THE
STRATEGIC COUNSEL

TORONTO | OTTAWA | CALGARY | HOUSTON

www.thestrategiccounsel.com

EXPERIENCE • PASSION • CREATIVITY
CUSTOM SOLUTIONS FOR COMPLEX ISSUES

A REPORT TO
ALBERTA CHAMBERS OF COMMERCE

ALBERTA PERSPECTIVES – RED TAPE AND BUSINESS SUPPORTS

December 2019

CONTENTS

1

ABOUT THE RESEARCH

About the Research

- A combination of factors have contributed to the recent economic and political turbulence in Alberta, including:
  - Significant declines in the world price of oil and natural gas;
  - Significant opposition to the energy industry, led by assertive environmental groups;
  - Challenges in exporting oil due to pipeline constraints;
  - Opportunities in the US energy sector have attracted Canadian investment and the out-migration of jobs;
  - The move to Increase Alberta's energy exports has been hampered by political resistance to pipeline expansion;
  - Fiscal options have been reduced due to declining government revenues; and
  - Higher rates of unemployment.
- The newly elected Government has been given a strong mandate to create the infrastructure that will enable Alberta oil to reach new markets and thereby improve the economic situation of the province and improve the province's fiscal situation.
- The newly elected government has emphatically communicated that it is business friendly.
- The Alberta Chambers of Commerce (ACC), working on behalf of the Chambers of Commerce decided it was important and timely to reinforce ongoing advocacy efforts by undertaking a province-wide effort to gather, prioritize and articulate perspectives of the business community and the public on core economic and policy issues of relevance to municipal and provincial government leaders.
- The ACC is undertaking a program of regular surveys of Chamber of Commerce members across the province, to verify and articulate the viewpoint of members on key issues.

About the Research

- The ACC has engaged The Strategic Counsel, a national market research advisory firm with an office in Alberta, to develop a research program that will include surveys of Chamber members and the public at regular intervals.
- The ACC will make use of these surveys in a number of ways:
  - Use the findings to broaden and deepen the evidence the ACC and local Chambers can table to articulate the perspective of the province's business community;
  - To compare and contrast the viewpoint of the public and business communities; and
  - Make the research available to individual Chambers for their own use with local municipalities.

In order to survey Chamber members, an invitation to complete the survey with a link to the online survey was sent to all member Chambers across the province. Chambers in turn sent the invitation with the link to the survey to their members. There was also a social media component.

A total of 1,028 ACC surveys were completed through this approach.

This large number of responses allows the ACC to speak more authoritatively regarding members views.

Surveying was undertaken between October 21st and November 29th, 2019.

Legend

↑ Means significantly **higher** at 95% CL

↓ Means significantly **lower** at 95% CL

2

KEY FINDINGS

Key Findings

1

LONG-TERM FUTURE OF ALBERTA

More businesses report feeling negative about the long-term future of the province compared to July.

Just over half (54%) of businesses report they feel negative about the long-term future of Alberta, with two-in-ten (18%) 'very' negative. Since the last wave in July, there has been a significant decrease in those feeling positive (20 point drop) and a significant increase in those feeling negative (21 point increase).

This change may be linked to the federal election results in October, continued issues with the economy and pipeline development, cuts at the provincial level, and talk of Wexit.

2

SUPPORT FOR GROWING BUSINESSES

The majority of businesses have had no, or limited, contact with provincial or federal agencies regarding growing their business.

Two-thirds (66%) of businesses report they have not been in contact with any of the agencies listed in the survey with respect to growing their business (eg. Alberta Economic Development, Trade and Tourism, Alberta Innovates, Local tourism body (i.e. Tourism Calgary), Regional Economic Development Alliance (REDA) or agency (i.e. Edmonton Global), Export Development Canada, Global Affairs Canada).

However, when there has been contact a sizeable number have been provided support or assistance.

3

SUPPORT FOR CUTTING GOVERNMENT FUNDING

While businesses tend to get funding from traditional sources - and they have little contact with these economic development agencies - there is limited support for reducing/eliminating their funding.

Six-in-ten (59%) of businesses are either unsure or don't support the reduction or elimination of government funding through these programs, even if there was a corresponding reduction in taxes for their business.

This response may reflect a feeling of vulnerability and that any business funding reductions may be harmful to business in the province.

4

SUPPORT FROM ELECTED OFFICIALS

There is also limited interaction and support from municipal, provincial, or federal elected officials in support of growing their business.

Two-thirds (66%) of businesses report they have not been contacted in the last five years by municipal, provincial or federal elected officials with respect to sustaining or growing their business.

5

BARRIERS TO GROWTH

Overall, taxes are considered the top barriers to growth or sustainability of a business, with corporate income tax deemed the greatest barrier.

Overall, half or more cited taxes as a barrier to the growth or sustainability of their business: insurance premiums tax (69%), small business tax (58%), corporate income tax (57%), and municipal business tax (51%). This also the case for municipal franchise fees (54%).

6

RED TAPE/BARRIERS TO DEVELOPMENT

All businesses reference the same red tape issues when it comes to development – large or small.

Whether a developer, a business that has undertaken a large capital development requiring a building permit for a project of $500,000 or more, or a business that has undertaken a renovation or expansion project requiring a building or development permit, all reference the same red tape issues.

Timelines are the top barrier for all three. Other top barriers are quality/timeliness of communication, uncertainty, subjectivity in guidelines, inexperience of the development officer, and discretionary control of elected officials.

Key Findings

7

COMPLYING WITH BYLAWS/ZONING

Businesses report the largest barriers to compliance with bylaws and zoning are discretionary decisions by development officers and a development process that doesn't match municipal growth mandates

Among developers or businesses that have undertaken a large capital project, bylaw complexity is also considered a barrier along with discretionary decisions by elected officials.

8

SUPPORT OF MUNICIPALITIES

While the majority of businesses (70%) say that increasing economic activity is a top priority for the municipality in which they operate, one-in-five say this is not the case in their municipality.

Together with a perceived lower level of customer service from their municipality, only one-third of businesses (33%) report they are likely to recommend investing in the municipality where they operate.

9

EXPANDING MARKETS THROUGH EXPORTING

A quarter (26%) of businesses say they export or express an interest in exporting, with 16% presently exporting a product/service outside of Alberta.

Among those exporting, or who want to, the main markets they are looking at are the rest of Canada (88%) or the USA (46%).

Of note, businesses report having very limited contact or interaction with agencies that could support the option of exporting/exporting.

3

DETAILED FINDINGS

- Business Supports (Economic Development Services, Business Services)
- Benefits and Barriers to Growth
- Red Tape and Barriers to Development
- Support of Municipalities
- Chambers of Commerce

Just over half (54%) of businesses report they feel negative about the long-term future of Alberta, with two-in-ten (18%) 'very' negative.

- Since the last wave in July, there has been a significant decrease in those feeling positive (20 point drop) and a significant increase in those feeling negative (21 point increase).
- The most positive are those aged 65+ with little difference between the other age groups. Unlike in July, businesses in Central Alberta are the most negative about the future prospects for Alberta.

View on the Long-term Future of Province

(Total sample)

	November 2019	July 2019	NET Change
TOTAL POSITIVE	**42%**	62%	-20 ↓
Very positive	**6%**	10%	-4 ↓
Somewhat positive	**36%**	52%	-16 ↓
Somewhat negative	**36%**	27%	+9 ↑
Very negative	**18%**	6%	+12 ↑
TOTAL NEGATIVE	**54%**	33%	+21 ↑
Don't know/not sure	**4%**	5%	-1

→ **AGE**: 18-34 42%; 35-54 40%; 45-54 38%; 55-64 43%; 65+ 52%

→ **WHERE BUSINESS OPERATES:** Calgary area 54%; Elsewhere south AB 52%; Central AB 61%; Edmonton area 55%; Mountain Parks 53%; Northwest AB 56%; Northeast AB 53%

Q1. Overall, how do you feel about the long-term future of the province?
Base: Total sample December 2019 n=1028, July 2019 n=714

Two-thirds (66%) of businesses report they have not been in contact with any of the agencies listed with respect to growing their business. Of those businesses that did have contact, they were most likely to have had contact with a local economic development agency or officer (14%).

- However, when there is contact made with respect to growing their business, a sizable number of businesses did receive assistance to support their business.

Made Contact/Business Has been Contacted By Following to Grow Business
(Total sample)

Local economic development agency or officer	14%
Alberta Economic Development, Trade and Tourism	8%
Alberta Innovates	6%
Local tourism body (i.e. Tourism Calgary)	5%
Regional economic development alliance (REDA) or agency (i.e. Edmonton Global)	4%
Export Development Canada	3%
Global Affairs Canada	1%
Other (i.e. Community Futures, Business Link)	9%
None of these	66%
Don't know/not sure	6%

GENDER:
Men 17%↑; Women 12%

 # OF EMPLOYEES: Just me/no other employees 15%↑; 1-5 9%; 6-10 7%; 11-50 9%; 51+ 6%

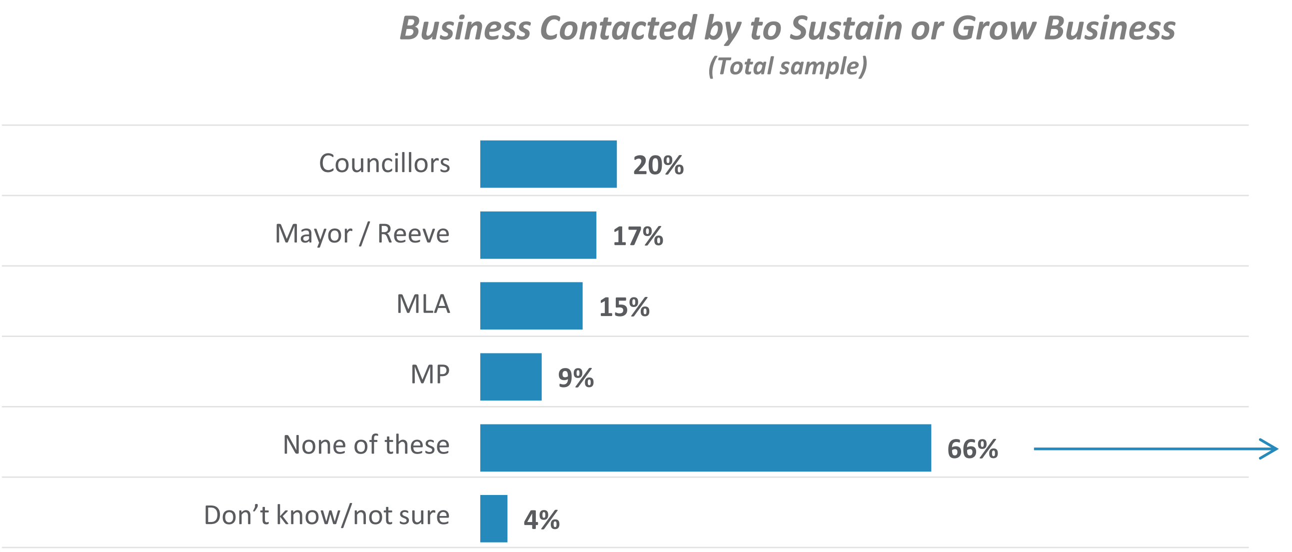
Provided Assistance/Support for Business
(Total sample)

Local economic development agency or officer	51%	**Of the 148 businesses that had contact, 75 received assistance/support.**
Alberta Economic Development, Trade and Tourism	37%	**Of the 81 businesses that had contact, 30 received assistance/support.**
Alberta Innovates	41%	**Of the 63 businesses that had contact, 26 received assistance/support.**

Q2. Have you contacted, or has your business been contacted by, any of the following with respect to growing your business? (Please check all that apply) Base: Total sample n=1028
Q3. Have any of the following provided assistance to support your business? (Please check all that apply) Base: Those with contact - bases vary

Two-thirds (66%) of businesses report they have not been contacted in the last five years by municipal, provincial or federal elected officials with respect to sustaining or growing their business.

- More businesses operating in the cities of Edmonton (71%) and Calgary (70%), along with Central Alberta (69%) and Northwest Alberta (68%), report not being contacted by any of these representatives.
- And, contact tends to increase among all representatives with the size of the business. For example, 6% of sole proprietors say they have been contacted by their MLA, while this is the case for 22% of those businesses with 51+ employees.



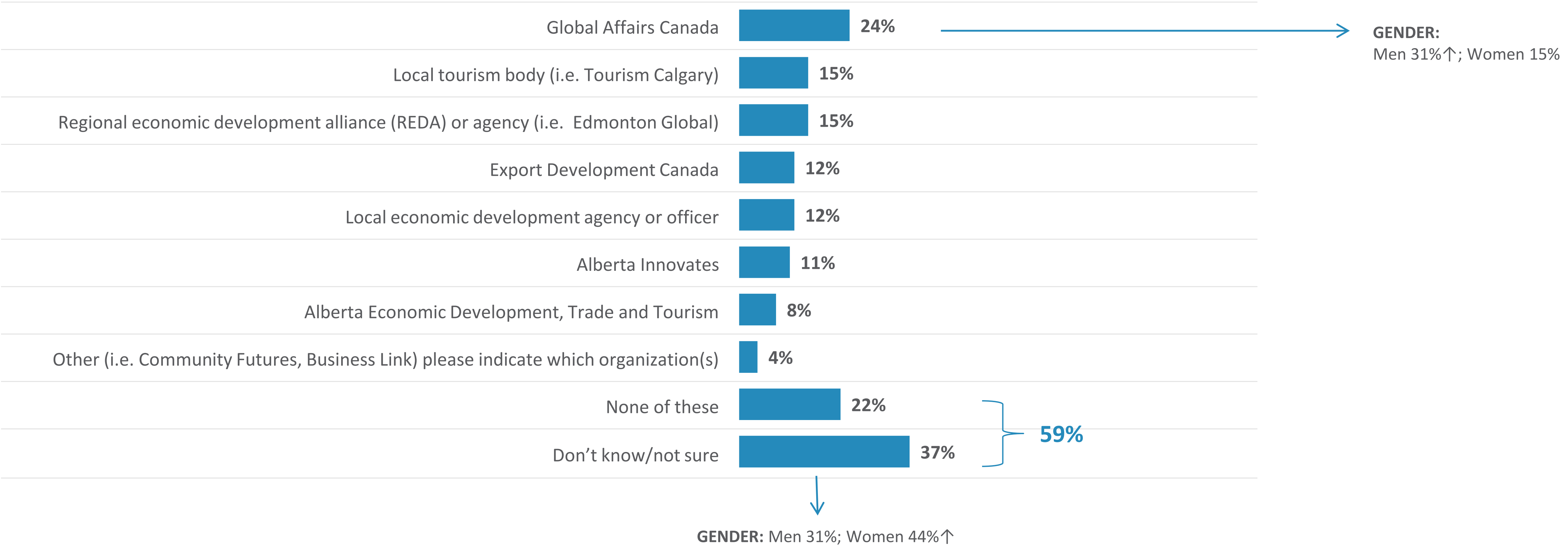
GENDER: Men 63%; Women 71%↑
WHERE BUSINESS OPERATES:
Calgary area 70%;
Elsewhere south AB 59%;
Central AB 69%;
Edmonton area 71%;
Mountain Parks 65%[C];
Northwest AB 68%;
Northeast AB 63%

Q6. To the best of your knowledge, in the last 5 years, which of the following have you or your business been contacted by with respect to sustaining or growing your business? (Please check all that apply)
Base: Total sample n=1028

Six-in-ten (59%) businesses are either unsure or don't support the reduction or elimination of government funding through these programs if there was a corresponding reduction to the taxes for their business. And among those citing an agency there is no consensus regarding where to reduce funding.

- However, one-quarter (24%) would support this for Global Affairs Canada, with double the number of men supporting this compared to women. This may be as a result that almost all businesses report having no contact with Global Affairs.

Support Reducing/Eliminating Government Funding if Corresponding Reduction on Business Taxes
(Total sample)



Q5. For which of the following, if any, would you support government funding being reduced or eliminated if there was a corresponding reduction of taxes on your business? (Please check all that apply)
Base: Total sample n=1028

Businesses are most likely to have received financing from the traditional sources – a bank (38%), the Alberta Treasury Branch (21%), or a credit union (12%). One-in-five (18%) have also received financing from a personal investor, such as a family member.

- Fully one-quarter (24%) of businesses say they have not received funding from any of these sources. Those who have not received funding are more likely to be women, a sole proprietor, or a newer business.

Have Provided Financing for Business
(Total sample)

Bank	38%
ATB (Alberta Treasury Branch)	21%
Personal investor (i.e. family)	18%
Credit Union	12%
Private investor	10%
BDC (Business Development Bank of Canada)	7%
Private Equity Firm	2%
Alberta Innovates	1%
Alberta Economic Development, Trade and Tourism	1%
Local economic development agency or officer	1%
Export Development Canada	<1%
Local tourism body (i.e. Tourism Calgary)	<1%
Regional economic development alliance (REDA) or agency (i.e. Edmonton Global)	<1%
Global Affairs Canada	-
Other (i.e. Business Link, Community Futures) please indicate which organization(s)	6%
None of these	24%
Don't know/not sure	5%

AGE: 18-34 29%; 35-54 40%; 45-54 36%; 55-64 36%; 65+ 51%↑
GENDER: Men 44%↑; Women 30%
YEARS IN BUSINESS: <5 28%; 6-10 31%; 11-20 46%↑; 21+ 41%↑

WHERE BUSINESS OPERATES: Calgary area 14%; Elsewhere south AB 20%; Central AB 22%; Edmonton area 15%; Mountain Parks 16%; Northwest AB 30%↑; Northeast AB 18%

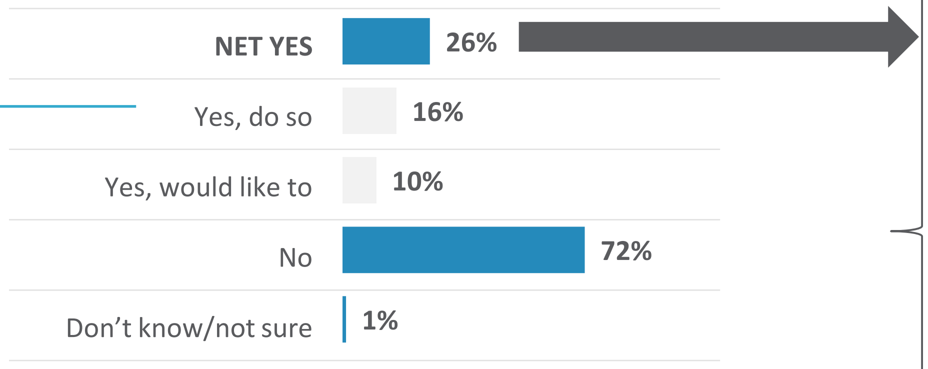
GENDER: Men 19%; Women 29%↑
 # OF EMPLOYEES: Just me/no other employees 48%↑; 1-5 23%; 6-10 19%; 11-50 15%; 51+ 21%
YEARS IN BUSINESS: <5 39%↑; 6-10 24%; 11-20 22%; 21+ 18%

Q4. Which of the following, if any, have ever provided financing for your business? (Please check all that apply) Base: Total sample n=1028

A quarter (26%) of businesses say they presently export or express an interest in exporting, with 16% presently exporting a product/service outside of Alberta.

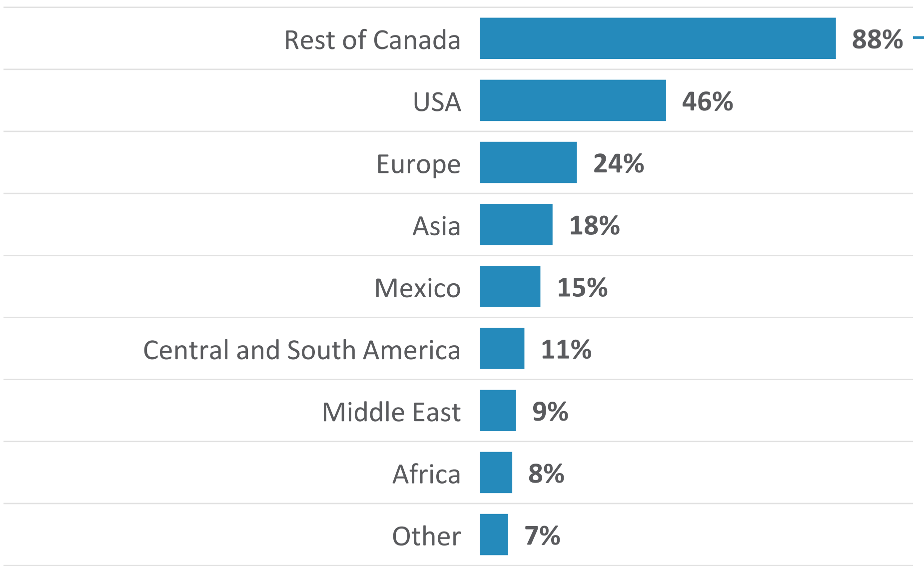
- Larger companies; those operating in Calgary or elsewhere in southern Alberta, or in the Mountain Parks; men; and those 55-64 year of age are more likely to be exporting.
- Among those exporting, or who want to, the main markets they are looking at are the rest of Canada (88%) or the USA (46%).

Has Product/Service Exports or would like to Export
(Total sample)



AGE: 18-34 6%; 35-54 16%; 45-54 15%; 55-64 22%↑; 65+ 10%
GENDER: Men 21%↑; Women 11%
WHERE BUSINESS OPERATES: Calgary area 30%↑; Elsewhere south AB 24%↑; Central AB 16%; Edmonton area 20%; Mountain Parks 31%↑; Northwest AB 17%; Northeast AB 15%
 # OF EMPLOYEES: Just me/no other employees 7%↓; 1-5 16%; 6-10 15%; 11-50 18%; 51+ 23%

Export or would like to Export to . . .
(among those who export product/service)



WHERE BUSINESS OPERATES: Calgary area 94%; Elsewhere south AB 92%; Central AB 95%; Edmonton area 91%; Mountain Parks 92%[C]; Northwest AB 77%↓; Northeast AB 88%

Q22. Do you have a product or service you export outside of Alberta or would like to export outside of Alberta? Base: Total sample n=1028
Q23. Where do you export or would like to export to? (Please check all that apply) Base: YES AT Q22 n=271
C: Caution, small base size

3

DETAILED FINDINGS

There are stronger sentiments regarding perceived barriers to growth or sustainability. Overall, half or more of businesses cite taxes as a barrier: insurance premiums tax (69%), small business tax (58%), corporate income tax (57%), and municipal business tax (51%). This is also the case for municipal franchise fees (54%).

- There are also a large number of areas where a majority, or close to it, do not believe the fee/tax/levy has any impact on them or they do not know if there is an impact.

	BARRIER	NO IMPACT/ NOT SURE	BENEFIT	BARRIER MINUS BENEFIT
	%	%	%	%
Insurance premiums tax	69	28	3	-66
Small business tax	58	33	9	-49
Corporate income tax	57	31	12	-45
Municipal franchise fees	54	41	5	-49
Municipal business tax (mill rate)	51	39	10	-41
Permitting fees	45	47	8	-37
Licensing fees	43	47	10	-33
Redevelopment levies	39	54	7	-32
Off-site levies	36	59	5	-31
Municipal utilities	31	45	24	-7
Linear infrastructure tax	30	63	7	-23
Community revitalization levies	30	55	15	-15
Airport tax	29	66	5	-24
Tourism levy	29	59	12	-17
Business license	23	55	22	-1

Q7. For each of the following, do you believe they provide a benefit or barrier to the growth or sustainability of your business? Base: Total sample n=1028 (Base sizes vary)

The top cited greatest barrier is corporate income tax, while in terms of greatest benefit it is municipal utilities. When greatest barrier versus greatest benefit is netted out, businesses view corporate income tax - followed by small business tax and insurance premiums tax – are their greatest barriers to growth or sustainability.

- Those in business less than five years are significantly less likely to consider corporate income tax a barrier compared to those that have been in business longer.
- Of interest, only half (49%) of businesses answered that any item noted on the list provide a benefit.
- Younger respondents place more significance on the benefit of the tourism levy compared to their older cohorts.

GREATEST BARRIER
GENDER:
Men 27%↑;
Women 21%
YEARS IN BUSINESS:
<5 16%↓;
6-10 24%;
11-20 28%;
21+ 27%

	GREATEST BARRIER	GREATEST BENEFIT	BARRIER MINUS BENEFIT
	%	%	%
Corporate income tax	25	6	-19
Small business tax	15	4	-11
Municipal business tax (mill rate)	13	5	-8
Insurance premiums tax	12	1	-11
Municipal franchise fees (gas or electric)	6	1	-5
Municipal utilities (i.e. water, sewer)	3	21	18
Permitting fees	3	1	-2
Off-site levies	3	1	-2
Licensing fees	2	2	0
Redevelopment levies	2	1	-1
Tourism levy	1	9	8
Airport tax	1	1	0
Community revitalization levies (CRL)	1	11	10
Business license	1	16	15
Linear infrastructure tax	1	3	2
Don’t know/not sure	11	17	6

GREATEST BENEFIT
AGE:
18-34 20%↑;
35-54 6%;
45-54 11%;
55-64 5%;
65+ 3%

Q8. Of the items you selected, which provides the greatest benefit in terms of the growth or sustainability of your business? (Please check only one response) Base: CITED AT LEAST ONE BENEFIT Q7 n=499
Q9. Of the items you selected, which represents the greatest barrier to the growth and sustainability of your business? (Please check only one response) Base: CITED AT LEAST ONE BARRIER Q7 n=914

3

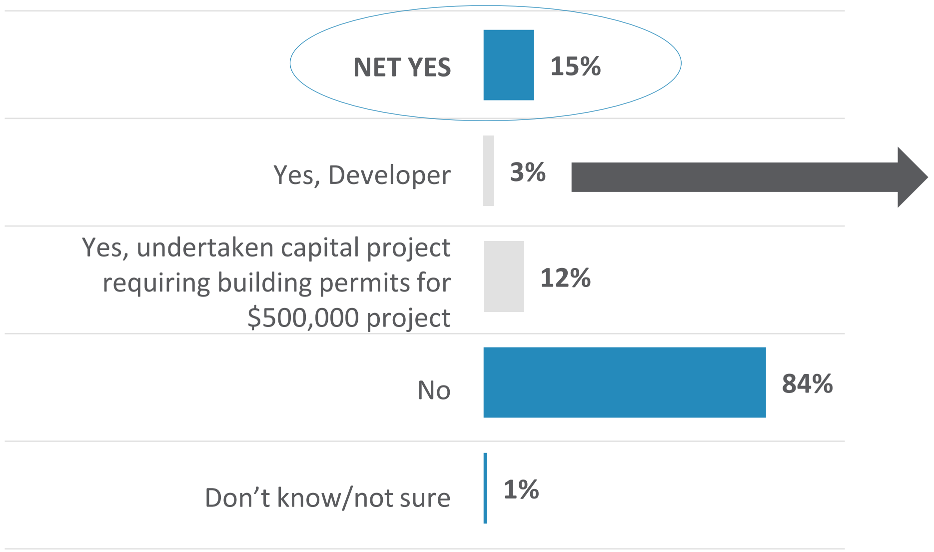
DETAILED FINDINGS

- Business Supports (Economic Development Services, Business Services)
- Benefits and Barriers to Growth
- Red Tape and Barriers to Development
- Support of Municipalities
- Chambers of Commerce

Of the small number of developers completing the survey, timelines (64%) and communication (61%) are considered the most significant barriers to the projects they undertake.

- The second tier of barriers relate to uncertainly/subjectivity, interaction with development officers/elected officials, and off-site levies.

Developer/Business Undertaken Capital Development
(Total sample)



Significant Barriers in Development Process
(among those who are a "Developer")

Timelines	64%
Quality/timeliness of communication	61%
Subjectivity in guidelines	46%
Off-site levies	46%
Uncertainty	43%
Inexperience of the development officer	43%
Discretionary control of elected officials	39%
Information requests	36%
Community consultations	36%
Redevelopment levies	18%
Community revitalization levies (CRL)	14%
Other, specify	14%
None of these	-
Don't know/not sure	7%

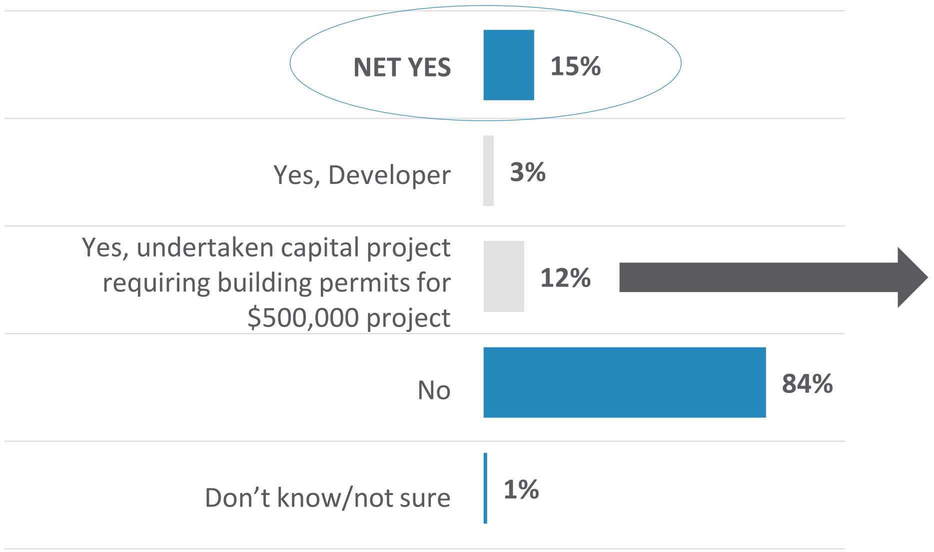
Largest Barrier in Development Process
(among those with at least one significant barrier)

Timelines	19%
Inexperience of the development officer	19%
Discretionary control of elected officials	15%
Quality/timeliness of communication	12%
Off-site levies	12%
Information requests	8%
Uncertainty	8%
Other	8%

Q10. Are you a developer or has your business undertaken a capital development requiring a building permit for a project of $500,000 or more in the last 5-7 years? (Please check only one response) Base: Total sample n=1028
Q11. In undertaking a development project which, if any, of the following factors in the development process are significant barriers to the projects you undertake? (Please check all that apply) Base: YES DEVELOPER Q10 n=28[C]
Q12. Of the items you selected, which is the largest barrier in the development process? (Please check only one response) Base: SPECIFIED AT LEAST ONE BARRIER IN Q11 n=26[C]
C: Caution, small base size

Those businesses that have undertaken a capital development project requiring a building permit for a project of $500,000 or more cite the same top significant barriers as developers (with the exception of off-site levies).

Developer/Business Undertaken Capital Development
(Total sample)



Significant Barriers in Development Process
(among those who "Undertook Capital Project")

Timelines	39%
Subjectivity in guidelines	36%
Quality/timeliness of communication	32%
Uncertainty	30%
Inexperience of the development officer	29%
Discretionary control of elected officials	21%
Information requests	19%
Community consultations	19%
Off-site levies	15%
Redevelopment levies	14%
Community revitalization levies (CRL)	8%
Other, specify	9%
None of these	12%
Don't know/not sure	3%

Largest Barrier in Development Process
(among those with at least one significant barrier)

Timelines	17%
Subjectivity in guidelines	14%
Uncertainty	12%
Discretionary control of elected officials	12%
Quality/timeliness of communication	11%
Inexperience of the development officer	8%
Community consultations	4%
Off-site levies	4%
Redevelopment levies	4%
Information requests	2%
Community revitalization levies (CRL)	1%
Other	9%
Don't know/not sure	2%

Q10. Are you a developer or has your business undertaken a capital development requiring a building permit for a project of $500,000 or more in the last 5-7 years? (Please check only one response) Base: Total sample n=1028
Q13. Which, if any, of the following factors in the development process were significant barriers to the project you undertook? (Please check all that apply) Base: UNDERTOOK CAPITAL PROJECT Q10 n=126
Q14. Of the items you selected, which was the largest barrier in the development process? (Please check only one response) Base: AT LEAST ONE BARRIER MENTIONED Q13 n=107

Among developers or businesses that have undertaken a large capital project, four-in-ten (42%) cite bylaw complexity as a barrier. Closely following are discretionary decisions by development officers (39%) or elected officials (35%) and development processes that don't match municipal growth mandates (38%).

- The largest barriers are considered to be discretionary decisions by development officers and a development process that doesn't match the municipal growth mandates.

Barriers from Complying with Bylaws/Zoning
(among those who are a "Developer" or "Undertaken Capital Project")

Bylaw complexity	42%
Discretionary decisions by development officers	39%
Development process doesn't match the municipal growth mandates	38%
Discretionary decisions by elected officials	35%
Inexperience of development officers	31%
Outdated zoning	29%
Outdated bylaws	26%
Multiple overlays	20%
Outdated Area Structure Plans (ASP's)	19%
Outdated Area Redevelopment Plans (ARP's)	14%
Inaccurate survey documentation	8%
Addressing incomplete applications	7%
None of these	11%
Don't know/not sure	8%

Largest Barriers to Growth/Sustainability of Business
(among those who have at least one barrier to complying with bylaws/zoning)

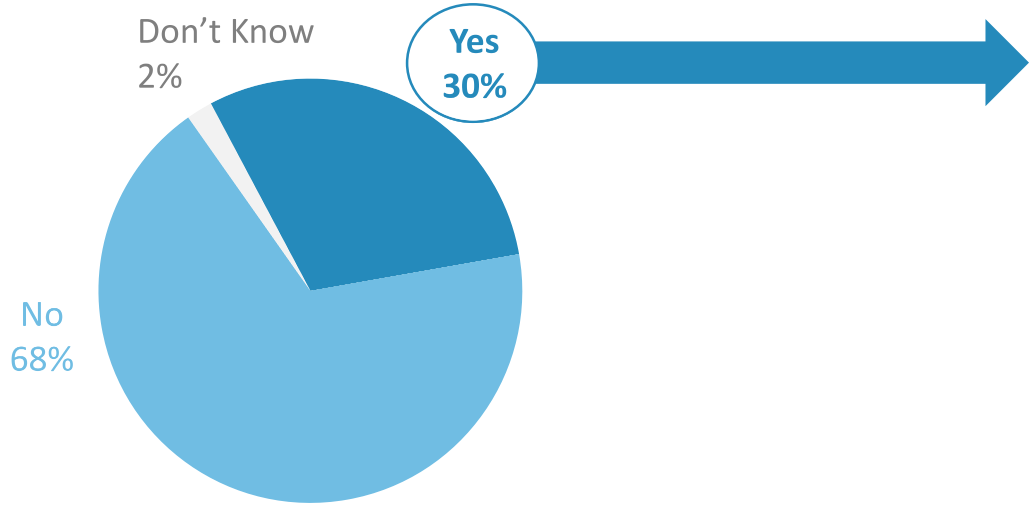
Discretionary decisions by development officers	19%
Development process doesn't match the municipal growth mandates	19%
Bylaw complexity	15%
Discretionary decisions by elected officials	14%
Outdated bylaws	4%
Multiple overlays	4%
Outdated Area Redevelopment Plans (ARP's)	3%
Outdated zoning	3%
Inexperience of development officers	3%
Addressing incomplete applications	2%
Outdated Area Structure Plans (ASP's)	2%
Inaccurate survey documentation	1%
Don't know/not sure	10%

Q15. Which, if any, of the following factors of complying with bylaws and zoning are barriers to the growth or sustainability of your business? (Please check all that apply) Base: DEVELOPER OR UNDERTAKEN CAPITAL PROJECT AT Q10 n=154
Q16. Of the items you selected, which is the largest barrier to the growth or sustainability of your business? (Please check only one response) Base: CITED AT LEAST ONE BARRIER Q15 n=125

Of the 30% of businesses that have been involved in a renovation or expansion project requiring a building or development permit, they cite the same prominent top barriers as do developers and those involved in capital development projects.

- Businesses operating in Calgary, elsewhere in southern Alberta, and Edmonton are more likely to cite timelines, communication, and subjectivity in guidelines.

Business Undertaken Renovation or Expansion Project requiring a Building or Development Permit
(among those who are not a developer and business has not undertaken a capital development project)



Significant Barriers in Development Process
(among those who have Undertaken Renovation/Expansion Project)

Timelines	34%
Quality/timeliness of communication	31%
Uncertainty	30%
Subjectivity in guidelines	29%
Inexperience of the development officer	23%
Discretionary control of elected officials	17%
Information requests	17%
Redevelopment levies	11%
Community consultations	10%
Off-site levies	5%
Community revitalization levies (CRL)	3%
Other, specify	10%
Don't know/not sure	20%

Q17. Has your business in the last 5-7 years undertaken a renovation or expansion project requiring a building or development permit? Base: NO AT Q10 n=860
Q18. Which, if any, of the following factors in the development process were significant barriers to the project you undertook? (Please check all that apply) Base: YES Q17 n=260

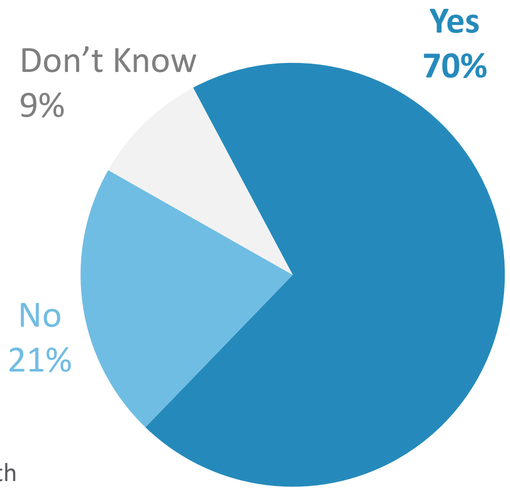
3

DETAILED FINDINGS

The majority (70%) of businesses believe that increasing economic activity is a top priority for the municipality in which they operate. However, one-in-five (21%) say this is not the case in their municipality.

- Results are similar by region.

Increasing Economic Activity is a Top Priority for Municipality in which Business Operates
(Total sample)



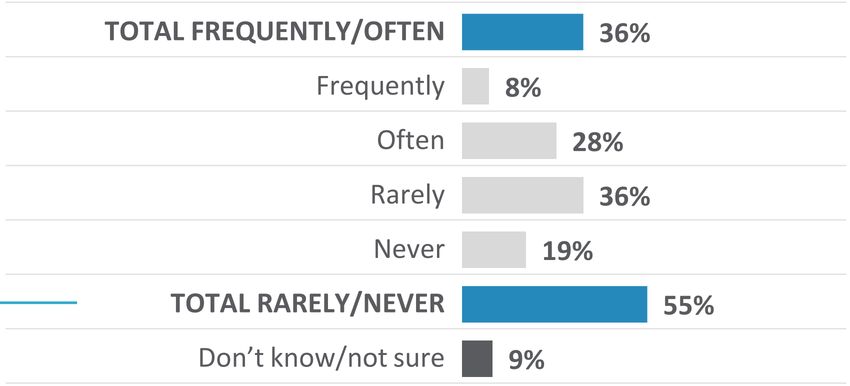
WHERE BUSINESS OPERATES: Calgary area 25%; Elsewhere south AB 24%; Central AB 23%; Edmonton area 18%; Mountain Parks 18%; Northwest AB 23%; Northeast AB 24%

Q19. Do you believe increasing economic activity is a top priority for the municipality you operate in, as reflected by the capital investments (i.e. infrastructure projects) the municipality makes? Base: Total sample n=1028

Just over half (55%) of businesses say that the municipality in which they operate rarely or never provides the same level of customer service that they provide to their customers/clients. And, one-in-five (19%) report this 'never' happens.

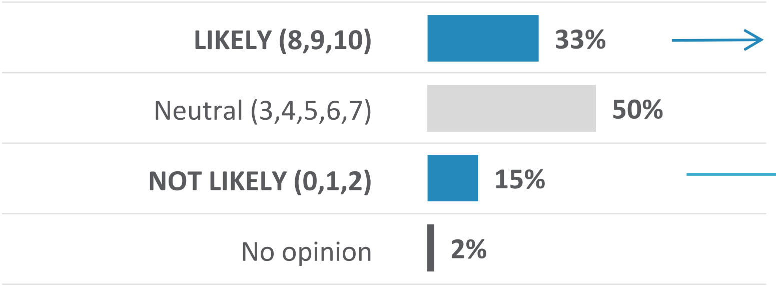
- Overall, only one-third of businesses (33%) report they are likely to recommend investing in the municipality where they operate.

Municipality Provides Customer Service Level same as what your Business Provides Its Clients/Customers
(Total sample)



 # OF EMPLOYEES: Just me/no other employees 49%; 1-5 57%; 6-10 58%; 11-50 60%; 51+ 45%

Likelihood of Recommending Investing in or Setting up a Business in Municipality
(Total sample)



GENDER:
Men 30%; Women 37%↑

WHERE BUSINESS OPERATES: Calgary area 14%; Elsewhere south AB 14%; Central AB 23%; Edmonton area 13%; Mountain Parks 15%; Northwest AB 14%; Northeast AB 19%

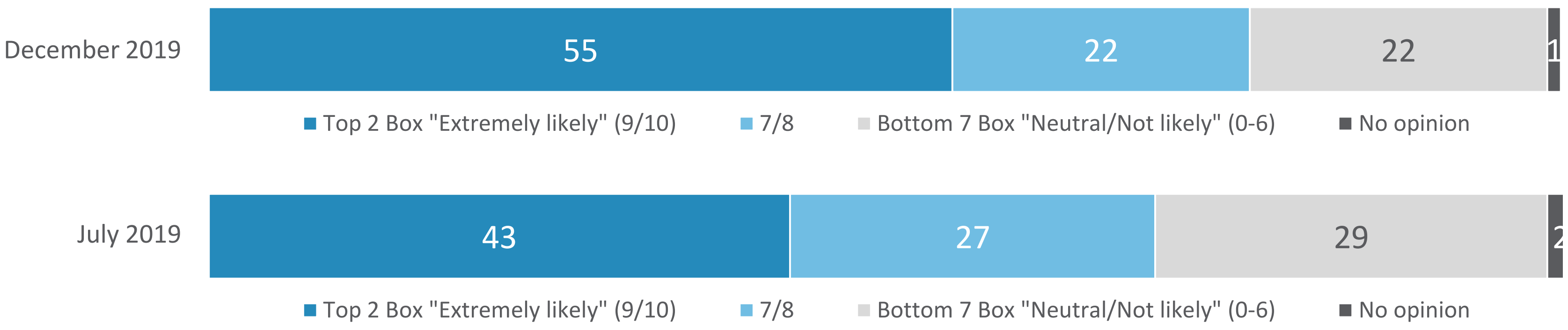
Q20. How often does the municipality in which your business operates provide you the level of customer service that you provide to your clients/customers? Base: Total sample n=1028
Q21. How likely are you to recommend to a business friend or colleague that they set up business or invest in a business in the municipality in which your business operates? Base: Total sample n=1028

3

DETAILED FINDINGS

Among members of a Chamber of Commerce, over half (55%) would strongly recommend their local Chamber to a business friend or colleague, an increase of 12 points since July.

Likelihood of Recommending Local Chamber of Commerce to Business Friend or Colleague



Net Promoter Score
33

Net Promoter Score
14

Net Promoter Score is a 10 - 0 scale and is calculated by subtracting the top 2 box (10/9) from the bottom (6 – 0)

Q33. How likely would you be to recommend your local Chamber of Commerce to a business friend or colleague? (Q34 in July)
Base: December 2019 n= 875; July 2019 n=714)

4

ABOUT THE RESPONDENTS

2019 SAMPLE DEMOGRAPHICS

GENDER

Male	54%
Female	45%
Other	1%

AGE

18 – 24	<1%
25 – 34	9%
35 – 44	22%
45 – 54	30%
55 – 64	29%
65 or over	10%

INDUSTRY THAT BUSINESS OPERATES

Retail	21%
Business services	15%
Construction	13%
Tourism/hospitality/entertainment	10%
Financial services	10%
Personal services	8%
Agriculture/food production and distribution	7%
Manufacturing	7%
Non-profit	6%
Natural resources	5%
Health care	5%
Media/communications	4%
Energy/utilities	4%
Transportation/warehousing	4%
Education	4%
Technology/aerospace/software development	2%
Military/police/fire/first responders	<1%
Other	15%

REGION(S) OF PROVINCE BUSINESS OPERATES

Calgary area	12%
Elsewhere in southern Alberta	14%
Central Alberta	28%
Edmonton area	40%
Northwest Alberta	22%
Northeast Alberta	18%
Mountain parks	5%

NUMBER OF STAFF IN COMPANY IN ALBERTA

1 – 5	37%
6 – 10	14%
11 – 50	20%
51 – 99	4%
100 – 499	6%
500 or more	4%
None, just me	14%

NUMBER OF YEARS IN OPERATION

5 years or less	20%
6 – 10 years	15%
11 – 15 years	13%
16 – 20 years	8%
21 – 30 years	17%
31 - 50 years	16%
More than 50 years	11%
Don’t know/not sure	1%

ROLE/JOB TITLE

Owner/partner	52%
President/CEO/Chair	20%
Director/manager	17%
Supervisor	2%
Vice President	1%
Other	7%

MEMBER OF LOCAL CHAMBER OF COMMERCE

Yes	85%
No	15%

Q24, 25, 26, 27, 29, 30, 31, 32, 33
Base: Total sample n=1028