

City of Spruce Grove

2023-2028 Economic Development Strategy and Action Plan

Presentation to Spruce Grove City Council, May 23, 2023

Agenda



Introduction

Strategic Development Process

Draft Strategy Review

Discussion and Questions

Introduction

Project Overview: 2023-2028 Economic Development Strategy and Action Plan

A collaboration between the City and the Economic Development Advisory Committee. Deloitte was retained to assist with the development of the strategy.

This is an update and successor strategy to the 2017-2022 Economic Development Strategy and Action Plan.

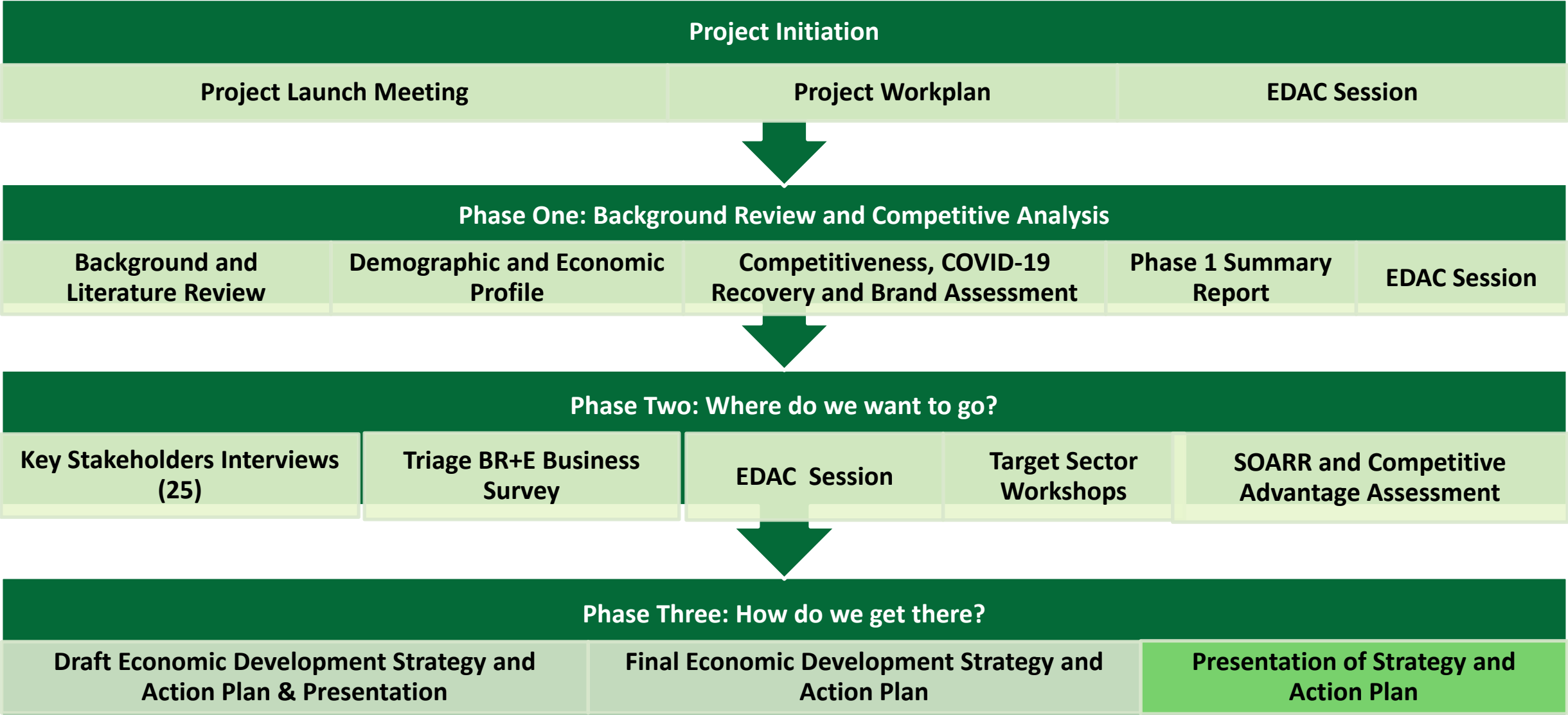
The strategy report sets out priorities, goals and objectives for 2023-2028. It also includes specific actions to implement the strategy.

There are two appendices - an Environmental Scan and a Community and Demographic Economic Analysis.

Action plan encompasses some recommendations that apply across departments - not just Economic Development.



Project Methodology



Strategic Development Process

Determining Priorities

Objectives and Outcomes

The City's 2022-2025 Strategic Plan was a guiding document in the creation of the 2023-2028 Economic Development Strategy and Action Plan. It reinforces the vision of a strong economy and has Economic Prosperity as one of its four main themes:

“We will continue to support economic development strategies that will position the City for success in a rapidly changing global economy.

Investing in our City Centre, supporting the small business community, and enabling businesses to succeed are all key priorities that will drive local investment and employment opportunities for residents.”



Determining Priorities

Maintaining Sustainable Growth

Spruce Grove has thrived despite external economic challenges and benefited from the Edmonton Metropolitan Region's status as a major logistical centre for resource development in Northern Alberta.

Spruce Grove is a shareholder of Edmonton Global which has a mandate to dramatically transform Edmonton Metropolitan Region's economy. This has led to the identification of sector priorities and investment attraction strategies.

The aspirational target of the previous strategy was to move toward an 80/20 residential/non-residential assessment split. As of 2022, the City has progressed to an 81.8/18.2 split. Non-residential assessment now provides 24 per cent of city tax revenues. With the continued rapid rate of residential growth in the community, Spruce Grove will need to be aggressive and creative to achieve and exceed this target.



Tax Assessment Split: 2012-2022

Year	Assessment Split (residential / commercial & industrial)
2022	81.77% / 18.23%
2021	81.74% / 18.26%
2020	81.76% / 18.24%
2019	82.08% / 17.92%
2018	82.28% / 17.72%
2017	82.28% / 17.72%
2016	82.44% / 17.56%
2015	83.55% / 16.45%
2014	84.15% / 15.85%
2013	84.96% / 15.04%
2012	85.27% / 14.73%

The portion of non-residential assessment increased by **3.5 percentage points** over the past 10 years, even with rapid population growth



Building on the Previous Strategy

The 2017-22 Strategy had 56 Actions

- 38 have been completed
- 18 are still in progress - most are actions which have a longer time horizon beyond 2022 and most have been incorporated into the updated strategy

Some major accomplishments include:



- Start of City Centre Revitalization



- High Load Corridor



- Industrial Land Strategy and 18-Acre Project



- Westwind Lands development and Civic Centre



- Fibre Optic build (over 90 per cent of premises)



- Major corporate investments - Cross Country, Midwest Pipelines, TC Energy, Cam Tran, Bee Maid Honey

Stakeholder Consultation

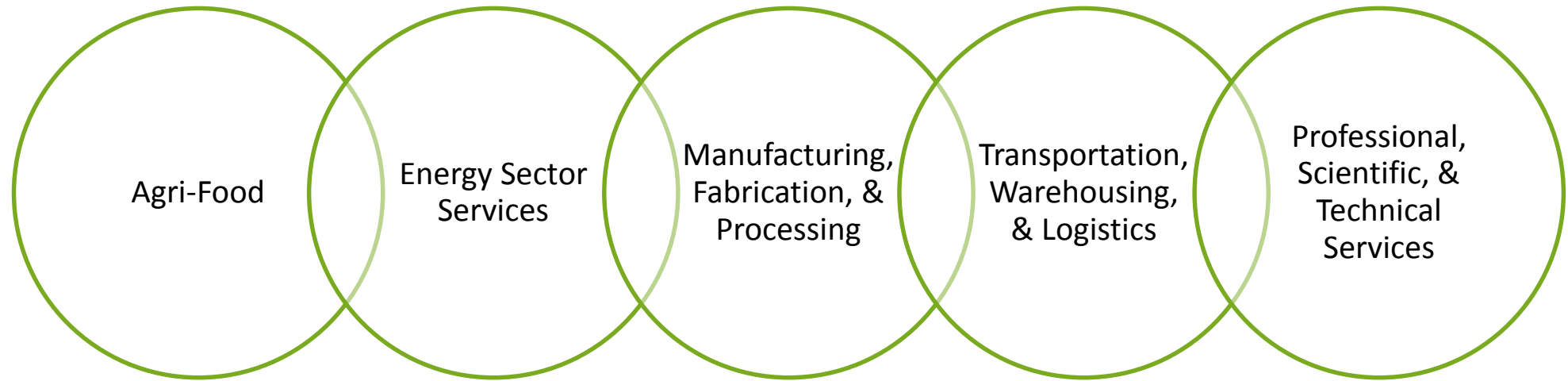
Deloitte developed and implemented a consultation process, which received a high response level.

- One-on-one stakeholder interviews (24 respondents)
- EDAC (4 workshops) and interviews with City department heads
- Triage Business Retention and Expansion survey (102 respondents)
 - 93 per cent of survey respondents would recommend Spruce Grove to another business looking to expand or relocate.
 - 94 per cent of respondents recommend that Spruce Grove needs to actively pursue more commercial and industrial growth.

Results of the engagement were used to inform the strategy.



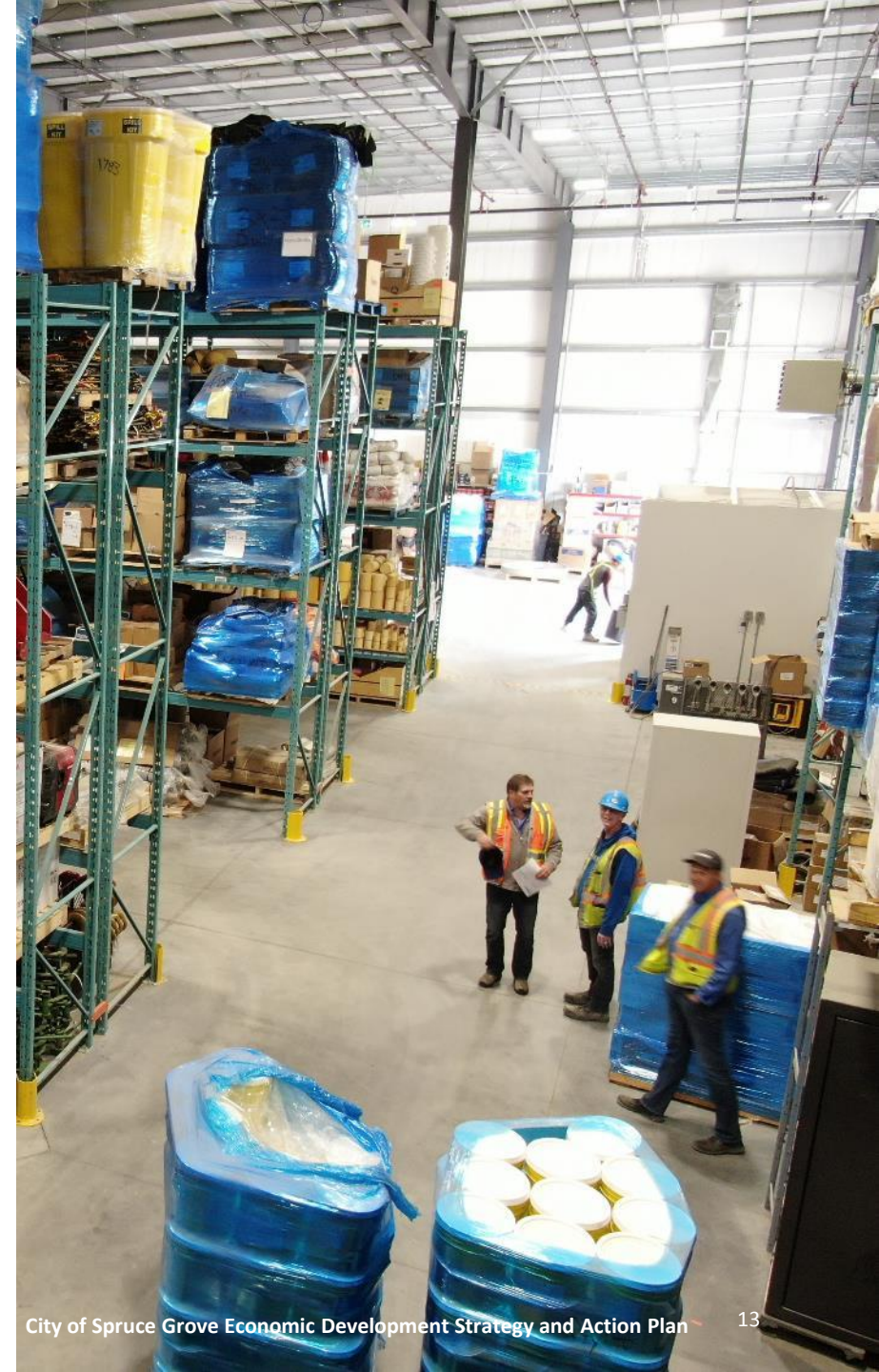
Target Sector Competitiveness



- The strategic sectors identified largely align with Edmonton Global, but with some differences
- Retail, personal services, and hospitality sectors are key growth areas, but largely population-based

Goals and Challenges

- Expanding our non-residential assessment base
- Increasing supply of serviced industrial land
- Expanding local employment opportunities
- Revitalization of the City Centre
- Attracting multi-family and seniors' housing



Strategy Review

Strategic Goal #1 - Building Our Quality of Place Experience

Objectives:

- Support investment, redevelopment, and revitalization of City Centre
- Provide engaging public spaces and places that are supported by a wide variety of programs and activities
- Promote our community and regional amenities to support tourism marketing and event hosting

Actions:

- Work with CCBA to market the city centre as a place to shop, work and live.
- Implement a city centre Storefront Improvement program and consider expanding to other areas at a later time
- Explore options for incentivizing new investment to promote revitalization
- Update Cultural Master Plan, build-out of Civic Centre
- Develop Event Hosting Program, Destination Guide, and Tourism Ambassador Program (with Chamber)

Strategic Goal #2 - Focus on Business Retention and Expansion

Objectives:

- Provide up-to-date access to a range of information products, services, and business development programs
- Expand engagement with the business community to identify and resolve issues and take advantage of opportunities
- Support Workforce Development, Recruitment, and Attraction

Actions:

- Refresh Economic Development website, update Retail & Office Market Analysis, integrate database with Edmonton Global, continue economic development newsletter
- Provide a one window for access to business information, programs and wayfinding services
- Participate in MDP update, work with NAIT on expansion of Spruce Grove campus
- Expand business visitation using HubSpot CRM, work with the Chamber on conducting business skills training
- Capture labour market needs, assist companies in labour recruitment through the Temporary Foreign Workers Program and other channels

Strategic Goal #3 - Enhance Investment Attraction

Objectives:

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

Actions:

- Provide concierge services to support investment attraction and wayfinding through approval processes
- Update the Industry Sector Targeting Study and develop sector strategies to prioritize targets
- Work with Edmonton Global and Invest Alberta to attract investment and promote export development; assess opportunities related to the Hydrogen Hub.
- Promote investment in multi-family and seniors' housing, attract commercial investment through events such as ICSC, partner with developers in marketing campaigns
- Engage with Stony Plain, Parkland County and Nations on an economic development brand for the region

Strategic Goal #4 - Ensure Adequate Supply of Market-Ready Employment Lands

Objectives:

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

Actions:

- Ensure the City's long-term capital plan addresses future infrastructure needs required for development south of Highway 16A; advocate for construction on Highway 628
- Market the fully-serviced City-owned 18-acre South Century industrial park
- Participate in the Collaborative Economic Development (CED) initiative
- Explore strategies to incentivize higher value commercial and industrial investment including opportunities along the Highway 16A corridor
- Implement remaining recommendations of the Industrial Land Strategy

Strategic Goal #5 - Support Entrepreneurship and Innovation in Spruce Grove

Objectives:

- Explore providing support to business start-ups and scale-ups support
- Promote access to digital technology and other business innovation support services
- Provide support for business start-ups and scale-ups through policy and infrastructure development

Actions:

- Undertake a feasibility study for a business incubator and accelerator, engage with NABI on a virtual innovation hub, establish a database of existing programming to support innovation
- Partner with University of Alberta on the Digital Economy Program and proposed digital merchandising program, investigate opportunities for Smart City applications
- Explore establishing a SmartStart Program with Community Futures to provide mentorship and entrepreneurial support to business start-ups
- Promote access to innovation and technology resources through Alberta Innovates, NAIT, AMII, etc.



Thank you! Time for Questions.

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