



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Tuesday, September 15, 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: September 15, 2026

TITLE: Minutes - Economic Development Advisory Committee - June 2, 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 June 2, 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 June 2, 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

Minutes of Economic Development Advisory Committee

June 2, 2026, 6 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

Spruce Grove, AB T7X 3E8

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

Members Absent: Don Cooper, Industrial Sector Representative

Also in Attendance: Dave Walker, Administrative Liaison
Jodi Fulford, Economic Development Specialist - Commercial
Karla Daniels, Economic Development Specialist - Industrial
Nicole Hitchens, Recording Secretary

1. CALL TO ORDER

Vice-Chair Spencer Bennett called the meeting to order at 6 p.m.

2. AGENDA

Resolution: EDAC-014-26

Moved by: Darrell Demers

THAT the agenda be adopted as presented.

Unanimously Carried

3. MINUTES

3.1 Minutes - Economic Development Advisory Committee - March 17, 2026

Resolution: EDAC-015-26

Moved by: Tyler Perozni

THAT the March 17, 2026 Economic Development Advisory Committee meeting minutes be approved as presented.

Unanimously Carried

4. DELEGATIONS

4.1 Industrial Land and Buildings Incentives Strategy

Chris Steele and Scott Brown, EBP, provided a presentation on Industrial Land and Building Incentives Strategy.

Committee thanked Chris Steele and Scott Brown for the presentation.

5. ADMINISTRATIVE UPDATES

5.1 The Grove Guide - Interactive Demonstration

Karla Daniels, Economic Development Specialist - Industrial, provided a presentation on The Grove Guide.

Committee thanked Karla Daniels for the presentation.

5.2 Economic Development Initiatives Update

Dave Walker, Administrative Liaison, and Jodi Fulford, Economic Development Specialist - Commercial, provided updates on Economic Development Initiatives.

Committee thanked Dave Walker and Jodi Fulford for the updates.

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**

Resolution: EDAC-016-26

Moved by: Victor Moroz

THAT the Economic Development Advisory Committee meeting adjourn at 8:02 p.m.

Unanimously Carried

Spencer Bennett, Vice-Chair

Nicole Hitchens, Recording Secretary

Date Signed



REQUEST FOR DECISION

MEETING DATE: September 15, 2026

TITLE: Industrial Competitiveness Review & Incentive Recommendations

DIVISION: City Manager's Office

SUMMARY:

Consultants from EBP will present proposed industrial incentives to 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 City retained the services of EBP 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.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a

Industrial Competitiveness Review & Incentive Recommendations

Prepared by EBP

Report for Spruce Grove Economic
Development Advisory Committee |
September 15, 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.

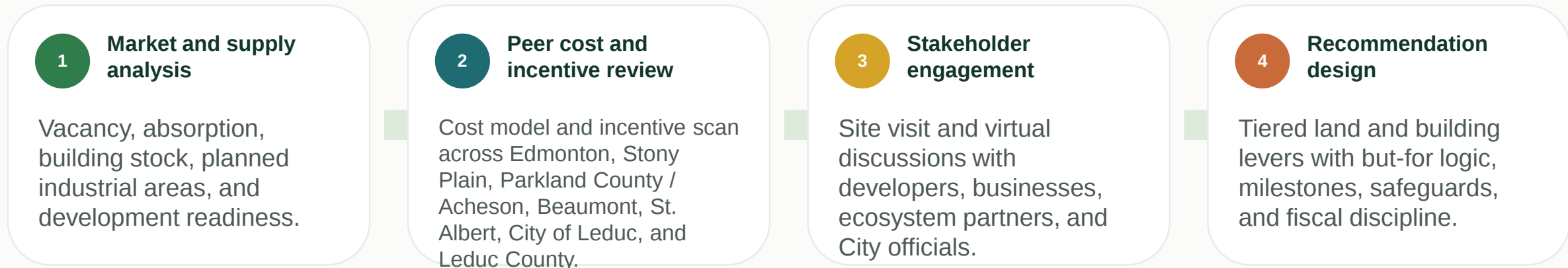
3. Design targeted tools

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

>10k 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, 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

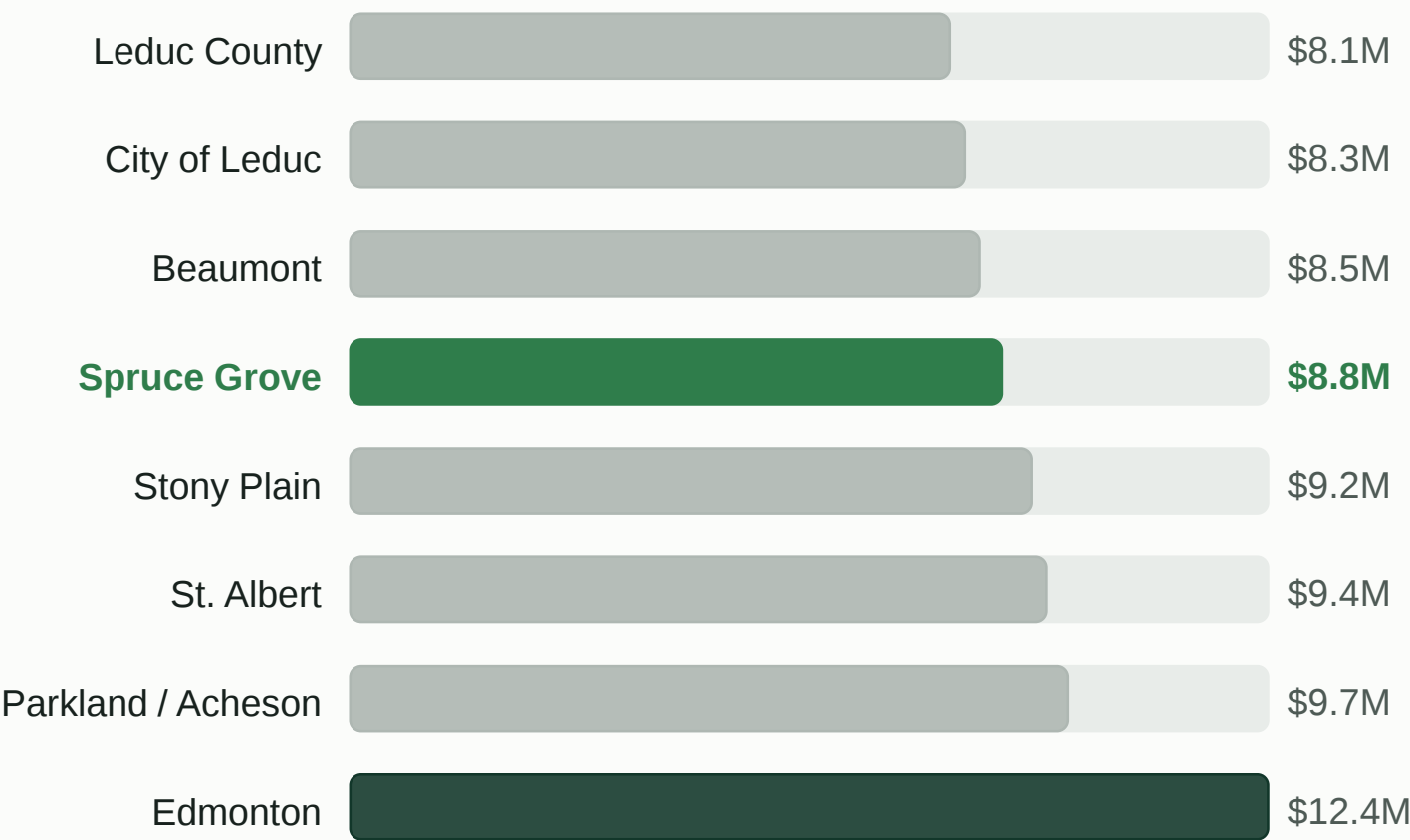
No formal municipal incentives; competes on airport adjacency, logistics, product, and approval speed. Shovel-ready industrial land, move-in ready options.

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.

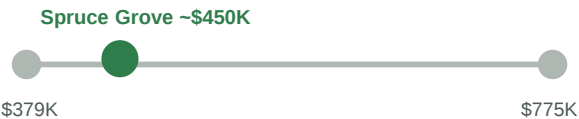
Competitiveness is about more than cost

Land price, levies, taxes, incentives, ability to move, 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

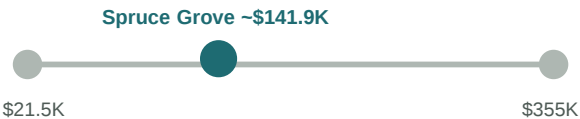


2. Levies are site-specific

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.

Note: Edmonton does not use off-site levies to recover infrastructure costs, which are instead recovered through mechanisms such as Permanent Area Contributions, expansion assessments, sanitary trunk charges, servicing agreements, and taxation.

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

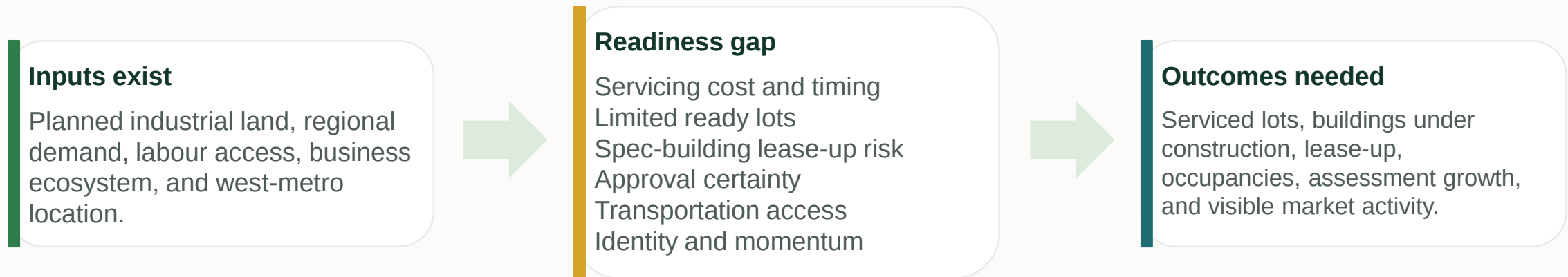
The City can sell the vision more effectively when it has visible proof points to show.

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 vast majority (anecdotally 90%) of demand is for **buildings – not just land**. Realtors, developers, and end-users all consistently emphasize the need for buildings.



The recommended toolbox can close gaps: it's targeted, case-by-case, performance-based, and focused on buildings—not just land.

- Many industrial users (particularly those in the 10,000-60,000 sq. ft. range) cannot wait 18-36 months for servicing, approvals, design, and construction.
- If Spruce Grove only offers land, while another community offers a completed building, the prospect often chooses the building even if the location is otherwise less attractive.

What Spruce Grove Has

Current activity
Planned industrial land
Long-term development opportunity
Future supply

What Many Users Need

Occupiable industrial space (buildings)
Immediate operational certainty
Current availability

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
Level 1	• Off-site levy deferrals • Industrial location marketing • Seamless Process for large/strategic projects	• Property tax abatement until leased, sold, or occupied • Spec-building marketing concepts • Clear approval process and timelines
Level 2	• Rebate of development fees • Prebuild targeted infrastructure (case-by-case) • City acquisition of serviced sites for future municipal use	• Rebate of development fees • City pre-lease of space where there is a legitimate operational need
Level 3	• City land assembly and servicing • Joint venture for serviced land development	• 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

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

Targeted industrial marketing

Grow the City's profile as a practical and competitive location. Priority for projects that increase land supply and support City goals.

Seamless review and approval process

For prioritized industrial projects, there should be a seamless approval process with transparent and predictable timelines.

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.

INDUSTRIAL LAND

Rebate of Development Fees

Partial or full rebate of selected development fees for land development that meet defined public-benefit criteria.

Pre-Build Targeted Infrastructure

City enables infrastructure to unlock multiple parcels, reduce first-mover risk, and accelerate serviced land supply.

City Acquisition of Sites

Purchase a serviced site to improve developer certainty and support absorption.

INDUSTRIAL BUILDINGS

Rebate of Development Fees

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

Pre-Lease Spaces

Pre-lease to help anchor a multi-tenant or speculative industrial building and reduce lease-up risk.

Level 2

- More complex
- More municipal risk-sharing

Level 3: reserve for lack of market response

These tools are higher complexity.

INDUSTRIAL LAND

City Land Assembly

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.

INDUSTRIAL BUILDINGS

Public Sector Anchor

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

Joint Venture for Building Development

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

Level 3

- Most involved tools
- Most time-costly

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. Business case	Develop a business case for the use of incentives including the City’s objectives.
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 Level 1 tools for industrial land and buildings. Pending market response to Level 1, consider and advance planning for longer-term tools in Level 2 and 3



REQUEST FOR DECISION

MEETING DATE: September 15, 2026

TITLE: Early-Stage Business Support Program Update

DIVISION: City Manager's Office

SUMMARY:

The Early-Stage Business Support Program (EBSP) is designed to foster entrepreneurship growth and support early-stage businesses in Spruce Grove. This presentation will provide an update on the progress of the EBSP, including the SMARTstart Program, and provide information on the Cashflow Canvas Program.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The EBSP aims to enhance the local economic ecosystem by supporting small businesses and startups, as outlined in the City's Strategic Plan 2022 - 2025 (Goals 10 and 13).

The EBSP includes several initiatives including the SMARTstart program, a partnership with Community Futures Centre West. The SMARTstart Program, which launched on February 3, 2025, is a foundational component in supporting early-stage businesses by providing entrepreneurial support through an 8-month Entrepreneurial Training Program. The Program consists of online learning, in-person / virtual workshops, and mentorship. In a cohort style, there are up to 20 entrepreneurs.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a



The City of
**SPRUCE
GROVE**

Early-Stage Business Support Program

Early-Stage Business Support Program

Agenda

- Summary
- Updates
- Next Steps





Early-Stage Business Support Program

Summary:

- The Early-Stage Business Support Program aims to enhance the local economic ecosystem by supporting small businesses and startups, as outlined in the City's Strategic Plan 2022-2025 (Goals 10 and 13)
- Partnership Development: Ongoing collaborations with organizations such as Community Futures, Business Link, Edmonton Regional Innovation Network (ERIN), and more. The coalition of organizations in the Edmonton region that support innovation, startups, and enterprises.



Early-Stage Business Support Program

Summary:

- **On February 3, 2025**, the SMARTstart Program was launched, an 8-month entrepreneurial training program that provides;
 - **Online learning** – through MasterClass at Work and GoForth Institute
 - **Workshops** – 12 workshops, delivered in-person and virtually, facilitated by local industry experts. Along with Peer-to-Peer sessions to inspire participants.
 - **Mentorship** – entrepreneurs are paired 1:1 with established business owners volunteering their time
 - **Entrepreneurs** – complete the program with either a business plan, feasibility study, or strategic plan for their business idea or business, and receive a ‘Certificate of Completion’ at the end of the program



Early-Stage Business Support Program

Updates:

- **On August 25, 2026**, Entrepreneurs have completed their **8th** workshop
- Topics covered Business & Strategic Planning, Legal Essentials, Financial Tools & Reports, Insurance, Taxation, HR, and Effective Networking
- The cohort participated in a Peer-to-Peer Session – Moderated Panel Discussion with successful business owners' journey of entrepreneurship, "Getting from Here to There".
- Entrepreneurs continue to work on their business, feasibility, or strategic plan with support from their mentors
- SMARTstart will wrap-up with a Celebration Event on December 11th



Early-Stage Business Support Program

SMARTstart Program – 2026 Cohort





Early-Stage Business Support Program

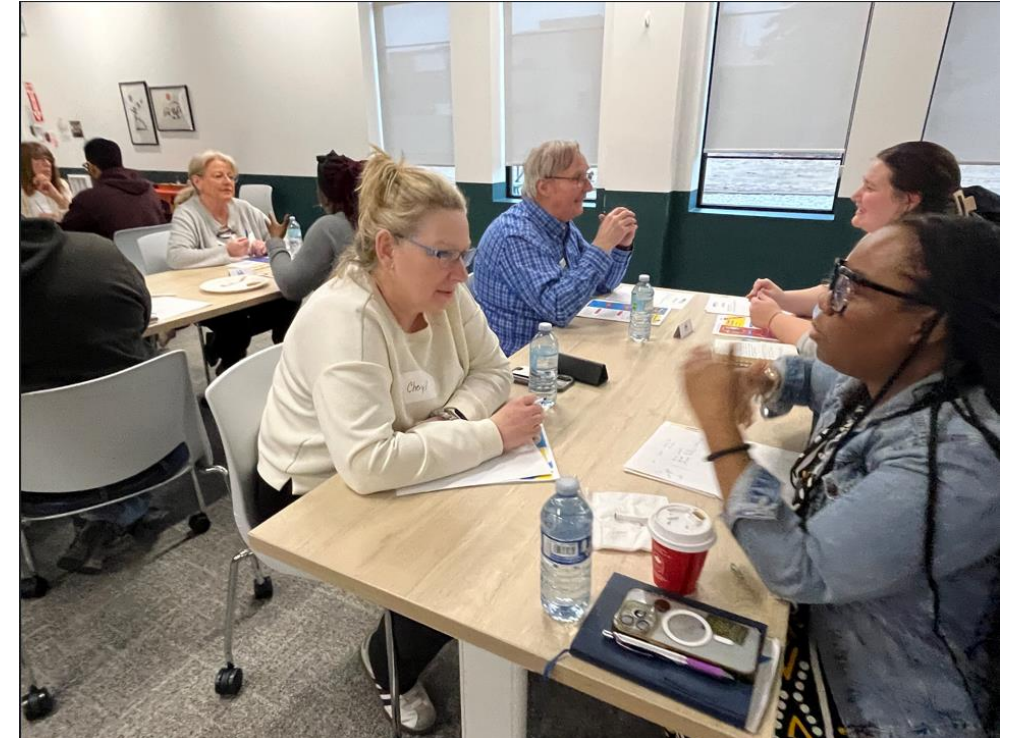
Welcome Launch Kick-Off





Early-Stage Business Support Program

Speed Connecting Session





Early-Stage Business Support Program

Peer-to-Peer Session - Panel Discussion





Early-Stage Business Support Program

Next Steps:

- We are looking at implementation of secondary programming, *“The Cashflow Canvas by Nail the Numbers”* to support SMARTstart Participants, including alumni, and new and early-stage entrepreneurs outside of the program
- This program will help entrepreneurs build stronger, more profitable, and financially viable businesses, by learning the basics of building a budget through 8 building blocks
- This program will be possible with the support of local Bookkeepers, Accountants, and Business Coaches



Early-Stage Business Support Program

Next Steps:

- Goal to have 4 professionals become a Certified Cashflow Canvas Coach, who will facilitate workshops to the SMARTstart participants and other early-stage entrepreneurs outside of the program
- **On September 10, 2026**, an information session was held to introduce the opportunity to a select group of Accountants, Bookkeepers, and Business Coaches, and shared how we envision incorporating it into the City of Spruce Grove's existing Early-Stage Business Support Program
- The goal is to run Cashflow Canvas Bootcamps in November/December with the 2025/2026 SMARTstart Participants, then in 2027 for the next cohort and a group of early-stage entrepreneurs



The City of
**SPRUCE
GROVE**

Thank you!



REQUEST FOR DECISION

MEETING DATE: September 15, 2026

TITLE: Tourism Development and Attraction Program Next Steps

DIVISION: City Manager's Office

SUMMARY:

The Tourism Development and Attraction Program continues to support the tourism economy within the City. The purpose of this Presentation is to provide an update on the Program and next steps.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

Spruce Grove continues to experience significant growth and investment in recreation, sport, entertainment, and community amenities, creating new opportunities to strengthen tourism and increase visitation to the community.

Administration has developed a Tourism Development and Attraction Program to provide a coordinated approach to growing Spruce Grove's visitor economy. The Program is organized around three interconnected pillars: Tourism and Business Growth, Destination Marketing, and Event Development and Hosting.

The presentation will provide EDAC with an overview of the proposed program, its three-pillar framework, key priorities, and implementation approach.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a



The City of
**SPRUCE
GROVE**

Tourism Development & Attraction Program Next Steps

August 24, 2026

The Opportunity

Tourism drives more than visitors. It drives economic growth.



- Approximately 30% of our physical businesses are directly involved or support the visitor economy
- Build on a strong foundation of existing City investments, growing commercial development, signature events and other tourism assets
- Strengthen tourism and hospitality businesses to increase visitation, overnight stays and local spending
- Attract new hospitality and tourism investment
- Connect businesses, experiences, marketing and events through one coordinated program



Program Framework

Pillar One:

Tourism & Business Growth

Support tourism and hospitality businesses, attract new investment, develop tourism products and build industry capacity.

Pillar Two:

Destination Marketing

Promote Spruce Grove's businesses, attractions, events and experiences to build awareness and encourage visitation.

Pillar Three:

Event Promotion

Build on established events, attract targeted opportunities and connect event visitors with local businesses and experiences.



Pillar One

Tourism & Business Growth: Build the Tourism Industry

- Grow Tourism Businesses
- Attract Hospitality Investment
- Develop Tourism Products



Pillar Two

Destination Marketing: Creating Awareness & Connection

- Build the Spruce Grove Brand
- Enhance The Destination Guide
- Strengthen Digital Marketing
- Market Tourism Products
- Showcase Spruce Grove Experiences



Pillar Three

Event Promotion: Drive Visitation Through Events

- Build-up on Destination Events
- Attract Targeted Events
- Enhance Visitor Experiences
- Advance Hosting Priorities

Next Steps

Presentation & Feedback:

Steering Committee, EDAC, CLT

Business Case submitted for Additional Resource



The City of
**SPRUCE
GROVE**

Thank you!