

2018 Year in Review



Our Purpose

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

Our Vision

As outlined in Building an Exceptional City, the City's 2018–2035 Strategic Plan, the vision for the future of Spruce Grove is that it's the best place to live, to experience community, and to grow a strong, successful business.



Where people choose to live

A dynamic city with an exceptional quality of life

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



Where people choose to experience community

A vibrant place for community involvement and social wellness

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



Where people choose to grow a business

A strong, diversified business centre

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

Our Values

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

Our Principles

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



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Mayor's message

Stuart Houston



It's truly an exciting time to live in Spruce Grove. We are a community that is going through an important shift – both in size and mindset – as we turn the corner to becoming a mid-sized city.

We know a significant number of people are choosing to make Spruce Grove their home. Our most recent census tells us that we have surpassed a population of 35,000 people, thanks in large part to an annual average growth rate of nearly five per cent over the last several years.

We also know we are attracting new and successful business and investment to Spruce Grove. In fact, last year we had record-breaking commercial development in our city, with nearly \$32 million in building permit value!

Connecting it all together are those integral components of our city where people have opportunities to be engaged and involved – to feel like Spruce Grove is a place where they belong.

This is Spruce Grove City Council's shared vision for Spruce Grove – to make our city the best place to live, to experience community, and to grow a successful business – and now our focus becomes using this vision to guide the city through this transition in a thoughtful, responsible and strategic manner.

Fortunately, I know my colleagues on City Council are up to the challenge. We welcomed several new faces to Council during the last municipal election in 2017 and in the past two years of working together, we have truly become a strong team. We each bring different perspectives and experiences to the table, which is a big part of what makes us successful.

In our annual Year in Review, you'll be able to see how our vision for Spruce Grove has been brought to life by City Administration through various projects, initiatives and plans. It's extremely rewarding to see how we are collectively moving forward in achieving our long-term vision for this community.

As you flip through these pages, I hope you are also filled with a sense of pride in your city and the work that is being done to make Spruce Grove an exceptional place to live, work and play.

I said at the start that it's an exciting time for Spruce Grove, and I truly believe it. We are evolving into a self-sufficient urban centre with a strong sense of community pride and identity. City Council has the vision to take us there and City Administration has the expertise to make it happen. Together, I am confident that we can 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 2018 Year in Review, which highlights many of the City's accomplishments and our financial position from last year.

I would also like to extend my gratitude to Spruce Grove City Council, City Administration and the residents of Spruce Grove for the privilege of working as your City Manager for the past five years, as I officially conclude my tenure with the City on May 3, 2019.

During my time with the City, I have been fortunate to work with two Councils who have both taken an exceptional level of pride in this community. They have been responsible for collectively developing the "big picture" vision and long-term strategic focus for Spruce Grove, which is captured in our strategic plan, Building an Exceptional City. As City Administration, our role is to take Council's direction and turn it into programs, services and projects to meet the needs of our growing community.

As I look back at my time with the City, I am truly impressed at what we have been able to accomplish together. There have been several large-scale capital projects, including the new integrated RCMP facility and the Protective Services Building renovation and expansion project, which are both currently in progress.

It has also been a pleasure to see our city host numerous events over the past few years, including the Tour of

Alberta and Roger's Hometown Hockey, and come together for community events, such as our impressive Canada Day Celebration. Last year we marked the 40th anniversary of the Heritage Grove Park Trail System (see page 67) – an amenity that is truly unique to this city and deserves to be recognized and celebrated. Our City Centre has also become home to several events as part of the City Centre Business Association's ongoing efforts to revitalize the area, including a new City Centre Area Redevelopment Concept Plan (see page 70).

As our community has grown, which is evident in our census results (see page 65), we have diligently worked to expand our service levels, including our commuter transit (see page 58), and our connectivity with the extension of Pioneer Road (see page 55). We also worked with our friends at the TransAlta Tri Leisure Centre to construct a new outdoor rink (see page 66), which will help in meeting the recreational needs in the city.

I am proud of what we achieved last year and would encourage you to review some of those accomplishments in this Year in Review. It has been a privilege to serve this community, and while my time with the City has come to an end, I have the utmost confidence in City Council and Administration to continue the important work of making Spruce Grove an exceptional city.



City profile

The City of Spruce Grove is a vibrant, dynamic community of more than 35,000 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, shops, locally owned and chain 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 councillors. 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 that focus on legislative and policy administration, information management, insurance, risk and legal administration, election and census administration and customer service program coordination. Other responsibilities include human resource management, labour and employee relations, financial planning and reporting, information technology and network administration, corporate planning and asset management.

Community and Protective Services

Community and Protective Services is comprised of several areas with responsibilities including preventative social programming, counselling, indoor and outdoor facility management, open space planning, recreation, 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 comprised of several areas that are responsible for long-range planning, construction-related approvals and permits, urban planning, long-term capital projects, monitoring the construction of new infrastructure by private interests, sustainability initiatives, and the ongoing maintenance of most of the City's traditional servicing infrastructure and physical assets. Furthermore, it is responsible for providing a number of primary services through contact arrangements, including commuter transit service, solid waste, organics and recyclable materials collection, and all building, plumbing, electrical and gas inspections for new construction.

2018

SNAPSHOT



445

TOTAL HOURS
OF DROP-IN
RECREATION
PROGRAMS

6,981

TICKETS SOLD FOR
HORIZON STAGE
SEASON PERFORMANCES



POPULATION
35,766

ONE YEAR
POPULATION
GROWTH: **2.5%**

166

TREES PLANTED

355

GARBAGE
RECEPTACLES



CURBSIDE COLLECTIONS (TONNES)



ORGANICS: **2,550**

RECYCLING: **1,385**

WASTE: **6,692**

40.4%

OVERALL WASTE
DIVERSION RATE



SPRUCE GROVE ENFORCEMENT SERVICES RESPONSES:

3,633



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

2,727



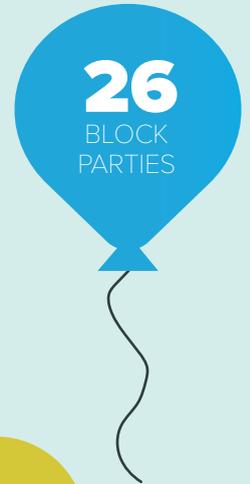
701,273

WEBSITE VISITS

8,212 FACEBOOK FANS

5,843 TWITTER FOLLOWERS

1,607 INSTAGRAM FOLLOWERS



26
BLOCK PARTIES



389

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

1,168
FIRE HYDRANTS

253
PARK BENCHES



HOUSING STARTS: **264**

TOTAL BUILDING PERMITS: **773**

TOTAL BUILDING PERMIT VALUE: **\$150.5M**

TOTAL DEVELOPMENT PERMITS: **791**

TOTAL SAFETY CODE PERMITS: **2,536**

ANNUAL INCREASE IN TRANSIT RIDERSHIP:

20%

129,447 
TOTAL TRANSIT TRIPS

Where people choose to live

A dynamic city with an exceptional quality of life





Survey says!

According to a Resident Satisfaction Survey conducted in early 2018, nearly every respondent—97 per cent—would recommend Spruce Grove as a place to live.

Those who participated in the survey, led by Banister Research on behalf of the City, also said the main factors that contribute to a high quality of life in Spruce Grove are:

- **Parks and green spaces**
- **Walking trails and bike paths**
- **Good amenities**
- **City services and facilities**
- **Good shopping and commercial centres**

To read the full survey results, visit www.sprucegrove.org/ResidentSurvey18.



97% WOULD RECOMMEND SPRUCE GROVE AS A PLACE TO LIVE

84% WOULD RECOMMEND SPRUCE GROVE AS A PLACE TO RAISE A FAMILY

87% ARE SOMEWHAT OR VERY SATISFIED WITH SERVICES PROVIDED BY THE CITY

Open Books

Accessing the City's financial reports is now as simple as clicking a mouse.

Last year, the City opened its books to the public through a new online portal that provides access to both monthly and annual financial data.

The Open Books tool, available at www.sprucegrove.org/openbooks, allows the public to:

- Explore the City's financial information in a variety of ways, using charts and graphs to see historical trends and comparison to budget for revenues and expenses.
- Access both monthly and annual financial data.
- View information by funding source, by department or by type of revenue/expense.

There are also two reports that can be viewed:

1. **Current Year Results – Monthly** captures the City's revenues and expenses for each month, and compares spending to the budget for that particular month.
2. **Historical Results – Annual** provides total revenue and expenses for a particular year, and will help users identify trends over time.

In most cases, Open Books provides the same level of detail as the financial statements and where practical an additional level of detail is provided. Information in Open Books is updated every three months when quarterly financial statements are provided to Spruce Grove City Council.





Residential development in 2018



2018 residential building permits

- **168** single-detached
- **103** semi-detached
- **22** multi-family (for a total of 26 units)
- **333** residential improvements
- **67** garages

\$94.7M



Housing units permitted by neighbourhood

| | | | | | |
|---------------|------|-------------|-------|--------------|------|
| Harvest Ridge | 9.6% | Copperhaven | 12.9% | Spruce Ridge | 7.0% |
| Hawthorne | 3.6% | McLaughlin | 6.6% | Deer Park | 1.3% |
| Jesperdale | 2.7% | Stoneshire | 3.0% | Hilldowns | 2.0% |
| Kenton | 8.9% | Greenbury | 21.5% | Prescott | 7.0% |
| Tonewood | 9.6% | Fenwyck | 4.3% | | |

Neighbourhoods with the highest number of building permits in 2018:

- Greenbury: **21.5%**
- Copperhaven: **12.9%**
- Harvest Ridge: **9.6%**
- Tonewood: **9.6%**
- Kenton: **8.9%**

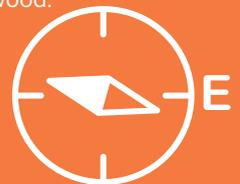


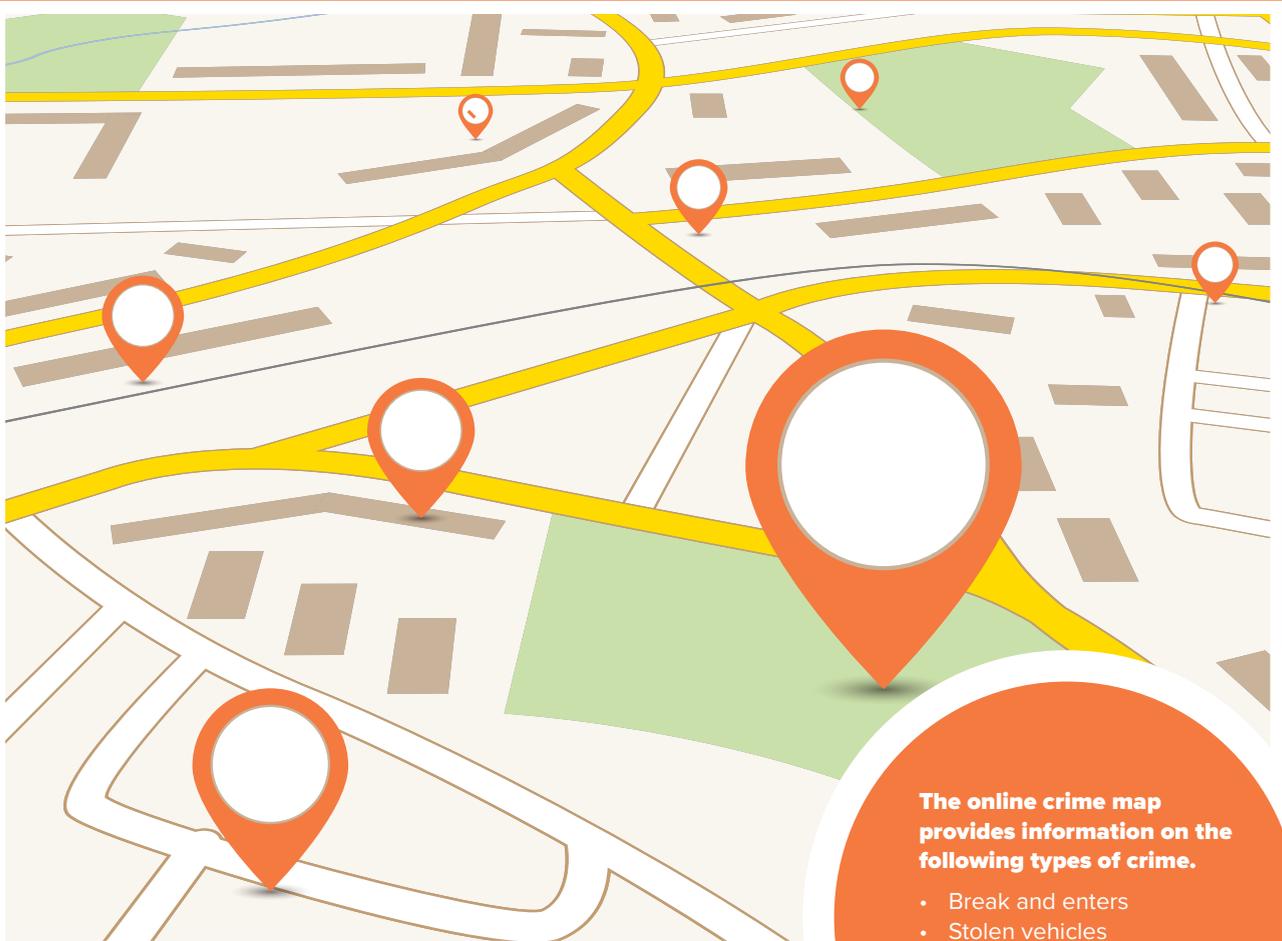
Head east, Spruce Grove

The extension of a key road on Spruce Grove's northeast side opened to traffic late last year.

The Pioneer Road extension, which stretches from the city's northeast corner and connects to Highway 16A, officially opened on Nov. 23, 2018, and provides increased accessibility to residents who live in neighbourhoods including Greenbury, Prescott, Fenwyck and Tonewood.

While the road is now complete, work will continue in 2019 to complete trails and landscaping, and additional development is also expected in the area.





The online crime map provides information on the following types of crime.

- Break and enters
- Stolen vehicles
- Theft from vehicles
- Theft over/under \$5,000
- Mischief
- Missing persons

Mapping community crime

Spruce Grove crime information is now at the community's fingertips thanks to a new online RCMP crime map.

Launched in October 2018, the map, which is hosted on the City's website, is an evidence-based approach to informing the community about various types of crime.

"We wanted to provide residents with a way to access confirmed and sourced information so they could get an accurate picture of crime in the community," explains Insp. Mike Lokken, Officer in Charge for the Spruce Grove, Stony Plain and Enoch RCMP detachment.

Available at www.sprucegrove.org/crimemap, the map is updated on weekdays and icons are used to display the location of a specific crime.

Clicking on the icon will display the file number and date a crime was reported to the RCMP.

Icons remain on the map for two weeks before being updated to ensure current crime trends are being displayed.

"When we launched this map, our goal was to provide the public a tool to help with crime awareness, reporting and reduction," says Insp. Lokken. "It has been a great mechanism for us to help dispel incorrect information, while also demonstrating some of the analytical work we are doing to address crime in Spruce Grove."



Protecting us: By the numbers

Spruce Grove Fire Services calls in 2018



2,727

Incidents responded to by Spruce Grove Fire Services (within Spruce Grove)

109
MOTOR VEHICLE COLLISIONS

12
GARBAGE OR GRASS FIRES

69
PUBLIC HAZARD CALLS

34
FIRES CAUSING DOLLAR LOSS

2,304
MEDICAL CALLS

199
FALSE ALARMS

Spruce Grove Enforcement Services



3,633
RESPONSES

- 85** Driving complaints
- 907** Parking complaints
- 525** Property bylaw complaints
- 808** Animal control complaints
- 93** Calls to assist RCMP/Fire Services
- 78** Other (ex: tobacco, trespassing)



2,841
VIOLATION TICKETS ISSUED

- 2,202** Tickets issued under the Alberta Traffic Safety Act
- 637** Tickets issued for bylaw infractions
- 1,584** Parking tickets
- 1** Gaming, liquor and cannabis related ticket



Driving forward

The City enhanced Spruce Grove’s commuter transit service last year by focusing on increased accessibility and convenient travel times for riders.

The service changes, which launched in September 2018, included the addition of two new midday trips on Route 560 and two-way service to Acheson on Route 562.

The new trips on Route 560 gave riders who needed to access or leave the downtown area midday more flexible service times to NAIT, Grant MacEwan University and downtown Edmonton.

Meanwhile, two-way service to Acheson on Route 562 provided service from Spruce Grove in the morning and back in the afternoon, with minimal additional travel time for other passengers on the route. This service

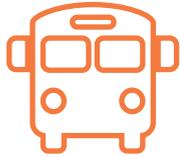
enhancement to Acheson was made possible thanks to the City’s transit partnership with Parkland County. For Bill Sabey, Transit Specialist with the City, the service changes have helped address the consistent and significant growth that the City has seen in transit ridership over the last few years.

“While our community has continued to grow, the needs of our riders and demands on our transit service have naturally also increased,” says Sabey. “Our 2018 service enhancements are in direct response to that growth as we strive to create an efficient service that gets you where you need to go.”

The City’s commuter transit service, which is comprised of Routes 560, 561 and 562, provided 129,477 trips to riders in 2018.



“Our 2018 service enhancements are in direct response to that growth as we strive to create an efficient service that gets you where you need to go.” – Bill Sabey



Total trips in 2018: 129,477

September, October and November were the busiest months for Spruce Grove transit with an average boarding of 12,764 per month.

20% increase in transit ridership

67% of riders who commute to Edmonton live in Spruce Grove

30% of trips were taken by students using the UPass



Riders report

57% use transit to commute to work

51% use transit to attend school

33% use transit to go shopping

27% use transit for social activities

24% use transit for medical purposes

16% use transit for personal business

Regional plans

In 2018, the City also completed a Tri-Municipal Regional Transit Plan, in partnership with the Town of Stony Plain and Parkland County. This plan addresses future transit service in the region, as well as potential infrastructure requirements.

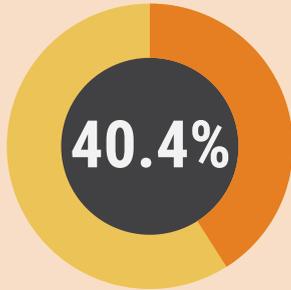


Bus stop upgrades

Last year, 10 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.



KEEPING IT GREEN IN 2018



WASTE DIVERSION RATE

CURBSIDE COLLECTIONS



6,692
tonnes of
waste

2,550
tonnes of
organics

1,385
tonnes of
recycling

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



400
tonnes of
waste



265
tonnes of
compost



337
tonnes of
recycling



63
tonnes of
eligible e-waste



261
propane tanks



1,661
tires



660
batteries



Improving food waste diversion

In 2018, a waste diversion pilot program was conducted in the Harvest Ridge neighbourhood to ask residents to use their green organics cart to dispose of food waste. As a result **96% committed to putting food waste in their green organics cart.**



Sorting with success

To learn out how to properly sort their waste, residents searched for items on the City's Trim Your Trash app **21,974** times and played the app's game **892** times. The most popular items searched through the app were:

- **Glass container or jar**
- **Plastic container (soft/flexible)**
- **Plastic packaging**
- **Plastic clamshell**
- **Plastic bag**



Using water wisely

Last year Spruce Grove's residential water consumption was an average of 161 litres of water per day, which is a slight decrease from 2017. Residential consumption is the water consumed by single family homes and multifamily complexes divided by population. Nice work, Spruce Grove!



Streetlights converted to LED technology

New efficient streetlights that consume less energy.

That was the result of a LED streetlight conversion project that the City, in partnership with FortisAlberta, embarked on early last year.

In total, 2,717 high-pressure sodium streetlights in Spruce Grove were converted to LED technology between March and April 2018.

This switch will save the City roughly 1,043,000 kWh per year, which is equivalent to taking 142 cars off the road or planting 30,600 trees per year.

In addition to conserving energy, LED technology includes other benefits, such as lower costs for consumers and a high quality, whiter light. The new LED streetlights are also "dark sky friendly", meaning they produce less light pollution because the light is directed downward.

Where people choose to experience community

*A vibrant place for community involvement
and social wellness*





Connect Spruce Grove

Community members now have a new way to connect with the City following last year's launch of a new engagement website, Connect Spruce Grove.

The website, which can be accessed at connect.sprucegrove.org, creates an easily accessible, virtual space for people to stay updated on various City projects. It also allows registered participants to provide comments, take surveys and stay in the loop on topics that may interest and impact them.

Since launching in September 2018, Connect Spruce Grove has received close to 7,000 site visits, 600 site registrations and provided information on a variety of topics, including:

- The Strategy to Reduce Poverty and Homelessness, which has since been renamed *pathwaysHOME*;
- A series of proposed waste collection changes that were considered by Spruce Grove City Council in October 2018; and
- The City's new brand strategy, which is expected to be complete in late 2019.

"We're always looking for new ways to share information and gather feedback from the public," says Jennifer Hetherington, Manager of Corporate Communications with the City. "As an online tool, Connect Spruce Grove has broadened our ability to inform the community and engage with residents on a range of issues."

The new website also complements other forms of public engagement used by the City, such as open houses, workshops, information sessions and surveys.

READY TO CONNECT?

Complete the quick sign up at connect.sprucegrove.org.

connect.sprucegrove.org

Did you know?

The City approved its first Public Participation Policy in June 2018. This policy outlines the City's approach to public participation and how to engage stakeholders in the decision-making process. To read the policy, visit www.sprucegrove.org/policies.





Finding *pathways* Home

A new strategy that is focused on achieving sustainable solutions to address poverty and homelessness in Spruce Grove was completed last year.

Created by members of the community and the social services sector, *pathwaysHOME*: Spruce Grove's 5 year Strategy to Reduce Poverty and Homelessness, supports collective action and collaboration to implement those solutions in the coming years.

"Issues surrounding poverty and homelessness are complex and deeply rooted," said Janine Peter, the City's Director of Community Social Development. "In order to create a strategy that would really address these issues, it

was crucial to bring everyone – from individuals and cross sector groups to community service providers and various levels of government – to the table for these discussions."

Developing a strategy for Spruce Grove's homeless population was identified as the top action item in the City's Social Sustainability Plan, which was approved by Spruce Grove City Council in 2016.

Work on the *pathwaysHOME* initiative began in mid-2018 with various stages and levels of consultation, including workshops and one-on-one interviews with community members and stakeholder groups. A public survey was also conducted.



Following additional research, planning and consultation, a final strategy was developed and presented to Spruce Grove City Council on Feb. 19, 2019.

The strategy identifies five theme areas, which organize the various steps required to comprehensively address poverty and homelessness in Spruce Grove over the next five years:

1. COLLABORATION
2. RECONCILIATION
3. HOUSING AND SUPPORTS
4. COMMUNITY INCLUSION AND CAPACITY
5. HEALTHY LIVING

For more information on the strategy, visit www.sprucegrove.org/pathwayshome.

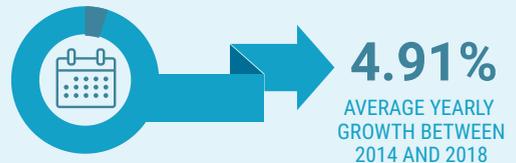
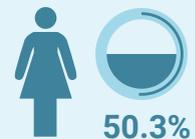
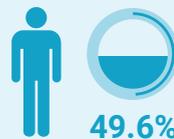
2018 CENSUS RESULTS

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

OVERALL POPULATION

35,766

2.5%
increase in population from 2017



households have four or more people in them



52.2%

HOUSES COMPLETED THE CENSUS ONLINE

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

Community creativity

New public art commemorates Canada 150

Created by the community, for the community.

That's how Brent Oliver, the City's Director of Cultural Services, sums up the newest piece of public art in Spruce Grove.

The mural, which is also a mosaic comprised of 350 individual tiles, is the result of a partnership between the City and the Allied Arts Council and was created to commemorate Canada 150.

Installed in November 2018 at 414 King Street, near the Spruce Grove Public Library, the mural was created by 186 local contributors who each hand-painted a single tile with a unique image.

A close up look will reveal individual paintings of spruce trees, the grain elevator, the Spruce Grove Composite High School panther, Jack's Drive-In and a pair of hockey sticks, but all together they paint a picture of the City's Heritage Grove Park trail system, which celebrated its 40th anniversary last year.

"The mosaic is meant to be a reflection of who we are, where we've been and help create a sense of place," says Oliver. "As it helps to enhance culture in our community, we hope it prompts conversation, inspires creativity and encourages residents to connect with one another."

The mural is one of 150 pieces that were created across the country through the Canada Mosaic Mural Project.



A new place for play

Outdoor community rink opens in Spruce Grove

A new outdoor rink is providing year-round recreational opportunities for local residents.

Located at the TransAlta Tri Leisure Centre (TLC), the Myshak Outdoor Community Rink is a place to lace up your skates in the winter, or play basketball and pickleball in the summer.

Made possible through a partnership between the City and the TLC, the rink opened in late 2018 with an official ribbon cutting ceremony in January 2019.

"We knew we needed an outdoor rink on the west side of Spruce Grove, so the new facility's location really is one of the biggest wins of the project," says Paul Feser, Manager of Recreation Operations with the City. "With residents using the facility all year long,



we're excited to see it become a new gathering place for recreational activity in the community."

For more information about the Myshak Community Outdoor Rink, which is being managed by the TLC, visit www.trileisure.com/facilities.



Community and Culture – A Natural Fit for 40 Years

It wasn't your typical birthday party.

Last year marked the 40th anniversary of Spruce Grove's Heritage Grove Park Trail System, which was celebrated in conjunction with Alberta Culture Days.

To mark the occasion, a special anniversary event was held in and around Central Park from

Sept. 28-30, 2018, including nature walks, storytellers and poets, a writing workshop, and games and crafts.

The trail system, which stretches more than 40 kilometres through the community, connects many of Spruce Grove's neighbourhoods and is used year-round by residents for activities including walking, biking and running.



Where people choose to grow a business

A strong, diversified business centre





Invest Spruce Grove

City launches new Economic and Business Development website

Looking for up-to-date information on business activity and opportunities in Spruce Grove?

The recently redesigned Economic and Business Development website has all that and more.

Unveiled in November 2018, the site, which is available at www.investsprucegrove.ca, features a brand new look, targeted content and improved accessibility.

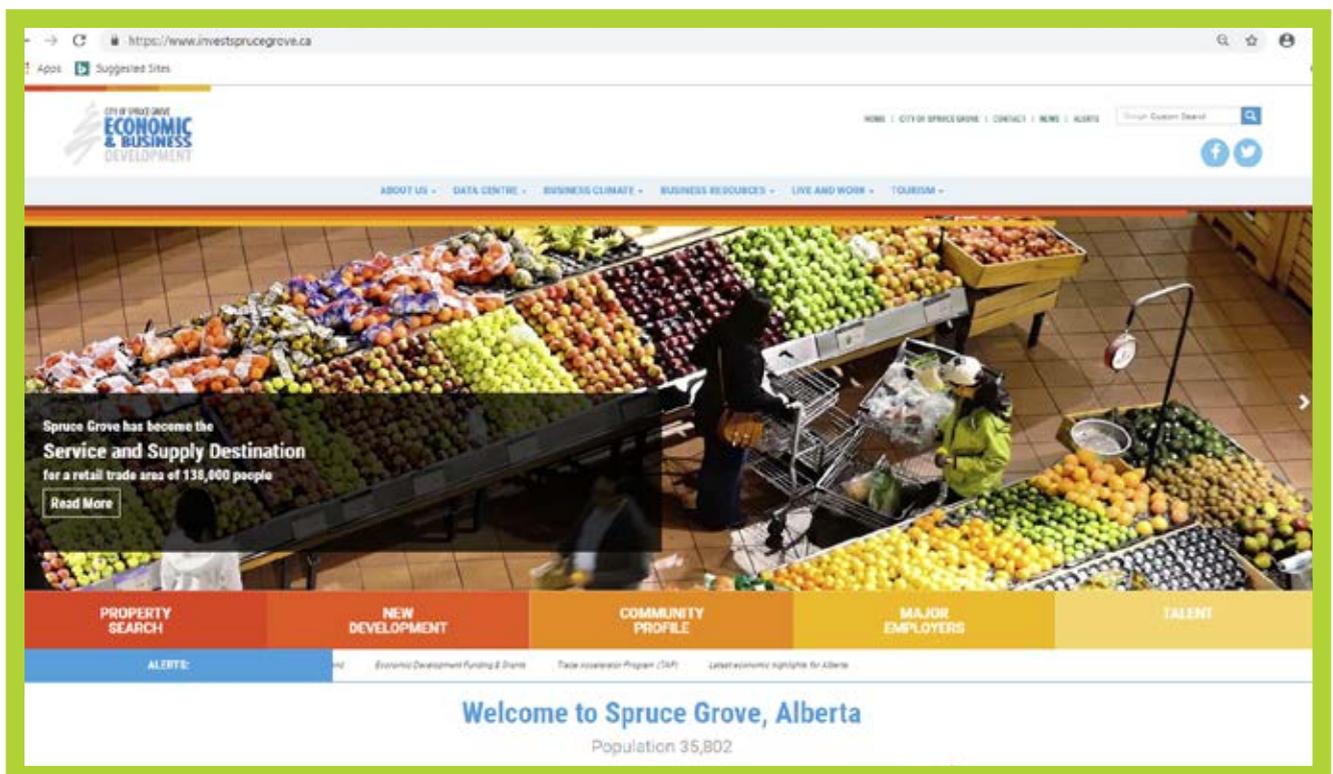
“Our goal was to provide an online tool where customers could access concise and relevant business-related information about Spruce Grove,” explains Karla Gould, Industrial Economic Development Specialist with the City.

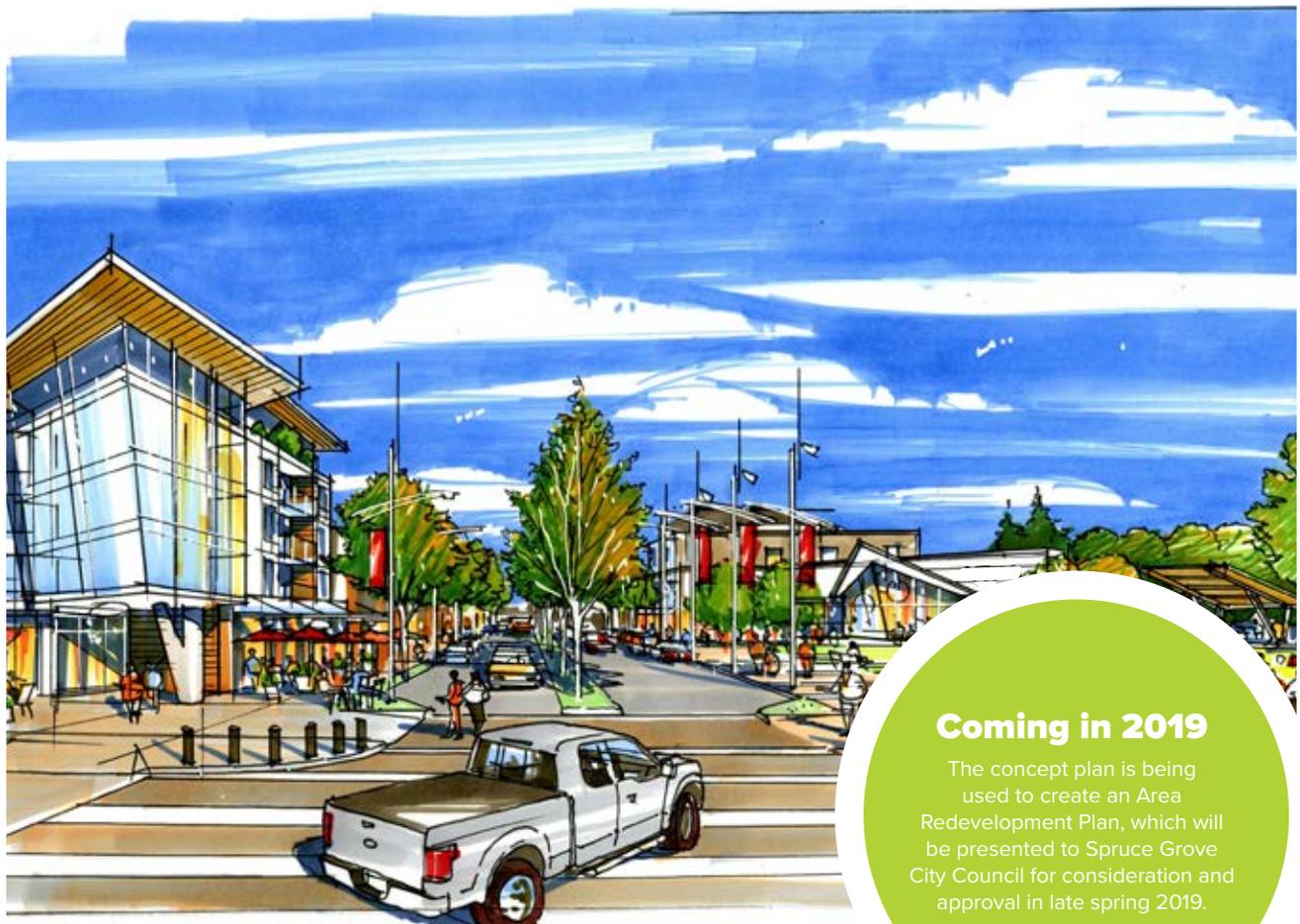
“It provides us with a platform to showcase Spruce Grove’s unique and diverse business assets so our potential customers can make informed investment decisions.”

Created as part of the City’s economic development strategy and action plan, the new website includes:

- A listing of commercial and industrial properties available in Spruce Grove;
- GIS planning tools that will allow for auto population of area demographics and community profile data;
- Information on Spruce Grove’s business environment and workforce;
- Access to City reports/strategies, funding programs and business development resources; and
- Updates on new building developments as well as other economic development related projects, activities and engagement opportunities.

investsprucegrove.ca





Coming in 2019

The concept plan is being used to create an Area Redevelopment Plan, which will be presented to Spruce Grove City Council for consideration and approval in late spring 2019.

A plan in-hand

Redevelopment concept plan guides City Centre revitalization

The City and local business owners took the next step towards City Centre revitalization last fall by writing a roadmap for redevelopment.

The City Centre Area Redevelopment Concept Plan, created through a partnership involving the City and the City Centre Business Association, was completed in October 2018 to help inform decision-makers and guide future investment in the area.

Focused on enhancing the City Centre from King Street to Calahoo Road and from First Avenue to King Street Mall, the concept plan addresses key infrastructure enhancements, design standards and redevelopment opportunities.

In addition to a major transformation to McLeod Avenue, a re-envisioned Columbus Park and creating five distinct

precincts within the City Centre, the concept plan outlines the following objectives:

- Rehabilitate aging infrastructure, including water lines, sidewalks, traffic controls and roadways;
- Enhance street front vibrancy;
- Amend the Land Use Bylaw to encourage redevelopment and revitalization;
- Increase residential densities in the city core by introducing new housing options; and
- Create a city core that better reflects the ambitions of a growing urban centre.

In recent years, revitalization in the City Centre has been the subject of several discussion papers and extensive public consultation. The concept plan and related background reports are available at www.sprucegrovecitycentre.org.



Commercial development in 2018



\$55.8 million

Total commercial, industrial and institutional building permit value

COMMERCIAL, INDUSTRIAL AND INSTITUTIONAL BUILDING PERMITS

8

COMMERCIAL BUILDINGS

5

INDUSTRIAL BUILDINGS

1

INSTITUTIONAL BUILDING

50

COMMERCIAL IMPROVEMENTS

12

INDUSTRIAL IMPROVEMENTS

4

INSTITUTIONAL IMPROVEMENTS

Total = 80

www.sprucegrove.org/permitactivity



DID YOU KNOW?

In 2018 we had a **record breaking \$31.4 million** in building permits for commercial and commercial improvements.

Signs of success

Thousands of people visited the City Centre in 2018 to take part in various community events, including:

- *Winter Fest*
- *Life and Leisure Expo*
- *Tri A Taste Spruce Grove*
- *Public markets and art walk*
- *Cruise Nights*
- *Amazing Race Spruce Grove*
- *Fall Fest*

For a list of 2019 events, visit www.sprucegrovecitycentre.org.



2018 Financial Summary





Financial Summary



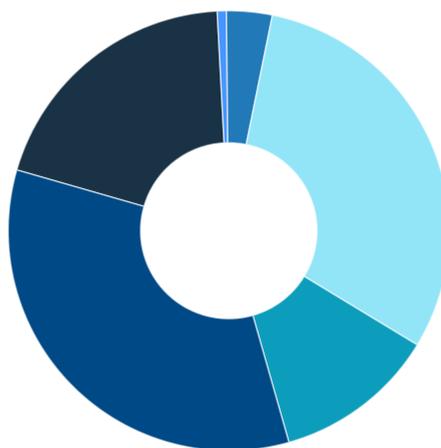
This financial summary is intended to assist with understanding the management of the City of Spruce Grove's resources. It provides an overview and highlights of the 2018 financial results for City operations, excluding the Spruce Grove Public Library and TransAlta Tri Leisure Centre.

The City's 2018 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 sales and user fees, fund the City's projects and services. The City's 2018 operations include \$89.8 million in expenses, as outlined in the chart.

2018 Expenses (\$ millions)

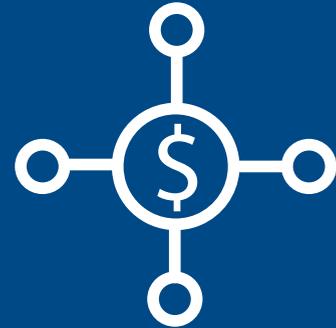


| | | | |
|-----------------------------------|---------|--------------------|---------|
| Council | \$0.6M | Corporate Office | \$3M |
| Community and Protective Services | \$27.4M | Corporate Services | \$10.7M |
| Planning and Infrastructure | \$30.4M | Utilities | \$17.7M |

City revenue sources

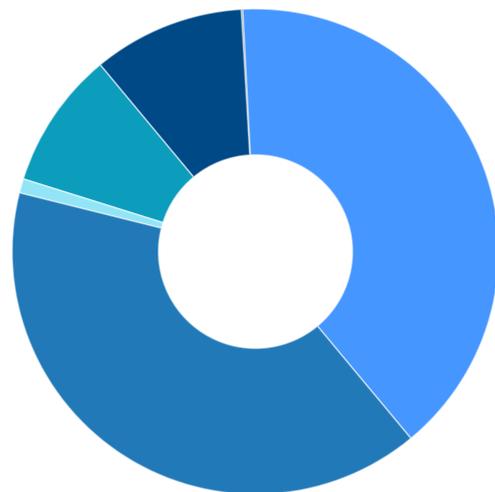
The City of Spruce Grove's revenue comes from a variety of sources:

- **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.



2018 Revenue (\$ millions)

| | |
|---------------------------------------|---------|
| ● Sales and user fees | \$37.9M |
| ● Property taxes | \$38M |
| ● Developer contributions and levies | \$0.9M |
| ● Government transfers | \$8.7M |
| ● Contributed tangible capital assets | \$9.6M |
| ● Other | \$0.1M* |



*Negative balance as it includes a loss on disposal of tangible capital assets.



Financial position

At the end of 2018, future revenues of \$28 million are required to pay for past transactions or events.

Surplus funds have accumulated over the history of the City to \$490 million. Virtually all surplus funds (\$479 million) have been used to buy or build roads, utilities, buildings and other tangible capital assets used to deliver municipal services.

Financial position (\$ millions)

| | 2018 | 2017 |
|----------------------------|------------|------------|
| FINANCIAL ASSETS | 57 | 57 |
| LIABILITIES | 85 | 66 |
| NET DEBT | -28 | -9 |
| NON-FINANCIAL ASSETS | 518 | 497 |
| ACCUMULATED SURPLUS | 490 | 485 |

Financial activities (\$ millions)

| | Budget 2018 | Actual 2018 | Actual 2017 |
|---------------------------------------|-------------|-------------|-------------|
| Revenue – operations | 85 | 79 | 80 |
| Expenses – operations | 92 | 90 | 81 |
| Annual deficit from operations | -7 | -11 | -1 |
| Revenue – capital | 30 | 16 | 30 |
| Annual surplus | 23 | 5 | 29 |
| Capital expenditures | 51 | 39 | 44 |
| Net debt | | | |
| Change | -13 | -18 | 0 |
| Opening | -9 | -9 | -9 |
| Closing | -22 | -27 | -9 |

Financial activities

The City's financial activities include revenue, expenses and capital expenditures. The result of 2018 operations is an annual surplus of \$5 million, and \$39 million was used to acquire tangible capital assets.

The budget establishes estimates of revenue, expenses and capital expenditures, and is an important part of the government accountability cycle. 2018 deficit was over budget at \$11 million, while capital expenditures were under budget.



City Hall

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

www.sprucegrove.org

