

# **THE CITY OF SPRUCE GROVE**

## **BYLAW C-1338-24**

### **THE SHAPE OF OUR COMMUNITY – MUNICIPAL DEVELOPMENT PLAN**

WHEREAS, pursuant to the *Municipal Government Act*, R.S.A. 2000, c M-26, as amended mandates a council of a municipality to adopt a municipal development plan.

AND WHEREAS, pursuant to the *Municipal Government Act*, R.S.A. 2000, c M-26, a council has the power to repeal enacted bylaws;

AND WHEREAS, pursuant to the *Municipal Government Act*, R.S.A. 2000, c M-26, repeal of a bylaw must be made in the same way as the original bylaw;

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

#### **1. BYLAW TITLE**

- 1.1 This bylaw is called the “The Shape of Our Community – Municipal Development Plan Bylaw”.

#### **2. MUNICIPAL DEVELOPMENT PLAN**

- 2.1 The document entitled “The Shape of Our Community - Municipal Development Plan” attached hereto as Schedule “A” to this bylaw, is hereby adopted as the Municipal Development Plan for the City of Spruce Grove.

#### **3. REPEAL OF BYLAW C-960-16**

- 3.1 C-960-16 - Municipal Development Plan and all associated amendments are hereby repealed.

#### **4. EFFECTIVE DATE**

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

First Reading Carried	24 June 2024
Public Hearing	9 September 2024
Second Reading Carried	9 September 2024
Third Reading Carried	9 September 2024
Date Signed	9 September 2024

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Mayor

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City Clerk






# THE SHAPE *of Our Community*

## Municipal Development Plan

 The City of  
SPRUCE GROVE

Bylaw C-1338-24





The City of Spruce Grove is honoured to acknowledge the land we work, play and make our homes on as Treaty 6 territory, and the Métis Nation of Alberta Region 4. This is sacred land that holds the hearts, footsteps and spirits of many First Nation, Métis and Inuit Peoples, and in particular, Paul First Nation, Enoch Cree Nation, Alexis Nakota Sioux Nation, Michel First Nation, Alexander First Nation and the Lac Ste. Anne Métis. We recognize and acknowledge Indigenous values, traditional teachings, ways of being, contributions, and historical inequities. The City is dedicated to Truth and Reconciliation to help in healing, and learning to build reciprocal and trusted relationships. We commit towards strengthening relations and building bridges with the Indigenous Nations whose traditional territories the City is located within.

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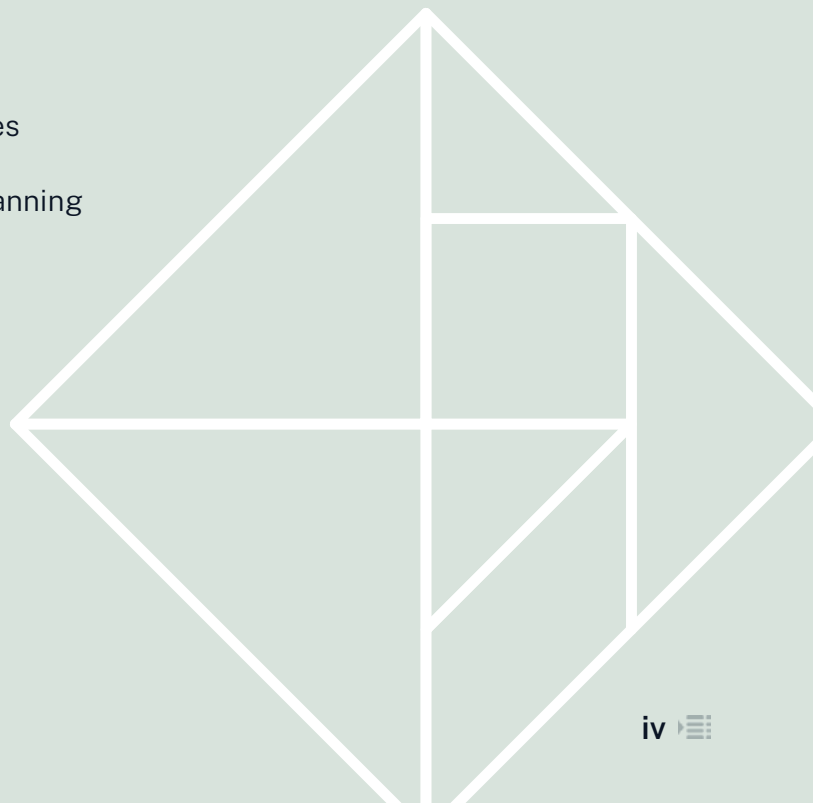
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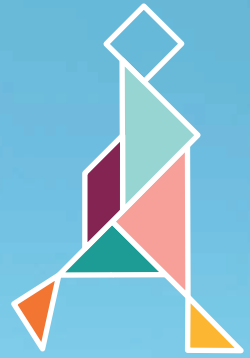
## Acknowledgements

The City acknowledges the time and contributions of the people who helped to create *The Shape of Our Community*:

- Community Panel Members
- Technical Advisory Committee Members
- Residents and Business Community Members
- Local Students
- Youth Advisory Council
- City Council
- City Administration
- Red Willow Planning
- G.T. Hofmann & Associates
- POPULUS Community Planning







# 1

## Introduction

### 1.1

### The Shape of Our Community: Spruce Grove's Municipal Development Plan

*The Shape of Our Community*, Spruce Grove's municipal development plan (MDP), reflects the community's shared commitment to foster **quality of life, respect for the environment, economic vitality, fiscal responsibility, and inclusive and welcoming spaces.**

*The Shape of Our Community* represents the culmination of extensive collaboration, research, and engagement with interested people, community groups, businesses, and residents. It is a crucial tool for guiding the growth and development of a municipality, including helping elected officials and administration make informed decisions and setting priorities.



1.2

## Municipal Development Plan Purpose

A municipal development plan supports efforts to grow and evolve in an appropriate manner to meet the needs and aspirations of its residents. It outlines the municipality's direction for **land use, infrastructure, transportation, and environmental conservation**, among other aspects.

Municipal development plans are used to strategically plan for economic development and infrastructure, create inclusive places and spaces for people, attract investment, support city initiatives, foster entrepreneurship, and enhance the municipality's socio-economic vitality.

One of the central elements of a municipal development plan is land use planning, which designates areas for various land uses such as residential, commercial, industrial, recreational, institutional, and transitional. This minimizes haphazard development, supports urban agricultural activities, and ensures that land is used efficiently to meet the community's needs.

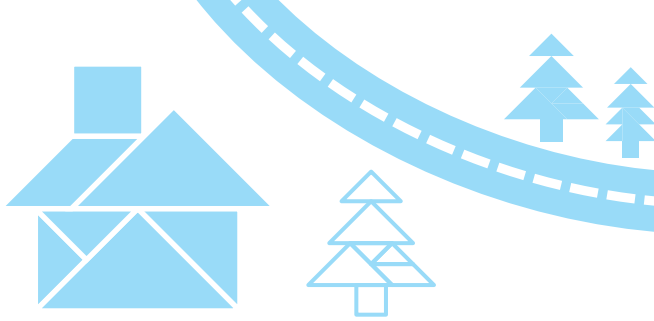
1.3

## Navigating the Municipal Development Plan

*The Shape of Our Community* is organized to first provide the reader with all essential background data and contextual discussion to help understand and interpret its policies. Should the intent of a policy be uncertain or the subject of dispute, Sections 1 through 3 and the Appendices contain sufficient context to help resolve any uncertainty.

In this municipal development plan the term “*City of Spruce Grove*” and “*the City*”, spelled with a capital ‘C’, mean the corporate entity of the City of Spruce Grove. The term “*the city*,” spelled with a lower case ‘c’, refers to the area of land within the municipal boundary of Spruce Grove, or the community of Spruce Grove in general, and not to the corporate entity.





The approach taken by the City to prepare this municipal development plan means that the flow of the document may not be the same as more traditional municipal development plans. The primary influence on the flow of this document is that the policies are organized around the community's values rather than around the typical categories of 'transportation', 'recreation and culture', et cetera. Further, community drivers help organize the policies found under each value. More discussion on the process used to develop this municipal development plan, as well as about community values and drivers, is found in **Sections 1.6, 3.1, 3.2 and 3.3**.

Another characteristic of this document's flow attributable to the project approach is how the future land use concept (**Map 6**) relates to policy organization. In a traditional municipal development plan the land use designations found on the land use concept would help categorize the policies. For example, the land use designations of 'residential' or 'commercial' from a land use concept map would traditionally form policy headings under which all related policies would be found. Since this document has organized its policies by community value instead, policies related to different land use designations are interspersed amongst the other policies under each value heading.

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## ► **Sections 1, 2 & 3:**

These sections contain background, context, and discussion to support the development of policies.

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## ► **Section 4:**

This section contains all of the Municipal Development Plan policies for easy reference.

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## ► **Section 5:**

This section describes the importance of policy implementation, putting policy direction into action, which is further articulated through a listing of future tasks assigned to various City departments, found in **Appendix D**.

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## ► **Section 6:**

This section contains a glossary of terms used in *The Shape of Our Community*.

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## ► **Appendices:**

The appendices contain additional detailed background and supporting information should readers want to take a deeper dive into what underlies the data supporting the policies.

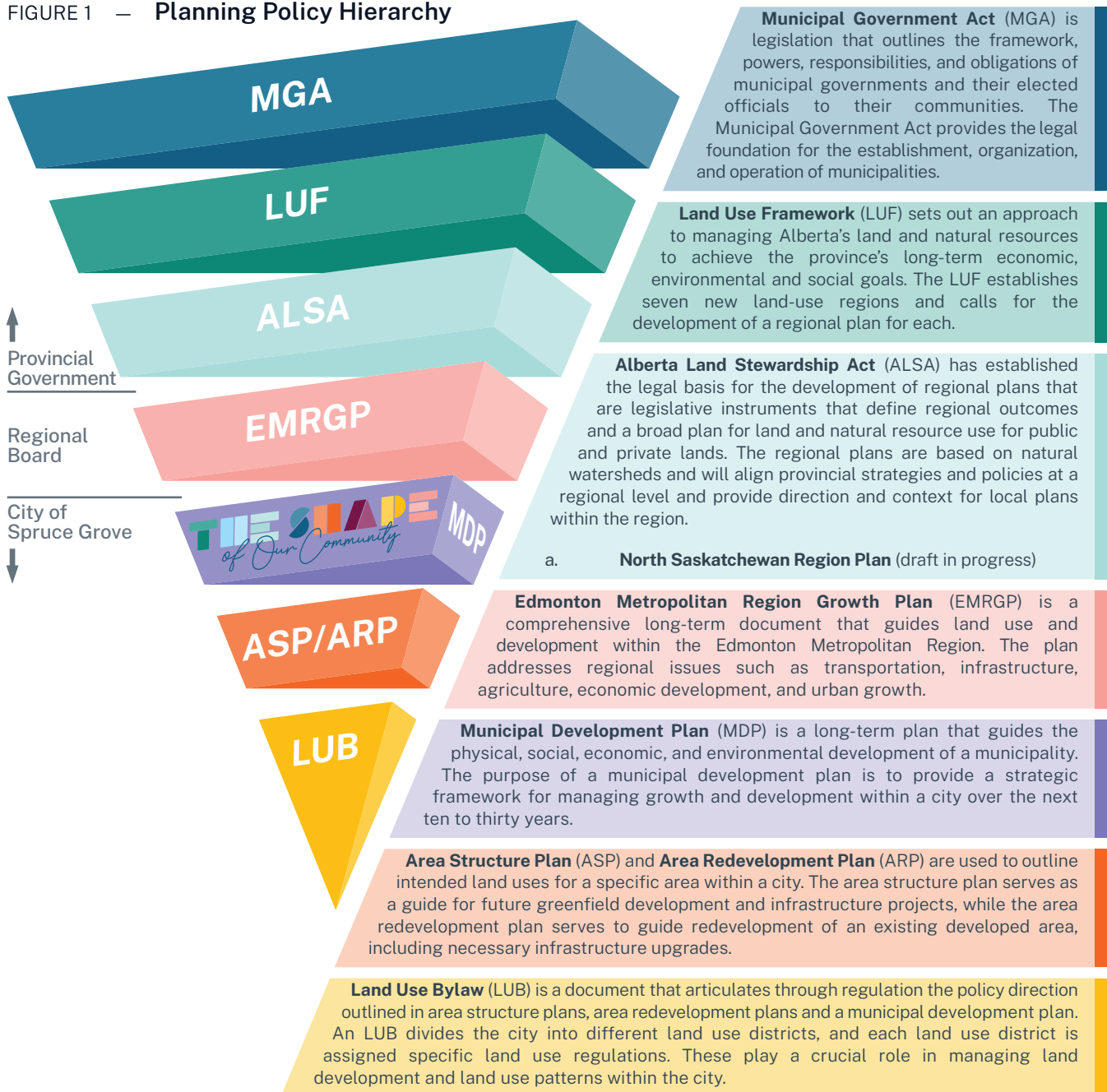
The appendices do not form part of *The Shape of Our Community* bylaw and are for information only. In other words, they are not part of the statutory document.

## 1.4 Legislative and Plan Context

### 1.4.1 Planning Policy Hierarchy

The planning policy hierarchy ensures that decisions about land use and development align with the broader goals and objectives set out by the Province of Alberta while also respecting the autonomy of municipalities to decide what is best for their communities. The hierarchy consists of several key components:

FIGURE 1 — Planning Policy Hierarchy



## 1.4.2 Relationship with City Plans and Policies

It is important that the City of Spruce Grove's corporate and departmental master plans, strategies, policies and bylaws align with the values and general direction of *The Shape of Our Community* (for a list and brief discussion of related plans, policies and strategies, see **Appendix A**).

The Municipal Development Plan Relationship Model provides a representation of *The Shape of Our Community*'s interconnection with the City's many other documents. Through these linkages, *The Shape of Our Community* can help foster shared awareness of these important City plans and policies, ensure continued attention is given to them, and that their spirit, intent and focus is considered during deliberations and when decisions are being made.

FIGURE 2 — Municipal Development Plan Relationship Model



## 1.5 Edmonton Metropolitan Region Board & Growth Plan

The Edmonton Metropolitan Region Board (EMRB) is a growth management board made up of 13 municipalities that works to promote long-term sustainability of the Edmonton Metropolitan Region by implementing a series of policy documents such as the Edmonton Metropolitan Region Growth Plan (EMRGP), Integrated Regional Transportation Master Plan, Edmonton Metropolitan Region Servicing Plan, and Regional Agriculture Master Plan.

It is important, and required by the *Municipal Government Act*, that this municipal development plan is consistent with the Edmonton Metropolitan Region Growth Plan.

Presented below are the main elements of the Edmonton Metropolitan Region Growth Plan relevant to *The Shape of Our Community*.

**01** Spruce Grove is within the Metropolitan Tier which is intended for growth that:

- a. strengthens established urban communities and major employment areas;
- b. maximizes the use of existing and future infrastructure through:
  - i. contiguous and compact development,
  - ii. a minimum residential density of 35 dwelling units per net residential hectare for greenfield development (unless within existing area structure plans enshrined via the Edmonton Metropolitan Region Growth Plan), and
  - iii. working to achieve aspirational residential intensification targets;
- c. complements and fosters an integrated, multi-modal transportation system which encourages transit and non-motorized mobility;
- d. contributes to the provision of market affordable and non-market housing and support services; and,
- e. supports agriculture through the development and enhancement of agricultural activities beneficial to the agricultural sector and by avoiding the conversion of good agricultural land to urban uses for as long as possible.

**02** *The Shape of Our Community* must be reviewed and receive approval from the Edmonton Metropolitan Region Board prior to the Council's final approval.

**03** The integrated Transportation Master Plan must be submitted to the Edmonton Metropolitan Region Board for review and comment prior to adoption.

**04** An Urban Agriculture Plan must be prepared and referred to the Edmonton Metropolitan Region Board for review and comment prior to adoption.

There is an opportunity for the City of Spruce Grove to take a leadership role in the region by representing emerging cities that have experienced significant growth over the last twenty years. Working together with regional partners, the City can influence senior government funding on municipal priorities important to Spruce Grove such as infrastructure and affordable housing.

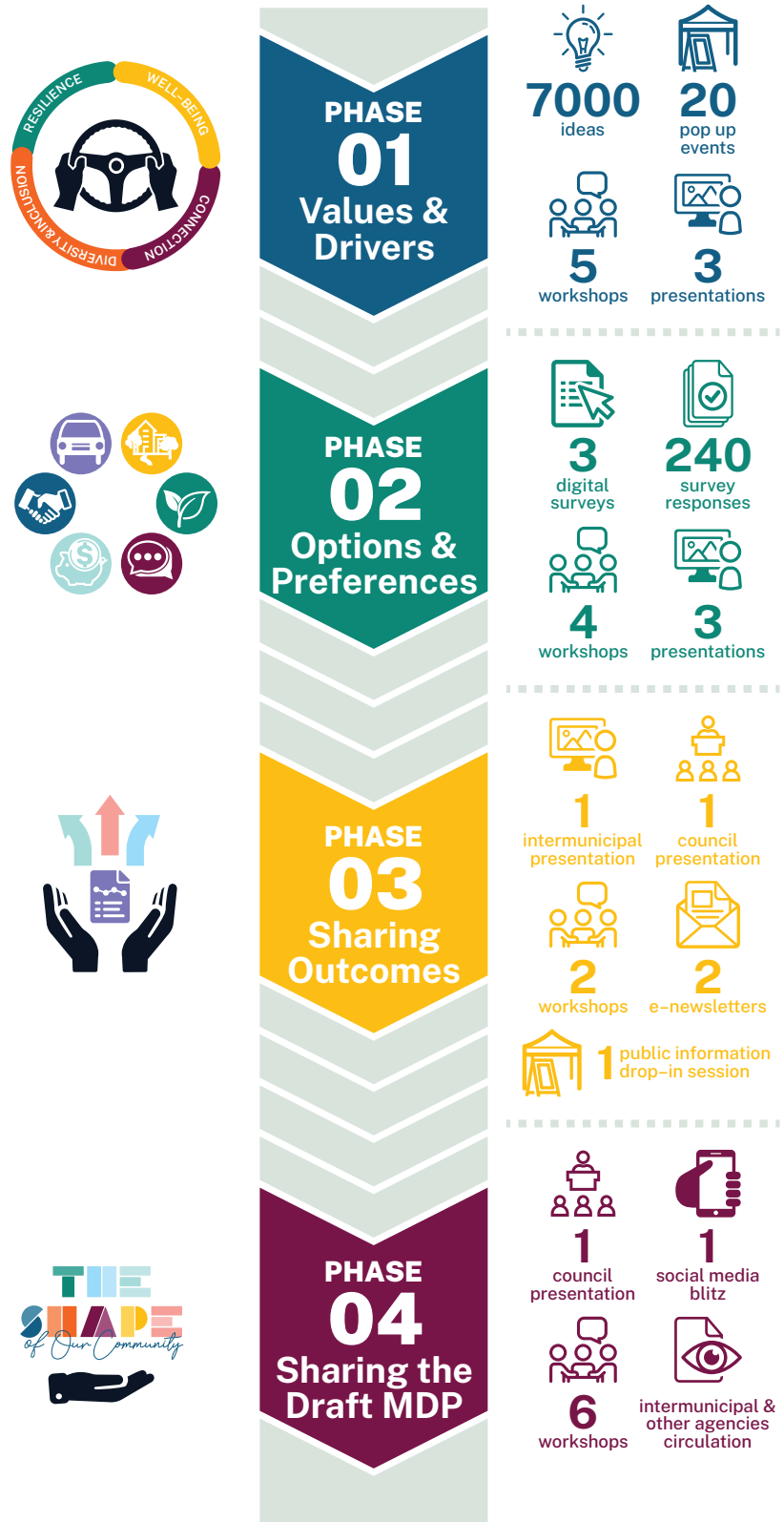


# 1.6 Developing The Shape of Our Community

To ensure broad community input and foster transparency, the development of *The Shape of Our Community* involved a robust public engagement process called Shaping Our Community. This municipal development plan is a result of efforts involving extensive engagement with residents, community organizations, the Community Panel, the Technical Advisory Committee, the Youth Advisory Committee, businesses, and other interested parties.

The input and insights gained have shaped the plan, ensuring it reflects the aspirations and needs of our diverse community. This section summarized the methods used to engage interested people and residents, the feedback received, and the ways in which public input has shaped the plan's priorities, policies, and strategies (detailed What We Heard Reports found in **Appendix B**).

FIGURE 3 — Engagement Process





# 2

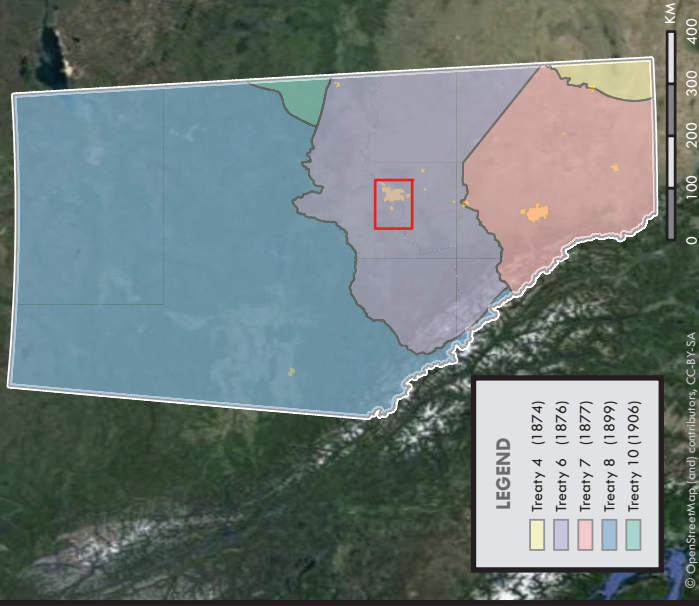
## Background Context



This section provides the results of the review and analyses of Spruce Grove's context with respect to its location, community profile, sub-regional relationships, existing land use, infrastructure and transportation network to provide the necessary background to inform the policies of this municipal development plan. A more detailed Municipal Development Plan Background Report is found in **Appendix C**.

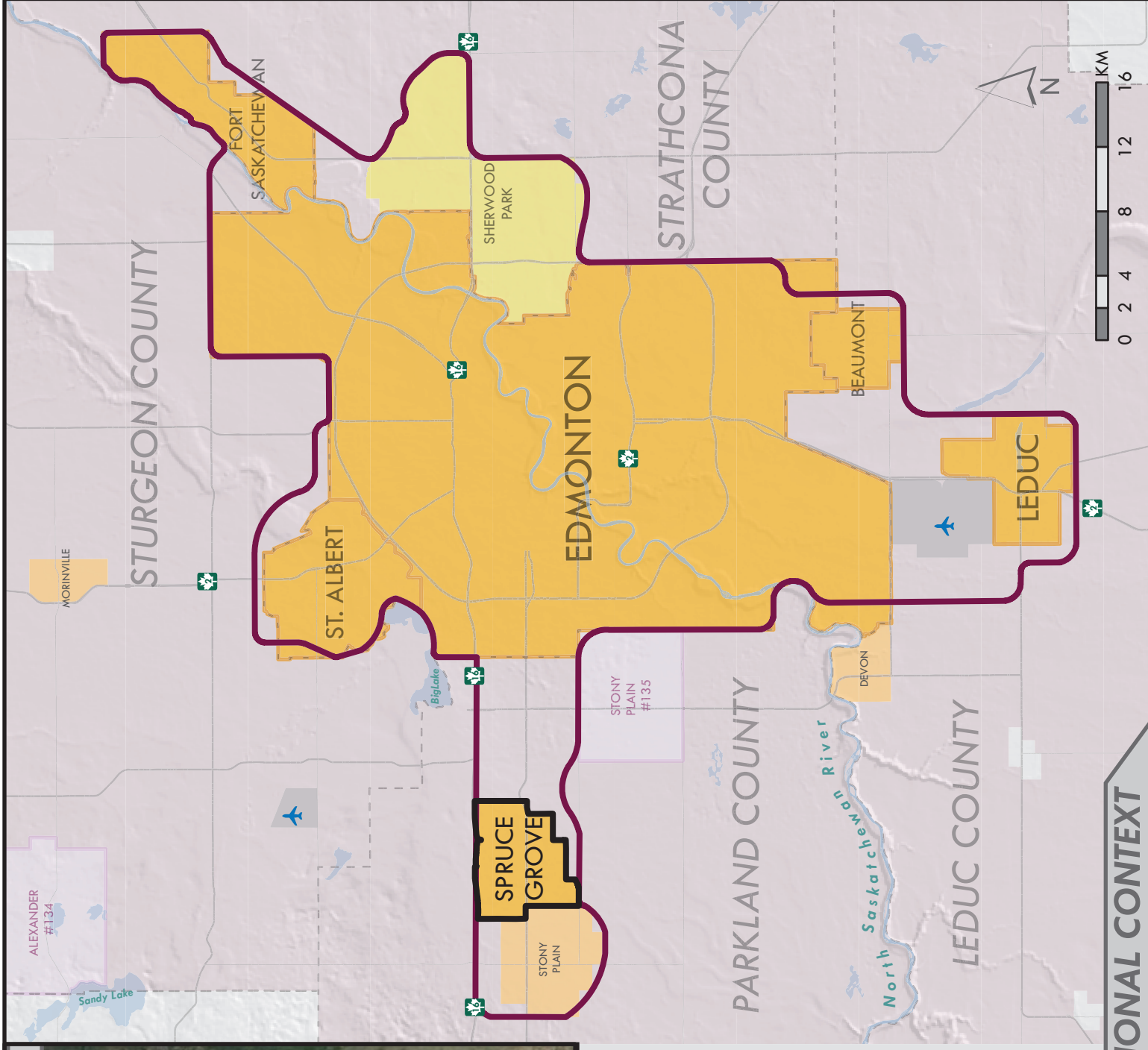


## TREATY AREAS



## REGIONAL CONTEXT MAP LEGEND

- Spruce Grove Boundary
- County Boundary
- Metropolitan Area
- Highway
- Secondary Road
- Waterbodies
- Cities
- Towns
- Urban Service Area
- First Nations / Metis Reserve
- EMRB Area and Members
- Regional Airport Land
- Airports



## MAP 1 - LOCATION & REGIONAL CONTEXT



## 2.1

## Location & Regional Context

Spruce Grove is located generally between Highways 16 and 628, approximately 30 minutes by vehicle west of downtown Edmonton, Alberta, Canada. It is surrounded on three sides by Parkland County, with the Town of Stony Plain along the western edge of Spruce Grove (see **Map 1** – Location & Regional Context).

Spruce Grove is strategically positioned within an integral part of the Edmonton Metropolitan region, contributing to the overall economic, social, and cultural vibrancy of the area. As a service centre for offering employment opportunities and amenities to the sub-region, it is an attractive location for residential, commercial and industrial investment.

## 2.2 Community Context

### 2.2.1 Population Growth

From a population of 16,500 in 2001 (Federal Census), Spruce Grove has grown by 22,500 people to its current population just under 39,000 (2023 Municipal Census). A growth study conducted in 2016 indicates Spruce Grove's population is likely to increase by 25,700 between 2023 and 2044 using a medium population growth scenario. Applying a medium-high growth scenario over that same period, the population of Spruce Grove is estimated to increase by 30,850. If the city's growth trends continue in line with these projections, Spruce Grove could reach a population of between 64,700 and 69,850 in just over 20 years.

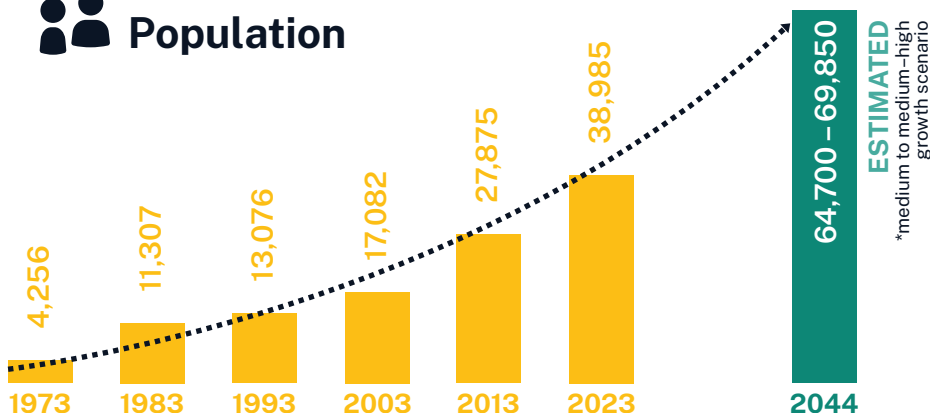




FIGURE 4 — Demographic Profile



## Population

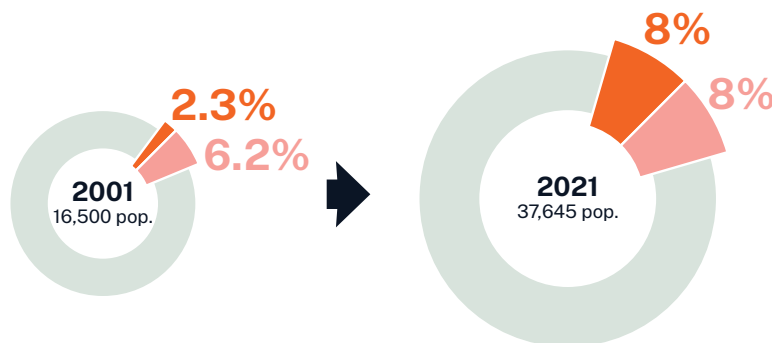


## Avg. Age



## Diversity

- Ethnic Community
- Immigration



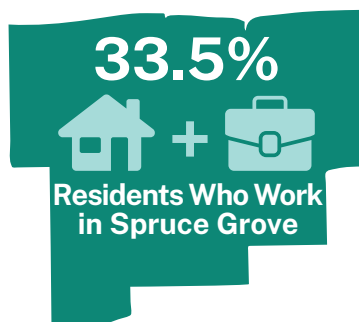
## Employment



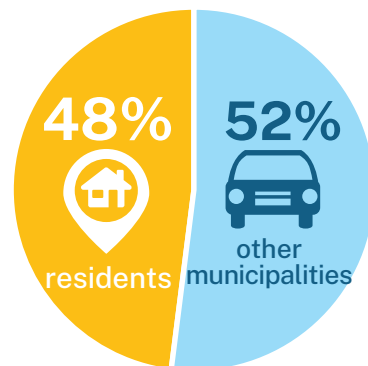
**57%**  
Full-Time  
Employed



**54%**  
Post-Secondary  
Education



## Jobs Held in Spruce Grove



## Economy



## 2.2.2 Demographic Profile

From 2018 to 2023, municipal census data has shown that the city's population is aging. Compared to 2018, the proportion of children under 10 years of age and adults between the ages of 25 and 39 was lower in 2023 with the age groups over 60 growing significantly. In addition, the average age in 2023 is now 39.2 (compared to 36.8 in 2021, Stats Canada) and the median age is 38 (compared to 36 in 2021–Stats Canada).

For the past two decades, ethnic diversity within Spruce Grove's population has increased significantly. The percentage of ethnic minorities in Spruce Grove in 2001 was only 2.3%. By 2021, with the population of the city more than doubling, the ethnic minority population increased to account for 8% of the total population.

## 2.2.3 Employment

According to the 2023 municipal census, approximately one third (6,000) of Spruce Grove's employed residents work in Spruce Grove with the other approximately two thirds (12,000) working outside of Spruce Grove, the vast majority commuting to Edmonton, Parkland County and Stony Plain. However, significant numbers of workers also come to Spruce Grove daily to work.

A labour market study conducted in 2016 showed 48% of jobs in Spruce Grove were held by residents of Spruce Grove with 52% held by workers living in other municipalities: an almost 50/50 split. The number of workers coming from other municipalities to work in Spruce was not surveyed in the 2023 municipal census; however, assuming the almost 50/50 split observed in 2016 has continued into 2023, approximately 6,000 workers commute to Spruce Grove daily to work.

### Industrial Park Employment Growth



**3,143**

**NEW JOBS BY  
2046**

**2016 — 2031**

**3.9%** growth rate

**1,580 NEW JOBS**

**2031 — 2046**

**2.5%** growth rate

**1,563 NEW JOBS**

Proximity to Edmonton affords Spruce Grove residents good access to employment, metropolitan-level amenities, specialist healthcare facilities, and economic opportunities. All of this contributes to making Spruce Grove an attractive place to live. Equally important, Spruce Grove is also a regional hub serving a trade area population of at least 140,000 people resulting in a \$2.1 billion retail economy (according to the 2016 Study). The city's trade area is forecasted to increase to 183,000 people by 2030.

Spruce Grove has a growing population of educated, skilled workers living in proximity to the city's and surrounding industrial areas. Employment growth in Spruce Grove's industrial parks, according to the 2022 Industrial Land Use Study, is expected over the 2016–2046 forecast period to add a total of 3,143 new jobs by 2046: 1,580 new jobs between 2016–2031 (3.9% growth rate) and 1,564 new jobs between 2031–2046 (2.5% growth rate).

## 2.3 Sub-Regional Context

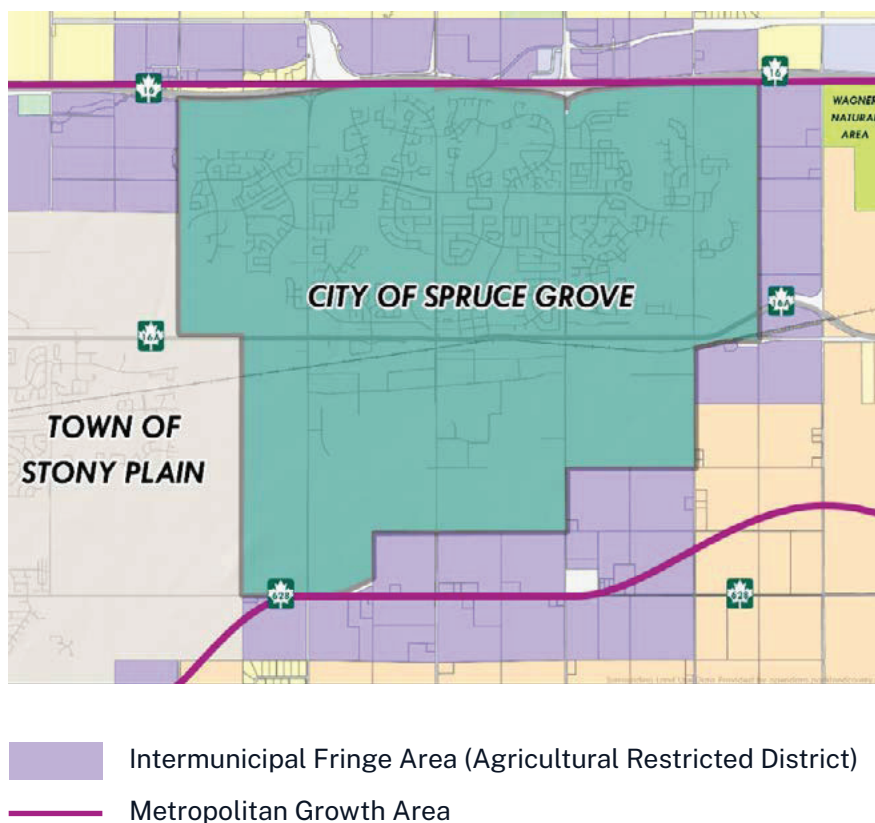
### 2.3.1 Tri-Municipal Region

The Tri-Municipal Region is made up of Stony Plain, Parkland County, and Spruce Grove. The three municipalities have a long history of collaboration and mutual support through initiatives like the TransAlta Tri-Leisure Centre and the preparation of the 2021 *Tri-Municipal Regional Plan*.

The *Tri-Municipal Regional Plan* estimates the Tri-Municipal region's population will grow from 87,494 in 2019 to 158,743 in 2059, and the population will be an older population with a higher proportion of people being over the age of 65. Spruce Grove's 2023 municipal census is already showing this trend. Spruce Grove is expected to maintain the highest total employment of the three municipalities which will total 58,488 jobs by 2059.

### 2.3.2 Intermunicipal Fringe Area

FIGURE 5 — Intermunicipal Fringe Area



There is an area of land within Parkland County surrounding the City of Spruce Grove that is of intermunicipal importance. The area varies in width from 0.8 km to 1.6 km and is designated Agricultural Restricted District in the Parkland County Land Use Bylaw – as shown in **Figure 5** – Intermunicipal Fringe Area.

The Agricultural Restricted District applied to these lands immediately adjacent to the city's boundary helps support Spruce Grove's existing and future growth by limiting subdivision and restricting development to compatible land uses. Some of this area, located north of Highway 16, is also outside the Edmonton Metropolitan Region Board Metropolitan Growth Area, meaning it is not subject to requirements for urban-style growth.

## 2.4 Land Use

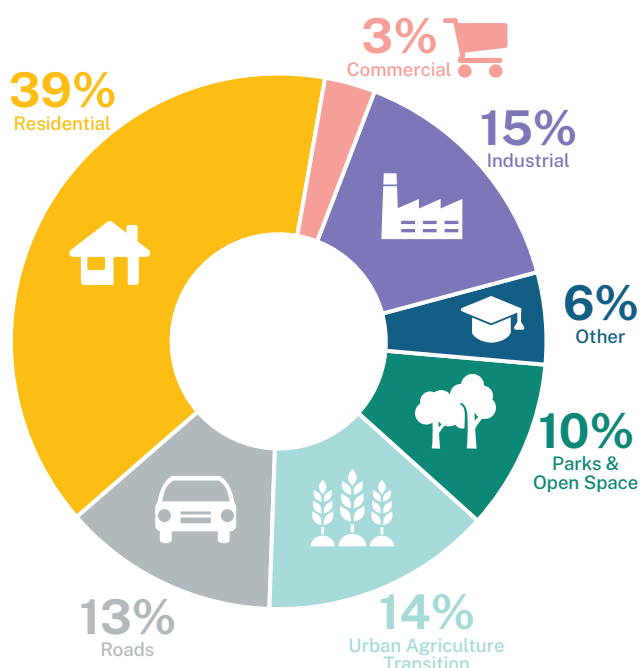
### 2.4.1 Land Base and Absorption

The City began in 1955 as a village comprising about 100 hectares and has grown, after a number of annexations, to approximately 3,745 hectares today. The current breakdown of land use designation area by land use is summarized in **Table 1** – Existing Land Use Designations and illustrated in **Map 2** – Existing Land Use.

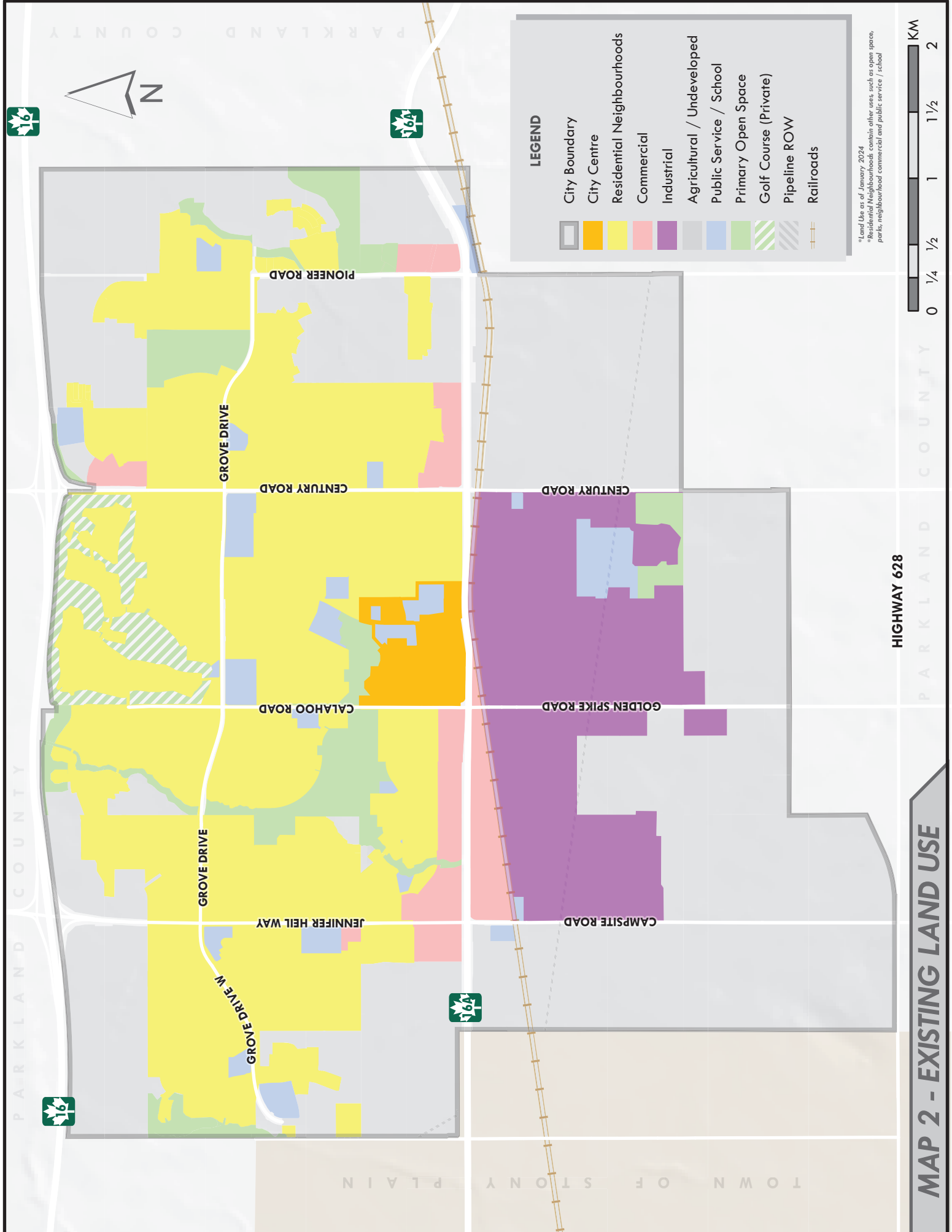
The 2016 Growth Study determined that approximately 64% of the land base within the city had been absorbed as of the end of 2014. It was also determined that an additional 22 quarter sections (approximately 1,425 ha) would be required to accommodate growth for the next 50 years based on the medium–high growth scenario outlined in the Study.

Through negotiations with Parkland County, the City agreed to a comparatively modest annexation of approximately eight quarter sections (514 ha), which was approved by the Government of Alberta in 2021. With development of unabsorbed land expected to continue, the 2016 Growth Study’s intention was that additional annexations could be considered in the future as required.

TABLE 1 – Existing Land Use Designations



	Area	Percent
<b>Residential</b>	727 ha	19.4%
Residential Urban Reserve	736 ha	19.7%
<b>Commercial</b>	115 ha	3.1%
<b>Industrial</b>	305 ha	8.1%
Industrial Urban Reserve	259 ha	6.9%
<b>Other:</b>		
Institutional	128 ha	3.4%
Sports and Entertainment	11 ha	0.3%
Direct Control	15 ha	0.4%
Other Jurisdiction	55 ha	1.5%
<b>Parks and Open Space</b>	388 ha	10.4%
Urban Agriculture Transition	514 ha	13.7%
<b>Roads</b>	492 ha	13.1%
<b>TOTAL</b>	<b>3,745 ha</b>	<b>100%</b>



## 2.4.2 Vacant Lots



**800**

Residential  
Vacant Lots

Housing for  
**±2050**  
People



**16**

Commercial  
Vacant Lots



**26**

Industrial  
Vacant Lots

A recent review of vacant lots showed there were approximately 800 vacant residential lots within the city. Based on Spruce Grove's 2023 household size of 2.57, these 800 lots could provide housing for approximately 2,050 people. Considering averaged annual population growth over the past several years, and factoring existing housing for sale in the market, it can be reasonably assumed this supply of vacant residential lots represents at least a two-year supply.

The same review also identified there were only 16 vacant commercial and 26 vacant industrial lots. The low supply and variety of commercial and industrial lots could possibly inhibit economic investment by entrepreneurs and companies wishing to operate businesses in Spruce Grove.

## 2.4.3 Residential

Historically, Spruce Grove consisted mainly of single-detached dwellings on relatively large lots with comparatively few duplexes, townhomes and walk-up apartments. According to Statistics Canada (data published in 2021), diversity in the mix of housing types has increased. Although single-detached dwellings (including movable dwellings) are still the most common form, representing two thirds of the housing stock, ground-oriented attached housing, at 19%, and apartment housing, at 15%, now make up the remaining one third of Spruce Grove's housing stock. The 2023 municipal census shows a similar breakdown for dwelling types.

Lot sizes for single-family dwellings have been decreasing over time due to development costs and market factors, especially affordability. In addition, regional-level policy has been in place now for almost 15 years aimed at municipalities increasing residential density, diversifying housing types, and growing more compactly to better economize infrastructure investment and maintenance. While Spruce Grove has seen more density, housing diversity and compact development as compared to decades ago, lower density housing forms (i.e., combining detached and ground-oriented attached housing) still comprise 85% of the housing stock, with higher density housing (i.e., apartments) sitting at 15%.



**66%**

Single-Detached  
Dwellings



**19%**

Ground-Oriented  
Attached Housing

**15%**

Apartment  
Housing





## 2.4.4 Residential Density and Land Supply for Population Growth

The Edmonton Metropolitan Region Growth Plan identifies residential density targets higher than the residential densities specified in the area structure plans in Spruce Grove, all of which were in effect prior to the Edmonton Metropolitan Region Growth Plan being adopted in 2017, and many of which were adopted prior to the original Capital Region Board (the precursor of the Edmonton Metropolitan Region Board) formed in 2008. However, the Edmonton Metropolitan Region Growth Plan allows for such area structure plans to be “enshrined”, meaning that densities set in these area structure plans remain in effect, despite the higher density targets for Spruce Grove in the Edmonton Metropolitan Region Growth Plan.

Thus, developers have been granted the rights to subdivide and develop their lands according to these pre-existing, enshrined area structure plans, and while amending them in agreement with the affected landowners/developers is possible, the City is not in a position to arbitrarily amend them to increase plan densities. It may be that inflationary conditions affecting labour, servicing, financing and other costs associated with land development and housing construction lead to the affected landowners/developers and the City mutually agreeing to re-examine the densities in these area structure plans, or at least parts of them.

Essentially then, most of the land currently designated for future residential development in Spruce Grove is contained within pre-existing area structure plans. As a result, the density for these emerging neighbourhoods is relatively low compared to the Edmonton Metropolitan Region Growth Plan’s targets. There will be an opportunity for the residential areas within the annexed lands to meet or exceed the Edmonton Metropolitan Region Growth Plan’s density targets once new area structure plans have been approved by Council and the Edmonton Metropolitan Region Board.

The residential area structure plans within the city can accommodate an estimated 27,000 additional residents. **Figure 6** – Estimated Additional Population by Area Structure Plan provides a reasonable indication of how much additional population can be accommodated within the area structure plans considered enshrined via the EMRGP.

The current area structure plans should accommodate the medium growth scenario of an additional 25,700 people by 2044; but, if the city were to experience the medium-high growth scenario of an additional 30,850 people by 2044, most of the additional population would need to be accommodated within the annexed lands.



FIGURE 6 — Estimated Additional Population by Area Structure Plan

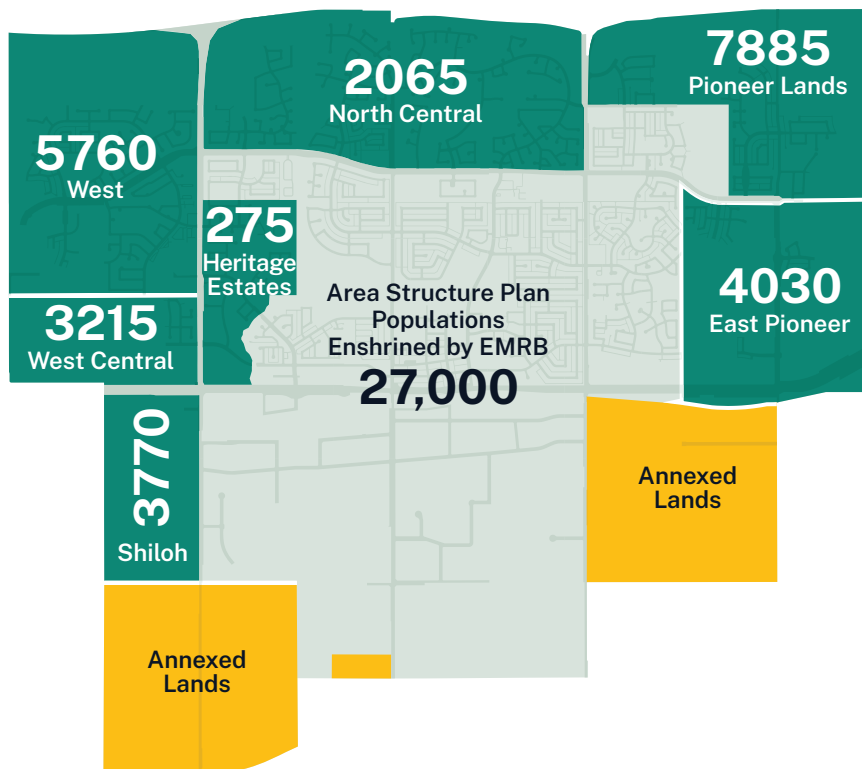
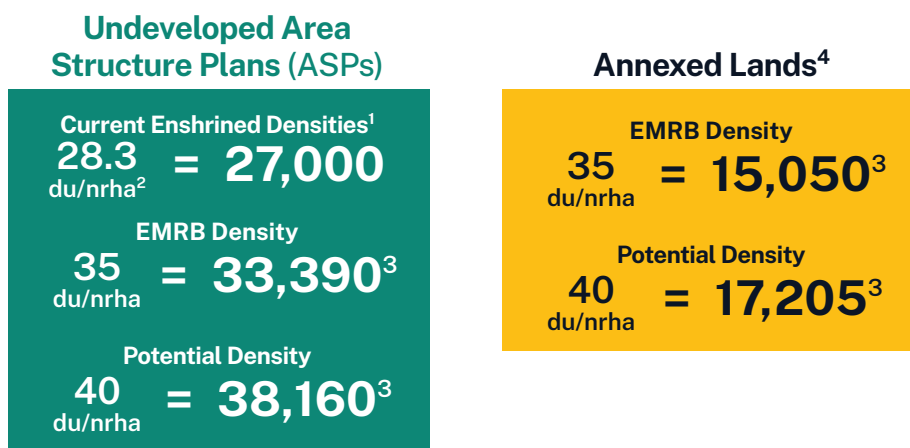


FIGURE 7 — Estimated New Population at Different Densities



<sup>1</sup>From **Figure 6**, which applied the net residential density of 28.3 du/ha from the 2016 Growth Study to the remaining/undeveloped lands in the EMRB enshrined ASPs

<sup>2</sup>Dwelling units per net residential hectare (du/nrha)

<sup>3</sup>Assuming 2.57 persons per household based on 2023 Census Demographic Report

<sup>4</sup>Annexed lands from 2021, no area structure plans in place



From **Figure 7**, the following observations can be made about potential future population:

#### Existing approved ASPs:

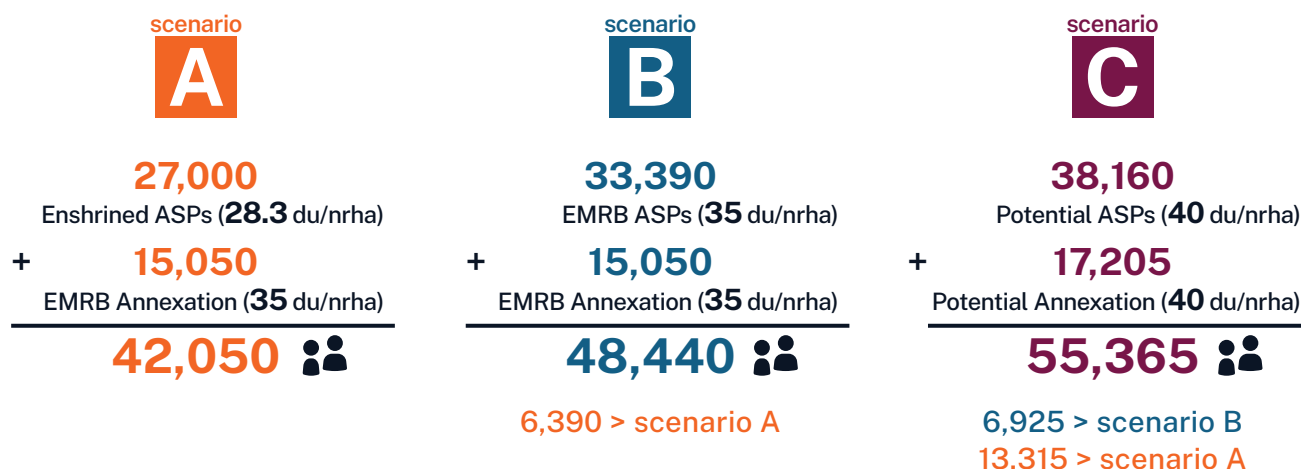
- ▶ Under the densities currently specified in the approved area structure plans enshrined by the EMRGP, the estimated maximum additional population that can be accommodated at full build out is 27,000.
- ▶ If the EMRGP density specified for new area structure plans (35 du/nrha) were to be applied to the undeveloped lands within existing area structure plans, the maximum additional population that could be accommodated at full build out would be 33,390.
- ▶ If higher than EMRGP density (40 du/nrha) were to be applied to the undeveloped lands within existing area structure plans, the maximum additional population that could be accommodated at full build out would be 38,160.

#### Annexed Lands

- ▶ If the annexed lands identified for residential development develop at the EMRGP density for new area structure plans (35 du/nrha), they will accommodate an additional 15,050 people.
- ▶ If the annexed lands identified for residential development develop at higher than EMRGP density (40 du/nrha), the lands will accommodate an additional 17,205 people.

Combining the different densities for the ASP areas and annexed lands from **Figure 7** results in the following three population scenarios:

FIGURE 8 — Estimated total new population at different densities



It is informative to link the above Scenario information with the population growth estimates provided in the 2016 Growth Study.

Scenario A, assuming it to be the default scenario, will meet Spruce Grove's medium projected 2044 population growth of 25,700 as well as the medium-high projected 2044 population growth of 30,850. Although these projected medium and medium-high population growth figures can be accommodated under the assumed default Scenario A, 2023–2044 represents only a 22-year growth period. Most recently, Spruce Grove's population doubled in 16 years.

Using the medium population growth figure from the 2016 Growth Study, there is room for additional population growth of 16,350 post-2044 within the city's current boundaries, which represents an additional 13-year supply to full build-out, approximately 35 years from now. Using the medium-high population growth figure from the 2016 Growth Study, additional growth post-2044 is 11,200 within current boundaries, which represents an additional 7-year supply to full build out, approximately 29 years from now.

## 2.4.5 Commercial

Commercial districts in Spruce Grove include the redeveloping City Centre commercial area, the highway-oriented big box commercial areas, and smaller neighbourhood retail and service areas dispersed throughout the city. Currently, there is no land districted as mixed-use within Spruce Grove, which would provide street-oriented commercial development incorporated with residential above.

According to the 2016 Growth Study, excluding these undeveloped lands, the City's commercial land supply will be depleted by 2027 under the Medium-High Scenario. After the annexation, the 2019 Growth Study Addendum stated that the City's overall 30-year supply (31.5 ha) of commercial land would still be short by 11.5 ha. This shortage could be addressed through the replacing some residential and industrial lands with commercial lands through future Area Structure Plans for the unplanned annexed lands, but this trade-off may also impact the adequate supply of industrial lands.



## 2.4.6 Industrial

A range of industrial land uses exist within the business parks, but the five main industries include construction, transportation and warehousing, other services except for public administration, manufacturing, and real estate and rental leasing.

According to the 2022 Industrial Profile Analysis Report, there are 245 businesses located and roughly 2,300 employees working within the city's industrial areas. The average floor area ratio (FAR) is 0.08, which is relatively low. The current density of Spruce Grove's industrial parks is 7.9 employees per hectare and the industrial vacancy rate was estimated to be quite low at approximately 3.1%.

The 2021 annexation provided the city with an additional 514 ha of land south and southwest of Spruce Grove's prior corporate limits. Within these areas, 89% or 458.2 ha of the eight quarter sections were deemed to be developable. According to the City's annexation proposal, Spruce Grove would have within the newly annexed lands approximately a 31-year supply of industrial land, based on current development patterns.

According to the 2020 Industrial Land Study, the city will have a gross demand of 320 ha of industrial employment lands over the next 30 years. The existing serviced vacant industrial lots can accommodate short-term demand but cannot accommodate the medium-or long-term demand. The available lands designated in the East Campsite and South Century Area Structure Plans provide an additional 219 ha of land, but full build-out can be expected by 2033, with a deficit of 100 gross hectares in 2046. The southwest and southeast annexation areas include approximately 147 gross hectares of new land designated for future industrial use. These annexation areas can accommodate the long-term demand with a surplus of 47 ha in 2046.



### Industrial Profile



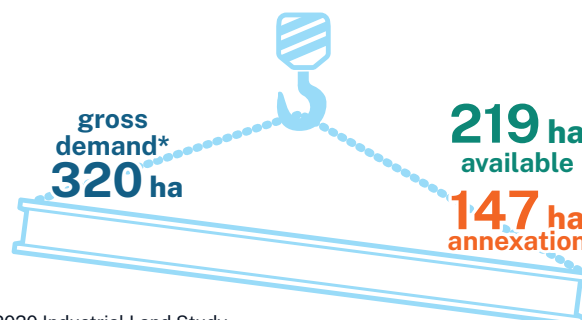
**245**  
businesses



**2,300**  
employees



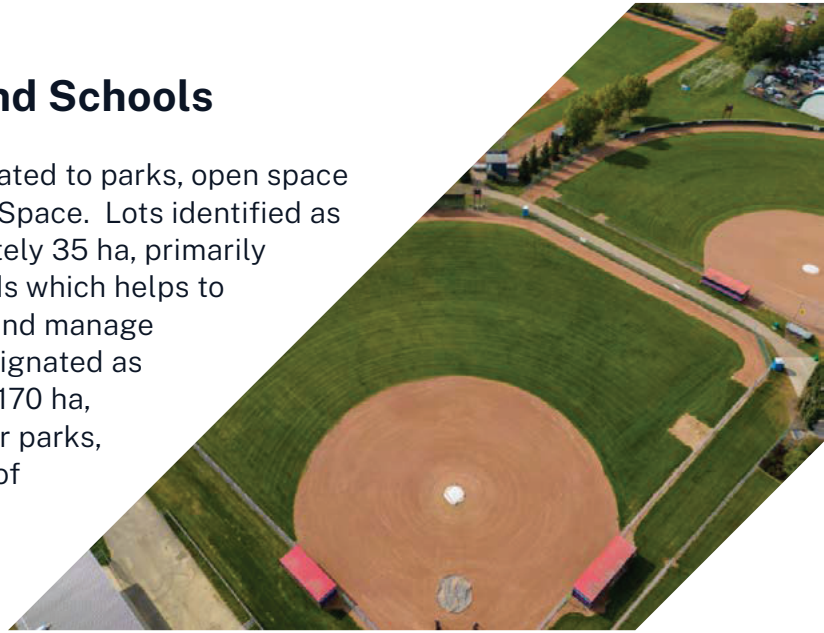
**7.9**  
employees  
per hectare



\* 2020 Industrial Land Study

## 2.4.7 Parks, Open Space and Schools

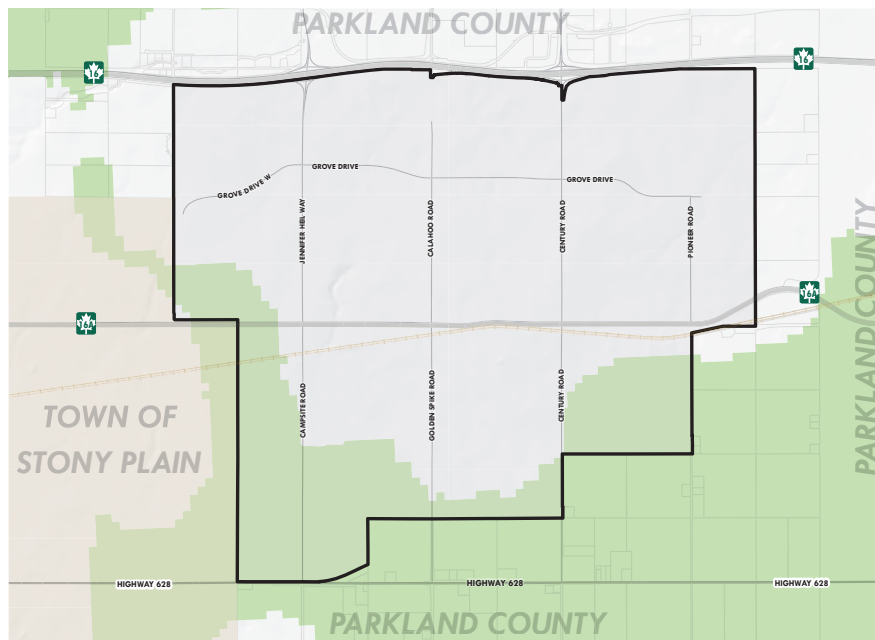
Spruce Grove has an inventory of 236 lots dedicated to parks, open space and schools, see **Map 3** – Existing Parks & Open Space. Lots identified as environmental reserve (ER), totalling approximately 35 ha, primarily serve to protect environmentally significant lands which helps to maintain the city’s environmental eco-systems and manage weather-related risks such as flooding. Lots designated as municipal reserve (MR), totalling approximately 170 ha, make up the bulk of these lands and are used for parks, trails, playgrounds, some schools, and a variety of active and passive recreation activities. School reserve (SR) lots, totalling approximately 18 ha, contain schools and their associated improvements.



The trail system in the established neighbourhoods is a much-appreciated amenity that is commonly noted by Spruce Grove residents. The successful establishment of Jubilee Park as a hub for community celebrations has allowed citizens to gather and enjoy events or use the splash park. Columbus Park, Henry Singer Ball Park, Central Park, Corporal Jim Galloway Memorial off-leash dog park and the skate park are popular and well used.

## 2.4.8 Urban Agriculture Transition

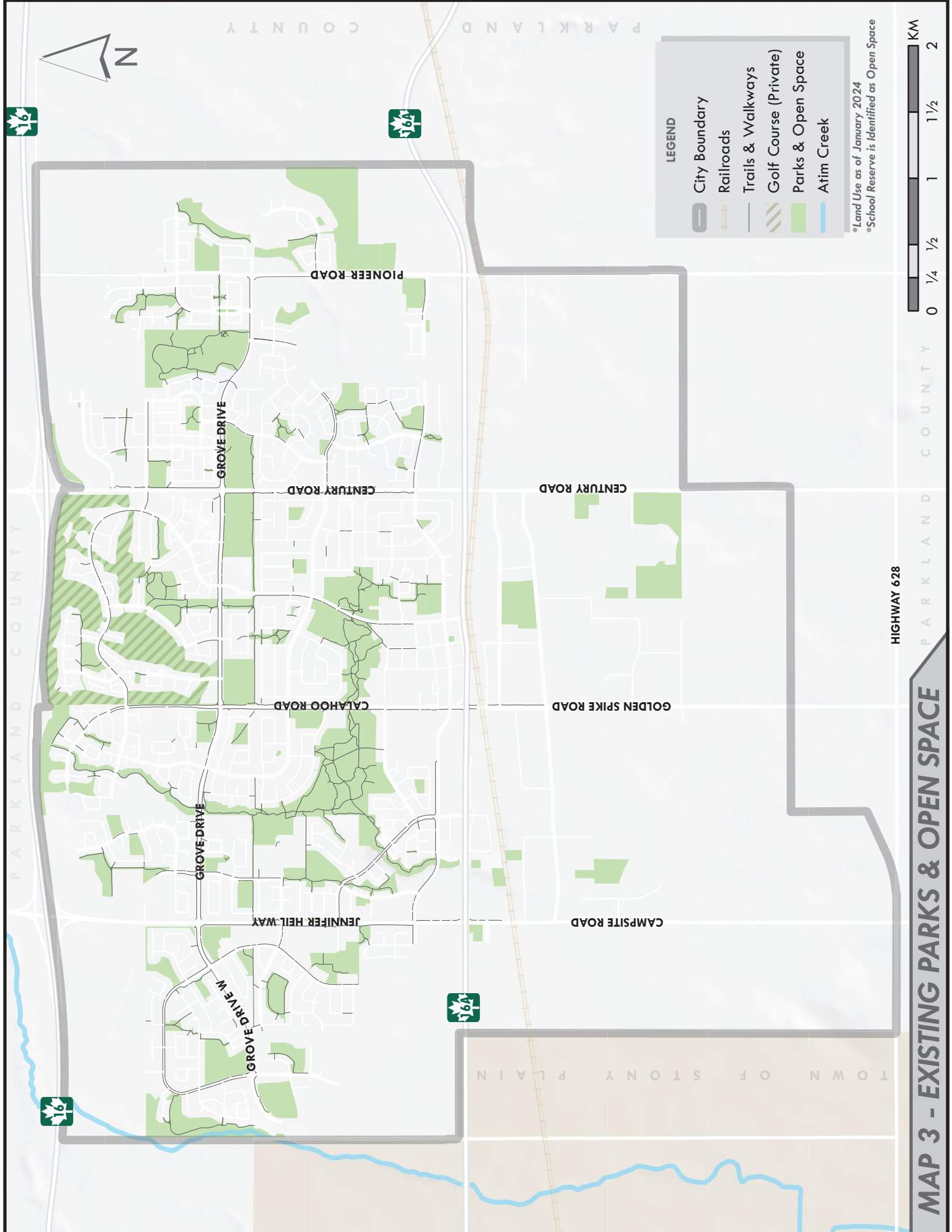
FIGURE 9 — Prime Agricultural Land



Spruce Grove’s land base includes some prime agricultural lands recently annexed from Parkland County, see **Figure 9** – Prime Agricultural Land. These lands may continue to be used for agricultural pursuits at the will of the landowners until urban development is planned and ready to be implemented. As discussed further in **Section 3.4.1.4**, urban agriculture in Spruce Grove can contribute to economic diversity, food security and affordability.

Prime Agricultural Land





**LEGEND**

- City Boundary
- Railroads
- Trails & Walkways
- Golf Course (Private)
- Parks & Open Space
- Atim Creek

\*Land Use as of January 2024  
\*School Reserve is Identified as Open Space



**MAP 3 - EXISTING PARKS & OPEN SPACE**

HIGHWAY 628

## 2.5 Water and Wastewater Infrastructure

The Capital Region Parkland Water Services Commission (CRPWSC) provides water services to the residents in Spruce Grove. The treated water, which comes from Edmonton's water treatment plants, operated by EPCOR and managed by the Capital Region Parkland Water Services Commission, fills the City's owned and operated reservoirs and is then put through the City's distribution system to residents and businesses.

Spruce Grove has a vested interest in what the City of Edmonton and EPCOR are doing to safeguard the region's future potable water supply. Being actively engaged at the regional level is just one way the City is in a position to proactively help protect the community against the impact of climate change on the potable water supply. Maintaining natural wetland complexes, groundwater recharge areas such as the Wagner Natural Area, and maintaining/increasing other permeable surfaces will also help mitigate the impacts of climate change on the potable water supply.

As the City replaces aging water distribution lines, the replacement pipe will be sized to meet the increased densification of existing areas and the growth in newly developing areas. Developing the city further into the annexed lands require the creation of additional pressure zones. This can be achieved within the current distribution system and the addition of several pressure valves. An additional consideration for the city as it grows is the requirement to add to the City's water reservoirs to ensure there is adequate water supply for the distribution system and for fire flow in the event of an emergency.

ARROW Utilities provides wastewater treatment for the City's sanitary system. The City's owned and operated collection system collects the sanitary sewage from the residents and businesses, and then connects to the ARROW Utilities transmission lines to take the waste away to be treated. ARROW Utilities takes the sanitary waste from Spruce Grove, as well as other municipalities in the west, north and east sections of the region, to a treatment facility north of Sherwood Park.

As water consumption drops due to water use education and low flow plumbing advancements, there is less pressure on the City's sanitary collection system. Even with these water saving measures, several areas still require upgrading due to recent climate change projections, which are being planned for as part of end-of-life asset replacement. The expansion into the annexed areas does not require any future upgrades to the existing sanitary systems as they have been designed to handle future growth.



## 2.6 Transportation and Mobility

The city's transportation network is defined fundamentally by an interprovincial rail line and several major highways (see **Map 4** – Transportation Network). The Canadian National (CN) mainline bisects the community creating a north-south division with four controlled crossings inside the municipal boundary. Spruce Grove is connected via two grade-separated interchanges with Highway 16. This major interprovincial highway also forms the City's northern boundary. Highway 16A, which also bisects the city east-west, is the city's largest arterial roadway and commercial corridor.

The city is well served by a system of four-lane, divided arterial roads on a one-mile grid with collector roads connecting to neighbourhoods and subdivisions. The local road network consists of a grid system in the oldest neighbourhoods and a combination of a curvilinear and modified grid network in more recently developed newer neighbourhoods.

Spruce Grove's trail system is well maintained and well used. It has been observed, however, that improved continuity and connectivity within and between neighbourhoods, and to key destinations such as City Centre, schools, shops and day care facilities, could improve system use. This improvement would also facilitate an extended active transportation network supporting increased physical activity opportunities for residents.

Spruce Grove Transit provides commuter transit service between Spruce Grove and Edmonton, as well as on-demand local transit within Spruce Grove, Stony Plain, Parkland Village and Acheson. Spruce Grove and Stony Plain formed Accessible Transportation Service in 2020 offering door-to-door transportation to seniors (65+) and persons (16+) with mobility or cognitive disabilities for medical appointments, shopping trips, accessing entertainment, etc.



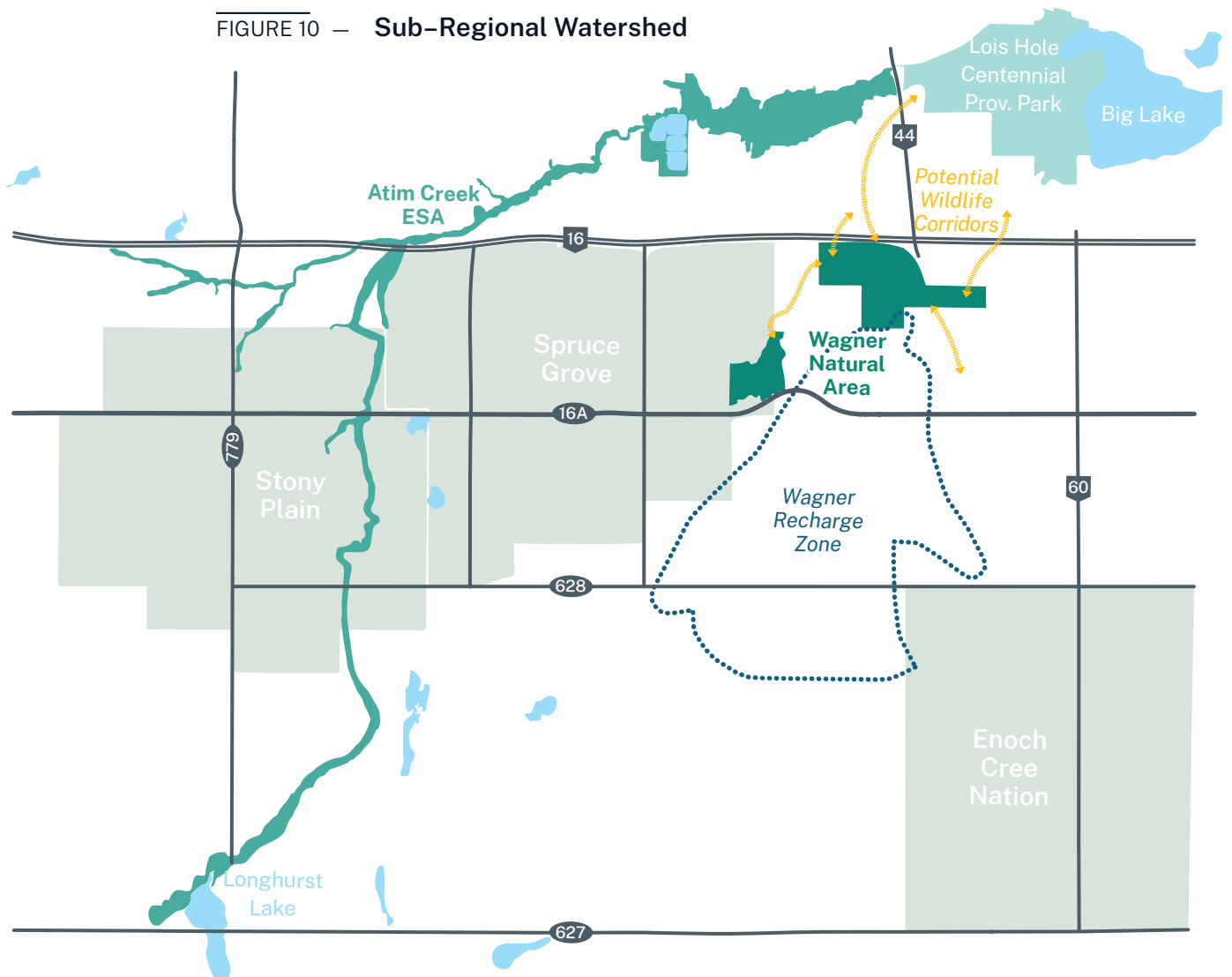




## 2.7 Natural Assets

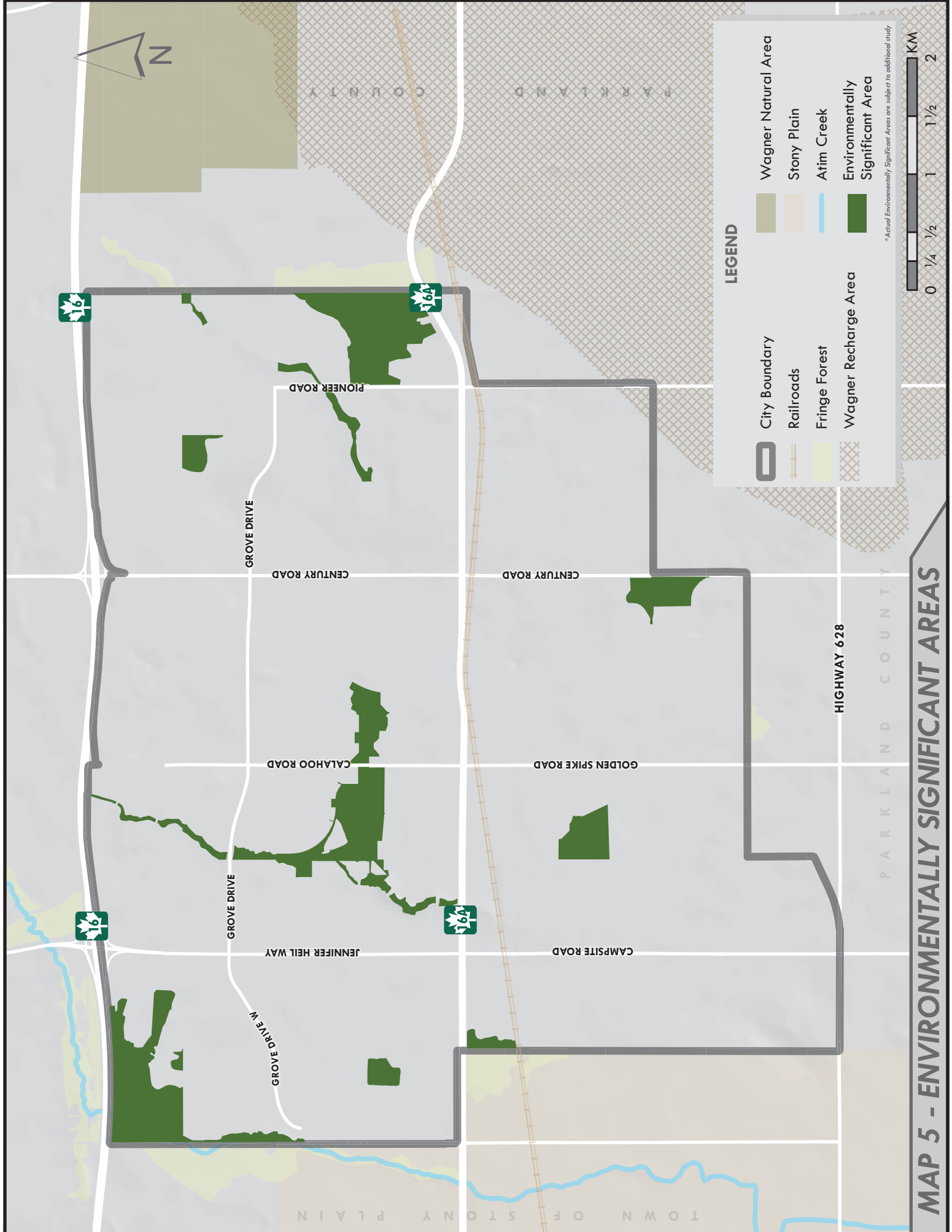
Natural systems and watersheds are critical features that require dedicated conservation efforts. They contribute to the health and vitality of regions, local communities, and enhance climate resilience.

FIGURE 10 — Sub-Regional Watershed



Atim Creek runs from south to north along a portion of Spruce Grove's northwestern boundary adjacent to Parkland County (see **Map 5** – Environmentally Significant Areas).

It is a regionally significant drainage system within Parkland County flowing into Big Lake. Managed stormwater from Spruce Grove and Stony Plain is directed into Atim Creek. Parts of the creek have seen the riparian zone cleared of vegetation, but much of the creek has a strong riparian habitat to support wildlife and wildlife linkages both along the creek and to Big Lake.



**LEGEND**

- City Boundary
- Railroads
- Fringe Forest
- Wagner Recharge Area
- Wagner Natural Area
- Stony Plain
- Atim Creek
- Environmentally Significant Area

\*Actual Environmentally Significant Areas are subject to additional study



**MAP 5 - ENVIRONMENTALLY SIGNIFICANT AREAS**



Atim Creek has a very high environmental sensitivity being susceptible to drainage alteration, loss of riparian vegetation and diminished water quality.

The Wagner Natural Area is a regionally and nationally significant ecosystem located east of the City of Spruce Grove along Highway 16. It is surrounded by forested lands on the east and southeast with a significant groundwater recharge area to the south and southeast of the city, which supports the health of the Wagner Natural Area ecosystem, and which has broader climate change benefits.

The Wagner Natural Area has a very high environmental sensitivity, home to rare plant species and fens. It has a high water table and is vulnerable to surface and groundwater changes, pollution and changes due to nearby development.

Fens interact with the planet's nutrient cycles, cycle carbon, nitrogen and phosphorus and help capture undesirable greenhouse gases. Loss of healthy fens can lead to off-gassing of nitrous oxide and carbon dioxide into the atmosphere.

A portion of the fen is designated as a Provincial Natural Area, but the surrounding recharge lands are critical to the natural area's continued health and are not protected by the Province. Therefore, the municipalities in which the recharge area is located bear responsibility for ensuring it is adequately protected from development impacts.







# 3

## How We Shape Our Community

How places look, feel, and function is heavily influenced by the policies and regulations municipalities have in place that shape how land is developed. This municipal development plan is one of many tools used by Spruce Grove to guide how the community will evolve over time.

This section discusses key land use planning and community-building topics that underpin the policies found in **Section 4**. It also provides context for interpreting the policies that will shape our community.

## 3.1 Values

**Values** are the community’s attributes or characteristics that define and enhance day-to-day life for residents and help people navigate challenging times – they shape what kind of community we have. As detailed in **Section 1**, the Shaping Our Community process identified four key community values, listed below, which give context to how the policies in **Section 4** are interpreted and implemented.

The community’s values:

### Connection

Spruce Grove has a strong sense of belonging and community where people can access services and amenities that meet their needs and contribute to a high quality of life.

### Diversity & Inclusion

Spruce Grove enjoys equitable, barrier-free, and affordable access to places, services, opportunities, and participation in civic life allowing for people of all backgrounds and abilities to live with dignity.

### Resilience

Spruce Grove’s creativity and self-reliance allow for innovative and adaptive responses to social, economic, and environmental changes.

### Well-Being

Spruce Grove’s health and wellness is supported by access to recreation, culture, the natural environment, and a prosperous economy within a safe and secure community.



## 3.2 Drivers & Preferences

**Drivers** are those aspects of a place that have clear influence on municipal decisions about how a community will function, feel, and look. The nature of drivers is that they can influence a community in the way a community desires or prefers. The community's preferences with respect to each driver is needed to understand the direction the community wishes to take.

Six community drivers were identified along with the community's preferences, as detailed below, to give further context to how the policies in **Section 4** are interpreted and implemented to shape our community.

The community's drivers and preferences:



### Economy

The economic, fiscal and market factors that influence how the community operates, sets priorities, and allocates financial resources.

**Preference:** To seek balance in our approach to the economy and find suitable opportunities to support the local economy and the region.



### Governance & Partnerships

The way in which nations, governments, agencies, organizations, business, and industry are structured and choose to work together and collaborate on ideas, projects, or services.

**Preference:** To initiate collaborative partnerships that prioritize local benefit.



## Transportation & Mobility

The methods and systems by which goods and people move within and between communities including distribution, commuting, employment and personal movement.

**Preference:** To recognize personal automobiles as the dominant mode of transportation with a definitive preference for access to active and alternative modes of transportation. There is desire for increased access to transit.



## Urban Form & Placemaking

The relationship between people and the physical characteristics of places, including the size, shape, location and number of buildings, roads, parks, and open spaces that influence how people behave, feel, experience, or connect to a place and the public realm.

**Preference:** To provide increased density of housing in both new neighbourhoods and within existing neighbourhoods that is carefully designed, thoughtful, and respectful.

To locate higher density housing developments near the edges of neighbourhoods close to amenities.

To prioritize connectivity within and between neighbourhoods and the rest of the city with more trails and pathways.



## Environment

The natural systems and their interconnections that sustain life and support human settlement.

**Preference:** To take a balanced approach to protecting the natural environment.



## Social













The interpersonal, cultural, and social relationships that support community.

**Preference:** To support and enhance the community through collaboration.

## 3.3 Policy Direction Statements

Policy direction statements flow from the intersection of the community's **values** with the **drivers** and the community's preferences for them. The direction statements are the 'test' to ensure the policies in this municipal development plan uphold the community's values and preferences for its future. The policy direction statements are listed below:

TABLE 2 – Policy Direction Statements<sup>5</sup>

Connection		Diversity & Inclusion	
01	 Spruce Grove supports business opportunities and access to employment by encouraging a diverse local economy and regional economic success.	07	 Spruce Grove promotes access to a diverse and inclusive economy and seeks opportunities for new growth to meet the needs of residents and support quality of life.
02	 Spruce Grove's efforts unite people, agencies, and organizations to actively support community-building and quality of life.	08	 Spruce Grove promotes engagement and provides opportunities to members of the community to be informed about and involved in decision-making at the local level.
03	 Spruce Grove encourages community connectivity through convenient access to areas of employment, daily needs, and local amenities.	09	 Spruce Grove fosters equity and inclusion by providing transportation modes that ensure accessible and affordable mobility for everyone.
04	 Spruce Grove's neighbourhood design supports social connections, active lifestyles, and proximity to daily amenities.	10	 Spruce Grove's neighbourhoods provide a broad range of housing, transportation and public space options to support affordability and opportunities for all residents.
05	 Spruce Grove's sense of belonging and community strengthens commitment to environmental stewardship.	11	 Spruce Grove's commitment to environmental stewardship programs promote equitable access to the natural environment for everyone.
06	 Spruce Grove residents have access to the culturally appropriate and diverse amenities and services and supports they need through the City's strong social and service-provider relationships.	12	 Spruce Grove provides opportunities and barrier-free spaces for everyone to gather, connect, participate, and build community.

<sup>5</sup> In this context "Spruce Grove" means the entire community as a whole and not just the City of Spruce Grove corporate entity.

## Resilience

**13** Spruce Grove's business and economic activity keeps pace with the needs of a growing mid-sized city to provide on-going stability, responsiveness, and market growth.



**14** Spruce Grove makes the best use of available financial and other resources in the delivery of needed amenities and services by collaborating with governments, agencies, associations, and organizations.



**15** Spruce Grove's mobility network proactively responds to the evolving social, economic, and environmental needs of the community.



**16** Spruce Grove designs neighbourhoods to respond to dynamic social, environmental, and market factors.



**17** Spruce Grove uses innovative and adaptive approaches to ensure our natural and built systems are capable of withstanding change<sup>6</sup>.



**18** Spruce Grove fosters creative problem solving, collaboration, and citizen leadership to build community capacity and flexibility to adapt to change.



## Well-Being

**19** Spruce Grove's economic prosperity, fiscal responsibility, and market strength continuously provide for the services and amenities required to support the community's health and well-being.



**20** Spruce Grove actively seeks collaborative service provision and advocates for funding from higher levels of government to improve the health, safety, and security of the community.



**21** Spruce Grove encourages healthy lifestyles by designing for and providing safe opportunities for active modes of transportation throughout the city and equitable access to available programs and services.



**22** Spruce Grove's well-designed neighbourhoods, trails, public spaces, and access to the natural environment promote healthy lifestyles and enable residents to enjoy safe and secure access to services and amenities.



**23** Spruce Grove takes a balanced approach to environmental stewardship recognizing the link between robust natural systems and community health and well-being.



**24** Spruce Grove accesses available resources to support the social health and well-being of its residents which enhances quality of life for all.



<sup>6</sup> This driver includes numerous interrelated terms, defined below (all definitions from Wikipedia):

- Environment – the surroundings or conditions in which a person, animal, or plant lives or operates; the natural world, as a whole or in a particular geographical area, especially as affected by human activity.
- Natural system (or ecosystem) – consists of all the organisms and the physical environment with which they interact.
- Natural environment (or natural world) – encompasses all living and non-living things occurring naturally, meaning in this case not artificial.
- Environmental stewardship – the responsible use and protection of the natural environment through active participation in conservation efforts and sustainable practices.
- Environmental protection – the practice of protecting the natural environment.

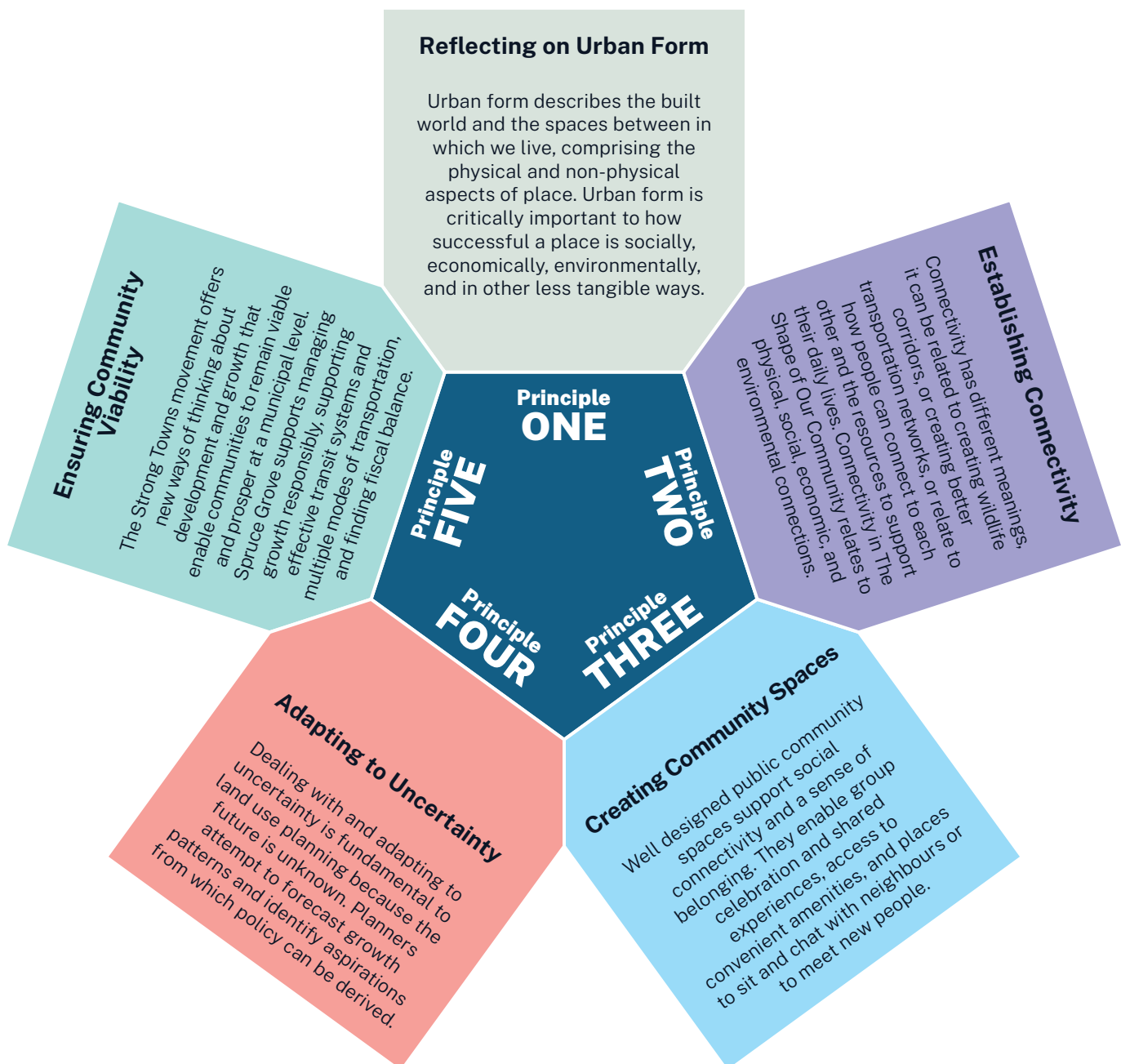


## 3.4 Policy Context

### 3.4.1 Planning Principles

The following sections identify and describe five key planning principles that helped to guide the development of The Shape of Our Community's policies. They are articulated in a Spruce Grove context using information gathered during the engagement process Shaping Our Community. **Figure 11**—Planning Principles summarizes the principles and their key attributes for easy reference.

FIGURE 11 — Planning Principles



### 3.4.1.1

## Principle 1: Reflecting on Urban Form



Urban form is a term used by land use planning and urban design professionals to discuss the built world and the spaces between in which we live, and influences our lives in ways which we may not be aware. Yet, urban form is critically important to how successful a place is socially, economically, environmentally, and in other less tangible ways. Urban form comprises physical and non-physical aspects of place.

The physical aspects of urban form can include things such as:



- ▶ building form;
- ▶ building façade design;
- ▶ public spaces;
- ▶ lighting and landscaping;
- ▶ street types and their design; and,
- ▶ materials used on the exterior of buildings.

Urban form also speaks to the interrelationship between these physical aspects and how they are arranged with respect to each other in a space. The non-physical aspects of urban form include things such as density, how land is used, and how open spaces are interspersed and accessed.



How we feel in, interact with, and think about a place can be influenced by its urban form. Good urban form supports social interactions, provides access to amenities, is inclusive and diverse, is aesthetically pleasing, and has sensory interest. It also reflects a human scale<sup>7</sup> where street widths, building heights, light standards, and other aspects of the built environment are of a satisfying and welcoming scale to the people who use the space. Good urban form promotes safety and security by being well designed, and well used, and by clearly demarcating public and private spaces.

*Pictured above: physical aspects of urban form.*

<sup>7</sup> Human scale, also called pedestrian scale, refers to the practice of making objects to a scale relative to a human being. For example, the rise of stairs is set to accommodate a comfortable leg lift for most humans, doorways are a certain width and height to accommodate most humans. Environments that are built to a human scale feel comfortable to humans because we can relate to the objects and spaces around them physically.



*Pictured above: Examples of low, medium and high density residential built forms.*

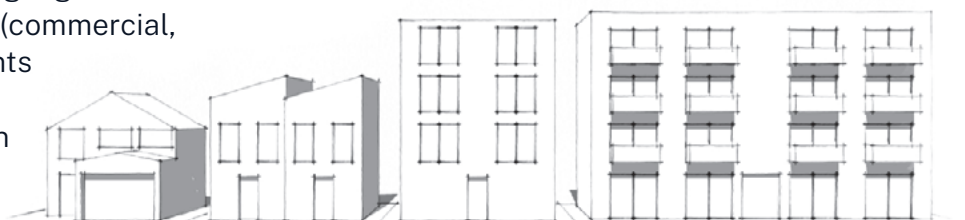
Another aspect of urban form is density, or the number of people living in a given area. Density that works in the local context enhances urban form, and good urban form is required to support successful density. Community vibrancy, affordability, diversity, economic vitality, and municipal finances are all linked to density, as are the number of schools, community amenities, services, and facilities available to residents.

Urban form also influences quality of life and liveability. Quality of life is the subjective assessment of what standard of health, comfort, and happiness we experience, whereas livability is how well a place enables us to have our needs and expectations for a quality of life met. Livability includes many factors, including social equity, cultural and recreational opportunities, access to education, economic prosperity, and the quality of the natural environments accessible by residents.

The community of Spruce Grove, through the Shaping Our Community process, articulated preferences for urban form. These include a desire to support connectivity and access to amenities, as well as higher density residential development in the right context. The community is supportive of locating higher density residential and mixed use (commercial, retail, and residential) developments that are sensitive to the needs of the community near transportation corridors, close to existing and future transit routes, and along the edges of established neighbourhoods.

Urban form in Spruce Grove will promote accessibility and inclusivity, have elements of beauty, play and sensory interest, reflect human scale, and promote safety and a sense of security. In Spruce Grove, getting around without a vehicle on a well-connected trail system will make it easier for people to enjoy active modes of transportation for both recreational pursuits and to access work, school, amenities, and services. Spruce Grove will enjoy a built environment that encourages social interaction, both formal and spontaneous, and which responds appropriately to seasonal and climate changes.

Increased density in Spruce Grove will include semi-detached, row houses, apartments and the addition of 'gentle density' by enabling the development of secondary suites in both new and existing neighbourhoods where infrastructure can support the additional density.





### 3.4.1.2 Principle 2: Establishing Connectivity

Connectivity means different things depending on what discipline is using the term. Connectivity is related to creating wildlife corridors in parks planning, to creating better transportation networks in transportation planning, and if social planners are discussing connectivity, they may be referring to how people can connect to each other socially and to resources to support their daily lives.

Connectivity in *The Shape of Our Community* relates to physical, social, economic, and environmental connections because planning, servicing, supporting, and growing a city transects many disciplines. This municipal development plan is written to acknowledge the benefits of disciplines intermingling with each other and collaborating with community members to share responsibility for community-building.

Community connection is supported by physical connectivity and accessibility. When people can get out and about without fear, barriers, and with convenience by whatever mode they choose, connections between people are generated and access to social supports, as may be needed, are enhanced.

The community of Spruce Grove, through the Shaping Our Community process, articulated preferences for connectivity and social well-being. The community wants to prioritize connectivity within and between neighbourhoods and the rest of the city with more trails and pathways, while also supporting and enhancing community through collaborations.

Spruce Grove will support connectivity in the public realm<sup>8</sup> by requiring accessible and barrier-free trail connections within and between neighbourhoods and amenity areas. Existing neighbourhoods that undergo redevelopment may be candidates for additional active transportation corridors where land exists to accommodate them. Through good urban design and placemaking efforts, Spruce Grove will support social connectivity in public spaces through planned and spontaneous interactions at the neighbourhood and community levels. Spruce Grove also supports social connection through civic engagement, bringing people together to support initiatives, induce positive change, and build resilience.

<sup>8</sup> The public realm comprises physical elements of a community such as plazas, courtyards, public streets, space between buildings, sidewalks, parks or parking.





### 3.4.1.3


## Principle 3: Creating Community Spaces

Well designed public community spaces support social connectivity and a sense of belonging. They enable group celebration and shared experiences, access to convenient amenities, and places to sit and chat with neighbours or to meet new people.

As discussed in subsection **3.4.1.1** above, urban form influences how community spaces look and feel, and therefore those responsible for developing community spaces need to pay close attention to design, scale, lighting, access, shelter, sunlight, wind, natural environment, and myriad other aspects that influence the user's sense of place.



The community of Spruce Grove, through the Shaping Our Community process, articulated preferences for community spaces that are inclusive and accessible for everyone. Spruce Grove's community spaces are to be welcoming and encourage connections. Such spaces can include parks and open spaces, neighbourhood shops, pubs and cafés, mixed use developments, public art, public seating areas in the City Centre, in parks, and along trails, public facilities such as recreation centres, libraries and theatres, and many more.



New neighbourhood proposals should include community spaces, and the same for redevelopment proposals in existing neighbourhoods as appropriate. Higher density residential developments and mixed used developments should provide community spaces that are truly public in nature, meaning they are not restricted to use only by residents of the development, in addition to any private amenity space being provided.



Spruce Grove's public parks and open spaces will be highly visible and accessed from public roadways rather than tucked behind private property with limited public sightlines. Public safety and security are prioritized by locating parks and open spaces along main roadways with ample road frontage for parking and to maximize sightlines into and out of the area. Public parks and open spaces have accessible pathways and barrier-free parking in proximity.

### 3.4.1.4 Principle 4: Adapting to Uncertainty

Dealing with and adapting to uncertainty is fundamental to land use planning because the future is unknown. Planners attempt to forecast growth patterns and identify aspirations from which policy can be derived. However, the level of uncertainty that exists today for municipal governments is seemingly more intense and having greater influence on municipal policy than previously experienced.

The subsections below discuss three issues of uncertainty and offer guidance for a Spruce Grove-based approach to adaptation.

#### 01 Climate Changes

Climate change-induced extreme weather events, which exacerbate natural hazards such as flooding, wildland fire, and drought, are likely to become more severe on the Prairies.<sup>9</sup> The costs to society from natural hazards are very high, and not just financially; the emotional impacts can be lasting. However, from these catastrophic events we are offered the opportunity to learn, act, and adapt to reduce future risk.

An increased risk of wildland fire and smoke, extreme rainfall events, extended drought, extreme heat (e.g. heat dome), and extreme cold (e.g. polar vortex) are just some of the possible implications to Spruce Grove of a changing climate, and against which proactive actions should be taken.

To build resiliency against the impacts of climate change, consideration could be given to implementing *Spruce Grove's Climate Action Plan*, which is a recommended as a reference companion to this subsection, including such actions as:

- ▶ create an education program on climate resilience measures;
- ▶ update flood mapping and stormwater management plans;
- ▶ increase participation in watershed protection planning;
- ▶ encourage permeable surfaces and other low impact development<sup>10</sup> techniques;
- ▶ install shade and extreme weather refuge stations in public spaces; and,
- ▶ encourage the greenhouse gas reduction.

<sup>9</sup> Sauchyn, D., Davidson, D., and Johnston, M. (2020): Prairie Provinces; Chapter 4 in *Canada in a Changing Climate: Regional Perspectives Report*, (ed.) F.J. Warren, N. Lulham and D.S. Lemmen; Government of Canada, Ottawa, Ontario

<sup>10</sup> Low Impact Development (LID) is an approach to manage stormwater runoff in a manner that mimics natural systems. LID focuses on water storage and flow control through natural and engineered techniques. Examples of LID practices include constructing naturalized bioswales along roadways to capture runoff and creating 'raingardens' designed to receive, and store directed stormwater to allow for slow infiltration around vegetation planted suited to take advantage of periodic access to water.



Fire



Drought



Flood



Extreme Heat/Cold



## 02 Affordability

Affordability is a many-faceted issue that cannot be addressed using a single approach. In the discussion below, three aspects of affordability are considered along with how they can intersect with municipal land use policy: housing security, food security, and energy security.

### Housing Supply & Affordability

Housing affordability is influenced by many factors. Scarcity of supply, energy costs, mortgage interest rates, and increasing costs generally all fuel the housing crisis. Municipalities have some influence over the housing supply, but they cannot force private developers to bring housing to the market.

Recent census data reveals that three- and four-bedroom dwellings make up a significant percentage of the single-detached housing stock in Spruce Grove. At the same time, the average household size is decreasing, sitting at 2.57 according to the 2023 municipal census, down from 2.62 as observed in the 2018 municipal census, with a significant increase in one- and two-person households.

This apparent mismatch between housing supply and household composition could have implications on affordability. If residential density were to increase and overall dwelling sizes were reduced, this could lower the cost per housing unit and generally make housing more affordable. Implications of not providing more housing options include that the mismatch may continue to increase where even more households might need to overspend on housing that is too large for their needs and that could make living in Spruce Grove less affordable for more people.

The findings from the 2021 Housing Needs Assessment showed that the highest priority housing gap involves single seniors and lone parents. According to Family and Community Support Services' 2020 Housing Guide, there are three apartment complexes in Spruce Grove that offer affordable housing to the general public. There is one building offering subsidized housing to seniors that contains 30 units.



Market demand, economic pressures, and regional policies will influence the types of housing supplied to new residents in the future; however, municipal policy direction could help address the core housing needs and gaps for seniors, families, and non-elderly individuals. The right kind of housing in the right locations will have a greater impact on affordability than supply alone.

In supporting housing affordability, Spruce Grove can consider:

- ▶ streamlining the permit review and issuance process;
- ▶ encouraging multi-unit housing developments near key transit stops and near amenities, such as grocery stores or schools;
- ▶ encouraging efficient use of land and infrastructure resources in new developments and encouraging infill/vacant lot build out in existing neighbourhoods;
- ▶ supporting development of secondary suites in all neighbourhoods where existing infrastructure can support the additional demand;
- ▶ avoiding development patterns that could increase landowner conflict and lead to operational challenges for the City; and,
- ▶ considering changes to land use regulations that increase the number of dwelling units allowed on a lot.



## Food Security & Affordability

The Edmonton Journal newspaper reported in 2022 that Alberta had the highest prevalence of food insecurity, described as inadequate access to food because of financial constraint, among the provinces with 20.3% of households experiencing food insecurity in the prior year.<sup>11</sup> The same article goes on to identify that Alberta also had the highest rate of people experiencing severe food insecurity, meaning they had to skip meals or go for days without eating because they could not afford to buy food.<sup>12</sup>

<sup>11</sup> "Alberta tops food-insecurity rates across Canadian provinces: report", Edmonton Journal, August 19, 2022, found here: <https://edmontonjournal.com/news/local-news/alberta-tops-food-insecurity-rates-across-canadian-provinces-report>, accessed December 10, 2023.

<sup>12</sup> Ibid.





It is not only financial constraints that impact food security, but also the food supply chain. The COVID-19 pandemic helped expose the vulnerabilities and fragility of our supply chains. One of the critical lessons learned from that shared experience is the importance of local food production, processing, and distribution. The Edmonton Metropolitan Region Board *Regional Agriculture Master Plan* (RAMP) also acknowledges the importance of food security and food sovereignty and includes policies for Policy Areas 3 and 4 (which affect Spruce Grove) that require support for urban agriculture and value added agriculture.<sup>13</sup>

Spruce Grove has access to exceptionally productive agricultural land within its own boundaries. Anywhere privately-owned, vacant land exists, a community garden could be developed. Rooftop gardens could be incorporated into mixed use, higher density developments and seniors' care complexes could incorporate raised garden beds to support active living, social interaction and healthy diets. Public lands could also support urban agriculture by allowing community garden plots and establishing edible landscaping in public parks, flower beds and along trails where residents can snack on or collect veggies and herbs for their personal use.

Economic diversity could also be supported by expanding urban agriculture opportunities in Spruce Grove by supporting individual, small scale commercial (micro-farming or small plot intensive (SPIN) farming) and larger scale agricultural production, processing and distribution, which could include limited 'gate sales' if enabled through regulation.

In the interests of food affordability and security, Spruce Grove can consider:

- ▶ creating an urban agriculture plan;
- ▶ supporting local agencies, such as food banks, to help reduce food insecurity in the community;
- ▶ enabling urban agricultural pursuits on private land and working with developers to consider incorporating urban agricultural and edible landscaping opportunities in new developments;
- ▶ exploring opportunities for economic diversification through urban agriculture production, processing, and distribution; and,
- ▶ supporting micro-farming and SPIN farming in residential neighbourhoods.

<sup>13</sup> Regional Agriculture Master Plan, Edmonton Metropolitan Region Board, 2021

## Energy Security & Affordability

Energy security includes access, costs, and grid stability issues. Grid stability and direct costs are generally outside the municipal scope. However, access and costs related to consumption can be influenced by municipal policy and educational programs. Additionally, support for alternative energy generation as an economic driver can also be supported at the municipal level.

Consumption costs can be managed through various approaches, including leadership and education. Municipalities can demonstrate leadership in energy efficiency and take responsibility by creating energy efficient public facilities. Awareness can facilitate changes in habits or choosing more efficient devices, appliances, or building materials. Creating awareness through educational materials could help support energy security for community members.

Energy security is also related to access. There is a role for many types of energy production in Alberta and supporting small scale photovoltaic and wind electricity generation on private and public buildings is another way to support energy access and security.

Solar orientation of buildings and outdoor spaces can support passive solar heating in the winter and electricity generation year-round. Thoughtful design and layouts of new neighbourhoods, buildings, and public spaces could drastically reduce heating, cooling, and electricity requirements of new buildings.

Innovation also supports energy security.

Seeking out and encouraging alternative energy industry investment could diversify Spruce Grove's local economy while supporting energy security.

To support energy security, Spruce Grove can consider:

- ▶ promoting energy efficiency and consumption reduction;
- ▶ exploring grant opportunities for residential energy efficiency retrofits;
- ▶ supporting small scale energy production such as solar photovoltaics in every land use district;
- ▶ undertaking energy audits of all publicly owned facilities and creating a priority list for energy retrofitting based on energy consumption rates;
- ▶ ensuring all new and renovated public facilities and buildings emphasize energy efficiency and consumption reduction as key outcomes; and,
- ▶ supporting research, innovation and investment in alternative energy generation in Spruce Grove.



### 3.4.1.5 Principle 5: Ensuring Community Viability

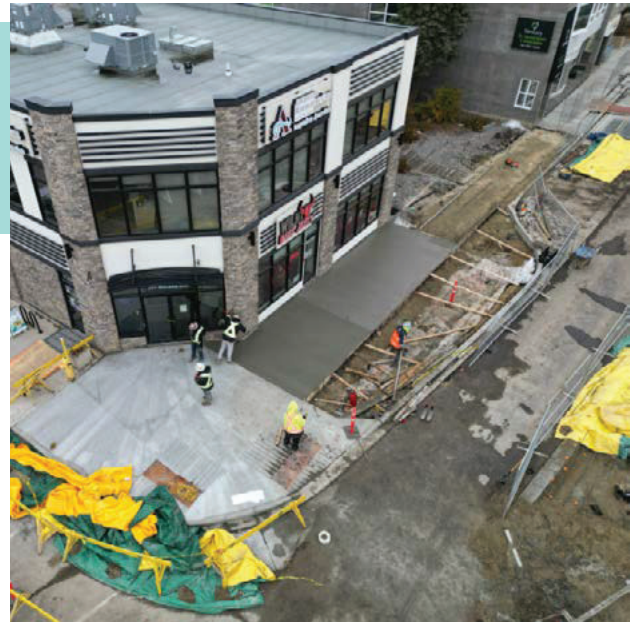
The Strong Towns movement sees post World War II urban development patterns as a recipe for future financial crises at the municipal level and offers new ways of thinking about development and growth that enable communities to remain viable and prosper.<sup>14</sup>

The Strong Town philosophy maintains that financial solvency, defined as having more assets than liabilities and being able to pay debts, is the precursor to the long-term prosperity of cities.<sup>15</sup> The City of Spruce Grove is well positioned currently in terms of infrastructure condition and close to an 80/20 assessment split. However, ongoing efforts are required to retain its favourable positions in the face of continuously rising costs.

Based on the results of the Shaping Our Community process, the community of Spruce Grove supports managing growth responsibly, supporting effective transit systems and multiple modes of transportation, and finding fiscal balance.

With respect to financial viability, Spruce Grove can consider:

- ▶ examining the potential impacts of uncertainty in the municipal budgeting process;
- ▶ requiring financial impact assessments or market needs assessments to assess the long-term financial viability (or liability) of development;
- ▶ increasing the allocation of municipal budget for climate change risk mitigation;
- ▶ prioritizing transit service delivery through increased residential density and the creation of transit-oriented development nodes;
- ▶ ensuring that long-term infrastructure maintenance and replacement plans are in place so that budgetary concerns can be addressed in a timely manner;
- ▶ exploring technology and innovation to improve operational efficiency, reduce costs, and enhance services; and,
- ▶ regularly review and update the City's offsite levy bylaw.



<sup>14</sup> Strong Towns <https://www.strongtowns.org/>

<sup>15</sup> Ibid.



Economic diversity is also critical to community viability. Spruce Grove residents clearly articulated a desire for an enhanced local economy while participating at the regional level to support investment in Spruce Grove.

Economic diversity in Spruce Grove can be advanced by:

- ▶ implementing the Economic Development Strategy and Action Plan;
- ▶ supporting the local economy and home-grown entrepreneurship to help build access to local jobs and reduce commuting needs of residents;
- ▶ investigating opportunities to partner with different levels of government;
- ▶ promoting sustainability and innovation to advance Spruce Grove's economy;
- ▶ engaging in regional economic initiatives and partnerships;
- ▶ collaborating with other local business, entrepreneurs, and industry leaders supporting diversity, innovation, and growth; and,
- ▶ exploring flexible land use regulation, making it easier for businesses from different sectors to establish themselves.

Community viability is also a function of social health and cohesion. An inclusive, accessible, diverse, and equitable social environment supports vibrancy, resiliency, and robust civic engagement. Citizens as shareholders in the community is another principle of the Strong Towns philosophy.<sup>16</sup> Citizens can be co-creators of community with local government and developers under the right circumstances.

To enhance community viability at the social level, Spruce Grove can consider:

- ▶ incorporating diversity, inclusion, and equity in decision-making;
- ▶ researching what are the most effective means to engage with citizens in both the digital and the analog environments and update policies and procedures accordingly;
- ▶ undertaking an accessibility audit of publicly accessed buildings and facilities and allocate funding to remove identified barriers; and,
- ▶ improving decision-making transparency.



<sup>16</sup> Strong Towns <https://www.strongtowns.org/>





## 3.4.2 Opportunities & Challenges

The subsections that follow explore Spruce Grove's opportunities and challenges to give further direction to the policies in **Section 4**.

### 3.4.2.1 Commercial and Industrial Growth

Striking the right balance with respect to the supply of vacant commercial and industrial lots is important for developers, businesses, employees, and residents/customers.

There are large portions of land on the east and west sides of the city along Highway 16A that are designated for commercial development through various area structure plans but are still zoned Urban Reserve in the Land Use Bylaw. The lands north of Highway 16A have not been brought onto the market despite the availability of servicing. Businesses have expressed interest in locating in these areas, but development has not yet occurred. It is important for the city that more land is brought to market in these areas so that these commercial opportunities are secured.

Highway 16A, between Century Road and Golden Spike Road, offers greater local benefit by transitioning to more commercial and business industrial types of uses. The transition could help enhance the aesthetic of this area and ensure that sufficient commercial land is available over the longer term to supply the population eventually residing south of Highway 16A and the CN Railway mainline. Undertaking an area redevelopment plan could guide this transition as well as examine and accommodate improved non-vehicular access and movement.

Outside of the city's main commercial corridor along Highway 16A, opportunities exist to foster commercial and business growth in the City Centre area, mixed-use nodes (a number of which are in the early stages of development), local/neighbourhood-level retail areas and in the form of home occupation enterprise. Allowing and providing for an appropriate mix of commercial and business opportunities, either combined with or in better proximity to where people live, enables more complete communities, increases connectivity and facilitates non-motorized mobility.



The key opportunities with respect to the city's industrial areas are listed below:

- ▶ Spruce Grove has a growing population of educated, skilled workers living in proximity to the industrial areas.
- ▶ Spruce Grove industrial areas have good access to regional road networks and major western haul routes. The existing businesses benefit from agglomeration effects and the proximity to the Edmonton International Airport.
- ▶ The Industrial areas have a diversity of business types and a variety of parcel sizes.
- ▶ The only Northern Alberta Institute of Technology (NAIT) campus outside the City of Edmonton is located adjacent to the southwest corner of the Spruce Grove's industrial area. The current campus already offers direct access to quality training and education and there are plans to expand NAIT's presence in Spruce Grove which will contribute significantly to both business and community growth.

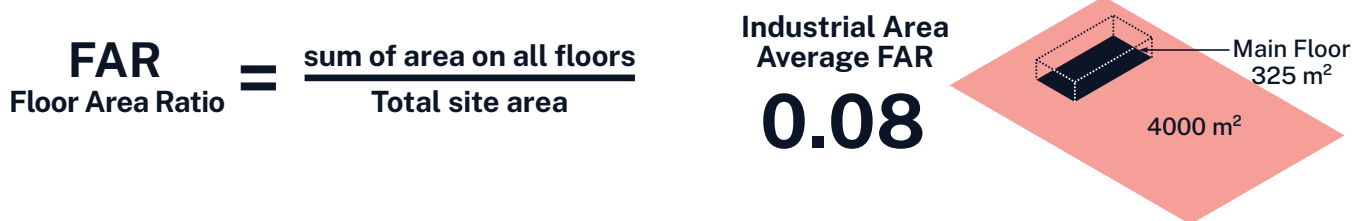
The following challenges are also present:

- ▶ The current low vacancy rate of 3.1% indicates there is a shortage of vacant industrial land and available building space in the existing industrial parks.
- ▶ The industrial areas have an abundance of smaller land parcels and lack larger parcels.
- ▶ Most of the available vacant lots have frontage onto cul-de-sacs, which is not desirable to developers, nor as conducive for industrial uses and related traffic.
- ▶ Regional infrastructure (high-pressure pipelines such as TransMountain) traverses the industrial areas reducing building envelopes, increasing building setbacks, and potentially impairing land values and usage.

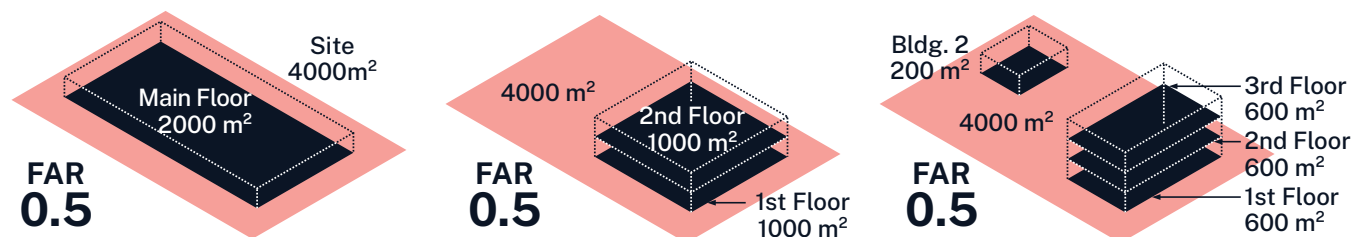


The average floor area ratio (FAR) in the city's industrial areas is 0.08, which is relatively low. Floor area ratio means the ratio resulting from dividing the floor area of all buildings by the total area of the site on which the buildings are located. For example, a 0.08 FAR for a 4,000 m<sup>2</sup> industrial property would mean that the site would only contain approximately 325 m<sup>2</sup> of building/floor area, i.e., 8.0% of the site area. A relatively low FAR translates to comparatively low assessment/taxation per hectare along with comparatively high land consumption. Having a higher FAR translates to comparatively higher assessment/taxation per hectare and comparatively lower land consumption.

FIGURE 12 — Floor Area Ratio Calculation



### Example FAR Calculation in 3 Equivalent Scenarios



Employment density, a term used to describe ‘density’ in non-residential areas, within Spruce Grove’s industrial parks is currently 7.9 employees per hectare. This employment density is comparatively low and signifies underutilized industrial lands. Future growth in new industrial areas and business parks could attract higher-density, more labour-intensive land uses, or more light industrial types of land uses to supplement the medium and heavy industrial uses that are currently more common in the city. The 110.5 m² of building area per employee in Spruce Grove is also below average and can be attributed to over half of the existing industrial area being built out with a low land use intensity.

### 3.4.2.2 Municipal Finance

Spruce Grove’s non-residential tax base is a key element contributing to the socio-economic and fiscal sustainability of Spruce Grove. Non-residential growth helps Spruce Grove diversify its land base and achieve its goal of an 80/20 residential/non-residential assessment split, a goal the City shares with many urban municipalities of similar size. With a 2022 assessment split of 18.2% non-residential and 81.8% residential, achieving an 80/20 assessment split is within reach, which is important to help maintain competitive levels of taxation for all land uses and to increase municipal service levels within the city. As close as it is to reaching an 80/20 assessment split, Spruce Grove might be in a position to consider striving for a 75/25 assessment split, which would further facilitate achieving these objectives.

### 3.4.2.3 Infrastructure Operating and Maintenance Costs

Water, wastewater, stormwater, and transportation systems are critical to land use. Development requires this infrastructure to exist, and these systems need to be sized and designed to efficiently serve the population and land use they support. While growth and development are vitally important to build the tax and revenue base of the City, the associated infrastructure comes at an ongoing cost.

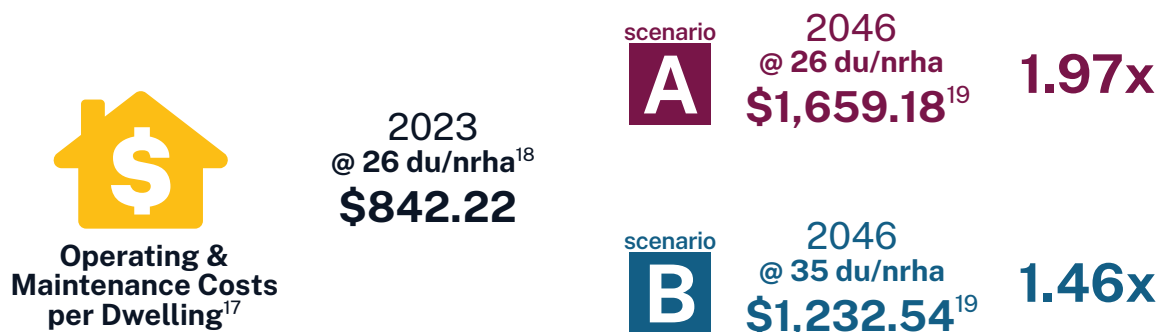
The City's operation, maintenance, and replacement costs are placed onto utility bills and are included in property taxes which result in the increased costs for residents. With densification of the City's built environment, there is more population to help pay for the costs of the infrastructure which can help control tax and monthly bill increases.

Many cities are facing a significant infrastructure deficit, where the costs to update or replace existing infrastructure is far outpacing the current and future tax revenue increases, and the ability to accommodate

redevelopment or changing land use demands. Spruce Grove is very fortunate as its existing infrastructure systems are comparatively newer than in many other communities. Therefore, the City is currently in a position to easily manage upgrades, maintenance, or changing demands through their lifecycle programs. However, the City does need to remain vigilant about regional demands for and provision of infrastructure servicing and there are limits to these systems into which the City's systems connect.

The cost of expansion is borne by developers for the initial placement of the underground and surface infrastructure, either through the development of their subdivision or the payment of off-site levies. However, there is an ongoing cost to the operation, maintenance, and replacement of all infrastructure that is owned by the City. The cost of operating and maintaining these systems is increasing every year, and the dependence on the commissions to supply water and treat sanitary wastewater could be a limiting factor in the future.

FIGURE 13 — Projected (2046) City Operating & Maintenance Costs Under Two Density Scenarios



<sup>17</sup> These are direct costs, not accounting for grants or other offsetting payments, and do not cover any replacement costs

<sup>18</sup> Dwelling units per net residential hectare (du/nrha)

<sup>19</sup> Projected 2046 costs include additional road and pipe lengths and reflect a 3% annual inflation rate





**Figure 13** shows that if residential growth in the City continues in the same manner, as per current residential densities, the operating and maintenance costs for these utilities and roads per dwelling would almost double by 2046. It is also reasonable to conclude, therefore, that monthly utility bills and the yearly taxes would increase by the same amount. **Figure 13** also shows that by increasing residential density, which translates to comparatively more dwellings utilizing and paying for essentially the same lengths of pipe and road, the operating and maintenance costs for these utilities and roads per dwelling would increase by less than half by 2046. Again, it is also reasonable to conclude, therefore, that the increase in monthly utility bills and the yearly taxes would be similarly lower.

#### 3.4.2.4 Highway 628 and Boundary Road

Highway 628 marks Spruce Grove's southern expansion limit, as currently specified in the Edmonton Metropolitan Region Growth Plan. This highway extends all the way into Edmonton where it becomes Whitemud Drive. Consequently, it represents an excellent third major access route between Edmonton and Spruce Grove, perhaps especially for future transit. It is important for Spruce Grove that Highway 628 is developed and access is managed such that it serves these functions safely and efficiently.

Should ownership of Boundary Road transition to the City, improving its access to Highway 16A would facilitate development generally on the city's west end and promote commercial development in proximity to Highway 16A. It would also provide a secondary exit/entrance to facilitate evacuation or emergency services response as well as help relieve traffic on Jennifer Heil Way, Grove Drive, and in school zones.



### 3.4.2.5 Canadian National Railway

Currently, the industrial area lacks a rail spur and, although potentially beneficial to the city's industrial growth, securing one could prove to be difficult. However, while having potential access to major rail service can be an opportunity, the CN Railway also presents formidable accessibility challenges:

- ▶ by restricting access for emergency services provision when tracks are occupied;
- ▶ creating delays for workers and costs for employers when trains are crossing/shunting; and,
- ▶ generating noise, derailment risk, and potential development/building setbacks for adjacent properties.

A potential future rail overpass would:

- ▶ provide at least one unimpeded access point for emergency service providers;
- ▶ enhance the overall safety of crossing a rail line bisecting the entire city;
- ▶ greatly improve overall access to Spruce Grove south of the tracks;
- ▶ reduce lost time and economic output for staff and employers, and,
- ▶ Create connections for pedestrian and alternative modes of transportation (non-motorized) between the north and south ends of the city.



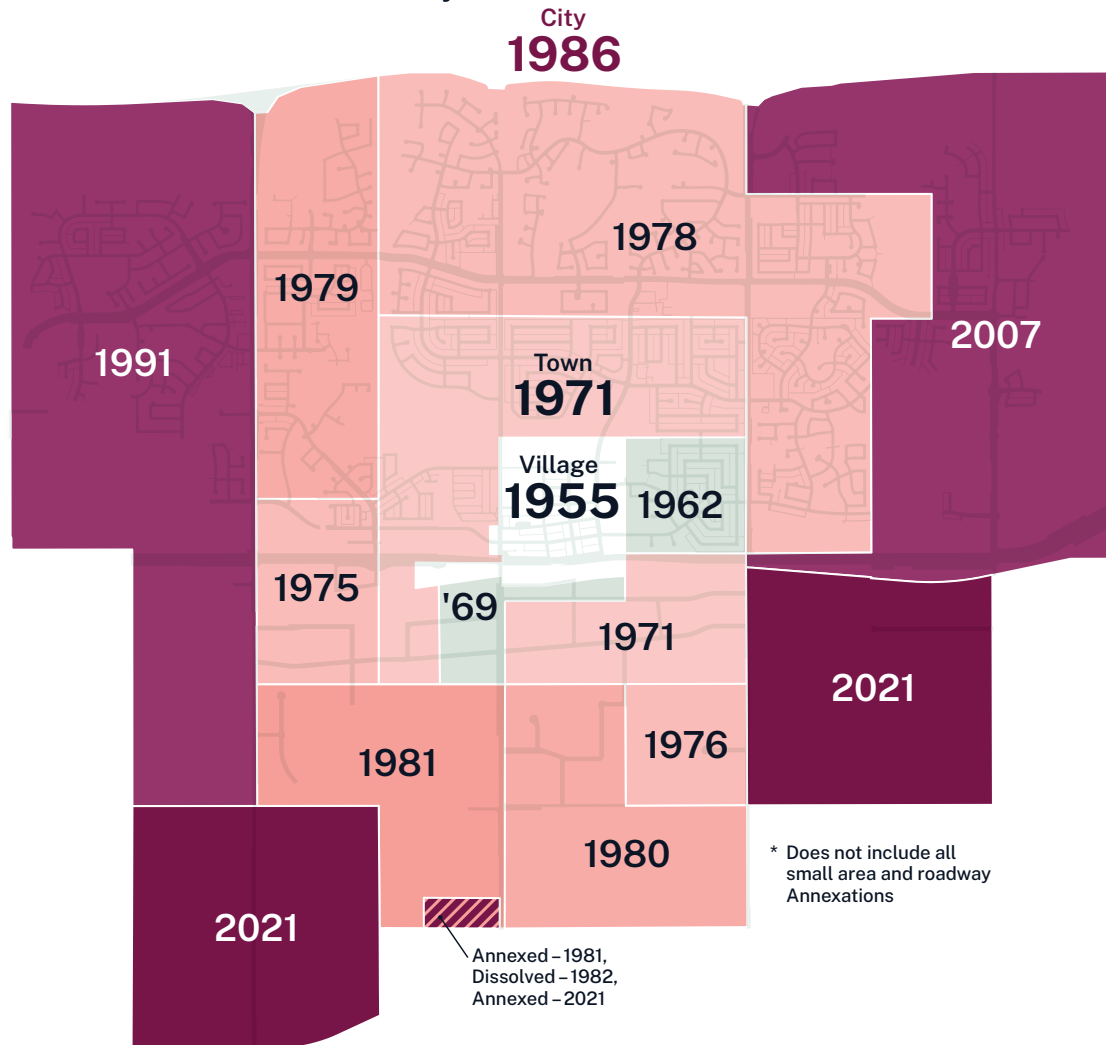
### 3.4.2.6 City Centre

The City Centre is an important central focus for Spruce Grove. Opportunities have been captured already but an abundance of opportunity remains to expand its reach, increase its vibrancy, and facilitate its resiliency. Regular review and update of the existing *City Centre Area Redevelopment Plan* (CCARP) could provide for medium and higher density housing to further support the City Centre becoming a culturally, socially, and economically successful mixed use urban neighbourhood.

### 3.4.2.7 Urban Expansion

Spruce Grove has annexed land 14 times since 1955 with the latest annexation completed in January 2021 (O.C. 381/2020). See **Figure 14** – Annexation History, below. The latest annexation brought approximately eight quarter sections of land into the city.

FIGURE 14 — Annexation History



Future urban expansion is limited due to existing factors:

- ▶ To the north, Highway 16 stands as a wide impediment to City expansion because of the absence of serviced land north of the highway and the costs to provide services to those lands. Also, the lands immediately north of Highway 16 are outside the EMRB Metropolitan Area boundary and not designated for future residential or employment areas.



▶ To the east, expansion is somewhat limited by the existence of the Wagner Natural Area and Parkland County's Acheson Industrial Area. The Wagner Natural Area recharge area is very large and is essential to the ongoing health of this eco-system that feeds into Big Lake and the Sturgeon River. Acheson Industrial Area is a major employment area and continues to be one of the most popular industrial areas in the region.

▶ To the west is a four-kilometer shared boundary with the Town of Stony Plain. There is value in investigating how undeveloped lands adjacent to the shared Spruce Grove/Stony Plain boundary might most efficiently be serviced and developed: via an extension of servicing from Spruce Grove or from Stony Plain. The benefits of minimizing initial servicing and development costs may make this option worthy of consideration in the

future by minimizing operational and replacement costs for either municipality over time. It is also important to note that Atim Creek, also a critical part of the local eco-system feeding Big Lake and the Sturgeon River, runs along the western boundary and limits future development to the northwest.



The most likely direction for larger scale urban expansion consideration is to the south where the most recent annexation occurred. However, the presence of higher quality soils in this area and the regional expectations for preservation of agricultural land will need to be considered. Expansion south would be limited to the north side of Highway 628. The land south of Highway 628 is outside the EMRB Metropolitan Area boundary and not designated for future urban expansion.

While annexing additional land is always an option to provide for future growth and the corresponding land supply required, the annexation process is complex, requiring considerable effort and resources. Working to increase densities between now and full build-out within the current boundary can delay the need and reduce the amount of land required for future annexation.



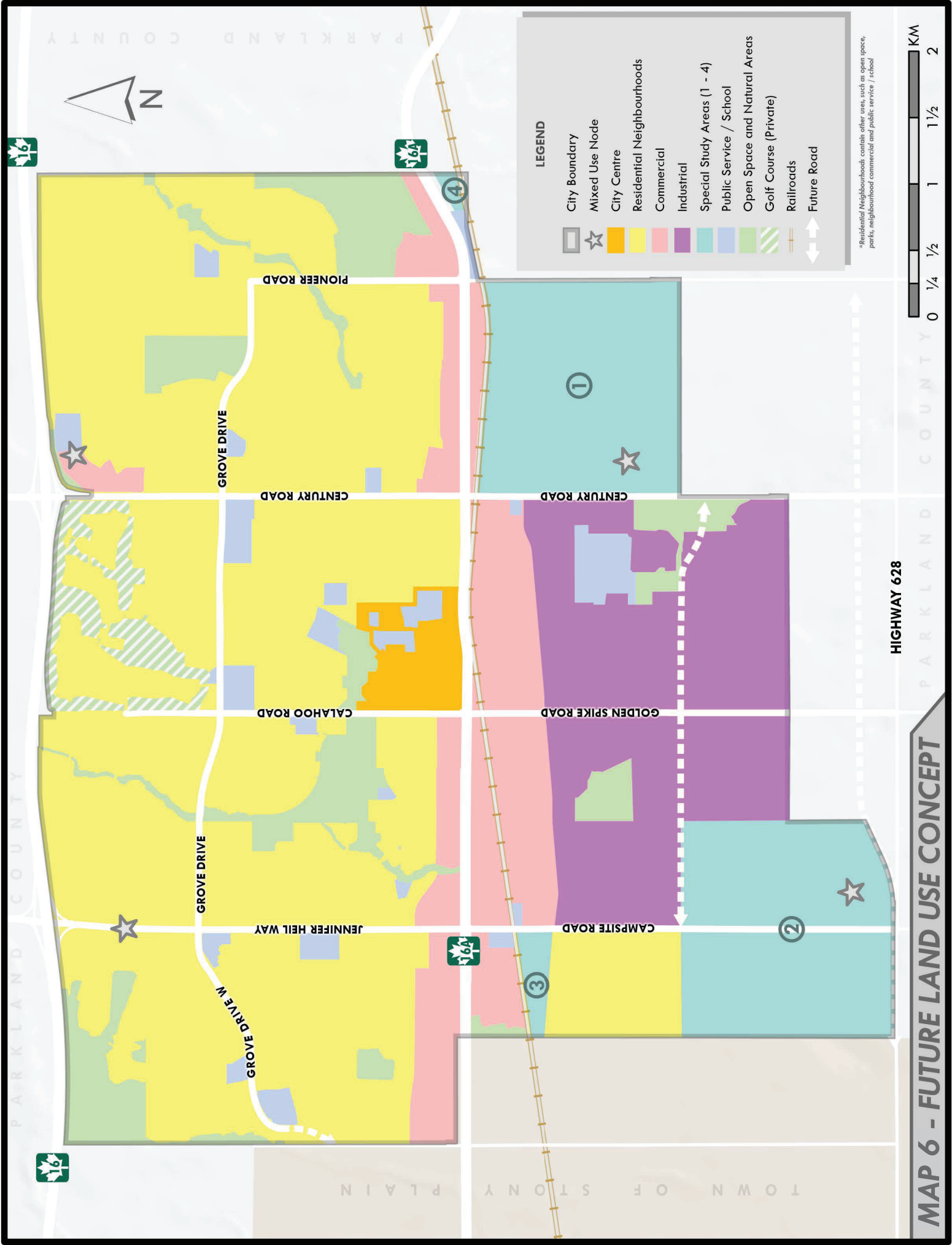
## 3.5 Future Land Use

This section of *The Shape of Our Community* identifies graphically and through descriptive text the expected best uses of land within the municipal boundary for the next 20–30 years, based on information currently available and the context provided above.

The city's lands are assigned land use designations, which are broad categories generally describing the type of land uses and development most appropriate for each area. Land use designations include currently developed land as well as undeveloped land that is expected to develop or redevelop in the future.

**Map 6** – Future Land Use Concept depicts graphically the expected future uses of the lands within the current municipal boundary of Spruce Grove, and includes seven land use designations, which are discussed below. Note that the boundaries of the land use designations shown in the Future Land Use Concept are approximate and are not intended to follow legal surveyed boundaries.





**MAP 6 - FUTURE LAND USE CONCEPT**

\*Residential Neighbourhoods contain other uses such as open space, parks, neighbourhood commercial and public service / school



### 3.5.1 Mixed Use Nodes

Mixed use nodes are represented on **Map 6** by stars. Mixed use nodes are areas where higher density residential, transit service, commercial and other amenities are clustered together. Often residential and commercial or retail uses are in the same buildings within a mixed use node.

Transit access is a key component of successful mixed use developments: so much so that, sometimes, mixed use developments are called transit-oriented developments, where transit access is the fundamental component that links all the other uses together. Another key component to successful mixed use nodes is higher density residential development. This component highlights the link between population and employment density and provision of transit service. As population and employment density in an area increases, provision of commercial and transit services becomes more self-sustaining because increased ridership helps offset costs of service provision.

Design criteria also become important for mixed use nodes, especially for residents and users of the space. As residential density increases so too should the standard of design detail to ensure higher density structures are aesthetically pleasing and contribute positively to a vibrant neighbourhood in which people will want to live. The climate and seasons should be taken into account when considering designs for mixed use nodes, so that areas can continue to be used year round or be adapted to accommodate the change in seasons.

Urban design criteria critical for the consideration of a mixed use node should include, but not be limited to:

- ▶ close to transit or developed around a transit stop;
- ▶ close to or along a major transportation corridor;
- ▶ includes key amenities, natural areas, open spaces or parks, and employment areas;
- ▶ includes inclusive spaces that combine commercial, residential, recreational, or cultural components that result in vibrant, walkable nodes/communities;
- ▶ offers places that are accessible to everyone regardless of age or ability;
- ▶ includes compatible mix of uses and higher residential densities;
- ▶ expresses high quality urban design and offers interactive public spaces at a human/pedestrian scale;
- ▶ offers year-round use of the of public spaces should be incorporated into designs;
- ▶ includes logical and pedestrian friendly road network;
- ▶ links to the existing trail network; and,
- ▶ Meets or exceeds minimum design standards met.



### 3.5.2 City Centre

The City Centre designation applies to all land within the City Centre Area Redevelopment Plan, adopted in 2020, as outlined in **Map 6**.

According to the City Centre Area Redevelopment Plan, the Plan provides a tangible vision, direction, and supportive principles to guide desired and expected new development and redevelopment in the City of Spruce Grove's City Centre area over the next 15 to 25 years.

The City Centre Area Redevelopment Plan divides the City Centre into different areas for different types of redevelopment, including mixed use, multi-unit/higher density residential, business commercial, and public service areas. The City Centre Area Redevelopment Plan further offers policies to guide development and this municipal development plan supports the direction of the City Centre Area Redevelopment Plan.

The City Centre Area Redevelopment Plan supports development that helps achieve the vision of the City Centre as being welcoming, inclusive and family friendly with year-round activities drawing draw visitors and shoppers to enjoy aesthetically pleasing environments for dining, socializing and experiencing available public spaces, art and culture.

Development in the City Centre should reflect the objectives and policies of the City Centre Area Redevelopment Plan and should:

- ▶ elevate the City Centre's status as a cohesive, unique, and desirable area for investment and living;
- ▶ diversify commercial offerings to remain relevant in an ever-changing marketplace;
- ▶ increase housing supply and density and provide for a diversity of housing mix and price point within a mixed-use context;
- ▶ emphasize the City Centre as a community focal point for celebrations; and,
- ▶ facilitate convenient and efficient mobility with an emphasis on pedestrian safety.<sup>20</sup>

<sup>20</sup> City of Spruce Grove City Centre Area Redevelopment Plan, Cushing Terrell Architecture, Inc. and Key Planning Strategies, January 2020.





### 3.5.3 Residential Neighbourhoods

This land use designation applies to all areas of the city identified and formally planned for residential development, regardless of whether the lands are fully, partially, or not yet developed. In the residential designations of the city, the predominate land use is housing in all its enabled forms including, but not limited to, single detached dwellings and secondary suites, semi-detached and row housing, and apartments. The location of housing types, density of housing and mixture of housing is further refined through area structure plans, neighbourhood plans, and the Land Use Bylaw.

Though the dominant use of land in the Residential Neighbourhoods designation is housing, this municipal development plan also supports a range of appropriate non-residential uses such as neighbourhood commercial, schools, churches, and open spaces and parks in these areas.

New development within the Residential Neighbourhoods designation should demonstrate the following:

- ▶ existing servicing capacity;
- ▶ supported by an approved area structure plan and/or neighbourhood plan;
- ▶ provision of amenity space and access to public open space in higher density proposals;
- ▶ new park spaces are accessible via public roadways and not isolated behind private lots;
- ▶ provision of trail network linkages to the existing trail network; and,
- ▶ access to the back of lots for emergency services personnel.

The following factors need to be considered when evaluating redevelopment proposals for land within the Residential Neighbourhoods designation:

- ▶ age of the existing development;
- ▶ condition of the existing building/property;
- ▶ servicing capacity;
- ▶ lot size and shape;
- ▶ local (neighbourhood) context, scale, and intensity of use;
- ▶ existence of supportive policy;
- ▶ solar access and privacy;
- ▶ preservation of existing street trees;
- ▶ satisfaction of design requirements for structures and open spaces;
- ▶ amount of non-permeable surfaces relative to permeable surfaces; and,
- ▶ access to laneways and lot access generally.

### 3.5.4 Commercial

The commercial designation shown on **Map 6** denotes the predominate areas where commercial development exists or is anticipated to develop over time through the process of redevelopment.

Commercial areas in Spruce Grove, outside of the City Centre which has its own designation, are located along the main transportation corridors. Apart from neighbourhood commercial nodes within the residential and mixed use node designations, it is anticipated that this corridor pattern will continue to develop and redevelop.

Commercial areas also benefit from access to convenient transit service and linkages to the existing trail network. Redevelopment opportunities should include development and rehabilitation of sidewalk infrastructure to improve community connections with the commercial areas, enhance pedestrian access and improve mobility generally. They should also consider implementing elements of low impact development, as appropriate.

New commercial development and redevelopment proposals should reflect the following considerations:

- ▶ improved multi-modal connectivity and transit access;
- ▶ diversification of services and amenities;
- ▶ improved design, aesthetics, seasonal changes, and landscaping; and,
- ▶ increased accessibility and inclusivity that enhances accessibility for everyone;

Redevelopment proposals need to:

- ▶ address site suitability in terms of size, shape, and location;
- ▶ determine and articulate resolution of any impacts on infrastructure capacity; and,
- ▶ ensure acceptable site and structure design standards have been met.



### 3.5.5 Industrial

The Industrial designation identifies the area of the city where industrial development exists and is expected to continue to develop in the future. Industrial development in Spruce Grove is predominately light to medium intensity. Future industrial development should continue to be clean in nature with low nuisance.

In the future, industrial development proposals should be evaluated in the context of the following factors:

- ▶ floor area ratio and employment density;
- ▶ light to medium intensity;
- ▶ low nuisance generation;
- ▶ limited light pollution;
- ▶ on-site or off-site amenity provisions for employees;
- ▶ establishment of trail network and connections; and,
- ▶ risk assessments should be considered depending on proposed development;

Redevelopment proposals need to:

- ▶ address site suitability in terms of size, shape and location;
- ▶ determine and articulate resolution of any impacts on infrastructure capacity; and,
- ▶ ensure acceptable site and structure design standards have been met.



### 3.5.6 Special Study Areas

The Special Study Area locations numbered 1 and 2 on **Map 6** represent the majority of the 2020 annexed lands. The development timing for these areas is not exactly certain but is likely near the planning horizon of this municipal development plan. However, careful consideration about how best to use the annexed lands is required.

Therefore, the annexation lands are specifically identified in this municipal development plan for further, more detailed analysis and planning to be undertaken as part of an area structure plan supported by existing and updated growth studies and other technical analyses. The timing of the area structure plans will depend partly on existing land supply and market demand for land. The approach described above for the Special Study Areas further supports the intent through policy to protect the annexation lands from premature urban development and retain their agricultural use for as long as possible.

The Special Study Area locations numbered 3 and 4 on **Map 6** correspond with comparatively small Special Study Areas also identified within the Shiloh (location 3) and East Pioneer (location 4) Area Structure Plans. Identifying Special Study Area locations 3 and 4 on **Map 6** is to ensure land use consistency between these two area structure plans and this Plan.





### 3.5.7 Public Service/School

The community of Spruce Grove has access to many public services such as recreation and leisure centres, seniors' homes, advanced education, and places of worship that support and add dimension to the lives of residents. The Future Land Use Concept supports the continued development and redevelopment of public service uses that reflect the following:

- ▶ suitably located within the community;
- ▶ provide a net benefit to the community; and,
- ▶ if publicly owned, do not represent a financial burden on the community.

For many years, the City has utilized the tools available to it under the *Municipal Government Act* (i.e., municipal & school reserve) to ensure that the lands needed for schools have been provided. As discussed further in the next section, competition for available reserve land poses challenges to the City in providing sufficient public land to support the varied and expanding needs of the community for such lands.

Allocation of reserve land for school sites should reflect the following considerations:

- ▶ reserve lands needs are balanced;
- ▶ school sites are identified in area structure plans and neighbourhood plans;
- ▶ non-vehicular access is available to a potential school site;
- ▶ future schools can accommodate joint municipal facilities; and,
- ▶ siting and transportation network challenges can be satisfactorily mitigated.





### 3.5.8 Parks, Open Space & Natural Areas

Acquiring new open space is dependant primarily on the subdivision process through which a municipality can obtain reserve lands in accordance with the *Municipal Government Act*.

Certain lands may also be taken through the subdivision process for environmental reserve, which would typically be identified as natural areas. The ability to do this, however, is restricted to very specific circumstances such as for riparian buffers adjacent to waterbodies, steep slopes, or flood-prone areas. Given the nature of land taken as environmental reserve, it isn't suitable for playing fields, formal and informal parks, and should be left in its natural state.

As a result, this leaves municipal reserve land obtained through subdivision as the primary source of public land for parks and open space needs. Unfortunately, the land available through reserve acquisition to satisfy the need for parks and open space is falling short of demand and the City is having to continually assess and reassess priorities for how to use available municipal reserve land.

One of the preferences identified through the Shaping Our Community engagement process was for more trail connections. Trail connections not only satisfy the community's preference but also support a more accessible and inclusive community by offering safe and practical non-vehicular transportation routes. As mentioned previously, integrating non-vehicular "mobility trails" more within the rights-of-way dedicated for motorized mobility can help address this expressed demand for trails.

Consequently, the use and allocation of reserve land must be carefully planned and thoughtfully coordinated with future recreation, community, school, transportation, and mobility planning. Integrating non-motorized "mobility trails" more within the rights-of-way dedicated for motorized mobility may help free up municipal reserve and school reserve to provide for the many other and increasing demands for municipally- and school-owned land.

In determining how best to allocate parks, open space and natural areas in Spruce Grove, the City is guided by the Parks and Open Spaces Master Plan and consideration of the following:

- ▶ equitable distribution of open space throughout the community;
- ▶ design and location that promotes safety, security, access, and inclusion; and,
- ▶ connectivity within and between neighbourhoods and between neighbourhoods, schools, and amenity areas.

## 3.6 Land Use Planning Tools

### 3.6.1 Neighbourhood Plans

The *Municipal Government Act* enables the development of several planning tools, including area structure plans, area redevelopment plans, land use bylaws, and subdivision and development processes. It does not enable non-statutory plans at the neighbourhood scale, which are becoming more popular among Albertan municipalities as more flexible tool to support community development. The following section of this Municipal Development Plan enables the City of

Spruce Grove to use non-statutory neighbourhood-scale plans as a land use planning tool in the manner discussed below.

The City of Spruce Grove is a partner in community-building along with community members and land developers. Through its Municipal Development Plan, the City articulates the community's values and preferences to guide future development. To help ensure the Municipal Development Plan's guidance is implemented 'on the ground', the Municipal

Development Plan makes the City primarily responsible for implementing its policies through lower level statutory plans such as area structure plans and area redevelopment plans, and developers responsible for implementing its policies through a new non-statutory planning tool called a neighbourhood plan. The neighbourhood plan will enable developers to focus on neighbourhood development and to respond nimbly to changing market needs.

For the purposes of defining what is a 'neighbourhood' for planning purposes, a neighbourhood in Spruce Grove should possess the following characteristics:

- ▶ consist of a quarter section (64 ha) of land, more or less; and,
- ▶ typically bound by main roads which provide access to nearby amenities.



A neighbourhood in Spruce Grove should possess the following characteristics:

- ▶ contain a mixture of housing types and densities;
- ▶ walking access via internal trails and sidewalks to neighbourhood commercial and schools;
- ▶ internal streets with sidewalks on both sides of the road;
- ▶ designed with human scale, diversity, attractiveness, safety, and security in mind;
- ▶ may be separated from other neighbourhoods by large open spaces that physically divide areas;
- ▶ connected to other neighbourhoods, amenity, and employment areas via trails, sidewalks, and roadways;
- ▶ designed with smaller blocks and grid-like street patterns; and,
- ▶ contain a neighbourhood hub or neighbourhood commercial node.

Neighbourhood plans are informed by policy direction contained in overarching area structure plans, which have incorporated and are consistent with the general direction provided in the Municipal Development Plan. Having neighbourhood plans and not relying solely on statutory plans to guide development, adds flexibility to the development process, enabling developers to avoid costly and time-consuming amendments to statutory plans when they no longer reflect market needs. Additionally, neighbourhood plans contain the level of detail and engineering analysis necessary to support redistricting, subdivision, and development applications leading to streamlined approval processes, as well as cost and time savings for the developer.

Adding neighbourhood plans to the planning toolkit allows the City to focus on ensuring community connectivity and alignment with the community's vision through area structure plans and area redevelopment plans affords developers the opportunity to focus on their neighbourhood-scale developments and meeting the changing needs of the market.

For lands within existing area structure plans that are still undeveloped, the existing area structure plans may be replaced with new area structure plans prepared by the City in collaboration with the affected landowners and developers. The new area structure plans will enshrine existing area structure plan rights and standards and enable the preparation of detailed neighbourhood plans to further refine imminent development plans of developers. For lands that have yet to be planned (i.e., no area structure plan is in place), new area structure plans will be prepared by the City.

The preparation of terms of reference for the development of area structure plans and neighbourhood plans are implementation tasks that can be found in **Appendix D**.



## 3.6.2 Municipal Reserve Dedication

Municipal reserve dedication in the City of Spruce Grove is to be in accordance with the *Municipal Government Act*. However, aspects of municipal reserve dedication require additional guidance, as found below.

### Tracking

Municipal reserve dedications must be tracked using a suitable tracking system that allows City administration to easily review and assess the reserve dedication status of any parcel of land or stage of development. Municipal reserve should be assessed, calculated, and tracked for every subdivision.

### Money-in-Place

In accordance with the *Municipal Government Act*, the City may elect to obtain municipal reserve dedication in the form of money-in-place of municipal reserve land. Money-in-place of dedication may be supported if it serves the considerations listed in **Section 3.5.8** and/or in circumstances where dedication of land is not necessary to implement the Parks and Open Spaces Master Plan in the location where the municipal reserve dedication is triggered. In these circumstances, the priority use of money from cash-in-lieu dedication is to improve connectivity in the community via the trail system.



### Stormwater Facilities

Stormwater management facilities (ponds) fulfill multiple roles in the municipality. They are public utilities where stormwater is held and managed, but they also offer an opportunity for passive recreational pursuits if properly designed with public safety in mind.

With the increasing demand on public open spaces in Spruce Grove and limited available land via the provision of municipal reserve and environmental reserve, the opportunity for incorporating the land around stormwater management facilities as public open space is attractive. Stormwater management ponds can offer quality passive recreational areas and support connectivity throughout the city, particularly when the stormwater management ponds themselves are naturalized and are not conducive to human access. Additionally, facilities that have good visibility and front public roadways enhance public safety and increases accessibility for everyone.

While using the land around stormwater management ponds as open space may be part of the solution for limited open space options in Spruce Grove, given the limitations on acquiring municipal reserve land through the subdivision process, the City will not give credit for municipal reserve dedication around stormwater facilities. Rather, stormwater management facilities and the lands around them are to be contained within and designated as public utility lots.



# 4

## Policies

Policies help shape our community over time as they are implemented through the municipal decision-making process. Spruce Grove will evaluate proposals for land development, community grant funding, project funding requests, and other many important decisions against the policies of this MDP. Other guiding documents will also influence decisions to ensure the community develops in a manner that reflects the intent of the policies contained herein.

The previous section provides context for interpreting the policies below, in addition to the following points:

- 01** Where “*shall*” is used in a policy, the policy is considered mandatory to achieve a desired result.
- 02** Where “*should*” is used in a policy it is anticipated that the policy will be applied in all situations unless it can be clearly demonstrated that the policy is not reasonable, practical, or feasible in a given situation.
- 03** Where “*may*” is used in a policy, the policy is considered discretionary and may not be feasible or practical in all situations.

## 4.1 Connection

Spruce Grove has a strong sense of belonging and community where people can access services and amenities that meet their needs and contribute to a high quality of life.



### Economy

The economic, fiscal and market factors that influence how the community operates, sets priorities, and allocates financial resources.

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### Policies

- 4.1.1 The City of Spruce Grove shall support industrial uses that prioritize employment opportunities and diversify the tax base.
- 4.1.2 The City of Spruce Grove shall continue to support enhancing visibility and design aesthetics for highway commercial areas.
- 4.1.3 The City of Spruce Grove shall continue to enhance the aesthetics, pedestrian access, and safety in the City Centre.
- 4.1.4 The City of Spruce Grove should encourage neighbourhood commercial uses within neighbourhoods to meet the daily needs of residents that are compatible with the adjacent area in terms of size, scale, use, and overall design.
- 4.1.5 The City of Spruce Grove shall acknowledge support the Edmonton International Airport as a regionally significant economic engine and as the primary air gateway to the world for northern Alberta.

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## Governance & Partnerships



The way in which nations, governments, agencies, organizations, business, and industry are structured and choose to work together and collaborate on ideas, projects, or services.

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## Policies

- 4.1.6 The City of Spruce Grove should foster a diverse range of recreation and cultural opportunities and support a network of recreation and cultural resources through City-led and community-based initiatives and partnerships.
- 4.1.7 The City of Spruce Grove should support the furtherance of post-secondary education and work in partnership with educational and community-based organizations and other relevant partners to enhance opportunities for innovation, learning and skill development in Spruce Grove.
- 4.1.8 The City of Spruce Grove shall explore partnerships with for-profit and not-for-profit developers, community organizations, and other levels of government to increase the diversity and availability of market and non-market affordable housing units.
- 4.1.9 The City of Spruce Grove should pursue partnership and sponsorship opportunities to procure, display, and maintain public art for both neighbourhood, and community-level gathering places.
- 4.1.10 The City of Spruce Grove shall require that all statutory planning documents and related enabled plans include community design features that increase connectivity, accessibility, and opportunities for multi-modal transportation integration.
- 4.1.11 The City of Spruce Grove should encourage design features within the public realm that increase social connection.
- 4.1.12 The City of Spruce Grove shall prepare new area structure plans for unplanned lands and may, in collaboration with the affected landowners/developers, prepare revised area structure plans for lands that have already been planned.





## Transportation & Mobility

The methods and systems by which goods and people move within and between communities including distribution, commuting, employment and personal movement.

### Policies

- 4.1.13 The City of Spruce Grove shall maintain and adhere to the City's integrated Transportation Master Plan.
- 4.1.14 The City of Spruce Grove shall ensure that neighbourhood transportation networks are transit ready where feasible.
- 4.1.15 The City of Spruce Grove shall ensure that all parks and open spaces are connected to the trail system where feasible.
- 4.1.16 The City of Spruce Grove shall encourage pedestrian connections from neighbourhoods to and within development along the highway commercial corridor.
- 4.1.17 The City of Spruce Grove should prioritize community connections between neighbourhoods and the rest of the city with more trails and pathways.
- 4.1.18 The City of Spruce Grove shall support connectivity for accessible and barrier-free trail connections between neighbourhoods and amenity areas.
- 4.1.19 The City of Spruce Grove shall support responsible access management of Highway 628.
- 4.1.20 The City of Spruce Grove shall advocate for the development of rail overpasses in strategic locations to improve access south of the CN Railway, enhance emergency services response time, and provide more convenient access across the CN Railway.



## Urban Form & Placemaking

The relationship between people and the physical characteristics of places, including the size, shape, location and number of buildings, roads, parks, and open spaces that influence how people behave, feel, experience, or connect to a place and the public realm.

### Policies

- 4.1.21 The City of Spruce Grove shall, further to and in accordance with **Policy 4.1.12**, guide development through the preparation and amendment of City-led area structure plans and area redevelopment plans.
- 4.1.22 The City of Spruce Grove shall ensure that neighbourhood plans are consistent with higher order statutory planning documents, such as area structure plans, area redevelopment plans and the municipal development plan.
- 4.1.23 The City of Spruce Grove shall ensure that school sites are identified in area structure plans and neighbourhood plans, as applicable.
- 4.1.24 The City of Spruce Grove shall prohibit permanent development and discourage temporary development on any lands without an approved area structure plan or within undeveloped and unplanned areas, other than what is considered permitted or discretionary in their existing land use districts.
- 4.1.25 The City of Spruce Grove should ensure that gathering places, open spaces, trail connections, and neighbourhood commercial development are integrated into all new neighbourhoods and existing neighbourhoods to the extent possible through redevelopment.
- 4.1.26 The City of Spruce Grove shall implement place making design strategies to support the development of high-quality public gathering spaces.
- 4.1.27 The City of Spruce Grove should require high standards of neighbourhood and landscaping design to strengthen neighbourhood identity, improve neighbourhood cohesion, and enhance residents' quality of life.
- 4.1.28 The City of Spruce Grove shall recognize that for neighbourhood plans, a neighbourhood is defined by the following characteristics:
  - a. consists of the equivalent of a quarter section (64 ha) of land, more or less; and
  - b. is typically bound by main roads which provide access to nearby amenities.

## CONNECTION — Urban Form & Placemaking

- 4.1.29 The City of Spruce Grove shall recognize that a preferred neighbourhood has the following attributes:
- a. contains a mixture of housing types and densities;
  - b. provides non-vehicular access via internal trails and sidewalks to neighbourhood commercial and schools;
  - c. has streets with sidewalks on both sides of the road;
  - d. designed with human scale, diversity, attractiveness, safety, and security in mind;
  - e. connected to other neighbourhoods, amenity and employment areas via trails, sidewalks, and roadways;
  - f. designed with smaller blocks and a modified grid street pattern; and,
  - g. contains a neighbourhood hub or neighbourhood commercial node.
- 4.1.30 The City of Spruce Grove shall, when evaluating new development proposals in the Residential Neighbourhoods designation, require that the proposals are:
- a. supported by existing servicing capacity;
  - b. supported by an approved area structure plan and/or neighbourhood plan;
  - c. able to provide amenity space and access to public open space in higher density proposals;
  - d. ensuring new park spaces are accessible via public roadways and not isolated behind private lots;
  - e. linked via the trail network to the existing trail network; and,
  - f. providing access to the back of lots for emergency services personnel.

## CONNECTION — Urban Form & Placemaking

**4.1.31** The City of Spruce Grove shall, when evaluating infill and redevelopment proposals in the Residential Neighbourhoods designation, require that the proposals address the following:

- a. age of the existing development;
- b. condition of the existing building/property;
- c. servicing capacity;
- d. lot size and shape;
- e. local (neighbourhood) context, scale, and intensity of use;
- f. existence of supportive policy;
- g. solar access and privacy;
- h. preservation of existing street trees;
- i. satisfaction of design requirements for structures and open spaces;
- j. amount of non-permeable surfaces relative to permeable surfaces; and,
- k. access to laneways and lot access generally.

**4.1.32** The City of Spruce Grove shall, when evaluating mixed use development proposals at Mixed Use Nodes, require that the proposals demonstrate:

- a. proximity to transit or developed around a transit stop;
- b. proximity to or along a major transportation corridor;
- c. access to or provision of key amenities, natural areas, open spaces or parks, and employment areas;
- d. provision of inclusive spaces that combine commercial, residential, recreational, or cultural components that result in vibrant, walkable nodes/communities;
- e. provision of spaces that are accessible to everyone regardless of age or ability;
- f. inclusion of a mix of compatible uses and higher residential densities;



## CONNECTION — Urban Form & Placemaking

- g. high quality urban design and with interactive public spaces designed to a human/pedestrian scale;
- h. year-round use of public spaces that are incorporated into designs;
- i. logical and pedestrian friendly road network;
- j. links to the existing trail network and proposed green spaces; and,
- k. satisfaction of minimum or elevated design standards

**4.1.33** The City of Spruce Grove shall, when evaluating commercial development proposals in the Commercial designation, require that the proposals address the following:

- a. improved multi-modal connectivity and transit access;
- b. diversification of services and amenities;
- c. improved design, aesthetics, seasonal changes, and landscaping;
- d. integration with existing or future adjacent neighbourhoods; and,
- e. increased accessibility and inclusivity that enhances accessibility for everyone;

**4.1.34** The City of Spruce Grove shall, when evaluating commercial redevelopment proposals in the Commercial designation, require that the proposals are:

- a. suitable for the site in terms of size, shape and location;
- b. suitably integrated with current or future adjacent development;
- c. supported by existing infrastructure capacity and clear about impacts on infrastructure capacity; and,
- d. able to meet site and structure design standards.

## CONNECTION — Urban Form & Placemaking

- 4.1.35** The City of Spruce Grove shall, when evaluating new industrial development proposals in the Industrial designation, require that the proposals demonstrate:
- a. articulation of floor area ratios and employment densities;
  - b. light to medium intensity;
  - c. plans to address any potential resident safety and/or emergency response;
  - d. low nuisance generation; and,
  - e. limited light pollution.
- 4.1.36** The City of Spruce Grove shall, when evaluating industrial redevelopment proposals in the Industrial designation, require that the proposals are:
- a. suitable for the site in terms of size, shape and location;
  - b. supported by existing infrastructure capacity and clear about impacts on infrastructure capacity;
  - c. supported by plans to address any potential resident safety and/or emergency response; and,
  - d. able to meet site and structure design standards.
- 4.1.37** The City of Spruce Grove shall ensure that neighbourhood commercial uses are located in central, visible locations adjacent to or within neighbourhood gathering places, and which are suitable to the residential character of the area.



### Environment

The natural systems and their interconnections that sustain life and support human settlement.

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### Policies

- 4.1.38** The City of Spruce Grove should integrate environmentally significant and natural areas into the parks and open space network and identify these in planning documents.



## Social

The interpersonal, cultural, and social relationships that support community.

## Policies

- 4.1.39 The City of Spruce Grove shall continue to support the development, enhancement, preservation, and integration of cultural resources and opportunities into the community.
- 4.1.40 The City of Spruce Grove shall use publicly accessible, City-owned buildings, facilities, and spaces to showcase and display local arts and culture in a variety of forms.
- 4.1.41 The City of Spruce Grove shall continue to support innovative and diverse programming at existing and future recreation and cultural facilities and venues.
- 4.1.42 The City of Spruce Grove shall encourage a range of formal, informal, and experiential learning opportunities to meet the diverse learning needs of community residents.
- 4.1.43 The City of Spruce Grove should continue to identify, increase awareness of, and development programs to address community needs, support services, and assist all residents in their efforts to connect with available services and programs.
- 4.1.44 The City of Spruce Grove should continue to invest in and promote amenities and services for community members who reside and do business south of the CN Railway.
- 4.1.45 The City of Spruce Grove shall support opportunities for social connectivity in public spaces.

## 4.2 Diversity and Inclusion

Spruce Grove enjoys equitable, barrier-free, and affordable access to places, services, opportunities, and participation in civic life allowing for people of all backgrounds and abilities to live with dignity.



### Economy

The economic, fiscal and market factors that influence how the community operates, sets priorities, and allocates financial resources.

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#### Policies

- 4.2.1 The City of Spruce Grove shall support increasing affordable rental and ownership housing options.
- 4.2.2 The City of Spruce Grove shall encourage the continued redevelopment of the City Centre 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.
- 4.2.3 The City of Spruce Grove shall support home-based businesses, while ensuring that such businesses do not have a negative impact on the residential character of the neighbourhoods.



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### Governance & Partnerships

The way in which nations, governments, agencies, organizations, business, and industry are structured and choose to work together and collaborate on ideas, projects, or services.

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#### Policies

- 4.2.4 The City of Spruce Grove should consider equity and inclusiveness in policies, procedures, and programs.
- 4.2.5 The City of Spruce Grove should foster an environment conducive to civic engagement that supports participation by community members to provide input on municipal issues, policies, programs and service delivery.





## Transportation & Mobility

The methods and systems by which goods and people move within and between communities including distribution, commuting, employment and personal movement.

### Policies

- 4.2.6 The City of Spruce Grove should require that there are multi-modal connections within and between neighbourhoods and to community amenity areas.



## Urban Form & Placemaking

The relationship between people and the physical characteristics of places, including the size, shape, location and number of buildings, roads, parks, and open spaces that influence how people behave, feel, experience, or connect to a place and the public realm.

### Policies

- 4.2.7 The City of Spruce Grove shall integrate land use and transportation planning to create a more compact and efficient urban form.
- 4.2.8 The City of Spruce Grove shall encourage the integration of a variety of housing types and densities to create diverse streetscapes in neighbourhoods.
- 4.2.9 The City of Spruce Grove should consider increasing the number of dwelling units allowed on a residential parcel to address housing affordability.
- 4.2.10 The City of Spruce Grove shall encourage higher residential densities to be located along major transportation corridors and along the edges of existing neighbourhoods.
- 4.2.11 The City of Spruce Grove should locate affordable and market rental housing near existing and future amenities, open space, and transit routes.
- 4.2.12 The City of Spruce Grove shall focus higher density and seniors housing in proximity to amenities and transit.

- 4.2.13 The City of Spruce Grove shall promote increased housing options and densities in established and developing neighbourhoods through complementary redevelopment.
- 4.2.14 The City of Spruce Grove shall pursue strategies to include affordable market housing units through infill and redevelopment projects in existing neighbourhoods that are complementary in terms of scale, design, and traffic volume.
- 4.2.15 The City of Spruce Grove shall encourage the integration of affordable and market rental and ownership housing by locating market affordable and non-market units within the same area of a neighbourhood and/or by including both types of units in the same projects.
- 4.2.16 The City of Spruce Grove shall discourage the provision of public open spaces in enclosed areas behind and/or between privately owned sites unless at least 50%, in the case of public parks, and 25%, in the case of stormwater management facilities, of the site fronts a public street with good visibility.
- 4.2.17 The City of Spruce Grove shall support the distribution of public open spaces and parks throughout the community to maximize accessibility by local residents.

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## Environment



The natural systems and their interconnections that sustain life and support human settlement.

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## Policies

- 4.2.18 The City of Spruce Grove should explore ways to connect residents with nature and educate them on the value of environmentally significant and natural areas.



## Social

The interpersonal, cultural, and social relationships that support community.

## Policies

- 4.2.19 The City of Spruce Grove should consider affordability when responding to the needs of populations requiring additional supports.
- 4.2.20 The City of Spruce Grove shall consider diversity, inclusion, and equity when evaluating new development applications that accommodate access to the public.
- 4.2.21 The City of Spruce Grove shall continue to encourage a diverse range of community events and festivals.
- 4.2.22 The City of Spruce Grove should continue to facilitate the use of civic spaces to be used for functions such as parades, marches, festivals, and community events.
- 4.2.23 The City of Spruce Grove should integrate existing and new recreation and culture resources into community gathering places, including public art.
- 4.2.24 The City of Spruce Grove shall ensure that access and inclusivity is considered in the design of sidewalks, trails, street crossings, and gathering places.
- 4.2.25 The City of Spruce Grove should ensure, where appropriate, that community and neighbourhood gathering places are accessible and inclusive in all seasons.
- 4.2.26 The City of Spruce Grove shall ensure provided street lighting is appropriate to the primary use of each street.

## 4.3 Resilience

Spruce Grove's creativity and self-reliance allows for innovative and adaptive responses to social, economic, and environmental changes.



### Economy

The economic, fiscal and market factors that influence how the community operates, sets priorities, and allocates financial resources.

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#### Policies

- 4.3.1 The City of Spruce Grove shall ensure industrial parks are planned to maintain flexibility in parcel sizes and to accommodate a wide range of uses.
- 4.3.2 The City of Spruce Grove should support higher floor area ratios in industrial areas to increase assessed value per net hectare of land and to lower land consumption/industrial sprawl.
- 4.3.3 The City of Spruce Grove shall aspire to increasing industrial employment density (the number of employees per industrial hectare) to reduce sprawl, improve infrastructure efficiency and reduce long term costs.
- 4.3.4 The City of Spruce Grove shall implement the City Centre Area Redevelopment Plan and review and update the Area Redevelopment Plan at least every five years.

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### Governance & Partnerships



The way in which nations, governments, agencies, organizations, business, and industry are structured and choose to work together and collaborate on ideas, projects, or services.

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#### Policies

- 4.3.5 The City of Spruce Grove should include annual budget provisions to develop and implement climate change adaptation measures.



## RESILIENCE — Governance & Partnerships

- 4.3.6 The City of Spruce Grove should strive to achieve an overall assessment split of 75/25 residential to non-residential assessment.
- 4.3.7 The City of Spruce Grove shall review and update its population projections, growth rate, and residential densities to help assess its land absorption rate relative to available land within its existing boundary, when required.
- 4.3.8 The City of Spruce Grove shall strive for a minimum overall residential density that meets or exceeds the Edmonton Metropolitan Region Growth Plan density target of 35 du/nrha and work toward higher development densities to increase the efficiency of use of municipal infrastructure.
- 4.3.9 The City of Spruce Grove shall, in the case of existing area structure plans, work with landowners, developers and other affected parties to increase the residential densities provided for in these area structure plans.
- 4.3.10 The City of Spruce Grove shall commit to fiscal responsibility and long-term financial viability by applying and collecting offsite levies for municipal infrastructure.
- 4.3.11 The City of Spruce Grove shall explore with the Town of Stony Plain the most economic and efficient way to service the lands along the shared boundary.
- 4.3.12 The City of Spruce Grove shall monitor the demand for municipal services for the purpose of maintaining the City's long-term fiscal ability to sustain the provision of these services.
- 4.3.13 The City of Spruce Grove shall manage financial resources efficiently and responsibly with a focus on the community's long-term fiscal sustainability.
- 4.3.14 The City of Spruce Grove shall allocate and manage resources in a cost-effective way through the budget and financial reporting processes.
- 4.3.15 The City of Spruce Grove shall continue to conduct strategic planning, business planning and regular review of policies, practices and processes at the corporate level to ensure:
  - a. resources are used efficiently and effectively;
  - b. cross-organizational collaboration occurs;
  - c. regional matters are identified;
  - d. alternatives are considered; and,
  - e. long-term planning, strategic, and sustainability goals are incorporated into City operations.

## RESILIENCE — Governance & Partnerships

- 4.3.16 The City of Spruce Grove shall support quality of life by continuing to develop and maintain good working relationships with its municipal neighbours and community organizations, other Albertan municipalities and regional partners, and other levels of government through cooperation, collaboration and open communication.
- 4.3.17 The City of Spruce Grove shall demonstrate leadership by considering the long-term economic, social, and environmental sustainability of the community when making decisions.
- 4.3.18 The City of Spruce Grove should continue to conduct a municipal census to ensure the City has access to up-to-date demographic data for planning purposes and to maximize access to available per capita grant funding, when appropriate.
- 4.3.19 The City of Spruce Grove shall continue to collaborate with school authorities on locating joint school and municipal facilities and continue to maintain joint use agreements.
- 4.3.20 The City of Spruce Grove shall generate and continually update long-term infrastructure development, maintenance, and replacement plans.
- 4.3.21 The City of Spruce Grove shall require development sequencing to be commensurate with the logical extension, availability, and capacity of infrastructure and servicing.
- 4.3.22 The City of Spruce Grove should develop and maintain plans and processes that provide greater certainty for land use and transportation decisions where impacts span municipal boundaries and possibly extends into the metro region.
- 4.3.23 The City of Spruce Grove shall continue to work cooperatively with Parkland County and Stony Plain with respect to:
- a. ensuring compatible land use and future growth patterns in shared border areas;
  - b. efficiently accommodating and managing the growth needs of all three municipalities;
  - c. protection of the environment;
  - d. creating an efficient regional transportation system;
  - e. coordination of other major infrastructure;
  - f. provision of community services; and,
  - g. cooperative management of other issues of common interest.

# RESILIENCE — Governance & Partnerships

- 4.3.24 The City of Spruce Grove should continue to pursue funding opportunities, partnerships, and sponsorships to develop, enhance, and maintain culture and recreation facilities.
- 4.3.25 The City of Spruce Grove shall pursue incentives and other strategies to increase the provision of market affordable and non-market housing units.
- 4.3.26 The City of Spruce Grove shall continue to monitor the housing market to determine the extent to which the current policy framework addresses affordable housing needs in the community.
- 4.3.27 The City of Spruce Grove shall 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.
- 4.3.28 The City of Spruce Grove should regularly monitor and pursue provincial and federal programs and partnership opportunities relating to green technology and green infrastructure initiatives to increase their use.

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## Transportation & Mobility



The methods and systems by which goods and people move within and between communities including distribution, commuting, employment and personal movement.

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## Policies

- 4.3.29 The City of Spruce Grove shall, through the integrated Transportation Master Plan:
  - a. provide an efficient, integrated multi-modal transportation system;
  - b. consider the needs of other modes of transportation when developing or upgrading road, transit, and/or trail networks;
  - c. develop indicators to monitor changes in transportation use amongst community members as a more integrated system develops;
  - d. identify strategies to respond to gaps in the usage of different forms of transportation and in-system integration; and,
  - e. monitor traffic counts and movements to ensure that road capacity, safety, design, and timing of capital improvements can accommodate changes in traffic due to population growth, increased density, and new development.

# RESILIENCE — Transportation & Mobility

- 4.3.30 The City of Spruce Grove shall protect regional transportation corridors and facilitate the adequate movement of people, goods and services within and through Spruce Grove.
- 4.3.31 The City of Spruce Grove shall investigate integrating mobility trails within required road rights-of-way so that available reserve lands can be allocated to higher order community needs, such as schools.



## Urban Form & Placemaking

The relationship between people and the physical characteristics of places, including the size, shape, location and number of buildings, roads, parks, and open spaces that influence how people behave, feel, experience, or connect to a place and the public realm.

## Policies

- 4.3.32 The City of Spruce Grove should require the orientation of new subdivision design and building construction to take maximum advantage of passive and active solar opportunities where appropriate.
- 4.3.33 The City of Spruce Grove shall ensure that infill and redevelopment guidelines support complementary infill development in established neighbourhoods.
- 4.3.34 The City of Spruce Grove shall follow the Parks and Open Spaces Master Plan in the acquisition and designation of parks and open spaces.
- 4.3.35 The City of Spruce Grove shall require area structure plans and area redevelopment plans to guide development in accordance with the City's terms of reference for such plans.
- 4.3.36 The City of Spruce Grove shall create and follow area structure plans for Special Study Areas 1 and 2 as identified on **Map 6**.
- 4.3.37 The City of Spruce Grove shall, for the purposes of further planning and developing Special Study Areas 3 and 4 as identified on **Map 6**, amend this municipal development plan, including **Map 6**, in relation to Special Study Areas 3 and 4 to ensure consistency with any corresponding amendments made to the Shiloh and East Pioneer Area Structure Plans, respectively.
- 4.3.38 The City of Spruce Grove shall require neighbourhood plans to guide subdivision and development at the neighbourhood scale.



# RESILIENCE — Urban Form & Placemaking

- 4.3.39 The City of Spruce Grove shall encourage development designs that use green technology, reduce the building footprint, reflect human scale, increase the amount of open space, and promote the use of active modes of transportation.
- 4.3.40 The City of Spruce Grove shall support mixed use redevelopment that is compatible with adjacent land uses in terms of size, scale, use, and overall design and considers landscaping standards, signage, traffic impacts, and relationship to the street.
- 4.3.41 The City of Spruce Grove shall direct development so it is contiguous and makes efficient use of land, infrastructure, transportation networks, and other community resources.
- 4.3.42 The City of Spruce Grove shall support the provision of greater selection in housing densities and types throughout the community where appropriate.
- 4.3.43 The City of Spruce Grove should explore opportunities to innovate and modernize its approach to land use regulation and zoning to respond to changing needs and market factors.
- 4.3.44 The City of Spruce Grove shall promote contiguous development of commercial and industrial areas and encourage infill and redevelopment of existing commercial and industrial areas while providing or maintaining transitional areas between the uses as deemed necessary by the City.
- 4.3.45 The City of Spruce Grove shall work to increase development densities to slow land absorption and ensure servicing efficiencies and reduce annexation needs in the future.

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## Environment



The natural systems and their interconnections that sustain life and support human settlement.

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## Policies

- 4.3.46 The City of Spruce Grove shall encourage social interaction, seasonal enjoyment, and climate change resiliency through the built and natural environments.
- 4.3.47 The City of Spruce Grove shall encourage the identification, ongoing monitoring, and remediation of contaminated privately-owned sites in partnership with the regulatory authorities having jurisdiction.
- 4.3.48 The City of Spruce Grove shall continue to provide a waste management program that includes a curbside component and promotes recycling, waste reduction, separation, and composting.

## RESILIENCE — Environment

- 4.3.49 The City of Spruce Grove should explore opportunities for rainwater capture and use for public and private properties.
- 4.3.50 The City of Spruce Grove shall encourage, in partnership with the building and development industries, the reduced use of natural resources and increased energy efficiency during neighbourhood development, redevelopment, and building construction and renovation, such as but not limited to:
- a. following recognized programs such as Built Green when building new homes or LEED for new neighbourhood development;
  - b. recycling or repurposing building materials whenever feasible;
  - c. adopting above minimum building code requirements for insulation of new homes;
  - d. new home construction is ‘solar ready’ for future solar photovoltaic installations; and,
  - e. lobbying for changes in building code requirements to allow for alternative building materials, increase minimum insulation requirements, and enable all new houses to be ‘climate resilient.’
- 4.3.51 The City of Spruce Grove shall explore new, and increase the use of emerging, alternative, and green infrastructure technologies and principles that reduce energy, water, and land consumption and minimize waste for municipal operations and facilities.
- 4.3.52 The City of Spruce Grove shall monitor the life cycle of the City’s assets and infrastructure, and wherever possible, upgrade assets and infrastructure to improve efficiency and reduce negative environmental impacts.
- 4.3.53 The City of Spruce Grove may implement a range of strategies to acquire or expand protection of environmentally significant and natural areas as identified by the City.
- 4.3.54 The City of Spruce Grove shall continue to promote cost effective, environmentally sustainable approaches to infrastructure development through coordinated intermunicipal and regional land use planning.
- 4.3.55 The City of Spruce Grove may support environmental initiatives and seek opportunities for coordinated initiatives between municipalities and throughout the region to mitigate or minimize impacts of growth on natural living systems.
- 4.3.56 The City of Spruce Grove should work with regional partners to adopt a transboundary approach to protect, preserve, and enhance natural areas.

**4.3.57** The City of Spruce Grove shall require a biophysical and wetland assessment for any proposed development which would potentially adversely affect an environmentally significant area. This assessment shall include, but is not limited to:

- a. a description of the proposed development, including its purpose, alternatives and staging requirements;
- b. a description of the effects (positive and negative) that the proposed undertaking may have on the biophysical environment;
- c. an indication of the limitation of the study, criteria used in predicting effects, and interests consulted;
- d. recommended measures to mitigate any negative effects identified;
- e. presentation of the results in a framework that can assist decisionmakers in determining the final course of action;
- f. viability and sustainability of the natural area(s) based on the proposed redevelopment or development in the immediate area; and,
- g. any other matters deemed necessary by the City.

**4.3.58** The City of Spruce Grove shall encourage the design of new industrial areas to conserve land, water, and energy, and to minimize waste, through the application of, but not limited to:

- a. reducing minimum setbacks;
- b. increasing building heights;
- c. enhancing landscaping requirements for improved aesthetics and natural habitat;
- d. reviewing allowable coverage with regards to (1) enhancing onsite stormwater management and (2) maximizing land use;
- e. increasing non-vehicular and transit connections; and,
- f. reducing parking requirements and allowing for shared parking, where feasible.



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## Social

The interpersonal, cultural, and social relationships that support community.

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## Policies

- 4.3.59 The City of Spruce Grove shall continue to promote and support both formal and informal learning opportunities through policy initiatives and partnerships.
- 4.3.60 The City of Spruce Grove shall continue to pursue strategies and partnerships to respond to changing social needs and demographics.



## 4.4 Well-being

Spruce Grove's health and wellness is supported by access to recreation, culture, the natural environment, and a prosperous economy within a safe and secure community.



### Economy

The economic, fiscal and market factors that influence how the community operates, sets priorities, and allocates financial resources.

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### Policies

- 4.4.1 The City of Spruce Grove shall continue efforts to create economic opportunities related to the community's strengths and attract non-residential development to support a diverse range of amenities, services, and employment options within the community.
- 4.4.2 The City of Spruce Grove shall encourage local employment opportunities and the diversification of municipal revenues through attraction, diversification, growth, and development of commercial and industrial businesses.
- 4.4.3 The City of Spruce Grove shall continue to use a geographic information system (GIS) to
  - a. review, monitor, manage; and,
  - b. to inform regularly and pursue strategies as needed with respect to the supply of prime agricultural, residential, commercial, industrial, and community use land in order to meet the changing needs of the community.
- 4.4.4 The City of Spruce Grove shall cooperate with other municipalities in the Edmonton Metropolitan Region to compete globally in attracting and retaining commercial and industrial investment in the region and advance shared interests.
- 4.4.5 The City of Spruce Grove shall prepare an area redevelopment plan for the lands along south side of the CN Railway between Century Road and Calahoo Road to encourage economic diversification, improve aesthetics, and accommodate improved non-vehicular access and movement.

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## Governance & Partnerships



The way in which nations, governments, agencies, organizations, business, and industry are structured and choose to work together and collaborate on ideas, projects, or services.

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### Policies

- 4.4.6 The City of Spruce Grove shall continue to work in partnership with other agencies to serve and enhance community safety.
- 4.4.7 The City of Spruce Grove shall encourage intra and inter departmental project coordination on projects that impact multiple disciplines within the City organization.

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## Transportation & Mobility



The methods and systems by which goods and people move within and between communities including distribution, commuting, employment and personal movement.

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### Policies

- 4.4.8 The City of Spruce Grove shall continue to expand and integrate public transit infrastructure and services within the city.
- 4.4.9 The City of Spruce Grove shall continue to expand and integrate alternative and active transportation infrastructure and services within the city.
- 4.4.10 The City of Spruce Grove shall ensure that active transportation opportunities are considered at all levels of planning documents, and subdivision and development proposals.
- 4.4.11 The City of Spruce Grove should 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.
- 4.4.12 The City of Spruce Grove shall ensure guidelines and standards for all trail systems reflect the current and future needs of the community.



## Urban Form & Placemaking

The relationship between people and the physical characteristics of places, including the size, shape, location and number of buildings, roads, parks, and open spaces that influence how people behave, feel, experience, or connect to a place and the public realm.

## Policies

- 4.4.13** The City of Spruce Grove shall promote public health and wellness through community design by supporting:
- walkable access to daily amenities;
  - active modes of transportation;
  - community and neighbourhood gathering places; and,
  - safety and security through design.
- 4.4.14** The City of Spruce Grove should 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:
- applying traffic calming principles at appropriate locations to support vehicle and pedestrian safety;
  - incorporating safe pedestrian movement and accessibility considerations when designing and upgrading transportation networks including, but not limited to, trails, roads, intersections, and street crossings;
  - 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;
  - including benches, bike parking, micromobility drop-off spaces, and waste and recycling receptacles;
  - reducing the required front yard setback;
  - encouraging a laned block structure and rear on-site parking; and,
  - orienting buildings to front on local and collector streets.

- 4.4.15 The City of Spruce Grove should ensure that urban form integrates with and reflects adjacent parks, plazas, and open spaces.
- 4.4.16 The City of Spruce Grove shall ensure that parks and open spaces created are, by their design and location, clearly accessible to the public.
- 4.4.17 The City of Spruce Grove shall ensure that parks along public roadways maintain road frontage in accordance with its policies to promote access and public safety.
- 4.4.18 The City of Spruce Grove should ensure that all parks and open spaces are accessible by pedestrian and bicycle/micromobility traffic, with good visibility from public roadways.
- 4.4.19 The City of Spruce Grove shall consider that school site design incorporates, at a minimum, the following:
- a. a core area that is generally rectangular in shape with proportions of 2 to 3 units of width and 3 to 5 units of length (e.g. 160m width and 240m length);
  - b. balanced consideration of other reserve land needs;
  - c. a core area that is 80 to 90 percent of the total site area;
  - d. frontage along two public streets, not arterial roads, that intersect at a corner of the site;
  - e. a continuous frontage along the entire length of one side of the site where frontage along only one public street is available;
  - f. access to a public road capable of accommodating school bus traffic and private automobile traffic related to the school;
  - g. a designated student drop off/pick up area that is contained wholly within the school site and not on a public roadway;
  - h. onsite accessibility and pedestrian connections and connections to any pedestrian network linking the site to surrounding community;
  - i. bicycle/micromobility access and on-site bicycle parking facilities;
  - j. geo-technical and topographic conditions that are suitable for the construction of a large building;
  - k. minimal encumbrances for utilities and utility rights of way that divide the site or otherwise reduce the options for the placement of buildings and improvements;

- l. no storm water management ponds shall be incorporated into the school site or the playing fields adjacent to a school; and,
- m. access to a sewage collection and disposal system, water system, storm drainage services and three phase power is available or can be made available.

4.4.20 The City of Spruce Grove shall apply high standards of community design to increase the pedestrian orientation and safety as well as to enhance the overall aesthetics of mixed-use areas development areas, including but not limited to:

- a. orientation;
- b. scale;
- c. signage;
- d. landscaping;
- e. lighting;
- f. accessibility;
- g. relationship to the street
- h. building facades;
- i. sidewalks/trail connections;
- j. informal seating areas;
- k. parking areas;
- l. traffic calming; and,
- m. bus stops and/or transit hubs.

4.4.21 The City of Spruce Grove shall design commercial uses so they are pedestrian oriented, accessible and are connected to the larger neighbourhood through trail and sidewalk connections while still providing adequate vehicle access and parking.

4.4.22 The City of Spruce Grove shall apply pedestrian and bicycle/micromobility friendly design principles in new and redeveloping areas by incorporating, where appropriate, elements such as:

- a. sidewalks;
- b. crosswalks;
- c. lighting;
- d. physical separation;
- e. benches;
- f. fountains;
- g. shade trees;
- h. narrower streets;
- i. bike racks;
- j. trails;
- k. roadways; and,
- l. traffic calming measures.



- 4.4.23 The City of Spruce Grove shall require appropriate guidelines for transition between incompatible land uses.
- 4.4.24 The City of Spruce Grove shall encourage the creation of demarcated transition spaces between public and private spaces in the public realm.
- 4.4.25 The City of Spruce Grove may 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.
- 4.4.26 The City of Spruce Grove shall encourage the use of crime prevention design principles and guidelines in public gathering places, along trail and sidewalk connections linking these places together, in all new and re-development proposals, and in retrofitting projects where feasible.

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### Environment



The natural systems and their interconnections that sustain life and support human settlement.

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### Policies

- 4.4.27 The City of Spruce Grove shall pursue strategies to conserve land, water, and energy, and to minimize pollution and natural resource waste in the city.
- 4.4.28 The City of Spruce Grove should develop an integrated watershed management approach that will sustainably manage the impact of development on the local and regional watersheds, conserve water use, and improve water quality.
- 4.4.29 The City of Spruce Grove should manage water resources within the City's boundaries through a comprehensive naturalized stormwater management program that considers impacts on the local and regional watersheds.
- 4.4.30 The City of Spruce Grove should restrict development in wetlands, watershed recharge areas, riparian zones, and flood-prone areas.
- 4.4.31 The City of Spruce Grove shall prohibit the discharge of hazardous wastes or contaminants into surface water or where contaminants could reach groundwater sources.

- 4.4.32 The City of Spruce Grove should work with developers, landowners, and the Province to protect surface water and groundwater flow which supports environmentally significant areas affected by development.
- 4.4.33 The City of Spruce Grove shall ensure that stormwater runoff is managed so that flow rates do not exceed pre-development levels as outlined in the Stormwater Management Plan and in accordance with the standards set by the Province.
- 4.4.34 The City of Spruce Grove shall manage its urban forest.
- 4.4.35 The City of Spruce Grove should protect, restore and enhance the ecological integrity of the community's environmentally significant and natural areas.

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### Social



**Driver Definition: The interpersonal, cultural, and social relationships that support community.**

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### Policies

- 4.4.36 The City of Spruce Grove shall strive to continue offering services aligned with demographic trends, community diversity, changing needs, and available resources.
- 4.4.37 The City of Spruce Grove shall continue to foster a diverse range of active and passive recreation opportunities for people of all ages, abilities, and stages of life.
- 4.4.38 The City of Spruce Grove should identify and preserve existing cultural and historical resources, as well as aging heritage resources, that will be of significance in the future.
- 4.4.39 The City of Spruce Grove shall continue to develop and monitor indicators to identify and measure social needs in the community and the outcomes of social programs.

## 4.5 General

- 4.5.1 The City of Spruce Grove shall adopt this municipal development plan by bylaw in accordance with the requirements of the *Municipal Government Act*.
- 4.5.2 The City of Spruce Grove shall require that **Map 6** –Future Land Use Concept forms part of the Municipal Development Plan bylaw.
- 4.5.3 The City of Spruce Grove shall oppose the development of sour gas facilities and infrastructure within or in proximity to the City’s boundaries.
- 4.5.4 The City of Spruce Grove shall not support the establishment or expansion of any confined feeding operations (CFOs) or intensive livestock operations (ILOs) within the intermunicipal fringe area.
- 4.5.5 The City of Spruce Grove shall not support the establishment or expansion of solar farms within the intermunicipal fringe area.

## 4.6 Reserve & Public Lands

- 4.6.1 The City of Spruce Grove shall remain the custodian of the reserve land acquisition and assembly process through subdivisions and all reserve land shall be dedicated pursuant to the *Municipal Government Act*, and any monies to be paid as cash-in-lieu of the dedication of reserve land shall be paid to the City.
- 4.6.2 The City of Spruce Grove shall require the full amount of reserve land to be dedicated, deferred, or money-in-place of be accepted in accordance with approved plans and policies at the time of subdivision in accordance with the *Municipal Government Act*.
- 4.6.3 The City of Spruce Grove shall ensure that proposed parks and open spaces are identified in area structure plans and/or neighbourhood plans.
- 4.6.4 The City of Spruce Grove shall prevent the creation of isolated or fragmented public land except where unavoidable in the provision of utilities.
- 4.6.5 The City of Spruce Grove shall not grant credit for municipal reserve to isolated or fragmented public land that cannot be integrated into the open space network.
- 4.6.6 The City of Spruce Grove may take money-in-place 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 in accordance with the *Municipal Government Act*.

- 4.6.7 The City of Spruce Grove shall not give credit for municipal reserve dedication around stormwater management facilities nor pipeline rights of way or other linear utilities as these facilities shall be dedicated as public utility lots.
- 4.6.8 The City of Spruce Grove shall ensure that reserve and public lands are taken/ created in consideration of any applicable area structure plan and/or neighbourhood plan as well as the Parks and Open Spaces Master Plan.

## 4.7 Monitoring & Review

- 4.7.1 The City of Spruce Grove shall monitor the Municipal Development Plan regularly for compliance with higher-order plans and for consistency with current statutory policy direction.
- 4.7.2 The City of Spruce Grove shall monitor the Municipal Development Plan annually and periodically, every 5–10 years, undertake a full review and update to reflect current needs.
- 4.7.3 The City of Spruce Grove shall prepare an annual report detailing any implementation tasks undertaken in the year and identifying any updates required for consistency with current policy direction and compliance with higher order plans.

## 4.8 Amendment

- 4.8.1 The City of Spruce Grove shall follow the requirements of the *Municipal Government Act* should it be necessary to amend this municipal development plan.
- 4.8.2 The City of Spruce Grove may initiate amendments to this municipal development plan, or, upon request, property owners or members of the public may initiate amendments to this municipal development plan.
- 4.8.3 The City of Spruce Grove shall determine the level of engagement required in support of an amendment process, which should follow the requirements of the *Municipal Government Act* at a minimum and be commensurate with the relative impact of the proposed amendment(s).

## 4.9 **Edmonton Metropolitan Region Growth Plan**

- 4.9.1 The City of Spruce Grove shall adhere to the Edmonton Metropolitan Region Board's mandatory plans and policies.
- 4.9.2 The City of Spruce Grove shall submit to the Edmonton Metropolitan Region Board:
  - a. statutory plans, and applicable amendments thereto, for review in accordance with the Regional Evaluation Framework; and,
  - b. data for established key performance indicators to support the Edmonton Metropolitan Region Board's monitoring and reporting responsibilities.
- 4.9.3 The City of Spruce Grove shall refer the integrated Transportation Master Plan to the Edmonton Metropolitan Region Board for review and comment prior to adoption.
- 4.9.4 The City of Spruce Grove shall ensure that new area structure plans conform to the Edmonton Metropolitan Region Growth Plan.
- 4.9.5 The City of Spruce Grove shall aspire to achieve the Edmonton Metropolitan Region Growth Plan (Schedule 6) aspirational density target of 100 dwelling units per net residential hectare within the City Centre by 2044.
- 4.9.6 The City of Spruce Grove shall aspire to achieve the Edmonton Metropolitan Region Growth Plan (Schedule 6) aspirational intensification target of 10% by:
  - a. optimizing existing infrastructure and minimize the City's development footprint in all established neighbourhoods and other built-up urban areas;
  - b. determining the existing residential dwelling unit density, and
  - c. encouraging intensification in these areas through redevelopment, infill and the expansion and conversion of existing buildings.
- 4.9.7 The City of Spruce Grove shall work with other municipalities and the Edmonton Metropolitan Region Board to plan for growth in the Edmonton Metropolitan Region based on an efficient and effective transportation system and an integrated approach to land use planning that enhances its regional and global connectivity.



- 4.9.8 The City of Spruce Grove shall work with the Edmonton Metropolitan Region Board and its member municipalities to implement the joint 50-year vision for the Edmonton Metropolitan Region as identified in Edmonton Metropolitan Region Growth Plan or its successor.
- 4.9.9 The City of Spruce Grove shall plan for regional corridors for transportation, utilities, and pipelines within the context of the Edmonton Metropolitan Region Growth Plan and ensure lands identified for regional infrastructure are protected from incompatible development.

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## Regional Agricultural Master Plan

- 4.9.10 The City of Spruce Grove shall prevent the premature development or fragmentation of lands currently in agricultural use and strive to delay the conversion of agricultural land to accommodate growth by intensifying use of non-agricultural land elsewhere within the city.
- 4.9.11 The City of Spruce Grove should require an agricultural impact assessment in support of an Area Structure Plan to identify any prime agricultural lands to ensure their fragmentation is minimized and to conserve their use for agricultural purposes for as long as possible recognizing that these lands will urbanize over time to accommodate growth.
- 4.9.12 The City of Spruce Grove shall support the continued operation of agricultural pursuits within the city on lands that are not yet planned for development, including access thereto, until such time as they become planned for imminent development.
- 4.9.13 The City of Spruce Grove shall support the continued operation of agricultural pursuits within the intermunicipal fringe area until such time as they become planned for imminent development.
- 4.9.14 The City of Spruce Grove shall encourage increasing community awareness and understanding of the daily and seasonal operational needs of agriculture and agricultural operators to assist in reducing any potential conflicts that may be associated with agriculture operations.
- 4.9.15 The City of Spruce Grove shall work with neighbouring municipalities to conserve agricultural land that is not identified and planned for imminent urban development.
- 4.9.16 The City of Spruce Grove shall support opportunities for the development of community gardens on public lands, rights of way, and underdeveloped private lands in areas with concentrations of higher density residential development.

4.9.17 The City of Spruce Grove shall prepare and adopt an urban agriculture plan considering but not limited to the following:

- a. creating awareness and public support for urban agriculture;
- b. identifying opportunities and constraints for urban agriculture specific to Spruce Grove;
- c. identifying how urban agriculture will be supported in the city, with particular attention to the needs of public and private forms of urban agriculture;
- d. land use policies supporting agriculture generally and growth in the value-added agriculture sector specifically;
- e. policy direction to identify and coordinate infrastructure and services that are needed to support urban agriculture and the value-added sector;
- f. policy direction to create a public engagement process for public education about urban agriculture and to minimize conflict over land uses associated with urban agriculture;
- g. identifying the potential range of urban agricultural uses that may be considered suitable and those uses that may not be considered suitable in the community;
- h. policy direction encouraging that appropriate forms of urban agriculture become an accepted part of complete communities and integrated into the social fabric of the community;
- i. where appropriate, policy direction to embed urban agriculture as a land use in the City's Land Use Bylaw; and,
- j. identifying any urban agriculture attributes and characteristics unique to Spruce Grove.

4.9.18 The City of Spruce Grove shall refer the urban agriculture plan to the Edmonton Metropolitan Region Board for review and comment prior to adoption.

## 4.10 Conformity, Urban Expansion & Implementation

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### Conformity

- 4.10.1 The City of Spruce Grove shall ensure this municipal development plan is consistent with *Municipal Government Act*.
- 4.10.2 The City of Spruce Grove shall ensure that all statutory plans of the City are consistent with this municipal development plan.
- 4.10.3 The City of Spruce Grove shall ensure that all neighbourhood plans of the City are consistent with the overarching area structure plan.
- 4.10.4 The City of Spruce Grove shall provide for reciprocal referrals and notifications of all major planning initiatives and all development occurring within the urban fringe area.

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### Urban Expansion

- 4.10.5 The City of Spruce Grove shall recognize the periodic need for urban expansion and undertake any annexation in a positive, orderly, timely and agreed upon process where there is need.
- 4.10.6 The City of Spruce Grove may consider expanding its municipal boundary eastward only up to, but not including, the Wagner Natural Area.
- 4.10.7 The City of Spruce Grove shall recognize Highway 16 as its northern growth boundary.
- 4.10.8 The City of Spruce Grove shall recognize the most logical direction for future urban expansion is to the south up to the north side of Highway 628.
- 4.10.9 The City of Spruce Grove shall work with its municipal neighbours to identify and protect any land suitable for urban development from land use and developments which might unduly interfere with and create conflict with future urbanization.
- 4.10.10 The City of Spruce Grove shall follow the annexation process as outlined by the Province of Alberta and the *Municipal Government Act* current at the time an annexation application is made.

4.10.11 The City of Spruce Grove shall consider the following in determining the timing, size, and location of an annexation area:

- a. **Justifiable and mutually agreeable current and future growth rates** – Growth rates are defined at the rate at which land is consumed for efficient residential, commercial, industrial and institutional/public purposes normally expressed in acres per year over at least a 30-year time horizon.
- b. **Availability and cost of servicing** – The physical and economic ability to extend urban services to the subject areas should be logical, reasonable, and cost-effective.
- c. **Adequacy of transportation systems to accommodate new development** – The annexation area should be either serviced with a road network or be able to be serviced with a logical extension of existing road networks as identified in an Intermunicipal Development Plan or more detailed statutory documents.
- d. **Land ownership patterns** – The annexation should follow legal boundaries or natural features to avoid creating a fragmented pattern of land ownership.
- e. **Minimize premature consumption of prime agricultural land** – The annexation should reflect land use policies that keep prime agricultural land in production until needed for efficient urban expansion.
- f. **Local support** – Annexation should as much as possible have the concurrence of the landowners involved.
- g. **Logical extension** – The annexation should be a logical expansion of the City of Spruce Grove and may include previously developed areas.
- h. **Agricultural mill rates** – The annexation should not dramatically alter the taxes collected from agricultural lands in the annexation area simply because of annexation.
- i. Any other matters that the Councils consider necessary.

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## Municipal Development Plan Implementation

- 4.10.12 The City of Spruce Grove shall review the Spruce Grove Land Use Bylaw in terms of consistency with this municipal development plan.
- 4.10.13 The City of Spruce Grove, in monitoring and reviewing the policies of this municipal development plan to ensure they remain current and relevant, may prepare or update more detailed studies and policies to be incorporated into this municipal development plan as necessary.
- 4.10.14 The City of Spruce Grove, in addition to any other specific policy to this effect elsewhere in **Section 4**, shall strive to align all of its corporate/departmental master plans, strategies, policies and bylaws with the values and policy direction statements of this municipal development plan.
- 4.10.15 The City of Spruce Grove, in addition to any other specific policy to this effect elsewhere in **Section 4**, and to help ensure the Municipal Development Plan supports the alignment resulting from **Policy 4.10.14**, shall strive to implement its corporate/departmental master plans, strategies, policies and bylaws.
- 4.10.16 The City of Spruce Grove shall ensure that the City's master plans are referred to when reviewing proposals for subdivision, new development and redevelopment, and when preparing all levels of planning documents.
- 4.10.17 The City of Spruce Grove shall prepare and adopt generic terms of reference for the preparation of area structure plans, conceptual schemes, neighbourhood plans and area redevelopment plans.



# 5

## Implementation



The policies contained in *The Shape of Our Community* require future supporting work to be fully implemented. This future work is, for the most part, the responsibility of the City of Spruce Grove's various departments and community-building partners. Successful policy implementation will require ongoing collaboration and cooperation between departments to realize *The Shape of Our Community*.

**Appendix D** contains the implementation task lists which details the future work required by the City to help implement *The Shape of Our Community's* policies. Tasks are categorized and further identified by their term: immediate, short, medium and long.

- Immediate: 1 year
- Short term: 1–3 years
- Mid term: 4–6 years
- Long term: 7+ years

The City’s municipal departments responsible for implementing the Municipal Development Plan are listed below and allocated an abbreviation in **Table 3**. It is intended that **Appendix D** be referenced annually to assess implementation progress and to give direction to the annual budgeting process.

TABLE 3 — Department/Branch Name Abbreviations

Department/Branch Name	Abbreviation
Corporate Communications	CC
City Clerk’s Office	CCO
Community and Protective Services	CPS
Community and Social Development	CSD
Economic and Business Development	EBD
Engineering	ENG
Facilities and Fleet Management	FFM
Finance	FN
Planning and Development	PD
Public Works	PW
Recreation and Culture	RC
Strategy and Policy Development	SPD
Transit	T



# 6 Glossary of Terms

Below is a listing of definitions for the terms used in this municipal development plan to help the reader interpret the document.

**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.

**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.



**Administration**

In the context of this MDP, Administration refers to the employees of the City of Spruce Grove whose work includes the administration and implementation of the City's strategies, plans, policies and regulations.

**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, Prime**

An area where prime agricultural lands predominate and may include lands considered as all other agricultural lands if they are contiguous to prime agricultural lands. Prime agricultural areas will be delineated in detail by member municipalities in municipal development plans.

**Agriculture**

The growing, raising, managing and/or sale of livestock, crops, horticulture and agriculture related products or services including food, feed, fibre, energy and other complementary value-added activities.

**Agriculture, Value Added**

The addition of a process or service to an agricultural raw material being produced by the (farmer) producer. This may include some form of processing (such as milling, drying, cleaning, sorting, slaughtering, distilling, refining, or direct marketing through farm gate sales, farmers' markets or direct distribution).

**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**

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.

**Annexation**

The provincially legislated process under the *Municipal Government Act* whereby lands are transferred from one municipal jurisdiction to another, usually to support urban growth demands.

**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*.

**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*.

**Assessment**

The process of estimating the fair market value of a property for the purposes of applying a tax rate. The assessed value of a property is the estimated dollar value of the property, and the property tax amount is a product of the assessed value and the tax rate.

### **Brownfield Site**

Brownfield sites are vacant or underutilized places where past industrial or commercial activities may have left contamination behind which poses challenges and risks for redevelopment.

Redevelopment of brownfield sites must be supported by environmental assessment and analysis reports that make recommendations for mitigation of any contamination.

### **Bylaw**

A bylaw is a law adopted by an organization other than a legislator, such as a local government. The authority to adopt bylaws held by a local government are conferred to it under a statute called the *Municipal Government Act*.

### **City Centre**

The City Centre is a specific geographic area in Spruce Grove. The initial concept for this area is to be 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.

### **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.

### **Culture**

Culture is defined as an overarching concept that reflects the shared identity of a community. Through cultural and artistic pursuits and opportunities, individual and group perceptions of world, their beliefs, customs, values, traditions, and aspirations are reflected. It includes any form of participation that is used for this purpose and can be active and passive, individual or group, and can occur in built and natural environments. It can include artistic pursuits that are visual, performance and literary. Examples include, but not limited to, dance, painting, drawing, sculpture, creative writing, singing, acting, story-telling, comedy, and multi-cultural traditions and customs.

### **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.

### **Compact Development**

Development that reduces the spaces between built structures and uses available land and utilities more efficiently. Typically, this type of development is considered higher density development.



**Connectivity**

Development or infrastructure that maximizes opportunities for people to physically interact with each other on, for example, bike trails, walking paths, or transit. Connectivity also relates to physical, social, economic, and environmental connections because planning, servicing, supporting, and growing a city transects many disciplines.

**Contiguous**

Development that occurs immediately adjacent to existing development.

**Curvilinear Street Network**

A street pattern characterized by streets with multiple curves, cul-de-sac and crescent streets.

**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.

**Densification**

Densification is the act of increasing the density of an area or development, typically in the context of residential developments.

**Development Footprint**

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

**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.

**Economic Development**

The programs, policies or activities that seek to improve the economic well-being and quality of life for a community.

**Edmonton Metropolitan Region**

The Edmonton Metropolitan Region consists of the following municipalities: Beaumont, Devon, Edmonton, Fort Saskatchewan, Leduc, Leduc County, Morinville, Parkland County, St. Albert, Spruce Grove, Stony Plain, Strathcona County, and Sturgeon County.

**Edmonton Metropolitan Region Board (EMRB)**

A provincially mandated regional decision-making body for the Edmonton Metropolitan Region with representation from each of the thirteen municipalities.

**Edmonton Metropolitan Region Growth Plan: Reimagine. Plan, Build**

The Growth Plan provides a 50-year vision for the Edmonton Metropolitan Region in the future. The Growth Plan is how thirteen distinct communities come together to plan for a regional future.

**Enshrined**

In the context of this MDP, enshrined is the term used to convey that development rights conferred on owners and developers through the adoption of Area Structure Plan bylaws prior to the establishment of the former Capital Region Board Growth Plan (now the Edmonton Metropolitan Region Growth Plan) can continue to exist in perpetuity unless owner/developer-driven changes are made to the Area Structure Plan bylaws.

**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 six (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.

**Flood-prone Areas**

Areas located adjacent to water bodies which are prone to frequent flooding.

**Façade**

The façade of a building is most commonly referring to the front aspect of the structure that faces the street or that is intended to be the front of the building. It can also reference the side or rear of a building if described accordingly.

**Fen**

Fens are peat-forming wetlands that rely on groundwater input and require thousands of years to develop and cannot easily be restored once destroyed.

**Floor Area Ratio**

The floor area ratio is the relationship between a building's total usable floor area and the total area of the lot on which the building stands. It is calculated by dividing the total area of the building by the total area of the parcel. It is often used to regulate the total area a building can be on a particular parcel of land.

**Framework**

In the context of this MDP, a framework provides support and direction for the development of desired outcomes and the development of policies to support decision-making at the local government level.

**Gentle Density**

Gentle density focuses on slightly increasing the residential density of an area, often in an existing low density residential neighbourhood, by increasing less visible forms of density such as secondary suites and garage suites.

**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 Infrastructure**

See Alternative Infrastructure

**Green Energy**

See Alternative Energy

**Greenfield Site**

A greenfield site is an undeveloped parcel that can be used for development and which has limited to no risk of contamination from prior uses.

**Human Scale (also, Pedestrian Scale)**

refers to the practice of making objects to a scale relative to a human being. For example, the rise of stairs is set to accommodate a comfortable leg lift for most humans, doorways are a certain width and height to accommodate most humans. Environments that are built to a human scale feel comfortable to humans because we can relate to the objects and spaces around them physically.

**Inclusive Community**

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.

**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 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.

**Intermunicipal Development Plan (IDP)**

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

**Land Use**

Is a term used to describe the human use of land for various purposes including residential, non-residential, recreational, agricultural, etcetera.

**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.

**Land Use Designation**

A land use designation is a broad category of land use applied to an area considered appropriate of the land use described such as ‘residential’, ‘commercial’ and ‘industrial’. Land use designations do not confer development rights to owners, rather they are useful descriptions used in broader discussions of land development.

**Land Use District**

A land use district describes the ‘rules for development’ of particular parcels of land and confers development rights to owners by bylaw. A land use district is contained within and enabled by a land use bylaw. Typical land use districts, for example, include “Single Detached Residential District” or “Medium Industrial District”.

**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.

**Liveability**

How well a place enables us to have our needs and expectations for a quality of life met. Livability includes many factors, including social equity, cultural and recreational opportunities, access to education, economic prosperity, and the quality of the natural environments accessible by residents.

**Low Impact Development (LID)**

An approach to manage stormwater runoff in a manner that mimics natural systems. LID focuses on water storage and flow control through natural and engineered techniques. Examples of LID practices include constructing naturalized bioswales along roadways to capture runoff and creating ‘raingardens’ designed to receive, and store directed stormwater to allow for slow infiltration around vegetation planted suited to take advantage of periodic access to water

**Major Employment Areas**

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

**Master Plan**

A master plan is a dynamic, long-term planning document that provides a conceptual layout to guide future growth and development. Master plans can be adopted by bylaw but can also be non-statutory plans.

**Micro Farming**

Micro farming is small-scale, high-yield, sustainably minded farming, generally conducted by hand in urban or suburban areas.

**Micromobility**

Refers to a range of small, lightweight vehicles operating at speeds typically below 25 km/h (15 mph) and driven by users personally. Micromobility devices include bicycles, e-bikes, electric scooters, electric skateboards, shared bicycle fleets, and electric pedal assisted bicycles.

**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 Network**

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.

### **Multimodal Mobility**

Multimodal transportation includes public transportation, rail and waterways, bicycle and pedestrian. Multimodal access supports the needs of all users whether they choose to walk, bike, use transit or drive. It means more connections and more choices.

### **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.

### **Neighbourhood Plan**

A non-statutory planning documents focused on the neighbourhood scale of approximately one quarter section, more or less, prepared by developers and containing a level of technical analysis sufficient to support subsequent subdivision, redistricting and development applications.



**Net Residential Hectare (nrha)**

The areas used for residential development excluding areas for parks and trails, school sites, walkways, storm water management areas, and roads.

**Off-site Levy**

An off-site levy is one of several funding sources that contribute to covering the costs of development such as municipal infrastructure. Typically, off-site levies are attributed on a per hectare of development basis and charged to developers through a subdivision and servicing agreement, or a development agreement.

**Open Space**

All lands not covered by structure or development that provides aesthetic or activity related value to the public and can include non-park public spaces such as public utility lots, including stormwater management facilities.

**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 Orientation**

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.

**Planning Policy Hierarchy**

Land use planning in Alberta is carried out at the provincial, regional and municipal levels. Each level has its own plans must be followed, creating a hierarchy of plans. All new plans created lower in the hierarchy must be consistent the higher order plans.

**Policy**

A policy is a statement of intent and is implemented as a procedure or protocol. Policies are generally adopted by a governance body within an organization.

**Public Realm**

The public realm comprises physical elements of a community such as plazas, courtyards, public streets, space between buildings, sidewalks, parks or parking.

**Quality of Life**

The subjective assessment of what standard of health, comfort, and happiness we experience.

**Recharge Area**

A place where water is able to seep into the ground and refill an aquifer because no confining layer is present.

**Recreation**

Recreation is any activity done during one's discretionary time. It includes any form of participation that results in the refreshment, maintenance or improvement of body or mind and includes some form of play, amusement, or relaxation, self-improvement, or mastery. Includes participation that can be active and passive, individual or group, and can occur in a variety of built and natural environments. Examples include, but not limited to, walking, reading, exploring nature, games, sports, gardening, and other hobbies.

**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.

**Regional Infrastructure**

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.)

**Regulation**

A set of requirements issued by the municipality to implement laws passed by Council. The land use bylaw sets out the regulations for development within the City of Spruce Grove.

**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.

**Solar, Active**

Active systems use devices to convert the sun's energy into a more usable form, such as hot water or electricity.

**Solar, Passive**

Passive systems are structures whose design, placement, or materials optimize the use of heat or light directly from the sun.

**Special Study Area**

An area identified as a Special Study Area within a statutory plan that requires further consideration and planning, for example due to unique development conditions.

**SPIN Farming**

See Micro Farming.

**Streetscape**

The term given to the collective appearance of all buildings, sidewalks, trails, gardens and landscaping along a street. The streetscape is the visual identity of a neighbourhood.

**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.

**Street-oriented**

Means a development that is designed with an emphasis on the street, sidewalk and pedestrian access to the building, rather than auto access and parking areas.

**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.

**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.

**Walkable/Walkability**

The extent to which the built environment is friendly to people who walk, which benefits the health of residents and increases the liveability of cities. A 'walkable' distance in North America is considered  $\frac{1}{4}$  of a mile, or 400 m. Highly walkable neighbourhoods and cities also tend to offer better accessibility for persons with disabilities.

**Waste Management**

Management and reduction of solid waste. 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

## MDP Related Plans, Policies & Strategies

Does NOT form part of this bylaw.

# Appendix A MDP Related Plans, Policies & Strategies

It is important that the City of Spruce Grove's corporate/departmental master plans, strategies, policies and bylaws are supported by the MDP, and in turn, these other municipal documents are aligned with the values and general direction of this MDP. What follows is a discussion of the municipal documents most directly linked to the MDP.

## Sanitary Master Plan (SMP)

The SMP gives direction for all future development with respect to sanitary servicing network, as illustrated in **MAP 1A** – Future Sanitary Sewer System Diameters. Network level capacity analysis must be discussed in area structure plans, and local servicing requirements must be articulated through neighbourhood plans through serving briefs informed, in part, by the SMP.

## Water Master Plan (WMP)

The WMP outlines the City's potable water supply network, which will inform future area structure plans and neighbourhood plans in support of future development. The existing and proposed water network is illustrated in **MAP 2A** – Water Model System & Junction ID.

## Stormwater Master Plan (SWMP)

Stormwater management in Spruce Grove is governed by the SWMP, illustrated in **MAP 3A** – Future Stormwater Management Servicing Concept. The City will ensure that all future development proposals comply with the SWMP through the preparation of Area Structure Plans and Neighbourhood Plans that respond to the management requirements of the SWMP.

## Integrated Transportation Master Plan (iTMP)

Since transportation and land use are so highly interrelated, it is essential that transportation and land use planning are carefully coordinated. Most fortunately, *The Shape of Our Community* and Spruce Grove's new iTMP were undertaken at the same time providing the opportunity for these two processes to interconnect. This has allowed for straightforward MDP policy in consideration of and coordination with the iTMP. The MDP's policies, in turn, serve to augment the iTMP with respect to the urban form and placemaking side of transportation and mobility. They also serve to solidify the need to fully incorporate the iTMP into area structure plans and neighbourhood plans, and to influence the taking and provision of road right-of-way at the time of subdivision and development. Further, the MDP underpins the City's commitment to transit, both internally and regionally. The transportation network for the City of Spruce Grove is shown in **Map 4** of the MDP.



## Parks and Open Space Master Plan (POSMP)

Like the iTMP, the POSMP has many connections with the MDP and the planning functions of the municipality generally. The MDP's close ties with the POSMP and the iTMP is behind the call for active interdepartmental consultation, collaboration and coordination.

With respect to reserve land and all public space generally, the MDP articulates the need for interdepartmental consideration, consultation and coordination in planning for and creating all forms of reserve land and open space. As with the iTMP, the MDP's policies serve to vitalize the POSMP in terms of urban form and placemaking. The MDP policies also serve to reinforce the need to fully incorporate the POSMP into area structure plans and neighbourhood plans and through the subdivision and development process when creating park and open space. The parks and open space network for the City of Spruce Grove is shown in **Map 3** of the MDP.

## Strategic Plan (SP)

The current SP reflects the values and policy direction statements of *The Shape of Our Community*.

## Economic Development Strategy and Action Plan (EDS&AP)

*The Shape of Our Community* provides the opportunity to reinforce and facilitate the fundamental relationship between land planning and development and the broader development of the community. While serving to support the direct linkages between economic development and planning & development, the MDP also fosters the relationships that exist between economic development and community & social development. An example of this could be the planning and development of the mixed-use node adjacent to the NAIT site in the City's southwest quadrant. Here, in addition to forging and promoting the obvious linkages with economic development, MDP policies underscore the importance of effectively integrating economic development, planning & development, and community & social development to fully capture the benefits of this important mixed-use node.

## Climate Action Plan (CAP)

It is difficult facing the reality of dealing with and justifying the costs of implementing climate resiliency measures in the short term when the benefits of those expenditures are often observed over the longer term and/or measured in terms of helping to avoid or minimize the costs that would be associated with not taking action or allocating funding in the short term. Addressing climate resiliency is not easy, and from the individual and community levels to the international and global scale, having good intentions and making commitments often prove much easier than following through and taking action.

A number of policies in the CAP either underpin work already underway in City departments or that could be taken into account in the plans, programs and tasks of these City departments, including planning. Examples include:

- paying attention to neighbourhood and building design as it relates improving climate resiliency,
- anticipating a lengthening of the season for comparatively easy non-motorized connection and adjusting urban form and mobility accordingly,
- fostering social resilience in neighbourhoods (e.g., block parties) and in gathering places (e.g., festivals), and
- the call for an Urban Agriculture Plan, which dovetails with the EMRGP's requirement for one.

## Social Sustainability Plan (SSP)

There are a number of linkages between the SSP and MDP, the most obvious of which relate to urban form, neighbourhood design, and affordability. It should also be noted that the SSP, along with other City policy and direction, factored into the applications prepared in 2023 by the City for grants through the Canada Mortgage and Housing Corporation Housing Accelerator Fund (HAF).

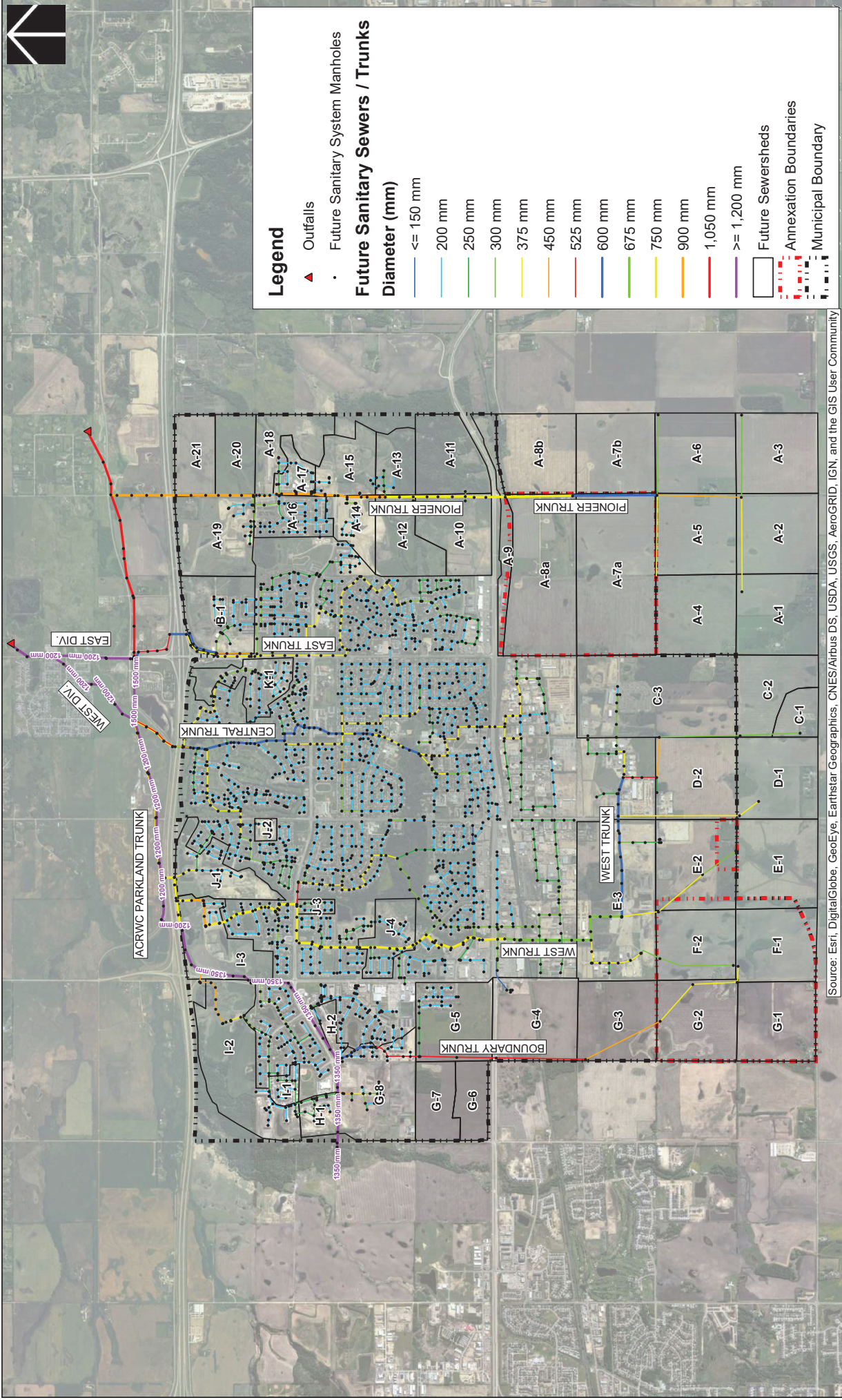
## Cultural Master Plan (CMP)

The CMP is also connected with the MDP. Examples of the linkages include:

- undertaking a Cultural Heritage Management Plan, perhaps linked with the Historical Resources Inventory referenced in the POSMP,
- promoting the cultural and creative communities in Spruce Grove as economic drivers, potentially as a specific focus of the City Centre,
- maintaining good relationships with the school divisions,
- using lighting and urban design features to articulate community identity and facilitate wayfinding, and
- leveraging locally crafted public art to profile local history.

## Water Conservation Program (WCP)

A brief discussion of the WCP is included here just to illustrate how the MDP can recognize and support a straightforward, yet fundamental initiative currently in place. The WCP, an existing program aimed at conserving water, is an excellent example of the value Spruce Grove already places on resiliency. Thus, the MDP contains policy related to continuing with water conservation efforts.



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

**SPRUCE GROVE SANITARY SEWER  
MASTER PLAN UPDATE  
FUTURE SANITARY SEWER  
SYSTEM DIAMETERS**

**MAP 1A**



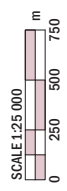
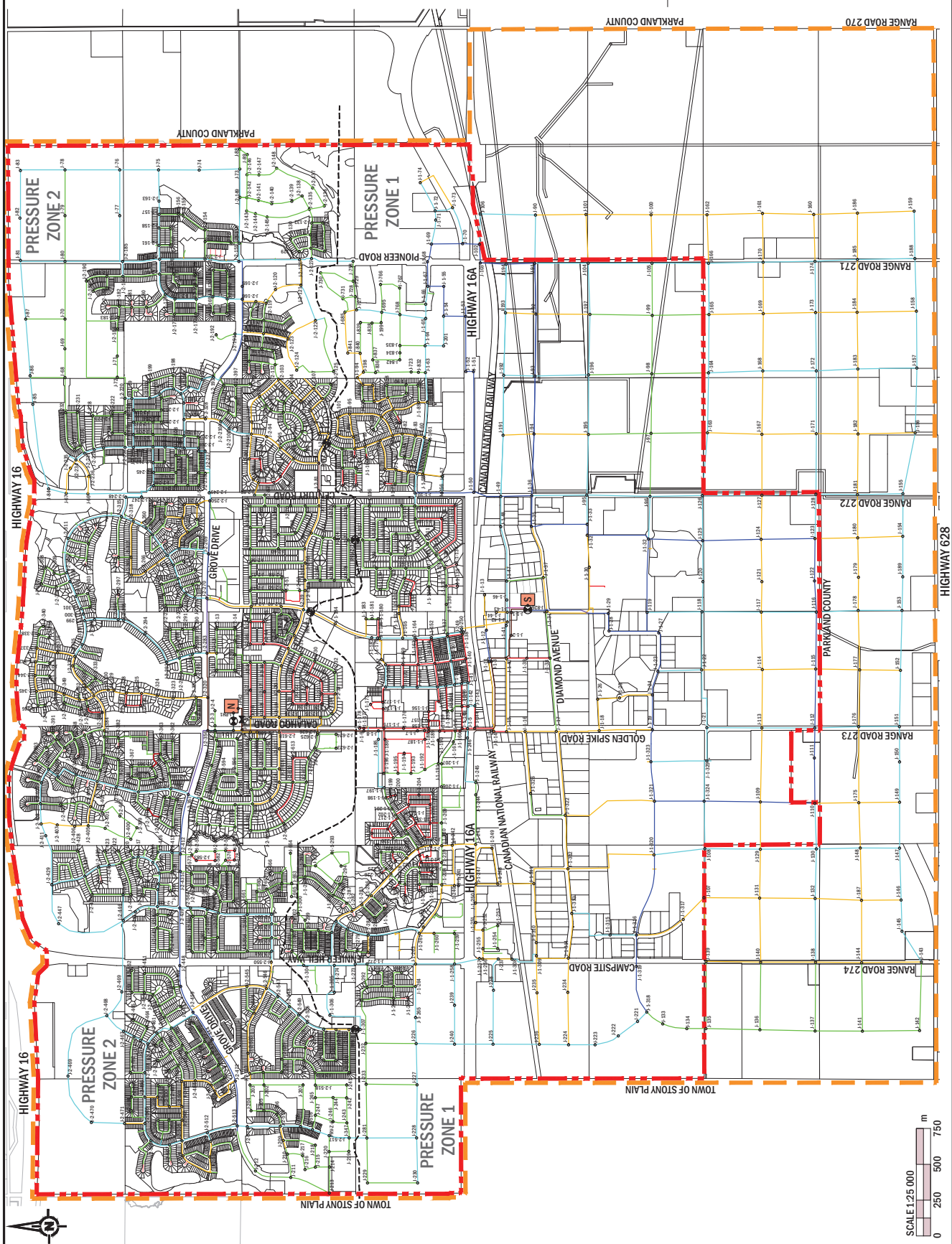




LEGEND

CITY LIMITS	100mm WATERMAIN
STUDY AREA	150mm WATERMAIN
PRESSURE ZONE BOUNDARY	200mm WATERMAIN
JUNCTION w/ ID	250mm WATERMAIN
NORTH/SOUTH PUMP HOUSE	300mm WATERMAIN
EX PRESSURE REDUCING VALVE	350mm WATERMAIN
FLOW CONTROL VALVE	400mm WATERMAIN
	450mm WATERMAIN
	500mm WATERMAIN
	600mm WATERMAIN
	750mm WATERMAIN

MAP 2A  
WATER MASTER PLAN  
MODEL SYSTEM &  
JUNCTION ID



February 8, 2022 02-21089-F4.1.DWG







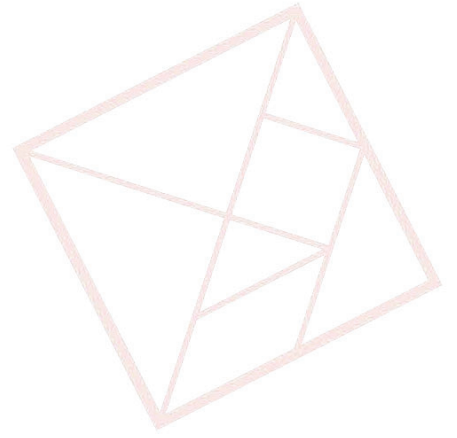


# Appendix B

## What We Heard

## Reports

Does NOT form part of this bylaw.



# What We Heard Report #1

January 2023



## Land Acknowledgement

The City of Spruce Grove is honoured to acknowledge the land we work, play, and make our homes on as Treaty 6 territory, and the Métis Nation of Alberta Region 4. This is sacred land that holds the hearts, footsteps and spirits of many First Nation, Métis and Inuit Peoples, and in particular, Paul First Nation, Enoch Cree Nation, Alexis Nakota Sioux Nation, Michel First Nation, Alexander First Nation, and the Lac Ste. Anne Métis. We recognize and acknowledge Indigenous values, traditional teachings, ways of being, contributions, and historical inequities. The City is dedicated to Truth and Reconciliation to help in healing, and learning to build reciprocal and trusted relationships. We commit towards strengthening relations and building bridges with the Indigenous Nations whose traditional territories the City is located within.

# Shaping Our Community

## Project Background

Shaping Our Community is the process of identifying our community's shared values, and building a framework for future decision-making around those values to shape the future of our city. By partnering with the community, we can understand our collective hopes and dreams for Spruce Grove and how we can build on what we have to create the city we want to become.

The Shaping Our Community process will result in *The Shape of Our Community*, Spruce Grove's new Municipal Development Plan (MDP). An MDP is a policy document that provides guidance for decision-making in the short-, medium- and long-terms that is consistent with the desired future outcomes for the community. All Alberta municipalities are required to adopt an MDP bylaw in accordance with the Municipal Government Act.

## Public Engagement

Shaping Our Community focuses on shared community values. This is because as a community, we prioritize and give resources to what we value. Therefore, all engagement activities involve and follow from identifying our shared values.

There are three phases of community engagement:



The first phase launched in October 2022, and community members provided their feedback online and in-person. Themes were identified as feedback was reviewed and sorted, which led to the identification of key community values. This report discusses the results of this first phase of engagement.

## Future Engagement

The next phase of engagement will identify options and choices for the community's future and will begin in Spring 2023. The final phase will be presentation of the draft MDP document towards the end of 2023.



# How We Engaged

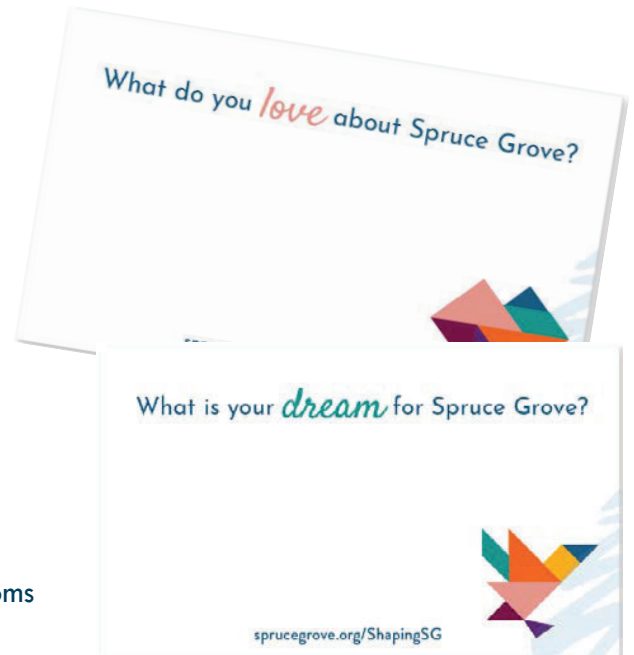
## Gathered Feedback

The City asked the public to answer two questions in the fall of 2022.:

1. What do you love about Spruce Grove?
2. What is a dream you have for Spruce Grove?

The questions were presented to the community in a variety of ways:

- online using a survey
- in person using large-scale sticky notes, markers and poster boards stationed at public locations
- and, via elementary, junior and high school classrooms where students filled out sticky notes, applied them to poster boards and sent the City photographs of their efforts.



## Reviewed & Sorted Feedback

Approximately 7000 responses were returned to the City. Every response was reviewed by two groups: the Technical Advisory Committee (TAC) and Community Panel (CP).

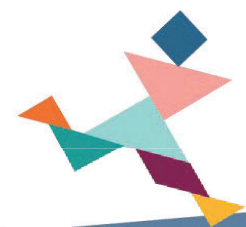


### TAC Members

Avelyn Nicol, Senior Environmental Advisor  
 Bill Sabey, Transit Manager  
 Bill Ruether, Supervisor of Drainage  
 Emily Strach, Manager, Corporate Planning  
 Sean Renaud, Strategic Initiatives Lead  
 Deb Comfort, Director of Recreation and Cultural Services  
 Dave Walker, Director of Economic and Business Development  
 Rae-Lynne Spila, Municipal Engineer  
 Tammy Woroschuk, Manager of Family and Community Support Services  
 Scott Rodda, Director Community Social Development

### CP Members

Angela Regier, City Centre Business Association  
 Nicholas de Rose, Canadian Home Builders Association  
 Ian Kondics, ReMax  
 Brad Bartko, disAbility-Accessibility by Design  
 Rebecca New, Allied Arts Council  
 Jacquie Mcloed, NAIT  
 Lori-Anne St. Arnault, Meridian Housing  
 Mark Francis, Public School Board  
 Tracy Woodman Raymond, Neighbourlink  
 Parkland (Alliance of Christian churches)  
 Emeline Lamboson, Filipino Association





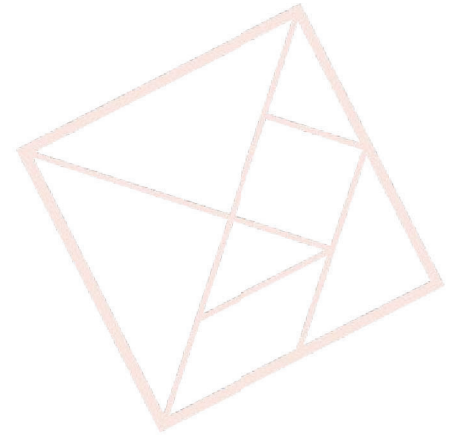


# Community Values

Discussion with the TAC and CP members revealed key words that lead to the development of the main community values.

The MDP Values and definitions were drafted by the Project Team and reviewed by the TAC and CP two times before being finalized as presented below. These are the Values are the foundation that supports policy development for the MDP.

Value	Definition
Connection	Spruce Grove has a strong sense of belonging and community where people can access services and amenities that meet their needs and contribute to a high quality of life.
Diversity & Inclusion	Spruce Grove enjoys equitable, barrier-free, and affordable access to places, services, opportunities, and participation in civic life allowing for people of all backgrounds and abilities to live with dignity.
Resilience	Spruce Grove's creativity and self-reliance allows for innovative and adaptive responses to social, economic, and ecological changes.
Well-Being	Spruce Grove's health and wellness is supported by access to recreation, culture, the natural environment, and a prosperous economy within a safe and secure community.



## What We Heard Report #2

July 2023





## Land Acknowledgement

The City of Spruce Grove is honoured to acknowledge the land we work, play, and make our homes on as Treaty 6 territory, and the Métis Nation of Alberta Region 4. This is sacred land that holds the hearts, footsteps and spirits of many First Nation, Métis and Inuit Peoples, and in particular, Paul First Nation, Enoch Cree Nation, Alexis Nakota Sioux Nation, Michel First Nation, Alexander First Nation, and the Lac Ste. Anne Métis. We recognize and acknowledge Indigenous values, traditional teachings, ways of being, contributions, and historical inequities. The City is dedicated to Truth and Reconciliation to help in healing, and learning to build reciprocal and trusted relationships. We commit towards strengthening relations and building bridges with the Indigenous Nations whose traditional territories the city is located within.

# Shaping Our Community

## Project Background

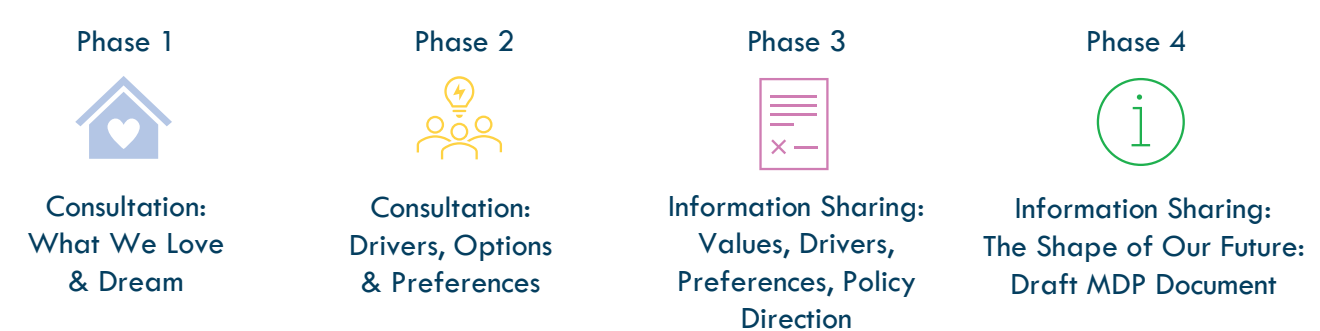
Shaping Our Community is the process of identifying our community's shared values and building a framework for future decision-making around those values to shape the future of our city. By partnering with the community, we can understand our collective hopes and dreams for Spruce Grove and how we can build on what we have and who we are to create the city we want to become.

The Shaping Our Community process will result in *The Shape of Our Community*, Spruce Grove's new Municipal Development Plan (MDP). An MDP is a policy document that provides guidance for decision-making in the short-, medium- and long-terms that is consistent with the desired future outcomes for the community. All Alberta municipalities are required to adopt an MDP bylaw in accordance with the Municipal Government Act.

## Public Engagement

Shaping Our Community focuses on shared community values. This is because as a community, we prioritize and give resources to what we value. Therefore, all engagement activities involve and follow from identifying our shared values.

There are four phases of community engagement:



The first phase took place in October 2022, and community members provided their feedback online and in-person. Themes were identified as feedback was reviewed and sorted, which led to the identification of key community values. This report discusses the results of this first phase of engagement. The report from this phase can be found online at [sprucegrove.org/ShapingSG](https://sprucegrove.org/ShapingSG).

Phase two took place in the spring of 2023 and it involved a survey to identify options and preferences around community 'drivers' to guide the community's future. This report discusses the results of the second phase of engagement.

# How We Engaged

## Gathered Feedback

The City asked the public to participate in a survey about options and preferences for community drivers. Community drivers are key topic areas for community-building that influence and shape a community over time. The drivers were identified as economy, governance & partnerships, transportation & mobility, urban form & placemaking, environment, and social as defined in the following table.

Driver	Definition
Economy	The economic, fiscal and market factors that influence how the community operates, sets priorities, and allocates financial resources.
Governance & Partnerships	The way in which nations, governments, agencies, organizations, business, and industry are structured and choose to work together and collaborate on ideas, projects, or services.
Transportation & Mobility	The methods and systems by which goods and people move within and between communities including distribution, commuting, employment and personal movement.
Urban Form & Placemaking	The relationship between people and the physical characteristics of places, including the size, shape, location and number of buildings, roads, parks, and open spaces that influence how people behave, feel, experience, or connect to place and the public realm.
Environment	The natural systems and their interconnections that sustain life and supports human settlement.
Social	The interpersonal, cultural, and social relationships that support community

Each of these drivers can be interpreted and applied differently depending on the preferred directions a community wishes to take. Identifying preferences for how a community wants to look, feel and function in the future helps us create the policies that will help us achieve the desired future for our community.

The survey was presented:

- digitally on the project website for the general public and was promoted using a variety of tactics including digital notice boards, social media and local newspaper advertising;
- in person for the Technical Advisory Committee, Community Panel and Council
- working committees of the City, such as the Community Road Safety Advisory Committee; and,
- digitally via teacher email invitation to students and an in-person workshop with the Youth Advisory Committee using a modified version of the survey geared towards adolescents.

There were 222 respondents of the general public digital survey, seven respondents of the internal working committees survey invitation, and seven respondents from the teacher email invitation survey for adolescents. Results from the in-person workshops were recorded in aggregate.





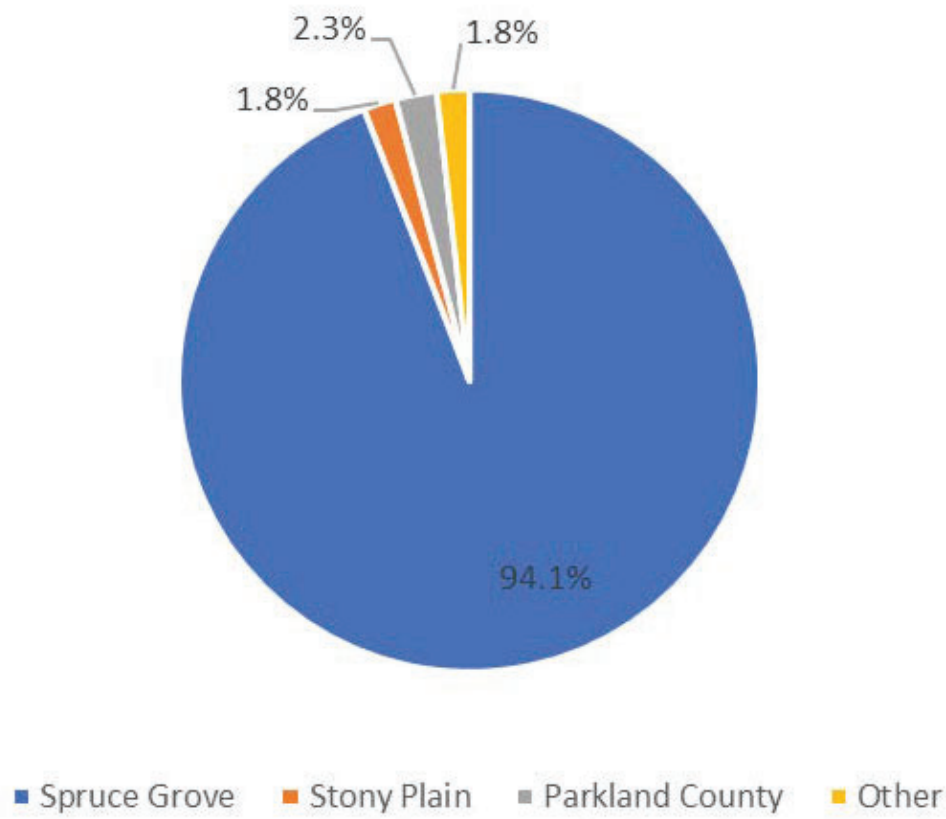


# What We Heard About Preferences

The survey results presented below represent the 222 general public survey respondents. The feedback gathered from the student surveys, internal working groups and in-person workshops were used to reflect on the similarities, differences and trends in the survey data and to refine preferences (found in the following section of this report).

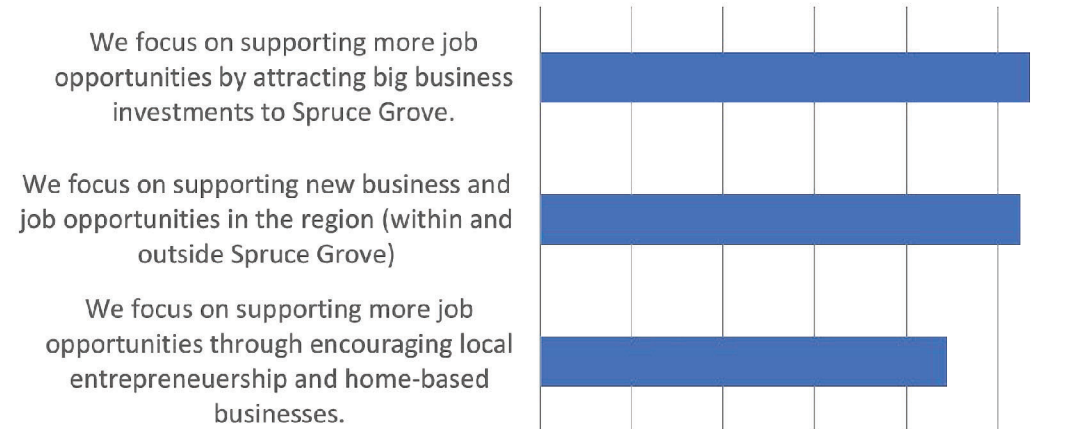
## Survey Responses Summary

Over 94% of survey respondents identified they live in Spruce Grove. The remaining respondents identified living in Stony Plain (1.8%), Parkland County (2.3%), and ‘other’ (1.8%).



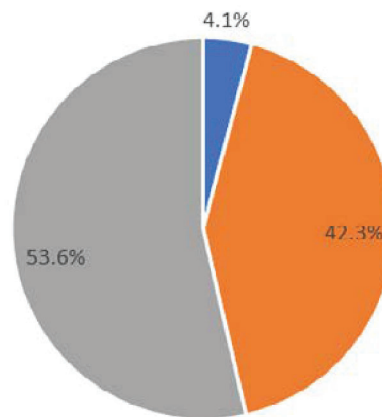
## Economy

Respondents identified a desire to support the economy in a range of ways, with a slight preference for prioritizing local initiatives.



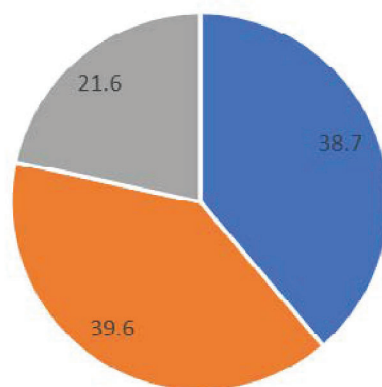
## Governance & Partnership

A slight majority of respondents said they want to set priorities and allocate funding considering first the local impacts and then the impacts on the region (53.6%), while another 42.3% of respondents supported setting priorities and allocating funding giving equal consideration to local and regional impacts.



- We set priorities and allocate resources considering first the regional impact and then impacts on the city.
- We set priorities and allocate resources with equal consideration of the impacts to both the region and the city.
- We set priorities and allocate resources considering first the local impact and then impacts on the region.

Additionally, the question regarding how we choose to collaborate and partner with others resulted in clear preference to take the initiative with just over 78% of respondents preferring pro-active approaches.



- We initiate collaborative, partnership-building opportunities that benefit our community and the region.
- We seek collaborative, partnership-building opportunities that benefit our community and may contribute to the region.
- We participate in local collaboration and partnership opportunities that benefit the community.



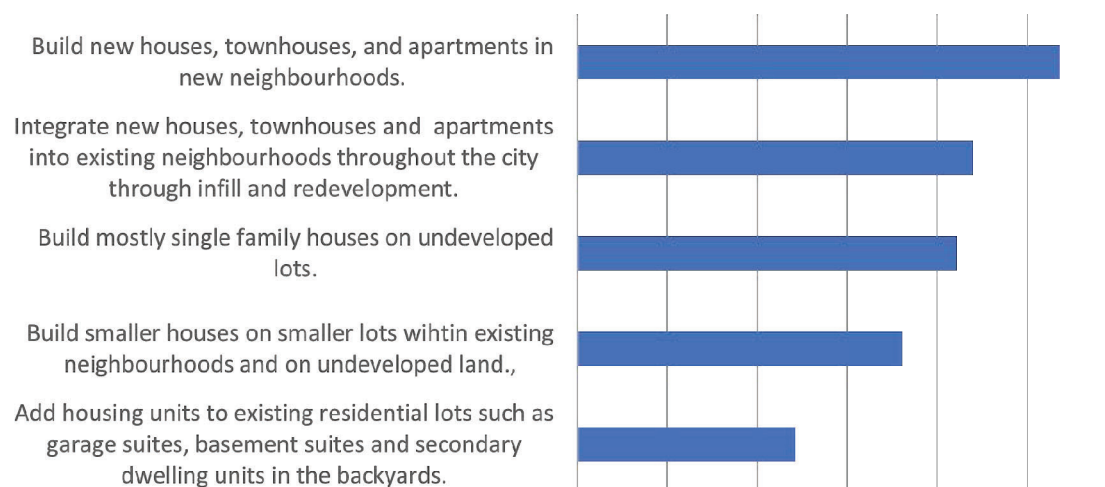
## Transportation & Mobility

A number of survey questions asked how respondents desired to move around the community and the region in the future. The responses suggest people recognize that the personal automobile will likely continue to be the primary mode of transportation for many people in the future; however, folks also wanted access to connected trails systems and access to transit.



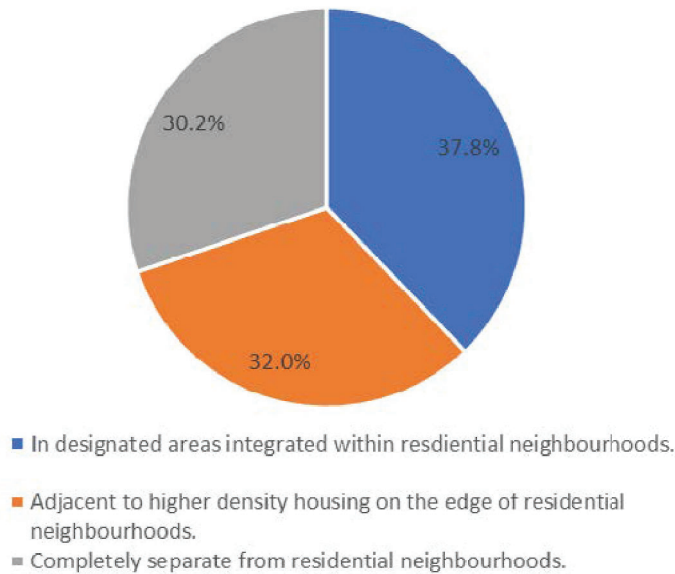
## Urban Form & Placemaking

A number of survey questions asked how we will accommodate new residents in the future, specifically around housing needs: what types of houses and where to locate them. Responses around how to accommodate the necessary houses suggest people expect new houses to be built in new developments and in existing neighbourhoods, with a slight preference that higher density housing be located along the edges of neighbourhoods with good access to daily needs. There was also a slightly lower preference for adding density into neighbourhoods using basement suites, gardens suites and garage suites.

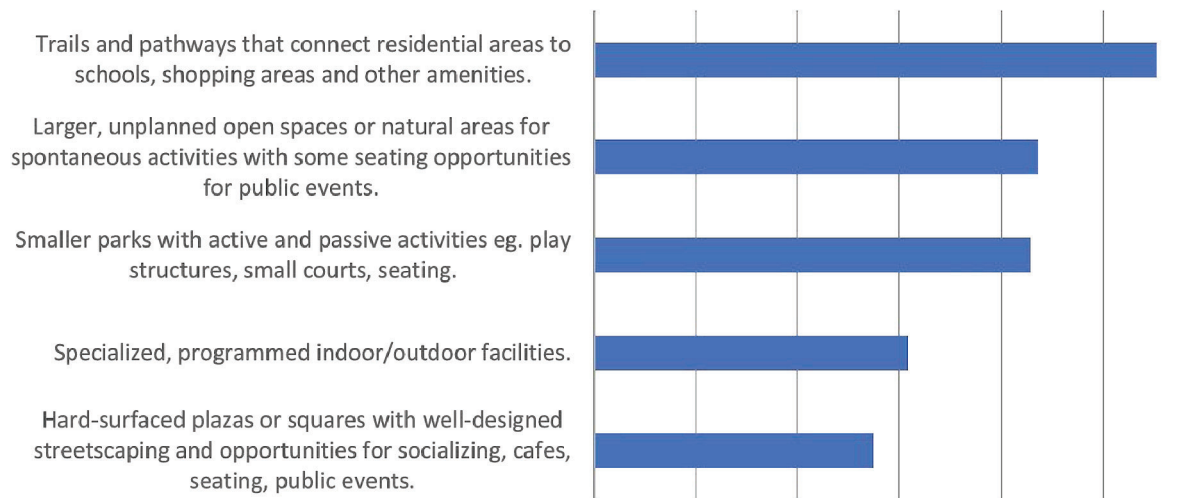


## Urban Form & Placemaking (continued)

Regarding where to locate our everyday needs, such as shopping, health centres, etc., people were fairly evenly split between three options, but with a slight preference for being located in specific areas inside residential neighbourhoods.



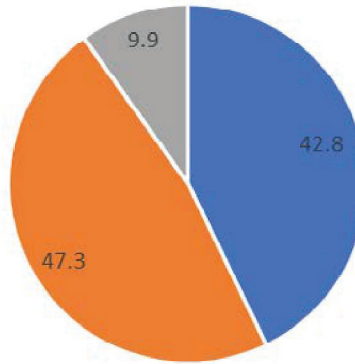
Respondents were also asked about the future of public spaces, including parks. People responded with preferences for smaller parks with active and passive play structures, more better-connected trails, and larger unplanned or natural areas with some seating that allow for spontaneous activities. Specialized/programmed areas and larger paved surfaces like plazas were not as preferred.





## Social

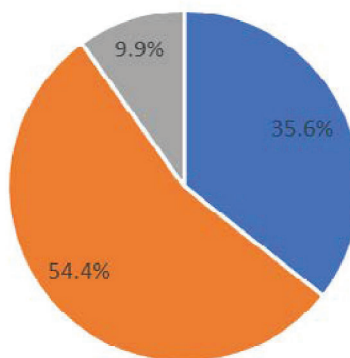
It was clear respondents want the community to take a pro-active approach to help our community members who need extras supports, with over 47% wanting us to partner with service providers to and another almost 43% wanting to take more direction actions to help others.



- We direct and provide support for people in our community, initiating critical partnerships as needed.
- We provide some support for people in our community along with other organizations and outside agencies.
- We mainly rely on the expertise and actions of organizations and outside agencies to support people in our community.

## Environment

The majority of respondents desired a balanced approach to protecting the environment while supporting the needs of people.



- We choose to do everything we can to protect and enhance the natural environment within our built environments.
- We try to balance meeting our human needs in the built environment and protecting the natural environment.
- We focus on our built environment while still considering the impacts on natural features.

## Community Driver Preferences

In consideration of the survey results summarized above, the survey results from the internal working groups and youth, and the feedback received from the in-person workshops, the Project Team developed the following preference statements for each driver. These preferences will influence the policy direction of the Municipal Development Plan, the creation of which is the next phase of this project.

Driver	Preferences
Economy	To seek balance in our approach to the economy and find suitable opportunities to support the local economy and the region.
Governance & Partnerships	To proactively initiate collaborative partnerships that prioritize local benefit.
Transportation & Mobility	To recognize personal automobiles as the dominant mode of transportation with a definitive preference for access to active and alternative modes of transportation. There is desire to prepare for increased access to transit.
Urban Form & Placemaking	<p>To provide increased density of housing in both new neighbourhoods and within existing neighbourhoods that is carefully designed, thoughtful, and respectful.</p> <p>To locate higher density housing developments near the edges of neighbourhoods close to amenities.</p> <p>To prioritize connectivity within and between neighbourhoods and the rest of the city with more trails and pathways.</p>
Environment	To take a balanced approach to protecting the natural environment.
Social	To collaboratively support and enhance the community.

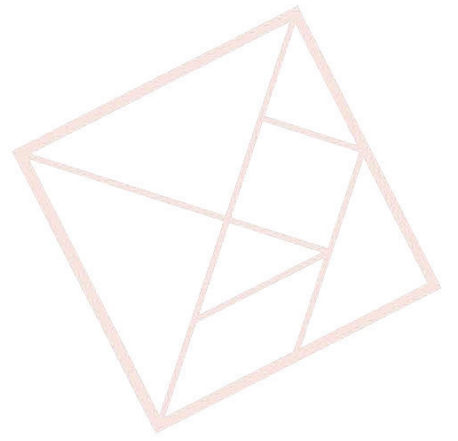
## Next Steps

Phase 3 engagement in September 2023 will share and confirm with the community the information gathered to date, including the process followed, the identified values and drivers, the community's preferences, and the policy direction that will guide community decision-making to shape our future.

The final phase of engagement, Phase 4, will be the presentation of the draft MDP document toward the end of 2023.

For more information on this project, please visit [www.sprucegrove.org/ShapingSG](http://www.sprucegrove.org/ShapingSG)





## What We Heard Report - Youth

August 2023





## Land Acknowledgement

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Shaping Our Community is the process of identifying our community's shared values and building a framework for future decision-making around those values to shape the future of our city. By partnering with the community, we can understand our collective hopes and dreams for Spruce Grove and how we can build on what we have and who we are to create the city we want to become.

The Shaping Our Community process will result in *The Shape of Our Community*, Spruce Grove's new Municipal Development Plan (MDP). An MDP is a policy document that provides guidance for decision-making in the short-, medium- and long-terms that is consistent with the desired future outcomes for the community. All Alberta municipalities are required to adopt an MDP bylaw in accordance with the Municipal Government Act.

## Public Engagement

Shaping Our Community focuses on shared community values. This is because as a community, we prioritize and give resources to what we value. Therefore, all engagement activities involve and follow from identifying our shared values.

There are two phases of focused youth engagement:



The first phase took place in October 2022, and community members, including youth at various city locations, facilities, and schools provided their feedback online and in-person. Themes were identified as feedback was reviewed and sorted, which led to the identification of key community values. This report discusses the results of the youth-focused engagement.

Phase two involved a survey to identify youth preferences and perspectives related to how they spend their free time, where they like to spend time with friends, how to make their neighbourhood better, and their favourite way of getting around Spruce Grove. Their unique insight will help to guide the community's future. This report discusses the results of both phases of engagement.

# How We Engaged

## Gathered Feedback

The City asked the youth to answer two questions in the fall of 2022.:

1. What do you love about Spruce Grove?
2. What is a dream you have for Spruce Grove?

The questions were presented to the youth in a variety of ways:

- online using a survey
- in person using large-scale sticky notes, markers and poster boards stationed at public locations
- and, via elementary, junior and high school classroom kits where students filled out sticky notes, applied them to poster boards and their teachers sent the City photographs of their efforts.



## Reviewed & Sorted Feedback

Approximately 7000 responses were returned to the City, from everyone. Almost 500 of the responses came directly from various schools in Spruce Grove. The responses can be found at the end of this report. Every response was reviewed by two groups: the Technical Advisory Committee (TAC) and Community Panel (CP).

## What We Heard

### Results

The 500 school responses were included in the public responses and influenced the development of the Themes for future policy development areas and values in the Municipal Development Plan. The youth response mainly focused on activities for children and teens, including overwhelming support of the Tri-Leisure Centre, neighbourhood parks, Jubilee Park in particular, and the BMX and skate parks. They responded with concerns about social issues the City of Spruce Grove experiences, the need to preserve the environment and forests, and the need to ensure community safety. They dreamed of more spaces and places, indoor and outdoor, where youth would be welcome and could spend time with their friends and participate in activities that were both active and passive. The youth loved the recreational activities that were offered by the Tri-Leisure, but they wanted more variety in activities and amenities throughout the City. They really wanted to be able to have the option of using e-scooters to get around the City. Finally, some highlighted the desire for new stores that would offer goods that meets the needs of the young consumer. Highlights of the responses are included in the appendix.







In May and June 2023, a public youth survey and engagement with the City's Youth Advisory Committee took place. In the survey, we asked the youth how we can make their neighbourhood better, their favourite way of getting around Spruce Grove, where they like to hang out with their friends, and how can we make great places for them. In their responses, we learned that they would like to see Spruce Grove get an outdoor pool, install streetlights on the trails, and increase the frequency of food trucks. They would like water bottle fillers in parks, access to bus stops, and more garbage bins along busier roads and next to sidewalks, bike lanes/trails, more places for physical activity, and retain the forests. To get around the city, they rely on parents providing them rides, walking and biking, electric scooters, and would like to walk more but safety is more important. Youth tend to hang out with their friends at places in Edmonton, going to the dog park in Spruce Grove, movie theatres, parks, school yards, and each others' homes. Finally, the survey showed that they saw great places as being safe, interesting, adventurous, and containing a variety of activities. They would like to see more youth-focused activities like arcades, bowling alleys, escape rooms, and murals.

[sprucegrove.org/ShapingSG](https://sprucegrove.org/ShapingSG)

more local parks and the older youths could consider going to the larger skate park or Jubilee Park more frequently. They do like spending time at home with their friends or sometimes alone. Safety was also discussed because there have been some negative experiences where the members found discarded needles and litter.

We asked the Committee members what they wanted to see more of in the City and what could we do to make the City better for Youths? They indicated that they wanted a better mall, an outdoor pool, more fenced dog parks, safe areas to hang out, more picnic areas, better water park, areas that don't require direct supervision but can be physically active and be with friends, and free accessible fitness parks for all abilities and fitness levels. They also suggested expanding the Tri-Leisure to include more ice and pool spaces.



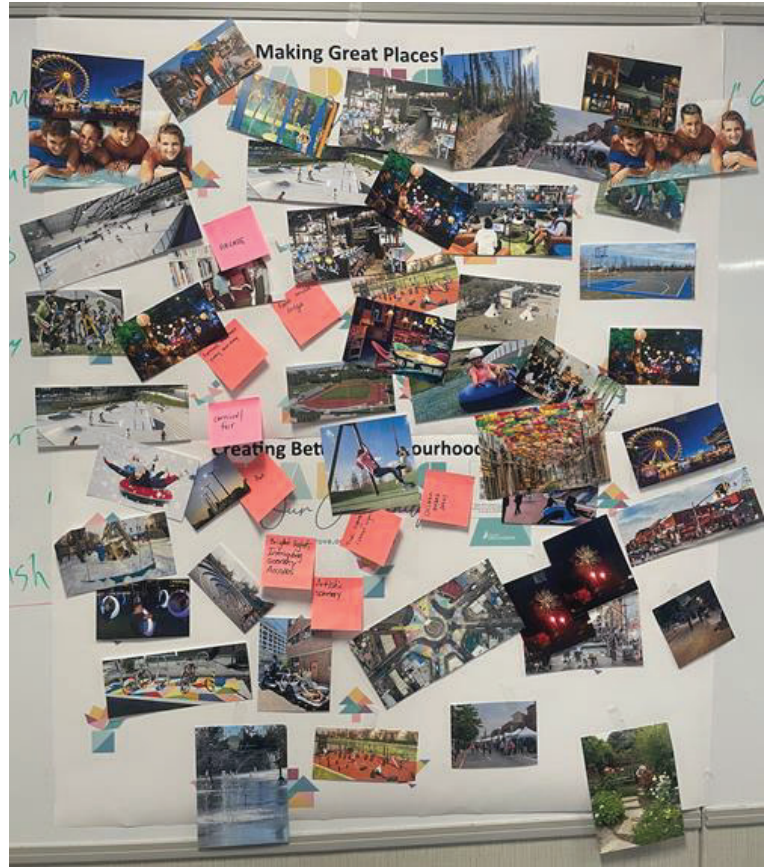
The next activity was to select from a variety of transportation options as depicted in the pictures and rank the top three ways they would like to get around the City. There was a clear desire for the members to use alternative modes of transportation like e-scooters, skateboards, walking, biking, mopeds, buses, and getting rides from others.

When discussing their results, the committee members said that they prefer walking and biking as they are simple, free, easy to do with friends and accessible – most people their age have a bike or can walk. They found that the bus was dangerous, there were

too many strangers, and they cannot afford transit. In order to make their transportation experience better, they would like to see e-scooters, safe places for storage of equipment, easily accessible routes and more of them (trails), and bus stops in more popular areas where kids are and where they want to go.



The final engagement activity was to have the Committee Members think about making great places for the City's youth. The members were able to select pictures to represent what they thought would make great places, and they chose a wide variety of places and activities that could make great places for youth to want to visit and spend time. They chose areas that were busy and pretty, that were easy to access, and that had space for children. They liked the idea of farmers markets and food trucks adding excitement to places, and it gave them things to do. They thought it was important to include Indigenous representation as well as other cultures. The members thought it was important to consider seasonal activities so that they can have fun and something to do year-round.



## Outcomes

### Demand for More Socializing Spaces:

A consistent theme that emerged from our engagement activities was the desire for additional places where youth can spend time with their friends. Participants expressed a need for community spaces such as youth centers, cafes, or hangout spots designed specifically for their age group. These spaces could be equipped with amenities like seating areas, gaming zones, and Wi-Fi connectivity to facilitate social interaction and foster a sense of belonging.

### E-Scooter Accessibility:

Another prominent demand raised by the youth was the availability of e-scooters as a mode of transportation. They emphasized the convenience and eco-friendly nature of e-scooters, which would provide them with greater mobility options and independence.

Youth expressed a strong desire for more recreational activities. They highlighted the need for diverse recreational options that cater to various interests and abilities.

### Improved Indoor/Outdoor Facilities:

Participants expressed a desire for improved indoor and outdoor spaces within the city, such as bowling alleys, escape rooms, parks and trails, and an enhanced mall experience. They highlighted the need for inclusive entertainment venues that provide safe and engaging environments for youth to socialize and enjoy recreational activities, particularly during unfavourable weather conditions.

## Conclusion

Based on the feedback received from teenagers and youth in the City of Spruce Grove, it is evident that there is a strong demand for more socializing spaces, different modes of transportation, increased recreational opportunities, and improved indoor/outdoor facilities. By implementing the recommendations provided, the city can effectively address these concerns and create an environment that promotes the well-being and engagement of its young population.

## Next Steps

Overall, there are four phases of community engagement and information sharing:

### Phase 1



Consultation:  
What We Love  
& Dream

### Phase 2



Consultation:  
Drivers, Options  
& Preferences

### Phase 3



Information Sharing:  
Values, Drivers,  
Preferences, Policy  
Direction

### Phase 4



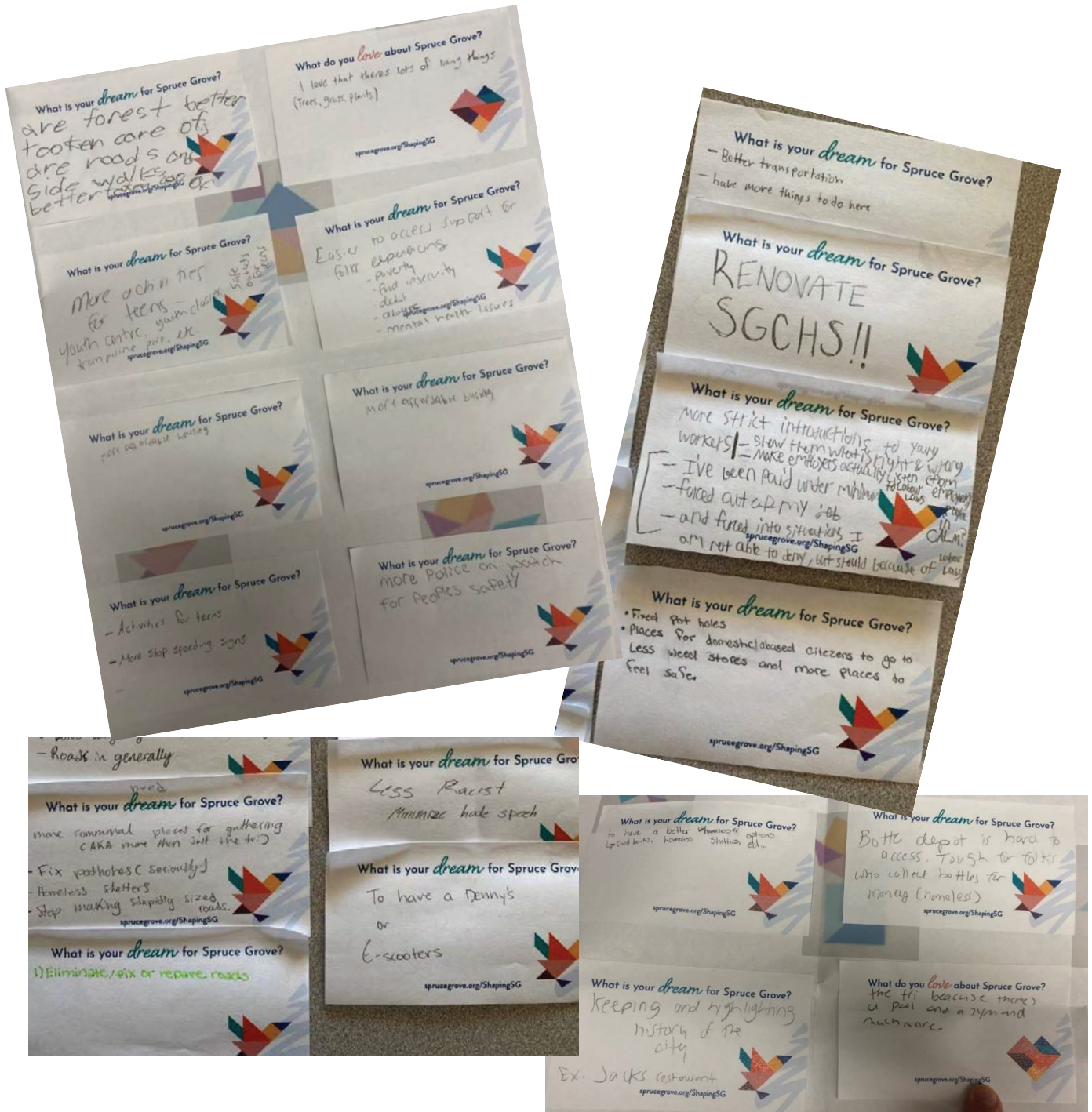
Information Sharing:  
The Shape of Our Future:  
Draft MDP Document

Phase 3 in September 2023 will share with the community the information gathered to date, including the process followed, the identified values and drivers, the community's preferences, and the policy direction that will guide community decision-making to shape our future.

The final phase of engagement, Phase 4, will share the draft MDP document toward the end of 2023.

For more information on this project, please visit <https://connect.sprucegrove.org/shaping-our-community>.











# Appendix C

## MDP Background Report

Does NOT form part of this bylaw.

## APPENDIX C MDP Background Report

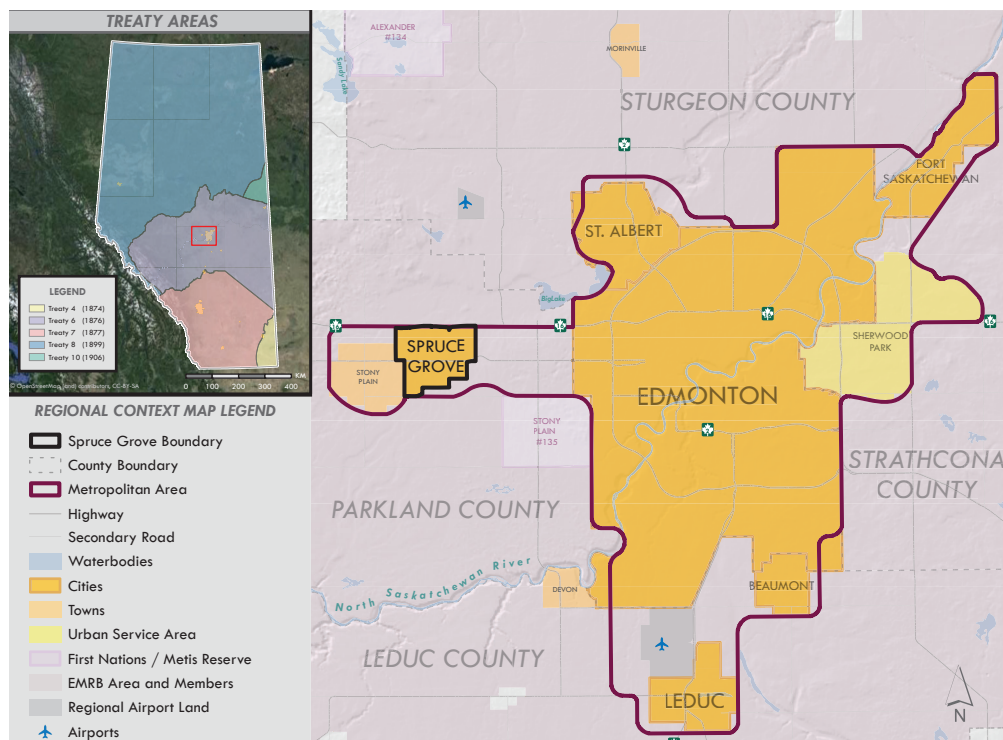
### 1 Purpose

This background document provides the review and analyses of Spruce Grove's context with respect to its location, community profile, sub-regional relationships, existing land use, economy, infrastructure and transportation network with an eye to providing the necessary background to inform the MDP.

### 2 Location and Regional Context

Spruce Grove is located generally between Highways 16 and 628, approximately 30 minutes by vehicle west of downtown Edmonton, Alberta, Canada. It is surrounded on three sides by Parkland County, with the Town of Stony Plain along the western edge of Spruce Grove. See **Figure 1**.

**Figure 1 Location and Regional Context**



### 3 Community

#### 3.1 Population Growth

Spruce Grove is one of the fastest-growing municipalities in the Edmonton Metropolitan Region increasing by 22,500 people from a population of 16,500 in 2001 to the current population which is just slightly under 39,000 according to the 2023 municipal census.

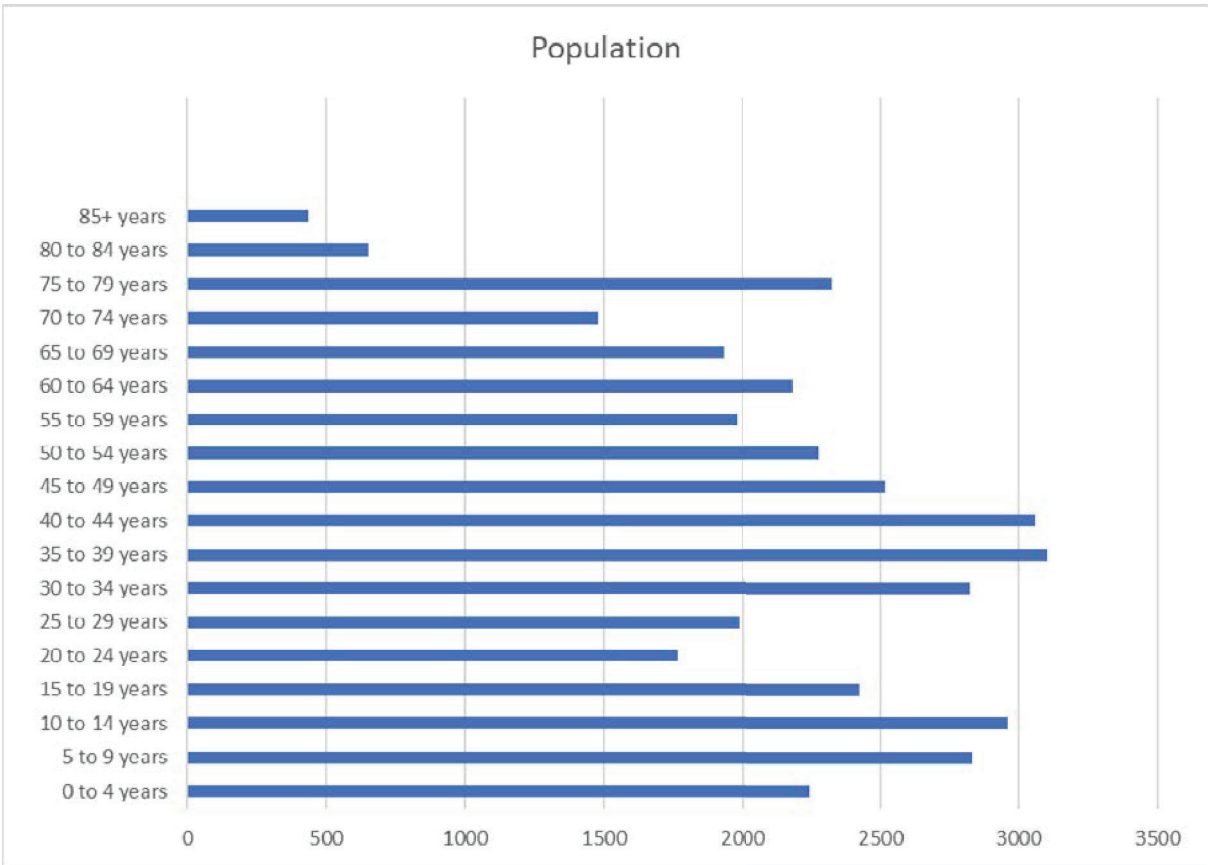


The 2016 Growth Study, applying a medium growth scenario, estimates the population in Spruce Grove to increase by 25,700 between 2023 and 2044. Applying a medium-high growth scenario over that same period, the population of Spruce Grove is estimated in the 2016 Growth Study to increase by 30,850. If the city’s growth trends continue in line with these projections, Spruce Grove could reach a population of between 64,700 and 69,850 in just over 20 years.

### 3.2 Demographic Profile

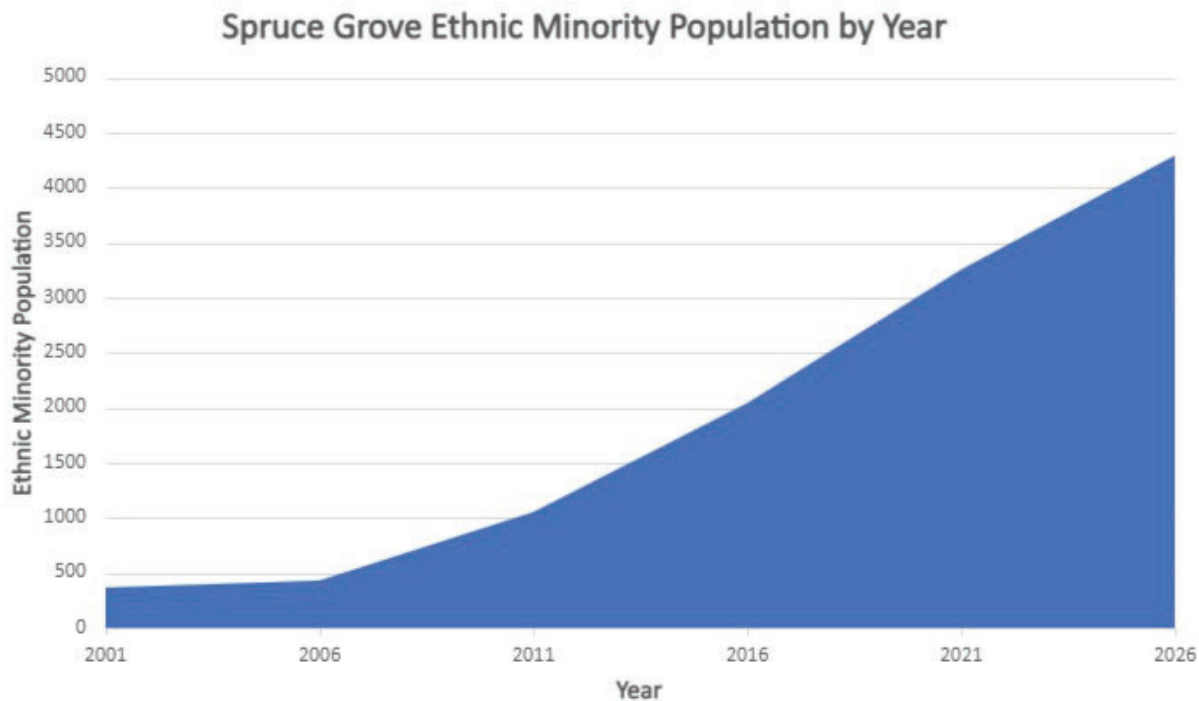
The City conducted a municipal census in 2023. Since the last municipal census conducted in 2018, the population in the city has seen a change in demographics. In 2018, there was a higher proportion of children under 10 years of age and adults between the ages of 25 and 39, while the percentage of adults aged 65 and older was low compared to the rest of the age distribution. Five years later, in 2023, there is a reduction in the percentage of children under 10 years of age as well as adults aged 20 to 39, while the age groups over 60 have experienced significant growth. Also, the average age in 2023 is now 39.2 (compared to 36.8 in 2021 - Stats Canada) and the median age is 38 (compared to 36 in 2021 - Stats Canada). In other words, the city’s population is aging. See **Figure 2**.

**Figure 2. Spruce Grove Population by Age**



For the past two decades, as **Figure 3** indicates, ethnic diversity within Spruce Grove’s population has increased significantly. The percentage of ethnic minorities in Spruce Grove in 2001 was only 2.3%. By 2021, with the population of the city more than doubling, the ethnic minority population increased to account for 8% of the total population.

**Figure 3. Spruce Grove Ethnic Minority Population by Year**



### 3.3 Employment

The 2023 municipal census reveals that approximately one third (6,000) of Spruce Grove’s employed residents work in Spruce Grove with the other approximately two thirds (12,000) working outside of Spruce Grove, the vast majority of whom commute to Edmonton, Parkland County and Stony Plain. It is also important to note that significant numbers of workers come to Spruce Grove daily to work.

According to a Labour Market Study conducted in 2016, 48% of jobs in Spruce Grove in 2016 were held by residents of Spruce Grove with 52% held by workers living in other municipalities: an almost 50/50 split. The number of workers coming from other municipalities to work in Spruce was not surveyed in the 2023 municipal census; however, if it is assumed the almost 50/50 split observed in 2016 has continued on into 2023, approximately 6,000 workers commute to Spruce Grove daily to work.

Being in relatively close proximity to the City of Edmonton, Spruce Grove residents enjoys good access to employment, metropolitan-level amenities, specialist healthcare facilities, economic opportunities, and so forth. All of this contributes to making the city an attractive place to live. It is important to note, however, that Spruce Grove itself also serves as a regional hub serving a trade area population of at least 140,000 people resulting in a \$2.1 billion retail economy (according to the 2016 Study). The city's trade area is forecasted to increase to 183,000 people by 2030.

Spruce Grove has a growing population of educated, skilled workers living in proximity to the city's and surrounding industrial areas. Employment growth in Spruce Grove's industrial parks is certainly expected over the 2016-2046 forecast period, according to the 2022 Industrial Land Use Study. Employment growth is anticipated to add a total of 3,143 new jobs by 2046, 1,580 new jobs between 2016-2031 (3.9% growth rate), and 1,564 new jobs between 2031-2046 (2.5% growth rate).

## 4 Regional Context

### 4.1 EMRB

The Edmonton Metropolitan Region Board (EMRB) is a growth management board made up of 13 municipalities that works to promote long-term sustainability of the Edmonton Metropolitan Region by implementing a series of policy documents such as the Edmonton Metropolitan Region Growth Plan (EMRGP), Integrated Regional Transportation Master Plan, Edmonton Metropolitan Region Servicing Plan, and the Regional Agriculture Master Plan. It is important, and required by the MGA, that Spruce Grove's MDP is consistent with the EMRGP.

There is an opportunity for the City of Spruce Grove to take a leadership role in the region by representing emerging cities that have experienced significant growth over the last twenty years. Working together with regional partners, the City can influence senior government funding on municipal priorities important to Spruce Grove such as infrastructure and affordable housing.

### 4.2 Tri-Municipal Region

The Tri-Municipal Region is made up of Stony Plain, Parkland County, and Spruce Grove. The three municipalities have a long history of collaboration and mutual support through initiatives like the TransAlta Tri-Leisure Centre, the new Civic Centre, and the preparation of the 2021 Tri-Municipal Regional Plan (TMRP). The TMRP provides a blueprint for the municipal partnership and why it should continue to evolve to enhance the predictability of potential initiatives and provide a more formalized process to collaboration activities, where warranted.

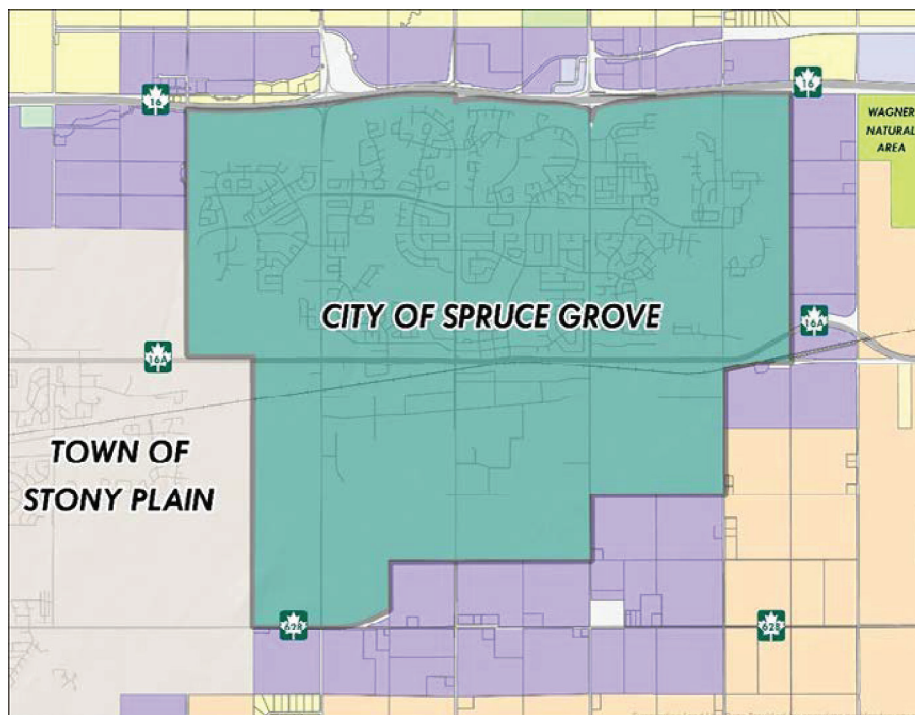
The Plan estimates the Tri-Municipal region's population will grow from 87,494 in 2019 to 158,743 in 2059, and the population will be an older population with a higher proportion of people being over the age of 65. Spruce Grove's 2023 municipal census is already showing this trend. Spruce Grove is expected to maintain the highest total employment of the three municipalities which will total 58,488 jobs by 2059.

### 4.3 Intermunicipal Area

There is an area of land within Parkland County surrounding the City of Spruce Grove that is of intermunicipal importance. The area varies in width from 0.8 km to 1.6 km and is designated Agricultural Restricted District in the Parkland County Land Use Bylaw – see the purple area surrounding Spruce Grove as shown in Figure 4. Intermunicipal Fringe Area.

The Agricultural Restricted District applied to these lands immediately adjacent to the city's boundary helps support Spruce Grove's existing and future growth by limiting subdivision and restricting development to compatible land uses. Some of this area, located north of Highway 16, is also outside the Edmonton Metropolitan Region Board Metropolitan Growth Area, meaning it is not subject to requirements for urban-style growth.

**Figure 4 Intermunicipal Fringe Area**



## 5 Land Use

### 5.1 Land Base and Absorption

The City began in 1955 as a village comprising about 100 hectares and has grown, after a number of annexations, to approximately 3,745 hectares today. The current breakdown of land use designation area by land use is summarized in **Table 1**.



**Table 1. Land Use Designation by Area and Percentage**

Land Use Designation	Area(ha)	Percentage
Residential	727	19.6
Residential Urban Reserve	736	19.6
Commercial	115	3.1
Industrial	305	8.1
Industrial Urban Reserve	259	6.9
Institutional	128	3.4
Parks and Open Space	388	10.3
Sports and Entertainment	11	0.3
Direct Control	15	0.4
Undistricted	55	1.5
Annexed Lands	514	13.7
Roads	492	13.1
<b>Total</b>	<b>3,745</b>	<b>100</b>

In 2016, the City undertook a Growth Study which indicated 64% of the land base within the city's boundaries at that time had been absorbed by the end of 2014. Employing a land absorption approach, which estimates the future point at which all available land is utilized by examining land consumption over an extended historical period, it was determined in the Growth Study that an additional 22 quarter sections (approximately 1,425 ha) would be required to accommodate growth for the next 50 years based on the medium-high growth scenario outlined in the Study.

Through negotiations with Parkland County, the City agreed to a modest annexation of approximately eight quarter sections (514 ha), which was approved by the Government of Alberta in 2021. Development of the unabsorbed land identified in the 2016 Growth Study has continued since 2016. The Study's intention was that additional annexations could be considered in the future as required.

## 5.2 Vacant Lots

A recent review of vacant lots within the city showed there were approximately 800 vacant residential lots waiting to be sold and built upon. Applying the City's average household size of 2.57 (2023 municipal census), these 800 lots could provide housing for approximately 2,050 people. Based on Spruce Grove's averaged annual population growth over the past several years, and factoring in that there is also existing housing for sale in the market, it is reasonably safe to assume that this supply of vacant residential lots represents, roughly, at least a two-year supply.

The same review also identified there were only 16 vacant commercial and 26 vacant industrial lots. The low supply and variety of commercial and industrial lots could possibly inhibit economic investment by entrepreneurs and companies wishing to operate businesses in Spruce Grove.

### 5.3 Residential

Many years ago, single-detached dwellings on comparatively large suburban lots predominated in Spruce Grove with comparatively few duplexes, townhomes and walk-up apartments within the established neighbourhoods. According to Statistics Canada (data published in 2021), diversity in the mix of housing types has increased. Although single-detached dwellings (including movable dwellings) are still the most common form, representing two thirds of the housing stock, ground-oriented attached housing, at 19%, and apartment housing, at 15%, now make up the remaining one third of Spruce Grove's housing stock. The 2023 municipal census shows a similar breakdown for dwelling types.

Lot sizes for single-family dwellings have also decreased over time due to market factors, development costs, and so forth, but also as a result of the establishment of the Capital Region Board (CRB) in 2007, which was reconstituted and became the EMRB in 2017. This regional policy direction to grow in a compact manner attempts to better economize infrastructure investment and maintenance as well as reduce the amount of greenfield and agricultural land lost prematurely to development.

There has also been a drive to increase housing density and diversify housing types since the formation of the CRB in 2007, which has been carried forward under the EMRB since 2017. By instituting a requirement for Spruce Grove's new residential development to have an overall density of 35 dwelling units per net residential hectare, the expectation is that developers will build a variety of housing forms that will respond to market needs. Though the trend for large lot subdivisions has subsided, and somewhat more dense, compact and contiguous neighbourhoods have resulted (as compared to decades ago), lower density housing forms (i.e., combining detached and ground-oriented attached housing) still comprise 85% of the housing stock, with higher density housing sitting at 15%.

### 5.4 Residential Density and Land Supply for Population Growth

In 2007, the CRB was mandated to create a growth plan for the region. As part of that work, both in the original CRB Growth Plan and again in the 2017 EMRGP adopted by the EMRB, residential density targets were set for each municipality in the region at higher density levels than had previously been set in Spruce Grove Area Structure Plans (ASPs). However, all ASPs that were already in existence were enshrined, retaining whatever densities were previously set in these ASPs. Thus, while ASPs are approved by Council and implemented by the Planning and Development Department, developers have been granted the rights to subdivide and develop their lands according to these pre-existing, enshrined ASPs.

The City is not in a position to arbitrarily change the densities in existing ASPs to comply with the EMRGP's density requirements.

Amending the ASPs in agreement with the landowner/developer, however, is always possible. It may be that the inflationary conditions affecting current and foreseeable future labour, servicing, financing and other costs associated with land development and housing construction lead to a mutually agreed upon opening up and re-examination of densities in existing ASPs, or at least parts of them.

In the context of Spruce Grove, most of the land designated for future residential development has been included in the pre-existing ASPs; therefore, the density for these emerging neighbourhoods is relatively low compared to the EMRGP's targets. However, there will be an opportunity for the residential areas within the annexed lands to meet or exceed the EMRGP's density targets once new ASPs have been approved by Council and the EMRB.

Extrapolating from population projection, land absorption, net residential area, and density calculation information provided in the 2016 Growth Study, along with the population and average household size captured by Spruce Grove's 2023 Census, the undeveloped portions of the residential ASPs within the city can accommodate an estimated 27,000 additional residents.

**Table 2** provides a reasonable indication of how much additional population can be accommodated within the ASPs considered enshrined by the EMRGP.

**Table 2. Estimated Population by Area Structure Plan**

Area Structure Plan	Estimated Future Population
North Central	2065
Heritage Estates	275
East Pioneer	4030
West Central	3215
Pioneer Lands	7885
West	5760
Shiloh	3770
<b>Total</b>	<b>27,000</b>

Using the 2016 Growth Study medium growth scenario of an additional 25,700 people residing in Spruce Grove by 2044, it seems safe to conclude the current ASPs will be able to accommodate that anticipated residential demand. If the city were to experience the 2016 Growth Study medium-high growth scenario of an additional 30,850 people living in Spruce Grove by 2044, it seems most of the additional 5,150 population would need to be accommodated within the annexed lands.

**Table 3**, which provides an indication of estimated future population within the existing ASP and annexation areas at different density levels, raises the following considerations:

1. Population projections will need to be kept updated, and densities for existing ASPs and new ASPs for the annexed lands will need to be closely monitored, for the projected population to be accommodated within the existing City boundary.

2. The City cannot control the number of people who want to live in Spruce Grove, so it will be up to Council and Administration to guide future growth in a sustainable manner that is also fiscally responsible while providing people with a great place to live. It is important to be able to have accurate forecasts of local population growth supported by municipal census data that will track growth in the absence of provincial and federal census data.
3. The annexed lands will take some time to go through the planning process and be ready for development. With the land supply within the existing ASPs expected to be close to full utilization by 2044, as **Table 2** shows, the City will need to proactively and strategically plan the annexed lands to ensure a supply of additional land is available to accommodate demand. Based on the future planning that is undertaken as well as on-going analysis and monitoring of population growth and densities, the City may also find itself in a position of needing to annex additional land from Parkland County.
4. The area of land designated for residential use is only an estimate and could be altered depending on the demand for land for other purposes. There is the need for land to be set aside for industrial, commercial and park/school/open space as well. This need to accommodate the demand for all land uses could result in a change to the anticipated land uses set out in the 2016 Growth Study.
5. Increasing residential densities could alleviate the pressure for more land to be set aside for residential development and free that land up for industrial and other development instead.
6. The annexed land is physically separated from the rest of Spruce Grove by the railway. As a result, the portion of the city south of the railway will need to be fairly self-sufficient, especially in relation to emergency response services. Therefore, the City will have to invest more funds into amenities and services for those that reside, work, and do business south of the railway.

**Table 3. Estimated Population at Different Densities**

	Density (du/nrha) <sup>1</sup>	Est. Additional Population
<b>Undeveloped ASPs – Current densities enshrined by EMRGP</b>	28.3 du/nrha <sup>2</sup>	27,000 <sup>4</sup>
<b>Undeveloped ASPs – If EMRGP density for new ASPs were applied</b>	35 du/nrha	33,390 <sup>5</sup>
<b>Undeveloped ASPs – Potential density</b>	40 du/nrha	38,160 <sup>5</sup>
<b>Annexed lands<sup>3</sup> – EMRGP densities</b>	35 du/nrha	15,050 <sup>5</sup>
<b>Annexed lands – Potential density</b>	40 du/nrha	17,205 <sup>5</sup>

1 – du/nrha - dwelling units per net residential hectare

2 – the net residential density assumed in 2016 Growth

3 – annexed lands from 2021, no ASPs in place

4 - from estimates provided earlier in Section 5.4. and used in **Table 2**

5 - assuming 2.57 persons per household based on 2023 Census Demographic Report



From **Table 3** above the following observations can be made about potential future population:

Existing approved ASPs:

- Under the densities currently specified in the approved ASPs enshrined by the EMRGP, the estimated maximum additional population that can be accommodated at full build out is 27,000.
- If the EMRGP density specified for new ASPs (35 du/nrha) were to be applied to the undeveloped lands within existing ASPs, the maximum additional population that could be accommodated at full build out would be 33,390.
- If higher than EMRGP density (40 du/nrha) were to be applied to the undeveloped lands within existing ASPs, the maximum additional population that could be accommodated at full build out would be 38,160.

Annexed Lands

- If the annexed lands identified for residential development develop at the EMRGP density for new ASPs (35 du/nrha), they will accommodate an additional 15,050 people.
- If the annexed lands identified for residential development develop at higher than EMRGP density (40 du/nrha), the lands will accommodate an additional 17,205 people.

When different density scenarios are combined, the number of additional people that can be accommodated are:

Scenario A	Enshrined ASPs (28.3 du/nrha) + EMRGP Annexation (35 du/nrha) = 42,050
Scenario B	EMRGP ASPs (35 du/nrha) + EMRGP Annexation (35 du/nrha) = 48,440 (6,390 > Scenario A)
Scenario C	Potential Density ASPs (40 du/nrha) + Potential Density Annexation (40 du/nrha) = 55,365 (6,925 > Scenario B and 13,315 > Scenario A)

It is informative to link the Scenario information immediately above with the population growth estimates provided in the 2016 Growth Study.

Scenario A, assuming it to be the default scenario, will meet Spruce Grove's medium projected 2044 population growth of 25,700 as well as the medium-high projected 2044 population growth of 30,850. Although these projected medium and medium-high population growth figures can be accommodated under the assumed default Scenario A, 2023-2044 represents only a 22-year growth period. Most recently, Spruce Grove's population doubled in 16 years.

Using the medium population growth figure from the 2016 Growth Study, there is room for additional population growth of 16,350 post-2044 within the city's current boundaries, which represents an additional 13-year supply to full build-out, approximately 35 years from now. Using the medium-high population growth figure from the 2016 Growth Study, additional growth post-2044 is 11,200 within current boundaries, which represents an additional 7-year supply to full build out, approximately 29 years from now.

## 5.5 Commercial

Commercial districts in Spruce Grove include the redeveloping City Centre commercial area, the highway-oriented commercial areas, and smaller neighbourhood retail and service areas dispersed throughout the city. Currently, outside of the City Centre, there is no land districted as mixed-use, which provides street-oriented commercial development incorporated with residential above.

**Figure 5** shows the commercial locations throughout the city.

**Figure 5. Commercial Locations**



There are large portions of land on the east and west sides of the City along Highway 16A that are designated for commercial development through various Area Structure Plans but are still zoned Urban Reserve. The lands north of the highway have not been brought onto the market despite the availability of servicing. Businesses have expressed interest in locating in these areas, but development has not yet occurred. It is important for the city that more land is brought to market in these areas so that these commercial opportunities are secured. **Table 4** lists the areas approved for commercial development along Highway 16A under various Area Structure Plans.

**Table 4. Undeveloped Commercial Land**

Area Structure Plan	Approximate Area (ha)
<b>Shiloh</b>	17.25
<b>West Central</b>	50.14
<b>East Pioneer</b>	32.4
<b>Total</b>	99.79

According to the 2016 Growth Study, excluding these undeveloped lands, the City's commercial land supply will be depleted by 2027 under the Medium-High Scenario. After the annexation, the 2019 Growth Study Addendum stated that the City's overall 30-year supply (31.5 ha) of commercial land would still be short by 11.5 ha. This shortage could be addressed by replacing some residential and industrial lands with commercial lands through future ASP for the annexed lands, but this trade-off may then impact the adequate supply of residential and industrial lands.

## 5.6 Industrial

A range of industrial land uses exist within the business parks, but the five main industries include construction, transportation and warehousing, other services except for public administration, manufacturing, and real estate and rental leasing. A complete inventory of land parcels for each industrial park is provided in **Table 5**.

**Table 5: Industrial Land Inventory**

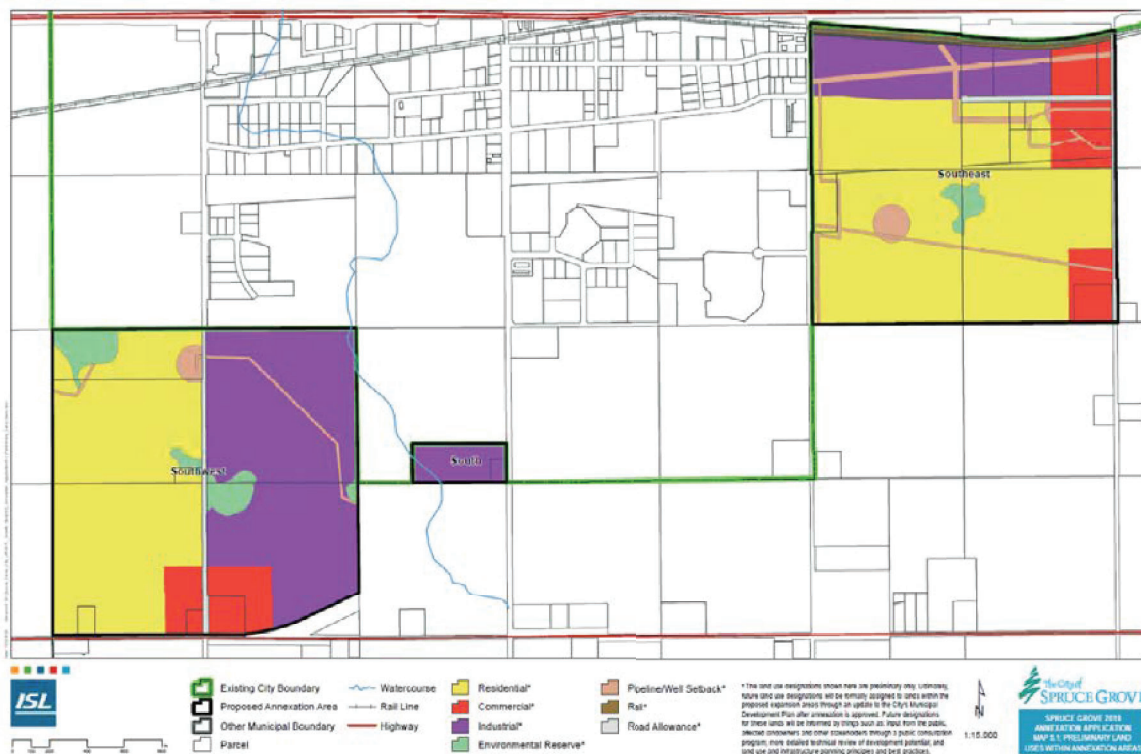
Industrial Park	Total Net Land Area (ha)	Total Building Space (m <sup>2</sup> )	Estimated Floor Area Ratio (FAR)	No. Of Businesses	No. Of Employees	No. Of Vacant Lots	Vacant Lot Area (ha)
<b>Madison</b>	32	21,533	0.06	28	170	5	3.68
<b>Diamond</b>	44	65,439	0.15	50	562	-	-
<b>Shep</b>	46	50,973	0.11	67	517	3	4.73
<b>Yellowhead</b>	51	46,880	0.09	45	375	1	0.4
<b>Spruce Grove</b>	68	42,458	0.07	36	414	8	11.62
<b>Campsite</b>	13	9,262	0.07	13	111	3 (more in next phases)	3.18 (more in next phases)
<b>Public Works</b>	29	11,428	0.03	1	58	1	7.37
<b>Grove</b>	11*	8,847	-	3	60	5	3.64
<b>Emerging Ind. Area</b>	12*	3,038	-	2	29	TBD	TBD
<b>Total</b>	<b>306*</b>	<b>259,858</b>	<b>0.08</b>	<b>245</b>	<b>2,296</b>	<b>26</b>	<b>34.62</b>

\* Final net area not yet determined in these two areas (thus, total net area may be slightly lower ~300 ha)

According to a 2022 Industrial Profile Analysis Report, there are 245 businesses and roughly 2,300 employees located within the city's industrial areas. The average Floor Area Ratio (FAR) is 0.08, which is relatively low. The current density of Spruce Grove's industrial parks is 7.9 employees per hectare and the industrial vacancy rate was estimated to be quite low at approximately 3.1%.

The 2021 annexation provided the city with an additional 514 hectares of land south and southwest of the City's prior corporate limits. See **Figure 6**. Within these areas, 89% or 458.2 hectares of the eight quarter sections were deemed to be developable. According to the City's annexation proposal, the City would have within the newly annexed lands approximately a 31-year supply of industrial land, based on current development patterns.

**Figure 6. Annexed Lands**



According to a 2020 Industrial Land Study, the city will have a gross demand of 320 ha of industrial employment lands over the next 30 years. The existing serviced vacant industrial lots can accommodate short-term demand, but it cannot accommodate the medium- or long-term demand. The available lands designated in the East Campsite and South Century ASPs provide an additional 219 hectares of land, but full build-out can be expected by 2033, with a deficit of 100 gross ha in 2046. The expansion areas identified in **Table 6** include approximately 147 gross ha of new land designated for future industrial use. These expansion areas can accommodate the long-term demand with a surplus of 47 hectares in 2046.



**Table 6: Future Industrial Expansion Areas**

Potential Employment Land (Gross)	
Industrial Park/Area	Land Area (ha)
East Campsite	94
South Century	125
Southwest Annexation	111
Southeast Annexation	36
<b>Total</b>	<b>366</b>

## 5.7 Parks, Open Space and Schools

Spruce Grove has an inventory of 236 parcels dedicated to parks, open space and schools. Parcels identified as Environmental Reserve (ER), totaling approximately 35.0 hectares, primarily serve to protect environmentally sensitive lands which helps to maintain the city's environmental eco-systems and manage weather-related risks such as flooding. Parcels designated as Municipal Reserve (MR), totaling approximately 170.0 hectares, make up the bulk of these lands and are used for parks, trails, playgrounds, some schools, and a variety of active and passive recreation activities. School Reserve (SR) parcels, totaling approximately 18.0 hectares, contain schools and their associated improvements. See **Table 7**.

**Table 7. Environmental Reserve, Municipal Reserve and School Reserve Summary**

Reserve Type	Area in ha	Number of Parcels
Environmental Reserve	34.85 ha	34
Municipal Reserve	169.55 ha	194
School Reserve	18.05 ha	8
<b>Total</b>	<b>222.45 ha</b>	<b>236</b>

The trail system in the established neighbourhoods is a much-appreciated amenity that is commonly noted by Spruce Grove residents. The successful establishment of Jubilee Park as a hub for community celebrations has allowed citizens to come together and enjoy events like Canada Day or simply cool off in the splash park. The Corporal Jim Galloway Memorial off-leash dog park is also a well-used space and is appreciated by the users. The rejuvenation of Columbus Park was completed in 2023.

## 6 Water and Wastewater Infrastructure

The City of Spruce Grove is one of many members of regional systems for water and sanitary services. The Capital Region Parkland Water Services Commission (CRPWSC) provides water services to the residents in Spruce Grove, Stony Plain and Parkland County. The city receives treated water from Edmonton's water treatment plants, operated by EPCOR and managed by the CRPWSC, which is used to fill the City's owned and operated reservoirs and then put through the City's distribution system to residents and businesses.

The Edmonton region's water supply is at risk from climate change, though not from drought as many assume. Rather, the risk is from too much water all at once: catastrophic flooding. Edmonton's potable water treatment plants are both located in the floodplain of the North Saskatchewan River. Flood modelling shows that a 1:100-year flood event<sup>1</sup> would impart severe damage to the Rosedale and EL Smith water treatment plants. Yet, with climate change influencing the severity of weather events, experts now refer to 1:500-year flood event<sup>2</sup> data to inform flood hardening actions required to protect the City's infrastructure.

As a customer of the regional water supply, Spruce Grove has a vested interest in what the City of Edmonton and EPCOR are doing to safeguard the region's future potable water supply. Being actively engaged at the regional level is just one way Spruce Grove can position itself to proactively help protect its community against the impact of climate change on the potable water supply. Maintaining natural wetland complexes, groundwater recharge areas such as the Wagner Natural Area, and maintaining/increasing other permeable surfaces will also help mitigate the impacts of climate change-induced catastrophic flooding in the Edmonton region.

As the City replaces aging water distribution lines the replacement pipe will be sized to meet the increased densification of some areas and the growth in newly developing areas. When the city develops further into the annexed lands there will be a requirement to create additional pressure zones within the city. This is achievable with the current distribution system and the addition of several pressure valves.

An additional consideration for the city as it grows is the requirement to add to the City's water reservoirs to ensure there is adequate water supply for the distribution system and for fire flow in the event of an emergency.

ARROW Utilities provides wastewater treatment for the City's sanitary system. The City's owned and operated collection system collects the sanitary sewage from the residents and businesses, and then connects to the ACRWC transmission lines to take the waste away to be treated. ARROW Utilities takes the sanitary waste from Spruce Grove, as well as other municipalities in the west, north and east sections of the region, to a treatment facility north of Sherwood Park.

As water consumption drops due to water use education and low flow plumbing advancements, there is less pressure on the City's sanitary collection system. Even with these water saving measures, several areas still require upgrading, due to recent climate change projections, which are being planned for as part of end-of-life asset replacement. The expansion into the annexed areas does not require any future upgrades to the existing sanitary systems as they have been designed to handle future growth.

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<sup>1</sup>The term "100-year flood" is used to describe the recurrence interval of floods. The 100-year recurrence interval means that a flood of that magnitude has a one percent chance of occurring in any given year. In other words, the chances that a river will flow as high as the 100-year flood stage this year is 1 in 100.

<sup>2</sup>The term "500-year flood" is used to describe the recurrence interval of floods. The 500-year recurrence interval means that a flood of that magnitude has a 0.2 percent chance of occurring in any given year. In other words, the chances that a river will flow as high as the 500-year flood stage this year is 1 in 500.

## 7 Transportation and Mobility

Land use and transportation planning are inextricably linked. The transportation network facilitates mobility for travel to and from work, shopping, schools, recreation, social and other events. Since transportation encompasses all modes of travel (i.e., movement by foot, bicycle, vehicle, public transit and rail), the transportation/mobility network comprises roadways, transit stops/terminals, sidewalks, trails and railways.

The city's transportation network is defined fundamentally by an interprovincial rail line and several major highways. Canadian National's mainline bisects the community creating a north-south division with four controlled crossings inside the municipal boundary. Spruce Grove is connected via two grade-separated interchanges with the Yellowhead Highway. This major interprovincial highway also forms the City's northern boundary. Highway 16A also bisects the city east-west and is the city's largest arterial roadway and commercial corridor.

The city is well served by a system of four-lane, divided arterial roads on a one-mile grid with collector roads connecting to neighbourhoods and subdivisions. The local road network consists of a grid system in the oldest neighbourhoods and a combination of a curvilinear and modified grid network in more recently developed newer neighbourhoods.

Spruce Grove's trail system is well maintained and well used. It has been observed, however, that improved continuity and connectivity within and between neighbourhoods, and to key destinations such as City Centre, schools, shops and day care facilities, could improve/increase system use.

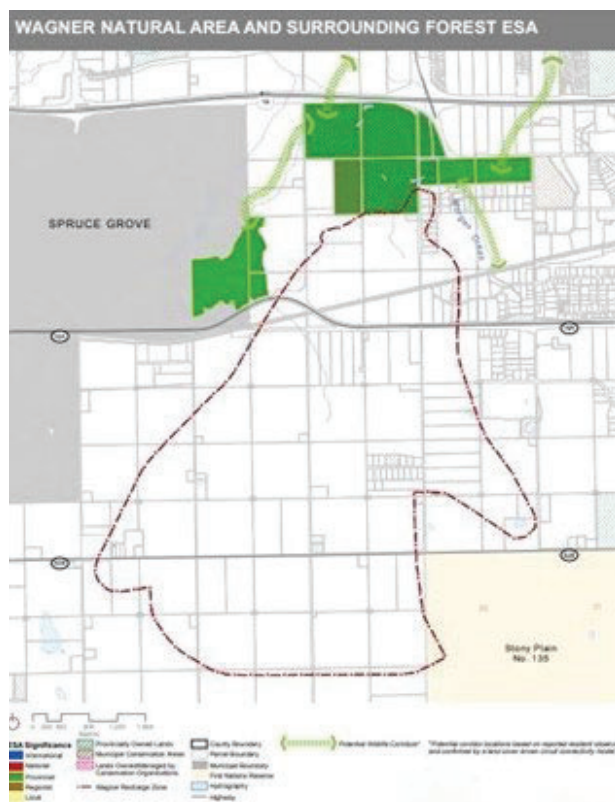
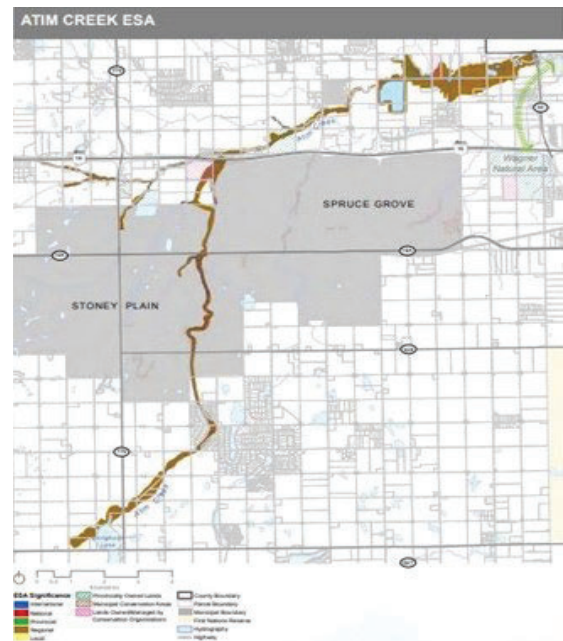
Spruce Grove Transit provides commuter transit service, between Spruce Grove and Edmonton, as well as on-demand local transit within Spruce Grove, Stony Plain, Parkland Village and Acheson. Spruce Grove and Stony Plain formed Accessible Transportation Service in 2020 offering door-to-door transportation to seniors (65+) and persons (16+) with mobility or cognitive disabilities for medical appointments, shopping trips, accessing entertainment, etc.

## 8 Natural Assets

The natural systems and watersheds are critical to the ongoing success of regions, local communities, and ensuring climate resilience. Atim Creek runs from south to north along a portion of Spruce Grove's northwestern boundary adjacent to Parkland County.

It is a regionally significant drainage system within Parkland County flowing into Big Lake. Stormwater from Spruce Grove and Stony Plain is directed into Atim Creek. Parts of the creek have seen the riparian zone cleared of vegetation, but much of the creek has a strong riparian habitat to support wildlife and wildlife linkages both along the creek and to Big Lake.

It has a very high environmental sensitivity being susceptible to drainage alteration, loss of riparian vegetation and diminished water quality. Near Spruce Grove, water quality is low and that continues downstream towards Big Lake.



The Wagner Natural Area is a regionally and nationally significant ecosystem located east of the City of Spruce Grove along Highway 16. It is surrounded by forested lands on the east and southeast with a significant groundwater recharge area to the south and southeast of the city, which supports the health of the Wagner Area ecosystem, and which has broader climate change benefits.

The Wagner Natural Area has a very high environmental sensitivity, a high water table, is home to rare plant species and fens, is vulnerable to changes in groundwater and surface water changes and is vulnerable to pollution and changes due to nearby development.

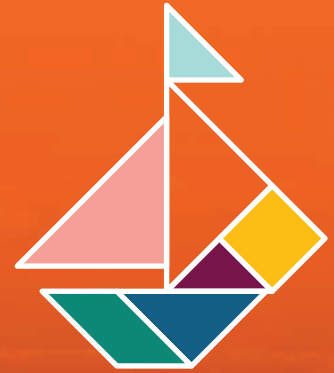
Fens interact with the planet's nutrient cycles. Fens cycle carbon, nitrogen and phosphorus and help capture undesirable greenhouse gases. Loss of healthy fens can lead to off gassing of nitrous oxide and carbon dioxide,



two important greenhouse gases otherwise captured in a healthy fen ecosystem, into the atmosphere.

Draining fens directly or otherwise impacting their groundwater sources, or recharge areas, by human activities such as agriculture or urban development can likewise destabilize a fen by decreasing its water supply. When the amount of water and nutrients that can enter the fen is changed, their water chemistry and levels change. Changes in water chemistry and levels can lead to release of carbon dioxide formerly stored in wet peat and has impacts on habitat for sensitive species who can no longer survive in an acidified environment.

A portion of the fen is designated as a Provincial Natural Area, but the surrounding recharge lands are critical to the natural area's continued health and are not protected by the Province. Therefore, the municipalities in which the recharge area falls bear responsibility for ensuring it is adequately protected from development impacts.



# Appendix D

## Implementation

## Task List

Does NOT form part of this bylaw.

The City's municipal departments responsible for implementing the Municipal Development Plan are listed and allocated an abbreviation. Tasks are categorized and further identified by their term: immediate, short, medium and long.

- Immediate: 1 year
- Short term: 1–3 years
- Mid term: 4–6 years
- Long term: 7+ years

It is intended that the task list below be referenced annually to assess implementation progress and to give direction to the annual budgeting process.

TABLE 1 – Department/Branch Name Abbreviations

Department/Branch Name	Abbreviation
Corporate Communications	CC
City Clerk's Office	CCO
Community and Protective Services	CPS
Community and Social Development	CSD
Economic and Business Development	EBD
Engineering	ENG
Facilities and Fleet Management	FFM
Finance	FN
Planning and Development	PD
Public Works	PW
Recreation and Culture	RC
Strategy and Policy Development	SPD
Transit	T

TABLE 2 – Implementation Task List

Term	Task	DEPT
Immediate	Initiate Boundary Road annexation and construction design	PD/ENG
Immediate	Update indoor and outdoor Amenity Functional Plans	RC
Immediate	Review recreation & culture facility allocation, fees and charges	RC
Immediate	Establish an inter-departmental committee for long-term park and greenspace planning	RC
Immediate	Initiate operation of the Spruce Grove Transit Centre & Park & Ride facility	T
Ongoing	Undertake a municipal census at regular intervals	CCO
Ongoing	Explore intermunicipal approach to wildland fire mitigation and emergency management	CPS
Ongoing	Implement the Social Sustainability Plan	CSD
Ongoing	Implement the EDS & AP	EBD
Ongoing	Implement the iTMP	ENG

Term	Task	DEPT
Ongoing	Implement the DIEB Plan	HR
Ongoing	Implement the CCAR Plan	PD/EBD/ ENG
Ongoing	Implement the POSMP	RC
Ongoing	Review and update the MDP	PD
Ongoing	Develop and regularly review infrastructure maintenance and replacement plans	ENG/PW
Ongoing	Identify available grant funding to support recreation and culture initiatives	RC
Ongoing	Explore ways to incorporate climate adaptation action into annual budgeting process	SPD
Ongoing	Pursue grant funding to implement climate change adaptation, and green technology, infrastructure and energy initiatives	SPD
Ongoing	Update Housing Needs Assessment	SPD
Ongoing	Develop and maintain a database of contaminated sites in Spruce Grove	SPD
Ongoing	Implement bus stop accessibility program	T
Short term	Undertake an accessibility audit of all public buildings	FFM
Short term	Establish GIS datasets to track reserve land dedication in Spruce Grove	PD
Short term	Review & update the Parks and Open Space Master Plan	RC
Short term	Develop and implement Housing Strategy	SPD
Short term	Develop a civic engagement handbook for residents	CC
Short term	Develop and maintain a corporate sponsorship policy	EBD
Short term	Undertake an industrial urbanization study to determine requirements to upgrading all roads in the industrial and commercial areas to urban standard	ENG
Short term	Explore opportunities for planting rainwater gardens along roadways and pathways to support rain event runoff management	ENG/SPD
Short term	Develop home based business information brochure and webpage link for easy access to all necessary start up requirements information	PD
Short term	Develop evaluation checklist for mixed use development	PD



Term	Task	DEPT
Short term	Develop a reserve and public lands policy	PD
Short term	Develop evaluation checklist for new commercial and industrial development	PD
Short term	Develop evaluation checklist for infill and redevelopment	PD
Short term	Develop an evaluation checklist for redevelopment proposals	PD
Short term	Review and update all ASPs as may be necessary to align with the MDP	PD
Short term	Prepare neighbourhood design guidelines	PD
Short term	Update the Land Use Bylaw to respond to changing needs for residential development and affordability	PD
Short term	Update the Land Use Bylaw to respond to changing trends in parking requirements	PD
Short term	Review and update the intermunicipal referral process	PD
Short term	Develop an urban agriculture plan	PD
Short term	Update terms of reference for the preparation of an ASP	PD
Short term	Create terms of reference for the preparation of a NP	PD
Short term	Develop terms of reference for any technical report required in support of an ASP or NP	PD
Short term	Streamline development and building permit process for new development permits, especially for new housing.	PD
Short term	Establish a housing affordability policy by which to evaluate new development proposals	PD
Short term	Enable secondary suites for low density housing in existing residential areas	PD
Short term	Develop a residential density guidebook to illustrate different density levels	PD
Short term	Develop criteria for the location of affordable housing projects	PD
Short term	Identify environmentally significant areas within the municipal boundary of Spruce Grove	PD/SPD
Short term	Develop community open space design guidelines & standards	RC/ENG/PD
Short term	Develop public education materials on air quality and how to improve indoor air quality in the home	SPD
Short term	Develop an energy conservation handbook for residents	SPD
Short term	Expand transit service to include weekend and evening service	T

Term	Task	DEPT
Short-mid term	Undertake a Community Needs Assessment	CSD
Short-mid term	Develop an online 'one stop' portal to access all social supports and programs provided by the City	CSD
Short-mid term	Develop approaches to achieve the desired 75/25 residential to non-residential assessment split	EBD
Short-mid term	Investigate how to enable micro farming through the urban agriculture plan and other regulations	PD
Short-mid term	Investigate how to enable local food processing, distribution and 'gate sales' through the urban agriculture plan and other regulations	PD
Short-mid term	Enable community gardens on privately and publicly owned land through the urban agriculture plan and the Land Use Bylaw	PD
Short-mid term	Establish an oil and gas facility policy	PD
Short-mid term	Establish GIS datasets to track land supply in Spruce Grove	PD/EBD
Short-mid term	Review and update current redistricting process related to development agreements	PD/ENG
Short-mid term	Develop public education materials on solar access assessments for passive and active solar	SPD
Short-mid term	Develop public education materials on local environmentally significant areas and other natural area assets within the city.	SPD
Short-mid term	Enable neighbourhood commercial land use in residential districts	PD
Short-mid term	Investigate feasibility of allowing tiny homes and small house villages to support affordability efforts	PD
Short-mid term	Review and update the land use bylaw to ensure consistency with the new MDP	PD
Short-mid term	Develop a guide for residents on how to adapt their homes to respond to changes in climate	SPD
Short-mid term	Develop public education materials on rainwater harvesting for home outdoor use	SPD
Short-mid term	Establish a solar orientation guidebook for Spruce Grove	SPD
Mid term	Review & update the iTMP	ENG
Mid term	Review & update the Sanitary Master Plan	ENG
Mid term	Review & update the Water Master Plan	ENG
Mid term	Review & update the Stormwater Master Plan	ENG
Mid term	Undertake an energy audit on all public buildings	FFM

Term	Task	DEPT
Mid term	Examine existing ASPs to identify opportunities to accommodate neighbourhood commercial development	PD
Mid term	Develop ASPs for the Special Planning Areas identified on <b>Map 6</b> – Future Land Use Concept	PD
Mid term	Develop gateway design guidelines for Highway 16 and Highway 16A	PD
Mid term	Develop a First Avenue design guideline	PD
Mid term	Develop and implement place making design guidelines	PD
Mid term	Review home occupation regulations in the land use bylaw to ensure consistency with economic development objectives	PD
Mid term	Establish and maintain an historical resources inventory	PD
Mid term	Develop a Heritage Management Plan	RC
Mid term	Expand the Transit Operations Centre (bus garage)	T
Mid term	Enable front yard lawn alternatives in the Land Use Bylaw and Community Standards Bylaw	PD
Mid term	Explore permeable driveway and parking lot alternatives to concrete that could be permitted by the Land Use Bylaw	PD
Mid term	Conduct a 'walkability' audit of Spruce Grove	PD
Mid-long term	Explore feasibility of larger scale rainwater harvesting to supply public works' potable water needs	ENG/PW
Mid-long term	Enable solar photovoltaic electricity generation in all land use districts	PD
Mid-long term	Explore feasibility of installing air quality monitoring and filtration systems for all public buildings	FFM
Mid-long term	Examine redevelopment potential within Residential Neighbourhoods as identified on <b>Map 6</b> – Future Land Use Concept	PD
Mid-long term	Develop residential infill guidelines document for developers	PD
Mid-long term	Explore the feasibility of developing an Intermunicipal Development Plan with Stony Plain and with Parkland County	PD
Long term	Develop an integrated watershed management plan for Spruce Grove	PD/SPD
Long term	Establish outdoor lighting design guidelines (i.e., dark skies)	PD
Long term	Explore options for how to integrate natural cooling zones through vegetation, water features and other installations in the public realm	PD/ENG
Long term	Explore option for how to integrate warming stations in the public realm, particularly near or at transit stops.	PD/ENG
Long term	Establish heritage recognition & interpretive signage	RC

# THE SHAPE *of Our Community*

Municipal Development Plan

