



Morinville

ECONOMIC DEVELOPMENT
ACTION PLAN
2021 – 2026





Economic Development Action Plan

Economic Development Action Plan will focus on:

- investment attraction;
- existing business retention;
- and removing barriers for expansion.

This plan will position Morinville throughout the region as a preferred location for investment and promote Morinville's value proposition.

Morinville's population in the 2020 Census was 10,578. It has been growing at a steady rate of nearly 2% per year. Based on this rate of growth, Morinville's population would nearly double to over 20,000 residents within 35 years.

This Action Plan supports Council's strategic priorities and targets complementary economic opportunities and "shepherds" new development through facilitation, red-tape reduction, advocacy, technology and support.

Morinville's most significant return on investment will be to identify strategic investment opportunities and be efficient with resources to achieve this plan's expectations and outcomes. Morinville will conduct its economic development activities to strengthen and sustain the Town's regional and local economy while ensuring long term economic diversity and prosperity.

The economic challenges of the COVID-19 pandemic have significantly affected Morinville's businesses. With Council's direction, Morinville will continue to support retention of all local companies, **SHOP LOCAL** awareness, and identify pathways for our valuable businesses to expand. Council believes that Morinville is on course for great things in the region and know that support of local businesses of all sizes and forms is paramount to the Town's future success.



Assessment

Morinville is an emerging dynamic community in the northern Edmonton Metropolitan region. Diversifying the local economy and business base in Morinville is necessary for residents' employment opportunities to live and work within or near their community. According to the 2020 Morinville daily Census, more than 50% of existing residents commute from Morinville to work, with over a third commuting to Edmonton.

Adding to the local economy is a primary function of economic development. The Edmonton Metropolitan Region has identified population growth areas, and Morinville is included within regional long-range planning. There will be even more regional competition for quality and stable employment for new and incoming residents. Morinville has limited light intensity industrial opportunities due to its proximity to new residential areas, however the area has great promise for growth.

Downtown is the "heart" and sets the tone for visitors, businesses, and residents. The commercial centre of Morinville is The Coeur de Morinville, which crosses north, south, east, west of its centre. Local and small businesses are focused in this area. The mature downtown area should evolve into a cultural hub and encourage a sense of "place." The east/west portion runs along 100 Avenue and is an active highway (642), and will likely remain.

The north/south portion runs along 100 Street. Morinville has seen new investment in commercial franchises, new schools (Winds Public School and St. Kateri Tekakwitha Academy), Jessica Martel Foundation, and a 48 unit affordable housing complex.

New housing and existing light industrial eastern area can expand to about 140 acres.



Economic Core Values

Morinville is a welcoming location for new investment and conducts business with professionalism, ensuring the Town is successful and sustainable. Morinville's existing businesses are supported and new opportunities are explored and welcomed to the community.

Find a way to "Yes"

We are service driven, and motivated to find a path for new investments in Morinville. We will explore with an "economic lens" and be open to all potential developments.

We stay connected to existing businesses

We are focused on our business relationships and strive to ensure Morinville businesses feel supported.

We will tell our story

Morinville will actively promote itself in the region and to investors and developers.

Morinville Awareness

Morinville will be implementing a new brand and visual identity in 2021 focused on business development. Direct engagement and marketing to potential investors and new residents will be an ongoing priority. Other activities include marketing the Town as a cultural centre and partnership on events and activities to advance various tourism sectors (i.e. – sports, heritage, music, etc.) as well as an excellent place to raise a family. Administration will also conduct missions to trade shows, conferences, and industry sessions with our business partners to "tell Morinville's story". This will ensure that Morinville's future development interests are directed by those who benefit from additional investment.

Shop in Morinville 7 times in 7 days
and be entered to win a \$100 gift card from a Morinville retailer of your choice! Every week is a new chance to win. PLUS be entered to win the GRAND PRIZE valued at \$500.

To enter, shop in Morinville 7 times in 7 days and send a photo of your receipts from that week to economicdevelopment@morinville.ca

\$100 WEEKLY PRIZE

Week 1: March 1-7	Week 3: March 15-21
Receipts Due: March 8	Receipts Due: March 22
Week 2: March 8-14	Week 4: March 22-28
Receipts Due: March 15	Receipts due: March 29

*Weekly draw winners announced

Grand Prize Shop Morinville Prize Pack valued at \$500. Grand Prize Draw Date: March 31, 2021. All entries will be combined for the grand prize draw. Entry photo must include all 7 receipts, be clear and include the business name, address and date on receipts to be eligible. The photo of the receipts does not need to show items purchased. One entry per every (1) photo of 7 receipts received. No minimum purchase requirement for receipts.

Morinville
For more information visit www.morinville.ca

Priority Outcomes and Activities

We are committed to listening to business and creating more local jobs

- Increase non-residential assessment by \$2.14 million each year for the next five years
- Promote Morinville as a preferred location for business attraction to new and existing investors
- Review land-use regulations and land-use policies with an “economic lens” (Red Tape Reduction)
- Leverage incentives to increase new business interest in non-residential development
- Ensure adequate supply of commercial and industrial properties in Morinville
- Review existing engineering standards
- Promote available Town lands for sale, development and revenue generation
- Increase commercial/industrial assessments
- Move residential/non-residential assessments (towards 80:20 ratio)
- Increase number of local jobs
- Increase market value of non-residential
- Target sectors and markets for Morinville region business attraction
- Update to Morinville Council Quarterly

Supporting Morinville Businesses

- Partner or provide annual showcase opportunities for Morinville businesses
- Present an event for Morinville businesses to showcase Town of Morinville Procurement Opportunities
- Provide Public Data Porthole GIS – Data: population characteristics - Maintain local economic data
- Manage Business Visitations
- Continue social media presence – Morinville Economic Development Information
- Be a resource for the business community
- Work closely with the Morinville Chamber of Commerce to promote **SHOP LOCAL** Initiatives
- Provide Annual: “Business Breakfast” for local businesses
- Target niche markets for business attraction
- Market Morinville Culture – including: Music, Art, Concerts, Event Attraction, Festivals, Trade Fairs, Farmers Markets
- Market/Partner Sports Tourism – including: Morinville Leisure Centre, AAA Arena, Curling, Baseball, Fishing



Morinville Awareness

- Introduce new focused branding for Morinville Economic Development
- Conduct missions to trade shows, conferences, and industry sessions with our business partners
- Market Morinville as a location of choice for both residents and business within the region
- Presence at the AG-TECH (Agriculture Technology) sector

Employment, technology, and business sectors are evolving faster, and Morinville will need to match this with sophistication at “the speed of business” by looking at the opportunities with our “economic lens.” Regionally: new investments in agriculture technology and food production (AG-TECH -Agriculture Technology) sectors are emerging. Morinville can capture investment by engaging the “AG-TECH” sectors directly.

Morinville has existing aspirational economic statements in policy documents including *The Municipal Sustainability Plan (MSP)* and *The Municipal Development Plan (MDP)*. These plans do not contain implementation strategies.

Morinville's local and regional economies are healthy, resilient and environmentally responsible - MSP

Morinville is the local centre for production, consumption and distribution of healthy and sustainable food in the region - MSP

Morinville Supports and encourages a diverse range of local businesses and employers - MSP

Morinville is an affordable and desirable location for families to settle, and grow - MDP



Council has collaborated with Administration and provided direction to identify measurable economic targets. These targets and outcomes are identified in **Morinville's 2020-2021 Strategic Plan Refresh with Strategic Priority #1: Increase non-residential assessment.**

Council Direction: 2020-2021 Strategic Plan Refresh
Strategic Priority #1 - Increase non-residential tax base

Administrative Plans and Actions

- Work with developers and builders to increase growth in residential and non-residential development
- Increase non-residential tax base by \$2.14 million each year for the next five years
- Promote Morinville as a preferred location for business attraction to existing and new investors
- Review land-use regulations and land-use policies to better facilitate and encourage new non-residential development and expansion
- Leverage incentives to increase new business interest in non-residential development
- Facilitate adequate supply of commercial and industrial properties, with a focus on vacant lots

- Review existing engineering standards to encourage investment and innovation
- Complete sale of Ray McDonald Sports Center (COMPLETED 2020)
- Promote available Town Lands for sale, development and revenue generation

COUNCIL TARGET

Residential / non-residential tax base of 80/20 (current split 86/14) by 2025

COUNCIL MEASURE

Annual assessment value growth over 2020 base point

COUNCIL MILESTONES

\$2.14M annual non-residential assessment value growth (2020-2025)

ADMINISTRATIVE REPORTING

Quarterly

Economic Development Action Items Timeframe

- Morinville Business Retention and Expansion Survey - (2021, 2023, 2025)
- Business Visitation Program (2021-2026) – (Ongoing)
- Morinville Amenity Map (Ongoing Updates)
- Development Partnership (P3) Opportunities (Ongoing)
- Partnerships and Relations with Morinville Business for outbound missions (Ongoing)
- Fostering working relationship with Alexander First Nation (Ongoing)
- Pursue Provincial and National Economic Awards Recognition (Ongoing)
- Asset Inventory of available retail/commercial and industrial properties for sale or lease (2021)
- Leverage Town owned lands for Morinville needs and potential sale (2021)
- Morinville Economic Development – New Branding (2021)
- Morinville Event Strategy - Partnership (2021)
- Sports Tourism – Partnership and Marketing (2021)
- Develop Event Attraction/ Event Marketing Plan (2022)
- Develop Morinville Investor "Playbook" – Investment pamphlet (2022)
- Sector-specific marketing campaigns (2022)
- Create New Morinville Economic (Specific) Development Website (2022)
- Develop 100 Ave West - Revitalization Plan (2022-2025)
- Investigate Business Improvement Area: 100 Avenue (2024)
- Complete Land Assessment (2024)
- Develop Heritage Lake Tourism Plan Development (2024)
- Leverage Technology for Economic Activities (Ongoing)



Morinville Value Proposition - Analysis

STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ■ Economic Supportive Council ■ Red Tape reduction Strategies ■ Low, competitive tax rates for non-residential ■ Proximity to: City of St. Albert, Edmonton region, CFB Edmonton ■ New investment southside ■ Young population ■ Highway Access – Highway 2, Highway 642 ■ Transportation (particularly highway access) ■ Availability of affordable properties and utilities ■ Significant cultural programs ■ Family Friendly Small-Town atmosphere ■ Business friendly Town staff ■ Lower lease rates compared to region 	<ul style="list-style-type: none"> ■ Lack of awareness of Morinville to surrounding populations and business ■ High residential assessment ■ Mature Downtown need to refresh ■ Low Rental Market (minimal vacancy) ■ Perception as “bedroom community” ■ Retaining local small businesses ■ Lack of public transportation
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ■ New Recreation Facility - MLC ■ Potential Northward Truckstop ■ Room for new businesses ■ Support centre for outlying development ■ Mixed-use developments in Downtown Core ■ AG-TECH ■ Food Production ■ Manufacturing 	<ul style="list-style-type: none"> ■ Boom and bust cycle of oil-dependent provincial economy ■ Disasters – natural (wind, flooding), industrial and Rail ■ Lack of affordable housing

RESIDENTIAL ATTRACTION MARKETS	TARGET SECTORS
<ul style="list-style-type: none"> ■ North Edmonton region (Edmonton, CFB, St. Albert, etc.) ■ Families ■ Seniors ■ High-Income earners 	<ul style="list-style-type: none"> ■ Commercial ■ Franchises ■ Light Industrial ■ Warehousing ■ Logistics

Ongoing

OBJECTIVE	DESIRED OUTCOMES	ACTIONS FOR OBJECTIVE
<p>1. Attract new businesses in targeted sectors</p>	<p>Create new local employment opportunities while increasing assessment in the areas of:</p> <ul style="list-style-type: none"> ■ Unique commercial/retail operations ■ Mid-high-end restaurants with appropriate mix of family friendly establishments ■ Green economy, technology and innovation firms ■ Research and Development ■ Light to Medium Manufacturing ■ Light to Medium agriculture production facility 	<p>1.1 Utilize customer relations management tool to effectively track lead generation and marketing</p> <p>1.2 Leverage Morinville’s competitive position of having the lowest non-residential rates in Edmonton Metropolitan/Capital Region to relocate businesses from other areas within the Capital Region</p> <p>1.3 Facilitate the relocation of businesses that are part of Morinville’s existing businesses partners and supply chain</p> <p>1.4 Ensure reliable and consistent broadband internet servicing to Business Park, Industrial, Commercial areas</p> <p>1.5 Attend Agri-Tech and Agri-Foods events</p> <p>1.6 Attend Real Estate and Developer events</p> <p>1.7 Leverage and market the Morinville Community Cultural Centre, Morinville Leisure Centre, and other community amenities</p> <p>1.8 Create strong partnerships with local developers and work together</p>
<p>2. Retain and facilitate the expansion of existing local businesses</p>	<p>Understand and react to local business climate and issues impeding scale up or growth of the business</p> <p>Deliver red tape reduction activities</p>	<p>2.1 Annual Business Survey</p> <p>2.2 Attend monthly Chamber of Commerce luncheons and other functions</p> <p>2.3 Business Visitation Program</p> <p>2.4 Business Breakfast</p>
<p>3. Enhance relations with key community stakeholders</p>	<p>That there is a positive, collaborative relationship between the Town of Morinville and stakeholders such as but not limited to City of St. Albert, Sturgeon County, Edmonton Metropolitan Region Board, Regional Cooperatives, Alexander First Nation, CFB Edmonton/Edmonton Garrison, Edmonton Global</p>	<p>3.1 Attend regular meetings and events that stakeholders conduct</p> <p>3.2 Explore opportunities to work together on events or initiatives</p> <p>3.3 Consolidated economic development contact and liaison for business attraction, retention and expansion</p> <p>3.4 Facilitate regular ongoing discussion between Council and developers/builders</p>
<p>4. Ensure that local businesses and potential investors are aware of the Morinville Advantage</p>	<p>That Morinville is “on the map” due to effective marketing that results in a business growing, starting up, or relocating to Morinville</p>	<p>4.1 Create an Economic Development specific website</p> <p>4.2 Develop brochures for local community awareness</p> <p>4.3 Develop brochures for potential investors (Playbook)</p> <p>4.4 Attend local, provincial, and national business events to conduct direct marketing</p>
<p>5. Continue to encourage a responsible mix of residential housing</p>	<p>A blend of housing types and pricing will result in a larger local labour force and consumer base</p>	<p>5.2 Advocated for land use bylaw amendments to encourage development in accordance with Town visioning documents and policies</p>

Continued on next page.

OBJECTIVE	DESIRED OUTCOMES	ACTIONS FOR OBJECTIVE
6. Collaborate with events and festivals where investment is a probable outcome	Attract visitors to Morinville that may invest in the local economy, move to Morinville or move/start a business in Morinville	6.1 Work with the Morinville Leisure Centre to develop more regional awareness of the new facility 6.2 Attend Sports Tourism events to increase the awareness of the arena 6.3 Promote the both ice arenas in Morinville to attract events
7. Planning regulatory documents are reviewed with a "economic lens"	Understand business climate, trends, markets and how they relate to regulatory considerations	7.1 Continue to improve land-use bylaw regulations for parking restrictions and solutions 7.2 Create parking alternatives in the downtown core

Existing Economic Policy Goals and Actions

ECONOMIC GOALS	ECONOMIC TARGETS	SHORT-TERM ACTIONS
Municipal Sustainability Plan		
<p>Healthy Economy</p> <ul style="list-style-type: none"> Morinville's local and regional economies are healthy, resilient and environmentally responsible 	In 2025, Morinville has a healthy (20:80) non-residential to residential assessment split	<p>Develop and implement a municipal and economic strategy</p> <p>Work with builders and developers to increase growth in residential and non-residential development</p> <p>Increase non-residential assessment base by \$10.7 million in the next five years</p> <p>Review land-use policies to better facilitate and encourage non-residential development</p> <p>Provide and expand on incentives to increase business interest in non-residential development</p> <p>Facilitate adequate supplies of commercial and industrial properties, with a focus on vacant lots</p> <p>Encourage the sale and development of Town owned lands</p>
<p>Thriving Local Businesses</p> <ul style="list-style-type: none"> Morinville Supports and encourages a diverse range of local businesses and employers <p>Thriving Local Agriculture</p> <ul style="list-style-type: none"> Morinville is the local centre for production, consumption and distribution of healthy and sustainable food in the region 	In 2035, Morinville has achieved its targets for local agriculture and value-added activities	Conduct process review of planning and development functions/procedures with intent to increase customer satisfaction
Municipal Development Plan		
<p>Residential Community of Choice</p> <ul style="list-style-type: none"> Morinville is an affordable and desirable location for families to settle, and grow 	In 2035, Morinville is recognized as a regional destination of choice	<p>Promote residential development by partnering with local home builders</p> <p>Continue review of the land-use bylaw to consider diversified housing options</p>



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