



Economic Development Advisory Committee (EDAC)
September 6, 2022
7:00pm
Virtual/In-Person

1. ADOPTION OF AGENDA

2. MINUTES

- a. Approval of EDAC Meeting Minutes – August 4, 2022

3. INFORMATION ITEMS

- a. Retro AB Museum of Technology – Kelly John Rose

4. BUSINESS ITEMS

- b. Economic Development Strategy Update – Strategic Development – Jordan Tidey, Deloitte Canada

5. DELEGATIONS

- c. n/a

6. CLOSED SESSION

- d. n/a



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC_

September 6, 2022

REQUEST FOR DECISION

ITEM DESCRIPTION:**1. ADOPTION OF AGENDA****PROPOSED MOTION:**

That the agenda be approved as presented.

BACKGROUND/ANALYSIS:

n/a

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

n/a



Economic Development Advisory Committee

Minutes of the EDAC Meeting
Held August 4, 2022
In-Person/Virtual

Committee Members Present:

Councillor Stuart Houston, Chair
Councillor Jan Gillett, Vice-Chair
Councillor Reid MacDonald
Robert Smith
Bruce Mullett
Kelly J. Rose
Charlene Bell
Anthony Worbeck
Frank DeAngelis (virtual)

Also In Attendance:

Dave Walker, Director, Economic & Business Development
Karla Gould, Economic Development Specialist
Lauren Millier, Deloitte Canada (virtual)
Jordan Tidey, Deloitte Canada

Regrets:

Heather Shewchuk

CALL TO ORDER

Chairperson Stuart Houston called the meeting to order at 7:01 p.m.

1. ADOPTION OF AGENDA

Amendments were made to the agenda as follows:

- Addition of Information Item 'Building Permit Summary Update'
- Addition of Business Item 'City Centre Parking Standards'

2022-01 Moved by Bruce Mullet that the agenda be adopted as amended.

Carried



BUSINESS ITEMS

- a. Major Development Signage – Victor Moroz
- 2022-02 Moved by Bruce Mullet that a recommendation be made to City Council for an amendment to the Land Use Bylaw to allow high visibility signage for major development projects.
- Carried
- b. Economic Development Strategy Update & Action Plan Workshop – Jordan Tidey and Lauren Millier, Deloitte Canada
- 2022-03 Moved by Charlene Bell that the Economic Development Strategy Update & Action Plan Workshop be accepted as information.
- Carried
- c. City Centre Parking Standards – Victor Moroz
- 2022-04 Moved by Jan Gillett that the City Centre Business Association (CCBA) submit a letter to the City Manager copying Mayor and Council addressing concerns about parking standards in City Centre.
- Carried

3. DELEGATIONS

N/A

4. INFORMATION ITEMS

- a. Building Permit Summary Update – Stuart Houston
- Presented as information only, no motions made.

6. CLOSED SESSION

The Economic Development Advisory Committee did not go into Closed Session.



Councillor Gillett declared the meeting adjourned at 9:30pm.

CHAIRPERSON – STUART HOUSTON

RECORDING SECRETARY



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

September 6, 2022

REQUEST FOR DECISION

ITEM DESCRIPTION:**2. APPROVAL OF MINUTES****PROPOSED MOTION:**

That the August 4, 2022 EDAC Meeting Minutes be approved as presented.

BACKGROUND/ANALYSIS:

n/a

FINANCIAL IMPLICATIONS:

n/a

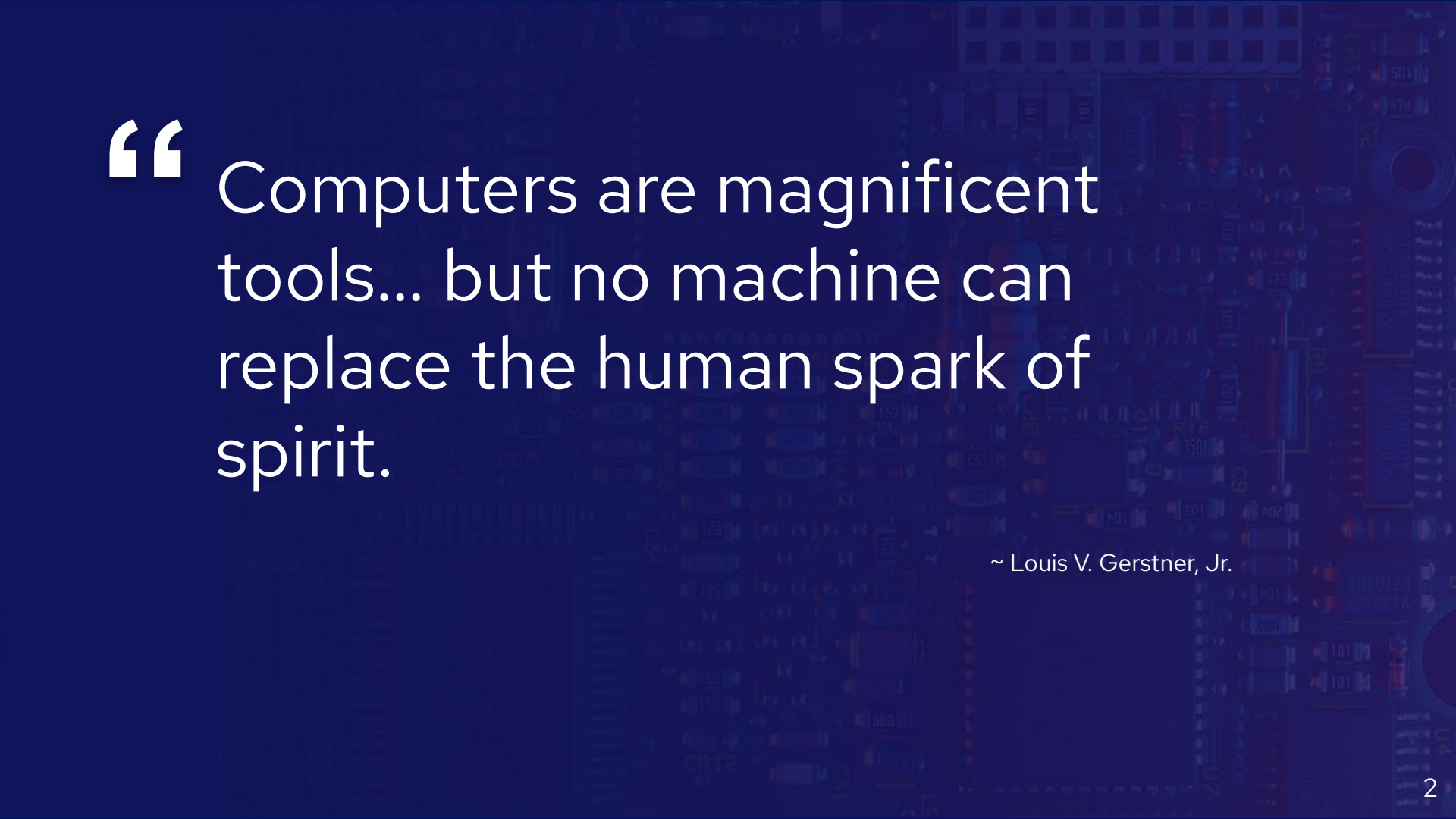
ATTACHMENTS:

August 4, 2022 Meeting Minutes



Retro AB Museum of Technology

Vision and Plan



“ Computers are magnificent tools... but no machine can replace the human spark of spirit.

~ Louis V. Gerstner, Jr.



The Dream

A place to visit to learn and understand the history of technology and where it is going.



Retro Museum

A museum of computers
and technology in the
same style as Reynolds
Museum is for cars.



A place to be inspired and learn.

Interactive museum, summer camps,
hackerspace, technology classes, local
collaboration with tech businesses,
and so much more.

Roadmap

**Find a space &
properly catalogue
and store collection**

1

Set up and establish the
hackerspace for
recovering and
retrofitting museum
pieces

3

Establish brand and
become an exciting
visitor attraction across
Alberta and Canada.

5

Get RetroAB Non-Profit
incorporated and
properly formed.



2

Create the first exhibits
and open to the public.
Sell memberships and
admission fees.

4

Implement summer
camp programs and
regular educational
programs on history of
technology

6

Expand collection and
work with school boards
to incorporate curriculum

RetroAB Board



Kelly J. Rose
SPRUCE GROVE

Business administration,
collection owner, and
computing expert



Len Hannam
WABAMUN

Major collection owner,
extensive knowledge in
history of computing



Tom Yeo
SPRUCE GROVE

Finances & education



Stefen Enns
SPRUCE GROVE

Software development,
history of software, and
systems specialist

No Major Computer Museums Nearby



Source: https://en.wikipedia.org/wiki/List_of_computer_museums#Canada



> 1,480,754*

Estimated possible target population.

* Edmonton Metro Population 2021

Three balanced sources of support



Museum Supporters
and Admission



Hackerspace
Members



Government
Grants

Revenue Generators

Museum Admissions & Supporters

This will be individuals who donate directly to the museum to support the collection and want to visit regularly. Supporters will get discounts on programs, bringing guests, etc.

Hackerspace

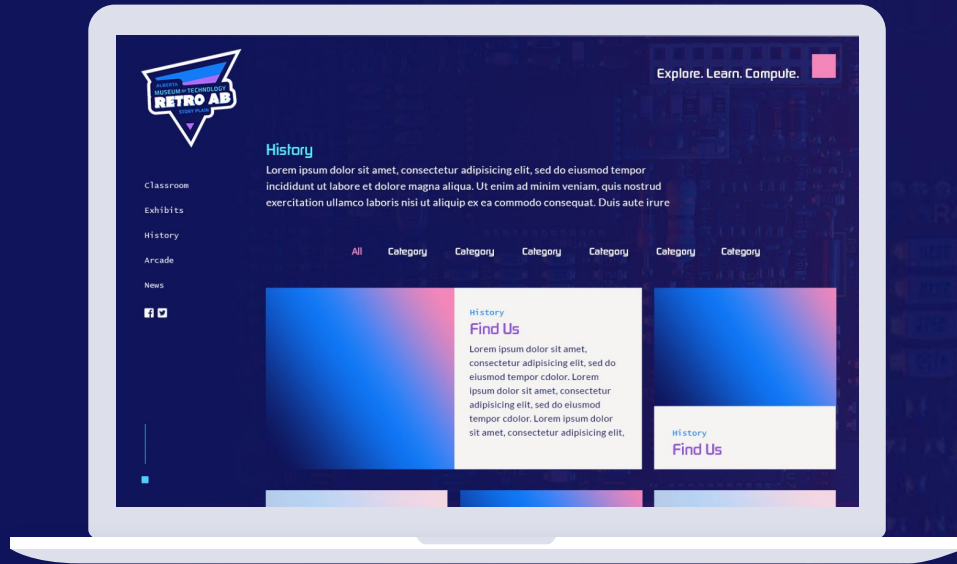
To help recover vintage electronics, a hackerspace will be developed that will allow interested individuals to join and use the equipment, and help the museum expand the collection. This will be a monthly membership fee.

Government Grants

Once established, we will work with local, provincial and federal governments to obtain grants to allow us to better support the community and provide more education options for visitors.

RetroAB Website

Primarily designed to provide information on the museum. The website will provide educational resources for schools and a “virtual museum” for individuals who cannot visit in person



Examples of exhibits

History of IBM in Alberta

This exhibit would work with the first AS400 sold in western Canada to provide a background to how IBM mainframes, personal computers and compatibles developed and grew in Alberta and helped our industries.

How Computers Work

This exhibit would go over the basics of how to build a computer from basic electronics all the way to modern smartphones and cloud computing.

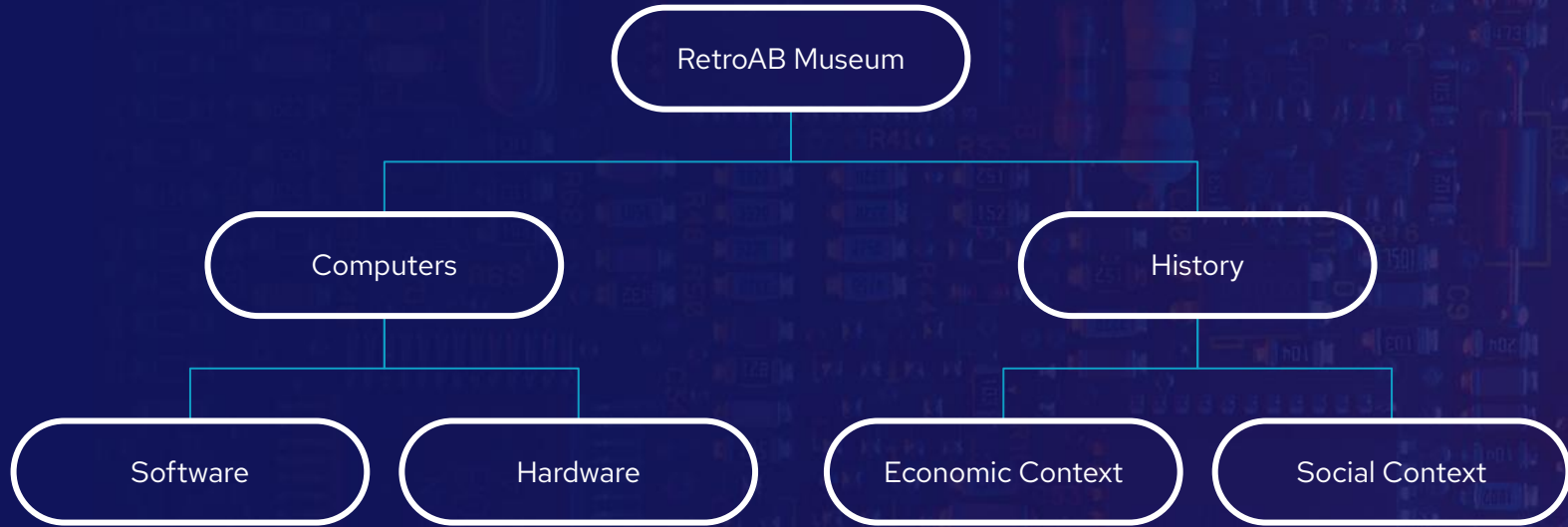
Interactive displays would include breadboards and simple computers.



From: Living Computers: Museum and Lab in Seattle.

"Totally 80s Rewind" Exhibit

Lots of possibilities for exhibits and growth



5 Year Goals

- ⦿ Establish active and popular museum and quality hackerspace within region.
- ⦿ Grow RetroAB brand to be recognized throughout Alberta and Canada as a destination for tech fans.
- ⦿ Achieve solid cash-flow to allow for further growth and expansion.
- ⦿ Work with local schoolboards to incorporate curriculum into exhibits and programs.



Any questions?

You can find me at:

- © kjrose@pandarose.ca
- © @kjrose



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

September 6, 2022

REQUEST FOR DECISION

ITEM DESCRIPTION:

4. INFORMATION ITEMS

- a. Retro AB Museum of Technology – Kelly John Rose**

PROPOSED MOTION:

That the Retro AB Museum of Technology Presentation be accepted as information.

BACKGROUND/ANALYSIS:

Kelly John Rose and his colleagues developed a vision to establish a museum of computers and technology in the region known as the Retro AB Museum of Technology. This would be a place to visit to learn and understand the history of technology and where it is going.

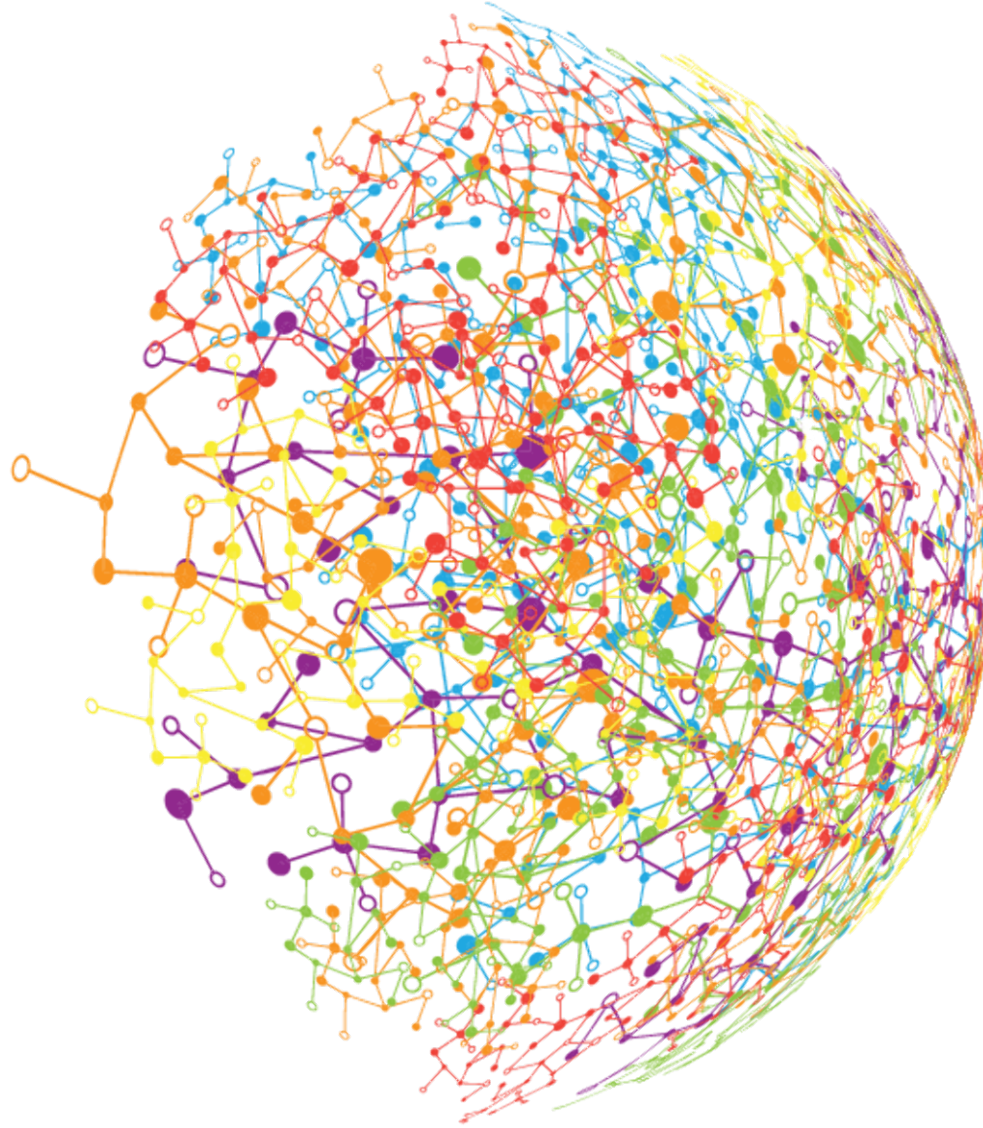
The idea is for this to be an interactive space that offers summer camps, hackerspace, technology classes, local collaboration with tech businesses, and more.

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

Retro AB Museum of Technology PowerPoint Presentation



City of Spruce Grove

2023-2028 Economic Development Strategy and Action Plan

EDAC Session – Strategic Development – September 2022

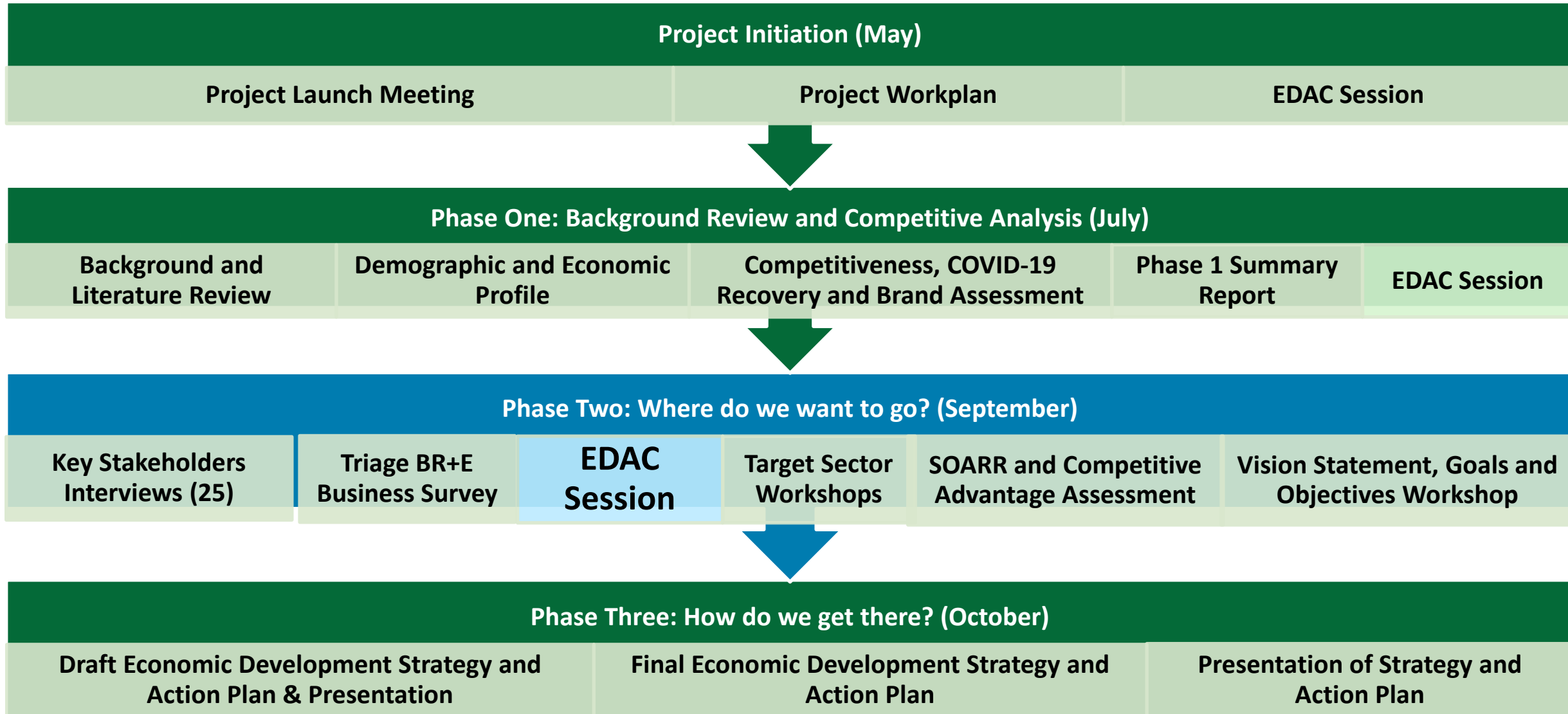
Agenda

- **Project Update**
- **EDAC Input Recap**
- **Draft SOARR Assessment**
- **Strategic Development Discussion**
 - **What needs to be revised, added or deleted?**
- **Next Steps**

Objectives of the Meeting

- **Updating EDAC on the Preliminary SOARR Assessment**
- **Soliciting Feedback and Insight on Strategic Development**

Project Overview



EDAC Session Recap

Overall feedback was that the previous strategy had done a good job capturing the necessary strategic goals and objectives of Spruce Grove and had led to significant success. EDAC identified challenges and opportunities to consider while developing the strategy.

Strengths

- Spruce Grove's enhanced reputation as a service centre and community of choice west of Edmonton
- Growth in commercial, industrial, and residential have been positive and the community is on track to continue to attract investment.
- Business Retention and Expansion Program
- Public sector investment (Ball Diamond, Downtown Development, Spruce Grove Civic Centre, Broadband)
- Praise for marketing team's efforts on social media and website redesigns.

Challenges

- Requirement for more Diverse Housing
- Infrastructure Investment to Support South of the Tracks Investment (Railway crossing, underpass, overpass)
- Lack of Serviced Land
- Not having a solid reputation as open for business

EDAC Session Recap

Opportunities

- NAIT Investment and expansion in Spruce Grove
- Balancing Tax Base
- Renewed focus on events marketing and sports tourism
- Incentivizing development through programming.
- Partnerships with Enoch First Nation
- Lobby and invest in road upgrades (628)
- Business incubator initiative

Draft SOARR Assessment

SOARR Assessment

A Strengths, Opportunities, Aspirations, Risks and Results (SOARR) Analysis is a forward-looking model for reflecting on strategic planning. It assembles the research and consultation insights and serves as the pivot between ‘what has been learned’ and ‘what needs to happen’.

The SOARR takes elements of what would traditionally be affiliated with a Strengths Weaknesses, Opportunities and Threats (SWOT) analysis and, through the Appreciative Inquiry (AI) approach, focuses on the Results – thereby building on what works best to ensure continued success.

S	Strengths What are we doing well? What key achievements are we most proud of? What can we build on?	
O	Opportunities What are our best possible future opportunities? What changes in demand can we expect in the future? What broader trends and policies may affect development and impact on our aspirations?	
A	Aspirations What are we deeply passionate about and want to achieve? What difference do we hope to make for all ?	
R	Risks What challenges do we need to be aware of? How will we recognize and mitigate or eliminate potential risks?	
R	Results How will we know we are succeeding? What are the key goals we would like to accomplish to achieve these results?	

Strengths

- Location and status as a regional service and commercial centre for the Edmonton Metro's western communities with a reputation as a community with a high quality of life
- Rapid population growth (44% increase from 2011 to 2021), projected to reach 43,470 residents by 2029 (15% increase)
- Employment projected to grow by 10%, reaching 13,882 jobs by 2028 (an additional 1,243 jobs).
- A relatively diverse and affordable housing options
- Public sector investment in quality of life and community infrastructure (Broadband, Downtown Re-Development, Spruce Grove Civic Centre, Industrial Land)
- City Council and EDAC are supportive of development and actively champion the aspirations of the City
- Actively targeting commercial, industrial, and residential development opportunities
- Spruce Grove's population has a higher household income compared to the Edmonton CMA and over 50% of the labour force has a post-secondary diploma, degree, or certificate, most of whom had a college degree

Strengths

- 93% of businesses surveyed indicated they would recommend Spruce Grove to other businesses
- Businesses are optimistic about revenue growth in the next 12 months
- Cellular phone service, availability of property for purchase or lease, relationship with local government for business needs and the existing road network were highly rated by business factors in the city
- A high concentration of energy sector services, manufacturing, fabrication & processing and transportation, warehousing and logistics operations.
- Spruce Grove a community of choice and a net exporter of workers with 9,535 commuting out for work and 4,410 commute to Spruce Grove to work. The retail trade sector comprises 22% of local employment and is projected to have the strongest rate of growth through 2028

Opportunities

- Continue to leverage NAIT campus to attract business investment to Spruce Grove and advocate for an expanded campus and programming as part of their 2023 strategic planning exercise
- Enhance proactive developer support and programming (Marketing, development incentives/relief) to support industrial investment and new office buildings
- Explore partnerships with First Nation communities in the region to lobby for infrastructure upgrades, funding, tourism and industrial land development
- Lobby to secure a build out of highway 628 is a priority as it opens lands south of 16A to further development.
- Establish a business incubator that connects to the region's innovation eco-system.
- Create dedicated tourism team that targets events marketing and sports tourism, leveraging local and regional assets investments
- Leverage historic and projected population growth to position the city as a community of choice for business investment

Opportunities

- Growth in agribusiness and food processing represents an opportunity to attract new businesses in this sector, building on research assets, strength of primary agriculture, local demand and export opportunities
- Leverage growth in the region's clean tech industries, Alberta's \$50M investment into hydrogen energy systems and significant education and R&D assets to attract industrial investment to Spruce Grove
- Leverage Spruce Grove's strategic location on East West highways and relative access to Edmonton International Airport. – big highway for us is HWY 43 North to Grand Prairie, Peace River, NE BC
- Local industrial parks well suited to small-scale, high-tech manufacturing and fabrication operations where access to technical workforce is the primary concern
- Spruce Grove's location and proximity to the Acheson industrial zone supports opportunities for smaller scale transportation, warehousing and logistics operations
- Support the expected growth of the 20 local businesses identified in the business survey results
 - Expanding businesses were spread across a variety of sectors including Energy Services, Construction, Professional Scientific and Technical Services, Manufacturing, Logistics and Healthcare

Aspirations

- Continue to grow the favorable residential / non-residential assessment split
- A vibrant and accessible City Centre
- A defined community and cultural identity reflected through programming, festivals and events
- Effective regional collaboration with Parkland County and Stony Plain
- Leverage the marketing, investment readiness and investment attraction activities of Edmonton Global
- Continue to attract a diverse range of industries to ensure the long-term sustainability of economic growth
- Diverse and affordable housing that satisfies the needs of a young and growing population
- Spectator seating and recreation facilities to support events and sports tourism opportunities
- Improved employment density, and quality of employment opportunities
- Improved targeting of high value workforce and industries
- identify Spruce Grove's niche in the innovation and entrepreneurship ecosystem.
- Increased availability of serviced industrial land that meets the demand of business and industry

Risks

- The growing net deficit of serviced industrial lands will limit the city's ability to build a balanced, diverse economy and put an increased burden on the city's residential population
- The lack of diversity in the city's housing stock will limit its ability to attract a broad range of workers and incomes to the city
- The lack of infrastructure investment south of the railway tracks will limit the city's ability to effectively leverage future industrial land
- Stakeholders indicated Spruce Grove does not have a solid reputation as being open for business, this may lead to businesses not considering the community for investment
- The city is not known as a location for entrepreneurship or innovation and lacks supportive programming or facilities as compared to other comparative communities
- Access to capital is a challenge for startups and companies considering expansion, without better access the community may lose the opportunity to be the recipient of investment

Risks

- Continued reliance on the growth of service industries and population-based employment (82% of the city's jobs) resulting in an increasing number of residents commuting out for higher value employment opportunities
- Technology shifts and a generational shortage of skilled and unskilled labour will have a negative impact on local business operations and investment attraction opportunities

Results

- A balanced residential to non-residential tax base ratio (80% residential, 20+% non-residential)
- An increase in the diversity of local employment with higher quality jobs and increases in income levels
- A range of housing options that appeal to different income levels and age
- Increased cultural and quality of place amenities across the community
- A revitalized City Centre
- Expanded selection of incentives and support programs available for businesses to encourage growth and new investment
- An increased number of businesses and employees in Spruce Grove's industrial areas in target sectors
- An increased number residents able to live and work in the community
- The growth of a tourism economy with an increased number of tourists, annual festivals and cultural events
- Increased number of startups and innovative companies in Spruce Grove

Strategic Goals and Objectives Review

Strategic Goal #1 - Building Our Quality of Place: What needs to be revised, added or deleted?

Objective #1	Continue to plan, invest and encourage the revitalization and redevelopment of City Centre.
Objective #2	Provide engaging public spaces and places that are supported by a wide variety of programs and activities for residents and businesses.
Objective #2 (Continued)	Provide engaging public spaces and places that are supported by a wide variety of programs and activities for residents and businesses.
Objective #3	Promote Spruce Grove as an event hosting destination that enhances the experience of our places and spaces.

Strategic Goal #2 – Focusing on Business Retention & Expansion: What needs to be revised, added or deleted?

Objective #4	Maintain a competitive business, fiscal and regulatory climate that projects a customer service mindset.
Objective #5	Pursue a targeted approach to investment attraction that prioritizes sectors and opportunities based on likelihood of success and highest return.
Objective #5 (Continued)	Pursue a targeted approach to investment attraction that prioritizes sectors and opportunities based on likelihood of success and highest return.
Objective #6	Broaden and build the local business base by investing in business development and support programs and services.

Strategic Goal #3 – Building our Community and Business Infrastructure: What needs to be revised, added or deleted?

Objective #7	Invest in an integrated approach to providing the infrastructure, services and policy framework to support future growth of employment lands.
Objective #8	Ensure that Spruce Grove businesses have access to state-of-the-art broadband services at competitive rates which are increasingly essential to attract and retain high quality businesses and jobs.

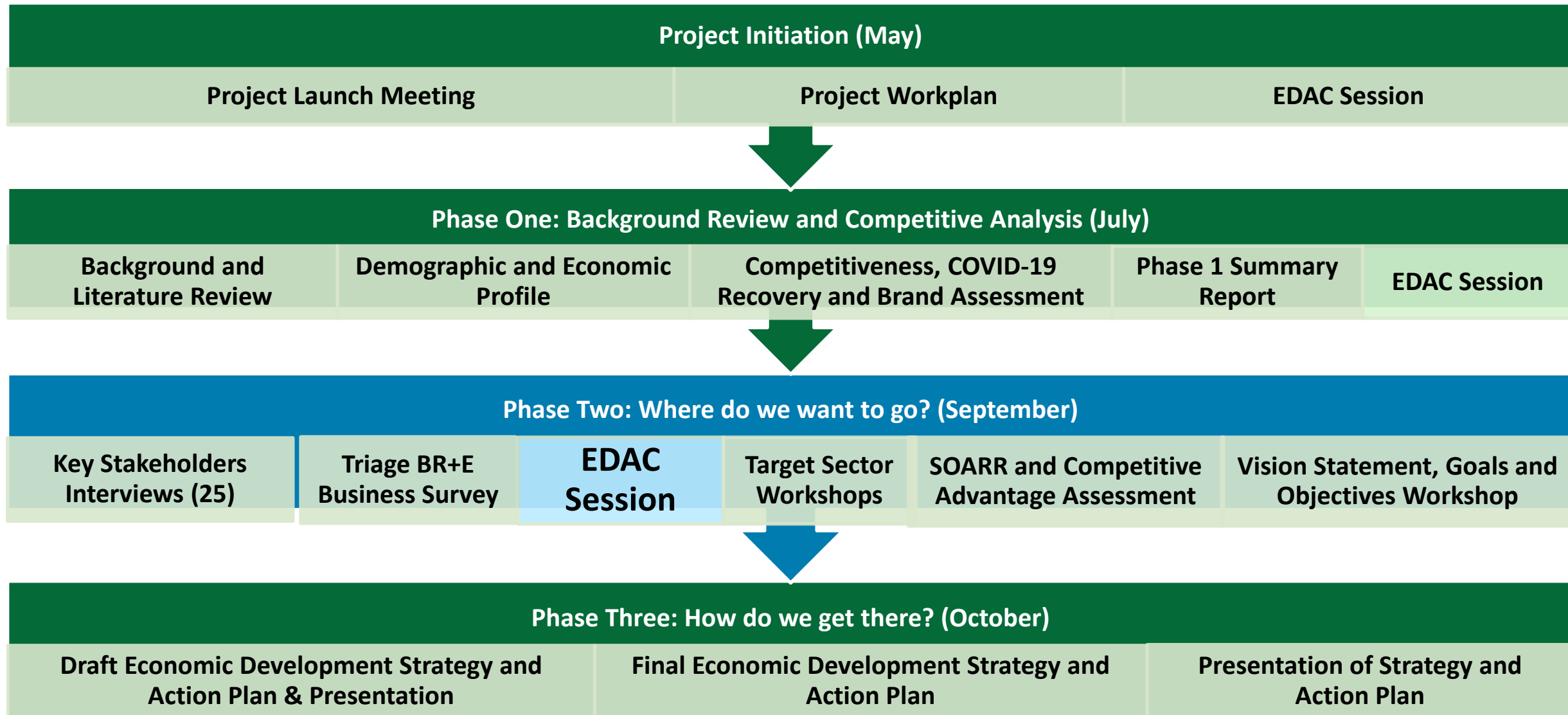
Strategic Goal #4 – Ensuring an Adequate Supply of Market Ready Employment Lands: What needs to be revised, added or deleted?

Objective #9	Undertake long-term planning to ensure that Spruce Grove will continue to have an adequate supply of land that accommodates future development such that it does not become a barrier to growth.
Objective #10	Work with developers and property owners toward achieving the highest and best use of employment lands to generate higher value assessment and job growth.

Strategic Goal #5 – Raising our Community Profile: What needs to be revised, added or deleted?

Objective #11	Ensure there is convenient and up-to-date access to a range of information products on Spruce Grove available to investors, businesses, residents and visitors.
Objective #12	Partner with interested business and municipal stakeholders in the marketing of Spruce Grove as a place to live, visit, invest or run a business.
Objective #13	Collaborate as part of the Edmonton Metro Region in the development of a new approach to investment attraction, branding and promotion as a world class metropolitan area.

Project Overview





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ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

September 6, 2022

REQUEST FOR DECISION

ITEM DESCRIPTION:

3. BUSINESS ITEMS

- a. Economic Development Strategy Update – Strategic Development – Jordan Tidey, Deloitte

PROPOSED MOTION:

That the Economic Development Strategy Update – Strategic Development be approved as presented.

BACKGROUND/ANALYSIS:

The Economic Development Strategy and Action Plan (EDS) update is a collaboration between the City's Economic and Business Development Department and EDAC to update the Economic Development Strategy and Action Plan 2017-22. The intent is to have an updated 5-year strategy covering the period 2023-28 presented to Council for approval by year-end 2022.

The City retained Deloitte Canada to complete the EDS update. Deloitte's presentation will provide a project update, EDAC input recap, draft SOARR Assessment, strategic goals and objectives review, and next steps.

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

- Economic Development Strategy – Strategic Development - PowerPoint Presentation
- [Economic Development Strategy & Action Plan 2017-22](#)