CITY OF SPRUCE GROVE

BYLAW C-960-16

CONSOLIDATION OF BYLAW C-711-09 MUNICIPAL DEVELOPMENT PLAN BYLAW AND ALL AMENDMENTS THERETO

WHEREAS the Municipal Government Act, R.S.A. 2000, c M-26 and any amendments thereto, mandates the Council of a municipality to adopt a municipal development plan.

NOW THEREFORE the Municipal Council of the City of Spruce Grove, duly assembled, hereby enacts as follows:

1.   BYLAW TITLE

1.1   That this bylaw is called the "Municipal Development Plan Bylaw".

2.   MUNICIPAL DEVELOPMENT PLAN

2.1.   The document entitled "Your Bright Future – Municipal Development Plan 2010-2020 dated May 9, 2016 attached hereto as Schedule "B" to this bylaw, is hereby adopted as the Municipal Development Plan for the City of Spruce Grove.

3.   EFFECTIVE DATE

3.1.   This bylaw shall come into force and effect when it receives third reading and is duly signed.

4.   REPEAL OF BYLAW C-711-09

4.1.   That the City of Spruce Grove Municipal Development Plan Bylaw C-711-09 and all amendments thereto as identified in Schedule "A" are hereby repealed.

First Reading Carried 9 May 2016

Second Reading Carried 9 May 2016

Third Reading Carried 9 May 2016

Date Signed 11 May 2016

_____
Mayor

_____
City Clerk

CITY OF SPRUCE GROVE

BYLAW C-960-16

CONSOLIDATION OF BYLAW C-711-09 MUNICIPAL DEVELOPMENT PLAN BYLAW AND ALL AMENDMENTS THERETO

SCHEDULE "A"

Here follows the list of pre-existing bylaws which are repealed with the passing of Bylaw C-960-16:

C-756-10
C-766-10
C-796-11
C-828-12
C-841-13
C-851-13
C-869-14
C-914-15
C-941-15

CITY OF SPRUCE GROVE

Bylaw C-960-16

**CONSOLIDATION OF BYLAW C-711-09 MUNICIPAL DEVELOPMENT PLAN
BYLAW AND ALL AMENDMENTS THERETO**

SCHEDULE "B"

Your Bright Future
Municipal Development Plan 2010-2020

Consolidated May 9, 2016

Your bright future

Municipal Development Plan
2010-2020

The City of
SPRUCE GROVE

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Section 1
Introduction

1.1 About *Your Bright Future*

Municipalities face many challenges and opportunities. Central to a municipality's ability to provide a high standard of living and service to its community members is its ability to adapt and respond to challenges and opportunities as it grows and evolves. *Your Bright Future: Municipal Development Plan 2010-2020* is an important tool for Spruce Grove, bringing together economic, environmental, and social elements and providing a community sustainability-based framework to direct future growth and development. Integral to this plan are the concepts of balance and adaptability, which are woven throughout the six themes that form the backbone of *Your Bright Future*:

- Governance;
- Environment;
- Form and Infrastructure;
- Economic Development;
- Community Life; and
- Regional Partnerships.

Building on past initiatives, and recognizing the long-term focus needed to address sustainability at a community level, *Your Bright Future* outlines a vision for what Spruce Grove could become in 2040. While the vision outlook for this plan is 2040, *Your Bright Future's* extent is 2020 with a review scheduled for mid-way through this timeline. The discrepancy in these timeframes allows for a long-range vision while recognizing the constraints of long-range planning in the context of continuously changing conditions. Through incremental steps, adjustments in policy direction, and a commitment on the part of residents, businesses, and Council and Administration, the vision expressed through *Your Bright Future* can be achieved.

1.2 Using *Your Bright Future*

Overview

Your Bright Future replaces Spruce Grove's previous Municipal Development Plan (MDP). An MDP is a statutory document required under s632 of the *Municipal Government Act* for all communities with a population greater than 3,500. This plan provides a long-range vision for the community and will guide the growth and development of Spruce Grove and help the community respond to change. An annual

MDP Status Report for Council and a review mid-way through the lifetime of the MDP both provide an opportunity to evaluate the direction of the plan under current conditions and make adjustments within the existing framework and vision. The requirements and optional information of an MDP are included as Appendix A.

Complementary Planning Frameworks

Spruce Grove's MDP does not exist in isolation. Rather, it is part of a larger community planning framework that ranges in scale from the regional level to the neighbourhood level. Complementing the community planning framework is the corporate planning framework. The corporate planning framework focuses on the City of Spruce Grove as an organization and includes the Strategic Plan, Fiscal Plan, and departmental business plans. These two frameworks are discussed to a greater extent in the following sections and outlined in Figure 1.

Figure 1: Relationship between the MDP and Other Planning Initiatives and Frameworks
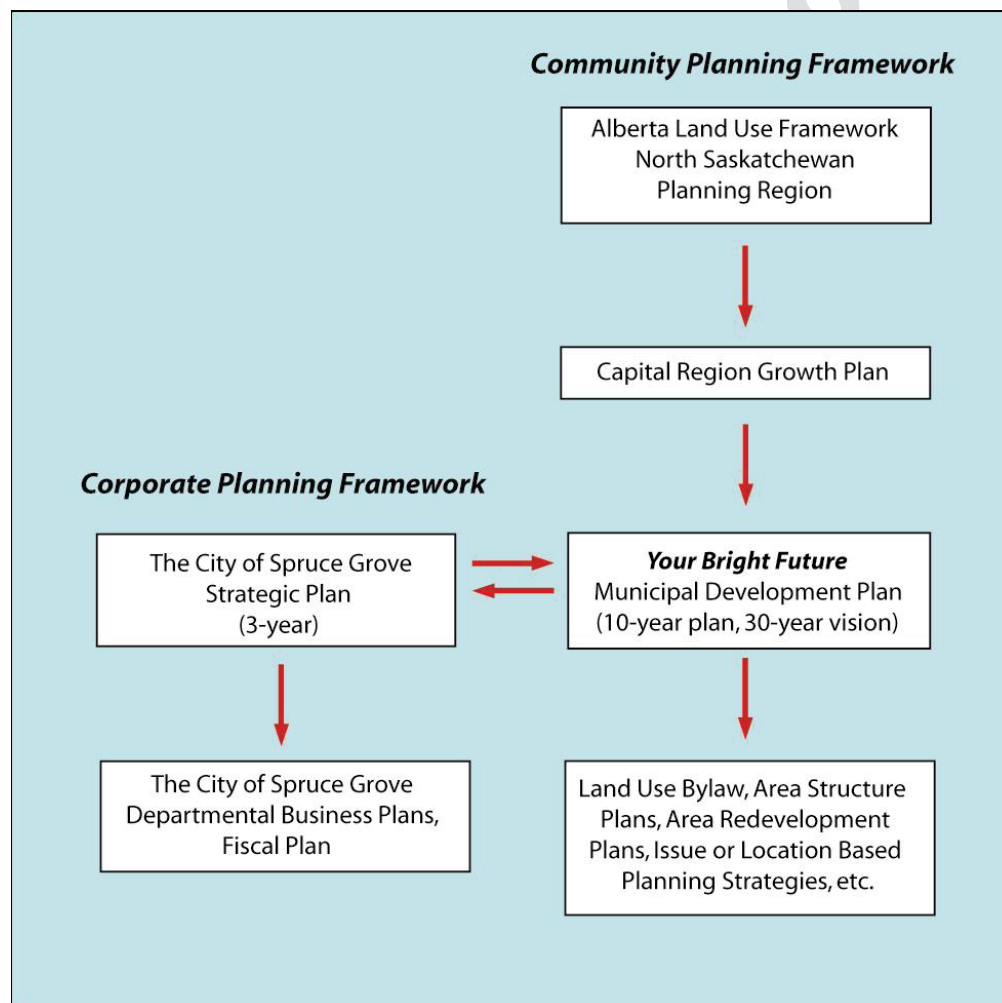
Community Planning Framework

As a subsidiary policy document in the community planning framework, Spruce Grove's MDP is required to conform to the *Capital Region Growth Plan*. The *Capital Region Growth Plan* was created during 2008-2009 through a joint planning initiative undertaken by the twenty-five partner municipalities which together form the Capital Region Board (Figure 2). The Capital Region Board and its associated growth plan are a result of a larger provincial initiative introduced in 2007 to manage growth more effectively in the Province. Known as the Alberta Land Use Framework, this initiative is based around six regional planning areas based on major watershed boundaries. The Capital Region falls within the North Saskatchewan Regional planning area.

Figure 2: Spruce Grove and the Capital Region
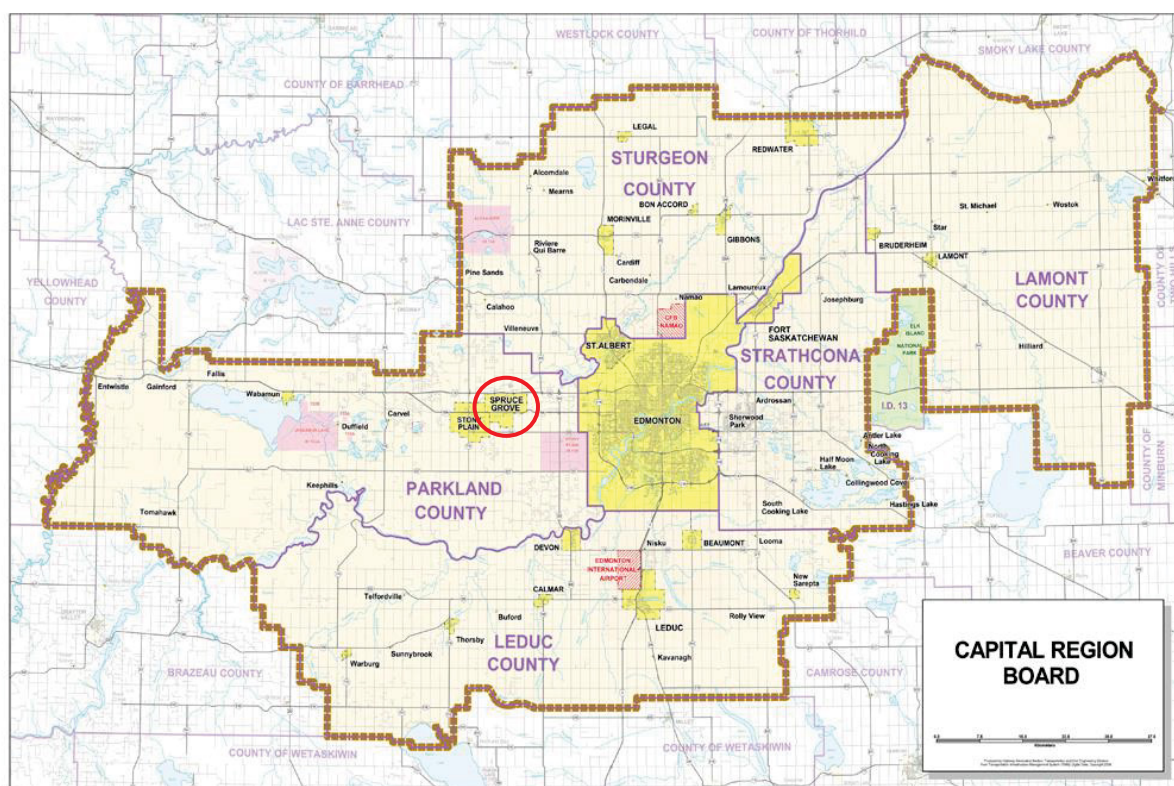
Your Bright Future acts as an umbrella document for the other community planning policy documents in Spruce Grove. This includes the Land Use Bylaw, Area Structure Plans, Area Redevelopment Plans, and other related planning strategies. The Land Use Bylaw is one of the primary implementation tools for the MDP and will be updated starting in 2010. The other plans and strategies act as both implementation tools and opportunities to undertake planning on an area or issue specific level.

Relationship with the Corporate Planning Framework

Working alongside *Your Bright Future* is the City's three-year Strategic Plan, the senior policy document in the corporate planning framework. The Strategic Plan is the primary tool used by Council and Administration to set priorities within the organization. The development of the Strategic Plan is accompanied by the departmental business planning and fiscal planning processes. While many of the goals within the Strategic Plan reflect directions for the community, these are closely tied with the work-plan of Council and Administration over a three-year time period. In contrast, the MDP outlines a vision for the community's growth and development over the next thirty years and has a ten-year extent. An important component for implementation of this MDP is the alignment of action items arising from the plan with future reviews of the Strategic Plan, departmental business plans, and the fiscal plan. This approach provides a direct link between the management of human and fiscal resources available to the City and the vision and policy objectives in the MDP.

1.3 Creating *Your Bright Future*

Overview

Your Bright Future is the result of a two year process which saw extensive public and internal consultation and a review of community sustainability best practices and policy documents in comparable municipalities. The development of *Your Bright Future* also relied heavily on a number of internal and external studies, demographic reports, policies, background documents, and planning strategies (Appendix B). *Your Bright Future* represents stage three in a four stage process to update Spruce Grove's MDP and Land Use Bylaw (Figure 3).

Figure 3: Overview of the MDP Process

1. SpruceGroveQuest – Our Bright Future
A major community visioning and values exercise conducted in spring 2008. Community members came together to make decisions about what they want Spruce Grove to look like in 2040.

↓

2. Sustainable Spruce Grove
An integrated municipal sustainability plan, Sustainable Spruce Grove is a bridge between the SpruceGroveQuest consultations and the MDP. It provided a draft framework for *Your Bright Future*.

↓

3. *Your Bright Future*
The long range MDP that guides how the city grows, develops, and responds to change and works towards reaching the community vision.

↓

4. Implementing *Your Bright Future*
Implementing *Your Bright Future* includes both City-led initiatives and partner-led initiatives and requires the involvement of all City departments.

SpruceGroveQuest

In the spring of 2008, the City of Spruce Grove conducted a comprehensive public consultation exercise called SpruceGroveQuest. The purpose of the consultation was to identify a vision for the type of community Spruce Grove residents want in 2040. The consultation was based around the concept of 'backcasting,' which is a process of identifying a desirable outcome and then planning for this outcome by asking the question "what steps do we need to take today to reach this outcome?" As part of the consultation, a computer scenario tool explored future growth scenarios and the impact of different policy decisions. Three workshops hosting over 130 residents were held (i.e., youth, general public, City staff), and over 500 residents participated in a web-based survey.

Principles for a vision for Spruce Grove in 2040 focused in the areas of housing development, employment areas, agricultural and natural land, transportation investments, and environmental programs. The principles promote a high quality of life for residents of all ages by:

- increasing the diversity and quality of choices for housing, transportation and social programs;
- preserving green space both within the city and in surrounding areas;
- controlling taxes;
- increasing household affordability; and
- promoting job growth in the city.

Sustainable Spruce Grove

Sustainable Spruce Grove: an Integrated Municipal Sustainability Plan bridges the vision and values expressed in the SpruceGroveQuest consultations with the re-write of the MDP. In essence, *Sustainable Spruce Grove* represents a framework around which *Your Bright Future* was developed. *Your Bright Future* replaces *Sustainable Spruce Grove* as the City's sustainability plan.

Your Bright Future Public Consultations

Public consultations conducted during the preparation of *Your Bright Future* incorporated both face-to-face and online components. Formal consultations included:

- an open house h in February 2009 to gauge the direction of *Sustainable Spruce Grove;*
- two workshops and an on-line survey during April 2009 to gauge the direction of *Sustainable Spruce Grove* and collect feedback on initial policy statements in the draft MDP;
- a session with the City's Youth in Action group in April 2009 to get input from youth on how they use the community and its gaps/strengths from their perspective;
- two open houses during September 2009 to collect input on the draft of the MDP; and
- public hearings on September 28, 2009 and May 10, 2010 to provide community members with an opportunity to express their input on the draft/revised draft of the MDP directly to Council;

In addition, a website was maintained throughout the course of the project. The website offered the opportunity to provide informal input on initial policy directions (spring 2009) and the draft (summer 2009 – spring 2010) through e-mail or telephone.

An external consultant was hired to conduct the majority of the public consultation and ensure objectivity in the process. Feedback received during consultation was incorporated into the plan where possible. The summary reports for the major components of the public consultations are included as Appendix D.

1.4 Community Sustainability

Your Bright Future is based on the principles of community sustainability. Community sustainability is a holistic approach that works toward achieving long-term prosperity and continued quality of life for the present and future residents of Spruce Grove. The City uses the linkages view of community sustainability (Figure 4).[1] This perspective focuses on the connections between the economy, the environment and society. Decisions and actions take into account the links between these three elements.

Spruce Grove operates within a working interpretation of community sustainability as outlined in Table 1. This interpretation includes key objectives and concepts associated with community sustainability in Spruce Grove.
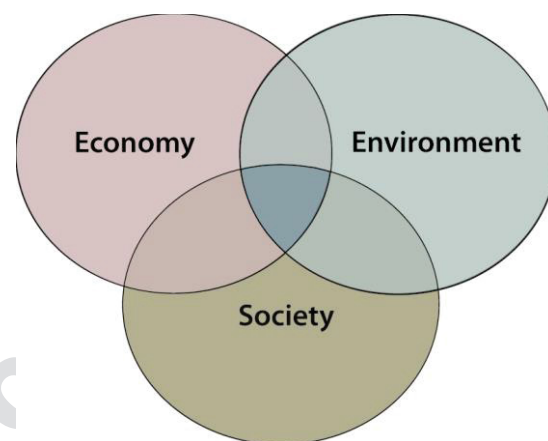
Figure 4: Linkages View of Community Sustainability

Table 1: Spruce Grove's Working Interpretation of Community Sustainability

Objective	Interpretation	Key Concepts
Sustainability	Working towards a desirable long-term future, and implementing the short and medium term steps needed to support that future.	• Connectivity • Stewardship • Durability • Efficiency
Resilience	Taking an integrated approach to decision-making and service delivery by recognizing the need for mutually reinforcing economic, social, and environmental considerations.	• Adaptability • Diversity • Precaution • Responsiveness
Liveability	Appreciating the need to go beyond municipal operations and to engage the community.	• Equity • Accessibility • Participation • Empowerment

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[1] Adapted from Gruder, S., Haines, A., Hembd, J., MacKinnon, L., & J. Silbertstein. (2007). Toward a Sustainable Community: A Toolkit for Local Government. Focus on Energy and UW-Extension. http://www.thenaturalstep.org//en/toward-a-sustainable-community-a-toolkit-local-government Accessed 15 October 2008.

Section 2
Community Context, Vision, and Plan Goals

2.1 The Story of Spruce Grove

Because this is a general city plan, we must consider the evolution of Spruce Grove to better understand where it might go in the future. Spruce Grove was settled by French and Scottish homesteaders in 1891 and originally included a general store, livery stables, blacksmith shop, hotel and Roman Catholic Church. The Grand Trunk Pacific Railway was constructed through Spruce Grove in 1908, moving the core of the community west to its present location. With the establishment of the railroad, the community became a busy grain trading centre. Spruce Grove was incorporated as a village in 1955, a town in 1971, and a city in 1986.

Spruce Grove evolved as it grew in population and size. In its early years, the community had a strong agricultural dynamic with facilities such as the Agrena, Serplex and the Shenfield Centre constructed through the efforts of the Agricultural Society. As Spruce Grove grew into a city, that identity was diluted and the city became more of a bedroom community and satellite of Edmonton, located 11-km to the east (Figure 5).

Figure 5: Spruce Grove Regional Context
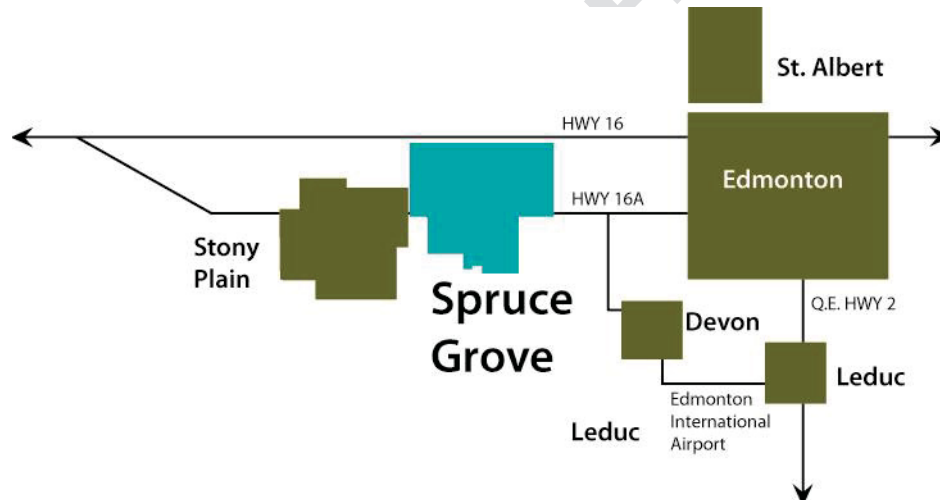
During the past decade, Spruce Grove experienced unprecedented growth. New residents, including many young families, moved to Spruce Grove because of its proximity to Edmonton, its relative affordability, and the quality of life offered. Many new residents lived previously in an urban center, and with them came an expectation for the City to offer diverse and high quality facilities and services. With a population of approximately 24,650 people in 2010, Spruce Grove is transforming from a bedroom community into a self-contained city. In recent years, the City's industrial lands have expanded and Spruce Grove is a regional commercial centre serving over 70,000

people. A growing interest in redevelopment of the older parts of the city accompanies its transformation.

Parallel to the transition to a self-sufficient urban centre is a growing sense of community pride and identity. Facilities such as the TransAlta Tri Leisure Centre, West District Park, and the recently renovated Horizon Stage contribute to this sense of community. In addition, diverse recreational and cultural programs, a range of parks and open spaces, and numerous community events have the ability to strengthen social networks and civic engagement in Spruce Grove.

Spruce Grove has become a more environmentally conscious community in recent years. Building on the identity of a green, sustainable city will only grow in importance as public awareness increases regarding energy and resource constraints and sustainable living becomes the norm rather than a lifestyle choice.

2.2 Challenges

Spruce Grove faces a number of challenges.

- *Environmental Change.* Concerns such as global warming, peak oil, and declining potable water resources lend sustainability issues increased importance globally. At the local level, the challenge for Spruce Grove is learning to integrate sustainability principles into the operations/policies of the City and the lives of its residents and business operators. Retrofitting the existing built environment poses a significant challenge in this respect.

- *Economic Forces.* Competition from other municipalities in the region presents a challenge for Spruce Grove in terms of attraction of industrial and commercial development. At the same time, the Capital Region must function as an integrated whole to attract investment in a global economy. Finding a balance is paramount.

- *Bedroom Community.* Spruce Grove struggles to provide adequate employment opportunities for its residents and a large proportion of residents commute to the City of Edmonton and other regional employment centres on a daily basis. Spruce Grove must expand local employment opportunities and continue to build on the cultural and recreational programs that give the community its identity.

- *Fiscal Sustainability.* The costs of living, operating a business, and carrying out municipal functions and managing infrastructure are increasing at the same time. Maintaining a wide range of services while keeping tax rates reasonable is increasingly difficult. Achieving a reasonable balance between residential and commercial/industrial tax bases, identifying community priorities, and responding to the needs of a diverse residential and business community poses a challenge.

- *Rapid Population Growth.* Since 2005 the City's population has increased by more than twenty percent, and the city continues to experience growth rates greater than the provincial average. Rapid growth poses challenges for community planning and infrastructure and program development. Such high growth rates may also create tension among residents who moved to the community because of its small-town feel. Responding to growth and pursuing strategies to increase neighbourhood and community cohesion are essential as more people make Spruce Grove their home.

- *Managing Change.* As global forces become more complex and interlinked, communities that thrive will be adaptable and resilient. Increasing its ability to respond to change effectively is central to Spruce Grove's success in the future.

2.3 Strengths

Spruce Grove has a number of strengths which differentiate it from other communities in the region. Building on these strengths is an important step toward managing the challenges facing the community and achieving the vision articulated in this plan.

- *Environmental Action.* The City of Spruce Grove offers a comprehensive waste separation program, manages storm water to a high standard through a naturalized system, and is committed to reducing the community's environmental footprint through strategies such as increasing density, providing public transit, developing municipal buildings to LEED™ Certified standards, and mitigating greenhouse gas emissions. The City also incorporates sustainability principles into its decision making framework.

- *Community Spirit and Civic Virtue.* Spruce Grove has a strong sense of community spirit and civic engagement as seen through existing social networks and reciprocal social relations and the diverse range of volunteer-based informal and formal programs and community events.

- *Responsible Governance.* The City of Spruce Grove is committed to operational excellence and is an efficient, operationally effective, and well-managed organization.

- *Economic Potential.* The City is a regional service centre in close proximity to Edmonton and with easy access to major transportation routes. Spruce Grove has a strategic location, fully serviced industrial lands, a large labour market, and an expanding commercial base.

- *Vibrant Culture.* Horizon Stage, the only performing arts venue in the tri-municipal area, welcomes thousands of patrons every year from the Capital Region for a diverse range of performances by local, regional, national and international artists. The Spruce Grove Art Gallery, housed in the Melcor Cultural Centre, features arts exhibitions, an annual Open Art competition, and a comprehensive program of art classes for people at all levels of experience.

- *Sports and Recreation Destination*. Home of West District Park, the TransAlta Tri Leisure Centre, the Spruce Grove Saints, and an extensive parks and open space network, Spruce Grove offers high quality active and passive recreation facilities and a diverse range of opportunities for all ages and stages of life.

2.4 Vision and Plan Goals

A Vision for Spruce Grove in 2040

Through strength of partnerships and local knowledge, we are a well planned and inclusive city. We respond and adapt to new challenges and opportunities. Ours is a compact, safe, well-designed, and efficient city which emphasizes connectivity and accessibility. We offer a range of housing, employment, open space, and transportation options while protecting agricultural lands and natural areas. We make environmental programs a top priority. We have a strong civic culture and offer diverse cultural and recreational programs in first-class facilities. A high quality of life and environment make the City of Spruce Grove the community of choice.

Plan Objective and Goals

The overarching objective for *Your Bright Future* is to provide a framework to direct growth and change in Spruce Grove to 2020 in a way that conforms to the City's interpretation of community sustainability. The concepts of balance and adaptability underlie this framework. The goals of this plan are presented below under their relevant theme.

Governance

Goal 1   The City of Spruce Grove maintains a high standard of governance and practices sound fiscal management.

Goal 2   The City of Spruce Grove incorporates community sustainability into its decision-making processes and engages its citizens in two-way dialogue.

Environmental Management

Goal 3   Spruce Grove shows environmental leadership through policy development and implementation.

Goal 4   Spruce Grove engages residents and businesses in environmental issues and promotes community and individual level stewardship.

Form and Infrastructure

Goal 5   Spruce Grove manages growth to ensure the City is economically, environmentally, and socially sustainable.

Goal 6   Spruce Grove remains a compact, safe, and efficient community that emphasizes connectivity, accessibility, special places, and parks and open space and promotes a high standard of community design incorporating green and health living principles.

Economic Development

Goal 7   Spruce Grove is affordable to residents and businesses, has a diverse tax base and offers a range of commercial services, light-to-medium industrial activities, and employment options.

Community Life

Goal 8   Spruce Grove has a strong civic culture and a high quality of life.

Goal 9   Spruce Grove offers diverse cultural and recreational programs in first-class facilities.

Partnerships

Goal 10   The City of Spruce Grove maintains mutually beneficial relationships with other municipalities and authorities in the Capital Region to undertake integrated land use and transportation planning, enhance service and program delivery, and adapt to changing circumstances.

Section 3
Governance

Goal 1   **The City of Spruce Grove maintains a high standard of governance and practices sound fiscal management.**

Goal 2   **The City of Spruce Grove incorporates community sustainability into its decision-making processes and engages its citizens in two-way dialogue.**

Good governance is essential to realizing the sustainable growth of Spruce Grove. Relationships built, decisions made, and actions taken by Council and City Administration all affect whether or not Spruce Grove becomes an economically, socially, and environmentally sustainable community.

Governance refers to the institutions that governments function within and the relationships governments have with other stakeholders. While government is about 'doing' things and delivering services, governance focuses on 'leading' society and convincing community members and its various interest groups to embrace common goals and strategies.[2] The major characteristics of good governance are: participatory, consensus oriented, accountable, transparent, responsive, equitable and inclusive, effective and efficient, and follows the rule of law.[3] In Alberta, the *Municipal Government Act* provides the legal framework for municipal governance.

The City of Spruce Grove, which includes Council and Administration, takes governance seriously. Past efforts include:
- maintaining transparency and accountability in policy development, fiscal management, and public engagement processes;
- implementing goal-oriented and long-range-strategic-planning for the corporation and the community;
- expanding the City's corporate website and the use of social media to foster civic engagement;
- encouraging horizontal integration and interdisciplinary exchange across and within departments;
- working with relevant partners to enhance service and program delivery and use land and resources efficiently; and
- responding to the needs of residents within its operational and legal capacity.

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[2] Mark Roseland. (1998). *Toward Sustainable Communities: Resources for Citizens and their Governments.* New Society Publishers: Gabriola Island, BC., p. 182.

[3] United Nations Economic and Social Commission for Asia and the Pacific. (2008). "What is Good Governance." http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.asp Accessed 7 November 2008.

The ability of the City's senior management team to work closely with Council and together lead the organization is particularly relevant. This partnership, when combined with citizen engagement, increases the City's resilience and ability to adapt to change, respond to challenges, and take advantage of opportunities. As it moves forward, the City needs to build on this base and continue to build its capacity as a sustainable resilient community.

3.1 Good Governance

Objective

3.1.1   Continue to engage in effective and appropriate governance practices

Policies

3.1.1.1   Recognize the primacy of the Rule of Law and uphold the City's roles and obligations under the Municipal Government Act.

3.1.1.2   Maintain a high degree of transparency and accountability in public and corporate processes.

3.1.1.3   Ensure Council and Administration clearly understand and appropriately act on their roles.

3.1.1.4   Facilitate effective horizontal and vertical integration of policies and programs and encourage interdisciplinary collaboration.

3.1.1.5   Consider equitability and inclusiveness in procedures, policies, and programs.

3.2 Sustainability and Decision Making

Objective

3.2.1   Show leadership by considering the long-term economic, social, and environmental sustainability of the community when making decisions.

Policies

3.2.1.1   Integrate economic, social, and environmental factors into the operational and strategic decision making processes at the City of Spruce Grove. A commitment to community sustainability means that, as an organization, the City will work to:
- create a livable and inclusive community by conducting innovative planning with an emphasis on connectivity, transportation and housing options, gathering places, community life, parks and open space, and high quality community and neighbourhood design;

- protect and enhance natural areas and green space and value the natural environment as our economic and community foundation;
- improve the quality of our environment by striving to minimize our impact on the environment and by leading by example through stewardship and creative approaches;
- live within the capacity of our natural resources by using land, water, and energy resources efficiently and reducing demand;
- promote a sustainable resilient economy by fostering economic growth to create a diverse, self-sufficient, and stable economy which offers local employment opportunities; and
- foster a strong sense of community and civic culture through public engagement and empowerment, partnership building, and community development.

3.2.1.2   Continue to conduct strategic planning and business planning processes at the corporate level to ensure:
- resources are used efficiently;
- cross-departmental-collaboration occurs; and
- long-term sustainability goals are incorporated into City operations.

3.2.1.3   Set goals which are purpose-driven, results-oriented, and include targets and monitoring indicators.

3.2.1.4   Consider alternatives when making decisions and base decisions on facts, efficient use of resources, and long-term planning and strategic objectives.

3.2.1.5   Continue to build the capacity of Spruce Grove to adapt to change, respond to challenges, and take advantage of new opportunities.

3.2.1.6   Show a willingness to take calculated risks based on reliable information, explore new ideas, and be visionary in the City's approach to community sustainability.

3.2.1.7   Cooperate with other levels of government, relevant authorities, and community groups to increase efficiency and improve the quality of life of Spruce Grove residents and community members.

3.3 Civic Engagement and Communication

Objective

3.3.1   Foster an environment conducive to civic engagement in municipal issues.

Policies

3.3.1.1   Consult with community members on major City initiatives, community visioning, and long range and strategic planning exercises.

3.3.1.2   Involve all those affected by a decision in the decision making process.

3.3.1.3   Develop and implement an integrated communications plan for the City to effectively communicate with community members and foster two-way interaction.

3.3.1.4   Pursue strategies to increase structured and non-structured opportunities for community members to provide input on program and service delivery and the short-range and long-range direction of the City.

3.3.1.5   Explore opportunities to increase the use of the internet, including the corporate web site and social media sites, and applicable emerging technology as communication, public engagement and service delivery tools.

3.3.1.6   Support initiatives to strengthen civil society and encourage community involvement and volunteerism (Section 7.1 - Community Life: Volunteerism and Social Capital).

3.3.1.7   Pursue opportunities to engage youth in municipal issues and local policy development.

3.3.1.8   Be responsive to public input and to the present and future needs of community members.

3.4 Fiscal Sustainability

Objective

3.4.1   Manage financial resources efficiently and responsibly with a focus on the community's long-term fiscal sustainability

Policies

3.4.1.1   Allocate and manage resources in a cost-effective way through the budget and financial reporting processes.

3.4.1.2   Increase the attractiveness of Spruce Grove to non-residential development.

3.4.1.3   Assess the demand for municipal services in terms of the City's long-term fiscal ability to sustain these services.

3.4.1.4   Offer services that are aligned with demographic trends, community diversity, changing needs and available resources.

Section 4
Environmental Management

Goal 3   **Spruce Grove shows environmental leadership through policy development and implementation.**

Goal 4   **Spruce Grove engages residents and businesses in environmental issues and promotes community and individual level stewardship.**

Sound environmental management is one of the cornerstones of this plan. While recognizing the need to bring aspects of environmental management into the other five themes, it is discussed separately here to highlight specific issues. Issues include resource use and pollution, green building, energy, and infrastructure alternatives, water resources, and natural areas and parks. While the City has made progress with respect to environmental management through steps such as implementing waste-separation and storm water management programs, retrofitting City Hall to Leadership in Energy and Environmental Design (LEED™) Certified standards, revising the Parks and Open Space Master Plan, and adopting community sustainability principles into its decision-making-framework, more can be done to achieve the goals of sustainable development in Spruce Grove. The City must show leadership through policy and program development and implementation while at the same time promoting stewardship of the environment at the level of individual residents and businesses.

4.1 Resource Use and Pollution

Objective

4.1.1   Reduce the environmental impact the City and its residents have on natural systems by decreasing pollution and natural resource use.

Policies

4.1.1.1   Continue to implement a waste management program that includes a curb-side component and promotes recycling, waste reduction and separation, and composting.

4.1.1.2   Pursue strategies to reduce corporate and community greenhouse gas emissions and improve air quality.

4.1.1.3   Consider and plan for potential impacts of climate change on infrastructure, energy use, water levels, and the parks and open space network.

4.1.1.4   Assess the potential of green energy sources, such as solar, wind, and geothermal for use in private and municipal buildings and operations. Utilize these resources where appropriate.

4.1.1.5   Assess suitable energy efficiency standards and complete all major renovations and new construction of City facilities to these standards.

4.1.1.6   Use native and semi-native vegetation, rather than non-indigenous plant species, for landscaping wherever possible, to reduce the need for irrigation and the use of pesticides or fertilizers.

4.1.1.7   Pursue strategies and work in partnership to identify and remediate contaminated sites.

4.1.1.8   Oppose the development of sour gas facilities and infrastructure within or in close proximity to the community.

4.2 Green Building and Development

Objective

4.2.1   Increase the use of green construction techniques and explore alternative development patterns to reduce the use of energy, water and land, and minimize waste.

Policies

4.2.1.1   Explore options for implementing green building practices in new development and for retrofitting existing development to increase efficiency and reduce environmental impact.

4.2.1.2   Foster partnerships and incentives with the building and development community to increase the use of green building practices.

4.2.1.3   Move toward development patterns that decrease car dependency including but not limited to:
- implementing compact community design best practices;
- preventing non-contiguous development;
- increasing residential densities;
- developing better connections for pedestrians and cyclists;
- improving public transit access and service levels; and
- creating community or neighbourhood gathering places.

4.2.1.4   Retain existing trees when determined to be a viable retention stand and plant trees and shrubs as buffers, windbreaks and habitats.

4.2.1.5   Orient new subdivision design and building construction to take maximum advantage of passive and active solar opportunities where appropriate.

4.2.1.6   Incorporate the recommendations in the Eco-Industrial Plan (2008) into planning for future industrial and large-scale commercial development.

4.3   Alternative Infrastructure

Objective

4.3.1   Explore new, and increase the use of emerging, alternative infrastructure technologies that reduce energy, water, and land consumption and minimize waste.

Policies

4.3.1.1   Pursue provincial and federal programs and partnership opportunities relating to green technology and green infrastructure initiatives to increase their use.

4.3.1.2   Explore the potential use of green infrastructure technologies and principles for municipal operations and facilities where appropriate.

4.3.1.3   Encourage the interchange and reuse of gray water and waste products to the extent permitted by applicable legislation and explore opportunities related to gray water capture.

4.3.1.4   Explore opportunities for rainwater capture and use.

4.3.1.5   Monitor the life cycle of the City's assets and infrastructure, and wherever possible, upgrade assets and infrastructure, to improve efficiency and reduce any negative environmental impact.

4.4 Water Resources

Objective

4.4.1   Develop an integrated watershed management approach that will sustainably manage the impact of development on the watershed, conserve water use and improve water quality.

Policies

4.4.1.1   Manage water resources within our boundaries through a comprehensive naturalized stormwater management program that takes into account impacts on the watershed as a whole.

4.4.1.2 Encourage water quantity conservation programs.

4.4.1.3 Restrict development in wetlands, riparian zones and flood-prone areas.

4.4.1.4 Prohibit the discharge of hazardous wastes or contaminants into surface water or groundwater.

4.4.1.5 Work with developers, landowners and Alberta Environment to protect surface water and groundwater flow which supports environmentally significant areas affected by development within the City boundaries.

4.4.1.6 Ensure that the discharge rate and pollutant loadings of runoff entering Atim Creek and Dog Creek are at pre-development levels.

4.5 Environmentally Significant and Natural Areas

Objective

4.5.1 Protect and enhance the ecological integrity of the community's sustainable environmentally significant and natural areas.

Policies

4.5.1.1 Integrate sustainable environmentally significant and natural areas into the parks and open space network (Section 5.4 - Form and Infrastructure: Parks and Open Space) and identify these in area structure plans, redevelopment plans, and subdivision plans.

4.5.1.2 Require an assessment for any proposed development which would adversely affect an environmentally significant area as identified on Figure 6: Parks and Open Space and discussed in Appendix C. This assessment shall include, but is not limited to:
- a description of the proposed development, including its purpose, alternatives and staging requirements;
- a description of the effects (positive and negative) that the proposed undertaking may have on the biophysical environment;
- an indication of the limitation of the study, criteria used in predicting effects, and interests consulted;
- recommended measures to mitigate any negative effects identified;
- presentation of the results in a framework that can assist decision-makers in determining the final course of action; and
- viability and sustainability of the natural area(s) based on the proposed redevelopment or development in the immediate area.

4.5.1.3   Complete an Environmentally Significant and Natural Areas Assessment that builds on the findings of the Urban Forest Management Study and considers both forest stands and water features.

4.5.1.4   Implement a range of strategies to acquire or expand protection of sustainable environmentally significant and natural areas as identified in the Parks and Open Space Master Plan.

4.5.1.5   Explore ways to connect residents with nature and educate them on the value of environmentally significant and natural areas

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Figure 6
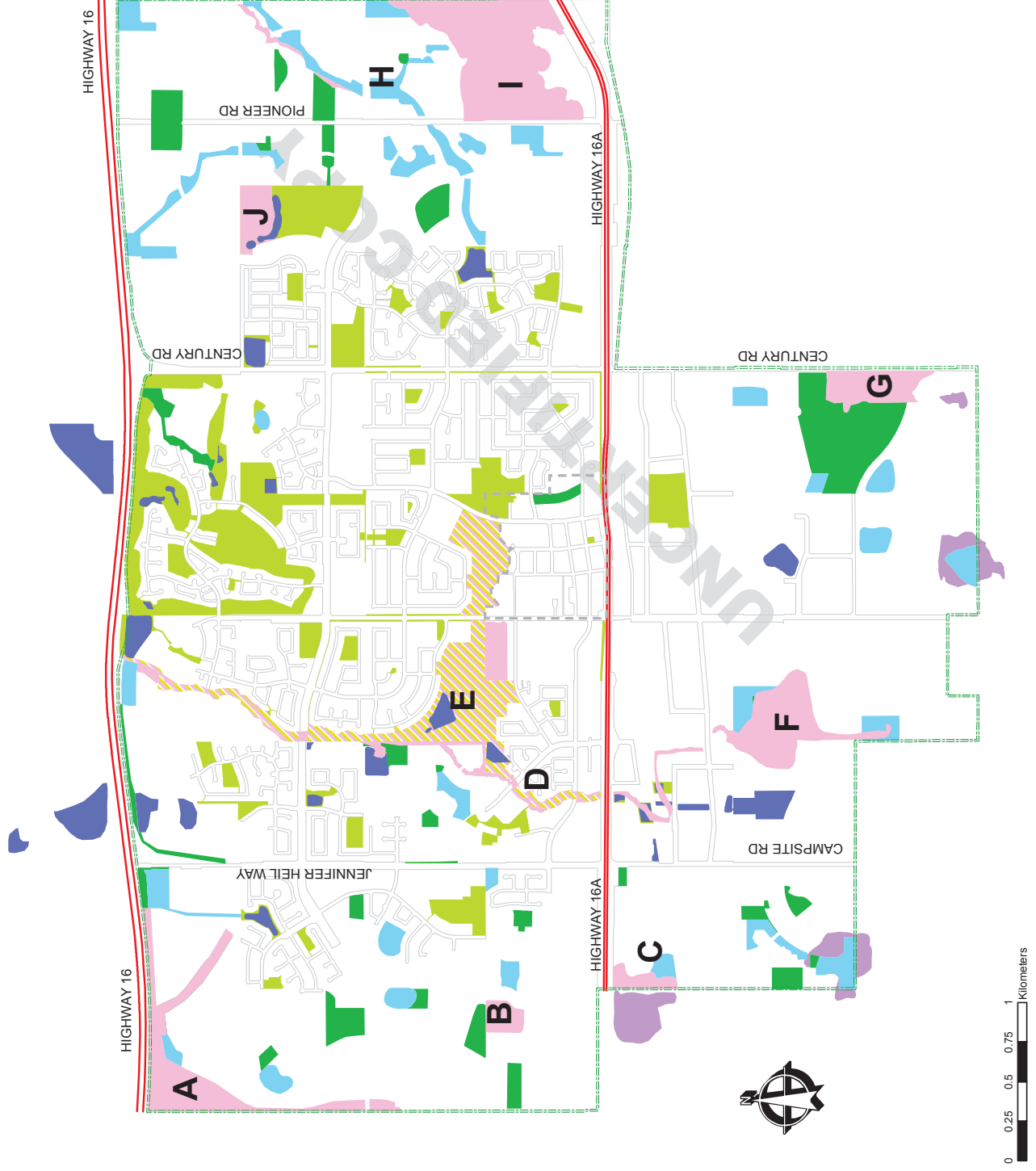**Parks and Open Space**

Park (Existing)
Park (Proposed)
Environmentally Significant Area
Environmentally Significant Area/Existing Park
Wetland
SWMF (Existing)
SWMF (Proposed)
City Centre Boundary
City Boundary

HIGHWAY 16

PIONEER RD

CENTURY RD

HIGHWAY 16A

CENTURY RD

JENNIFER HEIL WAY

CAMPSITE RD

HIGHWAY 16A

A B C D E F G H I J

0   0.25   0.5   0.75   1
Kilometers

Section 5
Form and Infrastructure

Goal 5   **Spruce Grove manages growth to ensure the city is economically, environmentally, and socially sustainable.**

Goal 6   **Spruce Grove remains a compact, safe, and efficient community that emphasizes connectivity, accessibility, special places, and parks and open space and promotes a high standard of community design incorporating green and health living principles.**

Urban form and infrastructure together shape the layout and feel of a city. Spruce Grove's built form is dominated by large areas of single-family housing with concentrations of multi-family housing in a few neighbourhoods. The housing stock is reasonably diverse with an approximate split of 80% single-family/duplexes and 20% row-housing/multi-family buildings. Transportation systems are automobile-oriented with limited commuter transit service to Edmonton. While extensive, there are gaps in the existing trail system and walking or biking to the primary shopping and entertainment areas is a challenge. Major open space and recreation hubs such as West District Park/TransAlta Leisure Centre, Heritage Grove, and Jubilee Park complement the trail system and neighbourhood parks. Commercial development is concentrated in the Highway 16A commercial corridor and adjacent nodes. The City Centre includes smaller scale commercial development, a mix of single and multi-family housing types, and several institutional uses. The City's industrial and business parks are located south of Highway 16A. The railway tracks pose a major challenge to the movement of goods and people within Spruce Grove. The entire community is serviceable by water and sewer. Figure 7: Existing Land Use provides an overview of current land use patterns in the community.

In recent years the City made efforts to increase residential densities and housing options, expand the parks and open space network, and provide commuter transit service for residents. As a first step, a diverse mix of redevelopment projects in the City Centre is breathing new energy into the area. Spruce Village, unique in Spruce Grove, has brought a new style of design principles to the city. The land acquired in the 2007 Pioneer Annexation provides adequate land for Spruce Grove to grow over the next 25+ years. No additional annexation is anticipated during the term of this plan and Highway 16 is considered the northern limit for any future expansion. Gateway Lands, included within the Pioneer Annexation area, will develop as an innovative integrated land use development that builds on its strategic location on the Yellowhead corridor.

The City has an opportunity to build on recent initiatives and direct growth and development in a sustainable way. To enhance its overall sustainability, Spruce Grove needs to use land and resources efficiently, promote connectivity and accessibility, and expand options for alternative modes of transportation, including active transportation

(e.g. walking, biking) and public transit. An important component in enhancing connectivity is development and reinforcement of neighbourhood and community level nodes to act as formal and informal gathering places, transit hubs, and local commercial and recreation centres. The City Centre will be promoted as a distinct urban experience that is mixed-use, pedestrian friendly, and offered a diverse and eclectic range of services. Other strategies include:

- increasing residential densities in a context appropriate manner while further expanding diversity in the housing stock;
- promoting mixed use development;
- facilitating healthy living through community design;
- integrating biking and walking trails directly into the transportation network; and
- looking first to natural features and the parks and open space network when deciding where to locate development.

The policy objectives that follow articulate a new vision for urban form and infrastructure in Spruce Grove that will improve its liveability, inclusiveness and sustainability.

Figure 7
Existing Land Use

Legend:
- Residential
- City Centre Commercial
- Vehicle Oriented Commercial
- Industrial Park
- Institutional
- Open Space
- Urban Reserve
- City Centre Boundary
- Spruce Grove Boundary

The City of SPRUCE GROVE
Municipal Development Plan
2010–2020

July 2010

HIGHWAY 16
HIGHWAY 16A
HIGHWAY 16A
PIONEER ROAD
JENNIFER HEIL WAY
CENTURY ROAD
CAMPSITE RD.

0 0.25 0.5 0.75 1km
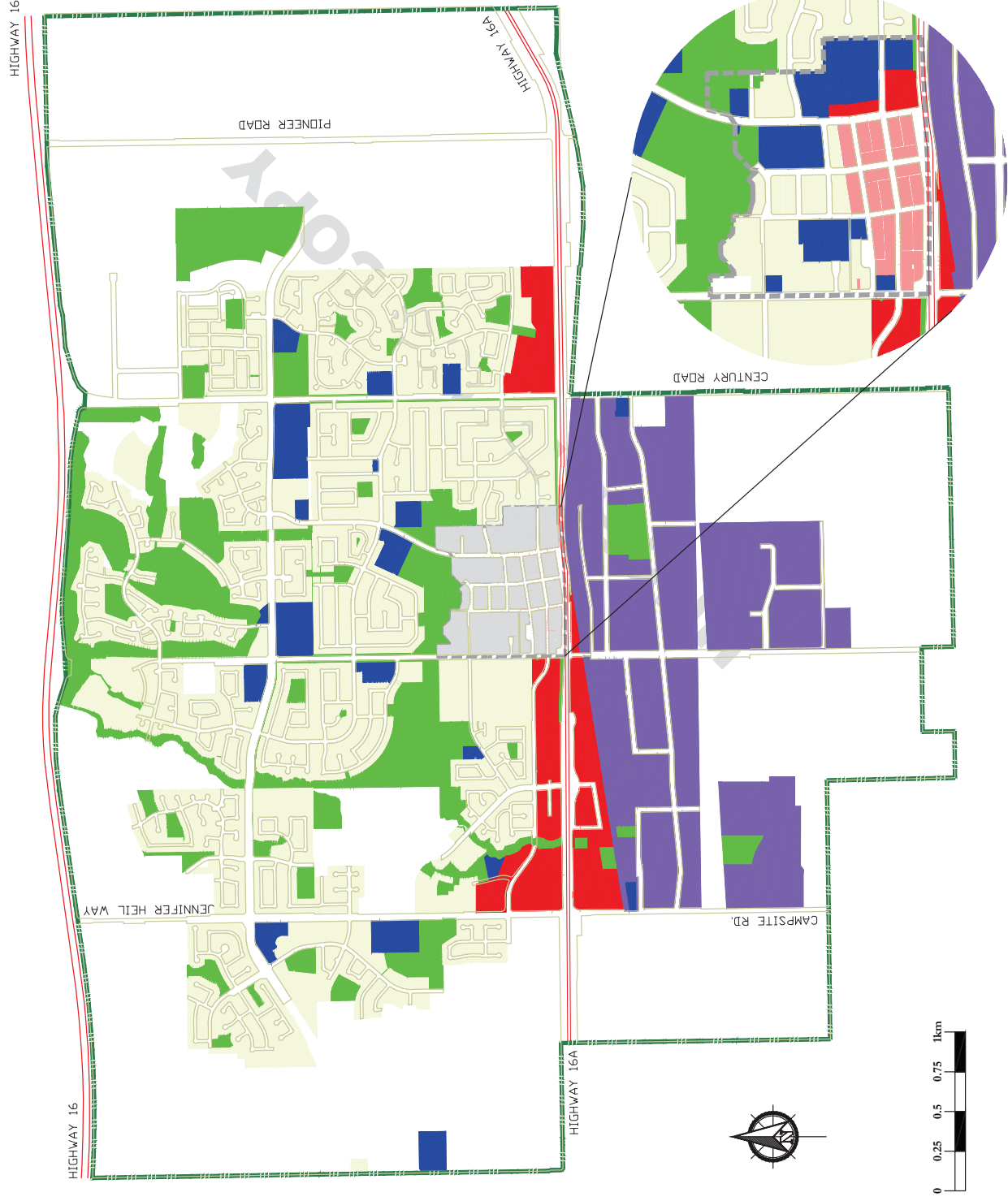
5.1 Growth Management

Objective

5.1.1   Plan to accommodate 40,000 residents by 2044 through long-term growth management.

Policies

5.1.1.1   Base decisions related to future growth and community change on the vision and policies outlined in the Capital Region Growth Plan and the City of Spruce Grove Municipal Development Plan.

5.1.1.2   Develop, and update as required, Area Structure Plans and Area Redevelopment Plans to guide development.

5.1.1.3   Continue to conduct a municipal census in accordance with City policy to ensure the City has access to up-to-date demographic data.

5.1.1.4   Use a Geographic Information System (GIS) to review regularly, and pursue strategies as needed, the supply of residential, commercial, industrial, and community use land to meet the changing needs of the community.

5.1.1.5   Work with the Provincial Government and the surrounding municipalities to ensure that the City has sufficient land to accommodate 25-years of growth.

Objective

5.1.2   Direct development so it is contiguous and makes efficient use of land, infrastructure, transportation networks, and other community resources.

Policies

5.1.2.1   Integrate land use and transportation planning decisions to create a more compact and efficient urban form.

5.1.2.2   Intensify land use and prevent the premature development or fragmentation of lands currently in agricultural use.

5.1.2.3   Increase residential densities with a variety of housing types, lot sizes and development layouts.

5.1.2.4   Ensure that local and commuter transit service is possible across the community.

5.1.2.5   Require that any new development areas be contiguous to existing developed areas.

5.1.2.6   Prohibit permanent development and discourage temporary development on any lands not governed by an Area Structure Plan and/or zoned Urban Reserve or Agricultural Restricted, other than what is considered permitted or discretionary in those districts.

5.1.2.7   Amend the Municipal Development Plan and applicable Area Structure Plans or Area Redevelopment Plans to incorporate the land use concept and statistics, transportation details, and servicing requirements associated with Special Study Areas as finalized by the City.

Objective

5.1.3   Base urban form around the parks and open space network.

Policies

5.1.3.1   Create an integrated network of different types of open spaces as defined in Table 2 (next page) and the Parks and Open Spaces Master Plan.

Table 2: Types of Open Space

Category	Open Space Examples
Type A Natural & Semi-Natural Green Spaces or Watercourses	Woodland Urban forestry Grasslands Wetlands Canals Open and running water Ecological reserve
Type B Historic Resource, Cultural Landscape or Landmark	Cemeteries Churchyards Grain Elevator Museum Historic sites
Type C Parks, Gardens, and Civic Spaces	Civic spaces Gardens Amenity green space
Type D Outdoor Sport and Recreation Facilities	Tot lots Playgrounds Neighbourhood Parks Sports fields School sites Tennis courts Golf courses Skateboard parks/BMX parks and tracks
Type E Linear systems, Green Corridors, Paths, and Streets	Paths Bikeways Trails Streets Rights-of-way
Type F Campgrounds & Day Use/Picnic Areas	Recreation vehicle areas Camping areas Picnic and day-use areas
Type G Non-contributing Green Space	Utility strips and transformer pads Grassed intersections Left-over green space/open space Awkward locations/sizes/shapes Rights of Way (ROW)

5.1.3.2   Prioritize the designation of suitable open space lands in new development areas, rather than allowing open space provision as a by-product of subdivision and development.

5.1.3.3 Indicate all proposed open spaces, including their type, in Area Structure Plans and Area Redevelopment Plans and ensure that these spaces contribute to the overall system of public space.

5.1.3.4 Develop strategies to permanently protect and incorporate Type A-F open spaces into the fabric of the community, such as designating open spaces along roadways and avoiding open spaces that are behind/between privately owned lands.

5.1.3.5 Prevent the development of non-contributing open space except where unavoidable in the provision of utilities. Areas of this type that cannot be integrated into the open space network should not receive municipal reserve credit.

Objective

5.1.4 Reinforce existing neighbourhood and community gathering places and create new ones in developing, future, and redeveloping areas, and where possible, in already developed areas.

Policies

5.1.4.1 Create high quality indoor and outdoor public gathering spaces by implementing place making design strategies.

5.1.4.2 Promote the creation and enhancement of community level gathering places by encouraging, where appropriate:
- higher density residential development in adjacent areas;
- mixed commercial and residential development;
- community and local businesses and services, including eating and drinking establishments;
- indoor and outdoor gathering space;
- local transit hub;
- connections for pedestrians and cyclists, both within the gathering place and to other parts of the community;
- pedestrian and cyclist oriented design features such as appropriate sidewalk widths, curb cuts, signage, safe road crossings, bicycle racks, low-level lighting, and benches;
- vehicle access and parking, including off-street parking facilities;
- buildings that are oriented to the street;
- institutional and cultural facilities;
- formal parks and some informal open space;
- consistent landscaping, including trees, shrubs, flowerbeds and planters; and
- public art.

5.1.4.3   Promote the creation and enhancement of neighbourhood level gathering places by encouraging, where appropriate:
- neighbourhood commercial development (Section 6.2 Economic Development: Commercial Development);
- informal open space and/or formal parks;
- indoor and outdoor gathering space;
- connections for pedestrians and cyclists to the surrounding neighbourhood and other gathering places;
- pedestrian and cyclist oriented design features such as appropriate sidewalk widths, curb cuts, signage, safe road crossings, bicycle racks, low-level lighting, and benches;
- complementary links from streets to open spaces as well as encouraging the use of streets as open spaces;
- a positive relationship between streets and land uses;
- consistent landscaping, including trees, shrubs, flowerbeds and planters;
- bus stops; and
- public art.

5.1.4.4   Apply universal design principles to community and neighbourhood gathering places to ensure these are accessible to and suitable for all ages and abilities in all seasons where possible.

5.1.4.5   Recognize and, where appropriate, incorporate Spruce Grove's special places into community and neighbourhood gathering places.

5.2 Neighbourhood Design and Housing

Objective

5.2.1   Implement high standards for neighbourhood design and landscaping to enhance residents' quality of life.

Policies

5.2.1.1   Explore innovative zoning tools in consultation with the development industry including but not limited to form-based, performance-based, and used-based zones, and/or a hybrid of more than one type of zoning system.

5.2.1.2   Encourage a variety of development designs and layouts, particularly those which use green technology, reduce the building footprint, increase the amount of open space, and promote the use of alternative forms of transportation.

5.2.1.3   Integrate gathering places, open space, trail connections, and neighbourhood commercial development into all new neighborhoods and existing neighborhoods when possible.

5.2.1.4   Reinforce the role of streets as public open space by creating a more pedestrian and cyclist friendly streetscape and increasing connectivity through community design principles including:
- utilizing a grid or modified grid street system rather than keyholes and crescents except in situations where circumstances (e.g. topography, geology, a natural area) make a non-grid system unavoidable;
- providing, wherever feasible, boulevards and street trees along roadways;
- developing sidewalks on both sides of the street;
- reducing the required front yard setback;
- encouraging a laned block structure and rear on-site parking;
- orienting buildings to front on local and collector streets; and
- encouraging side driveways and recessed garages in laneless street systems to prevent front car garages from dominating the streetscape.

5.2.1.5   Provide vehicle, pedestrian, and cyclist connections within and between neighbourhoods and with community and neighbourhood level gathering places.

5.2.1.6   Require adequate screening or buffering for residential land uses along arterial roadways and between incompatible land uses, including vegetation, berms, or architectural screens such as walls and fences.

Objective

5.2.2   Increase housing options and residential densities across the community.

Policies

5.2.2.1   Integrate a variety of housing types and densities to create diverse streetscapes in neighbourhoods and increase diversity in the housing stock.

5.2.2.2   Apply two levels of integrated densities to the community and support these through innovative zoning tools:
- Level 1: a mix of low to medium density building types; and
- Level 2: a mix of medium to high density building types.

5.2.2.3   Recognize that established neigbourhoods will have less integration of housing stock than developing and future neighbourhoods as a result of past subdivision and building patterns.

5.2.2.4   Focus higher density and seniors housing in proximity to amenities, transit and gathering places.

Objective

5.2.3   Increase housing options and densities through limited redevelopment opportunities in *established neighbourhoods* which fit within the existing context and do not change the essential character of the neighbourhood.

Policies

5.2.3.1   Monitor the cumulative impact of infill and redevelopment projects on individual neighbourhoods to prevent the essential character of the given neighbourhood from changing. This includes:
- in the absence of an area redevelopment plan, limiting residential density to a maximum of 25 units per net residential hectare in established neighbourhoods (excluding the City Centre); and
- developing infill guidelines and a mechanism to monitor cumulative impact.

5.2.3.2   Apply innovative zoning tools to ensure all infill and redevelopment projects occurring in established neighbourhoods are appropriate in terms of:
- size and scale;
- landscaping;
- siting and setbacks;
- building height;
- relationship of buildings to the street;
- exterior finish;
- rooflines; and
- infrastructure capacity.

5.2.3.3   Provide adequate on-site parking and private green space for infill and redevelopment projects in established neighbourhoods.

Objective

5.2.4   Implement innovative neighbourhood design strategies in *developing and future neighbourhoods* to increase housing densities and types while maintaining a high quality of life.

Policies

5.2.4.1   Achieve an overall density level of 25 to 30 units per net residential hectare with a minimum of 30% Level 2 housing in new area structure plans and in area structure plan amendments where less than 30% of the plan area is developed.

5.2.4.2   Provide adequate on-site parking and private green space in developing and future neighbourhoods.

5.2.4.3   Develop a bus-friendly Urban Village in the area identified on Figure 8: Future Land Use, by encouraging:
   - higher density residential and commercial development, including low-to-medium rise buildings;
   - mixed commercial and residential development;
   - community and local businesses and services;
   - institutional and cultural facilities;
   - informal and formal parks;
   - connections for pedestrians and cyclists within the area and to other parts of the community;
   - visible interface between streets, and parks and/or buildings;
   - local transit stops and/or hubs with connections to a regional hub; and
   - neighbourhood wide landscaping and design standards.

5.2.4.4   Ensure higher density bus-friendly neighbourhoods built ahead of transit service have adequate vehicular access and that streets can accommodate anticipated traffic flows based on the proposed density levels.

Figure 8
Future Land Use

Legend:
- Residential
- Urban Village
- Mixed Use
- First Ave Commercial
- Vehicle Oriented Commercial
- Industrial / Business Park
- Institutional
- Open Space
- Special Study Area
- City Centre Boundary
- City Boundary

The City of
SPRUCE GROVE
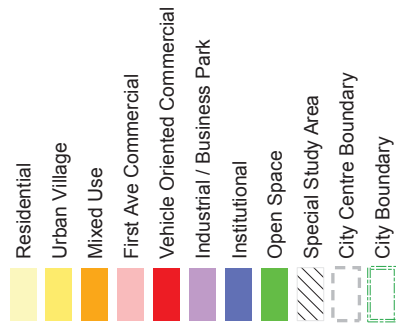
Municipal Development Plan
2010–2020

February 2016

HIGHWAY 16

HIGHWAY 16

HIGHWAY 16A

CENTURY RD

CAMPSITE RD

0   0.25   0.5   0.75   1
Kilometers
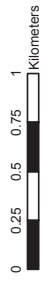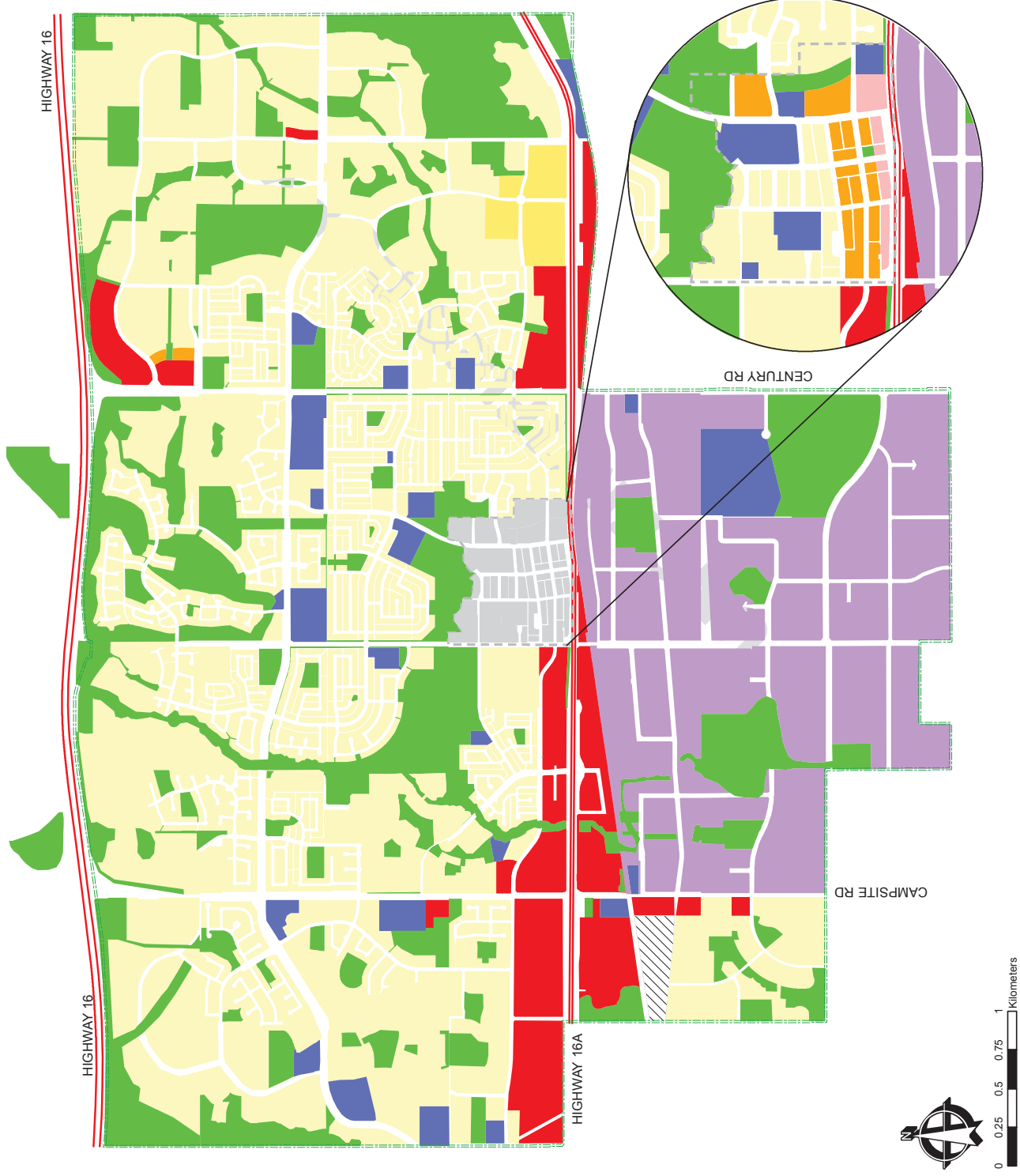
5.3 City Centre

Objective

5.3.1   Develop the City Centre as a mixed use hub of activity with a distinct identity.

Policies

5.3.1.1   Develop the City Centre (Figure 8: Future Land Use) as one of the primary community level gathering places and as a distinct urban experience that is mixed use, pedestrian friendly, and offers a diverse and eclectic range of services.

5.3.1.2   Prepare an Area Redevelopment Plan for the City Centre which uses the concept plan included in Figure 8: Future Land Use as a starting point and focuses on:
- small-scale service oriented businesses targeted primarily at the local population with a limited regional customer base;
- pedestrian orientation;
- the use of streets as public spaces;
- civic and open space uses;
- mixed use development; and
- higher density residential development.

5.3.1.3   Pursue strategies to develop McLeod Avenue between King Street and Calahoo Road as a pedestrian oriented service and shopping area.

5.3.1.4   Promote a pedestrian friendly streetscape by:
- encouraging zero-front yard developments;
- limiting building scale and height;
- developing different setbacks for different levels of a building;
- orienting buildings and window displays towards the street;
- applying architectural, lighting, façade, and signage standards with pedestrians in mind;
- encouraging street dining;
- promoting the collection of "cash in lieu" in conjunction with parking requirements for appropriate development and development of public parking areas;
- providing clear links and interfaces between streets and open spaces;
- accommodating two or three people walking side-by-side on sidewalks; and
- implementing traffic calming measures.

5.3.1.5   Encourage lot consolidation, where feasible, to promote more integrated and innovative development.

5.3.1.6   Incorporate a traffic analysis of the City Centre in the Transportation Master Plan to look at circulation and road/sidewalk capacity for private vehicles, transit, pedestrians, and cyclists and traffic calming strategies.

5.3.1.7   Develop a Parking Strategy and review parking standards for the City Centre to identify existing and future needs and capacity, problem areas, and options including the feasibility of an at-grade-off-street-parking-facility.

5.4 Gateway Lands

5.4.1   Develop the Gateway Lands as an integrated land use development which takes advantage of its strategic location on the Yellowhead TransCanada Highway while still considering local context and overall connectivity

  5.4.1.1   Update the Pioneer Lands Area Structure Plan to include a concept plan and land use statistics for Gateway Lands which focuses on:
  - integrated land use development;
  - regional service and commercial uses;
  - multi-modal transportation options and connectivity;
  - relationship with Jubilee Park and the surrounding residential neighbourhoods; and
  - innovative, compact, and high quality design

  5.4.1.2   Include a community level gathering place, medium to high density residential development, and a regional park and ride for transit in Gateway Lands

  5.4.1.3   Incorporate a traffic analysis of Gateway Lands in the Transportation Master Plan to look at circulation and road/sidewalk capacity for private vehicles, transit, pedestrians, and cyclists and traffic calming strategies

5.5 Parks and Open Space Network

Objective

5.5.1   Provide a range of parks and open spaces that meet the needs of all residents at different stages of life and offer passive and active opportunities.

Policies

 5.5.1.1   Locate new park space so it takes advantage of and maximizes the catchment area of the community and meets the standards for provision as identified in the Parks and Open Space Master Plan.

5.5.1.2 Discourage single use park spaces that are less than one acre where the costs associated with their development and maintenance are not justified by the frequency of use or the period of time over which the targeted age cohort will use them is not sufficiently long enough.

5.5.1.3 Existing small parks should provide (through retrofitting when required) sustainable long term use for:
- children between 0-5 years of age:
- persons with reduced mobility;
- picnicking areas;
- mailboxes; and
- bus stops.

5.5.1.4 Require high density residential areas and/or gathering places to include either formal or informal open space suitable for all ages.

5.5.1.5 Provide non-structured places for informal gatherings and leisure pursuits.

5.5.1.6 Connect all new parks and open spaces with the City's pathway system.

5.5.1.7 Incorporate natural areas into the parks and open space system (Section 4.5 Environmental Management: Natural Areas and Parks).

5.5.1.8 Reinforce neighbourhood and community gathering places through parks and open space.

5.5.1.9 Ensure that all parks and open spaces are accessible by pedestrian and bicycle traffic, as well as visible and open to roadways.

5.5.1.10 Provide small open space nodes along non-vehicular trails in areas of Level 1 (lower density) residential development with small lots.

5.5.1.11 Locate, at the time of subdivision, small parks adjacent to neighbourhood commercial areas and/or stormwater management facilities.

5.5.1.12 Explore opportunities for the development of community gardens in areas with large concentrations of Level 2 (higher density) residential development. Implement where appropriate.

5.5.1.13 Discourage the provision of open spaces in enclosed areas behind and/or between privately owned sites unless a large portion of the site fronts a public street.

Objective

5.5.2   Pursue a range of strategies to expand the parks and open space network.

Policies

5.5.2.1   Use the Parks and Open Space Master Plan as a guide to acquire and designate parks and open spaces.

5.5.2.2   Incorporate stormwater management facilities, into the parks and open space network.

5.5.2.3   Use the City's municipal reserve authority to acquire land for parks and open space use at the time of residential subdivision.

5.5.2.4   Take cash-in-lieu of municipal reserve land in industrial and commercial areas, where appropriate, at the time of subdivision and use this for the acquisition of other lands.

5.5.2.5   Allow municipal reserve credit where appropriate and when subject lands have a park-like character and use for:
- land around a stormwater management pond or wetlands, above the 1 in 100 year flood line, if the landowner or developer provides landscaping (e.g. grading, seeding or other ground cover, tree and shrub planting), benches, and pathway connections suitable for pedestrian and non-vehicular use;
- a portion of a stormwater management dry pond if the facility can be used for formal or informal sports field activities; and
- linear open spaces containing trails beyond a 6m width, based on provision of agreed landscaping and amenities by the landowner/developer.

5.5.2.6   Take additional Municipal Reserve from Level 2 (higher density) residential developments, as provided for in the Municipal Government Act, and consolidate the Municipal Reserve as a public open space amenity; such amenity spaces shall be located primarily for the use and enjoyment of the surrounding Level 2 (higher density) residential developments.

5.5.2.7   Collaborate with school authorities on locating joint school and municipal facilities and continue to maintain a joint use agreement for these facilities.

5.6 Transportation Systems

Objective

5.6.1   Develop an efficient integrated multi-modal transportation system.

Policies

5.6.1.1   Pursue opportunities to increase linkages between different forms of transportation including but not limited to:
- vehicle traffic;
- traditional and non-traditional forms of transit;
- bikes;
- feet;
- skateboards/rollerblades; and
- scooters.

5.6.1.2   Incorporate multi-modal transportation needs and opportunities in the Transportation Master Plan.

5.6.1.3   Consider the needs of other modes of transportation when developing or upgrading road, transit, and/or trail networks.

5.6.1.4   Work with developers at the Area Structure Plan, Area Redevelopment Plan, and subdivision plan stage to implement community design features that increase connectivity and opportunities for multi-modal transportation integration.

5.6.1.5   Develop indicators to monitor changes in transportation use amongst community members as a more integrated system develops.

5.6.1.6   Identify strategies to respond to gaps in the usage of different forms of transportation and in system integration.

Objective

5.6.2   Provide reliable short and long-range transportation planning to accommodate the movement of people and goods within Spruce Grove and the surrounding region based on existing and future land use.

Policies

5.6.2.1   Monitor traffic counts and movements to ensure that road capacity, design, and timing of capital improvements can accommodate changes in traffic due to population growth, increased density and new development.

5.6.2.2   Implement roadway and interchange extensions and improvements to reduce congestion as the community grows and in accordance with the recommendations of the Transportation Master Plan and Figure 9: Major Road Network.

5.6.2.3   Maintain a hierarchy of streets appropriate to use and location as identified in the Transportation Master Plan and Figure 9: Major Road Network.

5.6.2.4   Protect regional transportation corridors and facilitate the adequate movement of goods and services within and through Spruce Grove.

5.6.2.5   Support regional initiatives to address the impact of an anticipated increase in rail traffic frequency.

Figure 9
Major Road Network

Roads By Type
Arterial Existing
Arterial Future
Collector Existing
Collector Future
Highway Existing
Interchange
City Centre Boundary
City Boundary

The City of SPRUCE GROVE

Municipal Development Plan
2010-2020

December 2015

HIGHWAY 16
PIONEER RD
SPRUCE VILLAGE
VICTORIA AVE
VANDERGRIFT AVE
GROVE DR
CENTURY RD
MCLEOD AVE
BIRCHWOOD
KING ST
KING ST
GREYSTONE
GREENBURY
GRAYWAY
CALAHOO RD
SPRUCE CREEK
HILLSIDE DR
ABERDEEN WAY
DEER PARK DR
HEATHER GLEN
SPRUCE GROVE DR
MAIN AVENUE GATE
MCLAUD HLTH DR
WESTGROVE DR
HIGHWAY 16A
SPRUCE RIDGE RD
SPRUCE RIDGE RD
HARVEST RIDGE LN
NORTHLINK
JENNIFER HEIL WAY
CENTURY RD
DIAMOND AVE
CALAHOO RD
COPPERCE RD
CAMPSITE RD
DIAMOND AVE
KING ST
HIGHWAY 16

N

0   0.25   0.5   0.75   1
Kilometers

5.6.2.6 Explore options with CN Rail to improve access to areas south of the railway and enhance safe rail crossings for vehicles, transit, pedestrians, and cyclists.

5.6.2.7 Provide street lighting appropriate to the primary use of each street.

5.6.2.8 Maintain roadways, sidewalks and trails for safe mobility in every season.

Objective

5.6.3 Expand and integrate public transit and other alternative and active transportation infrastructure and services.

Policies

5.6.3.1 Expand the capacity of the regional commuter service into Edmonton and explore options for a commuter service to Acheson Industrial Park in accordance with the recommendations in the Capital Region Growth Plan.

5.6.3.2 Monitor transit ridership volume and usage and respond to customer needs and changes in volume and usage as required when feasible.

5.6.3.3 Identify which of the two options proposed on Figure 10: Transit Network is the most appropriate to develop a regional transit hub and park and ride facility.

5.6.3.4 Develop a local transit network that provides transit stops within 400 m walking distance of 90% of homes by 2040 and connects to major employment and shopping areas as identified on Figure 10: Transit Network and Figure 11: Major Employment Areas. Focus transit stops in proximity to:
- community and neighbourhood gathering places;
- concentrations of higher density residential development;
- secondary schools;
- major parks and sports fields;
- major employment and shopping areas; and
- the industrial area south of Highway 16A.

5.6.3.5 Explore innovative public transit options and work in partnership with the Capital Region Board and neighbouring municipalities to increase local and regional transit service in a way that is cost-effective, and uses land and moves people efficiently.

5.6.3.6 Ensure bicycle stands and other appropriate improvements are provided at local and regional transit hubs and community and neighbourhood gathering places.

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Figure 10
Transit System
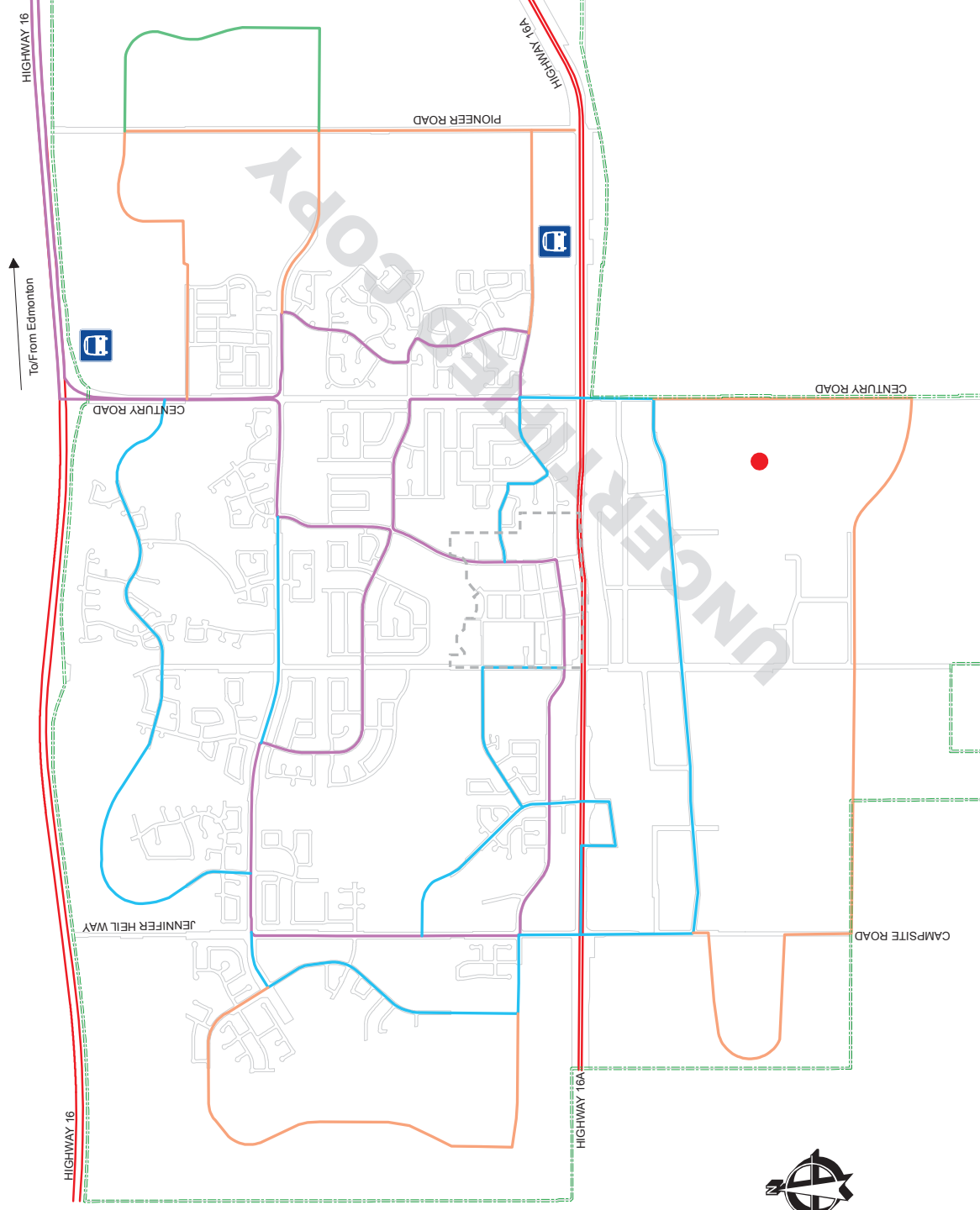
Transit Routes

Existing
2020
2030
2040

Potential Regional Transit Hub (2020)

Potential Bus Yard

City Boundary

City Centre Boundary

The City of
SPRUCE GROVE

Municipal Development Plan
2010-2020

December 2015

HIGHWAY 16

HIGHWAY 16A

HIGHWAY 16A

HIGHWAY 16

To/From Edmonton

PIONEER ROAD

CENTURY ROAD

CENTURY ROAD

JENNIFER HEIL WAY

CAMPSITE ROAD

UNCERTIFIED COPY

0   0.25   0.5   0.75   1
Kilometers
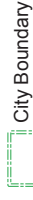
**Figure 11
Major Employment Areas**

Legend:
- City Centre
- Vehicle Oriented Commercial
- Urban Village
- Industrial Park
- Institutional
- Special Study Area
- City Centre Boundary
- City Boundary

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HIGHWAY 16
HIGHWAY 16A
PIONEER ROAD
CENTURY ROAD
JENNIFER HEIL WAY
CAMPSITE ROAD
HIGHWAY 16A
HIGHWAY 16

0 0.25 0.5 0.75 1
Kilometers
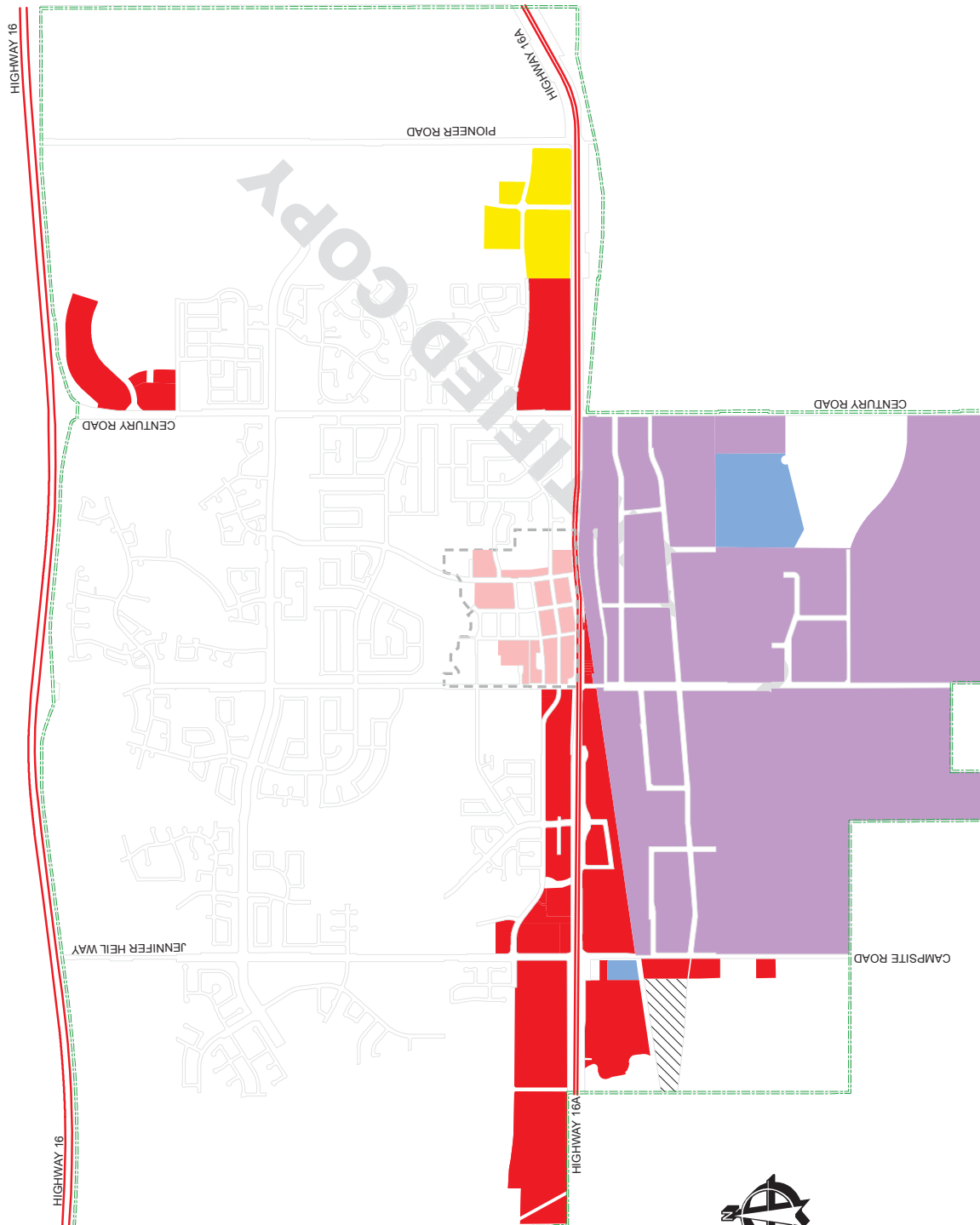
5.6.3.7   Require sidewalks on all non-terminating streets in new residential and commercial areas and where appropriate, in industrial areas.

5.6.3.8   Conduct a non-motorized transportation network analysis of already developed areas and identify gaps in this network and priorities for filling in these gaps.

5.6.3.9   Improve pedestrian and cyclist access across Highway 16A and within industrial areas.

5.6.3.10   Facilitate pedestrian connections from neighborhoods to development along the highway commercial corridor, and require walkways for pedestrian circulation within the commercial corridor.

5.7 Infrastructure

Objective

5.7.1   Generate and continually update long-term infrastructure development, maintenance, and replacement plans.

Policies

5.7.1.1   Implement a life-cycle approach to infrastructure development and management and maintain a high quality system.

5.7.1.2   Require all development not currently on urban services to connect to these services as soon as they reach the property boundary as outlined in the Utility Bylaw.

5.7.1.3   Manage stormwater runoff so flow rates do not exceed pre-development levels as outlined in the Stormwater Management Plan and in accordance with the standards set by Alberta Environment (Figure 12: Stormwater Management).

5.7.1.4   Coordinate development with provision of urban services, particularly in areas where increased densification is preferred (Figure 13: Water System and Figure 14: Sanitary Trunk System).

5.7.1.5   Explore the feasibility of alternative infrastructure standards to facilitate energy efficiency and more sustainable land use.

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Figure 12
Stormwater Management

SWMF (Existing)

SWMF (Proposed)

Drainage Basins

Atim Creek Drainage Basin

Dog Creek Drainage Basin

King Street Drainage Basin

Century Road Drainage Basin

East Spruce Grove Drainage Basin

Drainage Course

Drainage Direction

City Boundary

City Centre Boundary

The City of
SPRUCE GROVE

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DOG CREEK

0   0.25   0.5   0.75   1
Kilometers

Figure 13
Water Network

Existing Water Network
— Water Main
— Regional Water Line
■ Reservoir

City Centre Boundary
Spruce Grove Boundary

The City of SPRUCE GROVE
Municipal Development Plan
2010-2020

July 2010

HIGHWAY 16
HIGHWAY 16
HIGHWAY 16A
HIGHWAY 16A
PIONEER ROAD
CENTURY ROAD
CENTURY ROAD
CENTURY ROAD
JENNIFER HEIL WAY
CAMPSITE RD.

From Edmonton
To Stony Plain

0   0.25   0.5   0.75   1km

Figure 14
Sanitary Trunk System

Sanitary Lines
— Trunk Main (Existing)
▪▪▪ Trunk Main (Future)
— Regional Sewer Line

Trunk Main Zones
Boundary
West
Central
East
Pioneer (Future)
▪▪▪ City Centre Boundary
▪▪▪ Spruce Grove Boundary

The City of
SPRUCE GROVE

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To Edmonton

HIGHWAY 16
HIGHWAY 16A
HIGHWAY 16A

PIONEER ROAD
CENTURY ROAD
CENTURY ROAD
JENNIFER HEIL WAY
CAMPSITE RD.

HIGHWAY 16

0   0.25   0.5   0.75   1km

Section 6
Economic Development

Goal 7   **Spruce Grove is affordable to residents and businesses, has a diverse tax base and offers a range of commercial services, light-to-medium industrial activities, and employment options**

Declining affordability is an important challenge for Spruce Grove to overcome. Essential to Spruce Grove's long-term financial sustainability and affordability, is the ability to expand the tax base and achieve a reasonable balance between residential and commercial/industrial tax assessment. The b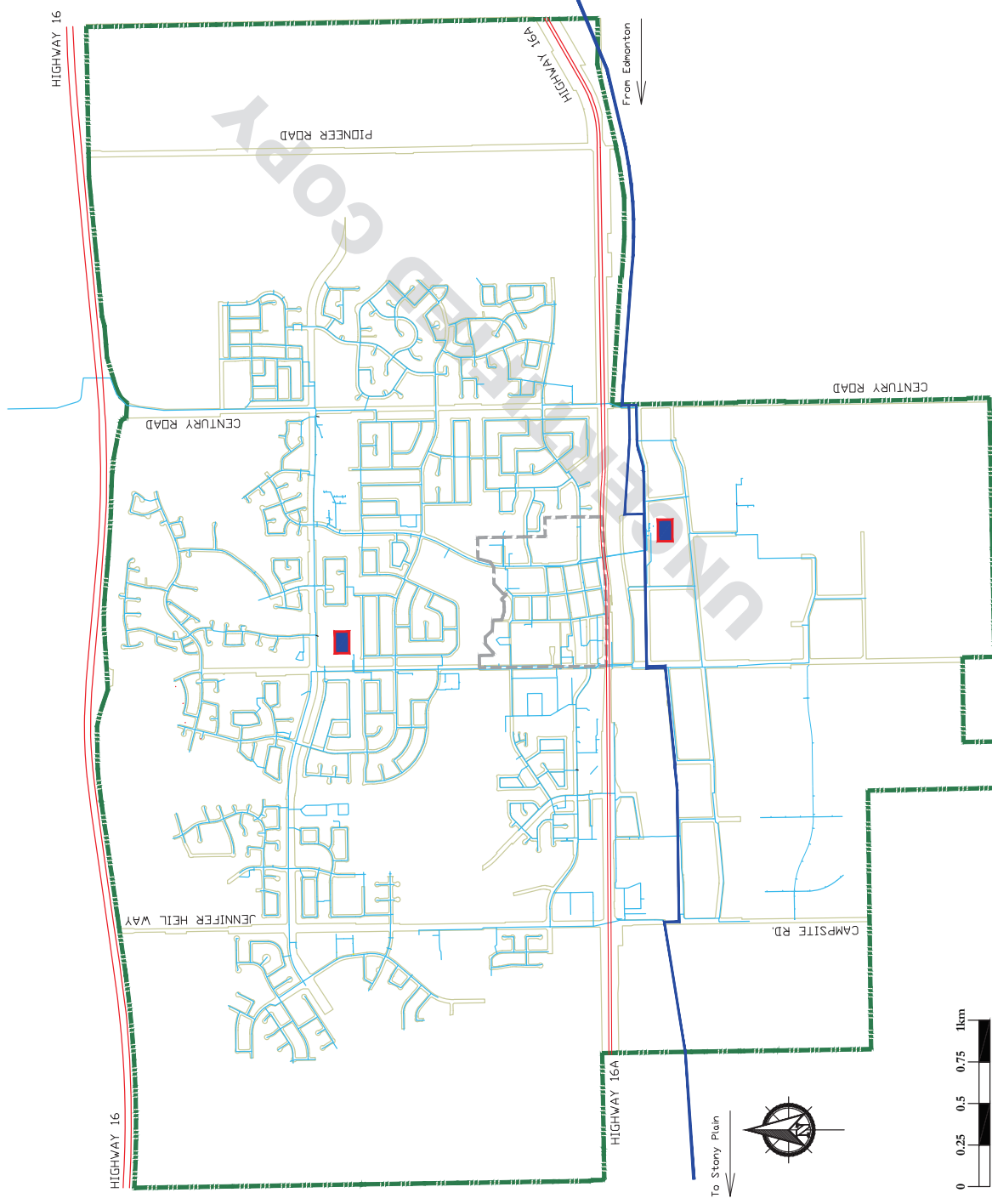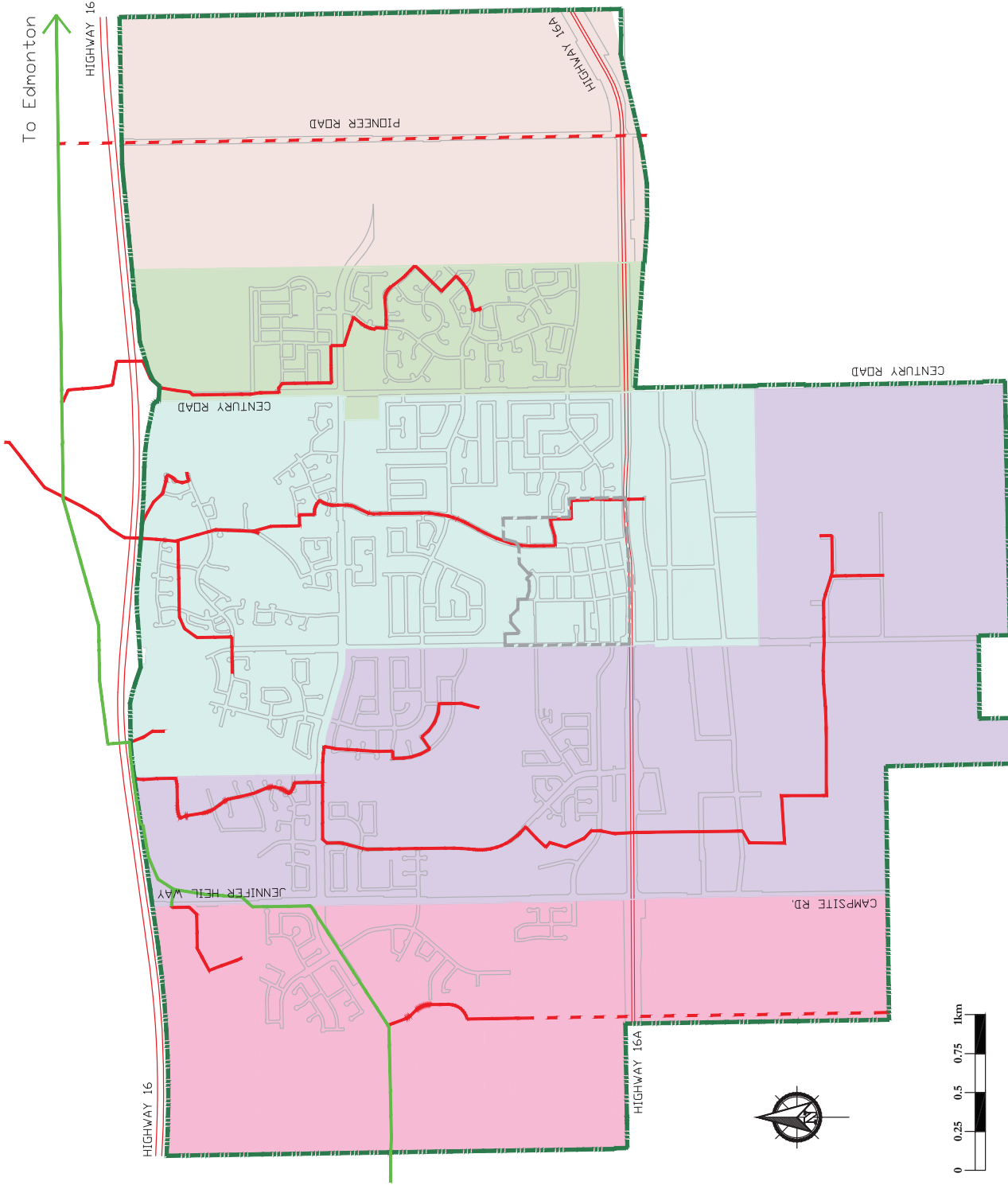enefits of such a strategy are two-fold: it provides additional municipal revenue and creates local employment opportunities. The ability to innovate and remain competitive in the global economy at the regional and municipal level will determine Spruce Grove's success in attracting new development.

Located 11-km from Edmonton, in close proximity to Acheson Industrial Park, and between two major transportation corridors, Spruce Grove is a prime location for future commercial and industrial development. Taking advantage of the City's strategic location on the Yellowhead TransCanada Highway through the development of Gateway Lands and reinforcing the regional service role of the Highway 16A commercial corridor will be essential. The redevelopment of the City Centre to become a service and residential focused mixed use area will complement vehicle oriented commercial and industrial development. Pedestrian oriented neighbourhood commercial uses will continue to be important to residents and will be increasingly viable as residential uses intensify.

In the last ten years Spruce Grove rapidly expanded its commercial base to become a major regional service-centre with a trading area of over 100,000 people. Recently, over 230-hectares of serviced industrial land was developed responding to a major challenge to industrial expansion within the City borders. The top employers in the region include Parkland School Division, Wal-Mart, Real Canadian Superstore, the City of Spruce Grove, Evergreen Catholic School Division, ATCO Structures, Canadian Tire, Home Depot, Cargill Meats Canada, Moloney Electric, and the TransAlta Leisure Centre.

The Capital Region Growth Plan identifies Spruce Grove's total employment at 6,800 with projected growth to reach 8,500 in 2044.

Keeping in mind the other elements of community sustainability, Spruce Grove's economic development strategies also must incorporate principles of environmental and social sustainability. This provides opportunities to implement best practices in green building and alternative infrastructure design and eco-industrial park principles. Also important will be for the City to engage to a greater extent in issues of affordability that directly affect residents.

6.1 Diversification and Growth

Objective

6.1.1 Increase local employment opportunities and municipal revenues through attraction, diversification, growth, and development of commercial and industrial businesses.

Policies

6.1.1.1 Foster commercial and industrial development that is consistent with the City's vision through policies, procedures and regulations.

6.1.1.2 Designate sufficient land, at suitable locations, to provide for various types of commercial and industrial activities.

6.1.1.3 Promote contiguous development of commercial and industrial areas and encourage infill and redevelopment of existing commercial and industrial areas.

6.1.1.4 Create a distinct identity for different areas and types of commercial and industrial park development through Land Use Bylaw regulations, Area Structure Plans, Area Redevelopment Plans, and community design guidelines.

6.1.1.5 Promote appropriate increases to residential densities to support commercial development at a neighbourhood and city-wide level.

6.1.1.6 Support home-based businesses while ensuring that such businesses do not have a negative impact on the residential character of the neighbourhoods.

6.1.1.7 Develop and implement an economic development strategy and promote the City of Spruce Grove as a place to do business.

6.1.1.8 Explore the feasibility of developing and maintaining a Wi-Fi network in mixed use development and integrated land use development areas.

6.1.1.9 Explore options to create a development corporation to manage the City's real estate assets and dispose and acquire property as appropriate within the framework provided for in the City of Spruce Grove Municipal Development Plan and the Capital Region Growth Plan.

Objective

6.1.2 Enhance the gateway potential of Highway 16 and Highway 16A.

Policies

6.1.2.1   Capitalize on the strategic location of Gateway Lands (Figure 8: Future Land Use) on the Yellowhead TransCanada Highway.

6.1.2.2   Work with Alberta Transportation to improve access to Spruce Grove from Highway 16 and upgrade existing interchanges to handle anticipated future traffic flows based on projected population growth in the region and the development of Gateway Lands.

6.1.2.3   Update the Highway 16A Commercial Corridor Study and related overlay district and continue to use it to enhance the overall aesthetics and landscaping in this corridor.

6.2 Commercial Development

Objective

6.2.1 Continue to develop Spruce Grove as a regional service and commercial centre.

Policies

6.2.1.1   Support the development and intensification of regional vehicle-oriented commercial uses in areas identified as 'Vehicle Oriented Commercial' on Figure 8: Future Land Use.

6.2.1.2   Pursue strategies to conserve land, water and energy, and to minimize waste in the development and operation of vehicle-oriented commercial areas.

6.2.1.3   Develop Gateway Lands with a focus on regional service and commercial uses, integrated land use development, multi-modal transportation access, and innovative compact high quality design as discussed in 'Section 5.4 – Form and Infrastructure: Gateway Lands' that services primarily a regional base but also draws local users.

6.2.1.4   Conduct a Downtown Revitalization Study to revitalize the City Centre with a focus on small-scale service oriented pedestrian uses, mixed use and higher density residential development as discussed in 'Section 5.3 - Form and Infrastructure: City Centre' that serves primarily a local base but also draws regional users.

6.2.1.5   Pursue opportunities and partnerships to develop sport tourism and hospitality related infrastructure and services to attract tournaments and conferences to the community.

Objective

6.2.2   Provide opportunities for mixed use development to occur in the City Centre and the Urban Village and for integrated land use development to occur in Gateway Lands as identified on Figure 8: Future Land Use.

Policies

6.2.2.1   Facilitate the co-location of compatible residential, commercial, institutional or recreation uses within an area of land, and/or within buildings, in order to increase density, reduce development footprint through intensification of land use, and to improve public accessibility to the range of mixed and/or integrated land use development.

6.2.2.2   Ensure mixed use redevelopment within the City Centre is compatible with adjacent land uses in terms of size, scale, use, and overall design and takes into account landscaping standards, signage, traffic impacts, and relationship to the street.

6.2.2.3   Apply high standards of community design to increase the pedestrian orientation and enhance the overall aesthetics of mixed use areas and integrated land use development areas, including:
- orientation;
- scale;
- signage;
- landscaping;
- lighting;
- relationship to the street
- building facades;
- sidewalks/trail connections;
- informal seating areas;
- parking areas; and
- bus stops and/or hubs.

6.2.2.4   Pursue strategies to slow vehicle traffic in mixed use area and integrated land use development areas.

Objective

6.2.3   Develop commercial uses along First Avenue in a way that recognizes the transitional role this area plays between Highway 16A and the mixed use portion of the City Centre.

Policies

6.2.3.1   Implement a range of strategies for the First Avenue commercial area which enables businesses to take advantage of their visibility to a regional market along Highway 16A.

6.2.3.2   Apply high standards of community design to the First Avenue commercial area to increase its pedestrian orientation, enhance its overall esthetics, and better integrate it with the adjacent mixed use area in the City Centre.

Objective

6.2.4   Encourage the development of neighbourhood commercial uses as an integral component of city neighbourhoods.

Policies

6.2.4.1   Ensure new neighbourhood commercial development is compatible with the adjacent neighbourhood in terms of size, scale, use, and overall design.

6.2.4.2   Design neighbourhood commercial uses so they are pedestrian oriented and are connected to the larger neighbourhood through trail and sidewalk connections while still providing adequate vehicle access and parking.

6.2.4.3   Locate neighbourhood commercial uses in central visible locations adjacent to or within neighbourhood gathering places.

6.2.4.4   Increase residential densities to levels capable of supporting neighbourhood commercial development as discussed under "Section 5.2 - Form and Infrastructure: Neighbourhoods and Housing".

6.2.4.5   Focus neighbourhood commercial development on service-oriented uses targeted at the local market including but not limited to: convenience stores, day cares, small restaurants and/or pubs, gas stations, professional services, drycleaner, and coffee shops.

6.3 Industrial Development

Objective

6.3.1   Provide land for industrial uses south of Highway 16A which offer local employment opportunities and diversify the tax base.

Policies

6.3.1.1   Accommodate a diverse range of light-to-medium industrial uses south of Highway 16A and east of Campsite Road in industrial parks based on level of intensity and need for visibility (Figure 8: Future Land Use).

6.3.1.2   Maintain a 10-year supply of industrial land.

6.3.1.3   Work with landowners and developers to maintain flexibility in parcel sizes within industrial parks to accommodate a wide range of uses.

6.3.1.4   Ensure that industrial sites are developed with:
- suitable and maintained buildings;
- appropriate landscaping;
- consideration of adjacent land uses, streetscapes, and the environment; and
- amenities for workers in the area.

Objective

6.3.2   Incorporate eco-industrial best practices and principles into the design and operation of industrial parks where feasible.

Policy

6.3.2.1   Work with developers and business owners to incorporate eco-industrial park best practices and principles into the design and operation of industrial parks as outlined in the Eco-Industrial Park Strategy.

6.3.2.2   Support the use of energy efficient building design and alternative infrastructure (Sections 4.2 – Environmental Management: Green Building and Development and 4.3 - Environmental Management: Alternative Infrastructure).

6.3.2.3   Encourage the design of new industrial areas to conserve land, water and energy, and to minimize waste, through the application of eco-industrial practices including but not limited to:
- reducing minimum setbacks;
- increasing building heights;

- enhancing landscaping requirements for improved aesthetics and natural habitat;
- reviewing allowable coverage with regards to (1) enhancing stormwater management and (2) maximizing land use;
- increasing non-vehicular and transit connections; and
- reducing parking requirements and allowing for shared parking.

6.3.2.4   Consider innovative infrastructure systems to create more efficient and sustainable industrial parks.

6.3.2.5   Explore the use of overlay districts to foster eco-industrial development in targeted areas.

6.3.2.6   Incorporate the eco-industrial approach as part of industrial business attraction strategies in targeted areas.

Section 7
Community Life

Goal 8   **Spruce Grove has a strong civic culture and a high quality of life**

Goal 9   **Spruce Grove offers diverse cultural and recreational programs in first-class facilities**

To achieve the social aspect of sustainable development, Spruce Grove must continue to develop a diverse and dynamic community life at both the community and neighbourhood scale. As Spruce Grove grows in population and area, reinforcing the 'neighbourhood' through policy and social programs will maintain a sense of community. Fostering further development of cultural, recreational, and social programs will increase the overall liveability of Spruce Grove and reduce dependence on Edmonton in these areas.

Provision of a safe and healthy community for residents as the city grows is another consideration of achieving social sustainability. As the city grows and develops, air and water quality, access to open spaces, and resources for emergency response and protection services must be monitored.

Spruce Grove already has a strong base for many elements that enhance community life. A range of recreational and cultural opportunities are available in the community. Family and Community Support Services (FCSS), in conjunction with its partners, both offer preventative social programs and foster community development. Spruce Grove has a vibrant community spirit which is apparent at the many informal and formal community events that take place throughout the year and in the efforts of volunteers who help make these events happen. Complementing more traditional emergency, protection, and health services, are recent initiatives such as Safe City and major revisions to the Parks and Open Space Master Plan. High-quality facilities and public spaces such as Horizon Stage, the TransAlta Tri Leisure Centre, West District Park, the Melcor Cultural Centre (Spruce Grove Public Library and Spruce Grove Art Gallery), Queen Street Place, and Jubilee Park (under development) highlight the depth of Spruce Grove's community amenities and liveability.

Building on this already strong base will play an important role in overcoming claims that Spruce Grove is merely a bedroom community and in enhancing its own distinct identity as a vibrant and dynamic city.

7.1 Volunteerism and Social Capital

Objective

7.1.1   Increase community and neighbourhood-level social capital.

Policies

7.1.1.1   Implement design strategies and relevant programming to strengthen neighbourhood identity and enhance neighbourhood cohesion.

7.1.1.2   Reinforce the use of gathering places through social, recreational, and cultural programming.

7.1.1.3   Create non-structured informal neighbourhood and community gathering places that encourage sociability and bring people of different ages and stages of life together.

7.1.1.4   Provide a mechanism to promote volunteer opportunities in the community.

7.1.1.5   Continue to encourage a diverse range of community events and festivals.

7.1.1.6   Identify and protect existing civic spaces and create new ones for functions such as parades, marches, festivals, and community events.

7.1.1.7   Identify neighbourhoods and undertake non-statutory neighbourhood planning exercises with respective local residents and businesses at the request of neighbourhood associations.

7.2 Health and Wellness

Objective

7.2.1   Promote public health and wellness through community design.

Policies

7.2.1.1   Prioritize the retrofitting of already-developed areas and buildings using pedestrian- and bicycle-friendly design principles in nodes and gathering places and along trail, sidewalk, and roadway connections linking these nodes together.

7.2.1.2   Provide for active transportation opportunities and needs in area structure, area redevelopment, and subdivision plans and development proposals.

7.2.1.3   Consider the needs of unique populations such as the elderly, children, and the mobility-impaired in the design of sidewalks, trails, street crossings, and gathering places.

7.2.1.4   Apply pedestrian and bicycle friendly design principles in new and redeveloping areas by incorporating, where appropriate, elements such as:
- sidewalks;
- crosswalks;
- lighting;
- benches;
- fountains;
- shade trees;
- narrower streets;
- bike racks;
- trails;
- roadways; and
- traffic calming measures.

7.2.1.5   Distribute public open spaces and parks throughout the community to maximize accessibility by local residents as directed in the Parks and Open Space Master Plan.

7.2.1.6   Develop and monitor public health based air and water quality indicators.

7.2.1.7   Pursue strategies to improve air and water quality from a public health perspective as required based on indicator results.

7.3 Safety and Protective Services

Objective

7.3.1   Continue to provide a safe community.

Policies

7.3.1.1   Apply Crime Prevention Through Environmental Design (CPTED) guidelines to all new development and redeveloping areas to enhance the safety of buildings and public spaces and discourage criminal and anti-social behavior.

7.3.1.2   Encourage the retrofitting of already developed areas and buildings using CPTED guidelines in gathering places, and along trail and sidewalk connections linking these places together.

7.3.1.3   Incorporate safety considerations and best practices in universal design for private vehicles, transit, pedestrians, cyclists, and emergency vehicles when

designing and upgrading transportation networks including but not limited to trails, roads, intersections, and street crossings.

7.3.1.4   Accommodate safe pedestrian movement on all roadways through a sidewalk and trail network.

7.3.1.5   Apply traffic calming principles at appropriate locations to moderate vehicular speeds and enforce traffic laws to ensure vehicle and pedestrian safety.

7.4 Culture and Heritage

Objective

7.4.1   Foster the development, enhancement, and preservation of cultural resources and opportunities and integrate these into the fabric of the community.

Policies

7.4.1.1   Integrate existing and new cultural resources into neighbourhood- and community-level gathering places.

7.4.1.2   Use publicly-accessible City-owned buildings and facilities to showcase and display local arts and culture in a variety of forms.

7.4.1.3   Continue to support innovative and diverse programming at existing and future cultural facilities and venues.

7.4.1.4   Develop and implement a community cultural strategy.

7.4.1.5   Foster a diverse range of cultural opportunities and a network of cultural resources through city-led initiatives and partnerships.

7.4.1.6   Identify and preserve existing historical resources as well as aging heritage resources that will be of significance in the future.

7.4.1.7   Facilitate ongoing public input into community cultural development.

7.4.1.8   Pursue partnership and sponsorship opportunities to procure, display, and maintain public art for both neighbourhood- and community-level gathering places.

7.4.1.9   Explore allocating a portion of all City capital projects to be managed by a public art committee to procure public art for public display.

7.5 Learning

Objective

7.5.1   Continue to promote and support both formal and informal learning opportunities through policy initiatives and partnerships.

Policies

7.5.1.1   Work with local school boards to identify and plan for the changing needs of elementary and secondary education.

7.5.1.2   Support initiatives to create post-secondary education and other educational opportunities in Spruce Grove.

7.5.1.3   Encourage a range of formal, informal, and experiential learning opportunities to meet the diverse learning needs of community residents.

7.5.1.4   Work in partnership with educational and community-based organizations and other relevant partners to enhance opportunities for learning.

7.6 Sports and Recreation

Objective

7.6.1   Foster a diverse range of active and passive sports and recreation options for people of all ages and stages of life.

Policies

7.6.1.1   Provide easy access to informal and formal open spaces as identified in the Parks and Open Space Master Plan.

7.6.1.2   Pursue funding opportunities, partnerships, and sponsorships to develop, enhance, and maintain sports and recreation facilities.

7.6.1.3   Pursue partnerships to increase sports and recreation opportunities.

7.6.1.4   Strengthen Spruce Grove as a regional sports tourism destination by reinvesting in existing facilities and enhancing their potential as economic generators.

7.7 Preventative Social Programs

Objective

7.7.1 Identify and respond to social needs in the community.

Policies

7.7.1.1   Continue to develop, support and promote programs for target populations.

7.7.1.2   Continue to increase community knowledge of resources and assist vulnerable residents in their efforts to connect with these services.

7.7.1.3   Develop and monitor indicators to identify and measure social needs in the community and the outcomes of preventative social programs.

7.7.1.4   Pursue strategies and partnerships to respond to changing social needs and demographics.

7.7.1.5   Support initiatives that strengthen social networks in the community.

7.8 Affordable Housing

Objective

7.8.1 Increase rental or ownership options targeting households with an affordability problem (identified as those paying in excess of 30% of their gross income for housing) capable of independent living and who earn less than the median income for their household type (e.g. couples, lone-parent families, and individuals) and not requiring ongoing subsidies.

Policies

7.8.1.1   Provide greater selection in housing densities and types throughout the community.

7.8.1.2   Integrate affordable and market rental and ownership housing by locating affordable and market units within the same area of a neighbourhood and/or by including both types of units in the same projects.

7.8.1.3   Locate affordable housing in close proximity to amenities, open space, and transit routes (existing or future).

7.8.1.4   Pursue strategies to include affordable housing units in infill and redevelopment projects in existing neighbourhoods that are appropriate for the local character in terms of scale, traffic flow, and landscaping.

7.8.1.5   Explore incentives and other strategies to increase affordable housing units such as density bonuses for developments that include perpetually affordable ownership or rental housing units.

7.8.1.6   Work in partnership with for-profit and not-for-profit developers, community organizations, and other levels of government to increase the diversity and availability of affordable housing units.

7.8.1.7   Create affordable options that respond to the needs of unique populations including young adults, dual or lone parent families, and seniors.

7.8.1.8   Continue to monitor the housing market and report results to Council as to whether the current policy framework is meeting these affordable housing market needs.

7.8.1.9   Continue to monitor the objectives and strategies of the Affordable Housing Study (2008) to ensure they are relevant under current conditions.

Section 8
Regional Partnerships

Goal 10   **The City of Spruce Grove maintains mutually beneficial relationships with other municipalities and authorities in the Capital Region to undertake integrated land use and transportation planning, enhance service and program delivery, and adapt to changing circumstances.**
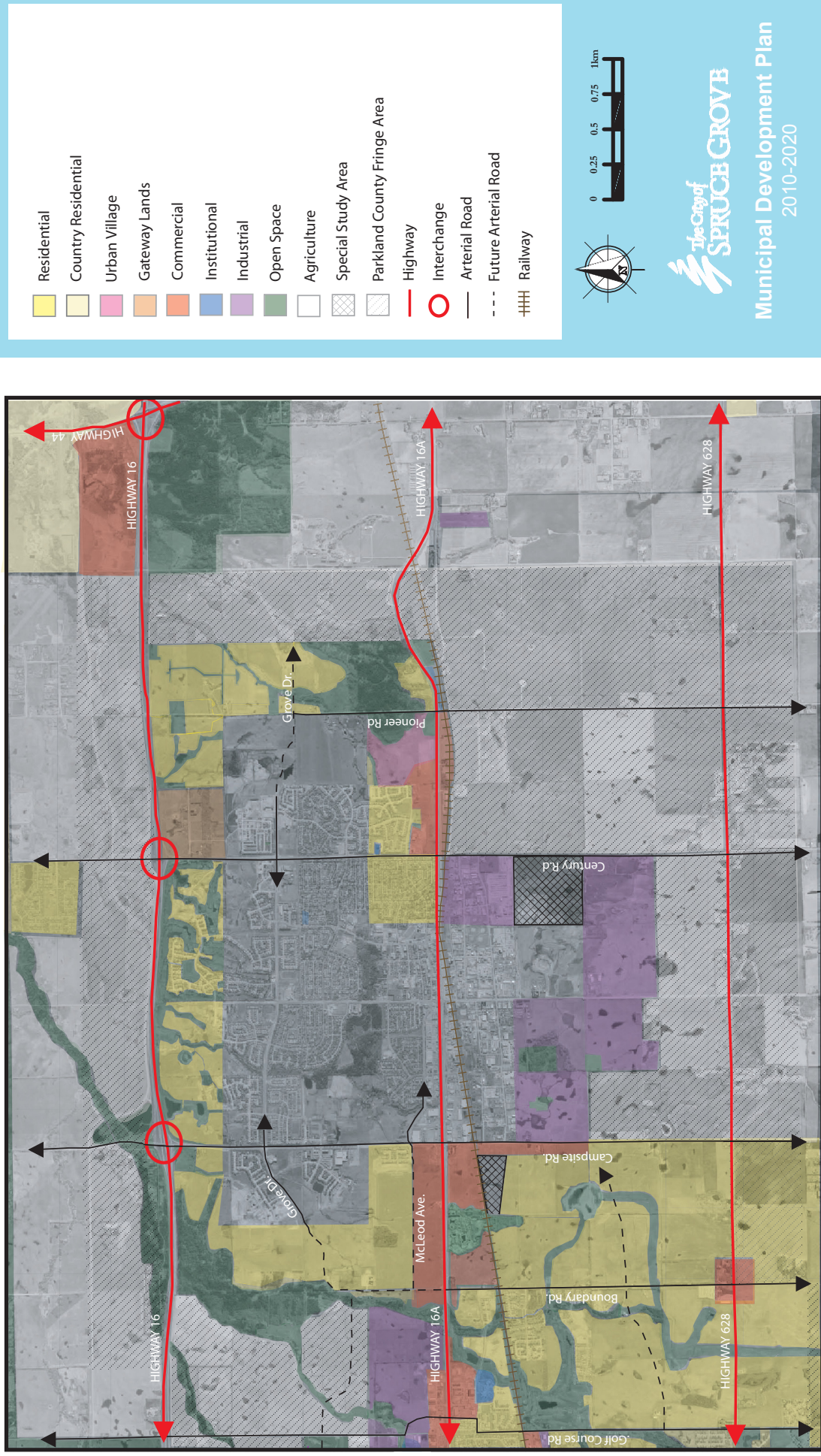
Creating a sustainable community requires the City of Spruce Grove to work with partners to undertake integrated land use and transportation planning and provide programs and services. Participation in the Capital Region Board and related planning processes will be one important partnership at the regional level. Areas to target through partnerships at this level include infrastructure and transit planning, economic development, environmental stewardship, affordable housing, and information sharing. Another important partnership is building on the City's relationship with Parkland County and Stony Plain. Jointly planning for boundary-interface areas and working together to provide programs and services that benefit everyone in the Tri-Municipal Region will increase efficiency in transportation networks, land use patterns, and the distribution of limited resources. Figure 15: Boundary-Interface Area illustrates the future land use of the boundary-interface areas for Spruce Grove, Stony Plain, and Parkland County. No additional annexation is anticipated during the term of this plan.

Embracing the principles of co-operation and collaboration and working to resolve conflicts are essential to the long-term success of regional partnerships. Also important to turning these partnerships into sustainable productive relationships will be the City's ability to clearly define its role and priorities as well as opportunities for collaboration and leadership. Building relationships and maintaining flexible partnerships will increase Spruce Grove's resilience as a sustainable community and its ability to adapt to change.

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Figure 15
Boundary-Interface Areas

Legend:
- Residential
- Country Residential
- Urban Village
- Gateway Lands
- Commercial
- Institutional
- Industrial
- Open Space
- Agriculture
- Special Study Area
- Parkland County Fringe Area
- Highway
- Interchange
- Arterial Road
- Future Arterial Road
- Railway

0 0.25 0.5 0.75 1km

The City of
SPRUCE GROVE
Municipal Development Plan
2010-2020

July 2010

HIGHWAY 16
HIGHWAY 44
HIGHWAY 16A
HIGHWAY 628
HIGHWAY 628
Grove Dr.
Pioneer Rd
Century Rd
Campsite Rd
McLeod Ave.
Grove Dr.
Boundary Rd.
Golf Course Rd

8.1 Cooperation

Objective

8.1.1   Develop and maintain good working relationships with other municipalities and authorities in the Capital Region.

Policies

8.1.1.1   Build and maintain open and effective channels of communication and nurture cooperative and collaborative relationships with regional partners at political and administrative levels.

8.1.1.2   Work with regional partners to resolve problems, respond to challenges, seize opportunities, and adapt to change.

8.1.1.3   Participate in forums to address important issues relevant to the region.

8.1.1.4   Create plans and processes that provide greater certainty for land use decisions where impacts cross municipal boundaries.

8.2 Boundary-Interface Areas and Neighbouring Municipalities

Objective

8.2.1   Work with Parkland County and the Town of Stony Plain to facilitate an effective, rational and coordinated approach to land use, transportation, and infrastructure planning and development in boundary-interface areas.

Policies

8.2.1.1   Continue to work cooperatively with Parkland County and Stony Plain to achieve:
   - compatible land use and future growth patterns in our border areas;
   - protection of the environment;
   - an efficient regional transportation system;
   - coordination of other major infrastructure;
   - provision of community services; and
   - cooperative management of other issues of common interest.

8.2.1.2   Use alternative approaches as appropriate to achieve these objectives, including:
- discussions between municipal administrations;
- Joint Committees of Councils;
- joint planning projects;
- multi-lateral planning processes;
- forums for cross boundary issues; and
- participation in other organizations.

8.2.1.3   Generate results that may include:
- joint planning strategies or other cooperative strategies;
- jointly prepared statutory plans;
- intermunicipal planning accords adopted by Council resolution; and
- statutory intermunicipal development plans.

8.2.1.4   Use the Boundary Interface Planning Study (2007) as the primary guide to manage growth and development in boundary areas. Recommendations include:
- expand industrial and business park uses in a north-south manner opposed to east-west;
- transition to an increasingly industrial use moving east from Campsite Road;
- respond to the intensity of movement along Campsite Road to the Highway 628 corridor when developing future industrial park uses;
- cooperate with Parkland County and the Town of Stony Plain to plan for a comprehensive network of green nodes and corridors to provide effective connectivity for pedestrians/cyclists among all three municipalities;
- develop a district hub in proximity to the Highway 16A and Campsite Road intersection; and
- phase development in a sensitive and logical manner based on growth trends within the city and the region.

8.2.1.5   Provide for reciprocal referrals and notifications of all major planning initiatives and all development occurring within 800m of the city's boundary.

8.2.1.6   Maintain Highway 16 as Spruce Grove's northern limit.

8.2.1.7   Anticipate no future annexations during the term of this plan.

8.2.1.8 Work with neighbouring municipalities to conserve agricultural land in boundary-interface areas.

8.2.1.9 Work with neighbouring municipalities to provide appropriate locations for schools and other community facilities that serve the population base of the Tri-Municipal region.

8.2.1.10 Cooperate with the municipal councils for the Town of Stony Plain and Parkland County to explore shared service and program opportunities and to take advantage of funding opportunities that would enhance the delivery of programs, infrastructure, and other services in the Tri-Municipal region.

8.2.1.11 Work with Stony Plain to determine:
- the western alignment of Grove Drive and its relationship to Boundary Road (Figure 9: Major Road Network and Figure 15: Boundary-Interface Planning Area) ; and
- the alignment of future roads and trail connections leading from the residential area south of Highway 16A into Stony Plain (Figure 8: Future Land Use and Figure 15: Boundary-Interface Planning Area).

8.2.1.12 Work with Parkland County and Alberta Transportation to determine:
- the eastern alignment of Grove Drive and its role as a potential connection to Acheson Industrial Park (Figure 9: Future Road Network and Figure 15: Boundary-Interface Planning Areas); and
- the impact of the western expansion of Acheson Industrial Park on Spruce Grove.

8.2.1.13 Work with the Town of Stony Plain, Parkland County and other relevant landowners and agencies to maintain the ecological integrity of the Atim Creek and the Dog Creek drainage courses.

8.3 Capital Region

Objective

8.3.1 Work with other municipalities to plan for growth in the Capital Region based on an efficient and effective transportation system and an integrated approach to land use planning.

Policies

8.3.1.1   Work with the Capital Region Board and its member municipalities to implement the joint vision for the Capital Region as identified in Growing Forward: The Capital Region Growth Plan (March 2009):

The Capital Region is a family of diverse interdependent communities whose energy, talent, and resources are combined with insightful planning processes, sound fiscal and regulatory practices, environmental sensitivity, and empathy for the underprivileged. Strong expressions of regional purpose and the ability to embrace change to ensure the social, economic, environmental, and cultural well- being of the Region's current and future residents and communities is respected and sustained.

8.3.1.2   Plan for residential, economic, and infrastructure development within the city which supports the Capital Region Growth Plan.

8.3.1.3   Explore innovative public transit options and work in partnership with the Capital Region Board, Parkland County, Stony Plain, and Edmonton Transit Services to increase local and regional transit service in way that is cost-effective, and uses land and moves people efficiently.

8.3.1.4   Promote cost effective, environmentally sustainable approaches to infrastructure development through coordinated intermunicipal and regional land use planning.

8.3.1.5   Plan for regional corridors for transportation, utilities and pipelines within the context of the Capital Region Growth Plan and ensure lands identified for regional infrastructure are protected from incompatible development.

8.3.1.6   Support government environmental initiatives and seek opportunities for coordinated initiatives between municipalities.

8.3.1.7   Participate in regional watershed management initiatives to protect, restore and ensure the sustainability of natural water systems.

8.3.1.8   Work with regional partners to adopt an ecological network approach to protect, preserve and enhance natural areas.

8.3.1.9 Cooperate with other municipalities in the Capital Region to compete globally in attracting and retaining commercial and industrial investment in the region and advance shared interests.

8.3.1.10 Continue to recognize that Spruce Grove is part of a larger region and support current and future initiatives of the Capital Region Board

Section 9
Implementation

9.1 Overview

The primary role of *Your Bright Future* is to provide a community sustainability based framework to direct the future growth and development of Spruce Grove and increase its ability to adapt to change, respond to challenges, and take advantage of new opportunities. As an MDP, *Your Bright Future* provides direction for Council and Administration and works along-side the City's Strategic Plan and associated business planning and fiscal planning process. While this plan articulates a vision for what the community could become in 2040, the implementation of *Your Bright Future* will occur over a planning horizon to 2020. The City's mandate to create a Municipal Development Plan is found in s.632 of the Municipal Government Act.

9.2 Steps for Moving Forward

The policies in *Your Bright Future* provide a framework for moving into the future. It is an ambitious plan with a clear vision for the type of community Spruce Grove can become. Achieving this vision will take time and require clear focus. A commitment to community sustainability and the policies in this plan will be paramount for change to take hold. Many of the policies are enabling in nature and express a willingness to explore innovative ideas and alternative approaches. Successful implementation of this plan will depend on the ability of Council and Administration to explore these ideas and approaches through a range of partnerships with residents, local businesses, community groups, the development industry, other municipalities in the Capital Region, and the provincial and federal governments.

Many areas of the plan can be achieved through initiatives put forward by one or more of our partners. In such cases Council and Administration would provide guidance based on the framework and goals articulated in *Your Bright Future.*
Examples of the types of initiatives partners may bring forward include:
- developing new residential areas or undertaking redevelopment projects in established areas;
- developing new and/or expanding existing commercial or industrial uses;
- modifying building or infrastructure practices or utilizing alternative energy sources;
- expanding regional transit service and other alternative transportation options;
- building on the City's parks and open space network;
- collaborating to increase recreational and cultural programming;

- completing innovative affordable housing projects;
- expanding school services and/or regional infrastructure; and
- undertaking regional planning and boundary-interface planning initiatives.

 Other areas of the plan require Council and Administration to complete specific implementation steps. For these areas, the City would consult with partners, but ultimately accept responsibility for completing the associated work.

Implementation of these steps will require adequate human and financial resources. This is discussed to a greater extent in the next section "Fiscal Sustainability and Strategic Planning". The specific implementation steps to be initiated by Council and Administration are organized based on whether they are an on-going (Table 3), short-term (Table 4), medium-term (Table 5), or long-term (Table 6) initiative. *Implementation steps are not ordered based on priority.*

Table 3: On-Going Initiatives

Focus	Tasks Associated	Responsible
Capital Region Board	• Work cooperatively with the Capital Region Board to implement the vision in the Capital Region plan and manage land, infrastructure, and resources efficiently and integrated manner • Ensure area structure plans, area redevelopment plans and major redistricting applications are consistent with the Capital Region Growth Plan	Planning & Infrastructure/ Council
Stony Plain and Parkland County	• Work cooperatively with the Town of Stony Plain and Parkland County to plan for boundary interface areas, coordinate land use, transportation and infrastructure planning, and increase efficiencies in service and program delivery	Planning & Infrastructure/Council
Public Transit	• Continue to work with the Capital Region Board, Stony Plain, Parkland County, and Edmonton Transit Services to operate and expand public transit services	Planning & Infrastructure
Municipal Census	• Continue to conduct the municipal census as defined in Policy 6,029CM to maintain up-to-date demographic information	City Clerk/ Planning & Infrastructure
Public Participation	• Foster an environment conducive to civic engagement • Actively engage community members in City initiatives, community visioning, long-range and strategic planning exercises • Involve all those affected by a decision in the decision making process	All areas engaging the public/ Corporate Communications

Table 4: Short-Term Initiative (within 5-years)

Focus Area	Tasks Associated	Responsible
Community Sustainability Indicators	• Create indicators in the areas of Governance, Environmental Management, Form and Infrastructure, Economics, Community Life, and Regional Partnerships • Identify baseline data for each of the indicators • Create a monitoring strategy for the indicators • Report on progress in the Annual MDP Status Update to Council	Planning & Infrastructure
Land Use Bylaw C-721-09	• Re-write to align with goals, objectives, and policies in the MDP • Explore use of performance-based and form-based zoning	Planning & Infrastructure
City Centre Revitalization Study	• Complete a revitalization study for the City Centre with a focus on economic development	Economic Development
Transportation Master Plan	• Update to align with goals, objectives, and policies in the MDP • Incorporate multi-modal focus, including use of transit, walking, biking • Enhance overall network connectivity	Planning & Infrastructure
Engineering Standards	• Update to align with goals, objectives, and policies in the MDP, Transportation Master Plan, and Neighbourhood Design Guidelines	Planning & Infrastructure
Active Transportation Network Analysis	• Complete an analysis of the active transportation network and identify gaps in the network and priorities to fill in these gaps.	Planning & Infrastructure
Area Structure Plan Policy	• Update 'Policy 7,000 Area Structure Plans'	Planning & Infrastructure
Gateway Lands	• Update the Pioneer Lands Area Structure Plan to include a concept plan and land use statistics on Gateway Lands	Planning & Infrastructure
Shiloh Special Study Area	• Update the Shiloh Area Structure to include a concept plan and land use statistics for the Special Study Area	Planning & Infrastructure
Tax Strategy	• Develop a tax strategy for Spruce Grove • Identify an appropriate residential versus non-residential tax assessment split	Finance/ Strategic Leadership Team
Economic Development Strategy	• Develop an Economic Development Strategy • Address attraction and retention of companies, local employment opportunities, branding, and regional cooperation	Economic Development

Public Transit Business Plan	• Develop a Public Transit Business Plan in conjunction with regional partners • Explore options for and feasibility of local and regional transit routes and the location of regional and local transit hubs	Planning & Infrastructure
Environmentally Significant and Natural Areas Assessment	• Complete an Environmentally Significant and Natural Areas Assessment that builds on the findings of the Urban Forest Management Plan and considers both forest and water features.	Planning & Infrastructure/ Community Services
Community Cultural Strategy	• Develop a cultural strategy • Address public art, performing arts, heritage, civic spaces, learning opportunities, studio space, and social capital	Community Services

Table 5: Medium-Term Initiative (5-7 years)

Focus	Tasks Associated	Responsible
Residential Infill Guidelines	• Develop guidelines for residential infill in established areas	Planning & Infrastructure
City Centre	• Develop a Area Redevelopment Plan which aligns with the objective of the MDP to make the City Centre a mixed-use pedestrian-oriented hub and acts as the city's primary gathering place • Develop a parking strategy	Planning & Infrastructure/ Economic Development
Highway 16A Corridor Enhancement Study	• Update the Highway 16A Corridor Enhancement Study • Incorporate landscaping and design standards and long-range land use objectives for the area	Planning & Infrastructure
Municipal Development Plan	• Conduct a formal review of the MDP	Planning & Infrastructure

Table 6: Long-Term Initiative (8-10 years)

Focus	Tasks Associated	Responsible
Railway	• Work with CN Rail and regional partners to address access across the rail-line and the impacts of increased service	Planning & Infrastructure
Neighbourhood Planning	• Undertake non-statutory planning exercise at the neighbourhood level	Planning & Infrastructure

9.3 Fiscal Sustainability and Strategic Planning

In order to complete the City-initiated implementation steps, each step must be incorporated into the corporate planning framework. This framework includes the Strategic Plan, Fiscal Plan and departmental business plans and sets priorities for the use of resources within the organization (see Section 1.2: Using *Your Bright Future* for more information). Future reviews of the corporate planning framework components should look to *Your Bright Future* for direction in terms of City priorities and guiding principles. This is particularly true for the Planning and Development department which is responsible for many of the City-initiated implementation steps. Concerns or discrepancies between the implementation plan in *Your Bright Future* and the direction set by Council and the senior administration team in the current Strategic Plan should be discussed and addressed as they arise. Such discrepancies have the potential to undermine the implementation of *Your Bright Future*.

9.4 Other Relevant Plans and Policies

Spruce Grove

A number of other plans, strategies and studies are part of the implementation of the goals, objectives, and policies of *Your Bright Future.* Updates of these plans need to align with the direction of the MDP.

Existing Plans
- Strategic Plan (2010-2012)
- Fiscal Plan (2010-2012)
- Parks and Open Space Master Plan
- Eco-Industrial Plan
- Joint Use Agreement
- Existing area structure plans
- Urban Forest Management Plan
- Master Drainage Plan
- Sanitary Sewer Master Plan
- Water Network Master Plan
- Land Use Bylaw
- Outdoor Recreation Facility Master Plan
- Regional Leisure Services Master Plan

Existing Strategies and Studies
- Energy Management Plan and Greenhouse Gas Emissions Strategy
- Affordable Housing Strategy
- Spruce Grove and Stony Plain Transit Feasibility Study

- Highway 16A Corridor Enhancement: Highlighting the Community of Choice
- Boundary Interface Planning Study
- Municipal Census Report

Plans and Strategies in preparation or being updated at the time of the MDP's approval:
- Transportation Master Plan
- Regional Family Community and Support Services Review and Study

Capital Region

This MDP is required to conform to the Capital Region Growth Plan. The City's MDP up-date was completed concurrently with the development of the regional plan. Spruce Grove was an active participant in the regional process. Future changes in the regional plan may require an amendment to *Your Bright Future* to ensure it continues to conform to the larger regional planning initiative.

9.5 Monitoring

Monitoring the implementation of *Your Bright Future* is important to ensure its goals and objectives are met. Three strategies will be used to monitor the MDP's success:
1) Community Sustainability Indicators
2) Annual MDP Status Update to Council
3) Mid-term Plan Review

Community Sustainability Indicators will be developed as part of the implementation strategy of this plan. Indicators will cover all six theme areas of the plan: Governance, Environmental Management, Form and Infrastructure, Economic Development, Community Life, and Regional Partnerships. Collection of baseline data for each of the indicators will demonstrate the level of community sustainability in 2010. These indicators will be tracked annually to monitor changes in community sustainability and the findings reported to Council as part of the annual MDP Status Report. Annual reports will enable Council to monitor incrementally how day-to-day decisions are impacting the level of community sustainability. The annual report also offers an opportunity to reflect on how well the policies and objectives in the MDP are working in terms of achieving the community's vision and sustainability goals and allow for gradual corrections. It is anticipated the indicators will be refined over time as the City gains experience in measuring sustainability. During the refinement process, mechanisms must be in place to provide continuity over time.

The mid-term review of *Your Bright Future*, scheduled for 2015, will provide the opportunity to evaluate progress and the overall MDP framework more broadly. Major

amendments to the plan may be required to better align the overall framework with the community vision and sustainability goals, and to address concerns with the indicator findings. A comprehensive review of the Community Sustainability Indicators also may be considered.

9.6 Amendments

Amendments to *Your Bright Future* will be brought forward as required to reflect major changes in policy direction. Amendments will consider:
- the impact of the proposed change on the vision, goals and objectives of *Your Bright Future;*
- the impact of the proposed change on the current Strategic Plan; and
- the need for the proposed change.

When possible, amendments will be consolidated and completed following the annual MDP Status Report.

Glossary of Terms

About the Glossary of Terms

The Glossary of Terms was developed through a review of the glossaries associated with planning strategies in Spruce Grove and comparable municipalities in the region as well as the Capital Region Growth Plan as submitted to the Minister in spring 2009. Where possible, definitions in *Your Bright Future* were aligned with regionally used definitions to encourage the use of standard planning terminology in the Capital Region.

Accessibility
Ease by which people are able to access employment, learning and recreation opportunities from their place of residence regardless of age, gender, income, or physical ability.

Accountability
A concept in ethics often used synonymously with such concepts as responsibility, answerability, enforcement, blameworthiness, liability and other terms associated with the expectation of account-giving. In leadership roles, accountability is the acknowledgement and assumptions of responsibility for actions, products, decisions, and policies including the administration, governance and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.

Active Recreation
Activities such as team sports or organized sports with facilities, which require the alteration of the landscape (e.g. baseball fields).

Active Transportation
Human powered personal travel including walking, running, cycling, cross-country skis, roller blades and other similar methods.

Affordable Housing
Rental or ownership housing targeting households with an affordability problem (paying in excess of 30% of their gross income on housing) capable of independent living and who earn less than the median income for their household type (e.g. Couples, lone parent families and individuals) and not requiring subsidies.

Agricultural Land

Land that is or can be used for a range of extensive (e.g. field crops, cow-calf operations) and intensive (e.g. confined feeding operations, green house, market gardens, agricultural processing facilities) agricultural uses that produce food for human or animal consumption. Beyond its pure economic capacity, agricultural land provides value in terms of green space, aesthetics, community character, lifestyle, air quality, and wildlife habitat. Agriculture designations do not preclude extraction of natural resources provided that they are reclaimed for agricultural use in the long term.

Alternative Energy

Energy sources with lower carbon emissions than conventional energy sources. These sources are renewable and include wind energy, solar energy, geothermal energy, hydroelectric energy, and biomass energy.

Alternative Infrastructure (Green Infrastructure)

Includes municipal infrastructure related to water and wastewater systems, water management, solid waste management and recycling, and capital expenditures to retrofit or improve ecological functioning and quality of life for humans and wildlife.

Area Redevelopment Plan (ARP)

A plan which describes the land use, development concept, servicing issues and other planning items for an area of land within a municipality. Redevelopment deals with existing developed areas of a municipality. Area redevelopment plans are adopted by the council of a municipality as a bylaw and contain the information required pursuant to Sections 634 and 635 of the Municipal Government Act, 2000.

Area Structure Plan (ASP)

A plan which describes land use, road networks, servicing, park locations, and public facilities within an undeveloped area of land within a municipality. Area structure plans are adopted by the council of a municipality as a bylaw and contain the information required pursuant to Sections 634 and 635 of the Municipal Government Act, 2000.

Boundary-Interface Areas

Areas on the fringe of the City of Spruce Grove, Town of Stony Plain, and Parkland County affected by intermunicipal growth factors and where joint long-range planning direction for development is a priority.

Bus Friendly Development

Development which takes into account the needs of buses including bus stops, pedestrian connections to bus stops, transit hubs, and residential densities which are great enough to support the provision of public transit.

Capital Region
The Capital Region consists of the following municipalities: Beaumont, Bon Accord, Bruderheim, Calmar, Devon, Edmonton, Fort Saskatchewan, Gibbons, Lamont, Lamont County, Leduc, Leduc County, Legal, Morinville, New Sarepta, Parkland County, Redwater, St. Albert, Spruce Grove, Stony Plain, Strathcona County, Sturgeon County, Thorsby, Wabamun and Warburg.

Capital Region Board
A provincially mandated regional decision-making body for the Capital Region with representation from each of the twenty-five municipalities.

Capital Region Growth Plan: Growing Together
The Growth Plan provides a vision for the Capital Region in the future. It consists of four components: a Land Use Plan, and Intermunicipal Transit Network, a Geographic Information Systems Plan, and a Housing Plan. The Growth Plan was developed by the Capital Region Board and accepted by the Minister of Municipal Affairs in June 2009.

City Centre
The City Centre is a specific geographic area in Spruce Grove. The initial concept for this area is to as one of the primary community level gathering places and as a distinct urban experience that is mixed use, pedestrian friendly, and offers a diverse and eclectic range of services. An Area Redevelopment Plan for this area is part of the implementation plan for *Your Bright Future.*

Commercial Corridor
An area along a major arterial roadway dominated by vehicle oriented commercial uses offering a wide variety of goods and services targeted at the community and the surrounding region.

Community Gathering Place
Specific areas in the City where community members gather for a variety of purposes. Gathering places may include:

- higher density residential development in adjacent areas;
- mixed commercial and residential development;
- community and local businesses and services, including eating and drinking establishments;
- indoor and outdoor gathering space;
- local transit hub;
- connections for pedestrians and cyclists, both within the gathering place and to other parts of the community;
- pedestrian and cyclist oriented design features such as appropriate sidewalk widths, curb cuts, signage, safe road crossings, bicycle racks, low-level lighting, and benches;
- vehicle access and parking, including off-street parking facilities;
- institutional and cultural facilities;
- formal parks and some informal open space;
- consistent landscaping, including trees, shrubs, flowerbeds and planters; and
- public art.

Community Planning Framework
Community planning is based around the desire to achieve some ideal form for the community and to solve problems associated with its development. While tending to focus to a greater degree on forces that influence the physical shape of a community, other factors are considered as required to achieve the vision set out by the community. The community planning framework focuses on long-range planning processes which address a specific issue or jurisdiction. *Your Bright Future* is part of this framework. The community planning framework is complementary to the corporate planning framework.

Community Sustainability
Community sustainability is a holistic approach that tries to achieve the long-term prosperity and continued quality of life for the present and future residents of Spruce Grove. The City uses the linkages view of sustainability. This perspective focuses on the connections between the economy, the environment and society. Decisions and actions take into account the links between these three elements.

Community Sustainability Indicators
Community sustainability indicators provide direction on whether the policies in *Your Bright Future* are impacting the overall level of community sustainability in Spruce Grove. There are six categories of indicators: Governance, Environmental Management, Form and Infrastructure, Economic Development, Community Life, and Regional Partnerships. These will be developed as part of the implementation strategy of this plan.

Connectivity
Development or infrastructure that maximizes opportunities for people to physically interact with each other on, for example, bike trails, walking paths, or transit.

Contiguous
Development that occurs immediately adjacent to existing development.

Corporate Planning Framework
The corporate planning framework focuses on the City of Spruce Grove as an organization and includes the Strategic Plan, Fiscal Plan, and departmental business plans. The Strategic Plan is the primary tool used by Council and Administration to set priorities within the organization. This framework is complementary to the community planning framework.

Crime Prevention through Environmental Design (CPTED) Guidelines
Design and use of the built environment that leads to a reduction in the fear and incidence of crime and an overall improvement of quality of life.

Cumulative Impacts (Effects)
Consideration of the overall environmental implications of development on a larger (e.g. neighbourhood, city-wide, sub-regional or regional) scale, rather than considering the impact or effect of a development in isolation.

Density
The relative number of people, dwelling units, structures, jobs, or some other attribute per a unit of measure, for example, per acre or hectare of land. Density targets in Spruce Grove are based on net residential density which is the land required for residential purposes within a residential neighbourhood. This definition excludes environmental and municipal reserve, roadways (including local, collector and arterial), public utilities and stormwater management facilities, and commercial, industrial, and institutional lands.

Development Footprint
The amount of land consumed by development, typically including impervious surfaces, such as the buildings, sidewalks, roads and parking.

Eco-Industrial Development
The eco-industrial approach embraces systems thinking and lessons from nature. In practice, eco-industrial networking creates collaborative relationships between businesses, governments, and communities to more efficiently and effectively use resources, such as materials and energy, but also including land, infrastructure, and people.

Ecological Integrity
Maintaining the coherent system of natural and/or semi-natural landscape elements found in a natural area, e.g. in a tree stand, along a water course, in a wetland.

Environmental Reserve
Lands that have been dedicated to the municipality by the developer of a subdivision as part of the subdivision approval process. Environmental reserves are those lands that are considered undevelopable and may consist of a swamp, gully, ravine, coulee or natural drainage course, or may be lands that are subject to flooding or are considered unstable. Environmental Reserve may also be a strip of land, not less than 6 metres in width, abutting the bed and shore of any lake, river, stream or other body of water for the purposes of preventing pollution or providing access to the bed and shore of the water body.

Environmentally Significant Area
Environmentally significant areas have been defined as sites that are:
- hazard lands which are unsafe in their natural state or pose severe constraints for development;
- perform a vital environmental function;
- contain rare or unique features, plants, or animals;
- unique habitats or small remnants of once large habitats which have virtually disappeared;
- large and relatively undisturbed habitats that provide shelter for species which are intolerant of human disturbance; and
- provide an important linking function or permit the movement of wildlife over considerable distance.

First Avenue Commercial
Commercial uses along First Avenue. This area plays a transitional role between Highway 16A and the mixed use portion of the City Centre.

Flood-prone Areas
Areas located adjacent to Dog Creek or Atim Creek which are prone to frequent flooding.

Gateway
A gateway serves as an entrance point or means of access to a community. In Spruce Grove, Highway 16 (Yellowhead) and Highway 16A are the community's primary gateways.

Governance
Governance refers to the institutions that governments function within and the relationships governments have with other stakeholders. The major characteristics of good governance are: participatory, consensus oriented, accountable, transparent, responsive, equitable and inclusive, effective and efficient, and follows the rule of law.

Green Building

A green building, or sustainable building, is an outcome of a design which focuses on increasing the efficiency of resource use – energy, water and materials – while reducing building impacts on human health and the environment during the building's lifecycle, through better siting, design, construction, operation, maintenance, and removal. Green buildings are designed to reduce the overall impact of the built environment on human health and the natural environment by:

- efficiently using energy, water, and other resources;
- protecting occupant health and improving employee productivity; and
- reducing waste, pollution and environmental degradation.

Green Infrastructure

See Alternative Infrastructure

Green Energy

See Alternative Energy

Graywater

Wastewater from bathtubs, showers, washbasins, washing machines, etc. When used for landscape irrigation or industrial processes, a graywater reuse system reduces the load on septic and sanitary systems.

Inclusive Communities

Communities that have a variety of housing, commerce, recreational, institutional, social and public amenities within their boundary. Inclusive communities provide a physical and social environment where residents can live, learn, work and play without having to travel beyond the community boundary.

Industrial Development

Light-to-medium industrial uses such as manufacturing or warehousing where potential nuisance factors generated by the activity are contained within the site.

Infill Development

Development in the existing developed areas, occurring on vacant or underutilized lands, or re-development of a developed site to a higher density.

Infrastructure, Local

Services and facilities that have capital investment and maintenance responsibilities, including roadways, sidewalks, street lights and traffic signals, transit facilities, solid waste and water delivery systems, potable water distribution systems, storm sewers, sanitary sewers, sports fields, playgrounds, arenas, pools, police and emergency stations, civic buildings and parks.

Infrastructure, Regional
Physical infrastructure developed by the federal government, province and/or municipality to provide services to citizens and businesses, and to support the functioning of a regional economy (e.g. major interchange, post-secondary institutions, hospitals, bridges, highways, extensions of light rail transit line, regional water and/or sewer systems, etc.)

Integrated Land Use Development
The development of a larger area, such as Gateway Lands, in a way that mixes compatible residential, commercial, institutional, civic, and recreational land uses to create a comprehensive whole with a high degree of connectivity, innovative compact high quality design, multi-modal transportation options, public gathering places, and a strong relationship between land uses within the area.

Integrated multi-modal transportation system
A transportation system consisting of a combination of modes (vehicular and non-vehicular, public and private) between/among which a commuter has to transfer during a single trip. Integration of the system allows for seamless travel, providing multiple choices to enable a trip to be performed in the most convenient manner.

Intensification
The development of a property, site or area at a higher density than currently exists, e.g. redevelopment (including the reuse of Brownfield sites), development of vacant and/or underutilized lots, the conversion or expansion of existing buildings, and infill development, and may include Greenfield sites with development densities higher than historical norms.

Intermunicipal Plan
A statutory plan jointly prepared by neighbouring municipalities to establish strategic policies and identify issues of mutual interest that overlap municipal boundaries.

Land Use Bylaw (LUB)
The bylaw that divides a municipality into land use districts and establishes procedures for processing and deciding upon development applications. It sets out rules that affect how each parcel of land in a municipality may be used and developed.

Leadership in Energy and Environmental Design (LEED) Certified Standards
A third-party certification program and benchmark for the design, construction and operation of high performance green buildings and neighbourhoods.

Level 1 Residential (Lower Density)
A mix of low to medium density building types.

Level 2 Residential (Higher Density)
A mix of medium to high density building types.

Life Cycle Approach
Identifying and assessing the environmental and fiscal impact of City assets and infrastructure over their lifespan. This approach includes both impacts associated with the initial development of the asset or infrastructure and with their maintenance.

Major Employment Areas
Areas that have, or are anticipated to have, a significant concentration of jobs.

MDP Status Update
An annual report to Council that offers an opportunity to reflect on how well the policies and objectives in *Your Bright Future* are working in terms of achieving the community's vision and sustainability goals and allow for gradual corrections.

Mixed Use Development
A development that mixes compatible residential, commercial, institutional and recreational land uses, and may do so within an area of land, and/or within buildings, in order to increase density, reduce development footprint through intensification of land use, and to improve public accessibility to the range of mixed land uses.

Modified Grid Street Pattern

An interconnected network of streets generally rectilinear in alignment with modifications to allow for terrain and environmental considerations such as occasional curves or diagonally directed streets. The layout of the modified grid street pattern allows for multiple travel routes, disperses vehicular traffic within a geographic area, and encourages pedestrian activity.

Modified Grid Street Pattern

Municipal Reserve
Land dedicated to the municipality by the developer during the subdivision process in accordance with the Municipal Government Act. The land is to be used for community purposes such as a park or school.

Natural Areas
An open space containing unusual or representative biological, physical or historical components, which, although it need not be completely undisturbed, either retains or has had re-established a natural character.

Neighbourhood Commercial
Commercial development which is service oriented and located in close proximity to residential development. It is pedestrian/cyclist oriented but can accommodate limited vehicle traffic.

Neighbourhood Gathering Place
Specific areas of the city where residents of adjacent neighbourhoods gather for a variety of primarily informal purposes. Gathering places may include:
- informal open space and/or formal parks;
- indoor and outdoor gathering space;
- connections for pedestrians and cyclists to the surrounding neighbourhood and other gathering places;
- pedestrian and cyclist oriented design features such as appropriate sidewalk widths, curb cuts, signage, safe road crossings, bicycle racks, low-level lighting, and benches;
- consistent landscaping, including trees, shrubs, flowerbeds and planters;
- bus stops; and
- public art.

Open Space
All lands not covered by structure or development that provides aesthetic or activity related value to the public.

Park
A specific-use open space area that is managed to provide opportunities for recreation, education, cultural or aesthetic use.

Passive Recreation
Activities that are more of an individual activity rather than a team activity, they usually are non-motorized, non-commercial, and non-competitive requiring little to no alteration to the natural landscape, e.g. walking.

Pedestrian Oriented
An environment designed to make travel on foot convenient, attractive, and comfortable for people of various ages and abilities. Considerations include the directness of the route, safety, amount of street activity, separation of pedestrian and auto circulation, street furniture, surface material, sidewalk width, prevailing wind direction, intersection treatment, curb cuts, ramps and landscaping.

Place Making
Building on the city's existing environmental features, historic and cultural resources, open spaces, and distinguishing features in order to enhance and support its unique character.

Redevelopment
New construction on a site that was previously used or is currently in use for a different use. Redevelopment projects typically result in an intensification of land use.

Resilience
The ability to tolerate disturbance and adapt to change. A resilient system can withstand shocks and rebuild itself when necessary. The concept is often linked to ecosystem resilience (with humans viewed as part of the ecosystem) but can be applied to community sustainability. Communities increase their resilience by actively influencing and preparing for environmental, economic and social change.

Riparian Zones
Areas bordering streams, lakes, rivers, and other watercourses. These areas have high water tables and support plants requiring saturated soils during all or part of the year.

Social Capital
Social capital refers to the connections between individuals that bind communities through trust and mutual values. These networks shape the way we relate and the willingness of individuals to engage in collective activities, including community engagement, social interaction, civic engagement and recreational activities.

Social Infrastructure
Social infrastructure, or soft infrastructure, can refer to services provided by or in municipalities such as hospitals, community and recreational facilities, public spaces, social housing, volunteer networks and community based agencies.

Special Study Area
An area identified as a Special Study Area within an Area Structure Plan. Special Study Areas require further consideration due to unique development conditions.

Stormwater Management
The planning, analysis, collection, storage and controlled discharge of urban stormwater runoff. A series of techniques is used to manage where and how such water passes through a system after a storm. The term "best management practices" is used to describe techniques that work in conjunction with the natural systems. Spruce Grove applies a naturalized approach to stormwater management.

Sustainable Spruce Grove
An integrated municipal sustainable plan that bridges the vision and values expressed in the SpruceGroveQuest consultations with *Your Bright Future.*

SpruceGroveQuest
A major public consultation conducted in 2008. The purpose of this consultation exercise was to identify community values and a vision for the type of community Spruce Grove residents want in 2040.

Traffic calming
Traffic calming is a set of strategies used by urban planners and traffic engineers which aim to slow down or reduce traffic, thereby improving safety for pedestrians and bicyclists as well as improving the environment for residents.

Transit
Publicly-funded and managed and/or privately contracted transportation services, programs and systems within the Capital Region delivered through a variety of modes, e.g. LRT, rapid bus, regular bus, mini-bus, paratransit, and park-and-ride.

Transit Hub
A strategic location where development is directed because of good accessibility to transit services. Where possible, transit hubs are linked with community level gathering places.

Tri-Municipal Region
The municipalities of the City of Spruce Grove, the Town of Stony Plain and Parkland County.

Universal Design
Design of the built environment in a way that increases the accessibility, safety, mobility, and independence for people of all ages and abilities.

Urban Form
A physical pattern of human settlement that, as opposed to rural form, is typically characterized by compact mixed land uses, higher residential densities, and includes various public and private facilities, open spaces and a roadway network.

Urban Village
Bus-friendly residential neighbourhoods which may include:
- higher density residential and commercial development, including low-to-medium rise buildings;
- mixed commercial and residential development;
- community and local businesses and services;
- institutional and cultural facilities;
- informal and formal parks;
- connections for pedestrians and cyclists within the area and to other parts of the community;
- local transit stops and/or hubs with connections to a regional hub; and
- neighbourhood wide landscaping and design standards.

Vehicle Oriented Commercial
A type of commercial development which applies to the commercial corridors and nodes along arterial roads in Spruce Grove. Commercial uses tend to be larger in scale with a strong regional focus and vehicle orientation.

Waste Management
Management and reduction of solid waste. Management programs typically include composting organics, recycling plastics and metals, collecting hazardous waste, and disposing safely of other solid waste.

Watershed
An area of land that is geographically distinct in which snowmelt and rainfall are drained by a river and its tributaries to the same outlet, and the river, tributaries and outlet are unique to that geographical area. Watersheds are also sometimes referred to as drainage basins.

Wetland
An area where standing water is retained for a portion of the year and unique vegetation and animals have adapted to the aquatic environment.

Appendix A
Municipal Development Plan Requirements

Section 632 of the *Municipal Government Act (MGA)* details a number of requirements for a Municipal Development Plan (MDP) as well as optional information which may be included in an MDP. Section 632 of the MGA is included below.

Municipal Development Plan

(1) A council of a municipality with a population of 3500 or more must by bylaw adopt a municipal development plan.

(2) A council of a municipality with a population of less than 3500 may adopt a municipal development plan.

(3) A municipal development plan

    a. must address
        i. the future land use within the municipality,
        ii. the manner of and the proposals for future development in the municipality,
        iii. the co-ordination of land use, future growth patterns and other infrastructure with adjacent municipalities if there is no intermunicipal development plan with respect to those matters in those municipalities
        iv. the provision of the required transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities, and
        v. the provision of municipal services and facilities either generally or specifically,

    b. may address
        i. proposals for the financing and programming of municipal infrastructure,
        ii. the co-ordination of municipal programs relating to the physical, social and economic development of the municipality,
        iii. environmental matters within the municipality,
        iv. the financial resources of the municipality,
        v. the economic development of the municipality, and
        vi. any other matter relating to the physical, social or economic development of the municipality,

c. may contain statements regarding the municipality's development constraints, including the results of any development studies and impact analysis, and goals, objectives, targets, planning policies and corporate strategies,

d. must contain policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities,

e. must contain policies respecting the provision of municipal, school or municipal and school reserves, including but not limited to the need for, amount of and allocation of those reserves and the identification of school requirements in consultation with affected school authorities, and

f. must contain policies respecting the protection of agricultural operations.

RSA 2000 cM-26 s632; RSA 2000 c21(Supp) s4

Appendix B
Relevant Background Materials and Programs

SpruceGroveQuest – Our Bright Future

In the spring of 2008, the City of Spruce Grove conducted a comprehensive public consultation exercise called SpruceGroveQuest. The purpose of this consultation exercise was to identify a vision for the type of community Spruce Grove residents want in 2040.

Sustainable Spruce Grove

Sustainable Spruce Grove is an integrated municipal sustainable plan that bridges the vision and values expressed in the SpruceGroveQuest consultations with the community plan re-write.

Sustainable Development Initiative & Charter

The Initiative is a conceptual framework which determines how the City's plans and strategies are developed, adopted, implemented and evaluated with a community sustainability focus. The Charter, developed by Council in 2004, is a decision making framework that guides the way the City does business.

Municipal Development Plan Background Report

Completed in 2006 this report provides a survey of relevant background material and the results of initial internal consultations.

Fiscal Plan

The annual fiscal plan is the key control over the financial operations of the City and is an important tool for the City to achieve economic sustainability.

Strategic Goals

The five strategic goals form the basis of the City's Strategic Plan for 2008-2010. This plan builds on the community input received during the SpruceGroveQuest consultations and was developed by Council with the aid of Administration.

Capital Region Board and Capital Region Growth Plan

Spruce Grove, as a member of the Capital Region, participated in the regional planning process conducted in 2008/2009. The City's community plan is required to comply with the Capital Regional Growth Plan.

Parks and Open Space Master Plan

This plan is a comprehensive policy document as well as a statement of values and principles to be used to guide the future development of parks and open space.

Eco-Industrial Plan
   The Eco-Industrial Plan is designed to help Spruce Grove achieve its goal of sustainable economic development and facilitate interest by developers in eco-industrial concepts to develop and retrofit industrial land.

Energy Management Plan & Greenhouse Gas Emissions Strategy
   This plan provides information on corporate and community emissions and reduction targets. It fulfills part of Spruce Grove's requirements under the Partners for Climate Protection program.

Affordable Housing Strategy
   This strategy, developed by the Affordable Housing Study Task Force in 2008, looks at the local housing market and makes recommendations to create affordable housing suited to the needs of the community.

Boundary Interface Planning Strategy
   The purpose of this Boundary Interface Planning (BIP) Study is to provide long-range planning direction for development within the study area, affected by unique intermunicipal growth factors jointly experienced by the City of Spruce Grove, Town of Stony Plain, and Parkland County.

Commuter Transit Service
   The City offers a commuter transit service in partnership with the City of Edmonton and Edmonton Transit Service. This service already is operating over capacity.

Stormwater Management Plan
   This plan is a comprehensive plan for the management of stormwater in Spruce Grove. It relies heavily on green infrastructure principles.

Solid Waste Management Program
   The City offers a high level of service in the area of solid waste diversion which includes an award winning curb-side organics program.

Urban Forest Management Plan
   This plan looks at the biodiversity of forest stands in the city and identifies potential threats to these stands.

Partners for Climate Protection
   The Partners for Climate Protection (PCP) program is a voluntary network of Canadian municipal governments who have committed to reducing greenhouse gases and acting on climate change. Spruce Grove joined PCP in 2003.

Green Buildings, City Policy 2,017
   In 2004 the city adopted a green buildings policy as a guideline for the major renovation and new construction of municipal buildings in Spruce Grove.

Purchasing Policy, City Policy 10,000

In 2005, the city's Purchasing Policy was revised to include environmental sustainability as a purchasing factor as one of six factors to be considered when the city is purchasing goods and services necessary for the provision of municipal services. This was rescinded as part of larger revision to financial practices at the City. Incorporation of its principles in the new system is under consideration.

Municipal Fleet Anti-Idling, City Policy 2,020

This policy, adopted in 2006, applies to all employees who are authorized to operate vehicles and motorized equipment that is owned, leased or rented by the City of Spruce Grove.

Appendix C
Environmentally Significant Areas

ENVIRONMENTALLY SIGNIFICANT AREAS

Environmentally significant areas have been defined as sites that are:
- Hazard lands which are unsafe in their natural state or pose severe constraints for development;
- Perform a vital environmental function;
- Contain rare or unique features, plants, or animals;
- Unique habitats or small remnants of once large habitats which have virtually disappeared;
- Large and relatively undisturbed habitats that provide shelter for species which are intolerant of human disturbance; and
- Provide an important linking function or permit the movement of wildlife over considerable distance.

Seven areas were recognized as environmentally significant within the boundaries of Spruce Grove based on these criteria, field reconnaissance work, and a review of the biophysical data. Other features such as small native forest stands and small wetlands could also merit preservation but the seven recognized areas were considered the most important. These areas are identified on Figure 6: Parks and Open Space and discussed briefly below.

AREA "A"

This site occurs in the northwest corner of the study area and includes Atim Creek, the terrain immediately adjacent to the creek, and some of the adjacent uplands along the creek's course. The creek bottom and associated lands are subject to flooding and erosion by Atim Creek. The uplands adjacent to the creek were included because they appeared to be subject to ground water discharge, particularly east of the creek which makes this entire area environmentally sensitive. In addition, the Atim Creek is also part of a relatively large block of native vegetation which provides habitat and may act as a travel corridor for wildlife within the local area. During field reconnaissance to the area, evidence of deer and moose, a heron, a beaver, rabbits, red squirrels, and several tree cavities created by birds were observed; and drumming grouse were heard. Despite the fact that this area occurs within an intensively used agricultural landscape, this site seemed to have an abundance of wildlife.

AREA "B"

This area (approximately 5.4 ha, 13.4 acres) is locally significant because it represents an intact upland native forest stand. It is the only undisturbed example of this vegetation type (Aspen-Balsam Poplar/Saskatoon-Dogwood) within the study area. Because this site is surrounded by agricultural land, its usefulness to wildlife is limited although a pair of hawks was observed in the area. Other possible users may include small upland birds and mammals.

AREA "C"

This site straddles the west boundary of Spruce Grove (total area –18.4 ha or 45.4 acres, approximately 20% occur within the limits of Spruce Grove). It represents the single largest block of relatively undisturbed wetlands within the study area. Although it occurs adjacent to a noisy highway, it appears to be used extensively by ducks probably as summer nesting habitat and as habitat for amphibians. This site is both locally and regionally important as waterfowl habitat. The Aspen Parkland is one of the most important waterfowl production areas in Alberta, however, the continual drainage of wetlands for agriculture and other purposes is destroying these important waterfowl habitats which are also used by other species.

AREA "D"

This area represents Dog Creek and it associated channel. Therefore, this feature serves an important role by draining surface runoff from the study area. If this channel were to be denuded, it could result in increased local erosion and siltation of downstream river courses as a result it was considered an environment sensitive feature.

AREA "E"

This area occurs within the developed portion of Spruce Grove and is presently being used as an urban park. Unfortunately, more than half of the area is not suited to intensive recreational use because imperfectly to poorly drained soils with peaty surface horizons occur. The natural black spruce and tamarack vegetation is neither durable nor resilient with respect to trampling and other damage. The white spruce stands at the west of the area are well developed and relatively rare in the region, although they do show damage from trampling. In general, this area was considered an environmentally significant area from a local perspective, since it is a large block of native vegetation.

AREA "F"

This area represents a block of mixed native upland forest and wetlands (25 ha, 62 acres). Past and current cattle grazing and agriculture have disturbed the site, but it could represent a locally significant area. If this block in combination with AREA D and intervening areas were linked together they could potentially form a relatively continuous travel corridor for wildlife to movement in and out of AREA E. During fieldwork, a moose was observed near the southern end of AREA F.

AREA "G"

The topography of this site has some slopes that are relatively steep (e.g. up to 15%) as a result of the area (14 ha, 35 acres) is largely undisturbed and vegetated by upland forest stands (Aspen-Balsam Poplar/Saskatoon-Dogwood). It also represents the largest block of upland forest in the study area outside the developed portion of Spruce Grove. Therefore, this area is viewed as somewhat sensitive and locally significant.

AREA "H"

This area is a creek that flows out of a stormwater management facility in the Lakewood neighbourhood. The creek flows for at least part of the year and after significant precipitation, and enters Atim Creek further upstream. Therefore, the creek forms part of the Big Lake drainage basin, and as such is subject to the regulations for water bodies as part of the Big Lake Stormwater Management Plan.

AREA "I"

This area is a regionally significant forest stand. The City expects that part of this area may qualify as Environmental Reserve, and that other portions will be taken for Municipal Reserve or through some other land management strategy. This area will be included in the City's Forest Management Plan prior to final delineation of the area to be protected through an Area Structure Plan.

AREA "J"

This area, identified as GroveCo 60 in the Urban Forest Management Plan, is approximately 6.4 hectares and occupied by balsam poplar or white spruce stands. The special features in GroveCo 60 are the central stands of tall white spruce, which are some of the oldest and tallest stands in all of the urban forests. One of the larger trees was measured at 34.9m tall and 65cm diameter at 1.3m above ground surface; trees this large are usually found growing beside major rivers on rich, moist sites. This area is contained within Jubilee Park.

Additional Notes

AREA A and secondarily AREA D were considered the most critical sites within the study area since disturbance could result in landscape erosion and degradation. The other areas represent sites that could be useful for maintaining landscape and wildlife diversity within the Spruce Grove urban environment.

AREA H and AREA I have not received the same biophysical assessment as the other environmental management areas. However, they are determined to be of at least equal value as the other environmentally significant areas in Figure 6. Detailed further study is required in order to determine the parameters for each area to be protected. At the time that any assessment is completed for AREA H and AREA I, specific areas may be considered and approved as part of an Area Structure Plan without amendment to this plan.

Appendix D
Major Public Consultation Results

1) SpruceGroveQuest Consultation – Our Bright Future
2) April 2009 April Workshops Summary Report
3) Spring 2009 On-line Survey Summary Report

Working together
to create a Bright Future

From Fall 2007 to Spring 2008 the City of Spruce Grove and MetroQuest worked together with Spruce Grove residents to create a community-based vision to guide growth in the city.

The result of the process is a vision for Spruce Grove – a shared vision for the community by the community. Very special thanks to the over 600 residents that contributed their hopes and dreams for the city and helped to create this vision to guide future growth in Spruce Grove.

The process included:

- Resident interviews and preference surveys
- Web-based collaboration including YouTube videos
- Comprehensive data collection and analysis
- Youth and adult visioning workshops featuring MetroQuest

Participant Quotes

"I really enjoyed having my say."

"I'm glad I came."

"Thank you! This was very informative."

"It was all pretty cool. I liked voting."

Over the next 40 years, Spruce Grove will be challenged to:

- Accommodate a rapidly growing population
- Meet the needs of an aging population
- Keep up with aging infrastructure
- Control traffic congestion in a fast growing city
- Preserve the environment
- Control the rising cost of living
- Provide desirable housing options for current and future residents
- Energize a healthy and robust economy
- Protect precious natural and agricultural land
- Maintain a high quality of life
- Provide high quality cultural and social services.

Our Community

The MetroQuest team conducted interviews and analyzed data to understand the challenges that will face Spruce Grove over the next four decades.

See Appendix A for more details on these challenges.

Here are the major findings:

- Neighborhood safety is a top priority
- Environmental concerns ranked highly
- Residents rate houses with large yards highly compared to more compact housing types, however
- The benefits of compact development (conserving green space, energy, etc) are top priorities for residents.

Our Priorities

A web-based survey was conducted to get a sense of the priorities of residents. In all, 500 Spruce Grove residents participated! The survey focused on housing choices, neighbourhood amenities, transportation options, environmental programs, and land use priorities.

For the detailed results, please see Appendix B.

Our Vision

high quality of life & high quality of environment

In May and June, 2008 three workshops featuring MetroQuest were held in Spruce Grove hosting over 130 residents: one workshop with youth, one open to the public (attended by adults) and one with City staff.

MetroQuest is a computer scenario tool that was configured with data for Spruce Grove. MetroQuest allows for future scenarios to be created and evaluated in a workshop setting. Using wireless handsets, participants vote on policies and priorities that impact future scenarios.

The final scenarios that emerged from the three workshops were so similar that they could be easily blended to produce the vision created by the community. Through an integrated approach, the vision is able to simultaneously succeed economically, socially and environmentally. Residents have called for a melding of environmental conservation programs and integrated land use and transportation planning to address their environmental priorities. On the social front, the vision promotes a high quality of life for residents of all ages by increasing the diversity and quality of choices for housing, transportation, and social programs and preserving green space both within the city and in surrounding areas. On the financial and economic sustainability front, the vision succeeds by controlling taxes, increasing household affordability and promoting job growth in the city.
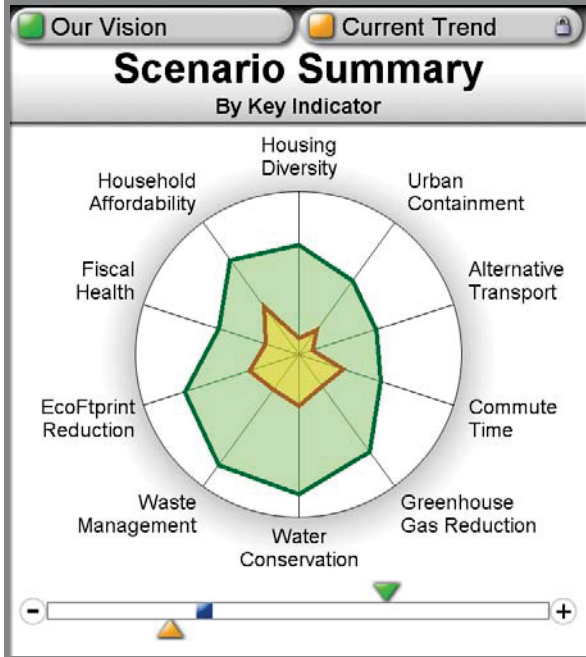
> I'm excited about our future. We can create a vibrant, clean and livable city for residents of all ages.

MetroQuest shows that the 40-year vision created by residents (shown in green) outperforms the current trend future (orange) on all ten of the priority 'spokes'.

Housing Development
well-designed, compact, and close to green space

Both youth and adult participants agreed that new housing in Spruce Grove should be more compact than the existing housing in the region with a focus on medium density housing. Participants were excited about providing attractive and high quality residential space for new residents and creating a more vibrant and walkable downtown core of the city. This strategy successfully addresses several of the highest priorities identified by the community including preserving green space and agricultural land and protecting the environment. Focusing new development in key "nodes" has the added benefit of protecting many of the existing neighborhoods for families who enjoy more space.

The vision calls for attractive medium density housing including suburban houses on smaller lots, duplexes and townhouses. Neighborhood design should emphasize quality housing with convenient access to parks, green space, and walking trails to ensure that all residents have convenient access to green areas even if their own private yard space is more limited than it was in the past. Residents were particularly interested in providing appealing housing options suitable for seniors wishing to remain in the city and affordable housing choices for young families starting out.

Participants identified many benefits of the vision – for example, it:

• provides more affordable housing
• provides more diverse housing choices for all ages
• preserves agriculture and green space
• protects the environment
• provides more opportunity to live close to amenities
• focuses on medium density, not apartments
• focuses on well-designed housing
• preserves existing neighborhoods with larger yards for families needing more space.

See Appendix C for more detail and participant comments.

> Let's keep our city in the country. We could have high-quality housing close to amenities – and still ensure that the farmland around the city is protected.

Population Distribution
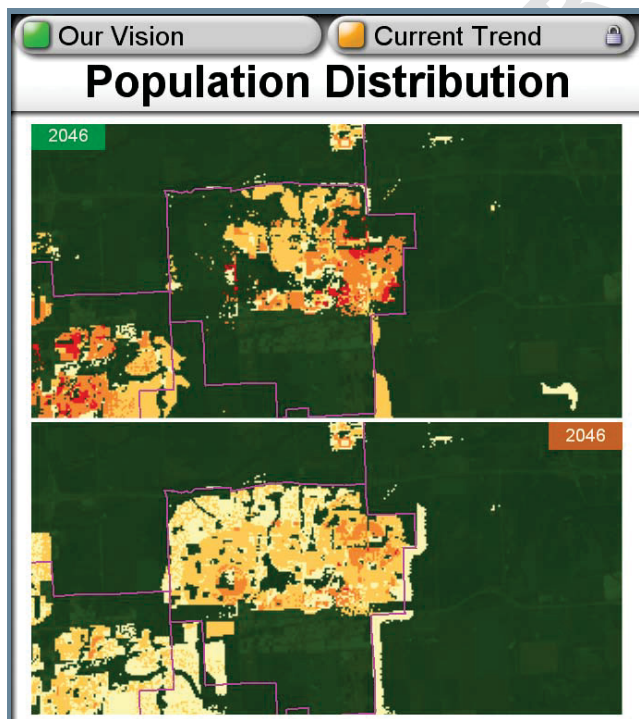
The vision sees the gradual creation of more compact 'nodes' of development in key areas in the city leading to more vibrant and walkable downtown areas. The vision accomplishes this while protecting outlying residential and green spaces. Here we see a concept of what 2046 could look like using a more compact design (top map) compared to the current trend (bottom map).

Employment Areas
well-designed commercial areas to reduce commuting and create a vibrant downtown

Spruce Grove residents strongly favor the development of more compact, efficient, and attractive employment centres in the city. More jobs in Spruce Grove will mean less people commuting out of the city for work. The result: less traffic and better protection of the environment. While the vision continues to accommodate those businesses requiring more space (such as heavy industries and warehousing) in separate areas, it strongly encourages the development of more compact commercial and office space along key corridors and in the downtown core. Residents were particularly excited about the opportunity to develop Spruce Grove into a more complete community with the kind of high quality job opportunities and amenities that would encourage residents to live, work and play in the city. Participants identified many benefits
of the vision – for example, it:

- provides better local job opportunities
- reduces traffic
- increases the city tax base
- conserves land
- creates better job/housing balance
- provides for a more vibrant downtown core
- provides for mixed use areas
- keeps industrial areas separate
- focuses on attractive and well-designed developments

See Appendix C for more detail and participant comments.

> I'm excited about great opportunities to live, work and play right here in Spruce Grove.

Agricultural and natural Land
preserving our green space and agricultural land for future generations

The preservation of both agricultural and natural areas in and around Spruce Grove is extremely important to residents. While most felt that agricultural land in particular should be protected, there was a strong general sense that urban encroachment on <u>any</u> green space should be avoided. This sentiment is confirmed by participants' decisions to focus on smarter and more compact growth of both housing and employment areas. The vision preserves all of the highest quality agricultural areas and greatly minimizes development of much of the region's green space. Indeed by 2046, the vision conserves over 25 square kilometers of green space in and around Spruce Grove compared with the current trend scenario.

Participants identified many benefits of the vision – for example, it:

- provides for local food production
- preserves agricultural land for future generations
- preserves the agricultural heritage and economy
- protects green spaces and natural areas

See Appendix C for more detail and participant comments.

> Great open spaces and farmland are a big part of our identity. Protecting our green spaces is critical to me.

Transportation
## high-quality transportation options working in harmony with land use

Given the growth of the city that is expected over the next 40 years, Spruce Grove residents have called for the city to invest in infrastructure and programs to encourage the use of alternative forms of transportation like car pooling, transit, walking and biking. In a future with an aging population, rising oil prices and increasing environmental concerns, residents feel that investments like more frequent transit service and attractive walking and biking paths will serve the needs of future residents of all ages. Many also stressed the need for great transit links to Edmonton to give commuters convenient options to driving. The vision also recognizes the need to maintain high quality roads in the city for buses and for people who choose to drive.

Both youth and adult participants stressed the importance of linking the development of new compact residential and employments areas with access to high quality alternatives to the automobile. By focusing new development in key areas with convenient access to more frequent transit service, the vision illustrates that land use and transportation planning can work in harmony. As a result of these decisions, the vision reduces single occupant vehicle travel by about 500,000 kilometres per year by 2046 compared with the current trend.

Participants identified many benefits of the vision – for example, it:

• provides more convenient alternative transportation choices
• promotes more transit service regionally
• protects the environment
• saves household transportation costs
• increases walking and biking opportunities
• meets the needs of residents of all ages
• reduces traffic congestion and provides greater road safety
• strikes the right balance between driving and alternatives

See Appendix C for more detail and participant comments.
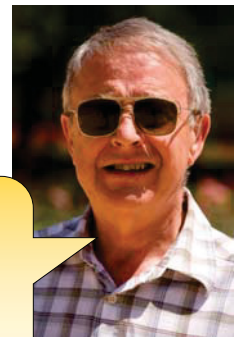
> I'd like to be able to get around easily with or without a car. Let's make sure we have great options.

Environmental Programs
seeking best practices, protecting natural resources

To the surprise of many participants, there was strong support for investing in improved water, waste, energy and air quality management programs. Both youth and adults felt that environmental programs should be a top priority of the city and many expressed a willingness to pay more to achieve best practices. Most participants were satisfied that savings in other areas (i.e. more efficient use of infrastructure dollars due to more compact development) could be used to offset the cost of improvements to environmental programs. Among the range of environmental programs considered, water conservation was sited most frequently as a priority for the city.

Participants identified many benefits of the vision – for example, it:

• conserves our natural resources
• promotes reduce, reuse, recycle activities
• protects the environment for future generations
• promotes a cleaner city
• protects air quality and reduces emissions
• ensures that we do our part for the planet
• promotes Spruce Grove as a leader
• saves money
• promotes high-efficiency technologies

> Programs like water conservation and recycling are important to me. Spruce Grove should be a leader!

See Appendix C for more detail and participant comments.

SPRUCE GROVE MUNICIPAL DEVELOPMENT PLAN COMMUNITY WORKSHOPS

April 7 & 8, 2009

SUMMARY REPORT

prepared for

City of Spruce Grove

April 27, 2009

1.   INTRODUCTION

The City of St. Spruce Grove is initiating a complete re-write of its Municipal Development Plan (MDP) to take into account a broader range of issues contributing to a sustainable community. Considerable consultation has been conducted through previous community workshops and surveys to identify a preferred future vision for the City of Spruce Grove. In preparation for the draft Municipal Development Plan, two community workshops were held on April 7, 2009 from 9:00 to 11:30 AM, and April 8 from 6:30 to 9:00 PM, in the Agra Room at the Agrena.

Participation was encouraged in a number of ways:

➢ Advertisements placed in the Spruce Grove Examiner with a quarter-page ad appearing on March 29, and a half-page ad on April 3.

➢ News Release was sent out on March 27 with highlights reported in an article in the Examiner on April 3.

➢ The event was promoted through Parkland School Division Parent Councils, and local school newsletters.

➢ The Chamber of Commerce weekly newsletter ran two announcements and an article on the process was in the Business Focus newspaper.

➢ Posters were also placed in central locations including the library, Tri-Leisure Centre, Westland Market Mall, Horizon Stage, FCSS, inside City Hall and the Reader Board in front of City Hall, and local coffee shops.

➢ Announcements went out through City staff e-mail lists

➢ E-mail invitations were sent to 166 previous consultation participants for whom e-mail addresses were available, and mailed to an additional 53 more.

Eleven participants attended the April 7th workshop along with four staff. Twelve participants attended the April 8th workshop, along with three staff and two City Aldermen.

The workshops had the following objectives:

➢ To determine degree of acceptance of Spruce Grove citizens for planning principles guiding the development of the MDP

➢ To identify positive contributions of proposed policies to the future of Spruce Grove

➢ To identify areas for caution in implementing proposed policies.

➢ To build awareness and support in the community for the developing MDP

The agenda for the workshops was as follows:

1. Welcome and introductions

2. Ground Rules

3. Presentation and discussion

4. Discussion stations on key objectives

5. Summary of Discussion Stations

6. Final messages

The format for the workshops was a café-style discussion. The group was divided into three groups and directed to the following five stations around the room:

➢ Policy Drivers
- Sense of Community
- Environmental Management
- Governance
- Regional Partnerships

➢ Commercial Options

➢ Housing Options

➢ Gathering Places

➢ Connections and Transportation

Groups were given approximately five minutes to provide feedback on the following questions at each station:

➢ The result of this objective and the proposed policies for Spruce Grove in 2020 will be:
- Positive changes?
- Areas where we need to be cautious?

Groups rotated through all five stations until all participants had an opportunity to comment on all topics. Once completed, participants were asked to return to the stations that they felt most connected to and summarize the key messages in answer to the two questions. These summaries were reported to the whole group for validation and further discussion, followed by a plenary discussion of final messages to planning staff from the workshop participants.

At the conclusion of the workshop, participants were asked to complete an evaluation form, which provided an opportunity to provide feedback on the workshop itself and additional comments on the proposed objectives and policies of the MDP.

This document summarizes the major discussion themes from both workshops sorted by theme, including the detailed feedback provided at each of the discussion stations, the summaries prepared by participants, and the completed evaluation forms. The detailed flip chart notes from each workshop are provided in Appendices 1 and 2.

2. SUMMARY OF DISCUSSION

2.1 Policy Drivers

Objectives:

Sense of Community: Spruce Grove has a strong civic culture, a high quality of life, and diverse cultural and recreational opportunities in first-class facilities

Governance: Show leadership through governance practices and decisions and community engagement

Partnerships: Maintain mutually beneficial relationships with other municipalities, authorities, and agencies in the Capital Region

Environmental Management: Show environmental leadership by developing and implementing policy and engaging community members around environmental issues

Positive Changes:
- Strong support for green initiatives, including: pedestrian, bicycle and trail systems; encouraging green practices; and water quality and consumption
- Work with Stony Plain and Parkland to avoid duplication of services
- Re-establish sense of community and community pride
- Protection of farm economy by protection of farmland, and increased local food availability
- Good governance comes from trust and partnership with community; voice of the people and efforts of community groups should be respected
- Urban villages create a sense of community and partnership

Areas to be Cautious:
- Protection of water resources and the watershed
- Plan with health authorities to avoid separating seniors, families and the disabled from accommodation and services
- Community input is required throughout the planning process

2.2 Commercial Options

Objective: Provide a range of commercial options that offer local employment opportunities and diversify the municipal tax base

Positive Changes:
- Provide pedestrian-friendly, locally owned business opportunities in neighborhoods and downtown

➢ Ensure that commercial areas are well planned, with truck access kept away from residential streets

➢ Integrate planning with Stony Plain, Parkland, and Acheson Industrial Park.

Areas to be Cautious:

➢ Lack of "character" in commercial zones

➢ Planning of "big box" stores to ensure adequate and efficient access for vehicles, pedestrians and bicycles

➢ Commercial areas need pedestrian access in winter

➢ Planning and policy-making must not be done in isolation of other jurisdictions,

➢ Planning should result in creative and inviting spaces

➢ "Downtown" does not really have a focus

2.3   Housing Options

Objective: Provide a range of housing options to meet the diverse needs of residents at different stages of life and with different income levels

Positive Changes:

➢ Higher densities and seniors located near amenities and transit

➢ Diversity and innovation in housing types to allow for diverse needs and green alternatives

➢ Urban village concept is paramount, providing services close to home and encouraging people to stay in the area and get to know neighbors

➢ Encourage mix of housing types, densities and creative streetscapes

➢ Preservation of farmland, locate new areas on less productive land

➢ Green space necessary in residential areas

Areas to be Cautious:

➢ Tall buildings are not consistent with the feel of a small, safe community

➢ Adequate provision for pedestrian, bicycle and vehicle access and parking, taking into consideration snow banks in winter

➢ Re-development in mature neighborhoods may destroy the flavour and feel of the community

➢ Affordable housing should still provide adequate parking, fenced yards, and green space (not like Spruce Village)

➢ Ensure health care is accessible for seniors

2.4   Gathering Places

Objective: Develop neighbourhood and community level gathering places

Positive Changes:

➢ Strong support for community parks and natural areas

➢ Multi-use facilities available and accessible in urban villages for community based services and programs
➢ Campground and RV park/services are needed
➢ More local attractions and special events to build sense of community
➢ Hotel required to host sporting events
➢ Areas for youth that are youth-run

Areas to be Cautious:
➢ Picnic, recreational and open space areas require full time security re: safety and loitering
➢ Community involvement creates a sense of ownership
➢ Preservation, protection and use of heritage buildings
➢ Most gathering places are commercial places, so pedestrian access, safety and a broad range of services are necessary to get away from driving everywhere

2.5   Connections and Transportation

Objective: Integrate different forms of transportation and enhance community connectivity to create a more efficient transportation network

Positive Changes:
➢ Strong support for more bike lanes, pedestrian access, trails and crossings
➢ Better pedestrian access to commercial areas
➢ Improved public transit within Spruce Grove, and connections to Edmonton and surrounding communities
➢ Integrated student bus passes with Edmonton and surrounding communities to encourage transit use
➢ Build economic strategy around healthy activity and strategies

Areas to be Cautious:
➢ Increase safety of pedestrians and cyclists by limiting interaction with vehicles through trails and cleared sidewalks
➢ Power shopping centres need better pedestrian access
➢ Provide adequate capacity for transit to avoid discouraging users because of over crowding
➢ More sidewalks in mature areas

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a *new* community plan for Spruce Grove

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Summary of Survey Results

_____

May 29, 2009

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Overview

The City of Spruce Grove is now completing a new Municipal Development Plan (MDP) for presentation to Council in June 2009. The new MDP will take into account a broad range of issues contributing to a sustainable community. Considerable consultation has been conducted in the development of the MDP, and to assist in preparing the final draft, the City conducted two community workshops supported by an on-line survey to gather additional community input on the proposed vision, key objectives and supporting policies.

The purpose of the workshops and the on-line survey was to:

➢ Determine the degree of acceptance by Spruce Grove citizens for planning principles guiding the development of the MDP;

➢ Identify positive contributions of proposed policies to the future of Spruce Grove;

➢ Identify areas for caution in implementing proposed policies; and

➢ Build awareness and support in the community for the developing MDP.

The survey was available for response from April 4 to May 8, 2009 through the City's website. A total of 91 people started the survey with 65 participants (71%) completing it. The following provides a broad profile of the respondents who provided contact information:

	Frequency	Count
Resident of Spruce Grove	93.8%	60
Non-resident landowner in Spruce Grove	1.6%	1
Operating a business in Spruce Grove	7.8%	5
Just interested in the future of Spruce Grove	17.2%	11
Other (please specify)		2
answered question		64

There were ten sections in the survey addressing the following:
1. Vision statement
2. Commercial options
3. Housing options
4. Gathering places
5. Connections and transportation
6. Environmental management
7. Sense of community
8. Governance
9. Regional partnerships, and
10. Other comments.

In each section, respondents were asked to rate their support for the objective, and whether the proposed policies would enable the City to achieve the objective. This report summarizes the statistical results for each of the questions, sorted by the ten sections.

A considerable amount of information was also gathered from comments provided in each section of the survey. This document summarizes the major themes from the comments as *Supporting Themes*, or reasons why the objective and policies were supported, and *Cautionary Themes*, or areas where concerns were expressed regarding the objective or proposed policies.

In each section, a count is provided for each set of themes sorted according to the responses to the question on whether or not the proposed policies would enable the City to achieve the objective. This screen provided the maximum distribution of responses. The count for *Supporting Themes* includes the number of comments provided by respondents who strongly or somewhat agreed that the policies would support the objective. The count for *Cautionary Themes* includes comments from those who strongly or somewhat disagreed.

The analysis of themes was not strictly constrained by the screening criteria. For example, in providing comments, respondents would often support the objective but outline areas for concern as well. These were taken into consideration in summarizing the major themes. Comments from those who selected "Don't Know" or expressed "No Preference" were not included in the count, but their comments were included in the thematic analysis.

The detailed comments for each question are provided in Appendix 1. The survey itself is provided in Appendix 2.

Vision Statement

This statement reflects my vision of the future of Spruce Grove.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	29.9%	26
Somewhat Agree	54.0%	47
Somewhat Disagree	11.5%	10
Strongly Disagree	4.6%	4
answered question		87

Supporting Themes (20 comments)

➢ Some support for the vision as it addresses current challenges, focuses on prioritizing the environment, quality of life, the economy, and different age groups and their needs.

Cautionary Themes (11 comments)

➢ Strong concern that Spruce Grove is not currently perceived to be a "well planned city". Problems exist with reactive vs. proactive planning, insufficient transit, inadequate control over developments and provision/protection of green space, safety, traffic congestion, and lack of cohesion.

➢ Statement is too long and too many "buzzwords".

➢ Compact design could contrast with our roots as a "City in the Country".

For detailed comments regarding the Vision Statement, see Appendix 1, pages 13 to 15.

Commercial Options

I support the objective of providing an appropriate range of commercial options in Spruce Grove.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	49%	38
Somewhat Agree	51%	39
Somewhat Disagree	0%	0
Strongly Disagree	0%	0
answered question		77

The proposed policies will enable Spruce Grove to provide an appropriate range of commercial options.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	26.7%	20
Somewhat Agree	66.7%	50
Somewhat Disagree	4.0%	3
Strongly Disagree	1.3%	1
Don't Know	1.3%	1
answered question		75

Supporting Themes (22 comments)

➢ Objective and policies provide a sound approach in line with contemporary modern cities. Pedestrian-oriented downtown and neighbourhoods provide for enhanced quality of life.

➢ Strong support for development/revitalization of the downtown core. Suggestions include a focus on heritage, small-scale commercial and mixed-use development, which would serve as a gathering place for residents and tourists, and focal point for local events.

➢ Also strong support for trails and pedestrian-friendly neighborhoods with access to local commercial businesses and services that provide a community feel.

➢ Some support for current commercial areas that are attractive to large stable companies, if they are well planned and pedestrian friendly.

➢ Need a strong plan to accommodate business and give the City an identity.

Cautionary Themes (2 comments)

➢ The commercial corridors are unsightly, and poorly planned and organized. Improvements to traffic management and the outward appearance of large commercial and big box stores are needed.

➢ In being pedestrian-friendly, we must recognize that we are a winter city. Sidewalks are often blocked by parked vehicles and snow.

➢ Large commercial businesses can take away from the community feel of public parks, school zones and safe environments.

For detailed comments regarding Commercial Options, see Appendix 1, pages 16 to 18.

Housing Options

I support the objective of providing an appropriate range of housing options in Spruce Grove.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	45.7%	32
Somewhat Agree	40.0%	28
Somewhat Disagree	7.1%	5
Strongly Disagree	7.1%	5
answered question		**70**

The proposed policies will enable Spruce Grove to provide an appropriate range of housing options.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	30.0%	21
Somewhat Agree	51.4%	36
Somewhat Disagree	7.1%	5
Strongly Disagree	4.3%	3
Don't Know	7.1%	5
answered question		**70**

Supporting Themes (21 comments)

➢ While there was strong support for higher density development, there was equally strong opposition.

➢ Higher density provides for cost effective services, better land use, and greater environmental sustainability. Young families are able to purchase more affordable housing within Spruce Grove. It provides for a full range of housing options to meet the needs of everyone seeking to live in the City.

➢ Future high-density developments must have sufficient access and parking prior to approval. Current high-density developments are congested and unsafe. Adequate parks, trails and green areas are also necessary.

➢ Enhanced transit is necessary to ensure that higher density areas are successful.

➢ Spruce Grove should ensure affordable housing is available within the City. Senior's housing is important with good access to commercial and medical services. Development of basement suites and apartments within existing dwellings should be allowed to increase density in existing neighbourhoods.

Cautionary Themes (8 comments)

➢ There is opposition to increasing density as well. Concerns include the current over-abundance of multi-family and apartment units in the city, congestion due to on-street parking adjacent to high density developments, and a deterioration of the 'small-city feel' of Spruce Grove. It was suggested that concentration of high density housing in other cities has led to undesirable areas and social problems.

➢ Increasing the mix of housing does not reflect the preferences of existing residents. Accommodating growth for some is not the preferred goal. Changes to existing neighborhoods may alienate existing residents.

For detailed comments regarding Housing Options, see Appendix 1, pages 19 to 22.

Gathering Places

I support the objective of developing neighbourhood and community gathering places in Spruce Grove.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	58.8%	40
Somewhat Agree	35.3%	24
Somewhat Disagree	4.4%	3
Strongly Disagree	1.5%	1
answered question		**68**

The proposed policies will enable Spruce Grove to develop appropriate neighborhood and community gathering places.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	41.8%	28
Somewhat Agree	47.8%	32
Somewhat Disagree	3.0%	2
Strongly Disagree	0.0%	0
Don't Know	7.5%	5
answered question		**67**

Supporting Themes (20 comments)

➢ There was strong support for the concept of gathering places within the City. A strong preference was for these gathering places to be parks, trails and recreational facilities rather than exclusively commercial.

➢ Enhanced transit would increase the effectiveness of gathering places, as would gathering places enhance the effectiveness of transit.

> ➢ Special attention should be given to the needs of youth to provide healthy gathering places that are also inviting to all citizens. These would include basketball courts, climbing walls and other playground equipment oriented to older young people.

> ➢ Provision should also be made for access by seniors and the disabled.

Cautionary Themes (0 comments)

> ➢ Many respondents were not clear as to what the objective was intending to achieve or did not understand what was meant by a "gathering place".

For detailed comments regarding Gathering Places, see Appendix 1, pages 22 to 24.

Connections and Transportation

I support the objective of creating a more efficient transportation network.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	77.9%	53
Somewhat Agree	19.1%	13
Somewhat Disagree	2.9%	2
Strongly Disagree	0.0%	0
answered question		68

The proposed policies will enable Spruce Grove to create a more efficient transportation network.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	65.7%	44
Somewhat Agree	25.4%	17
Somewhat Disagree	3.0%	2
Strongly Disagree	1.5%	1
Don't Know	4.5%	3
answered question		67

Supporting Themes (20 comments)

> ➢ There was strong support for improving connections and transportation in Spruce Grove. While some felt that transportation planning was keeping pace with growth, others believed that improvements could be made.

> ➢ There was strong support for enhancements to public transit to reduce dependency on automobiles, with the emphasis on improving commuting access to Edmonton and a long-term plan for LRT.

➢ Flow of traffic could be enhanced through improved synchronization of traffic lights on major routes such as 16A, and major intersections such as Calahoo Road and McLeod Avenue. Sensor activated lights could be used in low-use intersections such as Westgrove and Calahoo.

➢ Also strong support for trails and sidewalks for use by pedestrians, bikes and other non-motorized vehicles, including a pedestrian overpass to provide safe crossing over major corridors such as 16A, pedestrian access to the major commercial areas, and quiet trails in new sub-divisions.

Cautionary Themes (2 comments)

➢ Some believe that traffic problems are unlikely to be addressed.

For detailed comments regarding Transportation, see Appendix 1, pages 24 to 27.

Environmental Management

I support the objective of showing environmental leadership.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	67.6%	46
Somewhat Agree	29.4%	20
Somewhat Disagree	0.0%	0
Strongly Disagree	2.9%	2
answered question		**68**

The proposed policies will enable Spruce Grove to show environmental leadership.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	51.5%	35
Somewhat Agree	38.2%	26
Somewhat Disagree	4.4%	3
Strongly Disagree	2.9%	2
Don't Know	2.9%	2
answered question		**68**

Supporting Themes (24 comments)

➢ There was strong support for continuing and enhancing recycling efforts in Spruce Grove. Suggestions included expanding the collection program to include businesses, schools, wet and dry composting, and continuing Spring Clean-up.

> ➤ There was also strong support for enhancements to the transit system to achieve environmental objectives. Suggestions included enhanced service to Acheson, improved links to ETS, and fewer lengthy 'milk-runs' within the city.

> ➤ Preservation of garden, agricultural and other natural areas was also important.

> ➤ Trees are important to the character of the City. Developers should be encouraged to preserve and plant more trees in new developments. The City should provide better care for mature trees on City property, including providing information to residents to assist in this task.

> ➤ There was general support for environmental sustainability and encouragement to continue to take a leadership position in environmental management.

> ➤ Banning use of plastic bags and bottled water was also suggested.

Cautionary Themes (3 comments)

> ➤ Better environmental management is simply justification for encouraging growth through higher density developments.

For detailed comments regarding Environmental Management, see Appendix 1, pages 27 to 30.

Sense of Community

I support the objective of developing a strong sense of community.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	61.5%	40
Somewhat Agree	33.8%	22
Somewhat Disagree	4.6%	3
Strongly Disagree	0.0%	0
answered question		**65**

The proposed policies will support development of a strong a sense of community in Spruce Grove.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	40.0%	26
Somewhat Agree	49.2%	32
Somewhat Disagree	4.6%	3
Strongly Disagree	0.0%	0
Don't Know	6.2%	4
answered question		**65**

Supporting Themes (17 comments)

- ➢ A priority should be the provision of facilities that support health, wellness, and physical activity for all ages in the community.

- ➢ Cultural and youth programs should also be supported with connections to schools.

- ➢ Volunteers and community leaders should be recognized for their continued efforts.

- ➢ Large-scale events should be solicited for local major facilities like the TLC, Horizon Stage, and Central Park.

Cautionary Themes

- ➢ Urban design such as row housing and front attached garages separate residents from their neighbors and do not encourage a sense of community.

- ➢ Cost to taxpayers must be minimized. Some facilities are not used by all residents. A community is about the people, not about the structures that are available.

For detailed comments regarding Sense of Community, see Appendix 1, pages 30 to 32.

Governance

I support the objective of showing leadership in governance.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	60.3%	38
Somewhat Agree	36.5%	23
Somewhat Disagree	3.2%	2
Strongly Disagree	0.0%	0
answered question		**63**

The proposed policies will enable Spruce Grove to show leadership in governance.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	45.2%	28
Somewhat Agree	46.8%	29
Somewhat Disagree	3.2%	2
Strongly Disagree	0.0%	0
Don't Know	4.8%	3
answered question		**62**

Supporting Themes (13 comments)

➢ There is strong support for the objective and the policies in principle, and recognition that the current Mayor and Council are building strong relationships and are on the right track. Politicians must provide leadership and ensure that the public is engaged and notified of public events.

➢ Transparency, accountability and public input are welcome; however, follow-through is the key. Strategies must be in place to support the policies.

Cautionary Themes

➢ Concerns were voiced regarding follow-through on commitments, breaking trust by changing directions, and response time on complaints.

For detailed comments regarding Governance, see Appendix 1, pages 32 to 33.

Regional Partnerships

I support the objective of showing leadership in regional partnerships.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	73.8%	48
Somewhat Agree	20.0%	13
Somewhat Disagree	6.2%	4
Strongly Disagree	0.0%	0
answered question		**65**

The proposed policies will enable Spruce Grove to show leadership in regional partnerships.		
Answer Options	**Response Frequency**	**Response Count**
Strongly Agree	50.8%	33
Somewhat Agree	36.9%	24
Somewhat Disagree	7.7%	5
Strongly Disagree	1.5%	1
Don't Know	3.1%	2
answered question		**65**

Supporting Themes (11 comments)

➢ Strong support for regional partnerships is commendable and necessary.

➢ Focus must remain on the needs of the community and how shared services such as public transportation, library, police and fire can control and equally distribute costs.

Cautionary Themes (2 comments)

➢ Competition with Stony Plain, Parkland County and Edmonton is still a problem.

For detailed comments regarding Regional Partnerships, see Appendix 1, pages 33 to 34.