

2026-2029 City of Spruce Grove
Draft Strategic Plan

What We Heard Report



Growing Strong



The City of
**SPRUCE
GROVE**

June 2026

Draft 2026-2029 City of Spruce Grove Strategic Plan

What We Heard Report

Spruce Grove is a place people are proud to call home, and Council is committed to leading responsibly and planning for long-term success. That means listening to the community and thoughtfully considering any feedback received. During the 2025 municipal election, candidates heard directly from residents, business owners, and community members about what is working, what is missing, and what matters most in Spruce Grove. When Council came together after the election, those conversations became the foundation for the [draft 2026-2029 City of Spruce Grove Strategic Plan](#).

To ensure the Plan aligns with community expectations and confirms what members of Council heard throughout the election campaign, a community survey on the draft Plan was developed and remained open from April 27 to May 8, 2026. The survey was promoted through the City website, social media, print materials at City facilities, and targeted advertising on Facebook, Instagram, and LinkedIn. Council was also provided a toolkit, which included key messages and business cards that linked to the survey. In total, the City received 180 completed responses. More than 87% of respondents reside in Spruce Grove, with more than 13% identified that they regularly visit Spruce Grove and more than 5% said they live in Stony Plain or Parkland County.

The survey was designed to look at the big picture by gathering feedback on the overall direction of the plan rather than seeking detailed input on each individual goal or action. The survey results reflect general support for the direction of the draft plan:

- A combined 55% agreed or strongly agreed that the plan reflects what matters most to them.
- More than 75% of respondents said the plan was either very clear or somewhat clear in describing what the City hopes to achieve over the next four years.

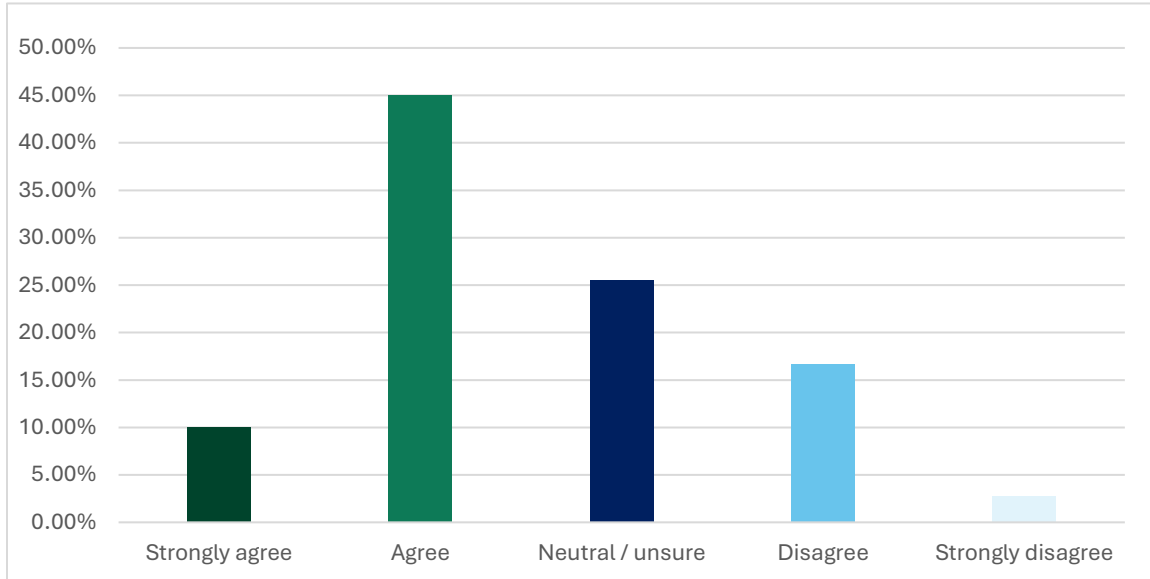
These results suggest the plan is largely on the right track, while pointing to specific areas where community members want more detail and stronger commitments. One respondent summed up the overall sentiment well:

"Overall, this is a strong and thoughtful plan. Clear communication about progress, timelines, and how residents can stay involved will be important to maintain trust and community support as initiatives move forward."

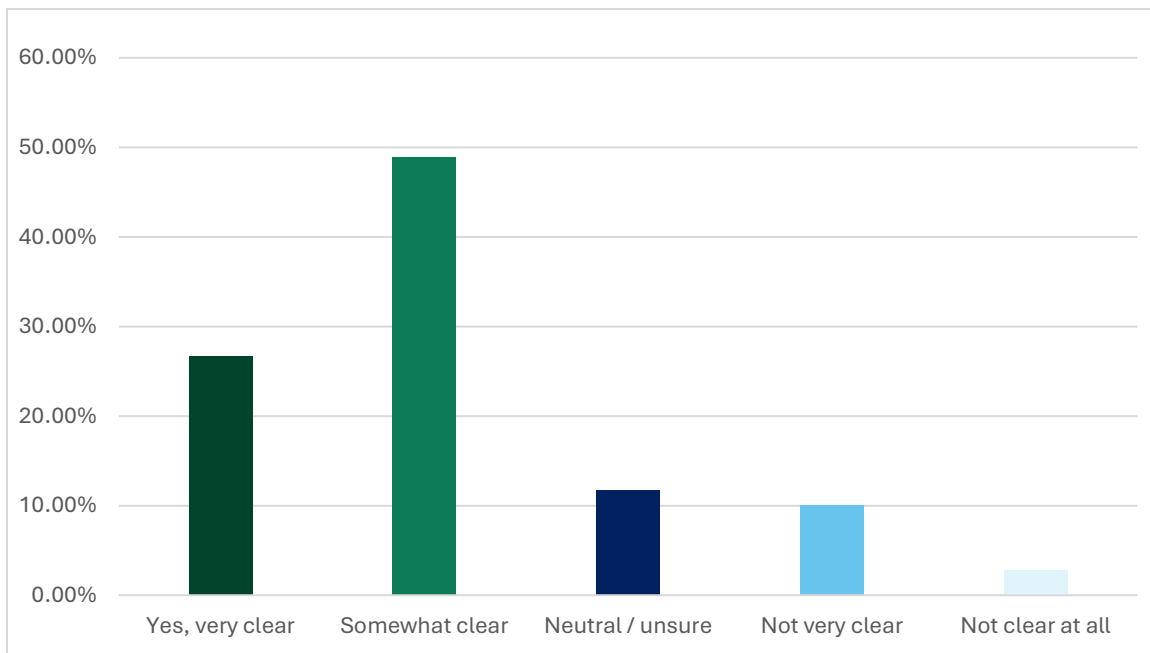
This report is the City's way of showing community members that their voices helped shape what comes next for Spruce Grove before the final Strategic Plan is approved by Council early this summer.

Survey Responses

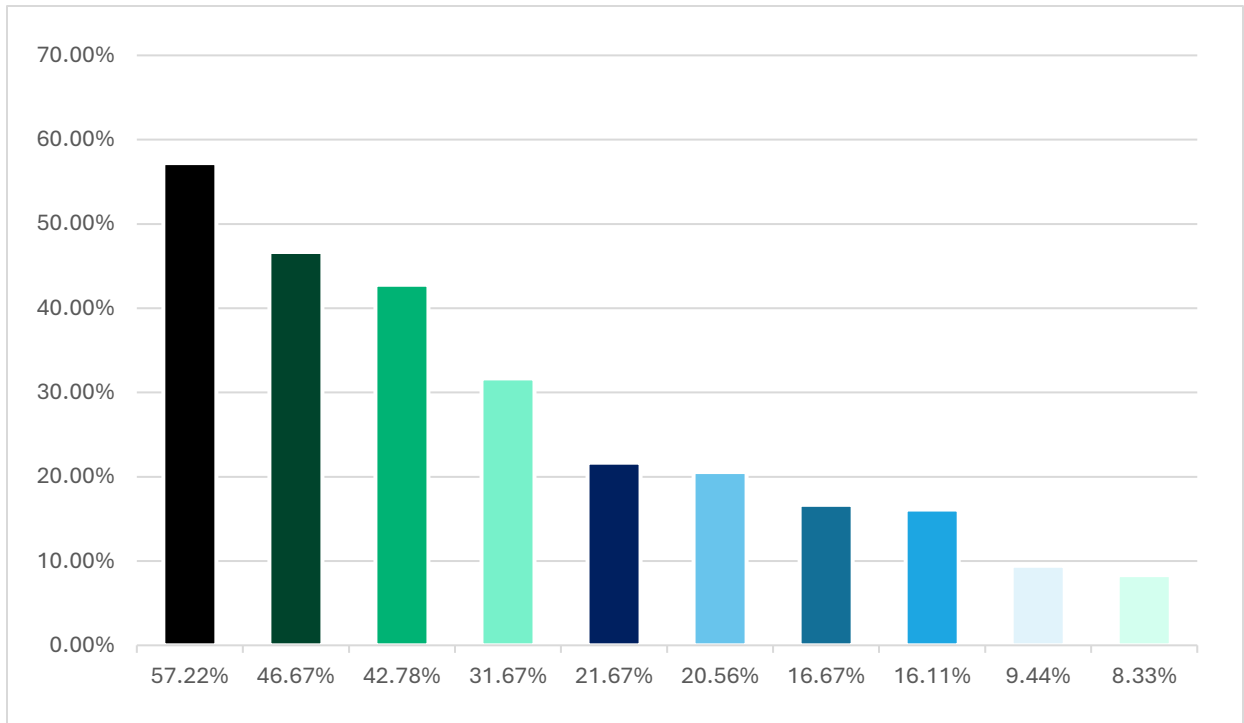
Question 1: Overall, do you feel the draft 2026-2029 Strategic Plan reflects what matters most to you?



Question 2: After reviewing the draft plan, do you feel you have a clear understanding of what the City is hoping to achieve over the next four years?

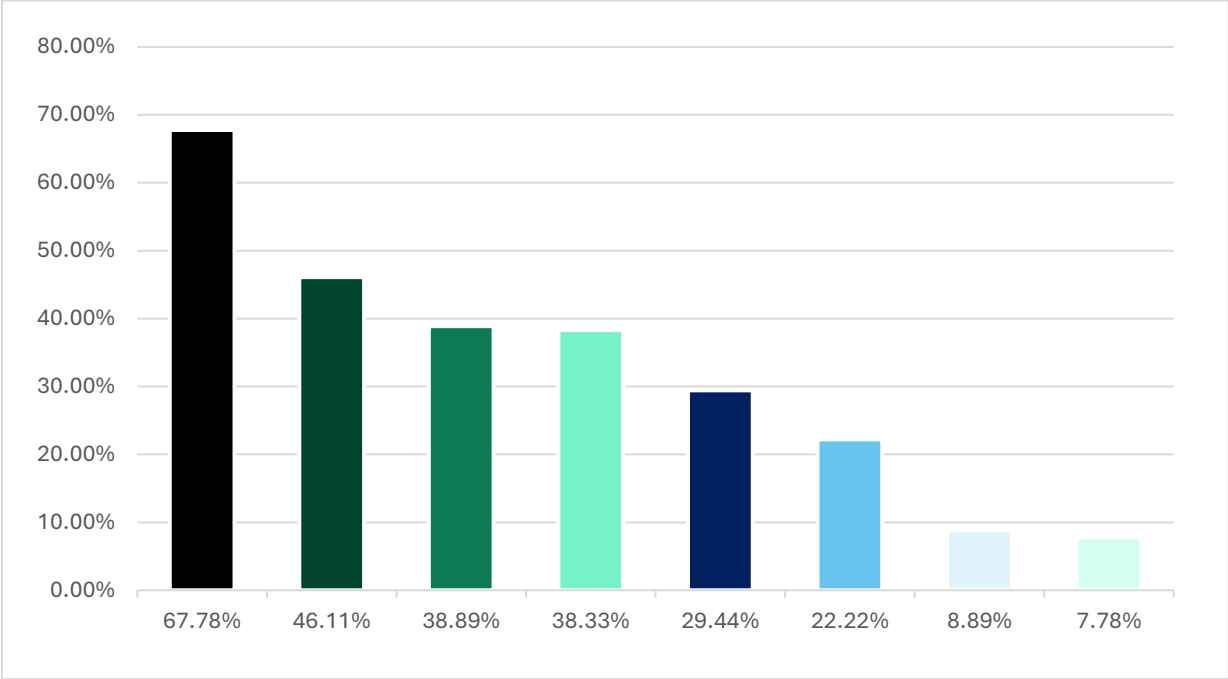


Question 3: Which of the following initiatives from the draft plan matter most to you? (select up to three)



- 57.22%** Ensuring roads, infrastructure, and services keep pace with growth
- 46.67%** Maintaining a safe, clean, and well-cared-for community through the development of a Community Safety Strategy
- 42.78%** Guiding the development of future parks, trails, and open spaces through a new Parks and Open Spaces Master Plan.
- 31.67%** Supporting local jobs, businesses, and economic growth
- 21.67%** Planning and building a new outdoor aquatics facility
- 20.56%** Ensuring thoughtful and functional community design through updating planning documents and processes
- 16.67%** Developing a long-term Transit Strategy
- 16.11%** Improving City communications, the website, and online services
- 9.44%** Preserving and renovating Horizon Stage as a standalone piece of cultural infrastructure in the community
- 8.33%** Revitalizing and promoting the City Centre

Question 4: What helps you develop a strong sense of connection to our community? (select up to three)



- 67.78% Visiting local parks, trail, and green spaces
- 46.11% Attending community-wide or neighbourhood events
- 38.89% Supporting local businesses
- 38.33% Utilizing recreation facilities and programs
- 29.44% Attending market events
- 22.22% Taking in arts, culture, and live performances
- 8.89% Accessing social and family services
- 7.78% Volunteering opportunities

Question 5: Is there anything missing from the draft Strategic Plan that you feel the City should focus on over the next four years?

Open-ended feedback highlighted several recurring themes that respondents would like Council to consider as the Strategic Plan is finalized. The most common themes were:

- Infrastructure improvements,
- Traffic management,
- Community safety,
- Fiscal responsibility,
- Affordability,
- Maintaining quality core services as the city continues to grow.

Respondents also expressed strong interest in:

- Family-friendly amenities,
- Recreation opportunities,
- Parks and trails,
- Youth programming,
- Support for local businesses and employment opportunities.

Multiple respondents encouraged the City to diversify its tax base. One respondent put it simply:

"Attract industrial businesses. We desperately need these to grow our tax base and offset the costs of all these new subsidies for residential developers."

Much of the feedback received reflected interest in areas that are already part of the City's ongoing work and operations, rather than new initiatives that would be included in the Strategic Plan. The Strategic Plan is intended to outline Council's new priorities, direction, and key initiatives for Administration. In some cases, the work is well underway. In others, it is embedded in everyday operations. The Communications Excellence theme focuses on helping the City share what we are already doing, along with the new work identified in the Strategic Plan.

Many respondents spoke to the importance of growing thoughtfully and protecting what makes Spruce Grove special. One respondent emphasized this clearly:

"Focus on quality. Do not prioritize growth over everything else. Work hard to preserve that which makes Spruce Grove special."

Respondents also raised topics like affordable housing, long-term care for seniors, and support for vulnerable populations. Some community experiences were shared that are worth highlighting. Residents described situations where seniors needed to leave the community they have lived in for decades because appropriate next-step housing is unavailable. Multiple parents described avoiding specific parks and

amenities because of safety concerns, not as a general preference but as a pattern of behaviour that has changed how their families use the city. One respondent shared:

"Safety is critical in our community, finding ways to measure improvements will be critical."

These are real community experiences, and they point to gaps that the Community Safety Strategy and the Advocacy Plan are designed to tackle. Alongside the shared lived experiences, some respondents requested stronger wording in the existing action committing to Indigenous reconciliation. The updated plan includes stronger language with a focus on working with Indigenous communities on specific municipal calls to action.

Question 6: Is there anything else you would like Council to know as they finalize the 2026-2029 Strategic Plan?

Additional topics requested by multiple respondents include:

- Stronger environmental stewardship and climate resilience considerations,
- Expanded healthcare and senior housing options,
- Improved transit,
- Greater inclusivity and community connection,
- Balancing growth with affordability, safety, and long-term sustainability.

The importance of fostering community connections was a common thread. One respondent said:

"I would like to have more opportunities to meet people and be involved in the community."

Beyond the content of the plan, respondents shared their views on how the plan should be written, implemented, and reported on. Many asked for more specific and measurable commitments. Words like "explore," "consider," and "continue to" frustrated some respondents, who wanted stronger signals that the City plans to act. One respondent shared:

"There seems to be a lot of 'continue to explore' actions but not a lot of actual action. I'd also like to see more focus on inclusivity for all folks."

In many cases, softer wording for an action reflects an early stage of work where community input, cost analysis, or budget review is still needed before a firm

commitment can be made. As projects shift from the exploratory phase to implementation, annual reviews will update these actions with stronger, more specific commitments so residents can see the plan grow over time.

Some respondents also noted a pattern of information gaps in previous planning cycles, where commitments felt unclear or progress was difficult to track. Delivering on the Communications Excellence theme means following through with visible, consistent reporting that builds trust over time. The strategic plan webpage will be redeveloped to share ongoing updates, annual progress reports will be shared publicly, and residents will be able to see, year by year, how the plan is moving forward.

Question 7: As Spruce Grove continues to grow and branch out, what are you most excited about for the future of our community?

This question invited people to share what they love about living here and what they hope the city becomes. The responses were genuinely optimistic. Residents spoke about their pride in Spruce Grove and their hopes for what it can become. New and long-time residents alike shared a common thread: they love what this city already is, and they want growth to add to it rather than change it.

"I have been here only a year, and I love the smaller community feel that was so lost in the large city that I left."

Respondents described excitement about:

- trails and green spaces expanding,
- growing economic independence from Edmonton,
- seeing Spruce Grove become a real destination with its own character and offerings.

They described what they love about the community today:

- safety
- small-town feel
- parks and trails
- community events

Respondents also expressed hope that as the city grows, it will hold on to what makes it special: a welcoming, family-friendly place where people of all ages can put down roots and thrive. That spirit was captured well by one respondent:

"I am excited about being a member of a vibrant community that celebrates and encourages our community connections."

Turning What We Heard into Action

The City of Spruce Grove is striving to build lasting trust with our community by clearly demonstrating how input shapes decisions. Based on community feedback, Administration is recommending three key changes to the final Strategic Plan:

1. Include a clear introduction outlining how the Plan was developed, the distinction between the City's operational responsibilities and the strategic initiatives included in the Plan, and where advocacy is required due to the roles and responsibilities of other levels of government.
2. Include stronger action wording where budgeting and resourcing is confirmed.
3. Update an existing action that will strengthen the commitment to Indigenous reconciliation through partnerships with Indigenous communities.

Beyond these changes to the plan itself, the City is committed to improving how it reports back to the community over the coming four years. Community members will be able to see updates on implementation and what's been completed on the [strategic plan webpage](#), which will be updated on an ongoing basis. Annual progress reports will be shared publicly each year. The City will also look for opportunities to communicate not just what is being done, but why decisions were made, so community members feel genuinely informed rather than simply notified.

Once approved, the Strategic Plan reflects Council's priorities that Administration translated into operations. The Budget and Fiscal Plan, corporate plans, and department business plans all flow from it. The next Budget and Fiscal Plan will outline the resources, projects, and initiatives tied to the Strategic Plan.

Spruce Grove is growing strong, and we'd like to thank all the community members who took the time to share their perspectives.