

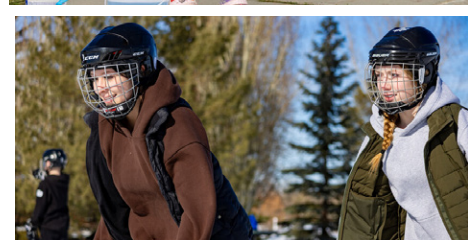
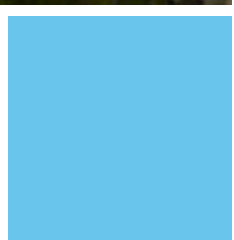
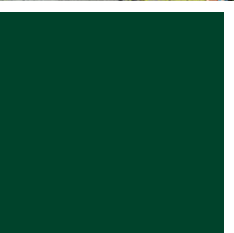
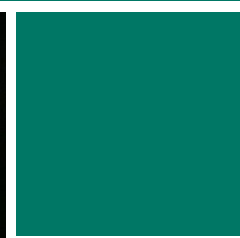
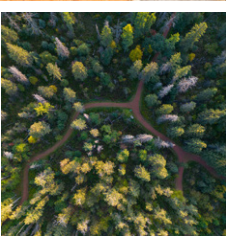
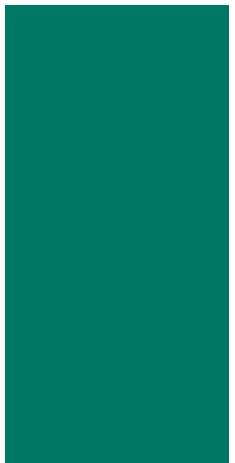


Growing Strong

2026-2029 City of Spruce Grove

Strategic Plan







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 Homeland. 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, the Lac Ste. Anne Métis, and Métis Nation of Alberta District 8. 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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Council Commitment to the Community

We are a Council committed to Spruce Grove as a place people are proud to call home — a vibrant, active city rooted in community and full of opportunity.

Spruce Grove is home. We offer a strong sense of community, family-friendly values, and a quality of life shaped by abundant green spaces, trails, and neighbourhoods where people genuinely know and support one another. We grow our economy by building on its strengths, supporting local businesses, and attracting the right opportunities through strong partnerships. We're a city that looks forward, adapts quickly, and makes an impact well beyond our scale. We are confident in who we are and excited about what's possible.

We are committed to a Spruce Grove that is safe, welcoming, inclusive, and sustainable, while staying agile as the city evolves. We care about the functional design of our neighbourhoods, shaped by thoughtful planning and experiences that bring people together. This approach makes Spruce Grove a livable, vibrant, and active place for all generations.

As Council, we are committed to leading responsibly, building community, communicating with clarity, and planning for Spruce Grove's long-term success. We will listen, collaborate, and act with purpose to ensure Spruce Grove remains a place where people can put down roots, branch out, and grow stronger, together.



Introduction

The Strategic Plan sets Council's priorities and provides direction to Administration over the next four years. It helps ensure decisions, investments, and operations are aligned with what matters most to the community while supporting Spruce Grove's growth as a vibrant, active, and family-friendly city.

The Plan focuses on the key areas where Council has chosen to provide strategic direction and drive progress during its term. It is not intended to capture every City service, program, or responsibility. Alongside the Strategic Plan, Administration continues to deliver the essential day-to-day services, programs, and operations that residents rely on and that keep the city running effectively.

The Plan is organized around four strategic themes:



Building Community



Communications Excellence



Economic Opportunity



Strategic Partnerships

Within each theme are goals and actions that range from short-term initiatives to longer-term work that may extend beyond the current Council term. Some actions are ready for immediate implementation, while others represent early-stage work that may require additional research, community engagement, cost analysis, or budget consideration before specific commitments can be made. Actions that use terms such as *explore*, *consider*, or *develop a strategy* reflect these earlier stages of planning.

The Strategic Plan is a living document that will be reviewed annually. As priorities evolve and projects advance, actions may be updated to reflect new information, stronger commitments, and changing community needs.



“The future of Spruce Grove lies in creating meaningful experiences—for residents and visitors alike—that bring people together.”

Jessy, Resident of 4 years



Developing the Plan

During the 2025 municipal election, candidates heard directly from residents about what is working, what is missing, and what matters most. Through a series of strategic planning discussions, Council translated that community feedback into a clear direction for the next four years. Those conversations helped shape Council's priorities and served as the foundation for this Strategic Plan.

This Plan supports a strong, connected, and forward-looking Spruce Grove, helping ensure the city continues to grow in a way that reflects who we are: a vibrant, active, and family-friendly community.

Continuing Priorities

While this Strategic Plan identifies Council's primary areas of focus for 2026-2029, many priorities continue to be advanced through the City's ongoing operations and existing plans. Council and Administration remain committed to advancing important work initiated through the previous [2022-2025 Strategic Plan](#), including:

- Environmental sustainability
- Fiscal stewardship
- Customer service excellence
- Development and implementation of the Municipal Development Plan

The themes and associated goals/actions were developed in collaboration with City departments to ensure each action is attainable within the four-year Plan time frame.

Before the Plan was finalized, the City sought additional feedback through a community survey. Residents expressed strong overall support for the direction of the Plan while identifying areas where they wanted greater detail and stronger commitments. **This feedback** helped refine the final Plan and informed how progress will be communicated and reported over the next four years.

These focus areas are foundational to the City's work and are integrated into daily decision making across the organization. While they may not be specifically highlighted as strategic priorities within this Plan, they remain essential to how the City delivers services, manages resources, and supports the long-term success of the community. Ongoing work in these areas will continue throughout the life of this Strategic Plan and beyond.



“What excited me most is seeing how Spruce Grove continues to grow while maintaining its welcoming, family-friendly feel, and how the City invests in that future.”

Carol, Resident of 5 years





Building Community

Building Community is about shaping both the places we build and the connections we create. It means neighbourhoods and public spaces that are functional, accessible, and welcoming, while also providing meaningful ways for residents to connect, stay active, and experience arts and culture. It also means designing our growing community to support belonging, wellbeing, and everyday social interactions, creating the conditions for individuals and the community as a whole to thrive. At its core, Building Community is about creating a city where people feel at home, connected, and proud to belong.

Goals and Actions

GOAL	ACTION	TARGET COMPLETION
1. Celebrate and strengthen community pride, engagement, and connection.	a. Explore the creation of an annual inclusive Spruce Grove celebration that recognizes and celebrates the contributions of the City, residents, volunteers, businesses, and community organizations.	2027
	b. Develop and implement the community calendar.	2026
2. Develop community spaces and neighbourhoods that reflect thoughtful community design.	a. Implement the requirement for neighbourhood design plans as part of the planning process.	2026
	b. Complete a comprehensive update of the Land Use Bylaw.	2027
	c. Revisit the Municipal Development Plan to ensure it reflects current planning context and supports sustainable growth in Spruce Grove.	2027

“As the City of Spruce Grove continues to grow, I’m excited to see more trails/open spaces, support to local businesses and creating safe neighbourhoods for current and future residents to stay for years to come.”

Community member



GOAL	ACTION	TARGET COMPLETION
3. Enhance accessibility across City spaces, services, and programs.	a. Consider accessibility as part of linear infrastructure replacement.	Ongoing
	b. Create a Community Access Pass program.	2027
	c. Continue to explore additional ways to reduce barriers to City services and programs.	Ongoing
4. Continue to facilitate social supports for vulnerable members of the community.	a. Support and collaborate with community, regional, and provincial organizations that provide services to vulnerable populations.	Ongoing
	b. Strengthen coordination, navigation, and information-sharing to help residents access appropriate services.	Ongoing
5. Support healthy, active living, and meaningful access to culture and the arts.	a. Plan and build a new outdoor aquatics facility.	2029
	b. Preserve and renovate Horizon Stage as a standalone piece of cultural infrastructure in the community.	2029
	c. Continue to grow and refine the expansion of spontaneous use of programs that support recreation, art and culture.	Ongoing
	d. Complete a new Parks and Open Spaces Master Plan.	2026
6. Maintain a safe, clean, and well-cared-for community.	a. Create a Community Safety Strategy focusing on education, prevention, intervention, and enforcement.	2028
	b. Increase targeted operations focusing on identified community concerns (i.e.: late evening vehicle noise/speed).	2027
	c. Explore the addition of Community Safety Officers (Community Peace Officers with enhanced authorities working with RCMP).	2027
	d. Explore the creation of a seasonal Park's Officer program focusing on major parks (i.e. Jubilee Park/Central Park), trails, and outdoor recreation amenities.	2026
	e. Explore the development of community engagement groups (i.e. Citizen's on Patrol, Neighbourhood Park "friends of").	2029
	f. Continue to invest in operational excellence and agility in the delivery of core services.	Ongoing
	g. Complete a review of service levels for services that are resident focused (i.e.: Snow and Ice Control (SNIC), mowing, etc.).	2029
	h. Advocate for a consistent regulatory framework for the safe operation of personal micro-mobility devices (i.e. e-scooters).	2027



“I’m excited to see the city grow and become a safe, sustainable, and prosperous community for individuals and families to invest in and grow with.”

**Nicole,
Resident of 3 years**





Communications Excellence

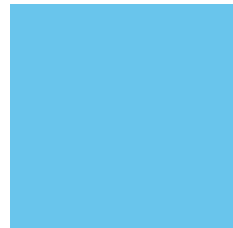
Communications Excellence builds trust and connection between Council, Administration, and the community by ensuring residents can easily access clear, timely, and accurate information. As a growing city, Spruce Grove has an important story to tell, one that helps residents understand what the City does, why it matters, and how decisions support a vibrant, active, and clean community. A strategic communications approach supports proactive storytelling and meaningful conversation with residents, helping the City to share progress, celebrate successes, and build community pride and confidence.

Goals and Actions

GOAL	ACTION	TARGET COMPLETION
1. Communications excellence is embedded across the organization, supported by systems, processes, and people.	a. Build a communications culture and enhance communication capacity of the organization through training and consistent practices.	2029
	b. Enhance organizational capability to anticipate, manage, and respond to emerging issues.	2029
	c. Complete the City's Enterprise Resource Planning (ERP) project to improve systems integration, reporting, and service delivery across the organization.	2028

“Clear communication about progress, timelines, and how residents can stay involved will be important to maintain trust and community support as initiatives move forward.”

Community member



GOAL	ACTION	TARGET COMPLETION
2. The City's story is shared clearly and meaningfully, strengthening pride, trust, and connection in the community.	a. Develop and implement a Communications Strategy centered on strong storytelling and best practices for municipal communications.	2027
	b. Enhance the approach to proactively sharing stories that highlight the City, its programs and services, community impact, and progress on Council priorities.	2027
	c. Explore strategies to encourage residents, businesses, and partners to share City stories that reflect Spruce Grove's identity and shared experiences.	2028
	d. Implement the City's new brand.	Ongoing
3. Communications are proactive and coordinated, helping residents easily access clear and reliable City information.	a. Modernize and streamline communication tools, channels, and the City website to improve accessibility, navigation, and user experience.	2028
	b. Develop and implement a Social Media Strategy.	2026
	c. Use data and resident insights to guide communication planning, messaging, and timing.	2027
	d. Provide Council with timely, clear, and data-informed materials to support consistent communication and informed conversations with the community.	Ongoing
	e. Support opportunities for Council to engage directly with the community in accessible and informal settings.	Ongoing
	f. Promote the tools and information available for residents to connect with the City.	Ongoing
	g. Review and update the Respectful Interactions with Council policy.	2027

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

Community member



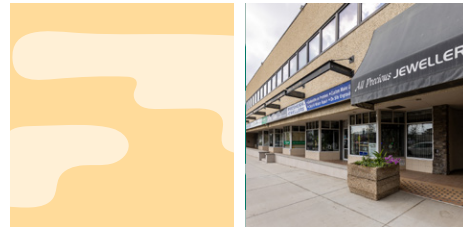


Economic Opportunity

Economic Opportunity focuses on supporting a strong, resilient local economy that grows in step with Spruce Grove’s identity and quality of life. As the city continues to grow, this theme emphasizes balancing residential growth with employment opportunities, expanding serviced industrial land, and creating the conditions for business investment and job creation. It recognizes that economic success is not just about land or infrastructure, but about how people live, work, and move within the city. Through targeted economic development, strong partnerships, and strategic investments, Spruce Grove will build on its unique advantages to attract the right opportunities, support local businesses, and strengthen its role within the region.

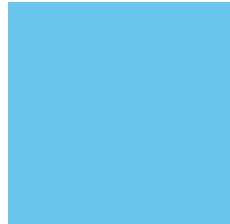
Goals and Actions

GOAL	ACTION	TARGET COMPLETION
1. Enable balanced economic growth by expanding employment and industrial opportunities that support local jobs and long-term economic goals.	a. Encourage the increased supply of developed and serviced industrial land to better balance residential growth and support job creation.	Ongoing
	b. Encourage development that aligns with Spruce Grove’s long-term economic goals.	2028

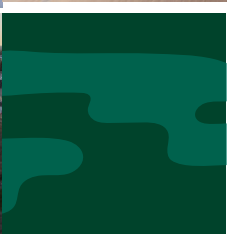
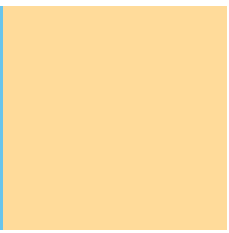


“I’m excited to see how we grow economically. There are a lot of new businesses opening and I hope to see more focused on families.”

Community member

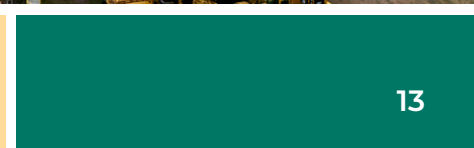


GOAL	ACTION	TARGET COMPLETION
2. Strengthen the City Centre as a recognizable and active economic hub.	a. Establish and market a clear City Centre identity that helps residents and visitors understand where it is and what it offers.	Ongoing
	b. Improve wayfinding, signage, and visibility to support increased activity and visitation in the City Centre.	2027
	c. Work with partners, such as the City Centre Business Association, to support a vibrant, well-functioning City Centre.	Ongoing
	d. Market the City Centre as a place for community programming.	2028
	e. Review and update the City Centre Area Redevelopment Plan (ARP) to ensure it reflects current priorities and supports long-term revitalization.	2027
	f. Develop and implement incentives to encourage investment and revitalization in the City Centre.	2026
3. Enable economic opportunity through strategic infrastructure, mobility, and partnerships.	a. Support implementation of the Economic Development Strategy and Action Plan to advance Spruce Grove's economic priorities.	Ongoing
	b. Approve and implement the Tourism Strategy to attract visitors and strengthen the local economy and community connection.	2026
	c. Strengthen the local business ecosystem to support new and early-stage businesses as drivers of economic growth.	Ongoing
	d. Develop a long-term Transit Strategy.	2027
	e. Explore opportunities to connect the business community with youth and those with disabilities to create employment opportunities.	2029



“A vibrant business community means employment in our city.”

Community member





Strategic Partnerships

Strategic Partnerships focuses on using Spruce Grove’s voice and relationships to support growth and community wellbeing. As a growing mid-sized city and regional service centre, many of the pressures and opportunities we face require collaboration. Strong advocacy, coordinated regional planning, and meaningful engagement with community organizations and residents are essential. This theme reinforces Council’s leadership in advancing shared priorities and ensures we plan for the services, infrastructure, and supports our community needs now and into the future.

Goals and Actions

GOAL	ACTION	TARGET COMPLETION
1. Advocate for provincial and federal support to help Spruce Grove address the pressures of being a growing mid sized city.	a. Develop and approve the City’s first formal Advocacy Plan that outlines key advocacy priorities.	2026
	b. Track, report, and share advocacy outcomes with the community.	Ongoing



“I’m hopeful youth voices will be included in the social aspects of community. I’m hopeful real, tangible actions toward reconciliation will happen with this new council.”

Community member



“I am most excited to see how the tri-region municipalities will continue to work together to serve our residents who all share the same needs.”

Community member

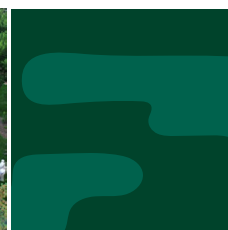
GOAL	ACTION	TARGET COMPLETION
2. Strengthen regional relationships to support coordinated growth and service delivery.	a. Finalize Intermunicipal Collaboration Framework (ICF) and Intermunicipal Development Plan (IDP) agreements with both Parkland County and the Town of Stony Plain.	2027
	b. Collaborate with regional partners to support and advance shared priorities.	Ongoing
	c. Develop a Growth Strategy that provides a long-term vision for city growth.	2028
3. Continue to strengthen community capacity and relationships to support a resilient and inclusive community.	a. Continue to support community organizations in delivering programs and services in the community.	Ongoing
	b. Develop clear event procedures to help community groups and organizations navigate City processes and build capacity.	2027
	c. Continue to strengthen civic connection by intentionally engaging with seniors, youth, diverse populations, and urban Indigenous communities.	Ongoing
	d. Advance municipal-specific Calls to Actions from the Truth and Reconciliation Commission in partnership with Indigenous communities.	Ongoing

Tracking and Reporting Progress

Progress on the goals and actions in this Plan will be tracked and reported publicly throughout the four-year term of the Plan. The City’s annual [Budget and Fiscal Plan](#) will outline which actions require new investment and which can be delivered within existing budgets. Annual progress reports will be shared with Council and the community so residents can see what has been completed, what is underway, and what is still ahead. The Strategic Plan webpage will be updated on an ongoing basis so residents can follow project updates between annual reports. As the Plan is reviewed each year,

adjustments may be made to reflect changes in our community or new priorities that emerge. When that happens, residents will be informed.

Council’s commitment is clear: to lead responsibly, communicate with clarity, and be open about both the progress we make and the challenges we face along the way. That means not just reporting on what was done, but explaining why decisions were made, so residents feel genuinely informed every step of the way.





CITY HALL

315 Jespersen Ave.
Spruce Grove, AB, Canada
T7X 3E8

780-962-2611

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

sprucegrove.org

