



2022-2025 City of Spruce Grove Strategic Plan

FINAL REPORT

JUNE 23, 2025





Introduction

As Spruce Grove continues to grow and evolve, the City remains focused on building a vibrant, inclusive, and sustainable community. The Strategic Plan Final Report outlines the progress made across the thirteen goals within the four overarching themes of the plan that reflect the priorities of City Council and the community: Community Connections, Environmental Sustainability, Economic Prosperity, and Governance in Action.

Each of these themes and their respective goals represents a critical pillar in shaping the future of Spruce Grove. They highlight the City's commitment to creating meaningful connections among residents, protecting our natural environment, fostering a strong and diverse local economy, and ensuring effective, transparent governance. Together, these efforts demonstrate a shared vision for a thriving city, one where people feel a sense of belonging, businesses succeed, nature is valued, and decisions are made with accountability and care.

Purpose of the Strategic Plan Final Report

This report highlights the key successes achieved across the thirteen goals of the Strategic Plan, along with the resulting community outcomes. Unlike previous planning cycles, this Strategic Plan followed a refreshed approach focused on clear, action-oriented direction from Council.

Administration advanced implementation of that direction with progress on the goals and actions reviewed and reported to Council annually, and actions reprioritized as needed. This collaborative and adaptive approach ensured the Strategic Plan remained responsive to the evolving needs of the community, laying a strong foundation for continued progress in the years ahead.





Community Connections

The City of Spruce Grove has experienced tremendous growth and is now at a population of 40,000 residents. As the Strategic Plan was written, many opportunities were deliberately created to connect as a community amidst this growth. This theme of *Community Connections* was a clear priority of Council, and the goals, objectives, and actions contained within this theme focused on community connection through recreation, culture, and nature, while also creating a sense of belonging for residents. Significant progress was made towards building a thriving community where residents feel a sense of belonging, diversity is celebrated, and opportunities to connect are created.

GOAL 1

The City has an inclusive approach to community development that values community knowledge, diversity, and wisdom.

Goal 1 centered on community development and strengthening the capacity of community organizations. The actions under this goal emphasized integrating a Diversity, Inclusion, Equity, and Belonging (DIEB) perspective into decision-making processes and service/program delivery, while also supporting the community through advocacy, capacity-building initiatives, and the creation of a community grant program. Key successes within this goal include:

- Established the [Youth Advisory Committee](#) to advise Council and accurately represent a youth perspective on a variety of municipal issues.
- Launched the [Civic Grant Program](#) to support organizations that deliver programs and services, or plan projects and events that foster a vibrant, inclusive, equitable, and accessible community.
- Developed a governance and decision-making process to inform what commemorative days or events the City will recognize, honouring community diversity.
- Introduced the *Don't Just Survive, Thrive: Non-Profit One Day Conference* which featured sessions on building sustainability, volunteer management, leadership and organizational capacity for non-profits in the Tri-Municipal region. The conference provided a platform to share resources and successes, enhance collaboration and discuss challenges.





Action Highlight: Youth Advisory Committee

- The Youth Advisory Committee was established in 2023 and is comprised of 11 youth members from Spruce Grove between the ages of 12 and 18 and two representatives from Council.
- The Youth Advisory Committee provides an opportunity for youth to engage in the community to accurately represent a youth perspective on a variety of municipal issues and provide recommendations to Council on these issues.
- The committee is responsible for coordinating youth specific initiatives that profile local youth issues, develop relationships with stakeholders addressing youth issues, provide recommendations to Council on matters that directly impact the youth, offer a youth lens on youth-oriented City programs and services, and consult with Administration to support youth initiatives.



The actions taken to achieve this goal led to the following outcomes for the community:

- **Stronger community connections** as encouraging an inclusive approach promotes collaboration among different groups within the community, strengthening connections and creating a sense of belonging.
- **Increased civic engagement** as residents felt their knowledge and perspectives are valued, meaning that they are more likely to get involved in decision-making processes, attend community meetings, and contribute to local initiatives.
- **Better decision making** as diverse viewpoints were incorporated into decision making processes and service and program delivery. Decisions made by Administration or community organizations are more likely to be well-rounded and reflective of the needs of all residents, leading to more effective and sustainable outcomes.
- **Cultural Enrichment** as emphasizing diversity and community knowledge can lead to greater cultural understanding and appreciation, enriching the social fabric of the city and making it more vibrant and welcoming.





GOAL 2

Barriers are reduced, access is improved, and participation increases for City facilities, programs, and services.

The focus of Goal 2 was on removing barriers and increasing accessibility from both a physical and financial lens. Accessibility was a key priority for Council throughout this plan, with numerous actions under this goal advancing the city's efforts to incorporate an accessibility lens into planning and decision-making processes. Other actions within this goal targeted program and service delivery in the social sector, with a particular focus on supporting the unsheltered population. Key successes within this goal include:

- Completed the [Social Sustainability Plan](#) refresh in 2023. This refreshed plan provides action-focused strategies and identifies the City's role in addressing social issues over the next five years, specifically focusing on collective efforts to support basic needs and the health, happiness, and wellbeing of all residents.
- Enhanced accessibility to the transit system through the introduction of a Youth Local Service Monthly Pass, launch of the Low-Income Transit Pass (LITP) Program, and ensuring that mandatory attendants of individuals who require support are allowed to ride for free on Spruce Grove Transit when accompanying a person who needs assistance.
- Expected completion of the Fees and Charges Review in June 2025 to improve financial accessibility to City programs and services.
- Completed the City's first [Housing Strategy](#), which considers the role of the municipality within the local housing system, and how relationships with community organizations and developer and builder communities can promote change.
- Continued to foster partnerships and opportunities within our community to actively engage in homelessness and poverty reduction initiatives. This includes the Community HUB and [Mobile Outreach Team](#) programs.

The actions taken to achieve this goal led to the following outcomes for the community:

- **Improved physical and financial accessibility** to City programs, services, and facilities.
- **Enhanced community inclusion** as social, cultural, and recreational programs are designed to be inclusive, allowing diverse communities to participate and benefit.
- **Better service delivery** as City services are tailored to meet the needs of underserved populations, such as providing outreach and support for the unsheltered community.





GOAL 3

Parks and recreation facilities are designed to achieve multiple benefits and accommodate a diversity of people and activities.

The primary focus of this goal was fostering community connection through recreation and play. Actions under this goal centred on how the city can optimize existing infrastructure or identify the need for new facilities to provide recreational programming and events that strengthen the community. Key successes within this goal include:

- Invested in the largest capital project in the City's history – [Heavy Metal Place!](#) Amenities within this community building include a spectator arena, a community arena, a satellite location for the Spruce Grove Public Library, a black box theatre, an art gallery and dedicated program room, a community walking track, and the co-located [Spruce Grove Transit Centre](#).
- Enhanced programming for youth, including teen takeover events, youth winter and summer camps, log cabin activities, youth nights, etc. The city will continue to review additional programming opportunities being undertaken to align with larger youth program/support vision.
- Enhanced recreational programming, including pop-up playgrounds, Grove Gatherings, Alberta Days event, etc.

The actions taken to achieve this goal led to the following outcomes for the community:

- **Increased community engagement** as a wider range of community members participate in activities across parks and recreation facilities, leading to stronger engagement from different age groups, backgrounds, and abilities.
- **Development of Multi-Use Facilities** that are equipped with flexible spaces that can host a variety of activities, such as sports, community events, and cultural performances.
- **Enhanced Social Interaction** as the use of community facilities and enhanced programming encourages social connections among diverse groups by providing areas for group activities or gatherings, fostering community cohesion.





Action Highlight: Heavy Metal Place

Heavy Metal Place is a state-of-the-art, multi-purpose recreation and culture facility located at 50 Westwind Drive in Spruce Grove that opened in May 2025.

Along with two NHL-size ice surfaces, a versatile Black Box Theatre, and a community walking track, Heavy Metal Place is home to:

- The Junior “A” Spruce Grove Saints of the British Columbia Hockey League (BCHL) who play their home games at the Thompson Family Arena
- A full-service branch of the Spruce Grove Public Library
- The Allied Arts Council of Spruce Grove and the LJI Galleries Community Art Gallery
- The Spruce Grove Transit Centre

Many of the spaces and amenities at Heavy Metal Place are available to community groups and individuals, and can be rented for private lessons, performances, celebrations, and events.

The facility was built with accessibility in mind, including wide hallways and doorways, a wheelchair accessible elevator, and features designed to support athletes with mobility challenges like removable benches, low ground to ice thresholds and see-through bench boards.





GOAL 4

Collaborative, creative and innovative approaches and tools are used to leverage culture resources to enhance quality of life.

Community connection through culture experiences is also a key component of creating community connections. To engage in culture planning requires knowing how people experience their local environment, and the actions under this goal aimed to do just that. Understanding how the City can leverage existing infrastructure to incorporate culture experiences and artifacts, while also enhancing culture programming was the focus of the actions in this goal. Successes within this goal include:

- Approved the [Public Art Policy](#) in 2024 and Public Art Plan in 2025.
- Utilized social media to promote city parks and encourage spontaneous events.
- Provided grants to various community organizations, including the Ag Society to revive the Agri-Fair community event.
- Included the black box theatre, library satellite location, and other community spaces in Heavy Metal Place.

The actions taken to achieve this goal led to the following outcomes for the community:

- **Increased cultural programming** as new and diverse cultural programs, such as art exhibitions, community events, theater performances, and community workshops, are introduced, enriching the local cultural landscape and attracting a wide range of participants.
- **Public art integration** as public art installations and murals are strategically placed in public spaces, creating visually stimulating environments that encourage creativity and pride in the community.
- **Enhanced community well-being** as cultural initiatives promote mindfulness, creative expression, and create shared experiences that contribute to improved mental health and social well-being within the community.





GOAL 5

Urban agriculture is leveraged to develop more opportunities for residents to interact with the environment.

Community connection through nature and urban planning was included in this Strategic Plan to encourage healthy lifestyles and social interactions by leveraging opportunities to enjoy the natural beauty of our city. The actions in this goal allowed for residents to come together and build a thriving, healthy community. Key successes within this goal include:

- Passed the [Responsible Pet Ownership Bylaw](#) in 2024, which defines the responsibilities of pet owners and identifies rules and regulations for residents who keep pets within Spruce Grove to ensure the safety and well-being of residents, pets, and pet owners.
- Added community orchard plants to six locations in the city including Nanking cherry, Hascap berries, Saskatoons, Blueberries, Romeo Cherries and Black Currants. Community gardens are also part of Reimagined Central Park which is opening in summer 2025.
- Advanced the development of the City's Urban Agriculture Master Plan which is expected to be released in 2025.

The actions taken to achieve this goal led to the following outcomes for the community:

- **Improved community engagement** as urban agriculture projects often bring neighbors together, fostering a sense of community and collaboration. These spaces can serve as meeting points, where people of diverse backgrounds come together to share knowledge, work, and grow together.
- **Stronger social cohesion** as communities with a shared sense of responsibility, including pet care, can foster a stronger sense of belonging and trust among residents. This collective effort contributes to a safer and more cohesive neighborhood environment.





GOAL 6

Safe, livable and sustainable neighbourhoods for all residents that contribute to a high quality of life.

The final goal in the Community Connections theme was to plan for safe neighbourhoods that have a variety of amenities to encourage community connection. A large part of this goal was the update of the Municipal Development Plan (MDP), which was approved by Council in September 2024, and reflects the community's shared commitment to foster quality of life, respect for the environment, economic vitality, fiscal responsibility, and inclusive and welcoming spaces. Key successes within this goal include:

- Approved update to the [Municipal Development Plan](#), which will guide future growth and development in Spruce Grove for the next 20 to 30 years by building on the community's core values and preferences. Approved update to the [integrated Transportation Master Plan](#), which serves as a comprehensive framework to guide future transportation decisions and investments in infrastructure for the next two decades.
- Passed the new [Community Standards Bylaw](#), which helps ensure a safe, healthy and inviting community for all residents and visitors.





Action Highlight: Municipal Development Plan

The City of Spruce Grove adopted a new Municipal Development Plan (MDP), *The Shape of Our Community*, on September 9, 2024. "The Shape of Our Community" helps us identify what is important to us as a community so we can make informed decisions that will affect our future growth and development for the next 20 to 30 years. It provides direction on future land use, development, urban design, transportation, and other service areas. It also supports key aspects of the community such as economic development, housing, transportation, social needs, parks and recreation, culture, and the environment.

As all municipal policies, plans and regulations must be in alignment with the MDP, it is an important decision-making tool for Council. An effective MDP provides clear direction but also allows for changes and updates based on evolving circumstances. In this way, the MDP is often considered a "living document".

The MDP guides other municipal documents that must align with the MDP including *Area Structure Plans*, the *City Centre Redevelopment Plan*, and the *Land Use Bylaw* to create a comprehensive planning framework that results in a well-planned community.



The actions taken to achieve this goal led to the following outcomes for the community:

- **Enhanced land use and transportation planning** which supports development of communities where people can live, work, and access essential services without relying heavily on vehicles, promoting a more connected and convenient lifestyle.
- **Increased community engagement** that fosters trust and empowers residents to shape their neighborhoods.
- **Overall improved livability and resilience** through inclusive, well-connected, and sustainable neighborhood development. These collective efforts have laid the foundation for vibrant, adaptable communities where people of all backgrounds can thrive today and in the future.





Environmental Sustainability

Environmental sustainability is about protecting and enhancing the environment for both current and future generations. The City is committed to preserving natural spaces, growing the urban forest and park systems, and maintaining a healthy urban canopy. To achieve this, the City developed a series of goals that focus on both mitigation and adaptation to climate change—by reducing greenhouse gas emissions, developing policies, and engaging the community in climate-focused initiatives. The actions in these goals also included preparing for the potential impacts of climate change through sustainable land management and enhancing green infrastructure.

GOAL 7

The City's impact on the environment is reduced through targeted investment in environmental strategies, programs, systems, and infrastructure.

The first goal in the Environmental Sustainability theme was to reduce the City's environmental impact through a variety of targeted investments. Actions that focused on incorporating an environmental lens into processes and decision-making, assessing the recommendations from the Climate Change Action Plan, and enabling residents to reduce their environmental impact were all included within this goal. Key successes include:

- Maximized the use of a grant to purchase and install electric vehicle chargers in 17 locations, 12 of which are for public use.
- Invested in a new electric Zamboni 650 ice resurfacer, with grant funding from the Municipal Climate Change Action Centre's Electric Vehicles for Municipalities Program.
- Presented a Climate Change Implementation Plan to prioritize future actions and capture achievements towards recommendations of the Climate Change Action Plan.
- Enhanced the City's environmental focus through staff training, additional staffing, and strategic collaborations with the Youth Advisory Council, the University of Alberta, and the Municipal Climate Change Action Centre.
- Approved the Municipal Solid Waste Utility Bylaw on November 20, 2023.
- Began participation in the Extended Producer Responsibility (EPR) program on April 1, 2025, which benefits communities by additional items accepted for recycling and shifting the costs of recycling from local municipalities and taxpayers throughout Alberta, to producers and manufacturers.





The actions taken to achieve this goal led to the following outcomes for the community:

- **Expanded access** to electric vehicle infrastructure, supporting cleaner transportation and local economic activity.
- **Established a clear path forward** for climate initiatives, enabling targeted and effective action.
- **Improved fairness and transparency** in waste services, encouraging better waste management and recycling.
- **Promoting** environmental responsibility and reducing taxpayer costs by shifting recycling costs from municipalities to producers through the EPR program.

GOAL 8

The City, residents, and infrastructure are more resilient to the effects of climate change.

Goal 8 focuses on preparing residents and city infrastructure for the anticipated effects of climate change through education, infrastructure management, and service enhancement. Extreme weather events can significantly affect the City, making it essential to strengthen infrastructure and raise public awareness to ensure the community is well-prepared. Key successes within this goal include:

- Launched the [Clean Energy Improvement Program](#) (CEIP) in May 2025 for City of Spruce Grove residents.
- Developed the Home Energy Efficiency Kits program, where residents can borrow a kit to learn more about their home's energy efficiency and where improvements could be made (expected launch in summer 2025). This program is supported by grant funding from Fortis Alberta.
- With the support of grant funding from the Municipal Climate Change Action Centre, developed a series of educational materials that will form the foundation for ongoing environmental education and programming related to climate change adaptation and resilience.
- Established a reporting process that includes information on annual inspections, maintenance, and management of the City's sanitary, water, and stormwater systems.
- Completed the [Stormwater Master Plan](#), which includes flood mapping and climate change resiliency.
- Continued collaboration with the Winter Emergency Response Committee to provide shelter for residents during extreme cold weather events.





Action Highlight: Clean Energy Improvement Program (CEIP)

The Clean Energy Improvement Program (CEIP) was launched on May 13, 2025, which provides Spruce Grove homeowners an innovative new way to implement energy efficient and renewable energy upgrades to their homes.

Through grants from the Government of Canada and the Federation of Canadian Municipalities' Green Municipal Fund's Community Efficiency Financing (CEF) program, CEIP allows homeowners to apply for low-interest financing from their municipality and conveniently repay that financing through their property tax bills.

Up to \$50,000 per property is available to eligible participants, with a repayment period of up to 20 years depending on the expected life of the upgrade. Homeowners are also able to repay their financing amounts in full at anytime without penalty and the outstanding financing can be transferred to the next owner if the home sells. Spruce Grove participants will also receive a generous rebate of 7.5% of financed costs, applied directly to reduce the total cost of their financing, when their project is complete.

With the goal of lowering energy costs and creating a more climate-resilient community, CEIP can be used to make upgrades to things such as windows, doors, heating, ventilation and air-cooling systems; installing solar panels, and more. For a complete list of eligible upgrades and more details on how to apply to the program, visit sprucegrove.org/CEIP.



The actions taken to achieve this goal led to the following outcomes for the community:

- **Increased access** to affordable energy upgrades, encouraging reduced emissions and energy use.
- **Improved awareness** of home energy efficiency, supporting informed energy-saving actions.
- **Strengthened foundation** for climate education, promoting long-term community resilience.
- **Enhanced oversight** of water systems, supporting reliable service and proactive maintenance.
- **Improved flood preparedness** through mapping, guiding safer planning and development.
- **Strengthened support** for vulnerable residents during extreme cold, enhancing community safety.





GOAL 9

Proactive policies, strategies, and practices ensure the environment is sustained and natural areas are enhanced.

The final goal in the Environmental Sustainability theme focuses on establishing policies, strategies and practices to protect the environment and preserve natural areas for future generations. Understanding how planning tools can be leveraged to maintain and enhance the City's natural areas and urban greenscape is part of the fabric of Spruce Grove – and an important priority for Council in their term. Key successes within this goal include:

- Allocated 150K to Heritage Grove maintenance, ensuring this valuable resource is protected and sustained.
- Identified the preservation of environmentally sensitive areas as a priority in the City's [Municipal Development Plan](#).
- Developed a Natural Area Management Plan specifically for the East Pioneer Environmentally Significant Area.
- Collected updated natural asset information on treed areas and naturalized areas around stormwater management facilities using grant funding (Green Jobs Grant).
- Completed a Natural Asset Inventory Assessment report used to leverage further updates to our current dataset.
- Developed the [stormwater management](#) facilities report to address the needs of our storm facilities for the next 10+ years.

The actions taken to achieve this goal led to the following outcomes for the community:

- **Enhanced protection** of Heritage Grove, ensuring long-term access to natural trails and green space for residents.
- **Stronger commitment** to preserving sensitive ecosystems, supporting local biodiversity and natural beauty.
- **Improved planning** for stormwater infrastructure, reducing flood risks and supporting sustainable development for years to come.





Economic Prosperity

This theme demonstrates Council's commitment to advancing economic development strategies that position the city for success in an evolving global economy. Key actions include investing in the City Centre, supporting small businesses, and creating conditions that enable local enterprises to thrive. These efforts are designed to attract investment, generate employment opportunities, and foster a resilient, diversified economy that supports a vibrant and sustainable future for Spruce Grove.

GOAL 10

Business attraction, investment, and retention is encouraged within an environment that enables businesses to succeed, attract new investment and talent, and create local employment opportunities for residents.

The first goal in the Economic Prosperity theme is about creating an environment for local businesses to success, while in turn creating opportunities for local employment for residents. As the City continues to grow at a rapid pace, supporting the local economy is a key priority for Council as a strong local economy supports long-term community prosperity. Key successes within this goal include:

- Launched study on business support for start-up and early-stage businesses in November 2023, which resulted in development of local programming such as the [SMARTstart Program](#).
- Updated online content with more information on programs and services for local businesses while also expanding the City's social media presence on economic development issues.
- Advanced implementation of the Industrial Land Strategy, which led to several major accomplishments, including the completion of the 18-acre South Century Industrial Park in August 2023. The High Load Corridor is also nearing completion, with only Fortis-related work remaining. Additionally, the industrial area now has a fully completed fibre optic network, made possible by a \$4.25 million investment from the City.
- Approved the [Economic Development Strategy and Action Plan](#) in January 2023, which builds on the success of the previous strategy and works to strike a balance between building and maintaining Spruce Grove's excellent quality of life while supporting economic diversification and business support.
- Continued to engage with the [Economic Development Advisory Committee](#) (EDAC), who provides recommendations and advice to City Council on economic and business development issues affecting the larger community.





The actions taken to achieve this goal led to the following outcomes for the community:

- **Expanded support** for local entrepreneurs, fostering innovation and job creation through programs like SMARTstart.
- **Improved access** to economic development resources, making it easier for businesses and investors to connect with City programs and services.
- **Enhanced industrial infrastructure**, attracting investment and supporting long-term economic growth through projects like the South Century Industrial Park and fibre optic upgrades.
- **Strategic direction** for economic growth with the approval of the Economic Development Strategy and Action Plan.
- **Strengthened collaboration** with the community through ongoing engagement with the Economic Development Advisory Committee (EDAC).

GOAL 11

Our City Centre is a vibrant hub for culture, commerce, and civic life.

Goal 11 focuses on creating a vibrant City Centre that brings people together by supporting local businesses, celebrating the arts, and providing welcoming public spaces for everyone. Significant investment has been directed toward transforming the area into a dynamic, accessible, and inclusive destination for commerce, culture, and community life. Key successes within this goal include:

- Completed construction on McLeod Avenue from King Street to Queen Street, as well as completion of Columbus Park.
- Enabled the use of Columbus Park for multiple community events, CCBA markets, and Grove Gatherings. This park is now in rotation for both City-led and Community-led events.
- A Spruce Grove destination guide is expected to be completed and launched in summer 2025.
- Launched the [City Centre Storefront Improvement Program](#), which provides funding to commercial property and business owners in the City Centre to make exterior improvements to their storefronts.
- Continued collaboration with the [City Centre Business Association](#) on shop local programs, community markets, and initiatives to revitalize the City Centre.





Action Highlight: City Centre Redevelopment

On April 27, 2020, City Council adopted the City Centre Area Redevelopment Plan (CCARP), which sets out a policy framework to guide the redevelopment and revitalization of the City Centre. The plan addresses key areas including land use, mobility, urban design, building guidelines, and implementation strategies.

This initiative aligns with this Strategic Plan and Council's vision of transforming the City Centre into a vibrant hub for culture, commerce, and civic life. The CCARP's implementation plan identified several projects that will work toward fulfilling this vision for the City Centre, including a streetscape revitalization project. Land Use Bylaw amendments are also being made to establish regulations consistent with the new CCARP policy.

In addition, since the opening of Columbus Park in 2023, several events have been held in the City centre. The City Centre Business Association hosted four community events that brought the City Centre to life, attracting over 10,000 people in the summer of 2024. Many more community events are also planned for 2025.



The actions taken to achieve this goal led to the following outcomes for the community:

- **Improved** public spaces and infrastructure in the City Centre, creating a more attractive and accessible environment for residents and visitors.
- **Increased opportunities** for community connection through regular events and gatherings at Columbus Park.
- **Enhanced support** for local businesses through storefront improvement funding and shop local initiatives.
- **Strengthened** sense of place and identity with the upcoming Spruce Grove destination guide promoting local attractions.
- **Ongoing collaboration** with local partners to revitalize the City Centre and boost economic activity.



Governance in Action

The City is the order of government closest to the people it serves, and Council is at the centre of all policy, program, and service level decisions, providing strategic and policy direction to City Administration in service to the community. To best serve the community in a meaningful way, Council made a priority of ensuring its governance processes represent the community in an effective and transparent way. Council also focused on supporting regional strategies that continue to position the City for success.

GOAL 12

City Council demonstrates governance excellence through leadership and setting clear direction.

Through this goal, Council demonstrated their commitment to ensuring responsible, transparent, and inclusive governance that reflects the values and needs of the community. By establishing strong administrative foundations, promoting equity and inclusion, and fostering meaningful partnerships, Council continues to improve decision-making and service delivery. This goal focuses on strengthening governance practices to build trust, improve accountability, and support the City's long-term success. Key successes within this goal include:

- Established best practices providing greater clarity on how to incorporate principles of diversity, inclusion, equity, and belonging into recruitment processes and policy reviews.
- Implemented a formal process for routine review of Council bylaws and policies, including a regular review period clause.
- Continued working towards establishing and strengthening meaningful relationships with Indigenous Nations and Peoples.
- Developed the Customer Experience Strategy and Administrative Policy, which is currently being implemented.
- Developed asset management, lifecycle plans, and fiscal stewardship framework components to support long-term planning and budget development.

The actions taken to achieve this goal led to the following outcomes for the community:

- **More inclusive and equitable** recruitment and policy practices, helping to ensure the City reflects and serves the diversity of the community.
- **Increased transparency and accountability** through regular review of Council bylaws and policies, supporting good governance and responsiveness to community needs.
- **Improved service delivery** and community engagement through the implementation of the Customer Experience Strategy.
- **Enhanced fiscal sustainability** through the continued integration of asset management, lifecycle planning, and the fiscal stewardship framework.





GOAL 13

City Council continues to support regional strategies, both within the Tri-Municipal Region and Edmonton Metro Region, which will position the City for success in a rapidly changing world.

The final goal in the Strategic Plan was added as a result of recognizing the importance of regional collaboration in addressing shared challenges and seizing opportunities for growth. By actively supporting strategies within both the Tri-Municipal Region and the Edmonton Metro Region, Council is working to position the City for long-term success. This goal emphasizes the value of working together across municipal boundaries to strengthen the local economy, improve infrastructure, and enhance the quality of life for all residents in a rapidly changing world. Key successes within this goal include:

- Conducted a study and established the Start-up and Early-Stage Business Support Program, which was launched in October 2024 in conjunction with Small Business Week.
- Continued representing the City of Spruce Grove on regional economic development initiatives including Tri-Region tourism promotion, Collaborative Economic Development (CED), Edmonton Global, Community Futures, Edmonton Innovation Networks, and the Digital Economy Program.
- Engaged with an external partner with expertise in advocacy best practices to develop advocacy pathways, systems and processes.

The actions taken to achieve this goal led to the following outcomes for the community:

- **Stronger support** for local entrepreneurs and small businesses, helping to drive innovation and economic growth.
- **Increased regional collaboration** and visibility through active participation in economic development initiatives, tourism promotion, and innovation networks.
- **Improved capacity** to advocate effectively for community needs and priorities through the development of structured advocacy pathways and processes.





CONCLUSION

This report has highlighted the City of Spruce Grove’s meaningful progress towards achieving the goals set out across four key strategic themes: Community Connections, Environmental Sustainability, Economic Prosperity, and Governance in Action. As the City continues to grow, these themes have guided Council’s efforts to build a welcoming, resilient, and future-ready community.

Through Community Connections, Spruce Grove has fostered a strong sense of belonging by investing in recreation, culture, and natural spaces, ensuring residents feel engaged and supported. Environmental Sustainability efforts reflect the City’s dedication to protecting natural assets and preparing for climate change, reinforcing our responsibility to future generations. Economic Prosperity remains a cornerstone of our long-term vision, with targeted investments and business supports that strengthen our local economy and create opportunities for all. Finally, Governance in Action underscores Council’s commitment to transparent, representative leadership and collaborative regional planning that positions Spruce Grove for continued success.

Together, these efforts reflect a bold and balanced approach to growth – one that puts community at the heart of everything the City does.





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