle-aged residents from 50 to 59 but there is a high proportion of young adults and university-aged students.
- The issue for retail and commercial opportunities in Camrose is to find the commonality between the older residents and young families in the City but also to attract regionally that includes young families, older families, and empty nesters.

Camrose Age Profile 2011 to 2016

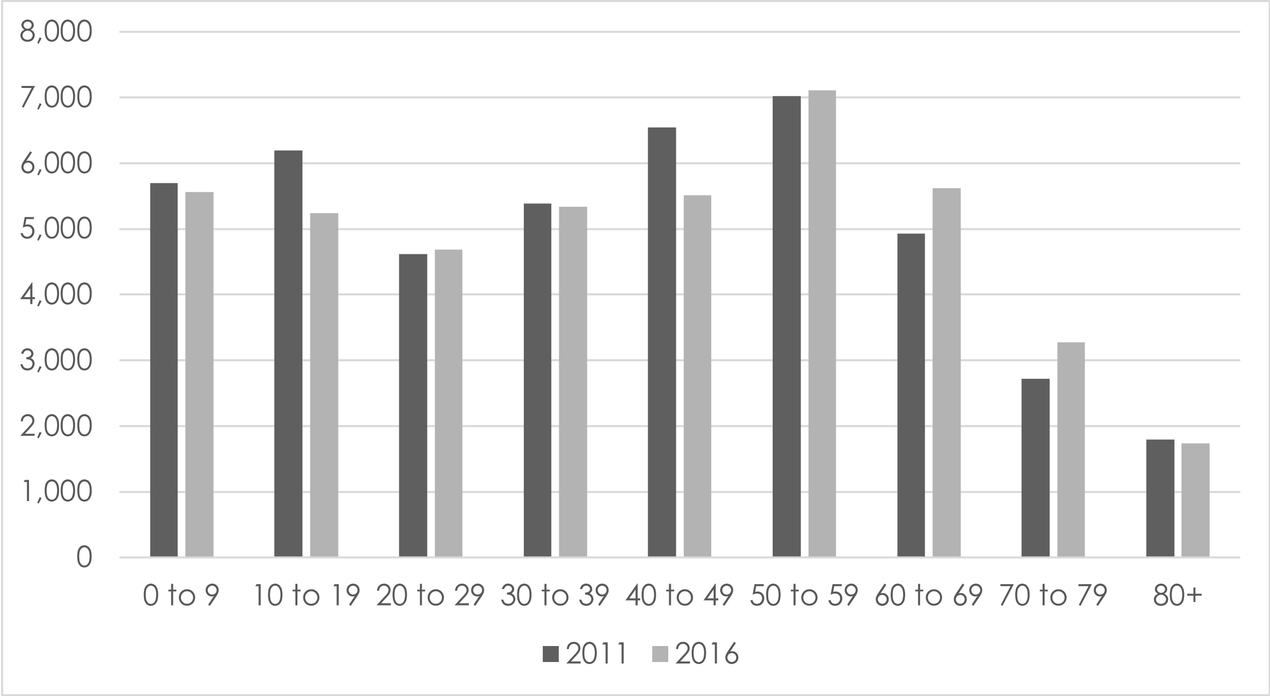


Source: Statistics Canada

Findings Age Profile 2011 to 2016

- The aging profile is evident for 50 + years of age.
- There is good growth of young adults and young children.

45 Minute Drive Time Age Profile 2011 to 2016



Source: Statistics Canada

Findings 45 Min. Drive Time Age Profile 2011 to 2016

- Aging seniors but more concentrated on empty nesters in the 50 to 69 years of age range.
- Maintained young adult profile in the rural areas surrounding Camrose.

Other notable changes:

- Downtown Camrose population has stayed unchanged from 2011 to 2016. There are 575 residents living in Downtown. The age profile is skewed older but there is growth in the 30 to 39 years of age range in Downtown.

Household Income 2015

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
< $20,000	6.0%	5.7%	4.5%	5.7%
$20,000 to $39,999	19.4%	11.5%	11.1%	11.7%
$40,000 to $59,999	15.5%	12.3%	24.0%	12.4%
$60,000 to $79,999	13.0%	12.5%	3.0%	12.3%
$80,000 to $99,999	11.4%	11.5%	15.8%	11.3%
$100,000 to $149,999	19.4%	22.1%	30.7%	21.4%
$150,000 to $200,000	8.7%	12.5%	2.7%	11.9%
$200,0000 +	6.6%	12.0%	8.2%	13.3%
Average Household Income	$93,372	$121,011	$96,453	$125,522
Annualized Real Growth Household Income	0.8%	0.3%	0.7%	0.5%

Source: Statistics Canada, Environics

Findings Household Income 2015

- Average household incomes for Camrose and the 2-hour drive time trade areas are lower than the provincial average. This is partly due to the higher proportion of seniors, empty nester retirees, students, as well as those on fixed incomes
- While the 2-hour trade area income is relatively lower than the provincial average, there is a polarized income profile. 40% of households earn less than $60,000 and 42% earn more than $100,000. In fact, the bulk of the households earn $100,000 to $149,999 annually.
- The Camrose household income profile includes a high proportion of lower income and fixed income households (students, seniors, etc.).
- However, at face value, the statistics do not tell the detailed profile of the Camrose community. 15% of households earn more than $150,000 annually. Over one-third earn more than $100,000 annually.
- Household incomes in the Edmonton CMA and in the province are much higher than elsewhere.
- In terms of real household income growth excluding the effects of inflation, Camrose experienced a very healthy 0.8% annualized increase as wages and salaries increased faster than inflation.

- The issue for Camrose retail and commercial opportunities understanding which income profile to attract. The polarized nature of the household income makes it difficult for businesses to be successful appealing to both income groups albeit not impossible. Many of the Downtown Camrose businesses rely on the mid to higher income households visiting their businesses to generate sufficient sales. There is an overlay of value-conscious retailing present in Camrose as well.

Education and Occupation

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
Education and Occupation				
Less than High School	21.3%	15.8%	26.3%	16.9%
High School Graduate	29.7%	28.1%	14.4%	27.9%
College, Diploma	30.6%	29.1%	24.5%	28.9%
Post- Secondary, Bachelor or Higher	18.4%	27.0%	34.8%	26.3%
Management, Admin., Science	27.1%	33.3%	32.2%	34.3%
Gov't, Social Serv., Ed., Health, Arts.	21.6%	20.0%	17.6%	18.6%
Sales and Services	25.7%	21.6%	19.1%	21.3%
Trades, Transport	17.0%	18.5%	21.1%	17.7%
Primary Industries	3.6%	2.0%	6.3%	3.1%
Manufacturing, Utilities	5.1%	2.9%	3.6%	3.2%
Labour Force Participation Rate	65.0%	71.7%	77.8%	71.8%

Source: Statistics Canada, Environics

Findings Education and Occupation

- The polarized nature of household income also comes through in the education levels of the trade area residents. These factors combined contribute to dual nature of retail in Camrose.
- Within the 2-hour drive time trade area, there is both a high proportion of well-educated residents as well as those without formal education. The combination of rural areas and Red Deer in this trade area contribute to this dynamic.
- Within Camrose, there is a high proportion of high school and college-educated residents.

- Camrose has a higher proportion of residents employed in sales and service and government, education, health, and social service. This is due to the large amount of retail within Camrose as well as the focus on health, wellness, elderly care, university and education as well as other social support services. In addition, there is a high proportion employed in manufacturing including the steel mills manufacturing steel pipelines.

Marital Status

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
Married, Common Law	57.6%	58.3%	59.3%	59.9%
Never Married	23.5%	28.8%	21.1%	27.5%
Separated, Divorced, Widowed	18.9%	12.9%	19.6%	12.6%

Source: Statistics Canada, Environics

Findings Marital Status

- There is a high proportion of married and common law couples in all trade areas.
- Edmonton CMA has a higher proportion of single adults.
- The rural areas surrounding Camrose have a lower proportion of young single adults.
- Camrose retail and commercial businesses must be able to attract the large proportion of families but there is a smaller niche market of singles who could be attracted to Camrose for special events (e.g., girls weekend and multi-generational women's events).

Ethnicity

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
Visible Minority	8.4%	28.1%	3.6%	23.5%
Top 3	Filipino	S. Asian	Filipino	S. Asian
	S. Asian	Filipino	Latin American	Filipino
	Latin American	Chinese	S. Asian	Chinese

Source: Statistics Canada, Environics

Findings Ethnicity

- Outside of Edmonton CMA, there is relatively low ethnicity.
- However, as Camrose wants to continue to attract visitors from Edmonton CMA and elsewhere, it is important to understand the changing ethnicity of the cities, how it impacts their day trip planning, and what Camrose can offer these residents in terms of an authentic Alberta shopping and dining experience.
- In addition, approximately 13% of the Augustana Campus in Camrose is composed of international students.

Travel to Work

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
Vehicle, Passenger	82.6%	82.9%	80.8%	82.9%
Public Transit	0.4%	11.0%	8.0%	10.1%
4Walk	12.2%	3.7%	8.2%	4.5%
Bike	2.3%	1.0%	1.7%	1.1%
Other	2.5%	1.5%	1.3%	1.5%
Commute Within Own Municipality	88.3%			

Source: Statistics Canada, Environics

Findings Mode of Transportation to Work

- Overwhelmingly, most residents drive or are driven to work.
- Limited public transit in Camrose translates into a low mode of transportation.
- Often residents have to rely on walking as well as using scooters to get around in Camrose.
- This affects their shopping patterns and behaviour. Outreach by businesses to mobility impaired residents may be an untapped opportunity.
- Most residents work within Camrose.

Housing Tenure

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
Own	66.0%	69.6%	81.8%	72.4%
Rent	34.0%	30.4%	18.2%	27.6%

Source: Statistics Canada, Environics

Findings Housing Tenure

- Two-thirds of households own their home. This is slightly less than in Edmonton CMA and lower than rural areas.

4.10 Household Expenditure

Based on Statistics Canada data including the Census and Annual Household Survey, households in the trade areas spend that following amounts annually on the following commodity items.

	City of Camrose	Edmonton CMA	2 Hour Drive Time	Alberta
Retail Merchandise				
Women's and Girls' Clothing and Accessories	$1,948	$2,266	$2,024	$2,330
Men's and Boy's Clothing and Accessories	$1,287	$1,508	$1,282	$1,592
Children's (<4) Clothing and Accessories	$61	$90	$84	$94
Clothing as Gifts	$367	$526	$439	$501
Furniture	$864	$1,059	$1,012	$1,303
Home Furnishings	$7,701	$9,133	$8,065	$9,648
Small Electronics	$404	$1,369	$1,587	$1,262
Appliances	$490	$689	$700	$761
Sporting Goods	$102	$342	$219	$328
Music and Musical Instruments	$1	$29	$4	$14
Book Stores	$329	$374	$370	$430
Other Leisure	$88	$320	$334	$287
Fabric and Sewing	$45	$24	$70	$35
Pet Food and Supplies	$891	$1,159	$1,177	$1,205
Eyewear	$63	$83	$124	$105
Home Improvement	$299	$212	$237	$234
Nursery, Horticultural, Fertilizer Type Retail	$471	$362	$326	$333
Food and Drug Retail				
Food from Stores	$7,468	$9,224	$8,234	$9,256

Alcohol Purchased from Stores	$1,409	$1,895	$1,644	$1,755
Health, Drug Store, and Pharmacy Stores	$2,595	$3,048	$2,550	$2,865
Food Services				
Dinner	$1,629	$2,799	$2,037	$2,720
Lunch	$1,083	$1,625	$1,488	$1,619
Breakfast	$382	$446	$289	$387
Snacks and Beverages	$479	$601	$471	$575
Alcohol Served on Premises	$486	$801	$521	$814
Services				
Personal Services	$618	$725	$674	$724
Packaged Travel	$196	$739	$608	$631
Dry Cleaning and Laundromats	$34	$98	$47	$96
Tailor and Sewing Services	$62	$64	$20	$45
Membership to Fitness, Gyms, Recreation	$103	$493	$371	$526
Cell Phone Services	$1,365	$1,385	$1,545	$1,516
Veterinary	$335	$268	$311	$272
Movies	$35	$131	$154	$113
Live Sporting Events	$10	$43	$38	$54
Performing Arts	$10	$43	$38	$54
Museum, Amusement Parks, Zoos	$29	$113	$91	$100
Dental Care	$902	$1,142	$1,130	$1,165
Eye Care	$243	$159	$261	$213

Source: Statistics Canada, Environics

Findings Household Expenditure

- Based on an indexing of household income to the province of Alberta and a weighting of household expenditure to the province of Alberta, households in each of these trade areas spend a high proportion of their budget on the following items. The commodities are rank ordered. To be included, the household had to achieve an index of 100 or greater. This means that a household would have to spend a minimum of what their household income as a proportion of the provinces expenditure and household income.

- Those commodities highlighted in red indicate that all three trade areas spend a high proportion of their budget on. Black bold indicates that households in the City of Camrose and one other trade area spend a high proportion of their budget on. Finally, green bold indicates that both the 2-hour drive time trade area and Edmonton CMA households spend a high proportion of their budget on.
- Due to the high number of older residents and seniors, there is a correspondingly high expenditure on items related to health care and pharmacy items, eye care, and dental care.
- There is a focus on families with high expenditures related to home including groceries, alcohol purchases, home improvement, home furnishings, nursery items, family pets and veterinary services, and fabric and sewing.
- Fashion is important and there is a correspondingly high expenditure on women's clothing and accessories as well as looking good in terms of high expenditures on personal care services.
- Fashion and family expenditures include high expenditures on all clothing and accessories that includes women, men's and children's wear.
- Leisure activities are focused on bookstores. In addition, there is a significant expenditure on gift items as well as packaged travel.

High Proportionate Expenditure Potential

City of Camrose	Edmonton CMA	2-hour Drive Time
• Nursery, Hort., Fertilizer Retail	• Music and Musical Instruments	• Fabric and Sewing
• Tailor and Sewing Services	• Tailor and Sewing Services	• Movies
• Fabric and Sewing	• Packaged Travel	• Small Electronics
• Home Improvement	• Movies	• Eye Care
• Veterinary	• Breakfast	• Eyewear
• Eye Care	• Museum, Amusement Parks, Zoos	• Other Leisure
• Breakfast	• Other Leisure	• Veterinary
• Health, Drug Store, & Pharmacy	• Nursery, Hort., Fertilizer Retail	• Cell Phone Services
• Cell Phone Services	• Small Electronics	• Home Improvement
• Personal Care Services	• Alcohol Purchased from Stores	• Nursery, Hort., Fertilizer Retail
• Women's & Girls Clothing & Acc.	• Health, Drug Store, & Pharmacy	• Pet Food and Supplies
• Snacks and Beverages	• Clothing as Gifts	• Dental Care
• Children's (<4) Clothing & Acc.	• Snacks and Beverages	• Packaged Travel
• Men's & Boy's Clothing & Acc.	• Sporting Goods	• Alcohol Purchased from Stores
• Food from Stores	• Dinner	• Personal Care Services
• Alcohol Purchased from Stores	• Dry Cleaning and Laundromats	• Appliances
• Home Furnishings	• Lunch	• Lunch
• Dental Care	• Personal Care Services	• Museum, Amusement Parks, Zoos
• Book Stores	• Food from Stores	• Health, Drug Store, & Pharmacy
	• Veterinary	• Food from Stores
	• Alcohol Served on Premises	• Clothing as Gifts
	• Dental Care	• Women's & Girls Clothing & Acc.
	• Women's & Girls Clothing & Acc.	• Book Stores

- **Children's (<4) Clothing and Accessories**
- **Home Furnishings**
- **Snacks and Beverages**
- **Men's & Boy's Clothing & Acc.**

4.11 Mobile Cell Phone Data

A summary of findings from a review of one year's worth of visitation data to Downtown Camrose and West End includes:

- Every cell phone has a unique identifier attached to it. A unique visitor is that person with the cell phone. Unique visitors are the total number of visitors regardless of the number of times that they visited an area. Visitation includes the frequency of unique visitors.
- 59.3% of unique visitors and 76.2% of all visitation to Downtown comes from local Camrose Residents (40.3% of unique visitors and 23.8% of all visitation comes from outside Camrose).
- Three-quarters of all visitation come from within 2-hour drive of Camrose including Edmonton.
- Edmonton residents account for 14.2% (one-third) of unique visitors and 5.7% of all visitation (23.9%).
- Other residents within 2-hour drive excluding Camrose and Edmonton account for 18.7% of unique visitors and 11.7% of all visitation.
- Other places ranging from across Canada and elsewhere in Alberta and Saskatchewan make up the remaining quarter. This accounts for a regional destination for Downtown Camrose.

Downtown Camrose Visitors

- Visitation from Edmonton includes high income and younger adults. However, their visitation frequency is 1.60/annually
- Those who live within 2-hour drive visit 2.52/annually. They tend to be older with average household incomes.
- Those visitors outside of the 2-hour drive time have higher household incomes and tend to be younger.

West End Camrose Visitors

- West end visitors from Camrose tend to be very local and younger.
- On average, they visit the west end slightly less often than their visits to Downtown.
- Visitors to west end from outside Camrose tend to have higher household incomes and are younger.
- Overall, the differences in visitation between Downtown and West End from non Camrose residents are very minor. Non Camrose visitors tend to view Camrose as one entity and do not differentiate between the two areas. Rather they will visit the bank in Downtown and then go for a coffee at Starbucks as all part of one trip. For these visitors, there is no major differentiation.

See Appendix "A" for complete details of the mobile cell phone data on Downtown and West End visitation.

4.12 Downtown Camrose Online Survey

A summary of findings from the online survey of Downtown Camrose visitors includes the following:

- The split of Downtown visitors replicates a similar split in total visitation between Camrose residents and non Camrose residents.
- Almost all respondents were visitors to Downtown who had visited at least once in the past six months.
- The respondents are very engaged in the process and completed the questions and provided additional comments on how to improve Downtown.
- Overall, there are many positive attributes to Downtown Camrose that should be built upon as the revitalization process continues to move forward.
- Generally, Downtown receives favourable ratings and frequent visitation from local Camrose residents. However, non Camrose residents tend to view Downtown in a more favourable light.
- Strengths of Downtown include (1) the depth and breadth of fashion, style, and clothing type retailers as well as furniture and home furnishings retailers, (2) convenience to get to, and)3) an inspiring atmosphere and experience for non-resident visitors.
- Also, Downtown provides a depth of errand based retail including the post office, grocery items, pharmacy items, banking, beauty/barber services, etc. This drives relatively high visitation.
- There is a broad range of reasons to visit Downtown including destination shopping, everyday/errand based shopping/services, some appointment-based services, work and meetings, living, and a range of arts/entertainment/recreation based activities such as theatre, education, library, events, fitness, cultural, etc. as well as eating and drinking. However, banking and finance are top reasons to visit Downtown on a frequent basis and are key drivers of visitation.
- Eating and drinking businesses were stated as the highest priority for recruitment efforts. This was true for young adults. Young adults stated a need for more apparel and accessories, gift items, entertainment retail, and sporting goods. Older residents wanted similar items as well as more local based retail including food and grocery items and a hardware store.
- Non-Camrose residents who visit tend to visit Downtown less frequently as other areas including the West End. However, their visitation to Downtown includes a mixture of eating and drinking, destination shopping, errand based shopping and services such as groceries, as well as arts, entertainment, library, recreation type activities.
- Local residents leave Camrose to shop in Edmonton as their main destination. Generally, most local residents are in Edmonton every two weeks or once a month (12 to 18 times a year). Young adults tend to visit Edmonton slightly more

frequently compared to all Camrose residents.

- The top factors driving shopping demand are safety, good personal services, quality businesses, good value, and a good variety of businesses. Downtown Camrose performs well on these five factors but can improve on quality and variety. There are mixed results in terms of value and the prices of goods and services in Downtown. Local residents are more price sensitive and the destination retail aspect tends to create a perception of higher prices. Non Camrose residents are not as sensitive to prices but it is still an issue. Downtown Camrose does very well on clean and safe factors as well as convenient/easy to get to. These are important. In terms of other amenities, hours and parking are concerns. Local residents and young adults are more critical of parking availability. Non-resident visitors do not have an issue with parking. All respondents were critical for hours of operation. In terms of Downtown atmosphere, local and older residents are more critical whereas younger adults and non-resident visitors tend to like Downtown's atmosphere and find it inspiring.

See Appendix "A" for complete details of the online survey results.

5.0 Demand Analysis and Warranted Space

5.1 Target Markets

The target markets for Camrose and Downtown Camrose are composed of a variety of groups including City residents, rural nearby residents, Edmonton CMA residents, daytime workers, post-secondary students, faculty/staff, performing arts visitors, sports event attendees, and overnight visitors.

For retail to be successful, it should appeal to multiple target markets and not just one segment.

The target markets include:

Local and Regional Residents

- Camrose: the Residential population is based on18,750 in 2016 and growing at a medium growth rate.
- 2 Hour Drive Time: Excluding Camrose and Edmonton CMA. This includes the rural towns and villages surrounding Camrose particular to the east as well as Red Deer.
- Edmonton CMA: Located within the 2-hour drive time, the characteristics of Edmonton CMA visitors is different than other rural-based visitors.
- Other Inflow: Other inflow would be captured by overnight visitation as well as additional inflow

Daytime workers

- Downtown Camrose: There are approximately 2,700 daytime workers in Downtown Camrose.
- Camrose: There are 10,000 workers in Camrose
- The downtown worker is anticipated to grow by 1.0% to 1.2% annually based on medium growth rates.

Students

- Augustana Campus has 1,050 students. This is estimated to grow to 2,000 by 2041.
- The composition of the students will be primarily undergraduate and will be on campus full-time.
- The campus will be occupied 9 months of the year.
- The assumption is that 50% of students will live in dorms or residential areas within the campus.
- For the demand analysis, the total number of students will be reduced to adjust for any potential double counting (by those students who will live in Camrose).

Arts, Culture, Entertainment, and Sports

- Represents conservative estimates for major events in Camrose including Bailey Theatre, Cargill Theatre, Big Valley Jamboree, library, and hockey games.

5.2 Expenditure and Adjustments

The retail expenditures for major retail categories and adjustments were based on the following sources.

- For local residential target markets, the basis for the expenditure analysis is Alberta retail sales per capita. This is based on Statistics Canada information for 2016.
- The expenditures were adjusted upwards and downwards based on continued growth of e-commerce sales both in Canada and internationally. In addition, based on socio-economic analyses, the expenditures were adjusted to account for the elasticity of demand. For example, local Camrose residents spend slightly less than the average Alberta resident on grocery items and health and personal care items but spend more than average on electronics, furniture and home furnishings, leisure retail, and food services. This reflects the young families moving into the area, the changing ethnicity, and the busy work lives of the residents.
- Daytime worker expenditure is based on numerous sources including the International Council of Shopping Centers office worker study and several other studies undertaken by 360 Collective of daytime workers. Generally, employment districts with ample retail tend to have higher expenditures but lower capture rates.
- Student expenditures are based on surveys conducted by Student Awards on Canadian post-secondary students and adjusted upwards for 2017. Included is survey work with students conducted by 360 Collective on other retail demand analyses.

5.3 Capture Rates

The capture rates (or market share) for each target market's adjusted expenditure for each major retail category reflects:

- Travel time features: Camrose is highly accessible to communities in Central East Alberta. However, it is also somewhat isolated and removed from the Hwy 2 corridor. This dual fact of connected but isolated should be used to Camrose's retail advantage.
- Competitive positioning: Few other nearby communities have the depth and breadth of retail and commercial services as Camrose. For rural areas, Camrose is the go-to place for daily life errands, business needs, and specialty shopping and eating out. For Edmonton CMA, Camrose represents a go-to destination for unique retailers and shopping as well as easy access for local shopping needs.
- New developments: New developments in Downtown, university expansion plans, and continued residential development throughout the City including Valleyview West area.
- Potential dwell times: Ability for target markets to spend at the same location: For non-Camrose residents, visiting Camrose for shopping and services is a non-differentiated experience. Visiting Downtown and West End may be part and parcel of a whole trip. There is a slight differentiation for Edmonton CMA visitors who come specifically for Downtown shopping.

It is anticipated that the outflow of Camrose expenditures to other areas such as Edmonton CMA has decreased over time as more retail has been added to the West End. However, there is still leakage for items, goods, services such as Costco, cinema and entertainment, food services (night out), comparison shopping, etc. It also anticipates that some smaller communities will retail local sales through the addition of local food and drug type retailing.

5.4 Summary Assumptions

The following tables illustrate key assumptions, adjustments based on current and future online retail shift, the elasticity of demand, income adjustments to Alberta averages, real growth in income and expenditure (excluding inflation).
All dollar amounts are expressed in 2017 constant dollars and exclude the impact of inflation.

Demand for the City of Camrose and Downtown Camrose are provided.
The results provided include medium population growth and medium sales productivity.
Scenarios for low and high population growth and low and high sales productivity are provided.

Medium Population Growth Scenario

	Downtown Residents	Downtown Daytime Workers	Augustana Students	Other Camrose Residents	Edmonton CMA Residents	2 Hour Drive Time Residents (Excl. Edmonton)	Arts, Culture, Sports
2017	764	2,700	1,050	18,676	1,454,390	339,994	224,417
2021	850	2,810	1,400	19,511	1,548,030	354,774	226,661
2031	950	3,166	1,700	21,340	1,821,500	403,915	231,194
2041	1,050	3,567	2,000	23,341	2,195,825	454,499	235,818
Population Growth							
2017 to 2021	2.7%	1.0%	7.5%	1.1%	1.6%	1.1%	0.2%
2021 to 2031	1.1%	1.2%	2.0%	0.9%	1.6%	1.3%	0.2%
2031 to 2041	1.0%	1.2%	1.6%	0.9%	1.9%	1.2%	0.2%

Base Per Capita Expenditure (Alberta Sales Per Capita), Income and Growth Adjustments

	Downtown Residents	Downtown Daytime Workers	Augustana Students	Other Camrose Residents	Edmonton CMA Residents	2 Hour Drive Time Residents (Excl. Edmonton)	Arts, Culture, Sports
Base Per Capita Expenditure							
General Merchandise	$2,366			$2,366	$2,366	$2,366	
Leisure Retail	$468		$372	$468	$468	$468	
Clothing and Accessories	$996		$580	$996	$996	$996	
Furniture and Home Furnishings	$654			$654	$654	$654	
Electronics and Appliances	$552			$552	$552	$552	
Building Supply and Garden	$1,030			$1,030	$1,030	$1,030	
Other Retail	$471			$471	$471	$471	
Total Retail Merchandise	**$6,537**	**$900**	**$952**	**$6,537**	**$6,537**	**$6,537**	
Food and Beverage Retail	$3,601	$900	$1,982	$3,601	$3,601	$3,601	
Health and Personal Care Retail	$1,207	$500	$262	$1,207	$1,207	$1,207	
Food Services	$2,039	$2,000	$909	$2,039	$2,039	$2,039	$15
Personal Income Adjustment	-25.6%			-25.6%	-3.6%	-23.2%	
Annualized Real Growth in Income							
2017 to 2021	0.8%	0.2%	0.2%	0.8%	0.3%	0.7%	0.2%
2021 to 2031	0.4%	0.4%	0.4%	0.4%	0.2%	0.3%	0.4%
2031 to 2041	0.5%	0.3%	0.3%	0.5%	0.4%	0.5%	0.3%

Current and Future Omni-Channel Adjustments

	Downtown Residents	Downtown Daytime Workers	Augustana Students	Other Camrose Residents	Edmonton CMA Residents	2 Hour Drive Time Residents (Excl. Edmonton)	Arts, Culture, Sports
Current Omni Channel Adjustment							
General Merchandise	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Leisure Retail	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Clothing and Accessories	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Furniture and Home Furnishings	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Electronics and Appliances	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Building Supply and Garden	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Other Retail	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Total Retail Merchandise	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**
Food and Beverage Retail	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Health and Personal Care Retail	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Food Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Ongoing Omni Channel Adjustment	Downtown Residents	Downtown Daytime Workers	Augustana Students	Other Camrose Residents	Edmonton CMA Residents	2 Hour Drive Time Residents (Excl. Edmonton)	
General Merchandise	0.3%			0.3%	0.3%	0.3%	
Leisure Retail	0.4%		0.6%	0.4%	0.4%	0.4%	
Clothing and Accessories	0.5%		0.6%	0.5%	0.5%	0.5%	
Furniture and Home Furnishings	0.2%			0.2%	0.2%	0.2%	
Electronics and Appliances	0.3%			0.3%	0.3%	0.3%	
Building Supply and Garden	0.2%			0.2%	0.2%	0.2%	
Other Retail	0.3%			0.3%	0.3%	0.3%	
Total Retail Merchandise	**0.4%**	**0.2%**	**0.6%**	**0.3%**	**0.3%**	**0.3%**	**0.6%**
Food and Beverage Retail	0.1%	0.2%	0.2%	0.1%	0.1%	0.1%	0.2%
Health and Personal Care Retail	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Food Services	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%

Elasticity of Demand Adjustment

	Downtown Residents	Other Camrose Residents	Edmonton CMA Residents	2 Hour Drive Time Residents (Excl. Edmonton)
General Merchandise	4.4%	4.4%	-4.4%	6.9%
Leisure Retail	-24.0%	-24.0%	-1.0%	-1.0%
Clothing and Accessories	10.5%	10.5%	0.0%	8.9%
Furniture and Home Furnishings	-1.8%	-1.8%	-8.8%	4.9%
Electronics and Appliances	-35.2%	-35.2%	3.2%	41.7%
Building Supply and Garden	71.8%	71.8%	-6.0%	32.1%
Other Retail	0.0%	0.0%	0.0%	0.0%
Total Retail Merchandise	3.7%	3.7%	-2.4%	13.4%
Food and Beverage Retail	8.2%	8.2%	7.7%	18.8%
Health and Personal Care Retail	21.8%	21.8%	10.4%	15.9%
Food Services	-1.0%	-1.0%	8.2%	0.0%

5.5 Warranted Retail and Commercial Space

The demand analysis includes a sensitivity analysis based on a range of sales productivity for each retail category based on Camrose productivity and the productivity required by new developments to ensure the developments are sustainable.

Summary Camrose Retail and Commercial Additional Demand (expressed in sq. ft.)

	2021	2031	2041
Clothing and Accessories, Leisure, and Other	5,845	18,488	45,042
Furniture and Home Furnishings	3,434	13,554	44,074
Electronics and Appliances	0	0	0
General Merchandise	0	37,439	42,391
Total Retail Merchandise	**9,279**	**69,481**	**131,507**
Food and Beverage Retail	6,483	19,021	59,971
Health and Personal Care Stores	3,688	5,559	9,644
Food Services	2,938	13,012	46,353
Other Personal Services (30%)	9,595	45,888	106,061
Total Retail	**31,983**	**152.961**	**353,536**

Total additional demand for the City for retail and commercial space (excluding professional services) is 353,536 sq. ft. by 2041. Downtown will account for 37% of the total demand or 130,314 sq. ft.

This excludes the demand for upper-level professional office worker space but includes the need for ground floor personal services and support services, recreation and fitness, banking, and other household related services.

The low and high population growth scenarios will vary total 2041 demand from 170,789 sq. ft. to 588,323 sq. ft.

Low, Medium, and High Retail and Commercial Additional Demand Scenarios

	2021	2031	2041
Low Population Scenario	10,985	102,150	170,789
Medium Population Scenario	31,983	152.961	353,536
High Population Scenario	41,690	215,187	588,323

6.0 Camrose Retail and Commercial Suggested Action Plan

The Action Plan focuses on retail and commercial development throughout the entire City of Camrose with a specific focus on the Downtown Area Redevelopment Plan.

6.1 Camrose Retail and Commercial Differentiators

The differentiators that guide the retail and commercial opportunities in Camrose are centred on two key differentiating elements based on the preceding research:

- Convenience
- Character

CONVENIENCE

Convenience attributes are based on a number of strength factors:

1. Accessibility and visibility including travel time features; and
2. Critical mass within select retail and commercial sectors.

1. Accessibility and Visibility

As the saying goes, retail and commercial economic development is location, location, location and infrastructure. Camrose's geographic positioning in central eastern Alberta and its transportation infrastructure makes it a very easy "go-to" place to access business services, government services, shopping amenities, and entertainment and recreation activities. In essence, Camrose is the "capital" of Central Eastern Alberta. It is highly accessible through its converging road networks to key markets within an easy 45 minute to 2-hour drive time. This primarily includes the smaller towns and villages located nearby as well as proximity to the Edmonton CMA.

As a result, the retail and commercial sectors in Camrose punch above and beyond the local population base. The significant regional draw attributes have allowed several retail and commercial sectors to gain critical mass. As a result, these critical mass strengths tend to draw continued investment.

2. Critical Mass Within Select Retail and Commercial Sectors

Convenience Based Shopping

Camrose offers depth and breadth in convenience-based shopping primarily centred on grocery shopping needs and hardware/home improvement. The amount of convenience goods in food, beverage, drug, and pharmacy in Camrose would support a City of over 35,000. This is well above the 18,520 population base. Similarly, the home improvement sector has broad regional appeal.

Fashion

Camrose has depth in fashion based retail and commercial businesses. From a supply perspective, there are examples of businesses in Downtown Camrose that exhibit exceptional business skills in maintaining a business that is "narrow and deep". That means they are exceptionally focused on a product mix and point of view that the customer instantly understands the business offering (e.g., Tish's). In the West End there is depth in mass fashion including Walmart, Marks Work Wearhouse, Penningtons, and Winners. It is the combination of a large number of fashion based businesses that each have a unique point of view and focus that when combined together in Camrose creates the critical mass. Fashion extends beyond retail businesses and includes specialized sewing and embroidery work as well as other similarly aligned industries.

Furniture and Home Furnishings

As a "capital" of Central Eastern Alberta, Camrose is the go-to place for outfitting a family home. Visits to Camrose for families looking to furnish their homes including new purchases and replacement items that make their lives more comfortable is a major reason to visit Camrose. The furniture sector is dominated by some very large format players and would be complemented by more specialized and locally made producers.

Arts and Culture, Entertainment and Sporting/Recreation

Performing arts, major and minor events, concerts, dance competitions, sports and recreation together form a basis for a creative economy in Camrose. Contributing to the Camrose economy through direct and indirect benefits of jobs, customer visitation, and spin-off benefits for retail commercial businesses including eating establishments.

Meds and Eds

Camrose being the centre for Central Eastern Alberta has become a centre for health, wellness, and education. Camrose is central for health visits, seniors living, and even veterinary medicine and supplies. On the education side, the combination of the University of Alberta Augustana Campus, the number of specialized training centres for workers, and the Canadian Lutheran Bible Institute ensures that Camrose is a centre for learning and education. The university's proposed focus on rural and indigenous health and wellness would set Camrose apart from other centres and would provide spin-off benefits for the City's economy.

Government, FIRE (Finance, Insurance, Real Estate)

Camrose is the centre for City, County, and regional government services. It draws workers, businesses visitors, and events/conferences for easily accessible services. In addition, sectors related finance, insurance, real estate, (FIRE), as well as other social services, and legal-related business (e.g., lawyers, paralegals) are part of this cluster.

CHARACTER

The second defining attribute for Camrose's retail and commercial identity is the strong character associated with the community itself and its business owners.

1. Business Owner Ethics

The business owners go above and beyond normal best practices in commercial delivery in terms of interacting with the consumers and offering a great experience. It is the collection of the independent business owners and businesses that contributes to the character of this city. This includes:

- Ground -up, entrepreneurial spirit – "Can-do" attitude that pushes them out into the regional community to create sales opportunities;
- Competition that ensures businesses stay innovative;
- Willingness to experiment with new ideas;
- Friendly personable nature of the owners and their staff with visitors, customers, and consumers; and
- Commitment to the community through charity work and event participation.

2. Quality of Life Attributes

Quality of life is very important in location decision making. Camrose provides a range of very good to excellent attributes that are attractive and part of the overall character of the City. These include:

- Affordable housing for workers;
- Affordable commercial rents;
- City property taxes that are competitive and not too high or too low;
- Talented workforce;
- Medium to high wages/salaries;
- Proximity to Edmonton including an international airport;
- Quality schools including colleges and universities;
- Good employment prospects;
- Safe and secure neighbourhoods;
- Depth and breadth of retail offerings;
- Sports and recreation amenities;
- Arts, culture, and entertainment amenities; and
- Nationally and internationally recognized events and programs.

6.2 Camrose Business Development Guiding Principles

The strategy laid out in this section is rooted in three key program goals that support retail and commercial business development in Camrose and in Downtown:

1. Developing ground-up, community-based, entrepreneurial business growth;
2. Investor attraction; and
3. Regional visitation and tourism.

To achieve these three strategic directions, the Camrose retail and commercial action plan is guided by four principles:

1. Promote collaboration;
2. Be investment ready;
3. Execute consistent branding; and
4. Use placemaking to elevate visitor and investor attraction.