ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Tuesday, April 1, 2025, 7 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

Spruce Grove, AB T7X 3E8

				Pages
1.	**CALL TO ORDER**			
2.	**AGENDA**			
	2.1	Adoption of the Agenda - Economic Development Advisory Committee - April 1, 2025		3
3.	**MINUTES**			
	3.1	Approval of Minutes - Economic Development Advisory Committee Organizational and Regular Meeting - January 21, 2025		5
4.	**ADMINISTRATIVE UPDATES**			
	4.1	2025 Economic Development Advisory Committee Work Plan - Review Summary	Karla Daniels	15
	4.2	Industrial Land Supply	Karla Daniels	17
	4.3	City Centre Redevelopment Incentives Overview	Jodi Fulford	26
5.	**DELEGATIONS**			
	5.1	Event Tourism Strategy	Jodi Fulford	36
6.	**BUSINESS ITEMS**			
7.	**INFORMATION ITEMS**			
8.	**CLOSED SESSION**			

9. BUSINESS ARISING FROM CLOSED SESSION

10. ADJOURNMENT

10.1 Adjournment - Economic Development Advisory Committee - April 1, 2025 55

REQUEST FOR DECISION

MEETING DATE: April 1, 2025

TITLE: Adoption of the Agenda - Economic Development Advisory Committee - April 1, 2025

DIVISION: Strategic and Communication Services

SUMMARY:

Committee members are provided the opportunity to add items they would like to discuss during the meeting, remove items, or change the order of proceedings.

PROPOSED MOTION:

THAT the agenda be adopted as presented.

BACKGROUND / ANALYSIS:

The agenda sets the course of action for the meeting. This ensures the business of the day is followed through and completed as required.

The agenda is approved by a motion of the Committee and must be passed by a majority of the members present. Once the agenda is approved, no further changes may be made unless approved by the majority of the Committee members present.

OPTIONS / ALTERNATIVES:

THAT the agenda be adopted as amended.

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:
n/a

IMPACTS:
n/a

FINANCIAL IMPLICATIONS:
n/a

REQUEST FOR DECISION

MEETING DATE: April 1, 2025

TITLE: Minutes - Economic Development Advisory Committee Organizational and Regular Meeting - January 21, 2025

DIVISION: Strategic and Communication Services

SUMMARY:

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

PROPOSED MOTION:

THAT the January 21, 2025 Economic Development Advisory Committee Organizational meeting and January 21, 2025 Economic Development Advisory Committee Regular meeting minutes be approved as presented.

BACKGROUND / ANALYSIS:

The Economic Development Advisory Committee meeting minutes are the official written record of the actions that took place during the meeting; a snapshot of the decisions that the Committee made and the outcome of the vote.

The minutes are written without notes or transcribing of discussions that may have taken place during an agenda item.

Committee members review the minutes prior to the meeting to review for any changes that may need to be made. A motion for an amendment is required if an error has been noted. If there are no amendments to the minutes, a motion to approve the minutes as presented is made by a member of the Committee. The minutes are signed by the Chair and the Recording Secretary.

A copy of the minutes will be included in a future Regular Council Meeting agenda package.

OPTIONS / ALTERNATIVES:

THAT the January 21, 2025 Economic Development Advisory Committee Organizational meeting and January 21, 2025 Economic Development Advisory Committee Regular meeting minutes be approved as amended.

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

THE CITY OF SPRUCE GROVE

Minutes of the Organizational Meeting of EDAC

January 21, 2025, 7 p.m.
3rd Floor - Poplar Room
315 Jespersen Ave
Spruce Grove, AB T7X 3E8

Members Present:	Councillor Carter, Chair Councillor Houston, Vice Chair Bruce Mullett, Commercial Sector Representative Charlene Bell, Public-at-Large (Attended Virtually) Tyler Perozni, Commercial Sector Representative Victor Moroz, City Centre Business Association Representative
Members Absent:	Councillor Oldham Don Cooper, Industrial Sector Representative Kelly John Rose, Greater Parkland Regional Chamber Representative Robert Smith, Industrial Sector Representative Teresa Bateman, Public-at-Large
Also in Attendance:	Anika Gutowski, Economic Development Marketing Advisor Monique Pelletier, Economic Development Specialist - Business Development Dave Walker, Director of Economic and Business Development

Jodi Fulford, Economic Development Specialist - Commercial
Karla Daniels, Economic Development Specialist - Industrial
Ben Cowan, Deputy City Clerk
Nicole Hitchens, Recording Secretary

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1. CALL TO ORDER

Chair Carter called the Organizational Meeting of the Economic Development Advisory Committee to order at 7 p.m.

1.1 Welcome and Member Introductions - 2025 Economic Development Advisory Committee

The Economic Development Advisory Committee members made introductions.

2. AGENDA

2.1 Adoption of the Agenda - Organizational Meeting of Economic Development Advisory Committee - January 21, 2025

Resolution: EDAC-001-25

Moved by: Bruce Mullet

THAT the agenda be adopted as presented.

Unanimously Carried

3. BUSINESS ITEMS

3.1 Appointment of the Chairperson and Vice-Chairperson - 2025 Economic Development Advisory Committee

Ben Cowan, Deputy City Clerk, reviewed the appointment process of the Chair and Vice-Chair for the Economic Development Advisory Committee.

3.2 Meeting Procedures 101 - 2025 Economic Development Advisory Committee

Ben Cowan, Deputy City Clerk, presented on Meeting Procedures 101.

3.3 Committee Code of Conduct - 2025 Economic Development Advisory Committee

Ben Cowan, Deputy City Clerk, presented an overview of the Committee Code of Conduct, and Economic Development Advisory Committee members signed the Committee Code of Conduct Declaration.

3.4 C-1121-20 - Economic Development Advisory Committee Bylaw - 2025 Review

Dave Walker, Director of Economic and Business Development, presented an overview of C-1121-20 - Economic Development Advisory Committee Bylaw.

3.5 Meeting Schedule - 2025 Economic Development Advisory Committee

Dave Walker, Director of Economic and Business Development, reviewed the proposed 2025 Economic Development Advisory Committee meeting dates.

Following discussion with Committee, the proposed meeting date of Tuesday, September 16, 2025 was changed to Thursday, September 18, 2025.

Resolution: EDAC-002-25

Moved by: Bruce Mullet

THAT the 2025 Economic Development Advisory Committee meeting schedule be approved as amended.

Unanimously Carried

4. ADJOURNMENT

4.1 Adjournment - Organizational Meeting of Economic Development Advisory Committee - January 21, 2025

Resolution: EDAC-003-25

Moved by: Victor Moroz

THAT the Organizational Meeting of Economic Development Advisory Committee adjourn at 7:42 p.m.

Unanimously Carried

DRAFT

_____

Danielle Carter, Chair

_____

Nicole Hitchens, Recording Secretary

_____

Date Signed

DRAFT

THE CITY OF SPRUCE GROVE

Minutes of Economic Development Advisory Committee

January 21, 2025, 8 p.m.
3rd Floor - Poplar Room
315 Jespersen Ave
Spruce Grove, AB T7X 3E8

DRAFT

Members Present:	Councillor Carter, Chair Councillor Houston, Vice Chair Bruce Mullett, Commercial Sector Representative Charlene Bell, Public-at-Large (Attended Virtually) Tyler Perozni, Commercial Sector Representative Victor Moroz, City Centre Business Association Representative
Members Absent:	Councillor Oldham Don Cooper, Industrial Sector Representative Kelly John Rose, Greater Parkland Regional Chamber Representative Robert Smith, Industrial Sector Representative Teresa Bateman, Public-at-Large
Also in Attendance:	Anika Gutowski, Economic Development Marketing Advisor Monique Pelletier, Economic Development Specialist - Business Development Dave Walker, Director of Economic and Business Development

Jodi Fulford, Economic Development Specialist - Commercial
Karla Daniels, Economic Development Specialist - Industrial
Nicole Hitchens, Recording Secretary

1. CALL TO ORDER

Chair Carter called the meeting to order at 7:43 p.m.

2. AGENDA

2.1 Adoption of the Agenda - Economic Development Advisory Committee - January 21, 2025

Resolution: EDAC-004-25

Moved by: Councillor Houston

THAT the agenda be adopted as presented.

Unanimously Carried

3. MINUTES

3.1 Approval of Minutes - Economic Development Advisory Committee - October 1, 2024

Resolution: EDAC-0054-25

Moved by: Tyler Perozni

THAT the October 1, 2024 Economic Development Advisory Committee meeting minutes be approved as presented.

Unanimously Carried

4. DELEGATIONS

There were no Delegations on the agenda.

DRAFT

5. ADMINISTRATIVE UPDATES

5.1 2024 Economic Development Advisory Committee Summary of Activities

Karla Daniels, Economic Development Specialist - Industrial, presented on the 2024 Economic Development Advisory Committee Summary of Activities.

Committee thanked Karla Daniels for the presentation.

5.2 Early-Stage Business Support Program

Monique Pelletier, Economic Development Specialist - Business Development, presented on the Early-Stage Business Support Program.

Committee thanked Monique Pelletier for the presentation.

6. BUSINESS ITEMS

6.1 2025 Economic Development Advisory Committee Work Plan

Dave Walker, Director of Economic and Business Development, presented on the 2025 Economic Development Advisory Committee (EDAC) Work Plan.

Meagan Carey, Partner RC Strategies, presented on the Event Tourism Strategy and its connection to the 2025 EDAC Work Plan.

Committee thanked Dave Walker and Meagan Carey for the presentation.

Industrial Land Incentive and Strategy will be added to the 2025 EDAC Work Plan.

Teresa Bateman and Tyler Perozni will present the 2025 EDAC Work Plan to Council on February 24, 2025 for approval.

Resolution: EDAC-005-25

Moved by: Victor Moroz

THAT the 2025 Economic Development Advisory Committee Work Plan be approved as amended.

Unanimously Carried

7. INFORMATION ITEMS

There were no Information Items on the agenda.

8. CLOSED SESSION

There was no Closed Session on the agenda.

9. BUSINESS ARISING FROM CLOSED SESSION

There was no Business Arising from Closed Session.

10. ADJOURNMENT

10.1 Adjournment - Economic Development Advisory Committee - January 21, 2025

Resolution: EDAC-006-25

Moved by: Victor Moroz

THAT the Economic Development Advisory Committee adjourn at 9:12 p.m.

Unanimously Carried

_____

Danielle Carter, Chair

_____

Nicole Hitchens, Recording Secretary

_____

Date Signed

DRAFT

REQUEST FOR DECISION

MEETING DATE: April 1, 2025

TITLE: 2025 Economic Development Advisory Committee Work Plan - Review Summary

DIVISION: City Manager's Office

SUMMARY:

To update the Economic Development Advisory Committee (EDAC) on the topics identified in the 2025 EDAC Work Plan and provide an overview of how the work plan presentation was received by Council.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

On March 17, 2025, the 2025 Economic Development Advisory Committee Work Plan was approved by Council.

The 2025 work plan outlines three key initiatives:

1. City Centre Redevelopment Incentives
2. Tourism Attraction Strategy
3. Increase Supply of Serviced Industrial Land

The purpose of this presentation is to remind EDAC members of the initiatives outlined in the 2025 work plan and serves as a precursor to more detailed discussions on each of the initiatives.

OPTIONS / ALTERNATIVES:
n/a

CONSULTATION / ENGAGEMENT:
n/a

IMPLEMENTATION / COMMUNICATION:
n/a

IMPACTS:
n/a

FINANCIAL IMPLICATIONS:
n/a

REQUEST FOR DECISION

MEETING DATE: April 1, 2025

TITLE: Industrial Land Supply

DIVISION: City Manager's Office

SUMMARY:

This presentation will cover the City's current state of serviced industrial land, strategies from other regional municipalities facing the same issue, and potential future recommendations for the City to consider.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The shortage of serviced industrial land in Spruce Grove is a pressing challenge that has been identified in EDAC's 2025 Work Plan. This presentation will provide:

- A brief overview of the City's past efforts to address this issue
- An assessment of the current state of industrial land in Spruce Grove
- Insights into strategies being implemented by other regional municipalities facing similar challenges
- A discussion on potential pathways forward for the City

This comprehensive approach aims to inform Council and facilitate informed decision-making on this critical matter.

OPTIONS / ALTERNATIVES:
n/a

CONSULTATION / ENGAGEMENT:
n/a

IMPLEMENTATION / COMMUNICATION:
n/a

IMPACTS:
n/a

FINANCIAL IMPLICATIONS:
n/a

Industrial Land Supply
Spruce Grove
Economic Development Advisory Committee

April 1, 2025

Presentation Summary

1. Background
   - Industrial Land Strategy – what's next?

2. Current Situation
   - What is the current state of industrial land in Spruce Grove?

3. Comparative Analysis
   - What are other municipalities doing?

4. Plan & Next Steps
   - Are there policies and incentives that Spruce Grove can explore?

Background

- Industrial Land Strategy (ILS) was developed in 2018 to evaluate the supply and demand of serviced industrial land in Spruce Grove.

- Measures taken which resulted in a strong absorption rate of industrial land.

- While this progress is encouraging, it has resulted in very little available serviced industrial land for future development.

Current Situation

- The City's inventory of serviced industrial land is nearly depleted.
- The one major industrial landholder in Spruce Grove is Melcor Developments, which has not committed to bringing on new serviced industrial land.
- To address this, the municipality may need to play a more active role.

Current Situation/Stakeholder Engagement

- Economic Development has been in talks with potential landholders and other industrial developers.
- The goal is to explore options for creating serviced industrial lots.
- Other municipalities in our region are prioritizing the expansion of their serviced industrial land supply.

Comparative Analysis

- **St. Albert:** City Council approved an investment of $62.7 million for the front-end servicing of Lakeview Business District - 600 acres of privately owned and City-owned land.

- **Beaumont:** Borrowed $10 million to purchase ¼ section for the development of the Innovation Park.

- **Parkland County:** Borrowed $8 million from the Alberta Capital Finance Authority to finance infrastructure for Acheson Zones 5 & 7

Plan & Next Steps

- The City will explore implementation of policies and incentives to attract industrial investment.
- The EDAC 2025 workplan aims to develop recommendations for City Council regarding this issue.
- Your feedback and questions are welcome as we move forward.

THANK YOU!

REQUEST FOR DECISION

MEETING DATE: April 1, 2025

TITLE: City Centre Redevelopment Incentives Overview

DIVISION: City Manager's Office

SUMMARY:

A business case has been included in the City's 2025 budget plan to review whether Spruce Grove should implement direct and indirect incentives to encourage development and redevelopment in the City Centre.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

City Centre development incentives are used extensively by municipalities across Canada and the United States. The types of incentives vary widely depending on the specific goals being targeted. The City undertook a review of how City Centre incentives are used across a number of Canadian municipalities and the study generated a number of recommendations.

This presentation is to inform the Economic Development Advisory Committee that a business case has been included in the City's 2025 budget plan to review whether Spruce Grove should implement direct and indirect incentives to encourage development and redevelopment in the City Centre.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:
n/a

IMPLEMENTATION / COMMUNICATION:
n/a

IMPACTS:
n/a

FINANCIAL IMPLICATIONS:
n/a

City Centre Development Incentives

Economic & Business Development Department
Presentation to EDAC – April 1, 2025

City Centre Development Incentives

- Used by municipalities to promote downtown development, revitalization, and investment
  - Incentives vary depending on the specific goals being targeted

- The City undertook a review of how city centre incentives are being used across Canadian municipalities and the study generated several recommendations

City Centre Development Incentives

- Indirect Municipal Investment Incentives
  - Grant Incentives
    - A common form of development/revitalization incentives to support of a variety of undertakings which can include:
      - Storefront beautification & improvements & building exterior renovations
      - Premises improvements (building exterior renovations, landscaping, amenities)
      - Building interior (barrier free, accessibility, mechanical systems)
      - Redevelopment of existing buildings
      - Underground & surface parking
      - Murals & patios
      - Activation, events & collaboration
      - Demolition
      - Heritage
      - Development (new construction and renovation)

City Centre Development Incentives

- Indirect Municipal Investment Incentives
  - Tax & Regulatory Incentives
    - Widely used to encourage City Centre development and can include:
      - Fee reductions, exemptions and rebates
      - Priority processing
      - Business loan program (accessibility, environmental, building improvements)
      - Amenity contribution
      - Land use policy (density bonus, upzoning, parking, multi-use development)
      - Parking reform

- Where new investment is not happening as quickly as planned, municipalities can take a more direct role to stimulate investment and can take the following forms:

The City of SPRUCE GROVE

City Centre Development Incentives

- Direct Municipal Investment Incentives
  - Municipal Lease Agreements
    - Requires entering into lease agreements between developers and the municipality, incentivizing City Centre development while concurrently meeting municipal space needs.
  - Municipal Land Assembly or Acquisition
    - This addresses the difficulty in assembling City Centre development sites that are large enough for the development of mixed-use, multi-unit buildings;
    - Involves acquiring and assembling under-utilized parcels or brownfield sites to create viable developable parcels.

City Centre Development Incentives

- In 2023, the City implemented the City Centre Storefront Improvement Program (SIP)
  - A 3-year grant incentive program that provides funding to commercial property and business owners in the City Centre to make exterior improvements to their storefronts.

- A business case was approved in the City's 2025 Corporate Plan to review whether Spruce Grove should implement other direct and indirect incentives to encourage development and redevelopment in the City Centre.

City Centre Development Incentives

- Next Steps
  - On March 3rd, the City went out with an RFP to secure a qualified consultant to undertake this work and to come back with recommendations.
  - The consultant will:
    - Review best practices: Analyze redevelopment incentives used in similar-sized communities in Alberta and across Canada, assessing their effectiveness.
    - Evaluate current conditions: Assess the state of Spruce Grove's City Centre and the impact of existing incentives.
    - Explore new incentive options: Identify potential financial, regulatory, and community-driven incentives that could encourage redevelopment.
    - Provide recommendations: Develop clear, practical recommendations for the City to implement new incentives that align with local needs and redevelopment goals.

City Centre Development Incentives

QUESTIONS?

REQUEST FOR DECISION

MEETING DATE: April 1, 2025

TITLE: Event Tourism Strategy

DIVISION: City Manager's Office

SUMMARY:

RC Strategies will conduct a workshop supporting the Event Tourism Strategy based on initial findings. The Economic Development Advisory Committee (EDAC) will be asked to provide input and feedback.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

EDAC's 2024 work plan emphasized "Tourism Attraction" to promote the City as a destination for hosting events, and EDAC's 2025 work plan builds on this topic. With its extensive facilities and amenities, Spruce Grove aims to attract sporting, cultural, exhibition, and other events to drive economic growth.

Overview of the Strategy Development:
RC Strategies is creating a comprehensive Event Strategy to align with the City's strategic goals and provincial/national guidelines. The strategy will focus on enhancing event-hosting capacity, promoting Spruce Grove as an event destination, and driving economic impact.

Key elements include market analysis, stakeholder engagement, infrastructure assessment, and marketing plans.

EDAC will be asked to provide input into the following topics:

- Strategic direction and focus areas for the strategy;

- Priority ideas and initiatives to include; and
- Potential barriers, opportunities, and partnerships.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

Spruce Grove Event Strategy

EDAC Project Process Update – April 1, 2025

Process Update – Work Completed

- ✓Spruce Grove facility research
- ✓Comparative municipal policy and processes review
- ✓Staff and community engagement
- ✓Event hosting sector leading practices
- ✓Event landscape research

Summary of Research

Municipal context and leading practices in event hosting sector.

Municipal Comparator Research Highlights

- Elements Reviewed:
  - Policy
  - Grants
  - Resources and Planning Supports
  - Communications
- Communities reviewed:
  - Kamloops
  - Moose Jaw
  - City of Leduc
  - Airdrie
  - Penticton
  - Charlottetown
  - Chatham-Kent
  - Red Deer
  - High River
  - Canmore

Policy Review Summary

- Various approaches across municipalities reviewed.
- Policies to support administrative functions.
  - Most take wholistic view incorporate all relevant business units.
- Connection to relevant By-laws.
  - The City of Red Deer was the only community that had a specific special event permit bylaw.
- Leading Practices:
  - The City of Airdrie Special Event Policy / the Special Event Process and Guidelines.
  - The Town of Canmore Community Event Policy

Defining “Major / Special” Events

City of Airdrie

A special event must also have one or more of the following elements:

1. The event occurs on multiple public properties or facilities
2. The requested use for the land or facility is different than the original intended purpose
3. Public use is limited by the duration of the event
4. Has impact on public safety
5. Requires a road closure
6. Estimated attendance of +200 people at any given time
7. Involves the support, approval and/or services of two or more business units of the City of Airdrie.

City of Leduc

Special events are **occurrences out of the standard use of the facility or park space that has an economic impact to the City of Leduc**, generates interest, tourism, and showcases various community groups. Special events are considered and approved based on history, event benefit to the City of Leduc and/or host organization, as well as venue availability.

Grants and Funding Review Summary

- Mix of direct event grant programs, as well as through arts and culture grant programs.
- Common criteria is a positive impact on the community.
- Value of funding ranges from $500 - $45,000.
- The City of Kamloops and the City of Leduc had specific funding for sport tourism.
- Charlottetown has a Special Events Reserve Fund which was established to attract special events.
- Three communities have a tourism tax that supports their operations.

Resources and Planning Supports Summary

- All communities reviewed have a dedicated event coordinator to support the attraction of events.
- All had an online tool to submit major / special event
- All have a specific landing page on the municipal website for special events.
- Some have specific websites for event hosting.

Special Event Hosting – Key Trends

- Sustainability.
- Advanced technology.
- Integration of big data into decision making / planning.
- Hybrid events.
- Smaller experiences.
  - “Hyper local”

Event Landscape Research

- Synthesize research to create an event typology through classification of resource requirements.
- Matrix will include, event type:
  - Sport Events
  - Festivals and Cultural
  - Meetings and Conventions
  - Tradeshows and Exhibition
- Scope:
  - International / National
  - Provincial
  - Regional
  - Local

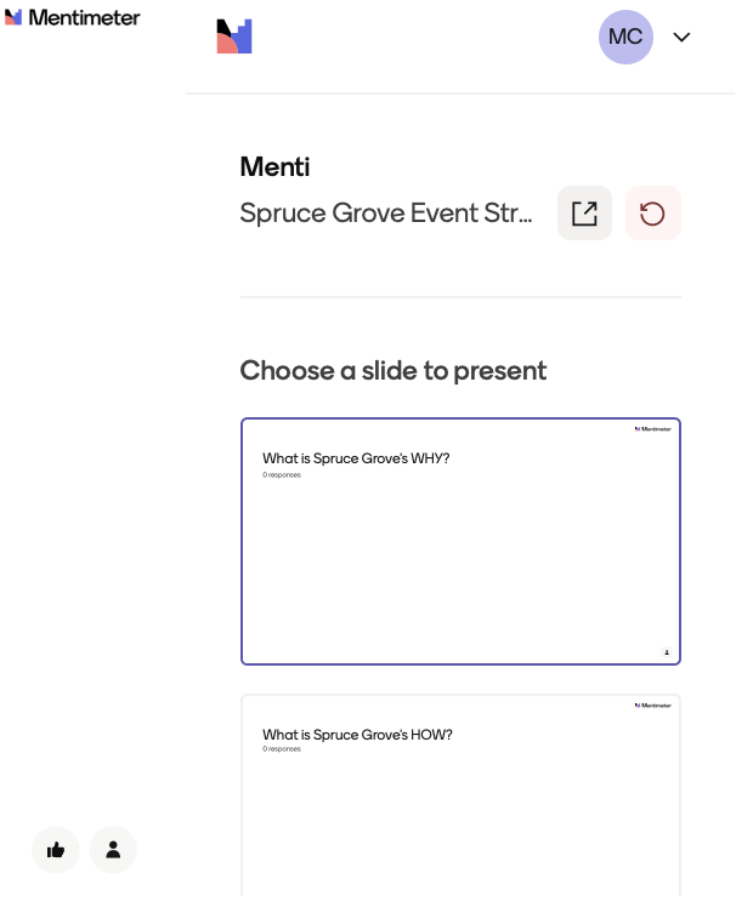
Discussion: Strategy Directions

The *WHY* we want to pursue hosting events.

Municipal Objectives for Hosting Special Events

- Event hosting can foster positive economic impact in communities.
- Event hosting can attract new visitors and increase overall visitation to a community.
- Event hosting can engage residents, bring them together and build pride in their community.
- Event hosting can increase community vibrancy.
- Event hosting can help with municipal branding and awareness.

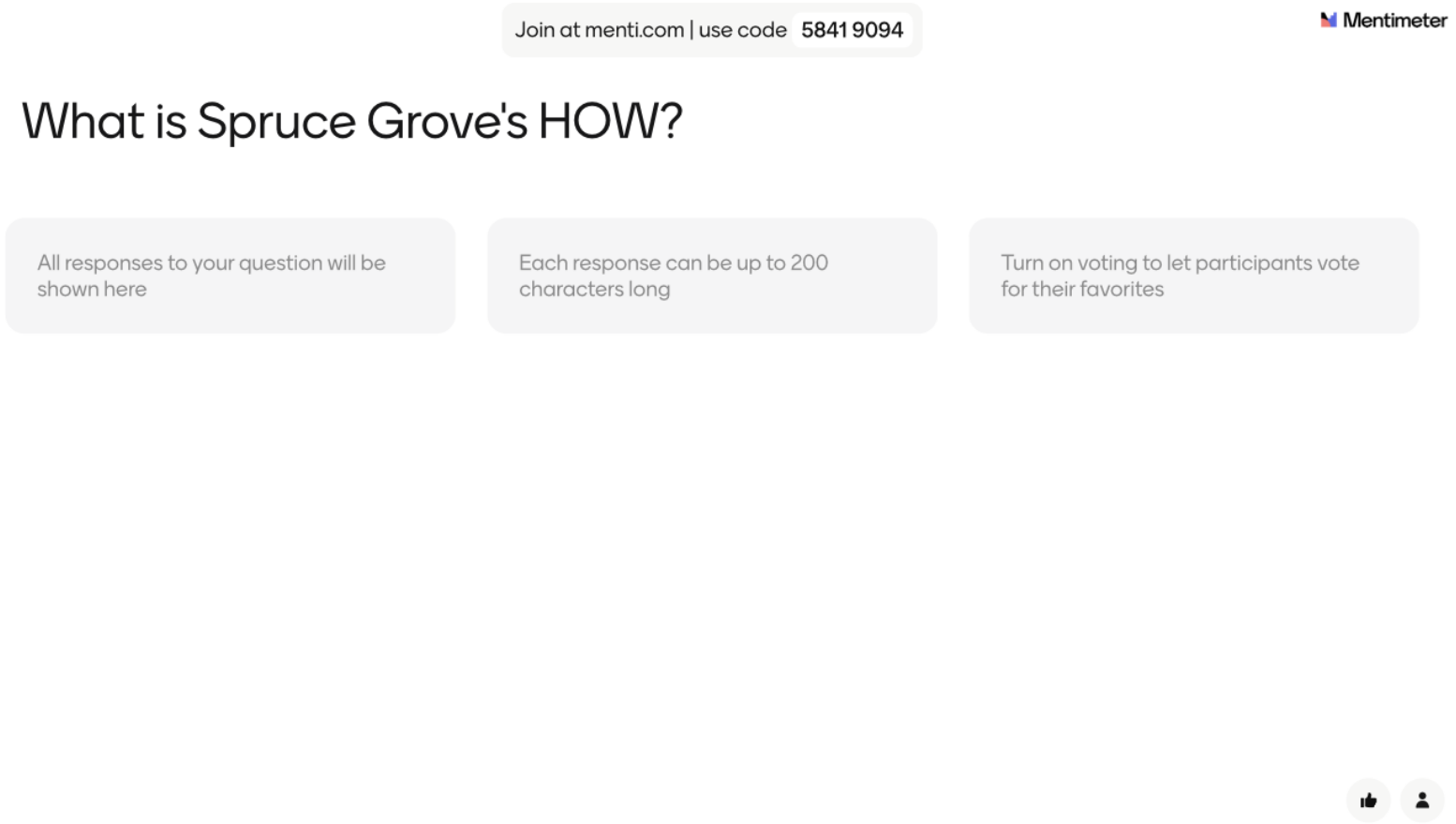
What is Spruce Grove's *WHY*?

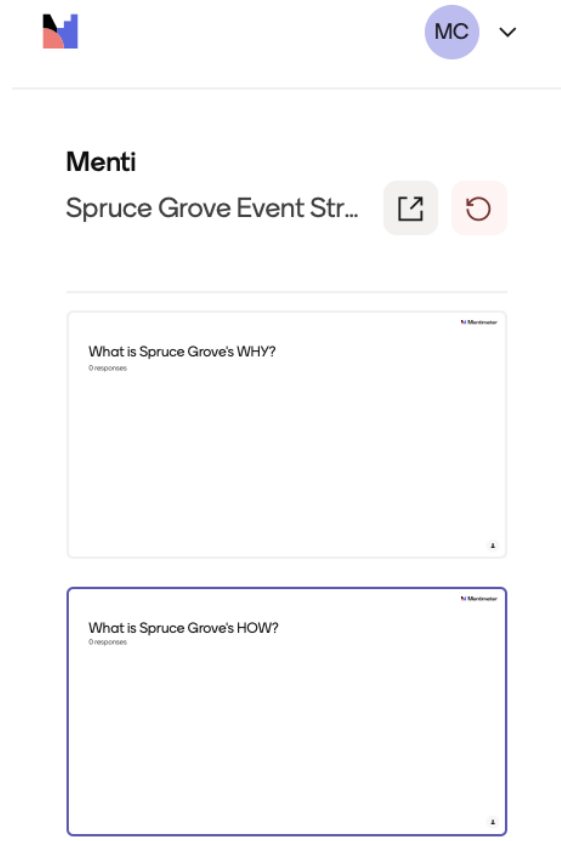


Principles to Guiding Hosting Special Events

- Strategy will provide a principled foundation for how Spruce Grove:
  - Bids on…
  - Attracts…
  - Hosts…
- These principles could include…
  - Data informed
  - Transparent
  - Community focused
  - Sustainability / Stewardship
  - Collaboration

What is Spruce Grove's *HOW*?





Next Steps

- Confirming event typology and existing resourcing
- Drafting Event Strategy document
- Review and finalizing with Steering Committee

Thank you! Questions

REQUEST FOR DECISION

MEETING DATE: April 1, 2025

TITLE: Adjournment - Economic Development Advisory Committee - April 1, 2025

DIVISION: Strategic and Communication Services

SUMMARY:

Adjournment indicates the end of the meeting and the completion of the agenda items.

PROPOSED MOTION:

THAT the Economic Development Advisory Committee adjourn at TIME p.m.

BACKGROUND / ANALYSIS:

The Chair shall ask for a motion from the Committee. Once the motion has been made and the members vote, the meeting is now complete.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:
n/a

FINANCIAL IMPLICATIONS:
n/a