



**Economic Development Advisory Committee (EDAC)
November 14, 2023
6:00pm
Virtual/In-Person**

1. ADOPTION OF AGENDA

2. MINUTES

- a. Approval of EDAC Meeting Minutes – September 5, 2023

3. DELEGATIONS

N/A

4. INFORMATION ITEMS

- a. Update on Council EDAC Appointments – Dave Oldham, Chair
- b. Building Permit Values Update – Stuart Houston, Councillor
- c. EDAC Results Achieved 2022-23 – Dave Walker, Director, Economic & Business Development
- d. Start-up & Early Stage Business Supports Project – Jodi Fulford, Economic Development Specialist

5. BUSINESS ITEMS

- a. Develop 2024-25 EDAC Workplan– Dave Walker, Director, Economic & Business Development
- b. Presentation of Workplan to Council on December 11, 2023 – Confirmation of EDAC Presenters – Dave Oldham, Chair
- c. 2024 Meeting Dates– Dave Oldham, Chair

6. CLOSED SESSION

n/a



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
November 14, 2023**

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 September 5, 2023
In-Person/Virtual

Committee Members Present:

Councillor Jan Gillett, Vice-Chair
Councillor, Reid MacDonald
Charlene Bell
Anthony Worbeck
Bruce Mullett
Victor Moroz
Frank DeAngelis
Kelly John Rose

Also In Attendance:

Dave Walker, Director, Economic & Business Development
Jodi Fulford, Economic Development Specialist
Karla Daniels, Economic Development Specialist
Anika Gutowski, Economic Development Marketing Advisor

Regrets:

Heather Shewchuk
Councillor Stuart Houston, Chair
Robert Smith

CALL TO ORDER

Vice Chairperson Jan Gillett called the meeting to order at 7:05 p.m.

1. ADOPTION OF AGENDA

2023-01 Moved by Bruce Mullett McDonald that the agenda be adopted as presented.

Carried

2. MINUTES

a. EDAC Meeting Minutes – June 5, 2023

2023-02 Moved by Reid McDonald that the June 5, 2023 EDAC Meeting Minutes be approved as presented.

Carried

3. DELEGATIONS

- a. Update City Centre Construction – Rae-Lynne Spila, Municipal Engineer
2023-03 Moved by Victor Moroz that the Update City Centre Construction presentation be accepted as information.
Carried
- b. Proposed Land Use Bylaw Changes to Home Occupation Land Uses – Mark Puczko, Manager of Planning
2023-04 Moved by Charlene Bell that the Proposed Land Use Bylaw Changes to Home Occupation Land Uses presentation be accepted as information.
Carried
- c. Municipal Development Plan: Shaping Our Community - Carol Bergum, Director of Planning & Development
2023-05 Moved by Charlene Bell that the Proposed Land Use Bylaw Changes to Home Occupation Land Uses presentation be accepted as information.
Carried

4. BUSINESS ITEMS

- a. Options for Delivery of Business Services & Supports – Jodi Fulford, Economic Development Specialist
2023-06 Moved by Bruce Mullett that the Options for Delivery of Business Services & Supports presentation be accepted as presented.
Carried
- b. EDAC Presentation to Council – Dave. Walker, Director, Economic & Business Development
2023-07 Moved by Victor Moroz that the request for EDAC to Present to Council and that a special EDAC meeting is scheduled in November 2023 to develop annual workplan be approved as presented.
Carried

5. INFORMATION ITEMS

- a. Update on Economic Development Activity – Dave Walker, Director, Economic & Business Development

2023-08 Moved by Victor Moroz that the Update on Economic Development Activity presentation be accepted as information.

Carried

- b. December 2023 EDAC Meeting Date Change – from December 4th to December 5th – Dave Walker, Director, Economic & Business Development

2023-09 Moved by Bruce Mullett that the December 2023 EDAC Meeting Date Change – from December 4th to December 5th be approved as presented.

Carried

6. CLOSED SESSION

EDAC did not go into Closed Session.

Jan Gillett declared the meeting adjourned at 9:04 pm.

VICE CHAIRPERSON – JAN GILLETT

RECORDING SECRETARY



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
November 14, 2023**

REQUEST FOR DECISION

ITEM DESCRIPTION:

2. APPROVAL OF MINUTES

PROPOSED MOTION:

That the September 5, 2023 EDAC Meeting Minutes be approved as presented.

BACKGROUND/ANALYSIS:

n/a

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

September 5, 2023 Meeting Minutes



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC) November 14, 2023

REQUEST FOR DECISION

ITEM DESCRIPTION:

4. INFORMATION ITEMS

- a. Update on Council EDAC Appointments – Councillor Dave Oldham, Chair

PROPOSED MOTION:

That the Update on Council EDAC Appointments as presented be accepted as information.

BACKGROUND/ANALYSIS:

At the Organizational Meeting on October 23, 2023, the City appointed Councillor Dave Oldham (Chair), Councillor Danielle Carter (Vice-Chair), and Councillor Stuart Houston as members to the Economic Development Advisory Committee. This term is for a period of one year.

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

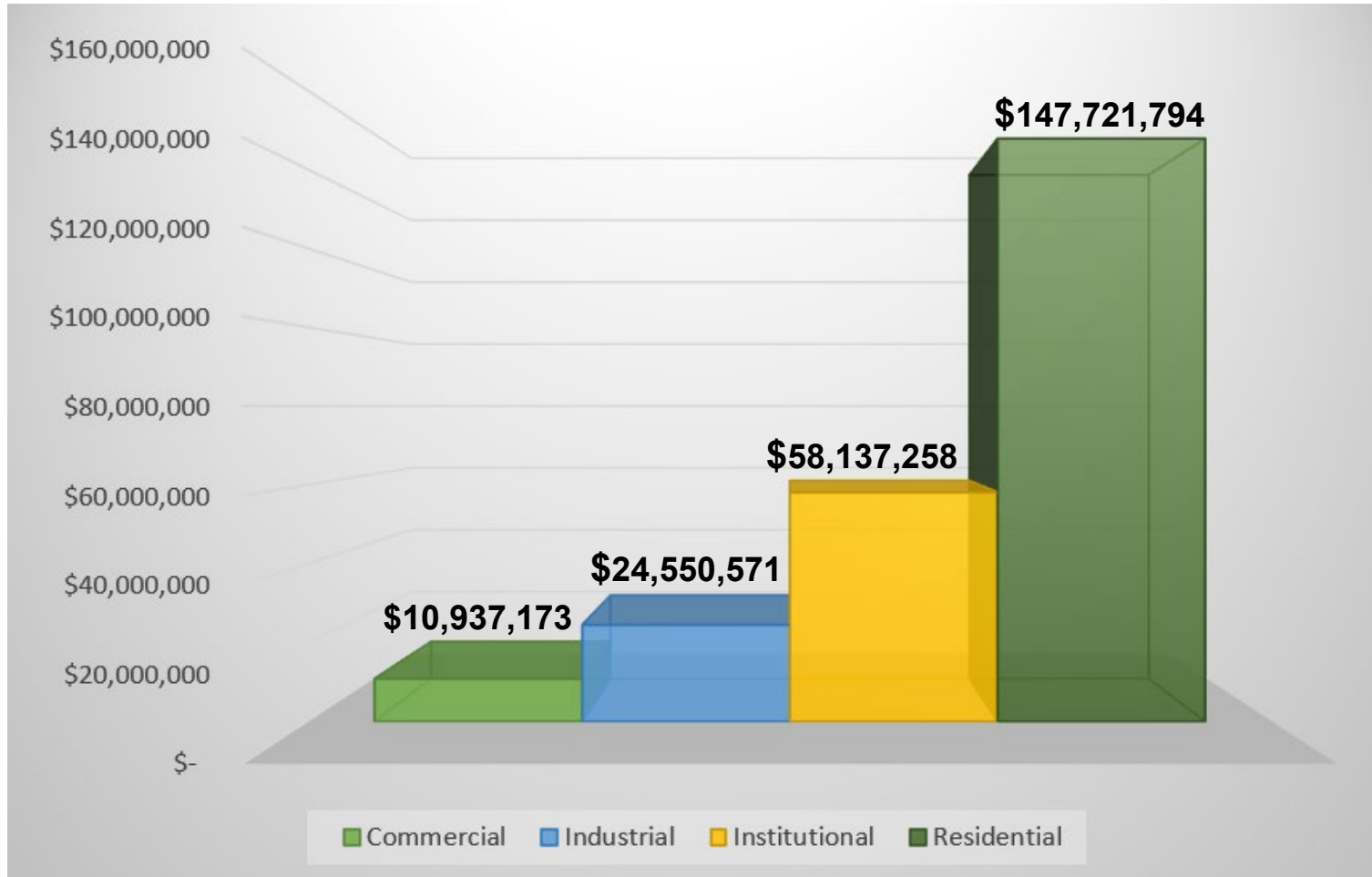
n/a

BUILDING PERMIT VALUE & HOUSING STARTS UPDATE

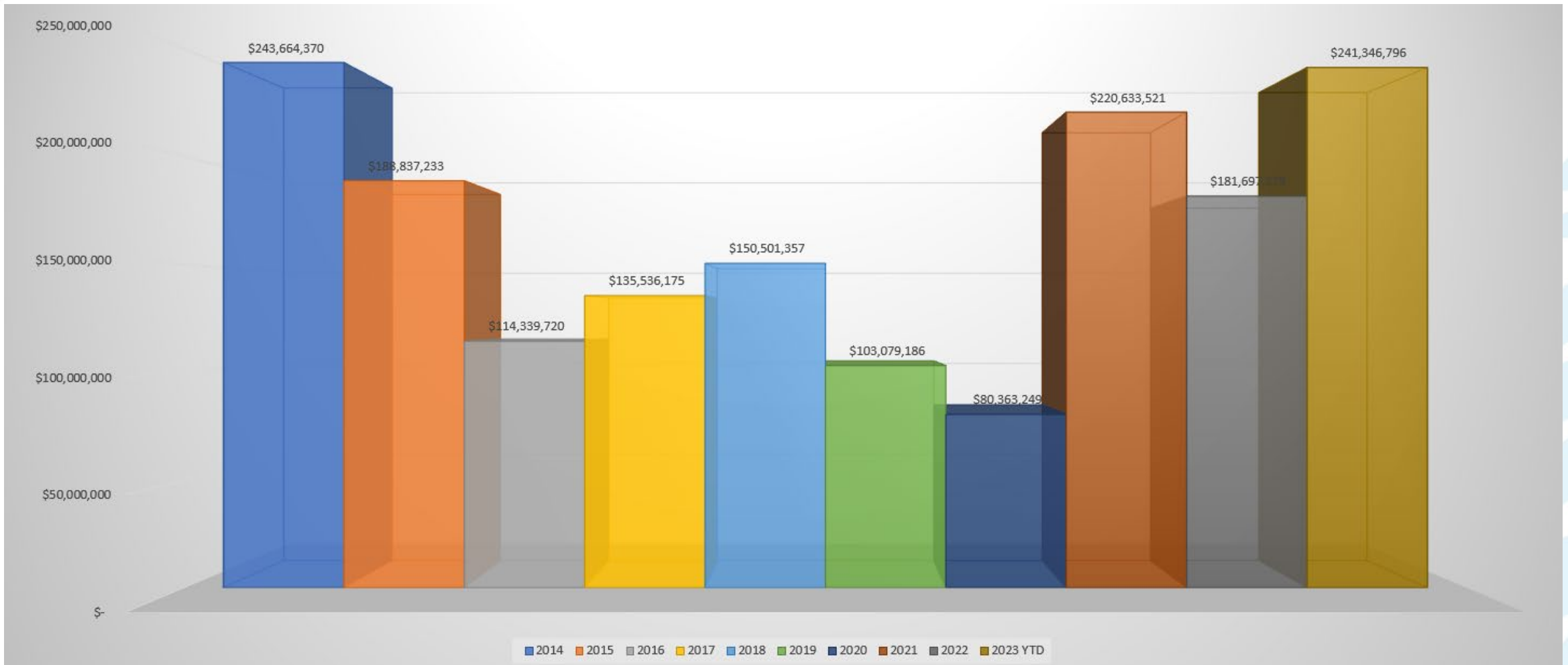
Presented November 14, 2023
Department of Economic & Business Development

BUILDING PERMIT VALUES – AS AT OCTOBER 2023

Total: \$241,346,796

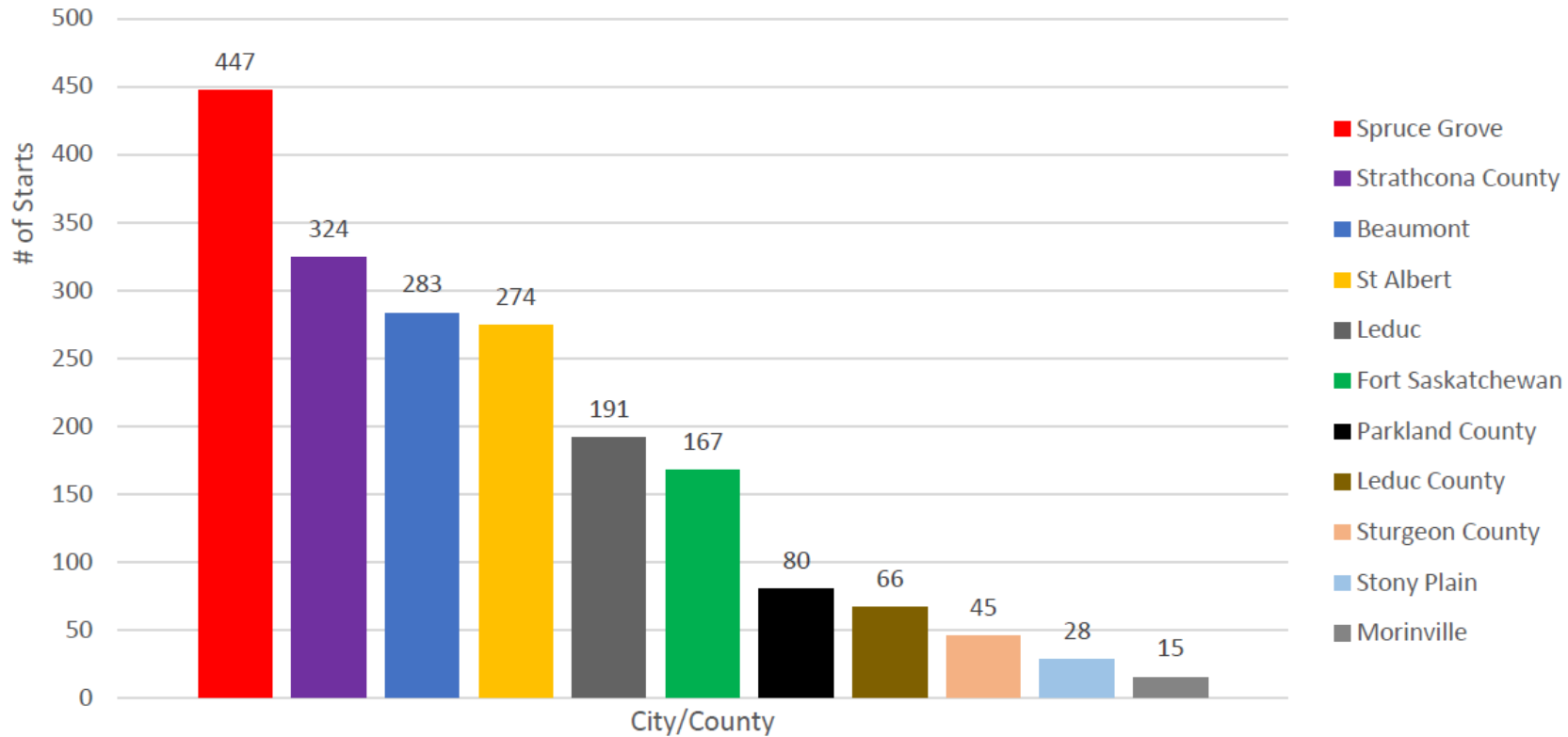


BUILDING PERMIT VALUES – 10 YEAR COMPARISON



*YTD – As at October 2023

HOUSING STARTS – AS AT SEPTEMBER 2023



Source: Canadian Home Builders' Association (CHBA)



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
November 14, 2023**

REQUEST FOR DECISION

ITEM DESCRIPTION:

4. INFORMATION ITEMS

- b. Building Permit Values Update – Councillor Stuart Houston**

PROPOSED MOTION:

That the Building Permit Values Update as presented be accepted as information.

BACKGROUND/ANALYSIS:

The most recent building permit values and housing starts will be shared.

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

Building Permit Values Update PowerPoint Presentation

EDAC 2022-23 ACTIVITY REPORT

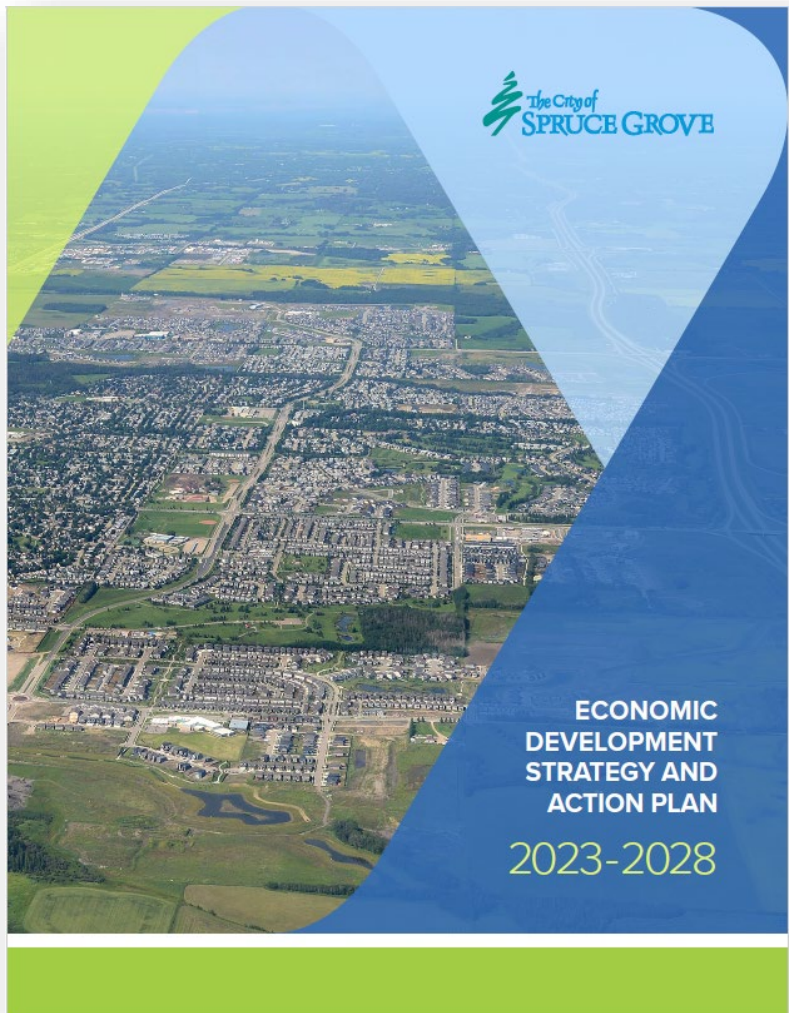
Presented to EDAC November 14th, 2023
Economic & Business Development Department

EDAC 2022-23 ACTIVITY REPORT

- This report summarizes the activities and accomplishments of the Economic Development Advisory Committee (EDAC) in 2022 & 2023
- These initiatives were identified in the annual workplan or were identified by EDAC and brought forward for Council decision



UPDATE TO THE ECONOMIC DEVELOPMENT STRATEGY



- EDAC collaborated with Economic Development to update the 2017-2022 Economic Development Strategy & Action Plan
 - Update to cover 5 year period of 2023-28
- Supported development of RFP & Terms of Reference
 - Approved at March 1, 2022 EDAC meeting
- During 2022/23, EDAC:
 - Provided input into the vision, workplan, timelines
 - Helped identify goals, objectives, & action items

UPDATE TO THE ECONOMIC DEVELOPMENT STRATEGY

High Level Economic Development Strategy 2023-2028

GOALS AND OBJECTIVES

GOAL 1 Build Our Quality of Place Experience

- Objective #1 Support investment, redevelopment, and revitalization of City Centre.
- Objective #2 Provide engaging public spaces and places that are supported by a wide variety of programs and activities for residents, visitors, and businesses.
- Objective #3 Promote our community and regional amenities to support tourism marketing and event hosting.

GOAL 2 Focus on Business Retention and Expansion

- Objective #4 Maintain a competitive business, fiscal, and regulatory climate that projects a customer service mindset.
- Objective #5 Provide convenient and up-to-date access to a range of information products, advisory services, and business development programs.
- Objective #6 Expand engagement with the business community to help identify and resolve issues and take advantage of opportunities.
- Objective #7 Support workforce development, recruitment, and attraction.

GOAL 3 Enhance Investment Attraction

- Objective #8 Pursue a targeted approach that prioritizes sectors and opportunities based on likelihood of success and highest return.
- Objective #9 Engage with business and municipal stakeholders to market Spruce Grove as a place to live, visit, invest, and operate a business.
- Objective #10 Collaborate with regional municipalities, governments, and institutions to raise the profile of the Edmonton Metropolitan Region in national and international markets.

GOAL 4 Ensure Adequate Supply of Market-Ready Employment Lands

- Objective #11 Invest in an integrated approach to provide infrastructure, services, and policy framework that supports an adequate future supply of industrial and commercial lands.
- Objective #12 Work with developers and property owners toward achieving the highest and best use of employment lands to generate higher value assessment and job growth.

GOAL 5 Support Entrepreneurship and Innovation in Spruce Grove

- Objective #13 Explore expanded support for business start-ups and scale-ups.
- Objective #14 Promote access to digital technology and other business innovation support services.

- 2023-28 Economic Development Strategy & Action Plan sets out 5 Goals, 14 Objectives, & a series of Action Items
- Strategy approved by EDAC on January 31, 2023 and by Council on May 23, 2023
- In 2022/23, EDAC supported implementation of several action items set out in the strategy:
 - Storefront Improvement Program
 - Red Tape Reduction
 - Industrial Land Strategy Recommendations

RED TAPE REDUCTION



- EDAC was asked to consider Red Tape Reduction opportunities for Spruce Grove
- Sub-Committee formed:
 - Conducted business survey & prepared a What We Heard document & Red Tape Reduction Report
- Red Tape Reduction Report
 - Report presented to Council September 27, 2021
 - Considered as part of the Planning & Development Review and the Red Tape Reduction report to Province in February 2022
- The City implemented a number of recommendations to reduce red tape and streamline processes

RED TAPE REDUCTION

<p>Adopt a more facilitative approach in managing development proposals to guide clients through the permitting and approval process.</p>	<p>The City instituted pre-application meetings for major developments with all relevant departments; Launch of CityView in January 2022 which includes online information, applications & approvals for 100 different permits. Staff support to help applicants navigate permitting process in CityView.</p>
<p>Update development standards as part of Land Use Bylaw review, specifically efficiencies in parking standards for commercial development.</p>	<p>As part of Land Use Bylaw amendments, parking standards of 1 stall/55 m2 of floor area for commercial development in City Centre were reduced to 1 stall/85 m2 of floor area.</p>
<p>City to be more accountable and transparent on process timeframes and outcomes as part of the move towards increased administrative costs for new development.</p>	<p>CityView enhances data gathering, transparency, & monitoring of licensing, permitting, application, and payment processes.</p> <p>Revamped incoming/outgoing communication in Planning to share access across admin team to improve efficiency and response times. Permit Clerk is responsible for completeness reviews for residential building permit applications, freeing Safety Codes Officers' time for permit issuance and inspections resulting in reduced timelines.</p> <p>Development Service Clerks can issue same day small residential building permits (ex: decks), reducing permit issuance timelines by 5 days.</p> <p>Allows residential builders to start construction of foundation prior to BP being issued if DP has been issued, builder is in good standing with CHBA, and they assume liability. Saves builder one week.</p> <p>Implemented process whereby a signed development agreement is no longer required prior to 3rd reading of a redistricting bylaw, if an approved outline plan and engineering brief are in place. This change streamlines the development process and reduces developers' initial financial outlay.</p>

INDUSTRIAL LAND STRATEGY



- EDAC was asked to prioritize recommendations in the Industrial Land Strategy
- Sub-committee formed & identified 5 recommendations:
 - Develop City-owned 18 acre industrial site
 - Establish a high-load corridor in Spruce Grove
 - Separate Industrial Land Use Districts
 - Fibre-Optics as an engineering standard
 - Potential for future CN Rail separated crossing
- EDAC's Recommendations Report was presented to Council in September 2021 and identified 3 priorities:
 - Develop City-owned 18-acre industrial site
 - Establish dedicated high-load corridor in Spruce Grove
 - Fibre Optics as an engineering standard

INDUSTRIAL LAND STRATEGY

Priority recommendations approved & funded by Council in 2022-24 Corporate Plan

Develop City-Owned 18-Acre Industrial Site

- Named “South Century Industrial Park”
- Subdivided into 4 fully serviced lots and is currently on the market

Establish Highload Corridor in Spruce Grove

- High Load Corridor Feasibility Study completed June 2021
- Project began in 2022 with most of the work completed in 2023
- Fortis is currently working on burying power lines

Fibre-Optics as Engineering Standard in Industrial Area – Completed in January 2023

- Agreement with TELUS to build out and operate a fibre optic broadband network to provide high speed broadband connectivity in the industrial area
- City investment of \$4.25 million

CITY CENTRE STOREFRONT IMPROVEMENT PROGRAM



- Incentive to encourage property and business owners to improve façades of their properties
- Council referred decision of program, to EDAC for input & recommendations
- In letter to Council dated December 13, 2021, EDAC recommended that the program:
 - Be approved by Council & limited to City Centre
 - Be implemented in 2023 for 3 years (2023-25)
 - Have a budget of \$75,000/year
- Program was approved and funded by Council in the 2023-25 Corporate Plan
- Applications opened April 2023

CITY CENTRE LAND USE BYLAW AMENDMENTS



- EDAC raised concerns that commercial parking standards in City Centre were too restrictive
 - Require developers to construct smaller buildings with less leasable space
 - Impact the financial viability of new commercial development
- Recommendation made that the on-site parking standard of 1 stall/55m² of floor area be reduced to 1 stall/85m²
- Change is reflected in Bylaw C-1162-21 Land Use Bylaw Amendments – City Centre
 - Council approval of the amendments on April 11, 2023

MAJOR DEVELOPMENT SIGNAGE



- EDAC recommended an amendment to the LUB for high visibility signage for major developments
- After review of LUB, a need for large-scale signage was identified
- The amendments allow signage for major development to be:
 - Billboard-scale (up to 36m²)
 - Up to 8m above grade of road
 - Two signs per 1/4 section for a period of three years
- Council approved the bylaw amendment on June 26, 2023

EDAC INPUT ON OTHER ISSUES

Digital Economy Program:

- Training program that helps small businesses transform their online presence
- Partnership with U of A and participating Alberta municipalities

Smart Start Program

- Proposal brought forward to EDAC by Community Futures on June 5, 2023
- Program to support and start up and early stage business
- This program has been incorporated into the 2024-26 Corporate Plan

Fibre Optic Network Build

Agreement with TELUS to build out and operate fibre optic broadband network to provide high speed broadband access to over 90% of the premises in Spruce Grove

Total investment of \$54 million - largest infrastructure project in the City's history

QUESTIONS & COMMENTS

Department of Economic & Business Development
<https://www.investsprucegrove.ca/>



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
November 14, 2023**

REQUEST FOR DECISION

ITEM DESCRIPTION:

4. INFORMATION ITEMS

c. EDAC Results Achieved 2022-23 – Dave Walker, Director, Economic & Business Development

PROPOSED MOTION:

That the EDAC Results Achieved 2022-2023 presentation is accepted as presented.

BACKGROUND/ANALYSIS:

This report summarizes the activities and accomplishments of the Economic Development Advisory Committee (EDAC) in 2022 & 2023. These initiatives were identified in the annual workplan or were identified by EDAC during the year and brought forward for council decision.

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

n/a

Start-up & Early Stage Business Supports Project

The Project: Terms of Reference

RFP Objective
This project aims to create a solution for Spruce Grove's business ecosystem through a comprehensive approach.
The main purpose of the options report is to: <ul style="list-style-type: none">• ONE – Determine if setting up a physical incubator location aligns with the city's overall goals, or if a different approach would be more suitable. It considers a range of additional services and programs, including mentorship, funding opportunities, technical resources, and ways to access the market.• TWO - Explore whether a broad, general strategy or a more focused, industry-specific approach would yield better results. In essence, this report acts as a guide for the city's future actions. It aims to offer a well-informed recommendation based on a comprehensive analysis.

Project Scope and Deliverables

Scope of Work
The selected consultant or firm will be responsible for the following tasks:
Needs Assessment: Assessing Local Business Landscape: Conduct an in-depth evaluation of the current conditions and demands within the Spruce Grove business community to determine the essential services and programs required. <ul style="list-style-type: none">• Economic and Market Conditions: Evaluating the current economic and market conditions in Spruce Grove to understand the business environment, industry trends, and potential niches.• Opportunities and Gaps: Identify areas with an unmet demand for supportive resources and services that an incubator could provide. Understand the specific challenges faced by startups and entrepreneurs in the region, distinguishing between incubator and accelerator models.• Determine Specific Focus: Determine whether the incubator should cater to a specific industry or general business strategy.
Feasibility Analysis: Evaluating Practicality and Sustainability: Evaluate the viability and sustainability of establishing the proposed incubator or exploring alternative strategies as a means of achieving the city's objectives.
Engagement: Involvement of Local Entities and Organizations

Engage with a wide spectrum of local and regional entities, encompassing both traditional and non-traditional business support networks.

- Connect with various local stakeholders such as, program delivery partners, the chamber of commerce, co-working spaces, pop-up shops here in the city.
- Examine the broader regional environment, encompassing a diverse range of viewpoints and insights from numerous entities. Explore the practices of neighboring municipalities, alongside insights from existing incubators and program delivery organizations.

Functional Requirements

The following list outlines the specific outcomes that the proposed solution should achieve in response to this RFP:

- **Customized Services Offerings:** The proposed solution should outline tailored service offerings for startups and early-stage scaling companies (under three years) addressing specific needs such as mentorship, funding access, technical resources, and networking opportunities.
- **Strategic Recommendations:** The solution should encompass actionable recommendations derived from the comprehensive analysis. These recommendations should address pivotal insights obtained from the benefits and costs assessment, and available options for services. Additionally, the solution should explore potential collaborations through joint ventures with established organizations, aimed at enriching program support and augmenting the array of services provided.
- **Risk Assessment and Mitigation:** The proposed solution should identify potential challenges and risks associated with the project's implementation and operation, along with mitigation strategies to ensure smooth execution.
- **Measurement Metrics:** The solution should define key performance indicators (KPIs) and measurement metrics that will be used to track the success and impact of the Business Incubator, Accelerator, and/or Enhanced Business Services Program over time.

APPENDICES:

- **Appendix A – Economic Merits:** Overview of the economic merits driving the proposed business services, offering a compelling business case that underscores the value and potential impact of the initiative.
- **Appendix B – Engagement Report:** Insights and feedback on the proposed incubator concept outlining the methods you employed to engage with diverse stakeholders, such as underrepresented entrepreneurs, minority-owned businesses, women entrepreneurs, individuals with disabilities, and other marginalized groups. Highlight the different engagement channels you utilized, surveys, focus groups, and collaboration with community organizations

Functional Requirements

The following list outlines the specific outcomes that the proposed solution should achieve in response to this RFP:

Customized Services Offerings:

- The proposed solution should outline tailored service offerings for startups and early-stage scaling companies (under three years) addressing specific needs such as mentorship, funding access, technical resources, and networking opportunities.

Strategic Recommendations:

- The solution should encompass actionable recommendations derived from the comprehensive analysis. These recommendations should address pivotal insights obtained from the benefits and costs assessment, and available options for services. Additionally, the solution should explore potential collaborations through joint ventures with established organizations, aimed at enriching program support and augmenting the array of services provided.

Risk Assessment and Mitigation:

- The proposed solution should identify potential challenges and risks associated with the project's implementation and operation, along with mitigation strategies to ensure smooth execution.

Measurement Metrics:

- The solution should define key performance indicators (KPIs) and measurement metrics that will be used to track the success and impact of the Business Incubator, Accelerator, and/or Enhanced Business Services Program over time.

APPENDICES:

- Appendix A – Economic Merits: Overview of the economic merits driving the proposed business services, offering a compelling business case that underscores the value and potential impact of the initiative.
- Appendix B – Engagement Report: Insights and feedback on the proposed incubator concept outlining the methods you employed to engage with diverse stakeholders, such as underrepresented entrepreneurs, minority-owned businesses, women entrepreneurs, individuals with disabilities, and other marginalized groups. Highlight the different engagement channels you utilized, surveys, focus groups, and collaboration with community organizations

Final Reporting

The Strategy will reflect a professional design with quality images, an attractive cover page, practical layout, and content in a clear, easy-to-read font.

Design:

- The Strategy will reflect a professional design with quality images, an attractive cover page, practical layout, and content in a clear, easy-to-read font.

Delivery:

- The consultant will compile a draft document that will be forwarded by email to Spruce Grove’s Economic & Business Development Department for review and feedback. The consultant will make all necessary revisions to the draft and, on approval by the City, will be finalized. The final strategy will be provided to the City in electronic PDF form and five (5) printed and bound hard copies.

Stakeholder Feedback:

- The consultant will present their draft findings to four (4) groups determined by the Economic & Business Development Department for review and feedback.

Presentations:

- The consultant will prepare and deliver three (3) formal presentations of the DRAFT strategy, each with a targeted PowerPoint presentation to the following groups:
 - Economic Development Advisory Committee (EDAC)
 - Spruce Grove City Council (possible)

Timeline

START DATE	Monday, November 20, 2023
DRAFT COMPLETION DATE	Friday, March 1, 2023
STAKEHOLDER FEEDBACK COMPLETION DATE	Friday, April 19, 2023
FINAL PRESENTATION	Monday, April 29, 2024

The Consultant: Campus Innovation Consulting Group

CICG is a social entrepreneurship-based Edmonton-based collaborative team of professionals with significant direct experience small business support at every level (idea through to scaling), in Alberta's Innovation System, in business accelerator design, and in business incubator operation. CICG team members have completed many successful business cases, assessments, and analysis projects for multiple municipalities, institutions, and businesses.

They have provided business growth support for projects in the cities of:

- Red Deer
- Fort McMurray
- Grande Prairie
- Lethbridge
- and for the Central Alberta Regional Innovation Network (CARIN).

They have also worked with Alberta Innovates, higher education organizations, R&D companies, engineering and IT service providers, the AgFood sector, and government innovation supports (i.e., Alberta Jobs, Economy and Innovation; and Innovation, Science, and Economic Development Canada, Trade Commissioner Service, Export Development Canada, Business Development Bank of Canada, and Community Futures).

CICG can offer additional value-add through its partnership development approach. Partnerships can come in many forms, such as in-kind support, financial support, sponsorships, and entrepreneur and company program participant identification. CICG, as evidenced by its work with Regional Innovation Networks (RINs), post secondaries with regional mandates, and municipal organizations, knows how to identify and nurture relationships that are critical to an incubator's success.

Their previous work on projects in business planning and markets assessments, non-dilutive funding, export opportunities, strategic planning, implementation and project management, HR, IT, business scale-up, innovative commercialization exploration, network development and training will underpin our stakeholder discussions.

Solution, Workplan and Next Steps

CICG's Solution

CICG's core approach to any project is to help clients achieve their goals in customized, effective, and efficient ways without sacrificing quality. Furthermore, our approach is never to re-invent the wheel. Thus, for this project, we will do an initial scan of the City of Spruce Grove's source documents as outlined in Section 8 of the RFP and any other relevant studies and use this as a starting point for our engagement strategy.

At the start of the project, we will discuss with The City the preferred priority and scope for our stakeholder interview questions, and any other relevant considerations. The City's team preference will

refine our time and resource allocations for each of our engagement questions and guide the level of depth needed for conducting research to provide a needs assessment. This will ensure priority areas of focus are explored adequately and judiciously, that our research is appropriately and intelligently targeted, and that our feasibility analyses reveal meaningful, relevant results with realistic recommendations for implementation. We have found that a flexible, collaborative, goal-oriented approach is beneficial to our clients because it provides maximum value and quality in the most time and cost-efficient way. CIGC will also leverage learnings from similar projects we have recently conducted with Regional Innovation Networks (RINs) across Alberta including those of Red Deer, Fort McMurray, and Grand Prairie, as well as broader projects such as the Red Deer region manufacturing needs assessment.

For the development of the City of Spruce Grove incubator business case, CIGC will break the project down into four activities:

Stage 1: Project Launch & Preparation Work:

The launch meeting will include the City of Spruce Grove and key CIGC team members. The launch meeting is expected to take place within a week after the execution of the agreement with The City. Discussions will lead to an approved detailed workplan which will include scheduling, logistics, and work content throughout all activities.

Meeting discussion will aim to clarify the following:

- The priority and scope of the incubator framework for business case development.
- Identification of particular stakeholders to be engaged for their input.
- The types of questions the City of Spruce Grove is interested to ask stakeholders.
- Where the City sees their (and our) starting point based on what information and assumptions they already possess.

Stage 2: Interviews & Information Gathering

CIGC will conduct interviews with major stakeholders in The City to gather information around their needs and how an incubator could benefit them. While this could be done through a variety of techniques, including focus groups, or online interviews, the short duration of this project means we will rely on direct virtual or telephone meetings, using a semi-structured interview guide. We will also conduct primary and secondary research into different emergent options that could benefit communities like Spruce Grove, and investigate best practices from other municipalities. CIGC will provide a progress update to The City at this stage.

Stage 3: Analysis & Recommendations

CIGC will compile all the information gathered from stakeholders and best emergent model research to conduct data analysis using various tools as applicable (e.g., problem maps, frequency tables, etc.) to show the interlinked needs of the community and then organize them from broadest to most focused. This analysis will create the framework for CIGC's proposed solution. This solution will outline the why,

what, who, and how much aspects of setting up a physical incubator in the City of Spruce Grove, or whether an alternative program delivery method would better align with The City's goals. It will also discuss a broad versus a specific industry focus for such services. The report will include the following major components:

- Recommendations
- Strategic fit within the City's overall strategy (why)
- Needs assessment (what & who)
- Incubator / program service design (what & how)
- Cost analysis (how much)
- Measurement metrics (tracking success)
- Risks (what if) and mitigation
- Discussion of how the solution may be implemented and monitored by The City.

Stage 4: Final Reporting

CICG will incorporate final changes and input from The City and deliver the Final Report according to the requirements detailed in Section 7 in the RFP.



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC) November 14, 2023

REQUEST FOR DECISION

ITEM DESCRIPTION:

4. INFORMATION ITEMS

- d. Start-Up & Early Stage Business Supports Project - Jodi Fulford, Economic Development Specialist

PROPOSED MOTION:

That the Start-Up & Early Stage Business Supports Project as presented be accepted as information.

BACKGROUND/ANALYSIS:

This project aims to create a solution for Spruce Grove's business ecosystem through a comprehensive approach.

The main purpose of the options report is to:

- ONE – Determine if setting up a physical incubator location aligns with the city's overall goals, or if a different approach would be more suitable. It considers a range of additional services and programs, including mentorship, funding opportunities, technical resources, and ways to access the market.
- TWO - Explore whether a broad, general strategy or a more focused, industry-specific approach would yield better results. In essence, this report acts as a guide for the city's future actions. It aims to offer a well-informed recommendation based on a comprehensive analysis.

FINANCIAL IMPLICATIONS:

ATTACHMENTS:

Start-Up & Early Stage Business Supports Project

Proposed 2024/25 EDAC Workplan

EDAC is putting forward a proposed workplan for 2024/25 for Council approval, as required under the Terms of Reference for the Committee. The following topics are recommended.

1. Develop and make recommendations for start-up and early-stage business support that the City should consider to promote business retention and expansion. The options range from incubators to developing support networks which link to programs and services provided by government and not-for-profit entities.
2. Develop and make recommendations on the potential use of incentives to promote re-development in the City Centre. The City is investing over \$43 million to enable the revitalization of the area and attention is now turning on how to kick-start new investment in commercial and high-density residential projects.
3. Other suggestions from Committee members.



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
November 14, 2023**

REQUEST FOR DECISION

ITEM DESCRIPTION:

5. BUSINESS ITEMS

- a. Develop 2024-25 EDAC Workplan – Dave. Walker, Director, Economic & Business Development

PROPOSED MOTION:

That the 2024-25 EDAC Workplan be approved as presented.

BACKGROUND/ANALYSIS:

In accordance with the Economic Development Advisory Committee Bylaw C-1121-20, the Committee is required to develop an annual work plan for Council approval that identifies key priorities and goals based on its mandate and bylaw.

EDAC will develop and approve the 2024-25 EDAC Workplan.

FINANCIAL IMPLICATIONS:

ATTACHMENTS:

2024-25 EDAC Workplan



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
November 14, 2023**

REQUEST FOR DECISION

ITEM DESCRIPTION:

5. BUSINESS ITEMS

- b.** Confirm EDAC Presenters – Presentation of 2024-25 EDAC Workplan to Council – Councillor Dave Oldham, Chair

PROPOSED MOTION:

That the EDAC Presenters of the 2024-25 EDAC Workplan to Council be approved as presented.

BACKGROUND/ANALYSIS:

In accordance with the Economic Development Advisory Committee Bylaw C-1121-20, the Committee is required to develop an annual work plan for Council approval that identifies key priorities and goals based on its mandate and bylaw.

Members of EDAC will be appointed to make the presentation to Council.

FINANCIAL IMPLICATIONS:

ATTACHMENTS:

Economic Development Advisory Committee (EDAC) 2024 Meeting Schedule

2024 Regular EDAC Meeting Dates

Monday, January 29th

Tuesday, March 26th

Monday, June 3rd

Tuesday, October 1st



**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)
November 14, 2023**

REQUEST FOR DECISION

ITEM DESCRIPTION:

5. BUSINESS ITEMS

c. 2024 Economic Development Advisory Committee Meeting Dates – Councillor Dave Oldham, Chair

PROPOSED MOTION:

That the 2024 calendar of regularly scheduled EDAC regular meeting dates be approved as presented.

BACKGROUND/ANALYSIS:

In accordance with the Economic Development Advisory Committee Bylaw C-1121-20, the Committee is required to establish a meeting schedule that specifies the date, time and place of all regular Committee meetings. The bylaw further sets out that the Committee is required to meet on a quarterly basis.

The approved meeting schedule will be posted on the City's website.

Additional meetings may be called by the Chair by giving at least 24 hours' notice to the members of the Committee and to the public by posting a notice on the City's website.

FINANCIAL IMPLICATIONS:

n/a

ATTACHMENTS:

2024 Economic Development Advisory Committee Meeting Dates Schedule