



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Tuesday, June 2, 2026, 6 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

Spruce Grove, AB T7X 3E8

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The City of
**SPRUCE
GROVE**

REQUEST FOR DECISION

MEETING DATE: June 2, 2026

TITLE: Minutes - Economic Development Advisory Committee - March 17, 2026

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 March 17, 2026 Economic Development Advisory Committee 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 of 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 package.

OPTIONS / ALTERNATIVES:

THAT the March 17, 2026 Economic Development Advisory Committee 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**

THE CITY OF SPRUCE GROVE

Minutes of Economic Development Advisory Committee

March 17, 2026, 6 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

Spruce Grove, AB T7X 3E8

Members Present:

Councillor Stevenson, Chair
Councillor Bennett, Vice-Chair
Councillor Carter
Bruce Mullett, Greater Parkland Regional Chamber Representative
Darrell Demers, Industrial Sector Representative
Don Cooper, Industrial Sector Representative
Jason Lohr, City Centre Business Association Representative
Stuart Houston, Public-at-Large Representative
Teresa Bateman, Public-at-Large Representative
Tyler Perozni, Commercial Sector Representative
Victor Moroz, Commercial Sector Representative

Also in Attendance:

Dave Walker, Administrative Liaison
Jodi Fulford, Economic Development Specialist - Commercial
Karla Daniels, Economic Development Specialist - Industrial
Monique Pelletier, Economic Development Specialist - Business
Development
Karie Nothof, Recording Secretary

1. CALL TO ORDER

Chair Erin Stevenson called the meeting to order at 6:01 p.m.

1.1 Introduction of the New City of Spruce Grove Brand

Chair Erin Stevenson provided an introduction of the new City of Spruce Grove Brand and shared the launch video with the Committee.

2. AGENDA

2.1 Adoption of the Agenda - Economic Development Advisory Committee - March 17, 2026

Resolution: EDAC-010-26

Moved by: Victor Moroz

THAT the agenda be adopted as presented.

Unanimously Carried

3. MINUTES

3.1 Approval of Minutes - Economic Development Advisory Committee Organizational and Regular Meetings - January 20, 2026

Resolution: EDAC-011-26

Moved by: Jason Lohr

THAT the January 20, 2026 Economic Development Advisory Committee Organizational and Regular Meeting minutes be approved as presented.

Unanimously Carried

4. DELEGATIONS

4.1 Industrial Land and Building Incentives Strategy Kick-Off

Chris Steele, Officer In Charge - EBP, provided a presentation on Industrial Land and Building Incentives Strategy.

Committee thanked Chris Steele for the presentation.

4.2 Event Tourism Strategic Plan Workshop

Jodi Fulford, Economic Development Specialist - Commercial, introduced Meaghan Carey.

Meaghan Carey, Partner - RC Strategies, provided a presentation on the Event Tourism Strategic Plan.

Committee thanked Meaghan Carey and Jodi Fulford for the presentation.

5. ADMINISTRATIVE UPDATES

5.1 Early-Stage Business Support Program SMARTstart Update

Monique Pelletier, Economic Development Specialist - Business Development , provided an update presentation on the Early-Stage Business Support Program SMARTstart.

Committee thanked Monique Pelletier for the presentation.

5.2 The Grove Guide

Karla Daniels, Economic Development Specialist - Industrial, requested that the Grove Guide item be deferred to the June 2, 2026 Economic Development Advisory Committee Meeting.

Resolution: EDAC-012-26

Moved by: Tyler Perozni

THAT the Grove Guide item be deferred to the June 2, 2026 Economic Development Advisory Committee meeting.

Unanimously Carried

6. BUSINESS ITEMS

There were no Business Items on the agenda.

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 - March 17, 2026

Moved by: Victor Moroz

Resolution: EDAC-013-26

THAT the Economic Development Advisory Committee meeting adjourn at 8 p.m.

Unanimously Carried

DRAFT

Erin Stevenson, Chair

Karie Nothof, Recording Secretary

Date Signed



The City of
**SPRUCE
GROVE**

REQUEST FOR DECISION

MEETING DATE: June 2, 2026

TITLE: Industrial Land and Buildings Incentives Strategy

DIVISION: City Manager's Office

SUMMARY:

Consultants from EBP will present the proposed industrial incentives and request feedback from the Economic Development Advisory Committee (EDAC).

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The City of Spruce Grove is developing an Industrial Land and Buildings Incentives Strategy to help increase the supply of serviced industrial land and buildings. The consulting firm EBP was retained to support the City in the development of this strategy.

Chris Steele and Scott Brown from EBP will present the findings to date and go over the proposed incentives best suited to Spruce Grove. EDAC members will be engaged and asked to provide input into these proposed incentives.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

Industrial Incentive Recommendations

Prepared by EBP US

Spruce Grove Economic Development
Advisory Committee | June 2, 2026

Which municipal levers can most effectively address the barriers limiting industrial development in Spruce Grove?

1. Understand the gap

Assess market conditions, cost differentials, land supply, building supply, and peer incentives.

2. Test the market

Listen to developers, businesses, ecosystem partners, and City staff through site visit and virtual engagement.

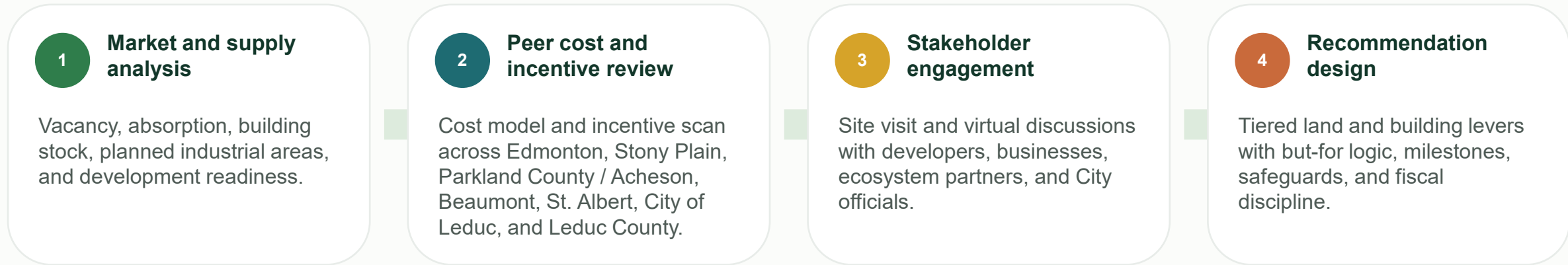
3. Design targeted tools

Recommend a practical, tiered toolbox focused on market-ready land and occupiable industrial buildings.

Guiding idea: de-risk conversion of planned land into market-ready product, not subsidize activity that would occur anyway.

Incentives must respond to demonstrated market challenges

The recommendation framework combines quantitative analysis, peer review, and market feedback.



**Where Spruce Grove is competitive?
Where and why is the market blocked?
Which City tools can most directly unblock investment?**

Why this matters: constrained supply limits opportunity

The core challenge is a two-part supply problem: land and buildings.

Too little serviced industrial land

Planned future supply exists, but unserviced land creates longer lead times, larger upfront capital requirements, and higher uncertainty for developers and users.

Too little industrial building inventory

Many firms need lease-ready or purchase-ready space. Without buildings, prospects may choose a different municipality even if Spruce Grove is otherwise attractive.

Bottom line: The City must reduce private-sector risk to more quickly convert future supply into serviced lots, buildings, and occupancies

1.9%

industrial building vacancy

5%-8%

healthy market benchmark

640+

planned acres in Campsite East + South Century

2.8M

sq ft of industrial stock

20k-60k sqft

likely small / mid building demand range

\$0.29

service cost per \$1 revenue for commercial / industrial lands [1]

Strengths: Spruce Grove is not starting from zero

Stakeholders and data point to assets that can support a stronger industrial proposition.

Market and location assets

- Labour close to employment
- Strategic west-metro location
- Highway 16 / Yellowhead and Highway 43 access
- CN Intermodal yard and airport access through the regional network
- Supply-chain proximity to Acheson

Business and competitiveness assets

- Favourable tax position
- Fibre optic readiness
- Developed business ecosystem
- Collaborative municipal reputation
- Diversified industry mix

The opportunity is to act while the market is still forming, before industrial opportunities are fully captured elsewhere.

Issues: the barriers to converting demand into investment

Seven issues define the incentive problem the City is trying to solve.

1 Limited market-ready supply

Planned land has not translated into serviced lots and available buildings.

2 Building demand is unmet

Small and mid-sized users often need lease-ready or purchase-ready space.

3 Upfront cost and first-mover risk

Servicing costs, levies, tax exposure, financing, and tenant risk affect feasibility.

4 Land concentration slows conversion

Not all planned lands will move at the same pace, so incentives must distinguish near-term partners from inactive strategic lands.

5 Transportation access constraint

Highway 628 is a strategic opportunity for south-side industrial access and truck routing.

6 Limited Momentum

The market needs vision and proof points: serviced lots, buildings under construction, leases, and occupancy.

Implication: incentives should be tied to outcomes that create usable supply - servicing, registered lots, building permits, completion, occupancy, and lease-up.

Peer jurisdictions are reducing risk in different ways

Edmonton

Industrial Growth Hub Program reductions on tax rates. Brownfield grant and carbon capture incentive.

Pre-built infrastructure

Off-site levy credits for improvements (e.g., road extensions)

Stony Plain

Development Incentive Policy (April 2025) case-by-case incentives for target sectors but less pre-servicing (\$0.2M)

Reimbursed fees, reduced security requirements, priority applications, flexible land use requirements, off-site levy offsetting and front-ending incentive

Parkland County / Acheson

Major Business Attraction Program offers a project manager, upfront infrastructure support, and provincial coordination.

Parkland County has invested \$6.6M and received federal dollars to support growth-oriented highway and water improvements.

Beaumont

Innovation Park with pre-servicing and security payment incentive to encourage responsible development.

Alberta committed \$39M to Beaumont to pre-service the Innovation Park.

St. Albert

Lakeview Development Acceleration Program: \$5,000-\$110,000 per acre rebates.

\$62.7M to front-end infrastructure for 600-ac Lakeview Business District

Recently hired dedicated marketing.

City of Leduc

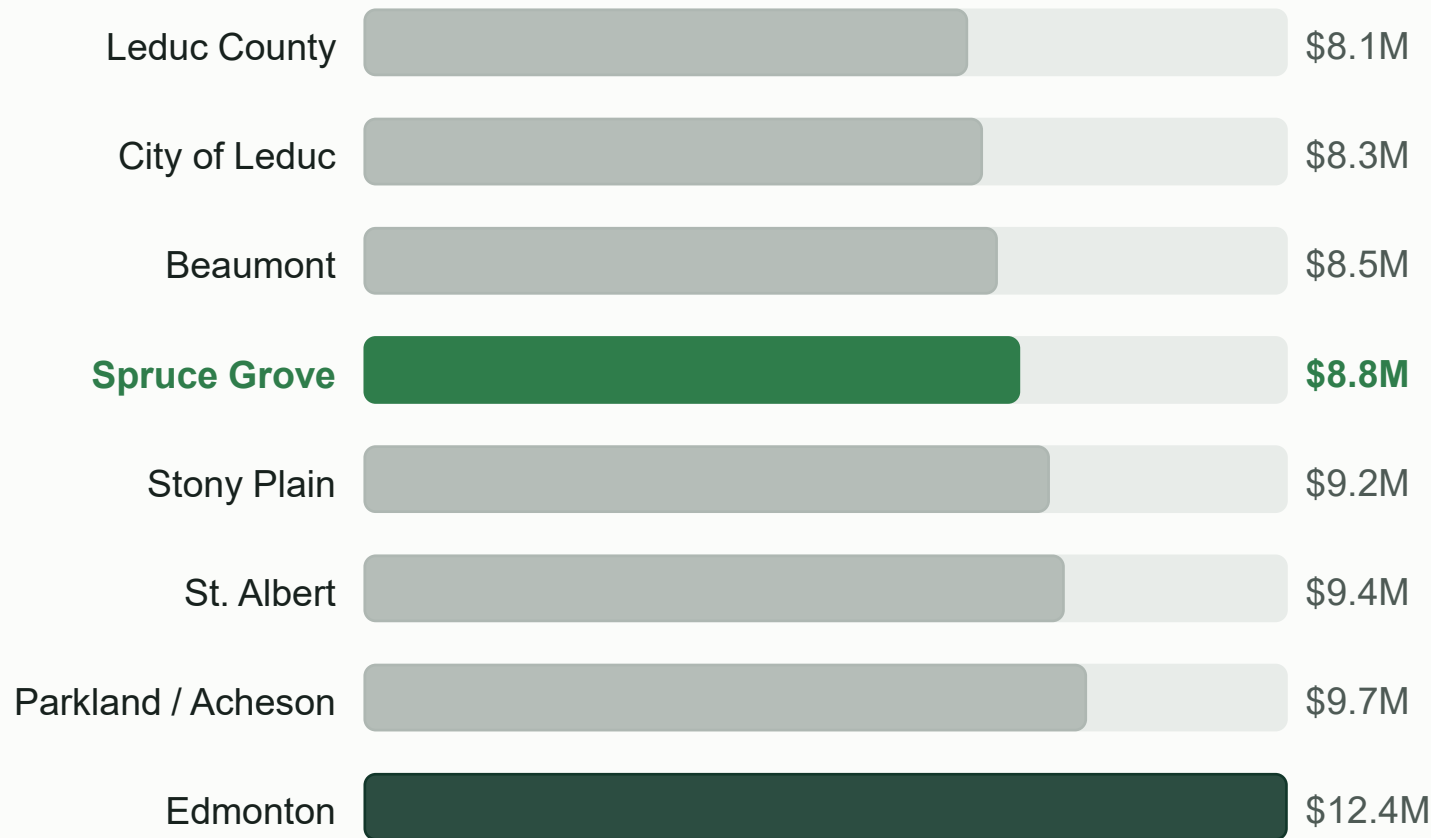
No formal municipal incentives; competes on airport adjacency, logistics, product, and approval speed. Shovel-ready industrial land, move-in ready options.

Fort Saskatchewan

Sector-targeted major incentives aligned to hydrogen, value-added agriculture, industrial support, and manufacturing.

Cost model: Spruce Grove sits in the middle

A hypothetical 30,000 sq ft light manufacturing facility was used to compare peers.



What the model includes

Property taxes, off-site levies, serviced land, and construction costs over 20 years.

What it does not prove

These numbers reflect hypothetical costs but don't reflect certainty, speed, and project ROI

Why it matters

The most useful incentives will offer just enough to tip the scale in Spruce Grove's favour.

Cost differences are not one thing

Land price, levies, taxes, incentives, and market risk all affect the business case.

1. Serviced land costs vary

Observed / estimated serviced land ranged from about \$379K per acre in Leduc County to about \$775K per acre in Beaumont. Spruce Grove was about \$450K per acre. Developers have generally validated the pricing as competitive.

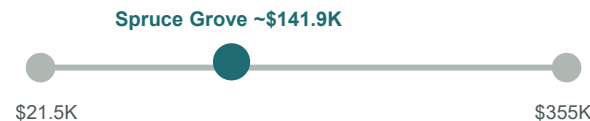
Serviced land per acre



2. Levies are site-specific

Benchmark off-site levies ranged from about \$21.5K per ha in Edmonton to about \$355K per ha in St. Albert. Spruce Grove was about \$141.9K per ha. Developers often ask for reductions on levies as a starting point.

Benchmark levy per hectare



3. Incentive signals differ

Some peers use explicit rebates or case-by-case tools. Others rely on logistics, available product, infrastructure readiness, and permitting speed.

Some incentives are fiscal in nature, but many are not. Many businesses would rather have a move-in ready space than cheap land that they'd have to fully develop. It's about operational certainty and speed.

Financial benefits aside, incentives signal the ease of doing business and the readiness of a municipality to move forward projects.

What we heard from the market

The site visit and virtual engagement tested the data against developer and business experience.

Engagement included

- Developers with investments in Spruce Grove
- Developers without current Spruce Grove investments
- Local businesses and business representatives
- Ecosystem partners
- City officials and staff

Demand is real

Prospects exist within the regional market and within Spruce Grove itself.

Product readiness is the constraint

Available serviced lots and occupiable buildings are the missing pieces.

Users need speed-to-market

Many small and mid-sized firms cannot wait for custom land servicing and construction.

Spec building requires vision and certainty

Developers need serviced lots, predictable costs, approval clarity, and confidence in lease-up.

City responsiveness matters

A single point of contact and coordinated review can be a meaningful competitive advantage.

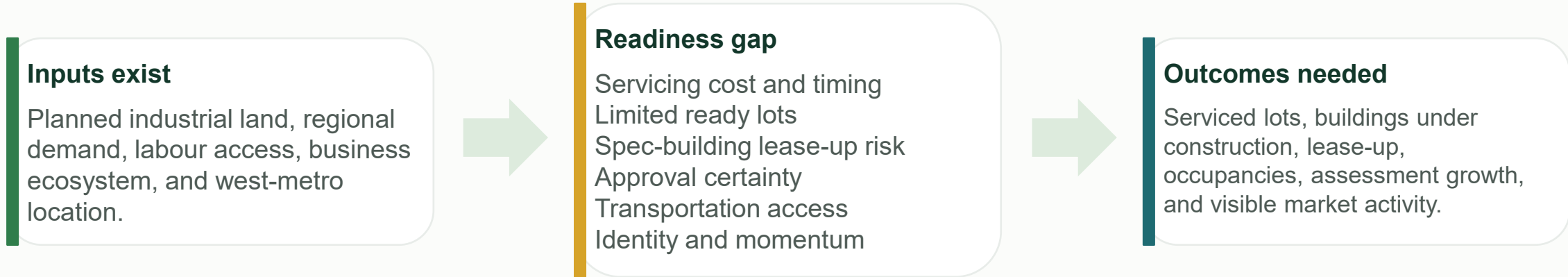
Marketing needs product

The City can sell the vision more effectively when it has visible proof points to show.

The engagement reinforced the need to address land and buildings together.

The strategic gap to bridge

Incentives should convert planned supply and latent demand into market-ready product.



The recommended toolbox can close gaps: it's targeted, case-by-case, performance-based, and focused.

Recommended approach: tiered, targeted, land plus buildings

The framework separates land levers from building levers because both markets are constrained.

Level of Intervention	Industrial land levers	Industrial building levers
<p>Level 1</p>	<ul style="list-style-type: none"> • Off-site levy deferrals or staged payments • Industrial location marketing • Concierge service • ?? 	<ul style="list-style-type: none"> • Property tax abatement until leased, sold, or occupied • Spec-building marketing concepts • Clear approval process and timelines • ??
<p>Level 2</p>	<ul style="list-style-type: none"> • Prebuild targeted infrastructure (case-by-case) • City acquisition of serviced sites for future municipal use • ?? 	<ul style="list-style-type: none"> • Rebate of development fees • City pre-lease of space where there is a legitimate operational need • ??
<p>Level 3</p>	<ul style="list-style-type: none"> • City land assembly and servicing • Joint venture for serviced land development • Rezone Urban Reserve lands where intended for industrial use • ?? 	<ul style="list-style-type: none"> • City joint venture for building development • Public-sector anchor or co-location model • ??

Level 1: move first on practical, case-by-case tools

These tools directly address timing, carrying cost, process certainty, and market visibility.

INDUSTRIAL LAND

Off-site levy deferrals or staged payments

Reduce upfront cash-flow pressure for projects that bring serviced lots to market; tie repayment to clear milestones.

Industrial location marketing

Raise Spruce Grove as a practical industrial location; emphasize labour, fibre, access, Acheson proximity, and business ecosystem.

Concierge service

Provide clear system for priority projects to coordinate applications, servicing, technical review, approvals, and issue resolution.

INDUSTRIAL BUILDINGS

Tax abatement until leased, sold, or occupied

Reduce the riskiest lease-up period for speculative or semi-speculative industrial buildings.

Spec-building marketing concepts

Show feasible building formats, site layouts, target bay sizes, tenant profiles, approval steps, and servicing assumptions.

Clear approval process and timelines

Provide transparent pathways, pre-application review, coordinated permitting, and realistic timelines.

Level 1

- Fastest to design and test
- Targets identified frictions
- Can be performance-based
- Avoids broad subsidy exposure

Level 2: targeted expansion

Use these tools where Level 1 is insufficient and the public return is clear.

Prebuild targeted infrastructure

City participation in backbone or enabling infrastructure where it can unlock multiple parcels, reduce first-mover risk, and accelerate serviced land supply.

City acquisition of serviced sites

Where the City has a legitimate future municipal, utility, operations, or civic land need, purchasing a serviced site can improve developer certainty and support early absorption.

Development fee rebates

Partial or full rebate of selected development fees for buildings that create new industrial space and meet defined public-benefit criteria.

City pre-lease of space

Where the City has a real operational need, a pre-lease can help anchor a multi-tenant or speculative industrial building and reduce lease-up risk.

Level 3: reserve for strategic market failures

These tools are higher complexity.

City land assembly and servicing

Acquire or assemble raw land and invest directly in services where private development continues to stall.

Joint venture for serviced land

Structured partnership with a developer to share risk, costs, and returns for strategic serviced land delivery.

Rezone intended industrial lands

Where lands are already planned for long-term industrial use, align zoning and pair with performance-based relief.

City joint venture for building development

Deliver a building or multi-tenant facility where demand is evident but private momentum is insufficient.

Public-sector anchor or co-location

City or public-sector partner anchors space where operational needs align with market-building objectives.

Use only with a clear but-for case, public benefit, risk controls, exit provisions, and Council-approved fiscal analysis.

Implementation: protect the City while unlocking supply

The recommendations should operate as a multi-layered, flexible toolbox.

1 Clear but-for rationale

Would the project occur, occur as quickly, at the same scale, or in Spruce Grove without the intervention?

2 Measurable outcomes

Tie support to servicing, registered lots, building permits, completion, occupancy, assessment growth, or job creation.

3 Sunsets (time-bound)

Protect the City if promised outcomes are not met, and ensure incentives expire.

4 Avoid suboptimal development

Do not incentivize low-employment or land-extensive uses that undermine the long-term vision. Carefully avoid perverse incentives.

5 Fit tool to user type

Large landholders, local developers, existing businesses, and outside investors face different barriers.

6 Model fiscal return

Evaluate foregone revenue, infrastructure cost, assessment uplift, payback period, and risk.

The City should pay for outcomes, not intentions.

Recommended next steps for program development

1. Draft suite of tools

Obtain EDAC feedback on the proposed incentive toolkit

2. Prioritization

Prioritize which near-term tools the City should pursue first, focusing on practical, lower-risk measures

3. Define goals

Define target outcomes and preferred development types, including sectors, building formats

4. Develop criteria

Develop eligibility criteria, performance requirements, and safeguards

5. Advance

Implement Tool 1 tools and advance planning for longer-term tools in Level 2 and 3



The City of
**SPRUCE
GROVE**

REQUEST FOR DECISION

MEETING DATE: June 2, 2026

TITLE: The Grove Guide - Interactive Demonstration

DIVISION: City Manager's Office

SUMMARY:

The Grove Guide is Spruce Grove's online destination guide that highlights local experiences and businesses. It features an interactive map, an events calendar, and attractions in the region. The Economic Development Advisory Committee (EDAC) will be given a live demonstration and provided with an overview of the maintenance and promotion. To access the online guide, use the following link <https://www.thegroveguide.ca>.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The Grove Guide, Spruce Grove's new online destination guide, is designed to help visitors discover what Spruce Grove has to offer while they are in our City. Created to position Spruce Grove as a compelling destination for both short visits and longer stays, The Grove Guide showcases the diverse experiences and businesses that can be found in the City.

The Grove Guide features an interactive map with broad categories that list things to do, places to eat, where to stay, star attractions, an events calendar, and more. It also showcases regional attractions that can easily be accessed by a stayover in Spruce Grove; such as golf courses, cultural experiences, events, and recreation opportunities.

EDAC will be provided an interactive demonstration of The Grove Guide, with an opportunity to try it out on their mobile device, an overview on how the guide is being maintained, and where it is being promoted.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a



The City of
**SPRUCE
GROVE**

The Grove Guide

Economic Development Advisory Committee - June 2, 2026

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The Grove Guide

Presentation Topics

- Overview
- Demonstration
- Key Takeaways
- Promotion
- Questions and Answers



The Grove Guide

Overview

- Spruce Grove's new online destination guide
- Helps visitors find things to do
- Valuable resource for residents
- Encourages extended stays
- Supports our tourism efforts



Explore Now At
THEGROVEGUIDE.CA

Discover local events,
outdoor fun & hidden gems.



The Grove Guide

Key Takeaways

Interactive Map is:

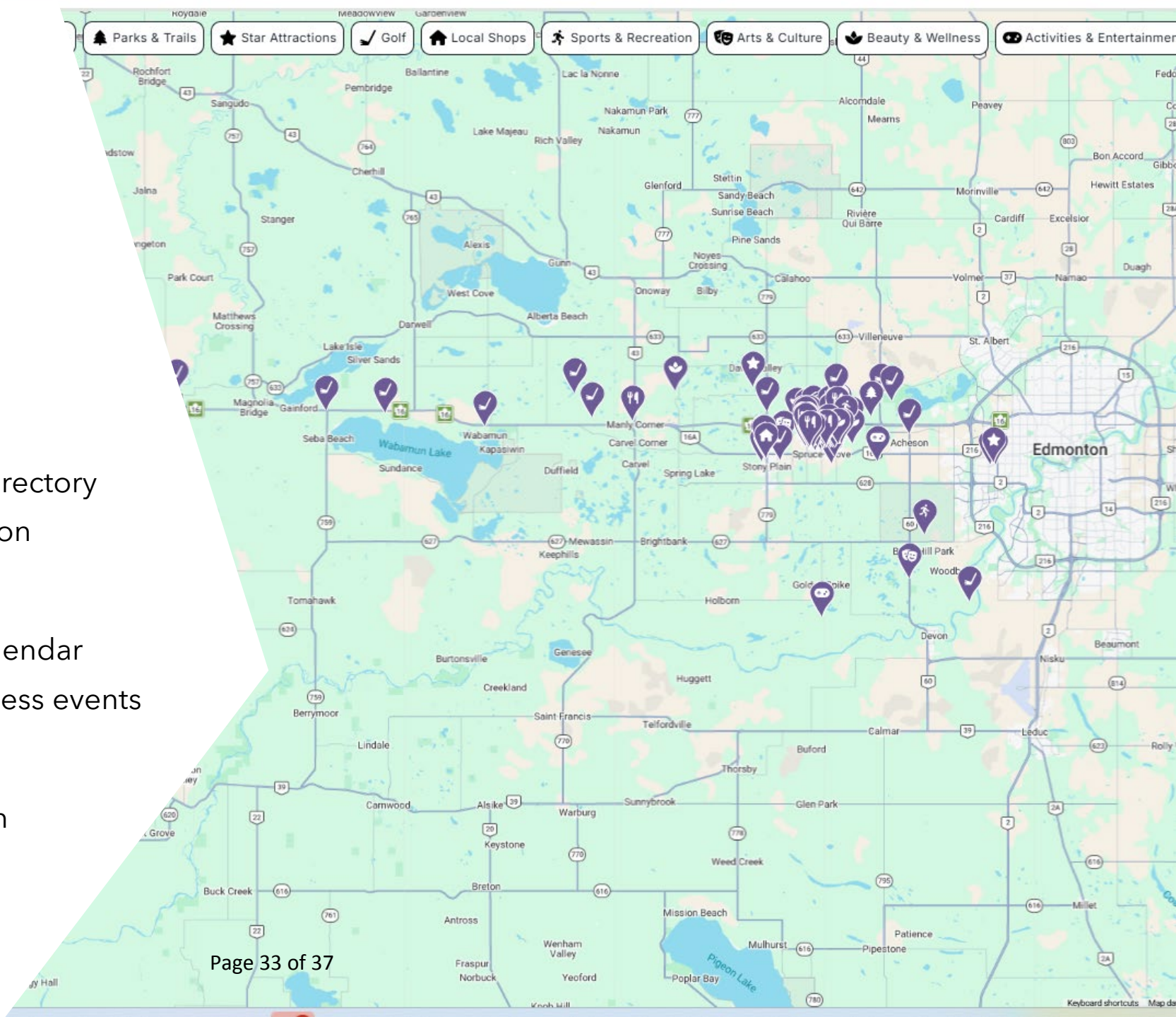
- Not a comprehensive business directory
- Not intended to create competition

Events Calendar:

- Separate from the City's event calendar
- Features city, community, & business events

Regional Section:


- Promotes attractions in the region
- Encourages extended stays



The Grove Guide

Promotion

- Social Media/Newsletter
- Partner Websites
- Back of new City Map
- On Demand Transit Busses
- Triangle Tent Cards
- Postcard Distribution:
 - Chamber VIC
 - Hotels/Diamond Grove Campground
 - Local Businesses
 - Realtors
 - Events



WISH YOU WERE HERE!

GROVE GUIDE

GROVE GUIDE

THINGS TO DO IN SPRUCE GROVE

Plan your stay with the Grove Guide – your all-in-one resource for local amenities, attractions, and events.

The Grove Guide Features:


- INTERACTIVE MAP
- THINGS TO DO
- ACCOMMODATIONS

CANADA

EAT. PLAY. STAY.

Discover what awaits in Spruce Grove!

thegroveguide.ca





The City of
**SPRUCE
GROVE**



The City of
**SPRUCE
GROVE**

REQUEST FOR DECISION

MEETING DATE: June 2, 2026

TITLE: Economic Development Initiatives Update

DIVISION: City Manager's Office

SUMMARY:

Updates on the Tourism and Event Hosting Strategy and the SMARTstart program will be provided to the Economic Development Advisory Committee (EDAC).

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

Updates on the Tourism and Event Hosting Strategy and the SMARTstart program will be provided to the EDAC.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a