

2017

YEAR IN REVIEW



Vision statement

Our Vision

As outlined in Building an Exceptional City, the City's 2015–2035 Strategic Plan, the vision for the future of Spruce Grove is that it is the best place to live, to raise an active, healthy family and to grow a strong, successful business.



Where people choose to live:

A dynamic city with an exceptional quality of life

Through high quality municipal services, Spruce Grove is a safe, dynamic urban centre with an exceptional quality of life and is a welcoming regional gathering place



Where people choose to raise a family:

A leading leisure, recreation and sports community

Spruce Grove provides exceptional, diverse and high quality leisure, recreation and sports opportunities, complemented with a respected arts and culture environment



Where people choose to grow a business:

A strong, diversified regional business

Through innovative and supportive business development, Spruce Grove is a prosperous, self-sustaining regional economic home to competitive, successful commercial and industrial companies

Our Mission

Our mission is to build an exceptional city through innovation, leadership and committed public service.

Our Core Values

These values guide our commitment to moving forward as an organization to realize our vision for the future of Spruce Grove:

- Leadership
- Openness and responsiveness
- Service excellence
- Accountability
- Honesty and integrity

Our Underlying Principles

- Sustainability through sound economic development
- Leadership in affordable quality service delivery
- Affordability through prudent fiscal management
- Leadership in collaboration to ensure best value for all
- Building a complete community for all

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MAYOR'S MESSAGE

Stuart Houston



Spruce Grove is a community that cares. Time and again I have seen firsthand how our residents care not only for the city, but each other as well. It's one of the reasons why Spruce Grove is such a great place to call home – there is a genuine passion amongst those who live here to make our city a welcoming and inviting community.

And that passion is shared by myself and my colleagues on Spruce Grove City Council, as well as City Administration and staff. It's at the core of what we do and why we have a long-term strategic plan to help us build Spruce Grove into an exceptional city.

As you flip through our annual Year in Review, you will see several of our accomplishments from 2017 that are helping us achieve our vision for the city. You will also hear – in their own words – stories from local residents who have moved here, are raising their family here, and are running a successful business here.

Sisters Shireen and Chelsea Keith recently moved to Spruce Grove and couldn't be happier with their decision. They are enjoying the many urban amenities we have to offer, including great dining and shopping options, but also appreciate the benefits that come with living in a smaller, established city. For these two young newcomers to our community, Spruce Grove is exceeding their expectations as a place to live.

Crystal and Kervin Tuazon never expected to be raising their two children in Spruce Grove, but after their home was destroyed by the wildfire that devastated Fort McMurray in 2016, the young family was evacuated to our city. Overwhelmed by the outpouring of kindness and generosity from the community, when they were deciding where to raise their family, they quickly agreed they didn't need to look any farther than Spruce Grove!

Located in a heritage home along one of the main highways through our city, Gifts and Gadgets has been part of

Spruce Grove's business community for many years. But don't let its small size fool you – all you need to do is take a few steps inside to see owner Sharon Yeast's passion and commitment to her customers. She has a true love for the community, giving back through fundraisers and volunteerism, and can't imagine having a business anywhere else.

It fills me with a great deal of pride when I hear stories like this from our community members. It shows that not only are we a community that cares, but that we are also on the right path for achieving our long-term vision for Spruce Grove. I know there are more stories like this in the community and they are truly our motivation to keep moving forward. As a council, we understand that building an exceptional city is a big undertaking, but we also have confidence in our residents, in our staff and in ourselves that we can work together to achieve our goal of making Spruce Grove the Community of Choice.



CITY MANAGER'S MESSAGE

Robert Cotterill

On behalf of the City of Spruce Grove, I am pleased to present our 2017 Year in Review, which highlights many of the City's accomplishments and our financial position from last year.

As an organization we develop our projects and programs to align with Spruce Grove City Council's vision for the community, which is captured in our strategic plan Building an Exceptional City. This plan is our 20-year roadmap for the city. It helps guide and inform our decisions on an annual basis so we can move forward with purpose both today and in the future.

It's certainly a task that comes with challenges – both anticipated and unexpected – but thanks to our long-term planning and future-focused approach to managing City operations, I'm pleased to say Spruce Grove is on an upward trajectory. We are continuing to experience growth while

still providing our residents with quality service levels. For example, we expanded our transit service (see page 50), launched a new website (see page 51) and updated our Economic Development Strategy to focus on making Spruce Grove an attractive place for new business (see page 62).

It was also a year of celebration and connection in our community, as we celebrated Canada 150 with an incredible event at Jubilee Park (see page 56). Our community spirit was also on full display as we welcomed the Roger's Hometown Hockey Tour (see page 47) to Spruce Grove and despite freezing temperatures, the crowds came out to enjoy the festival and celebrate our country's favourite pastime.

We are able to achieve these successes thanks to the collaborative and respectful working relationship between council members and City

Administration. Council develops the "big picture" vision for Spruce Grove and staff use that vision to create our annual corporate plan, which is our guiding document for governance, community development and service delivery. It's how we take council's vision and turn it into projects like building a new spray park (see page 58) or launching a new app to help residents effectively sort their waste (see page 48), as well as manage the daily tasks of running a municipality.

I am proud of what we achieved last year and I would encourage you to review some of those accomplishments in this Year in Review. And while we should celebrate our successes, we also need to plan for tomorrow. With council's continued leadership and enthusiasm, I am confident we will continue to make Spruce Grove an exceptional city we are proud to call home.

CITY PROFILE

The City of Spruce Grove is a vibrant, dynamic community of more than 34,000 people. Located just 11 kilometres west of Edmonton, the City offers housing options for everyone, excellent schools, sports, culture, and recreation facilities and a mix of businesses ranging from national retailers, locally owned shops, restaurants and professional services.



The City's plans, services and ongoing operations are carried out by a workforce of more than 300 employees who are overseen by three general managers and a Chief Administrative Officer who reports to Spruce Grove City Council.

Mayor and Council

The City of Spruce Grove is governed by an elected council of a mayor and six aldermen. Spruce Grove City Council is responsible for identifying the overall vision for the community and developing a long-term strategic plan for the city. Council also reviews and approves new or amended policies, procedures, and bylaws and approves the annual corporate plan, which is the City's principal guiding document for providing residents with a high quality of life at an affordable rate, while also staying the strategic course of municipal economic sustainability.

Corporate Office

The Corporate Office includes the Chief Administrative Officer (CAO) who is responsible for the overall administration of the City of Spruce Grove and provides a key administrative leadership role to the organization. The CAO acts as a liaison between Spruce Grove City Council and Administration and ensures the implementation of City policies and programs. Corporate Communications and Economic and Business Development are also part of this area. Corporate Communications leads communications planning and consulting, branding and visual identity, writing and editing, issues management and media relations for the organization and supports the communication needs of other departments within the City. Economic and Business Development is responsible for facilitating programs and services intended to help local businesses prosper and grow, and attract new business and investment to Spruce Grove.

Corporate Services

Corporate Services is comprised of several areas: Asset Management, City Clerk's Office, Corporate Planning, Finance, Human Resources and Information Systems. The focus of Corporate Services is legislative and policy administration, information management, insurance and legal administration, election/census administration, financial and capital management, budget and reporting, corporate planning administration, asset management coordination, customer service

program coordination, website/database/City network administration, technical support, GIS administration, human resource management, labour and employee relations.

Community and Protective Services

Community and Protective Services is comprised of several areas: Family and Community Support Services and Social Planning, Recreation Services, Cultural Services, Protective Services and RCMP administration. Responsibilities include preventative social programming, counselling, indoor and outdoor facility management, open space planning, community events, Horizon Stage, volunteer development, Enforcement Services and integrated Fire/EMS. In addition, Community and Protective Services works as the City's administrative liaison to the Spruce Grove Public Library, RCMP Officer in Charge, TransAlta Tri Leisure Centre, Specialized Transit Service, Yellowhead Regional Library and Allied Arts Council, and facilitates a number of boards and committees including the Community Police Advisory Committee, Horizon Stage Theatre Advisory Board and the Joint Use Committee.

Planning and Infrastructure

Planning and Infrastructure is responsible for approvals and permits relating to construction of homes and businesses, urban planning, relations with the land development industry, long-term capital works planning, project management and construction, the monitoring of construction of new infrastructure by private interests, and the ongoing maintenance of most of the City's traditional servicing infrastructure and physical assets. It also manages long-range planning, community visioning, and defining and implementing the City's Sustainable Development Initiative. Furthermore, it is responsible for providing a number of primary services through contact arrangements, including commuter transit service, solid waste and recyclable materials collection, and all building, plumbing, electrical and gas inspections for new construction.

2017

SNAPSHOT



POPULATION
34,881

ONE YEAR
POPULATION
GROWTH: **3.7%**

TOTAL
HOUSEHOLDS:
13,206



568

TOTAL HOURS
OF DROP-IN
RECREATION
PROGRAMS

7,700

TICKETS SOLD FOR
HORIZON STAGE
SEASON PERFORMANCES

295

TREES PLANTED

325

GARBAGE
RECEPTACLES



CURBSIDE COLLECTIONS (TONNES)



ORGANICS: **2,606**

RECYCLING: **1,240**

WASTE: **6,460**

40%

OVERALL WASTE
DIVERSION RATE



SPRUCE GROVE
ENFORCEMENT SERVICES
RESPONSES:

2,836



INCIDENTS RESPONDED TO BY
SPRUCE GROVE FIRE SERVICES
(WITHIN SPRUCE GROVE):

2,657



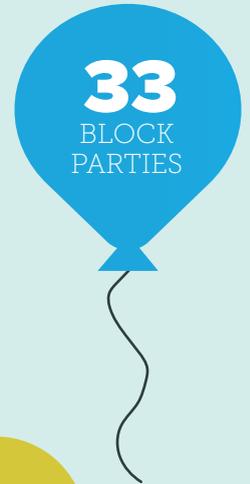
453,307

WEBSITE
VISITS

 **7,065** FACEBOOK FANS

 **5,571** TWITTER FOLLOWERS

 **1,016** INSTAGRAM FOLLOWERS



33
BLOCK
PARTIES



405

GARAGE SALES PROMOTED
THROUGH THE
CITY'S GARAGE SALE
ADVERTISING PROGRAM

1,142

FIRE HYDRANTS

245

PARK BENCHES



HOUSING STARTS: **333**

TOTAL BUILDING PERMITS: **756**

TOTAL BUILDING PERMIT VALUE: **\$135.5M**

TOTAL DEVELOPMENT PERMITS: **814**

TOTAL SAFETY CODE PERMITS: **2,415**

ACTIVE BUSINESSES LICENSED: **1,882**

ANNUAL
INCREASE
IN TRANSIT
RIDERSHIP:

17%

RIDERS WHO
TOOK TRANSIT
FOR FREE ON
CLEAN AIR DAY:

380

107,567



TOTAL TRANSIT RIDERS



Where people choose to live: *A dynamic city with an exceptional quality of life*



Sisters Shireen and Chelsea Keith recently moved to Spruce Grove and have found the city to be an ideal place to hang out with friends, take their dog for a walk, and enjoy plenty of urban amenities without losing that feeling of living in a caring and connected community.

Q: What made you decide to look at Spruce Grove during the house hunting process?

A: We wanted to live somewhere with a small town vibe outside of the city that still offered everything we were looking for.

Q: Why did you ultimately decide you purchase your first home in Spruce Grove?

A: We looked at a few different houses in various areas but really liked the character and charm of the house we purchased.

Q: What do you enjoy about living in this community?

A: It's a quiet, established community and is close to everything we were looking for with walking trails, parks and amenities. We enjoy being outside, taking our dog for a walk and exploring the Spruce Grove area.

Q: What does Spruce Grove have to offer that makes this a great place for you to call home?

A: It's a nice smaller city with everything you need, away from the chaos of a big city, giving it a quieter, homey feel.

SPRUCE GROVE VOTES!



Spruce Grove residents went to the polls last year to elect one mayor and six aldermen (now referred to as councillors) on Oct. 16, 2017.

- 2 candidates for mayor
- 12 candidates for alderman
- 4 advance voting opportunities
- 3 institutional voting opportunities
- 4 voting stations on Election Day with extended hours
- 25,187 eligible voters (estimated)
- 7,125 actual voters
- 28.29% voter turnout



HOMETOWN HOCKEY

Wickedly cold weather didn't keep residents from bundling up and celebrating their love of Canada's national pastime, as the Roger's Hometown Hockey Tour pulled into Spruce Grove on Dec. 30-31, 2017.

The two-day festival, which was held near the Agrena and Central Park, featured live entertainment, including music by The Northern Pikes, and appearances by NHL alumni Kevin Lowe and Ryan Smyth.

There was also outdoor street hockey games, opportunities for photos with mascots Hometown Hank and Hunter from the Edmonton Oilers, and plenty of games and giveaways.

The festival concluded with a live viewing party of two NHL game broadcasts – Toronto Maple Leafs versus the Vegas Golden Knights (in Las Vegas), followed by the Winnipeg Jets versus the Edmonton Oilers (in Edmonton) – on Dec. 31, with Ron MacLean and Tara Slone hosting live onsite from the Sportsnet Mobile Studio.

Spruce Grove was one of 24 stops on the 2017-18 Hometown Hockey Tour.



RIDE ON!

Hundreds of professional cyclists wheeled their way through Spruce Grove on Saturday, Sept. 2, 2017, as they competed in the ATB Tour of Alberta.

Competitors from across the globe competed in the four-stage race, with Stage 2 both starting and finishing in Central Park in Spruce Grove.

Stage 2 was a 139 kilometre course that started in the city and travelled through Parkland County before

ending in Central Park. Stage 1 was held in Jasper National Park, while Stages 3 and 4 occurred in Edmonton.



An outdoor fan festival was also held at Central Park, giving area residents an opportunity to participate in free activities and cheer on the riders.

THERE'S AN APP FOR THAT!

City launches Trim Your Trash app for iOS and Android devices

Residents now have waste sorting information at their fingertips with the launch of the City's Trim Your Trash app in April 2017.

Free to download on any iOS and Android device, the app is an online guide that allows residents to look up specific waste items and learn if they belong in their green organics cart, black waste cart or blue recycling bag, or if they should go to the Eco Centre or bottle depot.

The app also features a sorting game where users are challenged to correctly sort specific waste items and can build a virtual park as they complete game levels.

To download the app, search Spruce Grove Trim Your Trash through Google Play or the App Store.

www.sprucegrove.org/trimyourtrash



App analytics from 2017

- 10,053 items searched
- 39 items searched on average per day
- 688 game plays

Popular items searched through Trim Your Trash

- Plastic bag
- Styrofoam/styrene products
- Dog waste
- Disposable paper coffee cups
- Cardboard

Let's talk trash!

In 2017, a waste diversion pilot program was conducted in the Hilldowns neighbourhood to ask residents to use their green organics cart to dispose of food waste. As a result 88% committed to putting food waste in their green organics carts.

The Eco Centre was a busy spot in 2017, with residents using the facility to drop off the following items:

- 571** tonnes of waste
- 220** tonnes of compost
- 193** tonnes of recycling
- 57,050** litres of paint
- 21,715** litres of cleaners, detergents, pesticides and other toxic chemicals
- 1,075** litres of antifreeze
- 24,218** feet of light tubes
- 3,260** kilograms of CFL bulbs
- 7,110** aerosol cans
- 1,601** tires
- 631** batteries
- 502** propane tanks
- 73** tonnes of e-waste, such as computers



Where people choose to live:

A dynamic city with an exceptional quality of life

GOING GREEN

Last year Spruce Grove joined a handful of other Alberta municipalities in completing the Partners in Climate Protection program.

Designed to help municipalities reduce greenhouse gas emissions, the five step program was created by the Federation of Canadian Municipalities (FCM) and ICLEI – Local Governments for Sustainability.

Thanks to a variety of initiatives, including supporting sustainable neighbourhoods and implementing various “green” policies and standards into everyday City operations, between 1996 and 2015, Spruce Grove decreased its total greenhouse gas emissions (on a per capita basis) by 21 per cent and saw a reduction in residential greenhouse gas emissions (on a per capita basis) by 43 per cent.

The award was presented to the City during the FCM Annual Conference, held in June 2017.



USING WATER WISELY

Last year Spruce Grove’s residential water consumption was an average of 162 litres of water per day. Residential consumption is the water consumed by single family homes and multifamily complexes divided by population. This is a decrease of 10 per cent from 2016.

Way to go!

ALL ABOARD

City enhances transit service with new commuter route

The City expanded its commuter transit service last year with the addition of Route 562, providing riders with service to the Acheson Industrial Park, West Edmonton Mall and the South Campus/Fort Edmonton Park LRT station.

The new route, which started operating in February 2017, joined Route 560 and 561 in providing peak time weekday transit service.

“As the community grows, so does the demand for transit services,” says Patrick Inglis, Manager of Environmental Science and Transit with the City. “Adding a third route was a significant enhancement that allowed us to offer expanded destinations to our riders.”

Travelling around Spruce Grove on Century Road, Grove Drive, Jennifer Heil Way and McLeod Avenue, Route 562 makes 14 local stops before heading to the Acheson Industrial Area (south) and into Edmonton.

In total, Route 562 served 11,567 transit riders last year.

Meanwhile, additional trips were added to Route 560—three in the morning and three in the afternoon—in October 2017 to help accommodate an increase in ridership.

Route 560, which served 94,678 riders in 2017, provides transit to NAIT, Grant MacEwan University and downtown Edmonton, while Route 561 stops in the Acheson Industrial Park and the Westmount/Kingway Mall areas of Edmonton.

www.sprucegrove.org/transit



Total transit riders in 2017: **107,567**

September, October and November were the busiest months for Spruce Grove transit with an average boarding of **12,300** per month.

17% increase in transit ridership

72% of riders live in Spruce Grove

62% of riders use the service to commute to work

18% of riders use the service to attend school

Bus stop upgrades

Last year, 15 bus pads were paved in Spruce Grove through a partnership involving the federal government's Public Transit Infrastructure Fund, the Government of Alberta and the City of Spruce Grove.



Where people choose to live:
A dynamic city with an exceptional quality of life

WHEELS IN MOTION

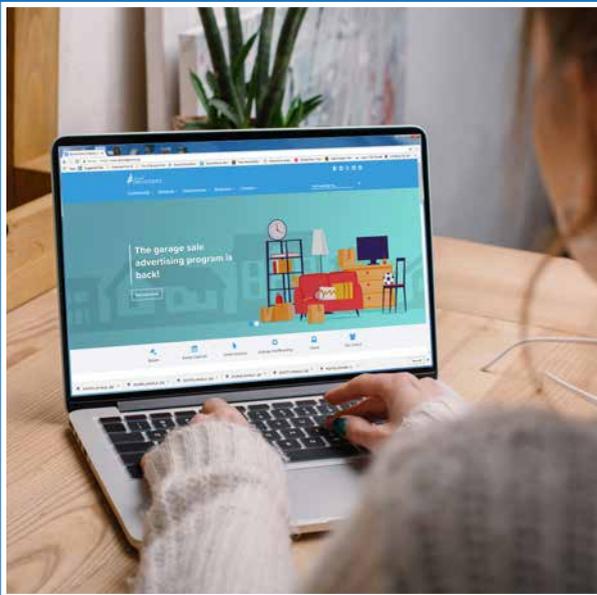
Six new transit buses on the road in Spruce Grove

Spruce Grove’s commuter transit service expanded with the addition of six new City buses last year.

Purchased with the assistance of GreenTRIP and Municipal Sustainability Initiative funding from the Government of Alberta, the new buses cost \$3.6 million and have been part of Spruce Grove’s transit service since February 2017.

Since their arrival, the new buses have been used on Routes 560 and 562, which provide weekday transportation to Edmonton and Acheson during peak morning and afternoon hours.

All of the City’s buses are maintained and operated through a contract with Edmonton Transit Service.



MODERN AND MOBILE

City unveils website redesign

The City brought a new, modern digital experience to residents when it launched its new website in November 2017.

Making it easier to find information from any desktop, tablet or phone, the site features a mobile friendly, responsive design as well as improved navigation, quick links on popular topics, a robust search feature, a comprehensive events calendar and a clean, attractive appearance.

The site was designed after extensive research and public consultation, which included surveys and focus groups. Additionally, City staff were consulted throughout the re-design project.



Where people choose to raise a family:

A leading leisure, recreation and sports community

Crystal and Kervin Tuazon's life took a drastic shift in 2016 when the couple and their young son Peter were evacuated from Fort McMurray during the wildfire that wiped out entire sections of the northern Alberta city. Temporarily re-homed in Spruce Grove, the family decided they liked it so much here, they wanted to stay and have since welcomed their daughter Jasmine.

Q: Why did you choose Spruce Grove as the place to raise your family?

A: During the Fort McMurray wildfire, our family was evacuated here. The people of this community were so generous to us and we experienced many acts of kindness. We were simply blown away by the way this community pulled together for complete strangers. As we were discussing the next steps for our family, we realized that we didn't want to leave Spruce Grove. We couldn't imagine leaving the community behind because it was everything we had hoped for in the past. We knew it was a wonderful place to raise our family and we wanted to settle here. We've been here ever since and we look forward to the future that's in store for us in Spruce Grove!



Q: What do you think Spruce Grove has to offer your family?

A: Spruce Grove is a great community for all ages, but especially young families like ours. There are so many beautiful parks here; we try to go to a different one each time, but our favourite has to be Jubilee Park! There are events, like farmers' markets and the Canada Day Celebration, and many family friendly activities as well. Some we have enjoyed are swimming lessons at the TransAlta Tri Leisure Centre, dance lessons and story time at the local library. There are also a vast amount of churches here to attend. That was important for us as we planted our roots here and we are thrilled to have been able to find our new church home at Engage City Church. Spruce Grove is a fast growing community with so much potential for more great things to join our city.



Q: What are some activities you enjoy doing together as a family in Spruce Grove?

A: We like to go park hopping! We try to go to a different park each time because there are so many great ones to choose from. We also love to take our kids for walks through the beautiful trails and paths. We enjoy swimming at the Tri Leisure Centre and just checking out all of the local events happening right here in our own backyard.

Q: What do you enjoy about living in this community?

A: We enjoy the sense of community you can feel in Spruce Grove. We automatically felt like we belonged here and that this was home because of the overwhelming amount of kindness and love showered on us from our fellow residents. We enjoy all of the amenities that are readily available here for us; we don't have to travel far to find something new and exciting to enjoy!

2017 CENSUS FINDINGS



Each year, the City of Spruce Grove conducts a municipal census to determine an official door-to-door count of the number of people living in Spruce Grove.

34,881 – OVERALL POPULATION

3.7% – INCREASE IN POPULATION FROM 2016

49.7% ARE MALE AND **50.3%** ARE FEMALE

2.64 – AVERAGE NUMBER OF PEOPLE PER HOUSEHOLD

27.5% – HOUSEHOLDS WHO HAVE FOUR OR MORE PEOPLE IN THEM

52.3% – HOUSEHOLDS WHO COMPLETED THE 2017 CENSUS ONLINE

13,206 – OCCUPIED RESIDENTIAL ADDRESSES

TOP THREE LARGEST AGE GROUPS IN SPRUCE GROVE ARE:

① 30 → 34 years

② 35 → 39 years

③ 5 → 9 years



www.sprucegrove.org/census



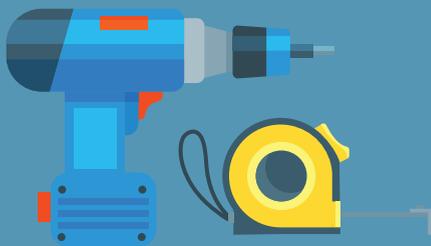
Where people choose to raise a family:
A leading leisure, recreation and sports community

CONTINUED GROWTH

RESIDENTIAL DEVELOPMENT PERMITS

- 155 single detached
- 149 semi-detached
- 18 multi-family
- 210 improvements/alternations
- 18 garages

Total = 550 residential development permits in 2017



HOUSING STARTS

333 total housing starts in 2017

- 140 single detached
- 158 semi detached
- 35 rowhouse

Top 5 neighbourhoods for housing permits in 2017:

- Harvest Ridge: 9%
- Spruce Ridge: 19.2%
- McLaughlin: 12.7%
- Jesperdale: 9%
- Greenbury: 12.1%



RESIDENTIAL BUILDING PERMITS

- 149 single detached
- 148 semi-detached
- 14 multi-family (for total of 27 units)
- 315 residential improvements
- 48 garages

Total = 674 residential building permits in 2017

Total residential building permit value = \$88.9 million





SPRUCE GROVE CELEBRATES **CANADA 150**

In July 2017, a blanket of red and white covered Spruce Grove as the community prepared for the 150th anniversary of Confederation and the City's annual Canada Day Celebration in Jubilee Park.

Thousands of people turned up on July 1 to enjoy a fun-filled day, packed with activities for all ages, a variety of vendors, top-notch Mainstage entertainment, fireworks and more.

New activities, including a Toddler Tent, Paint It event and orienteering, were added to the party, while popular favourites, like the inflatable bouncers and face painting, were once again crowd pleasers.

For details on this year's celebration, visit www.sprucegrove.org/celebrate.

COOL SUMMER FUN

Spray park opens in Spruce Grove

Residents of Spruce Grove cooled off last summer at the new Ken Morrison/REMAX Excellence Spray Park, which officially opened to the public during the City's Canada Day Celebration on July 1, 2017.

Located in Jubilee Park at 510 Grove Dr., the spray park features more than 50 interactive components, a plaza with seating space, and a pavilion with change rooms, outdoor showers, bathrooms and a staff kiosk.

"There was a significant amount of planning and preparation that went into this project," says Ken Luck, Director of Recreation Services with the City, "so it was great to see the community embrace it and make it one of our most popular outdoor destinations for families in our community last summer."

"We saw people really make a day of it," he adds. "Many rode their bikes to the park, packed an afternoon picnic and cooled off in the water."

The spray park was open from 10 a.m.–8 p.m. in July and August, with on-site staff assisting with day-to-day operations, programming, cleaning and sanitation.

Designed to use 100 per cent recycled water, the spray park's re-circulating water system filters roughly 20,000 gallons of water every hour, making the park both water and energy efficient.

www.sprucegrove.org/spraypark





Where people choose to raise a family:
A leading leisure, recreation and sports community





Where people choose to grow a business:

A strong, diversified regional business



It may not be an obvious location to have a business, but Sharon Yeast knew the 1956 heritage home was the perfect spot to open her business Gifts and Gadgets in 1995. With every nook and cranny filled with quality kitchen and bath items, as well as general giftware, Yeast and her staff have become well known in the community for their unique location, extensive inventory and commitment to customer service.

Q: Why did you want to open up this type of business?

A: We had just recently moved to the area and my lifetime dream was to have my own store and be an entrepreneur. Having been an avid shopper for kitchen and household related items, it seemed that it would be the thing for me to do.

Q: Why did you decide to open a business in Spruce Grove and what do you enjoy about owning and operating a business here?

A: When we decided that we were making Spruce Grove our home, I started looking for business opportunities. There were a couple of gift type shops for sale, but I really liked the idea of setting up in our current location as the charm in the building would play on the inventory we wanted to have in the store. And I love our customers. Over the years, I have made many “business” friends who truly are a blessing. I also love networking with other business owners in the community.

Q: What are some of the changes you’ve seen in the community over the years?

A: It has been great to see the community continue to grow and become a hub outside of Edmonton. We offer a wide range of services and products, which means people will “shop local” and do not have to go to elsewhere to shop. We have all worried about “box” stores coming in, but I think in some ways it makes the “ma and pa” stores sharper retailers. We can offer more unique products and provide outstanding customer service. Myself, as well as my staff members, have a passion for what we do and sell and we all have a love for the community we live in.

Q: What advice would you give to someone who is thinking of starting or growing their business in Spruce Grove?

A: You have to give to receive. Spruce Grove is a very supportive community to start or grow your business and we have great customers who have supported us since the beginning, but we have also given back in many ways. We give our time by way of volunteering in many capacities in the community and help out the sports teams, schools and many charitable fundraising functions. You have to be involved in your community to really appreciate all it has to offer.

SWEET LIFE FOUND

A marketing campaign highlighting the “sweet life” that can be found in Spruce Grove received an award from the international business community last year.

Undertaken in partnership between the City and several major area residential developers, the Sweet Life Found campaign highlighted both new neighbourhoods and community amenities to entice people to find the sweet life in Spruce Grove. It also featured stories and interviews with local families who shared their experiences about living in the city and why they decided to make Spruce Grove their home.

The award was presented to the City by Business Retention & Expansion International, a professional association that represents the economic development field across the globe, during its annual conference in June 2017.

The Sweet Life Found campaign was recognized in the category of Outstanding Single Community with a Population between 20,000 and 50,000, which is a prestigious award in the economic development and business world.



BLUEPRINT FOR BUSINESS

City updates Economic Development Strategy Action Plan 2017–2022

Building a diverse and competitive business community was a top priority for Spruce Grove City Council last year as they approved the City's updated Economic Development Strategy in June 2017.

The strategy, which will act as a blueprint for economic development in Spruce Grove for the next five years, focuses on supporting a range of investment opportunities while making the community an attractive place for new business and ready for development.

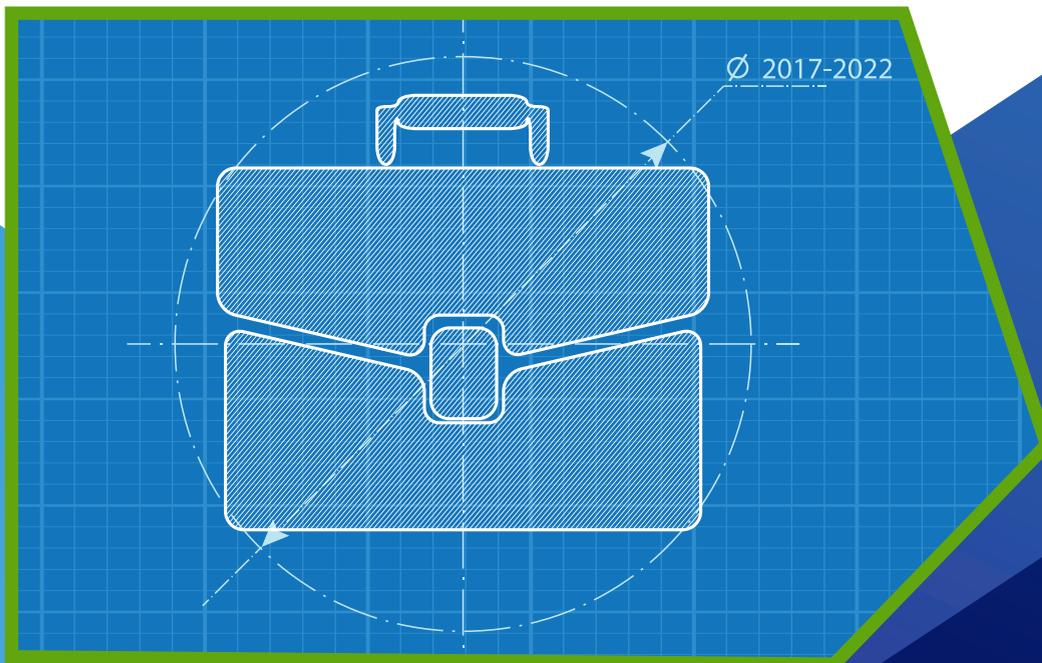
"Our updated strategy is forward thinking and an important guiding document that will help prepare us for the future," says Dave Walker, Manager of Economic and Business Development with the City. "It also recognizes the connection between creating a quality place to live and doing business."

The strategy identifies five goals, 13 objectives and 57 action items, which together support two key priorities: to continue growing the City's non-residential tax base, and to expand and diversify the local employment base within the City.

Led by the Economic Development Advisory Committee, which includes members of Spruce Grove's local business community and members of city council, the strategy updates began in 2016 and were based on a number of factors, including an extensive public engagement process.

In total, the City received 350 responses from its business and community stakeholders.

To read the full plan, visit www.sprucegrove.org/EcDevStrategy.





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Looking ahead

City looks to approve City Centre Area Redevelopment Plan

Creating a master plan for the revitalization of Spruce Grove's downtown area is the focus of the City Centre Area Redevelopment Plan (ARP), which was approved by City Council as part of the 2017–19 Corporate Plan.

Directly supporting the City's updated Economic Development Strategy, the City Centre ARP will outline how to re-energize the downtown area as a gathering place and focal point in the community by addressing four main components:

1. Required infrastructure improvements
2. Urban design and form
3. Policy and bylaw changes
4. Program support

Public engagement and feedback will be incorporated into the City Centre ARP, which will be presented to Spruce Grove City Council for approval by fall 2018. The City Centre ARP is a joint initiative between the City of Spruce Grove and the Spruce Grove City Centre Business Association.

For more information, visit www.sprucegrovecitycentre.org.



Going up!

Last year saw several new buildings go up and businesses set up shop in Spruce Grove's Westwind Centre development.

Located in the northwest corner of the community, with visibility and access from both the Yellowhead Highway and Century Road, Westwind Centre welcomed a new gas station and office buildings in 2017, with news that a No Frills grocery store will also be opening in the area.

The overall vision for Westwind Centre is to develop a major regional commercial, hospitality and entertainment destination that would have a variety of retailers, offices, hotels, restaurants and residential development.





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CONTINUED GROWTH

Commercial, industrial and institutional building permits

- 12 commercial buildings
- 43 commercial improvements
- 4 industrial buildings
- 11 industrial improvements
- 4 institutional buildings
- 8 institutional improvements

Total = 82 commercial, industrial and institutional building permits in 2017

Total building permit value = \$46.6 million

Commercial, industrial and institutional development permits

- 5 new commercial
- 55 commercial improvements
- 5 new industrial
- 30 industrial improvements
- 1 new institutional
- 7 institutional improvements

Total = 103 commercial, industrial and institutional development permits in 2017

www.sprucegrove.org/permitactivity

2017 FINANCIAL SUMMARY

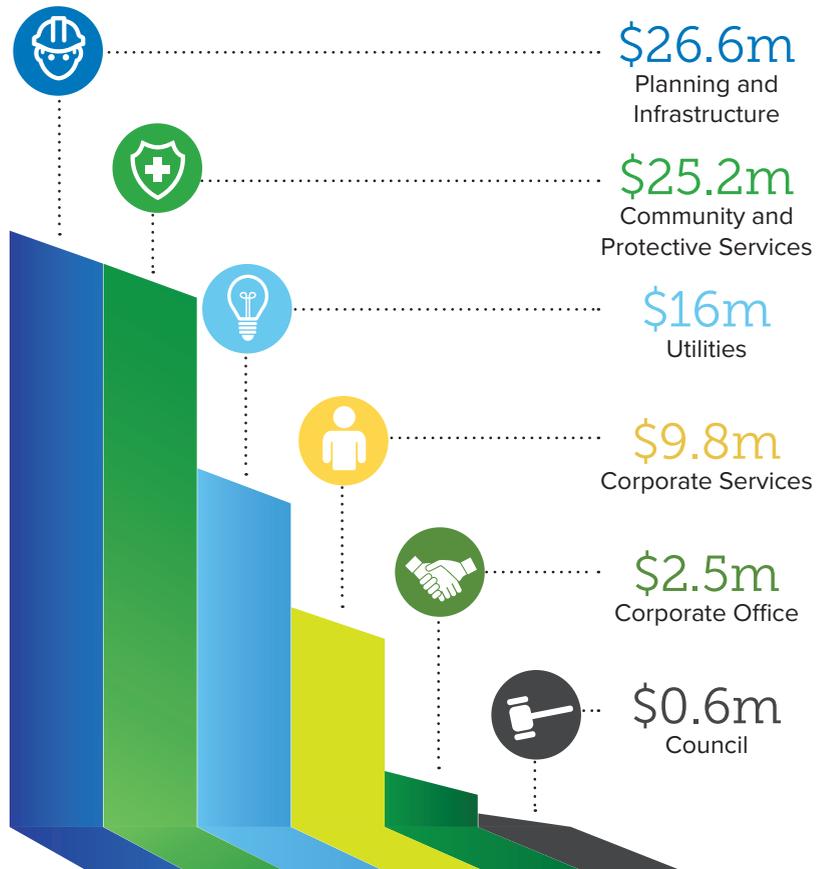
This financial summary is intended to assist with understanding the management of the City of Spruce Grove's resources. It provides an overview and highlights of the 2017 financial results for City operations, excluding the Spruce Grove Public Library and TransAlta Tri Leisure Centre.

The City's 2017 Consolidated Financial Statements, which include the operations of the Spruce Grove Public Library and a share of the TransAlta Tri Leisure Centre are available on the City's website at www.sprucegrove.org/financialreports.



How was the money spent?

The City of Spruce Grove collects municipal property taxes from all property owners within city limits. These tax dollars, along with grants and user fees, fund the City's projects and services. The City's 2017 operations include \$80.7 million in expenses, as outlined in the chart.





City revenue sources

The City of Spruce Grove's revenue comes from a variety of sources:

- **Property taxes:** Paid by Spruce Grove residents and businesses to help cover the costs of the municipal services they use. Levies are collected through taxes on behalf of the Province of Alberta for education and on behalf of the Meridian Foundation for local seniors housing. The City does not set or control these levies and passes this revenue directly to both the Province and the Meridian Foundation.
- **Sales and user fees:** Includes utility charges, franchise fees, fines, permits and facility rentals.
- **Government transfers:** Funds the City receives from the provincial and federal governments, as well as neighbouring municipalities.
- **Developers:** Includes contributed tangible capital assets and contributions. Contributed tangible capital assets are items like roads and sewers that are constructed by developers and then handed over to the City to own and manage. Contributions are funds developers pay directly to the City.

2017 revenues (\$ millions)

\$41.2m

Sales and user fees

\$35.6m

Property taxes

\$16.4m

Contributed capital assets

\$10.7m

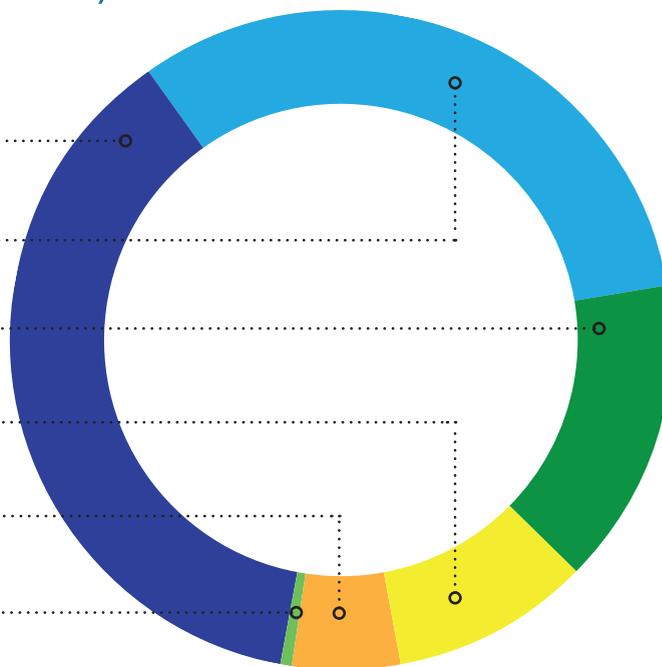
Government transfers

\$6.0m

Developer contributions

\$0.4m

Other





Financial position

At the end of 2017, future revenues of \$9 million are required to pay for past transactions or events.

Surplus funds have accumulated over the history of the City to \$485 million. Virtually all surplus funds (\$469 million) have been used to buy or build roads, utilities, buildings and other capital assets used to deliver municipal services.

Financial position (\$ millions)	2017	2016
Financial assets	57	57
Liabilities	66	66
Net debt	-9	-9
Non-financial assets	494	467
Accumulated surplus	485	458

Financial activities

The City's financial activities include revenue, operating expenses and capital projects. The result of 2017 operations is an annual surplus of \$29 million, and \$44 million was used in the acquisition of capital assets.

The budget tries to predict actual results as accurately as possible. Both 2017 operations and capital projects were under budget.

Financial activities (\$ millions)	Budget	2017	2016
Revenue – operations	81	80	80
Expenses – operations	88	81	83
Annual deficit from operations	-7	-1	-3
Revenue – capital	21	30	34
Annual surplus	14	29	30
Capital asset acquisitions	-47	-44	-49
Net debt			
Change	-20	0	-4
Opening		-9	-5
Closing		-9	-9



City Hall

315 Jespersen Ave. T7X 3E8

Phone: 780-962-2611

Monday to Friday 8:30 a.m. – 4:30 p.m.

www.sprucegrove.org

