



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Tuesday, January 30, 2024, 8 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

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REQUEST FOR DECISION

MEETING DATE: January 30, 2024

TITLE: Minutes - November 14, 2023 Economic Development Advisory Committee Meeting

DIVISION: City Manager's Office

SUMMARY:

The minutes of the previous Economic Development Advisory Committee meeting are placed on the agenda for approval.

PROPOSED MOTION:

THAT the November 14, 2023 Economic Development Advisory Committee meeting minutes be approved as presented.

BACKGROUND / ANALYSIS:

n/a

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

Economic Development Advisory Committee

Minutes of the EDAC Meeting
Held November 14, 2023
In-Person/Virtual

Committee Members Present:

Councillor Dave Oldham, Chair
Councillor Danielle Carter, Vice-Chair
Councillor Stuart Houston
Charlene Bell
Anthony Worbeck
Frank DeAngelis
Kelly John Rose
Robert Smith

Also In Attendance:

Dave Walker, Director, Economic & Business Development
Jodi Fulford, Economic Development Specialist
Karla Daniels, Economic Development Specialist

Regrets:

Heather Shewchuk
Bruce Mullett
Victor Moroz

CALL TO ORDER

Chairperson Dave Oldham called the meeting to order at 6:04 p.m.

1. ADOPTION OF AGENDA

2023-01 Moved by Charlene Bell that the agenda be adopted as presented.

Carried

2. MINUTES

a. EDAC Meeting Minutes – September 5, 2023

2023-02 Moved by Anthony Worbeck that the September 5, 2023 EDAC Meeting Minutes be approved as presented.

Carried

3. DELEGATIONS

N/A

4. INFORMATION ITEMS

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

2023-03 Moved by Anthony Worbeck that the Update on Council EDAC Appointments be accepted as presented.

Carried

b. Building Permit Values Update – Councillor Stuart Houston

2023-04 Moved by Kelly John Rose that the Building Permit Values Update be accepted as presented.

Carried

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

2023-05 Moved by Kelly John Rose that the EDAC Results Achieved 2022-23 be accepted as presented.

Carried

d. Start-up & Early Stage Business Supports – Jodi Fulford, Economic Development Specialist

2023-06 Moved by Charlene Bell that the Start-up & Early Stage Business Supports program presentation be accepted as presented.

Carried

5. BUSINESS ITEMS

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

2023-07 Moved by Robert Smith that the EDAC 2024-25 Workplan be approved as amended.

Carried

- b. Presentation of 2024-25 EDAC Workplan to Council on December 11, 2023 – Confirmation of EDAC Presenters – Councillor Danielle Carter, Vice-Chair

2023-08 Moved by Anthony Worbeck that Charlene Bell and Anthony Worbeck present the EDAC 2023-25 EDAC Workplan to Council on December 11, 2023.

Carried

- c. 2024 EDAC Meeting Dates – Councillor Danielle Carter, Vice-Chair

2023-09 Moved by Kelly John Rose that the 2024 EDAC meeting dates be approved as amended.

Carried

6. CLOSED SESSION

EDAC did not go into Closed Session.

Vice-Chair Councillor Danielle Carter declared the meeting adjourned at 8:37 pm.

VICE CHAIRPERSON – DANIELLE CARTER

RECORDING SECRETARY



REQUEST FOR DECISION

MEETING DATE: January 30, 2024

TITLE: Start Ups and Early Stage Business Support Study Roundtable Workshop

DIVISION: City Manager's Office

SUMMARY:

Rick Davidson and Georg Hong with Campus Innovation Consulting will be providing an overview presentation.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

Committed to fostering growth in the local business environment, the City has kicked off this project to determine the optimal approach for supporting startups and early-stage businesses in Spruce Grove.

The primary objectives include evaluating the feasibility of a physical incubator, considering a spectrum of support services, and exploring the effectiveness of a general versus industry-specific strategy. This project seeks to provide a well-informed recommendation through a comprehensive analysis, guiding the city's future actions in enhancing its business ecosystem.

The consultants will actively engage with EDAC, asking questions, and exploring the necessary services and supports needed for new businesses in Spruce Grove. The options range from incubators to developing support networks which link to programs and services provided by government and non-profit organizations

The Startup and Early Stage Business Support Study relates to [2024 Workplan](#) item number 1 and will support the outcome by providing recommendations for business support for new businesses that the City should consider to promote business retention and expansion.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

START-UP & EARLY-STAGE BUSINESS SUPPORTS

DEPARTMENT OF ECONOMIC & BUSINESS
DEVELOPMENT
January 30, 2024

START-UP & EARLY-STAGE BUSINESS SUPPORTS



KEY OBJECTIVES

- Physical Incubator vs. Program Delivery
- General vs. Industry Specific Strategies

PROJECT SCOPE

- Needs Assessment
- Feasibility Analysis
- Engagement

Specific outcomes include customized services, strategic recommendations, risk assessment and mitigation, and measurement metrics.

PROJECT WORK PLAN

Stage 1: Project Launch & Preparation Work

Activities:

- Review available Spruce Grove documents and information, including company directories, previous reports, and interviews
- Formulate an engaging approach to maximize interview participation
- Identify the organizations/individuals to engage
- Finalize interview and data sorting designs

Dates: Weeks 1 to 3

Stage 3: Analysis & Recommendations

Activities:

- Gap analysis, synthesis of assessment and recommendations in draft report

Dates: Weeks 11 to 13

Stage 2: Interviews & Information Gathering

Activities:

- Conduct interviews
- Conduct primary and secondary research into options and best practices
- Sort data

Dates: Weeks 4 to 10

Stage 4: Final Reporting

Activities:

- Final report preparation, editing
- Internal CIGG review for quality assurance

Dates: Weeks 14 to 15

STAKEHOLDER ENGAGEMENT & COLLABORATION

Engagement Approach:

- **Stakeholder Involvement:** The consultants are actively engaging with key stakeholders, including EDAC, to ensure a comprehensive understanding of local needs
- **Questioning and Exploration:** Through dialogue and exploration, they aim to identify essential services and supports required for new businesses
- **Stakeholder groups include:** EDAC, Spruce Grove CCBA, local and provincial incubators, business owners, Chamber of Commerce

Building on Existing Programs and Networks:

- **Local Collaboration:** Seek to build upon existing local programs and networks to enhance support structures for entrepreneurs
- **Integration:**
 - Collaboration at the local and provincial level to align with broader initiatives and maximize impact
 - Help provide a foundation for the development of an innovation and business network
- **Examples of Existing Programs:** SMARTstart, Digital Economy Program, Alberta Biz Connect

OUTCOMES

Project Objectives:

- **Feasibility Assessment:** Evaluate the potential of a physical incubator to support business growth.
- **Comprehensive Support Services:** Consider a spectrum of support services tailored to meet diverse business needs.
- **Strategic Approach:** Explore the effectiveness of both general and industry-specific strategies for optimal results.

Outcome:

- **Informed Recommendations:** The project aims to provide well-informed recommendations through a comprehensive analysis, guiding future actions to enhance the local business ecosystem.

TIMELINE

- Project timeline is 15 weeks
- Kicked-off November 20, 2023
- Completion target: March 1, 2024

Feedback loop

- Face to face meetings with consultants
- Opportunity to have input on draft
- Feedback loop completion date: April 19, 2024

Final Presentation:

- Final presentations will be made to Economic Development team and EDAC
- Mayor and Council: April 29, 2024



REQUEST FOR DECISION

MEETING DATE: January 30, 2024

TITLE: Event Tourism Discussion - Consultation Presentation

DIVISION: City Manager's Office

SUMMARY:

Anna Look and Jessica Haire with Look Ahead Consulting will be providing an overview presentation of the Event Tourism Strategy Report. During the session key findings will be discussed.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The City engaged Look Ahead Consulting to conduct an Event Tourism Backgrounder. Their report provides strategic recommendations for developing and implementing an effective Event Tourism Strategy. This initiative aligns with the commitment to economic growth and community vibrancy.

The Event Tourism Backgrounder report relates to [2024 Workplan](#) item number 3 and will support the outcome by providing recommendations and direction on developing a comprehensive Event Tourism Strategy that considers the amenities and opportunities specific to Spruce Grove.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

EVENT TOURISM STRATEGY BACKGROUNDER – CITY OF SPRUCE GROVE

This backgrounder project aims to outline the next steps to navigate the economic potential of the City's vibrant event scene, ranging from sports and cultural gatherings to business. With a backdrop of unprecedented community demand, which has seen locally produced events skyrocket from 17 in 2022 to 67 in 2023, the urgency is palpable. (Source: Jessica Meilleur, Event Specialist, City of Spruce Grove)



THE PROCESS



1

Discover Calls & Site Tour

2

Industry Trends Overview

3

Competitor Positioning

4

Review of Current Situation

5

Case Study Analysis

6

Next Steps / Recommendations

LOOK AHEAD
consulting

Event Tourism Backgrounder – Matrix



RECOMMENDATIONS

- Identification - Economic Sectors/Subsectors
- Mapping - Stakeholders, Ambassadors / Champions, Facilities / Venues
 - Discovery Calls Series
- Events - Attracting vs. Scaling vs. Home Grown
 - Capacity Building
 - How to stay on top of trends
 - Measurement
- Review - Event Planning Objectives
- Review - Gaps & Needs
 - Economic Impact Calculator
 - Cross-departmental and stakeholder communication channel
- Review - Theory of Change
- Review - Mini & Regular Case Studies

Next Steps to consider to build out an Event Tourism Strategy:

1. SWOT Analysis
2. Steep Analysis
3. Strategic Alignment Analytics
4. Tourism Delivery Analysis
5. Tourism Asset Inventory
6. Community Engagement Results
7. Market Analysis
8. Competitive Analysis



SEIZE THE CHANCE TO GET A HEAD START

Key Considerations in Setting Anchor Objective → **Start With Why**

Involving an external facilitator is one way to guide the group to an anchor objective. However, the following questions can be considered internally to help in its development:

1. What themes around Spruce Grove's development do each stakeholder group see themselves supporting as a starting point for finding the anchor objective?
2. What can this group of stakeholders collectively achieve for Spruce Grove that cannot be done alone?
3. While financial objectives (increased business investment) are important, is there a broader purpose this group can achieve for Spruce Grove through business events?
4. When considering a potential anchor objective, when it is achieved, how will its impact be felt or seen in Spruce Grove and by its residents?
5. Is there an existing objective for Spruce Grove (i.e. from the Strategic Plan) that this group can collectively rally behind?
6. Jump ahead five or ten years – what anchor objective, if achieved by this community of stakeholders, will have had the most impact on Spruce Grove?
7. What anchor objective, when achieved, will best differentiate Spruce Grove from other competing destinations?

Setting an anchor objective for something as complex as a city and within a diverse group of stakeholders is not easy. However, it is an essential step to ensure the efforts of all those working on the event tourism portfolio are best utilized and are most effective. It provides a north star that all can contribute to leveraging their own expertise.

Questions to Think About:

- How do you include regeneration concepts and processes from the beginning?
 - Great resource: [Explore Edmonton's Regenerative Tourism Strategy](#)
- How do you build on what you have? What events are leaving Spruce Grove and why?
- What is the root of what the City of Spruce Grove is trying to solve?
- Would an Event Tourism Strategy resolve the root?
- Would this solution be a long-term or short-term fix?



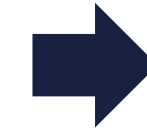
THEORY OF CHANGE

Stakeholders & City
of Spruce Grove:
Gaps & Needs

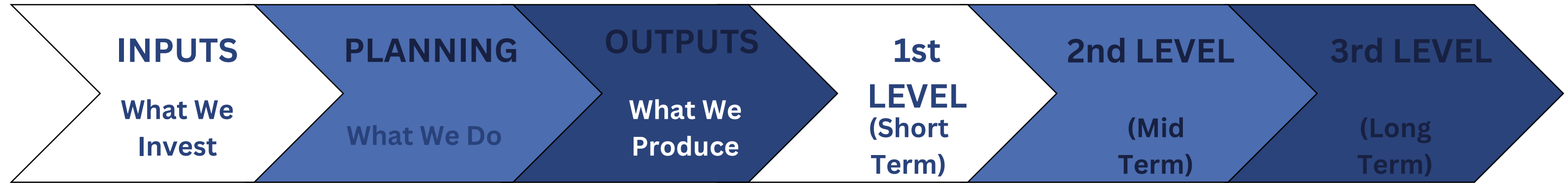


Level of outcomes = change

EVENT LEGACIES



Impact



- Ec Dev Growth
- Affordable Housing
- Welcome New Canadians & Harness Existing Cultures
- Increase Event-Related Infrastructure.

- Event Tourism Approach with clear identification:
- Unique Economic Sector
 - Event Roles & Responsibilities
 - Optimal Utilization of Funding

- Plan Events Intentionally Aligning with Ec Dev Goals
- Clearly Communicate our 'WHY' for Hosting
- Set Indicators & Targets

- Events Focused on Spruce Grove's Unique Economic Sector
- Event Impact Measurement
- Indirect Impact of Non-Ec Dev Events (ie. Filipino event)

- Stronger Stakeholder Relationships
- Events with Clear Purpose
- Events with Measurable Economic Development Outcomes

- Stakeholder and Resident Satisfaction
- Developers, New Investors, Startups see Opportunity
- Clearer Understanding of Event Infrastructure Needs

- New talent Attraction
- Affordable Housing Attracts Young Families
- New Event Infrastructure & Investment



REQUEST FOR DECISION

MEETING DATE: January 30, 2024

TITLE: 2024 Economic Development Advisory Committee Workplan Review

DIVISION: City Manager's Office

SUMMARY:

The 2024 workplan is provided to the Economic Development Advisory Committee (EDAC) members for information on the upcoming tasks for the 2024 calendar year.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The 2024 workplan was discussed and approved by EDAC on November 14, 2023. Council approved the 2024 workplan on December 11, 2023.

The newly appointed members are provided an opportunity to review the workplan.

As per the EDAC bylaw, the workplan will be presented to Council on the following:

- (a) review of its work plan;
- (b) update on progress and initiatives; and
- (c) any information or recommendations on issues or opportunities within its mandate.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

2024 WORKPLAN

1. **Early-Stage Business Support:** 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 non-profit organizations.
2. **City Centre Redevelopment Incentives:** develop and make recommendations on the potential use of incentives and bylaw changes to promote redevelopment in the City Centre. The City is investing \$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. **Tourism Attraction:** develop and make recommendations on a strategy to promote Spruce Grove as a destination for hosting events. This would consider the extensive facilities and amenities available in Spruce Grove and region, and the opportunities this presents for the attraction of sporting, cultural, exhibitions and other events as an economic driver.
4. **CN Rail Line Impacts:** consider the impact of the CN Rail line through Spruce Grove and scoping the options potentially available to the City for planning future growth of the community. There are no economic benefits from the line running through the community – just costs and inconvenience that are getting worse. How does this get framed in discussions with CN Rail and other levels of government.