



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Monday, June 3, 2024, 7 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

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REQUEST FOR DECISION

MEETING DATE: June 3, 2024

TITLE: Adoption of the Agenda - Economic Development Advisory Committee - June 3, 2024

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: June 3, 2024

TITLE: Minutes - Economic Development Advisory Committee - March 26, 2024

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 26, 2024 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 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 March 26, 2024 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

Minutes of Economic Development Advisory Committee

March 26, 2024, 7 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

Members Present:

Councillor Oldham, Chair
Councillor Carter, Vice Chair
Bruce Mullett, Commercial Sector Representative
Charlene Bell, Public-at-Large
Robert Smith, Industrial Sector Representative
Theresa Bateman, Public-at-Large
Tyler Perozni, Commercial Sector Representative

Members Absent:

Councillor Houston
Don Cooper, Industrial Sector Representative
Kelly John Rose, Greater Parkland Regional Chamber Representative
Victor Moroz, City Centre Business Association Representative

Also in Attendance:

Dave Walker, Director of Economic and Business Development
Jodi Fulford, Economic Development Specialist, Commercial (attended virtually)

DRAFT

Karla Daniels, Economic Development Specialist, Industrial
Jennifer Maskoske, Deputy City Clerk
Nicole Hitchens, Recording Secretary

1. **CALL TO ORDER**

Chair Oldham called the meeting to order at 7:00 p.m.

2. **AGENDA**

The following change was made to the agenda:

Item 5.1 City Centre Development Incentives Research Report moved before Item 4.1 Start Ups and Early Stage Business Support Study - Findings and Recommendations.

Resolution: EDAC-006-24

Moved by: Tyler Perozni

THAT the agenda be adopted as amended.

Unanimously Carried

3. **MINUTES**

3.1 **Minutes - January 30, 2024 Economic Development Advisory Committee Meetings**

Resolution: EDAC-007-24

Moved by: Bruce Mullett

THAT the January 30, 2024 Organizational Meeting of Economic Development Advisory Committee meeting minutes and Economic Advisory Committee meeting minutes be approved as presented.

Unanimously Carried

5.1 **City Centre Development Incentives Research Report**

Dave Walker, Director of Economic and Business Development, introduced Kieron Hunt and Ben MacLeod of FBM Planning Ltd.

Kieron Hunt provided a presentation on the City Centre Development Incentives Research Report and responded to questions from Committee.

Committee thanked Kieron Hunt and Ben MacLeod for the presentation.

Bruce Mullett left the meeting at 7:59 p.m.

Bruce Mullett returned to the meeting at 8:04 p.m.

4. DELEGATIONS

4.1 Start Ups and Early Stage Business Support Study - Findings and Recommendations

Jodi Fulford, Economic Development Specialist - Commercial, introduced Rick Davidson, Chris Lerohl, and Kessler Douglas with Campus Innovation Consulting.

Rick Davidson and Chris Lerohl provided a presentation on Start Ups and Early Stage Business Support Study - Findings and Recommendations, and responded to questions from Committee. Strategies for enhancing business support in Spruce Grove and an implementation strategy were recommended.

Committee thanked Rick Davidson, Chris Lerohl, and Kessler Douglas for the presentation.

5. BUSINESS ITEMS

5.2 The Annual Builder and Developer Luncheon

Dave Walker, Director of Economic and Business Development, introduced the item.

The event is Wednesday, May 22, 2024 and invitations will be circulated to EDAC members.

Committee thanked Dave Walker for the presentation.

6. INFORMATION ITEMS

There were no Information Items on the agenda.

7. CLOSED SESSION

There was no Closed Session on the agenda.

8. **BUSINESS ARISING FROM CLOSED SESSION**

There was no Business Arising from Closed Session.

9. **ADJOURNMENT**

Resolution: EDAC-008-24

Moved by: Tyler Perozni

THAT the Economic Development Advisory Committee Meeting adjourn at 8:54 p.m.

Unanimously Carried

Dave Oldham, Chair

Nicole Hitchens, Recording Secretary

Date Signed

DRAFT



REQUEST FOR DECISION

MEETING DATE: June 3, 2024

TITLE: City of Spruce Grove Housing Strategy Engagement

DIVISION: Strategic and Communication Services

SUMMARY:

The City of Spruce Grove is developing a Housing Strategy to help meet the housing needs of the community and inform future decisions on land use and development.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The housing strategy will impact Spruce Grove residents and businesses as it will guide the City's approach to housing and inform future decisions on land use and housing developments. It will outline expected outcomes, goals, and actions to support the development of a variety of housing choices to meet the needs of the community. The housing strategy is expected to be completed in fall 2024 and a phased approach is being taken.

The first step in developing the City's housing strategy is to complete a Housing Needs Assessment which provides a snapshot of housing needs in Spruce Grove. The assessment identifies what housing gaps exist today in Spruce Grove and what housing demands and gaps may exist in the future.

The next step in developing the housing strategy is to conduct public engagement. The engagement will inform the development and implementation of the City's housing strategy and policies, as well as validate gaps in needed housing stock identified through the City's housing needs assessment. The housing strategy engagement involves a variety of participants to ensure there is a fulsome view of housing in Spruce Grove.

The presentation to the Economic Development Advisory Committee will provide a general overview of the housing strategy project including the housing needs assessment and public engagement. Following the presentation, the project team will ask the Committee for feedback to inform the strategy development.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

Public engagement is being undertaken to inform the development of the City of Spruce Grove's housing strategy.

IMPLEMENTATION / COMMUNICATION:

The housing strategy is expected to be completed in fall 2024.

IMPACTS:

The housing strategy will impact all Spruce Grove residents as it guides the City's approach to meeting its housing goals and inform future decisions on land use and development across the housing continuum.

FINANCIAL IMPLICATIONS:

n/a



Community Engagement



The City is developing a Housing Strategy to help meet the housing needs for our community and inform future decisions on land use and development.

Housing Strategy Overview

What it is

- The strategy will
 - outline the City's expected outcomes, goals, and actions for housing; and
 - examine the housing types in our community and identify responses to the City's housing needs.
 - focus on market rental and home ownership and affordable/subsidized housing as well as assisted living for seniors.

What it isn't

- The strategy will not include emergency shelters and transitional/short term supportive housing
 - The City's social programming, including the mobile Community Outreach Program, will continue to support residents who are unsheltered, at risk of being unsheltered, or experiencing multiple barriers to well-being.

Housing Strategy Timeline

Housing Needs Assessment (January – May 2024)

Conduct a comprehensive housing needs assessment examining the City's current and future housing needs

Public Engagement (June – July 2024)

Conduct public engagement including residents and other impacted parties

Housing Strategy (July – October 2024)

Develop the Housing Strategy outlining the City's expected outcomes, goals, and actions to support the development of a variety of housing choices to meet the needs of the community



The Housing Continuum

IN SPRUCE GROVE



Housing Types

- Single detached house
- Semi-detached house (e.g. duplex)
- Row house (e.g. townhouse)
- Apartment unit
- Secondary suites (e.g. basement suite, garden suite, garage suite)
- Room in a house
- Manufactured or mobile home
- Modular home



Housing Needs Assessment (HNA)

- The City recently completed an HNA to identify current and future housing needs and inform Housing Strategy development and engagement.
- The HNA is an in-depth report informed by data and research providing a snapshot of the community of Spruce Grove.
- For more details on the HNA, go to sprucegrove.org/HousingStrategy



HNA Key Findings - Demographics

Spruce Grove is a dynamic and growing city.

- Spruce Grove's population nearly doubled between 2006 and 2021, increasing from 19,500 to more than 37,600 residents.
- The Spruce Grove population is diversifying.
 - Seniors accounted for 13% of the city's population in 2021, compared to 9% in 2006.
 - The proportion of the city's population identifying as a visible minority has more than quadrupled since 2006, increasing from 2% of the total population in 2006 to 10% in 2021.

HNA Key Findings - Demographics

- Spruce Grove's population is projected to reach more than 45,000 by 2029.
 - There will be an additional 3,278 households living in Spruce Grove by 2029, of which 1,877 are assumed to be owner households and the remaining 1,401 as renters.
- More housing is needed to accommodate this growth.

HNA Key Findings - Households

Household changes reflect demographic shifts happening in Spruce Grove

- The number of households in Spruce Grove has more than doubled between 2006 to 2021, increasing from 7,070 to 14,275.
 - By 2029, there are projected to be over 17,500 households living in Spruce Grove.
 - Growth in household numbers can be attributed to the increasing proportion of one-person households living in the city, representing 17.8% of all households in 2006 and 21.5% as of 2021.
- Renters accounted for less than one-in-five households (18%) in 2006, but by 2021, nearly a quarter of all households were renters (24%).
 - Renter households are projected to drive household growth in the future: by 2029, renter households are projected to account for 27% of all households in Spruce Grove.
- There has also been a shift away from single-income households towards dual-income households in Spruce Grove: in 2011, 44% of all households (4,240) were dual income, compared to 50% in 2021 (7,155).

HNA Key Findings – Housing Stock

Spruce Grove's housing profile is changing with its demographics

- Most of the housing stock in Spruce Grove consists of single-detached homes as of 2021 (63% of all housing in the city).
 - Decrease from 2011 - 72% of the city's housing stock was single detached.
- 60% of housing stock within Spruce Grove was built within the last 20 years and is reported to be in good condition (i.e. no major repairs are needed).

HNA Key Findings – Homeownership

Affordability is a challenge to ownership for key groups in Spruce Grove

- Median sales price of single-detached homes in Spruce Grove increased by 20% over the past five years to \$445,000 in 2023.
- Apartment condos that are privately owned saw a 15% decline in median sales price to \$173,000 in 2023.
- Single-detached dwellings are the most unaffordable form of housing in Spruce Grove.
- Condominiums and apartment forms of dwellings are affordable for ownership for all median-earning household types.
- Individuals on AISH, low-income seniors, and minimum wage earning full-time employees cannot afford ownership of any type of housing unit in Spruce Grove. These individuals must meet their housing needs through the rental market.

HNA Key Findings – Rental market

Purpose-built rental housing is increasingly expensive and scarce in Spruce Grove

- Rental prices in Spruce Grove increased by 21% between 2018 and 2023, with average rents growing from \$1,200 per month to \$1,450. This trend is comparable to neighbouring communities.
- Since 2021, vacancy rates for purpose-built rentals in Spruce Grove have been below 3%, indicating significant pressure in the market.
- Based on the total number of rental households in Spruce Grove (3,375), approximately 41% of the city's renters are living in the secondary rental market.
- Market rental rates are affordable for all median-earning households in Spruce Grove. Households earning minimum wage, low-income seniors, or those receiving income supports (e.g. AISH) are unable to afford market rental housing in the city.

HNA Key Findings – Affordable/ subsidized dwellings

Increasing the supply of affordable/subsidized housing for renter households is important moving forward

- There are currently 106 affordable/subsidized rental units in Spruce Grove and the broader region (Stony Plain and Wabamun), including 37 affordable/subsidized and 26 income-tested units in Spruce Grove.
- The need for affordable/subsidized rental units likely exceeds the number of units that are currently available in Spruce Grove.
- There are no emergency or transitional housing units available in Spruce Grove, which means that individuals needing temporary or transitional housing supports must leave the city.

HNA Key Findings – Core Housing Need

Core housing need determines if a household can afford suitable and adequate housing in their community

A household is considered to be in core housing need if it meets 2 criteria.

A household is below 1 or more standards relating to

- adequacy (not in need of major repairs),
- suitability (enough bedrooms for the household), and
- affordability standards (costs less than 30% of before-tax household income).

The household would have to spend 30% or more of its before-tax household income to access local housing that meets all 3 standards.

HNA Key Findings – Core Housing Need

Renter households in Spruce Grove are at greater risk of being in core and extreme core housing need

- Core housing need is primarily driven by challenges with affordability and not issues in suitability or adequacy of the housing stock.
- 8% of households in Spruce Grove are in core housing need.
 - The percentage of households in core housing need has remained consistent since 2016.
 - 47% of households within core housing need are experiencing extreme core housing need (i.e. spending 50% or more of their income on housing costs).
 - Around 4% of all households in Spruce Grove are experiencing extreme core housing need.
- Renter households are around six times as likely as owners to experience core housing need (23% of renter households compared to 4% of owners) and account for 64% of all households in core housing need in the city.

Engagement Purpose

- The City of Spruce Grove is seeking feedback from the community and other impacted parties to understand the housing challenges and opportunities facing the community.
- The engagement will inform the development and implementation of the City's housing strategy and policies.
- Public engagement will start on June 3 and continues to July 15.

Roundtable Discussion



Next Steps

- Feedback collected from the engagement will be summarized into a "What We Heard" report.
- The report will be shared with City Council in late summer/early fall and will inform the development of the housing strategy.



Thank you for sharing
your thoughts on the
housing needs of our
community!

Updates will be posted on
sprucegrove.org/HousingStrategy



REQUEST FOR DECISION

MEETING DATE: June 3, 2024

TITLE: City of Spruce Grove Brand Strategy Initiative

DIVISION: Strategic and Communication Services

SUMMARY:

The City of Spruce Grove retained Cinnamon Toast to undertake a city rebranding initiative to update the current brand to better reflect what Spruce Grove represents today.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The City of Spruce Grove is updating its brand and is inviting all community members, businesses, and people familiar with Spruce Grove (e.g. visitors, former residents, friends/families of residents, etc.) to share their thoughts on how we can identify and promote Spruce Grove as a distinct, regionally competitive city for economic and community development.

Cinnamon Toast, a marketing and branding agency, has been contracted by the City to develop the brand strategy. They will be providing a presentation with a general overview of the brand strategy project and their process. Following the presentation, attendees can ask a few questions and are encouraged to provide their input by completing the online survey.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

Consultation on the brand strategy will happen from May 22 - July 2, 2024.

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

June 2024

ct

Cinnamon Toast × Spruce Grove

Economic Development Advisory Committee (EDAC)

Brand Strategy Initiative



Hi there!

**We're Cinnamon Toast, and we
*passionately protest mediocrity.***

Introductions



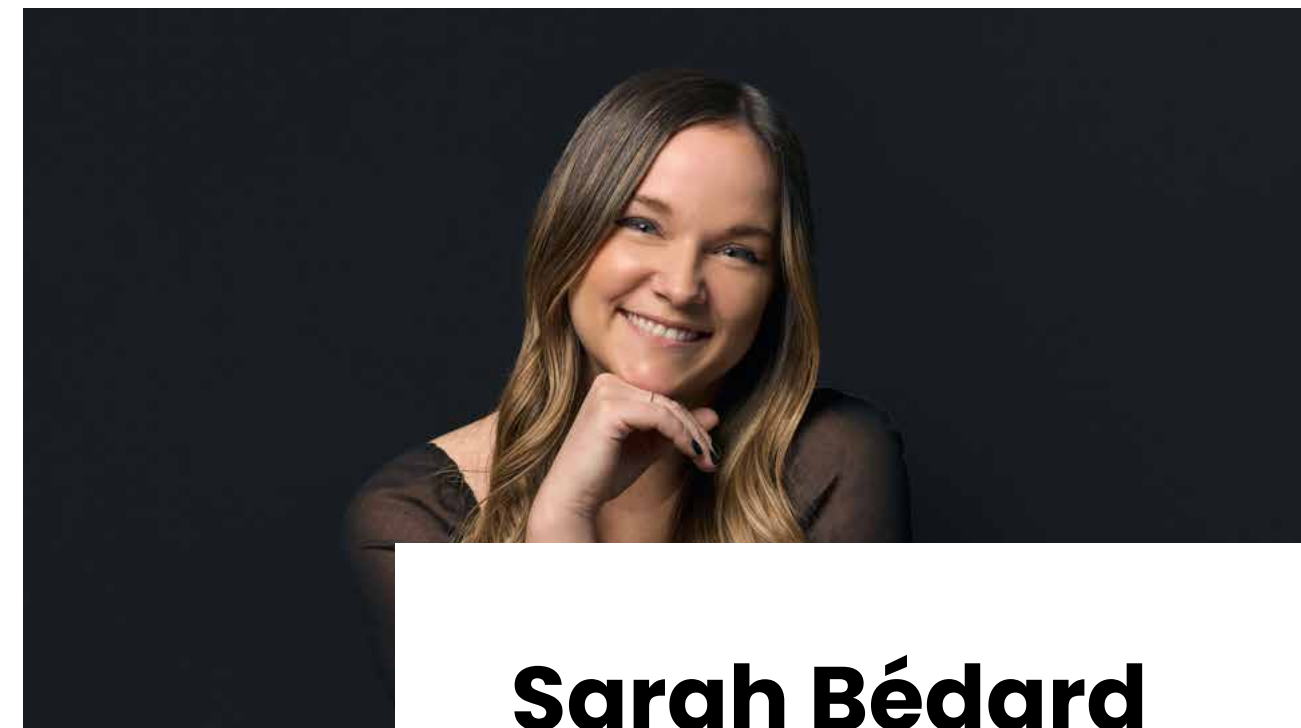
Bronwyn Mondoux
Chief Creative Officer & Founder



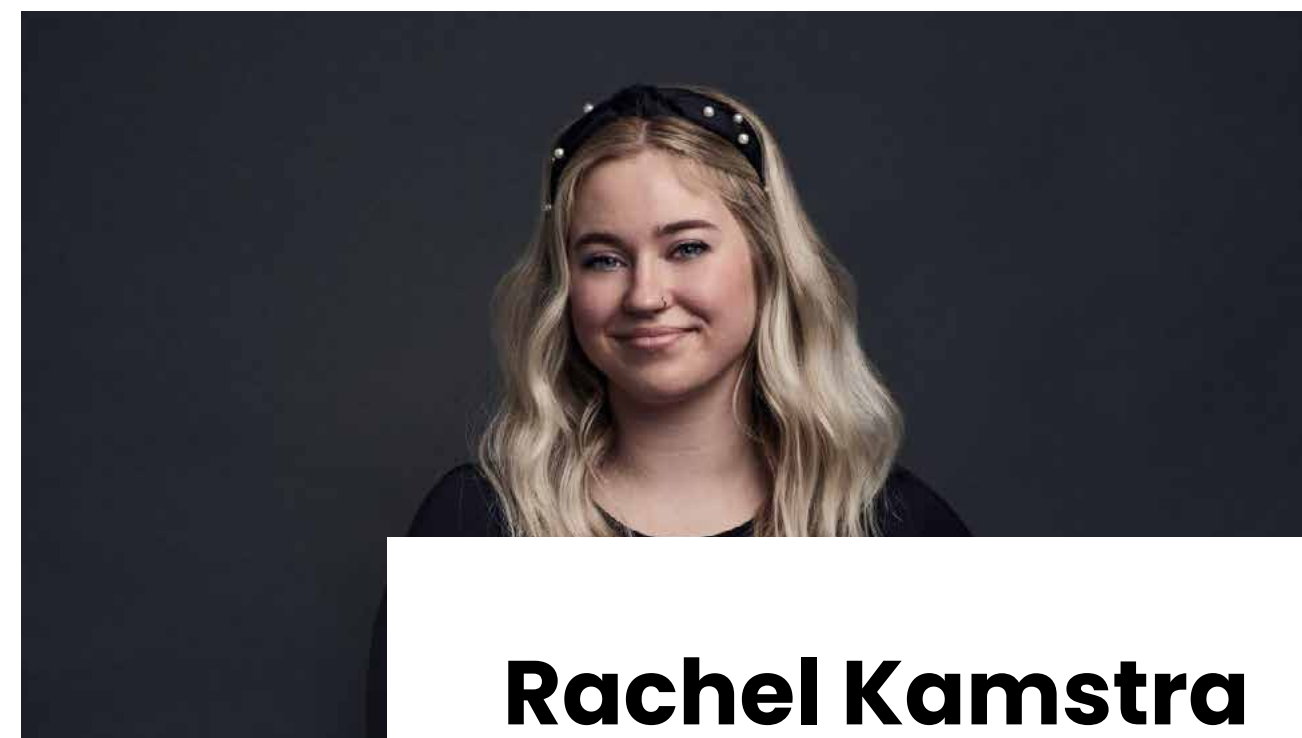
Sarah Gutknecht
Director of Design



Andrea Dyer
Director of Content



Sarah Bédard
Graphic Designer



Rachel Kamstra
Account Manager

What is a brand?

A brand is ***NOT***

- × A logo
- × A product
- × A service

What is a brand?

A brand is a person's **emotional connection** to your organization, business, and **community.**

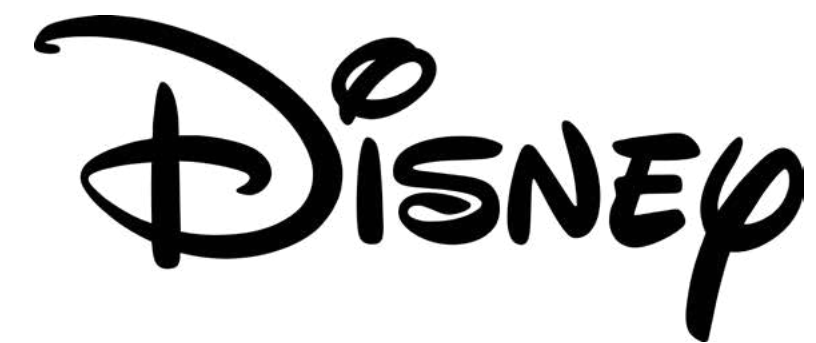
A brand is an *investment.*

- ✘ Economic Development & Tourism Boost
- ✘ Business Retention and Expansion
- ✘ Civic Engagement
- ✘ Competitive Advantage
- ✘ Positive Reputation

**Branding isn't unique in
eliciting *strong reactions.***

A good brand captures attention, tells a compelling story, and forms emotional connections.

It differentiates your community, instills trust, and consistently delivers value, creating loyalty and ambassadorship amongst residents.



Brand Criteria

Do these concepts express a brand character, affinity, style, and personality?

Do these concepts tell a story in a clever and memorable way?

Are these concepts unique, authentic, and original?

Will these concepts inspire people to visit, relocate, or learn more?

Making a Lasting Impact

Choosing the familiar path in rebranding may seem comfortable, but it may not always be the right choice. Sticking solely to what is familiar can limit innovation and hinder the exploration of fresh, creative possibilities. In a dynamic and evolving landscape, embracing change and daring to depart from the familiar can lead to more authentic, impactful, and forward-thinking brand transformations.



Project Objectives

- ✦ **Accelerating** awareness of the City's purpose and message to its residents and potential investors is crucial, requiring the development of an updated brand strategy for the City of Spruce Grove.
- ✦ **Driving** business investment, attracting and retaining businesses, and increasing community pride are essential goals for the City, emphasizing the need for a strong brand in its evolved state as a vibrant, growing, urban city.
- ✦ **Collaboratively** working with City Council and the community to develop an effective brand strategy, and implementation and marketing plan is the expectation from a firm that is creative, open, and progressive.

The Process

- ✘ Research and discovery
- ✘ Engagement and additional research
- ✘ Brand framework and logo creation
- ✘ Concept testing, refinement, brand guidelines and asset creation
- ✘ Implementation, marketing and evaluation plan development



**Why are we
conducting
engagement?**

**What do we
hope to learn?**

WE WANT TO UNCOVER

... SO THAT

Authentic messaging and tone of voice

... the brand is genuine, approachable, and community-focused.

The unique selling proposition for Spruce Grove

... audiences perceive Spruce Grove as a vibrant, thriving community for living, working, and investing.

Sentiments and desired messaging

... Spruce Grove is future-ready, adaptable, and welcoming of growth.

Community pride stories

... we can celebrate local achievements and traditions in the rebrand.

An understanding of growth perceptions

... we enable residents to embrace change while honouring community roots.

Visuals and symbols that resonate

... the new visual identity authentically represents who Spruce Grove is.

A broad variety of stakeholder sentiments

... the brand reflects a unified vision encompassing diverse perspectives.

**We are excited to work with
you and your community to
create *anything but a bland
brand!* **Let's collaborate!****



Discussion

What do you **love about
Spruce Grove?**

What do you **hope this new
brand identity will capture?**

ct

Thank you!

Questions?



Stay Involved



01

Digital survey

02

Progress updates on Connect Spruce Grove

03

Share!



REQUEST FOR DECISION

MEETING DATE: June 3, 2024

TITLE: Start Ups and Early Stage Business Support Program Update

DIVISION: City Manager's Office

SUMMARY:

This Start Ups and Early Stage Business Support Program update will inform the Economic Development Advisory Committee on what is being contemplated in regard to program delivery and what the program is intended to accomplish.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

Campus Innovation Consulting Group's (CICG) scope for the Start Ups and Early Stage Business Support Program was to explore establishing a "Business Incubator, Accelerator, and Enhanced Business Services Program" for Spruce Grove, aimed at fostering entrepreneurial growth and sustainable business development. The initiative evaluates the feasibility of a physical incubator and the effectiveness of a broad versus industry-specific strategy to support startups and early-stage businesses, guiding future city actions with well-informed recommendations.

The Start Ups and Early Stage Business Support Program relates to Item 1 of EDAC's 2024 Workplan. It will support the outcome by providing recommendations for business support for new businesses that the City should consider and promote business retention and expansion.

At the March 26, 2024 EDAC meeting, the project consultant provided a series of recommendations for the City to consider, and asked EDAC to provide feedback. This presentation will provide an update as to what is being contemplated in regard to the program delivery and what the program is intended to accomplish.

At the October 1, 2024 EDAC meeting, the full program and position outline will be presented and Committee will be asked to provide a letter of support for Council.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a



REQUEST FOR DECISION

MEETING DATE: June 3, 2024

TITLE: Adjournment - Economic Development Advisory Committee - June 3, 2024

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