



*Review Of  
Economic Development Program*

**Review Committee  
Report and Recommendations**

**June 2004**

Town of Lacombe  
Review of Economic Development Program  
Review Committee - Report and Recommendations

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**REVIEW COMMITTEE RECOMMENDATIONS**

**General Recommendations:**

1. It is recommended that the Lacombe EDP continue as part of the Town of Lacombe, however in the future it should have a more defined and measurable role
2. It is recommended that the **3 EDP Service Priorities and 18 Goals** as presented on Pages 5 and 6 be specifically adopted as part of the Lacombe Economic Development Board 2004-2007 Business Plan
3. It is recommended that by the spring of 2005 the Lacombe EDP Board will have investigated a more formal sharing of resources with other community groups and organizations who have a vested interest in economic development in Lacombe and area (e.g. tourism, recreation and culture, chamber of commerce, historical society)
4. It is recommended that the complete contents of this report be adopted by the Town of Lacombe as a working document for use by the Lacombe EDP
5. It is recommended that the Lacombe EDP be reviewed by an independent 'Review Committee', such as this one during February 2007

**Economic Development Officer Recommendations:**

6. It is recommended that the Town of Lacombe recruit to replace the existing vacant Economic Development Officer position. It is also recommended that this would be a full-time permanent position and that the probationary period be six months for the individual who is hired.
7. It is recommended that the recruitment of a person to be the Economic Development Officer for the Town of Lacombe should focus on obtaining an 'experienced individual' who possesses a well-rounded background. The successful candidate for the position should also be a high energy, positive personality individual who has a strong knowledge of business.
8. It is recommended that the new Economic Development Officer continue to be supervised by the Town of Lacombe CAO, however it is expected that this individual will also have an active working relationship with the Lacombe EDP Board
9. It is recommended that the recruitment process for the new Economic Development Officer for the Town of Lacombe commence with a job advertisement during August with the closing date for the position to be by the middle of September. Interviews to take place after that date with a hiring

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decision made by the middle of October and the new individual in place by  
November 2004 at the earliest

10. It is recommended that the initial salary range for the new Economic Development officer for the Town of Lacombe be in the 50,000 to 60,000 range
11. It is recommended that the Town of Lacombe review its budget for the Lacombe EDP and find the funding for an 'assistant position' that would providing ongoing staff support for the new Economic Development Officer

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## **Setting the Context for the Review Committee**

Robert Jenkins, CAO for the Town of Lacombe opened the June 3, 2004 meeting by welcoming Review Committee members and introducing the Alberta Community Development facilitator, Terry Vaughan. He also provided a brief presentation that outlined the objectives for the review of the Town of Lacombe Economic Development Program (Lacombe EDP). This included indicating the appropriateness of the timing for the review in light of the recent retirement of the Economic Development Officer for the town. These stated objectives for the review are highlighted below:

### **Lacombe EDP Review Objectives:**

To review the effectiveness of the current Lacombe EDP and provide recommendations as to:

- the Town's objectives in economic development,
- the most effective approach to achieving these objectives
- ways by which the economic development program can complement and assist with other community initiatives such as tourism and promotion, and
- the administrative and financial resources required

## **Agenda Review/Process Timeline**

Terry Vaughan provided Review Committee members with an overview of the agenda and timeline for completion of the Lacombe EDP review. He indicated that the intended timeline for the work of the Review Committee would likely cover two to three meetings. In this regard second meeting and third meetings of the Review Committee were subsequently held on June 14 and June 21, 2004. Terry also indicated that the final report and recommendations of the Review Committee regarding the review of the Lacombe EDP would be presented to the Town of Lacombe Municipal Council at their July 12, 2004 regular meeting.

## **Achievements of the Town of Lacombe EDP**

As a means of building the knowledge and awareness of the work of the Lacombe EDP the Review members identified what has been *Achieved* (e.g. services, programs, projects, initiatives, activities, events) to date by the Town of Lacombe EDP. These achievements are listed below:

- Lacombe is the first community in Canada and Alberta to be accredited under the EDA and has since been re-accredited in 2002

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- An education program about economic development concepts and strategies was initiated for town councilors, economic development board members and business owners etc.
- The Lacombe EDP was instrumental in starting several projects and initiatives (e.g. Tourism Committee formation, Communities in Bloom and Heritage Preservation, the Ambassador program etc.)
- A 'mixer' program initiative was started that brought together members of the Chamber of Commerce and the Town of Lacombe Economic Development Board
- The Lacombe EDP is an active, ongoing member of CEDAP and CAEP
- The Lacombe EDP has the administrative resources available to make contact with businesses, look after land sales, be a liaison to Government etc.
- The Lacombe EDP developed a 'Coat of Arms', a video depicting community amenities and a informational brochure about the town
- The Lacombe EDP is a representative on the cooperative advertising committee that was formed within the town
- The previous Economic Development Officer on behalf of the Lacombe EDP traveled to China to discuss economic development topics and issues, as part of an exchange program that had Chinese representatives also visit Lacombe
- The Lacombe EDP has contributed the assistance of its staff to projects and activities initiated by CAEP. This has allowed the Town of Lacombe to stay abreast and in the forefront of economic development happenings in Central Alberta
- Lacombe EDP has formed strategic alliances with C.P. Rail and Dow Chemical
- The Lacombe EDP, with the assistance of the previous Economic Development Officer, as well as through the work of several of the economic development and tourism based committees, have made the town visible and more well known at the national level
- The Town of Lacombe has allowed the Economic Development Officer the freedom to look for opportunities and this has resulted in economic development benefits to the community
- The Lacombe EDP has created awareness that there is a need to be proactive in economic development regarding showcasing the amenities of Lacombe and area
- The Lacombe EDP created a series of 'Breakfast Meetings', which have become an educational forum for business owners, tourism operators etc.
- The Lacombe EDP has continued to strive to expand the 'facilitator role' that is played by the Economic Development and the program

### **Review of the Vision and Mission/Goals for the Lacombe EDP**

The current *Vision* and 14 *Mission/Goals* as stated on Pages 2 and 3 of the Lacombe Economic Development Board – Business Plan (Draft) 2004-2007 were reviewed and with only minor amendments, as detailed in the chart on Page 6 of this report they were recommended by the Review Committee for confirmation at a regular Town of Lacombe Municipal Council meeting. In addition the committee made recommendations for a number of new

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Mission/Goals statements. Note, that the new additional recommendations are listed first and are in *italics*. General comments and observations about the Vision and Mission/Goals that were made by committee members follow the recommendations.

**Additional Mission/Goals Recommendations**

- *Bring arts, culture and the heritage of Lacombe more into the vision for the Lacombe EDP*
- *Facilitate and coordinate processes that bring together all aspects of economic development. The Lacombe EDP must be a champion for economic development with the overall goal of promoting the benefits of the Town of Lacombe at every opportunity.*
- *Where it is of value, there is a need for the Lacombe EDP to foster, develop and coordinate collaborative relationships and cooperative efforts with groups and organizations to better market the town from an economic development standpoint. In this regard there is also a need to develop and deliver common messages about 'what a great place the Town of Lacombe is to live and work'.*
- *Exploiting the advantages of Lacombe's location in Central Alberta*

**General Comments/Observations about the Vision and Mission/Goals**

- The Lacombe EDP must be seen to encompass areas, such as 'economic development', 'tourism', 'recreation', 'arts', 'culture' and 'heritage preservation'
- There are really two essential roles that should be played by the Lacombe EDP, both with the overall goal of promoting the amenities of the Town of Lacombe. One role is facilitation of groups and organizations and the building of relationships. The second essential role is to work effectively and productively with business owners.
- There is a need for the Town of Lacombe to be more proactive and 'customized' in its work. In terms of taking on projects and initiatives, decide what is important and do it well, rather than trying to do everything (i.e. actively search out opportunities for the downtown Lacombe area)
- The question was asked, 'Who be should responsible for financial control'? Especially if new goals create additional cost for the Lacombe EDP?

**Revised Mission/Goals for the Lacombe EDP**

While keeping in mind the past achievements, and the current, **14** Mission/Goals statements the Review Committee commenced discussion of the merits and relevancy of each of these statements. In addition this discussion also included the **4** new mission/goal statements that were recommended previously in this report.

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During the discussion of these **18** mission/goal statements the Review Committee came to the conclusion that these goals could be effectively distributed across three broad economic development topics. These topics and thus service priority areas for the EDP were determined to be as follows:

**EDP Service Priorities**

**Major Industrial/Commercial**  
**Retail Services**  
**Tourism/Promotion/Arts/Culture**

Based on identification of these broad topic areas the mission/goal statements were then clustered by their content under the one or more of the three topics. The chart on the next page is a representation of how these statements were clustered.

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**Economic Development Program (EDP)  
 Goals and Service Priorities**

	<b>Major Industrial / Commercial</b>	<b>Retail Services</b>	<b>Tourism / Promotion / Arts / Culture</b>
EDP Service Priority	50%	30%	20%
GOALS	Redeveloping existing properties and lands for commercial and industrial purposes in addition to developing new land	Expanding existing businesses as well as attracting new businesses	Tourist attractions including special events and activities and the development of permanent attractions and facilities including a major agricultural interpretative centre
	Light industrial development including oil, gas and petrochemical related businesses, value added opportunities for existing businesses, manufacturing and agricultural related processing	Retail services with the objective of widening local shopping variety, enhancing the agricultural service sector and becoming a distinctive shopping destination with specialty shops and unique businesses	Promote Lacombe at home and abroad
	Developing activities and opportunities that build on the presence and strength of the agricultural research facilities	Improving availability of services or products for which residents presently leave the community	Foster, develop and coordinate partners and collaborative efforts with groups and organizations to better market the town from an economic development standpoint
	Focus on businesses that take advantage of transportation infrastructure (including highways and railways)	Exploiting the advantages of Lacombe’s location in Central Alberta	Broaden the support for and involvement in economic development initiatives to encompass all sectors of the community
			Make arts, culture and heritage of Lacombe part of the vision for the EDP
	←————— Continue to provide a liaison between the community and the Council in attracting new business and providing an environment for all —————→		
	←————— Assist those who are interested in developing and investing by providing information and encouragement and by assisting them in accessing available resources (e.g. financial, planning) —————→		
	←————— Identify business opportunities in the community and seek out those who might seize these opportunities —————→		
	←————— Develop the skills and abilities of the Lacombe EDP Board and staff, related groups and organizations (e.g. Accreditation Program) —————→		
	←————— Be an advocate for as well as facilitate and coordinate processes that bring together all aspects of economic development and all of the ‘players’ —————→		

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**Economic Development Program (EDP)  
 Resources**

<b>Resources for Implementation</b>	<b>Major Industrial / Commercial</b>	<b>Retail Services</b>	<b>Tourism / Promotion / Arts / Culture</b>
<b>EDP Service Priority</b>	50%	30%	20%
EDP PROJECTS	EDP Board	EDP Board Sub-Committee # 1 Sub-Committee # 2	EDP Board
OTHERS	Lacombe and District Chamber of Commerce Major industry representatives Government (Provincial and Federal) Regional EDP (CAEP)	Lacombe and District Chamber of Commerce Government (Provincial and Federal)	Lacombe and District Chamber of Commerce Lacombe Regional Tourism Lacombe & District Recreation, Parks & Culture Bd. Lacombe & District Historical Society Other Organizations
PURCHASE RESOURCES AND STAFF	Contract Special Projects Town of Lacombe: - Chief Administrative Officer - Economic Development Officer/Assistant	Contract Special Projects	Town of Lacombe: - Recreation Community Coordinator

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**Role of the Lacombe EDP**

As part of the review process the Review Committee also identified the *Role(s)* that the Lacombe EDP should play and the administrative and professional resources that will need to be provided by the town to ensure that each Mission/Goal can be successfully achieved. These roles and resources for each of the three EDP service priority areas are indicated on pages 9 to 17.

**Major Industrial/Commercial**

<b>Mission/Goal</b>	<b>EDP Roles</b>	<b>Roles of Others</b>	<b>EDP Administrative/ Professional Resources</b>
<p><b>Redeveloping existing properties and lands for commercial and industrial purposes in addition to developing new land</b></p>	<p>Dependent upon the nature of the project or initiative the Business Investment and Attractions Committee may/may not be involved</p> <p>Dependent upon the nature of the project or initiative that individuals and/or ad hoc committees comprised of EDP staff or board members etc. could take on responsibility for special projects or special interest areas.</p> <p>A consultant could be hired when deemed necessary to assist in the assembling and/or the sale of land</p>	<p>The Town of Lacombe Council currently handles the majority of the work involved with carrying out this goal</p> <p>Local realtors could play a role in the assembling and/or sale of land</p>	<p>The Economic Development Officer (EDO) would provide information and input in regards to the market demand for land (e.g. size and costing of lots)</p> <p>The Planning Department of the town would be involved in developing the outline plans for land development project</p>
<p><b>Light industrial development including oil, gas and petrochemical</b></p>	<p>It was mentioned that there is an opportunity to ‘grow’ this ‘light</p>	<p>Build positive mutually beneficial working relationships between local</p>	<p>EDO must maintain active, ongoing relationships with local light industrial</p>

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<p><b>related businesses, value added opportunities for existing businesses, manufacturing and agricultural related processing</b></p>	<p>industrial' area more than the 'retail services' area in Lacombe</p> <p>Research role in terms of talking to local business owners about what types of organizations would support and complement their respective business. Then an effort should be made to encourage these organizations to move to Lacombe</p> <p>Develop and maintain a basic information package that can be customized when necessary, and provide upon request to prospective new business owners</p>	<p>business owners and the EDP</p> <p>Ongoing communication between the EDP and Lacombe County regarding who best should develop the various light industrial projects as they come forward</p>	<p>development businesses</p>
<p><b>Developing activities and opportunities that build on the presence and strength of the agricultural research facilities</b></p>	<p>Coordination role to play in bringing local groups together with the agricultural research facilities to learn more about what these facilities are doing and to develop programs and activities where it is of mutual benefit</p> <p>There is also a need to work with the County of Lacombe</p>	<p>EDP to maintain ongoing communication with the County of Lacombe</p>	<p>The EDP Board and/or individual board members can contribute to projects and initiatives for this goal, as well as staff members</p>

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	on projects and initiatives related to the agricultural research facilities		
<b>Focus on businesses that take advantage of transportation infrastructure (including highways and railways)</b>	<p>Need to understand transportation topics and issues including freight rates, roadway and railway features, and market to prospective new business owners what Lacombe has to offer in the way of effective and efficient transportation support services</p> <p>Target businesses that because of the good transportation infrastructure servicing Lacombe area might want to set up a warehouse etc.</p>	Work closely with those who provide roadway and railway transportation services to Lacombe (e.g. C.P.R., Government of Alberta)	EDO, staff, possibly an ad hoc committee to be involved in developing a package that highlights the positive features of the transportation infrastructure that services Lacombe

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**Retail Services**

<b>Mission/Goal</b>	<b>EDP Roles</b>	<b>Roles of Others</b>	<b>EDP Administrative/ Professional Resources</b>
<p><b>Expanding existing retail and service businesses as well as attracting new businesses</b></p> <p><b>Retail services with the objective of widening local shopping variety, enhancing the agricultural service sector and becoming a distinctive shopping destination with specialty shops and unique businesses</b></p>	<p>Existing role has been to keep an inventory of rental space and then linking prospective renters to property owners</p> <p>In terms of supporting <u>existing businesses</u>, examples include being an advocate for, as well as provision of information and training sessions (e.g. customer service workshops)</p> <p>In terms of supporting <u>new businesses</u>, examples include being an advocate for, as well as provision of information, offering ideas, suggestions and conducting surveys</p> <p>Proactive role in marketing the value of setting up a new retail and/or service business in Lacombe</p>	<p>It was indicated that the Lacombe Chamber of Commerce could play a greater role in working with the Town of Lacombe EDP to more fully achieve this goal. For example they could be involved in information dissemination, training sessions and the annual ‘small business week’ activities</p>	<p>Staff should develop and deliver to prospective business owners a marketing program that emphasis the benefits of setting up a retail and/or service business in Lacombe</p>
<p><b>Improving the availability of services or products for which residents presently leave the community</b></p>	<p>Research in the way of a survey is needed to determine why residents are leaving the community to purchases needs products and services</p>	<p>Business owners need to provide more of the products and services that residents are leaving Lacombe to obtain</p>	<p>EDP and Town staff would be involved in development, mail-out and analysis of the survey</p>

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	<p>Communicate to existing businesses the responses from the survey of residents who indicated why they are leaving the community to purchase products and services.</p> <p>Need to educate residents and business owners about the importance of shopping in Lacombe whenever possible (i.e. education could be in form of customer service training etc.)</p>	<p>The Lacombe Chamber of Commerce could play an influential role in helping business owners find ways to offer products and services that are desired by residents</p>	
<p><b>Exploiting the advantages of Lacombe's location in Central Alberta</b></p>			

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**Tourism/Promotion/Arts/Culture**

<b>Mission/Goal</b>	<b>EDP Roles</b>	<b>Roles of Others</b>	<b>EDP Administrative/ Professional Resources</b>
<b>Tourist attractions including special events and activities and the development of permanent attractions and facilities including a major agricultural interpretative centre</b>	<p>Must play an ongoing coordination role and be a 'champion' for tourism in Lacombe and area</p> <p>Coordinate a large annual event that would showcase Lacombe (i.e. hopefully, the Alberta Centennial event in Lacombe during September 2005 will be the catalyst for such a event to become a reality)</p>	<p>Many other groups must play significant roles in coordinating tourism events and activities, including the Chamber of Commerce, Tourism Committee, Heritage Preservation Society, Recreation, Parks and Culture Board etc.</p>	<p>Consolidation of marketing resources about tourism is a necessary job for EDP staff</p>
<b>Promote Lacombe at home and abroad</b>			
<b>Foster, develop and coordinate partnerships and collaborative efforts with groups and organizations to better market the town from an economic development standpoint</b>	<p>Board members represent the EDP by attending meetings of organizations such as the Heritage Preservation Society, Central Alberta Economic Partnership and the Economic Development Authority etc.</p>		
<b>Broaden the support for and involvement in economic development initiatives to encompass all sectors of the community</b>			
<b>Make arts, culture and the heritage of</b>			

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<b>Lacombe part of the vision for the EDP</b>			
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**Goals Encompassing All Three EDP Service Priorities**

<b>Mission/Goal</b>	<b>EDP Roles</b>	<b>Roles of Others</b>	<b>EDP Administrative/ Professional Resources</b>
<b>Continue to provide a liaison between the community and town council in attracting new business and providing an environment for all</b>	Board members represent the EDP by attending meetings of organizations such as the Heritage Preservation Society, Central Alberta Economic Partnership and the Economic Development Authority etc.		EDO keeps up to date with, projects, initiatives, activities and events in economic development and provides regular written reports to town council
<b>Assist those who are interested in developing and investing by providing information and encouragement and by assisting them in accessing available resources (e.g. financial, planning)</b>			
<b>Identify business opportunities in the community and seek out those who might seize those opportunities</b>			
<b>Develop the skills and abilities of the Lacombe EDP Board and staff, related groups and organizations (e.g. Accreditation Program)</b>			
<b>Be an advocate for economic development, as well</b>			

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<b>as facilitate and coordinate processes that bring together all aspects of economic development and all of the 'players'</b>			
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## **Review of Other Community Initiatives**

During this session the Review Committee members reviewed the other *Community Initiatives* in Lacombe, including local tourism and regional tourism, heritage development, historic interpretation and community promotion. They then evaluated the role that the Town of Lacombe should have with these programs and the ways in which the EDP can enhance and complement these initiatives. The results of this discussion about other community initiatives and and/or their sponsoring group is summarized as follows:

### **Examples of Other Community Initiatives and/or their Sponsoring Groups and Organizations in Lacombe:**

- Tourism initiative
- Business community (local)
- Lacombe and District Chamber of Commerce
- Large corporate entities (e.g. Union Carbide)
- Lacombe & District Recreation and Parks Board/Department
- Local volunteer groups and organizations (e.g. recreation, parks and culture groups, such as the L.A. Art Exhibit and Sale)
- Service Clubs
- Mall Association
- Farmers Markets

### **What role has the Lacombe EDP played with these Other Community Initiatives and/or Sponsoring Groups and Organizations?**

- The Tourism initiative originated with the Lacombe EDP
- The Lacombe EDP provides representation where needed/appropriate
- Generally the role of the Lacombe EDP has not been a very active role with other community initiatives
- The Lacombe EDP has maintained a relationship with the sponsoring groups and organizations (e.g. with the business community and corporations)

### **How should the role of the Lacombe EDP with Other Community Initiatives and/or their Supporting Groups and Organizations change?**

- The Lacombe EDP should be a catalyst for change/action by the other groups and organizations
- The Lacombe EDP should hold a meeting once, possibly twice per year with local groups and organizations that focuses on economic development. The meeting would be based on the priorities that the Lacombe EDP has for economic development in a given year (e.g. meeting could focus on the agriculture, business or industrial 'communities', dependent upon the indicated priority)

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**Recommendations - Town of Lacombe EDP**

Taking into account all of the discussion during the three meetings and based on their personal experience the Review Committee members came to unanimous agreement on the following *Recommendations* regarding the role of the Lacombe EDP. These recommendations will be submitted to the Town of Lacombe Municipal Council at their July 12, 2004 regular meeting.

**REVIEW COMMITTEE RECOMMENDATIONS**

**General Recommendations:**

- ◆ It is recommended that the Lacombe EDP continue as part of the Town of Lacombe, however in the future it should have a more defined and measurable role
- ◆ It is recommended that the **3 EDP Service Priorities and 18 Goals** as presented on Pages 5 and 6 be specifically adopted as part of the Lacombe Economic Development Board 2004-2007 Business Plan
- ◆ It is recommended that by the spring of 2005 the Lacombe EDP Board will have investigated a more formal sharing of resources with other community groups and organizations who have a vested interest in economic development in Lacombe and area (e.g. tourism, recreation and culture, chamber of commerce, historical society)
- ◆ It is recommended that the complete contents of this report be adopted by the Town of Lacombe as a working document for use by the Lacombe EDP
- ◆ It is recommended that the Lacombe EDP be reviewed by an independent 'Review Committee', such as this one during February 2007

**Economic Development Officer Recommendations:**

- ◆ It is recommended that the Town of Lacombe recruit to replace the existing vacant Economic Development Officer position. It is also recommended that this would be a full-time permanent position and that the probationary period be six months for the individual who is hired.
- ◆ It is recommended that the recruitment of a person to be the Economic Development Officer for the Town of Lacombe should focus on obtaining an 'experienced individual' who possesses a well-rounded background. The successful candidate for the position should also be a high energy, positive personality individual who has a strong knowledge of business.

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**Economic Development Officer – *Recommendations Continued***

- ◆ It is recommended that the new Economic Development Officer continue to be supervised by the Town of Lacombe CAO, however it is expected that this individual will also have an active working relationship with the Lacombe EDP Board
- ◆ It is recommended that the recruitment process for the new Economic Development Officer for the Town of Lacombe commence with a job advertisement during August with the closing date for the position to be by the middle of September. Interviews to take place after that date with a hiring decision made by the middle of October and the new individual in place by November 2004 at the earliest
- ◆ It is recommended that the initial salary range for the new Economic Development officer for the Town of Lacombe be in the 50,000 to 60,000 range
- ◆ It is recommended that the Town of Lacombe review its budget for the Lacombe EDP and find the funding for an ‘assistant position’ that would providing ongoing staff support for the new Economic Development Officer

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**Next Steps in Completion of the Review of the Town of Lacombe EDP**

At the end of the three meetings that were held for the Review of the Lacombe EDP, the Review Committee members agreed that following are the next steps necessary to fully complete the review:

- ❖ Terry Vaughan will develop and deliver this **Review of the Economic Development Program, *Review Committee – Report and Recommendations*** to Robert Jenkins, Town of Lacombe CAO by Wednesday, June 30, 2004
- ❖ Upon review of this report for accuracy, Robert Jenkins will circulate it to Review Committee members for their subsequent review and comments/approval by Thursday, July 8, 2004
- ❖ The Review Committee, with or without changes to this report will present it to the Town of Lacombe Municipal Council at their Monday, July 12, 2004 regular meeting.
- ❖ Clint Reeves on behalf of the Review Committee will present the report to Council. Committee members able to attend the meeting include Ian Foster, Lindsay Gordon, Debbie Olsen, and Dawn Parent, while Glen Calkins will be unable to attend. Robert Jenkins will also attend as an ex-officio member of the Review Committee.