



Building An Exceptional City  
**Strategic Plan**  
2018–2035



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# Introduction



The City of Spruce Grove is at an important juncture in creating and implementing the vision for the community's future. As Spruce Grove continues to grow, the City is facing additional pressures to continue providing quality level services to residents, businesses and visitors. At the same time, the City is being presented with new opportunities and ideas that can have a positive impact on shaping Spruce Grove's future. By identifying these challenges and opportunities, as well as determining how the City will proactively prepare for them, a strategic roadmap for Spruce Grove can be developed.

Building an Exceptional City, the City's 2015–2035 strategic plan, outlines Spruce Grove City Council's vision for the future of Spruce Grove and ties together the necessary requirements to purposefully move forward. This includes:

- **Core values that support the City's purpose;**
- **Strategies that reflect the City's values and purpose; and**
- **Goals that must be accomplished in order to realize the vision.**

The purpose of the City's strategic plan is to enable all stakeholders who have an interest in the future of the city to share, understand, contribute to and participate in realizing our vision of Spruce Grove as the best place to live, to experience community and to grow a strong, successful business.

The strategic plan also addresses the needs of present and prospective residents, business owners and employees, investors, visitors, civic employees, neighbouring municipalities and their citizens, and any others interested in the future of our city.

## Term of the Strategic Plan

The strategic plan is intended to guide and inform the City's future for a 20-year planning horizon.

However, it is also important to understand that new challenges, opportunities and issues will emerge during this timeframe. Therefore, the strategic plan will be reviewed on an annual basis, with an extensive review and update every four years, after the election, to ensure it reflects any necessary changes or adjustments that may be required to achieve the City's vision. The most recent review and update to the plan occurred in 2018, following the 2017 municipal election.





# Who We Are: A Growing Regional Centre

The characteristics that attracted people to Spruce Grove in its early years are still an essential part of the community's current appeal. These include offering a welcoming place for the entrepreneurial spirit, having an abundance of trees and ample green space, providing opportunities to enjoy cultural and recreational events, and being a gathering place and bustling trading centre.

Spruce Grove has grown in both population and physical size over the years, changing from a community with a strong agricultural focus to a self-contained city with a population nearing 35,000 people being serviced by a wide variety of businesses.

Spruce Grove is one of the fastest growing mid-sized cities in western Canada. New residents, including many young families, are moving to Spruce Grove because of its proximity to Edmonton, its relative affordability and the quality of life offered.

In recent years, the city's industrial and commercial lands have expanded and today Spruce Grove is the regional service centre and commercial destination for a trade catchment population of 138,000. A growing interest in redevelopment of the older parts of the city accompanies its transformation.

Amenities such as popular national stores, boutique retailers, personal and health services, as well as schools and entertainment are all within close proximity.

Along with evolving into a self-sufficient urban centre, the city has also developed a strong sense of community pride and identity. Facilities such as the tri-municipally built TransAlta Tri Leisure Centre, Fuhr Sports Park, Horizon Stage and Border Paving Athletic Centre contribute to this sense of community. In addition, diverse recreational and cultural programs, parks and open spaces, like Jubilee Park, and numerous community events have the ability to strengthen social networks and civic engagement in Spruce Grove.





# Our Best Foot Forward: Spruce Grove 2035

The city we enjoy today is the result of careful planning, governance and management and the city we want to become will require the same. Spruce Grove has positioned itself for further growth, and will continue to do so in the future, with well-developed strategic planning documents that describe the exciting future in front of us, including:

- **Your Bright Future: Municipal Development Plan 2010–2020**
- **Economic Development Strategy & Action Plan Update 2017–2022**
- **Environmental Sustainability Action Plan**
- **Parks and Open Space Master Plan**
- **Transportation Master Plan**
- **Storm Water Management Plan**
- **Urban Forest Management Plan**
- **Sanitary Sewer Master Plan**

By pro-actively planning for the future, we will ensure we are on the right track for our desired destination.



## 20 Years to an Urban Centre of 70,000 People

Spruce Grove has consistently outperformed the Edmonton Metropolitan Region's annual growth projections of 1.9 to 2.9 per cent. Spruce Grove has grown steadily since 2001, from a population of less than 16,000 to more than 34,000 in 2017. The average annual rate of growth over this period has been 5.2 per cent which is twice the rate of growth for the Edmonton Metropolitan Region over the same period. It is expected the City's growth rate will ease over the coming years; however, a conservative projection suggests the city will have a population of 60,078 by 2035. For the purposes of strategic planning, our 20-year vision is based on reaching a threshold population of 64,549.



## Building our Future

The vision of Spruce Grove in 2035 includes consideration that the City is innovative and adaptive, providing value-added services that meet residents' needs. We will be a vibrant and inclusive city, focusing on community involvement and social wellness resulting in high levels of citizen satisfaction.

## Transportation and Mobility

We will provide efficient and effective transportation and mobility options for our residents. We need to anticipate future transportation needs with well-planned neighbourhoods and gathering places that incorporate broad, accessible streets and paths, as well as technologies that facilitate the smooth flow of people, whether on foot, cycle, vehicle or other mode of transportation.

We must be forward-thinking regarding the general concept of mobility and be prepared to offer, sponsor or support movement-related solutions that will emerge over time.

It will be essential to continually make transportation an important part of municipal planning, investment and service delivery.

## Living and Lifestyles

We will be proactive and highly engaged in providing opportunities for community development and social wellness that results in an inclusive, sustainable community for all residents.

Globalization and e-commerce is making our world smaller. Employees and employers in communities like Spruce Grove will be serving customers around the

world without ever leaving the city.

For our future, we need to provide venues where residents can come together for commerce, recreation, leisure, culture and sports. We also need to ensure our planning, designs and standards meet the needs of future generations who will be more likely to work from home, more connected electronically than physically through social networks, and less interested in travelling long distances for public activities.

## Business and Industry

We will ensure conditions are in place to support competitive, successful businesses. We must be highly responsive to opportunities that will attract and retain commercial and industrial businesses and develop and implement innovative strategies to achieve the same.

A city of almost 65,000 people will be a self-sustaining economic centre. A smaller proportion of workers will commute to jobs outside the city, while others will come to the city from elsewhere to work.

As the city grows, so will the surrounding area, which will further increase the marketplace for Spruce Grove's goods and services. The Edmonton Metropolitan Region is projected to grow to more than 2.2 million people in the next 35 years and, as a result, our regional trading area will exceed 250,000 people. As a community and an organization, we need to position ourselves to best take advantage of this growth.

We need economic development strategies that focus on strengthening existing businesses and attracting new ones in a way that all businesses benefit from the strength of the group.

If we do this well, we will help make Spruce Grove the economic power centre of the region.

While there are certainly trends towards electronic commerce over bricks and mortar business, our vision of the future is based on the assumption that there must be room for both.

## Technology and Accessibility

We will embrace technology to make municipal government more effective and efficient, while also allowing the business and residential community to take advantage of new technology solutions.

Generally, governments do not directly provide these technologies for their residents and businesses, but they often create the conditions for them to occur. Our responsibility is to help identify and understand new value-added technology solutions as they emerge and that, wherever possible, our businesses can stay at the forefront of competitiveness and our citizens are current with connectivity.





# Purpose and Vision

## Purpose Statement

*“To build an exceptional city through innovation, leadership and committed public service.”*

## Vision Statement

*“Spruce Grove is the best place to live, to experience community, and to grow a strong, successful business.”*





### **WHERE PEOPLE CHOOSE TO LIVE:**

*A dynamic city with an exceptional quality of life*

Through high quality municipal services, Spruce Grove is a safe, dynamic and affordable urban centre with an exceptional quality of life and is an inclusive, sustainable place through all ages and stages of life.



### **WHERE PEOPLE CHOOSE TO EXPERIENCE COMMUNITY:**

*A vibrant place for community involvement and social wellness*

Spruce Grove provides opportunities for engagement and participation in diverse and high-quality arts and culture, leisure, recreation and sports activities.



### **WHERE PEOPLE CHOOSE TO GROW A BUSINESS:**

*A strong, diversified business centre*

Through innovation and supportive business development, Spruce Grove is a growing economic home to successful small business, commercial and industrial companies.





# Values and Principles

## Values

### LEADERSHIP

- Creating opportunities for businesses and residents to grow and prosper
- Providing a model that sets a standard of excellence that others will want to follow
- Respecting the generations and the value that they bring to the community
- Creating an environment that fosters a sense of community spirit and pride
- Providing and encouraging a community conducive to safe and healthy living

### OPENNESS AND RESPONSIVENESS

- Engaging stakeholders in meaningful dialogue
- Communicating relevant information with clarity and accuracy in a timely manner
- Demonstrating a caring attitude and inclusivity

### SERVICE EXCELLENCE

- Being honest and demonstrating integrity in all dealings with our customers
- Taking pride in delivering high quality services
- Demonstrating best business practices

### ACCOUNTABILITY

- Being open and transparent in all of our activities
- Accepting responsibility for results promptly and taking corrective action where required

### HONESTY AND INTEGRITY

- Standing firm to do what we believe is right and ethical in the long-term
- Listening respectfully and speaking honestly at all times

## Principles

### SUSTAINABILITY THROUGH SOUND ECONOMIC DEVELOPMENT

- A strong economic base is essential to be able to afford the quality of life to which we aspire.

### LEADERSHIP IN AFFORDABLE QUALITY SERVICE DELIVERY

- We are committed to leadership in the provision of the highest possible service levels.

### AFFORDABILITY THROUGH PRUDENT FISCAL MANAGEMENT

- We are committed to prudent fiscal management. We must invest for the future, diversify revenues, manage costs, and strive to keep an appropriate balance of taxes and service levels.

### LEADERSHIP IN COLLABORATION TO ENSURE BEST VALUE FOR ALL

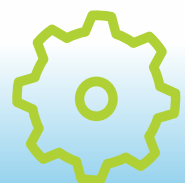
- We seek out opportunities for collaboration, where it is practical, and provide leadership in building constructive, mutually beneficial working relationships.

### BUILDING A COMPLETE COMMUNITY FOR ALL

- We are committed to meeting the needs of all segments of our community.

### SUSTAINABILITY THROUGH ENVIRONMENTAL STEWARDSHIP

- We are committed to demonstrating prudent environmental stewardship.











Strategic Priority Area:

## WHERE PEOPLE CHOOSE TO LIVE:

*A dynamic city with an exceptional quality of life*

Through high quality municipal services, Spruce Grove is a safe, dynamic and affordable urban centre with an exceptional quality of life and is an inclusive, sustainable place through all ages and stages of life.



### Goals

*In Spruce Grove in 2035:*

- Citizens feel safe within their communities.
- High quality leisure, recreational, cultural, commercial, social infrastructure and amenities as well as policies that meet the interests and needs of the greater community are in place and are conveniently accessible.
- Citizens consistently express high levels of satisfaction with municipal services.
- Spruce Grove is a well-planned city, with a high ease of community connectivity and mobility for transportation and walkability.

**Outcomes** (when this aspect of the vision is realized):

- Spruce Grove will have strengthened its positive image and enhanced its reputation as one of the most desirable places to live in the region.
- Citizens will have consistently reported the highest levels of satisfaction with municipal services.
- Through community development, the city will have enhanced community pride and spirit.



## Strategies:

### 1. STRATEGIES FOR COMMUNITY SAFETY

Safety will be addressed by having comprehensive, integrated programs that balance prevention and enforcement to ensure the highest level of safety.

- The community will be engaged in ensuring high levels of community safety through a range of prevention, education, monitoring, and reporting programs and services.
- Public safety initiatives that coordinate safety standards for protective services, social services and engineering controls will keep pace with growth.

### 2. STRATEGIES FOR AMENITIES AND POLICIES

Our physical infrastructure, amenities and policies will contribute to our future as a dynamic urban centre with an exceptional quality of life.

- Forward-looking municipal development plans and long-term capital plans will be kept current to ensure adequate supplies of serviced land, providing a framework for decision making in managing growth.
- We will provide leadership in regional collaboration to ensure positive, constructive and mutually beneficial inter-municipal decisions that benefit all.
- We will foster an environment of inclusivity by using integrated and coordinated plans and policies that are responsive to and anticipate citizen needs as the city grows.

### 3. STRATEGIES FOR CITIZEN SATISFACTION WITH MUNICIPAL SERVICES

Our strategies to produce the highest levels of citizen satisfaction will reflect the requirements to continually focus on effectiveness and efficiency.

- Through an inclusive corporate culture, we will have an engaged workforce that is connected to the community and committed to customer service.
- We will continually seek efficiencies through innovation, technology and shared services with other organizations, where doing so benefits the community.
- We will continually review municipal services to improve overall citizen satisfaction.

### 4. STRATEGIES FOR MOBILITY AND CONNECTIVITY

Our strategies for mobility and connectivity will result in an easy and convenient city to get around and to access information.

- An integrated transportation network will accommodate all modes of transportation and will increase connectivity.
- A comprehensive transit program will provide accessibility for all members of the community and will be designed to keep up with growth.







Strategic Priority Area:

## WHERE PEOPLE CHOOSE TO EXPERIENCE COMMUNITY:

*A vibrant place for community involvement and social wellness*

Spruce Grove provides opportunities for engagement and participation in diverse and high-quality arts and culture, leisure, recreation and sports activities.



### Goals

*In Spruce Grove in 2035:*

- Spruce Grove has a diverse arts and culture environment that reflects the interests and needs of the community.
- Spruce Grove has leisure, recreational and sporting amenities and activities that reflect the interests and needs of the community.
- Spruce Grove has a healthy population that is actively engaged in activities and the community.

**Outcomes** (when this aspect of the vision is realized):

- There will be greater access to arts and culture, leisure, recreation and sports programs than comparable cities.
- The City will have stronger participation in community experiences and healthy and active living than comparable cities.



## Strategies:

### 1. STRATEGIES FOR ARTS AND CULTURE

A diverse arts and culture environment will contribute to a quality of life we seek.

- We will be forward-thinking and responsive in helping to develop and strengthen the arts and culture community through innovative and strategic programs, local community events, initiatives and infrastructure.
- We will provide support to community groups whose work promotes arts and culture activities, and when practical, empower community groups to deliver the needed programs and services.
- We will collaborate with regional partners wherever possible on arts and culture amenities and programs to ensure a variety of offerings for the greater community.



### 2. STRATEGIES FOR LEISURE, SPORTS AND RECREATION

An active leisure, recreation and sports environment will contribute to a quality of life we seek.

- We will be forward-thinking and responsible in helping to develop and strengthen the leisure, recreation and sports community through innovative and strategic programs, initiatives and infrastructure.
- We will provide support to community groups whose work promotes leisure, recreation and sports activities, and when practical, empower community groups to deliver the needed programs and services.
- We will collaborate with regional partners wherever possible on recreation and sports amenities and programs to ensure a variety of offerings for the greater community.



### 3. STRATEGIES FOR A HEALTHY POPULATION

The City encourages regular physical and social activity as a way of promoting well-being.

- We will develop and provide access to more diverse, high quality leisure and recreational infrastructure.
- We will build awareness, enthusiasm and commitment for volunteering in the community.
- We will support and promote healthy, active lifestyles.





Strategic Priority Area:

## WHERE PEOPLE CHOOSE TO GROW A BUSINESS:

*A strong diversified business centre*

Through innovative and supportive business development, Spruce Grove is a growing economic home to successful small business, commercial and industrial companies.



### Goals

*In Spruce Grove in 2035:*

- Spruce Grove has a business environment that attracts new businesses to the city, encourages and supports new business startups, and helps ensure existing businesses are competitive, successful and profitable.
- The City maintains a constant inventory of available land, both developed and developable, to ensure businesses can find properties that meet their needs.
- The City has well developed relationships with key stakeholders in the community and the region who impact the economic success of the City's business sector.
- Spruce Grove has a robust, growing economic base that generates revenues to support the City's high standards for services and programs.
- Spruce Grove is known as an event hosting destination.

**Outcomes** (when this aspect of the vision is realized):

- Spruce Grove will have become a sustainable, full-service regional economic centre.
- The local economy will have a non-residential growth that outpaces residential growth.
- Spruce Grove will be a destination for event hosting.





## Strategies:

### 1. STRATEGIES FOR BUSINESS ENVIRONMENT

A successful business environment is one that stimulates business attraction, retention and growth.

- Through continual investment in renewal, we will maintain a vibrant city that contributes to the community's overall commercial success.
- We will maintain affordable and competitive fees, charges, rates, and taxes for business that help attract and retain business. The City will support business retention and expansion initiatives that contribute to the economic success of the City as a whole.
- We will create a technology environment that is essential to commercial success and citizen quality of life, and will maintain a long-term strategic technology focus that facilitates access to important technologies for citizens and businesses.

### 2. STRATEGIES FOR A ROBUST, GROWING ECONOMIC BASE

The cornerstone of a strong municipality is a robust, growing economic base.

- We will strategically target businesses and industries that strengthen our economy and lead to the emergence of industry clusters.
- We will provide for innovative partnerships and integrated policies and services to encourage industrial and commercial development in appropriate places.
- We will work towards ensuring an adequate supply of market ready employment lands.

### 3. STRATEGIES FOR RELATIONSHIP WITH KEY STAKEHOLDERS

A successful municipal environment for businesses requires collaboration and coordination among a range of community organizations.

- We will participate in regional initiatives to ensure the interests of the City and its business community are addressed in regional economic development plans.

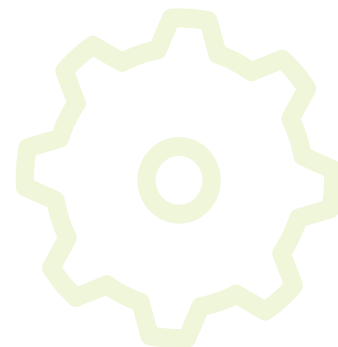


- We will proactively build sustainable relationships with developers, industry groups, school boards, provincial bodies, chambers of commerce and other stakeholders to facilitate coordination of the many initiatives that impact commercial success.
- We will maintain, directly or in collaboration with community business groups, a proactive strategic economic development program that identifies and implements competitive collaboration opportunities.

### 4. STRATEGIES FOR EVENT HOSTING DESTINATION

Spruce Grove has an environment that encourages and supports hosting of a wide range of events.

- We will invest in the infrastructure required to host targeted events.
- We will create an environment that will attract the services and amenities required to support hosting events in the City.
- We will develop an event hosting program that attracts events to Spruce Grove and the region for economic benefit.





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