



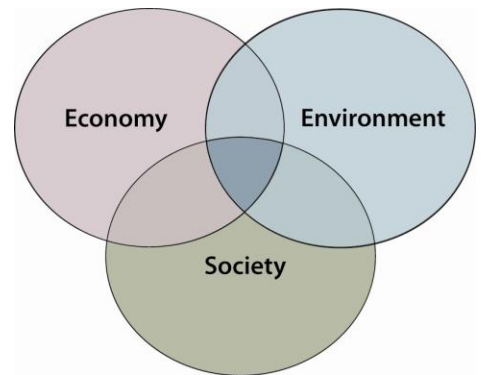
Your Bright Future: Municipal Development Plan 2010-2020

Executive Summary

OVERVIEW

Municipalities face many challenges and opportunities. Central to a municipality's ability to provide a high standard of living and service to its community members is its ability to adapt and respond to challenges and opportunities as it grows and evolves.

The purpose of *Your Bright Future: Municipal Development Plan 2010-2020* is to provide a framework to direct future growth and development in Spruce Grove and help the community better respond to change. The framework for *Your Bright Future* is based in community sustainability. This is a holistic approach that considers the linkages between the economy, the environment, and society and works toward achieving long-term prosperity and continued quality of life for present and future residents.



Integral to *Your Bright Future* are the concepts of balance and adaptability which are woven through the six interrelated themes that form the backbone of *Your Bright Future*:

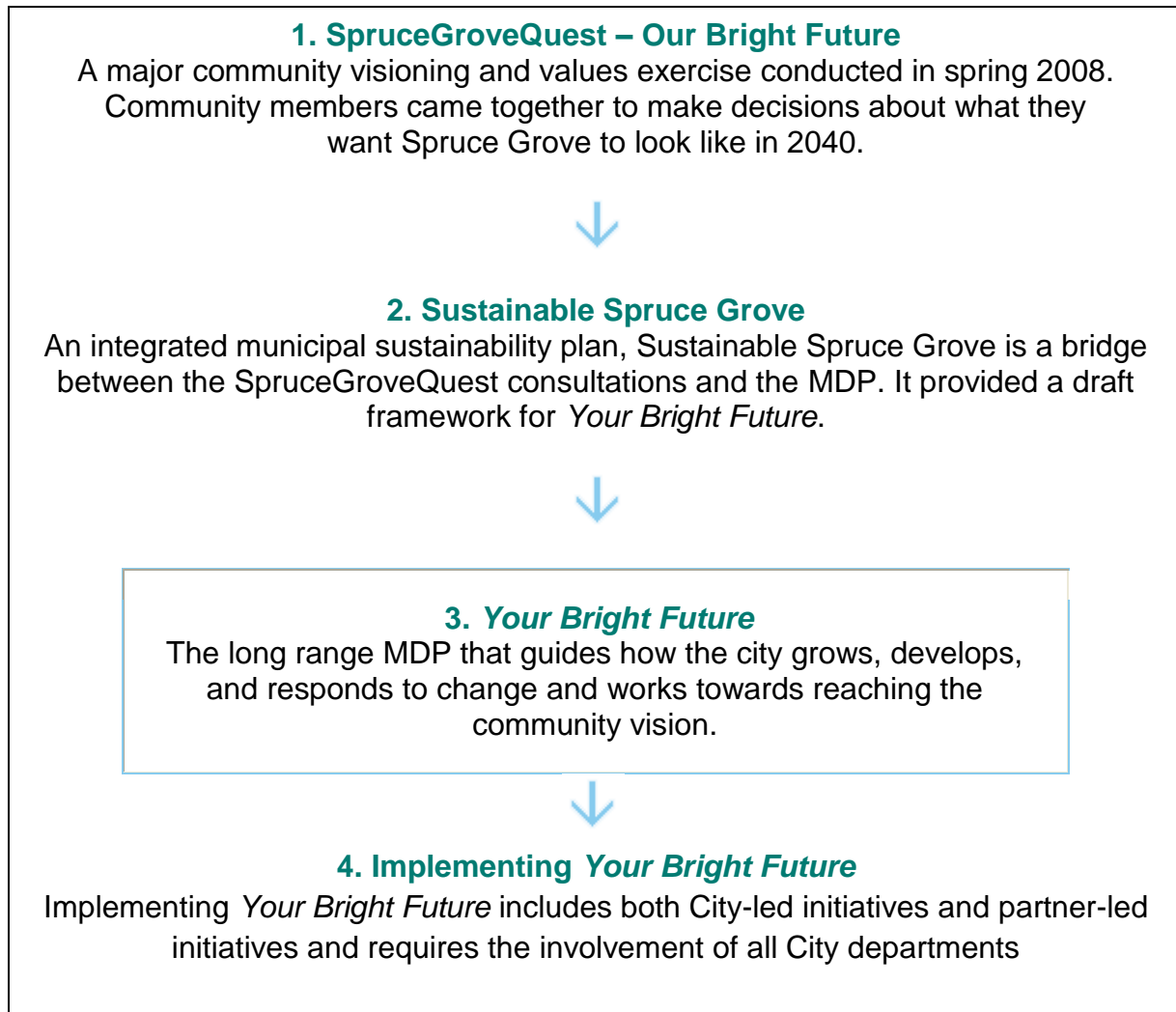
1. Governance
2. Environmental Management
3. Form and Infrastructure
4. Economic Development
5. Community Life
6. Regional Partnerships

Building on past initiatives, and recognizing the long-term focus needed to address sustainability at a community level, *Your Bright Future* outlines a vision for what Spruce Grove could become in 2040. While the vision outlook is for 2040, *Your Bright Future's* statutory extent is 2020 with a review scheduled for mid-way through this timeline. The discrepancy in these timeframes allows for a long-range vision while recognizing the constraints of long-range planning in the context of continuously changing conditions.

Through incremental steps, adjustments in policy direction, and a commitment on the part of residents, businesses, and Council and Administration, the vision expressed through *Your Bright Future* can be achieved.

PROCESS

Your Bright Future is the result of a two year process which saw extensive public and internal consultation and a review of community sustainability best practices and policy documents in comparable municipalities. The development of *Your Bright Future* also relied heavily on a number of internal and external studies, demographic reports, policies, background documents, and planning strategies. *Your Bright Future* represents stage three in a four stage process.



Public consultations saw over 850 responses and included workshops, on line surveys, open houses, informal feedback, and two public hearings (September 28, 2009 and

May 10, 2010). A project website was maintained to provide up-to-date information on the project status and upcoming consultations.

Following the Public Hearing on September 28, 2009, the MDP process was put on hold to wait for the completion of outstanding elements of the Capital Region Growth Plan. The Capital Region Growth Plan is significant to Spruce Grove's MDP process as *Your Bright Future* is required to conform to the objectives and policies of the Growth Plan. The outstanding elements of the Growth Plan were accepted by the Minister of Municipal Affairs in March 2010.

The second public hearing was held on the MDP bylaw on May 10, 2010. This second hearing was required as substantive changes were made to the draft plan after it went to public hearing September 28, 2009. Second Reading also was given to the plan on May 10, 2010. The plan received Capital Region Board approval on June 29, 2010 and Third Reading on July 12, 2010.

VISION

A Vision for Spruce Grove in 2040

Through strength of partnerships and local knowledge, we are a well planned and inclusive city. We respond and adapt to new challenges and opportunities. Ours is a compact, safe, well-designed, and efficient city which emphasizes connectivity and accessibility. We offer a range of housing, employment, open space, and transportation options while protecting agricultural lands and natural areas. We make environmental programs a top priority. We have a strong civic culture and offer diverse cultural and recreational programs in first-class facilities. A high quality of life and environment make the City of Spruce Grove the community of choice.

THEME AREAS: GOALS & PRINCIPLES



Governance

- Goal 1 The City of Spruce Grove maintains a high standard of governance and practices sound fiscal management.

- Goal 2 The City of Spruce Grove incorporates community sustainability into its decision-making processes and engages its citizens in two-way dialogue.

Good governance is essential to realizing the sustainable growth of Spruce Grove. Relationships built, decisions made, and actions taken by Council and City Administration all affect whether or not Spruce Grove becomes an economically, socially, and environmentally sustainable community.

Principles of Governance include:

- Maintain a high degree of transparency and accountability
- Facilitate interdisciplinary collaboration
- Foster equitability and inclusiveness
- Integrate social, economic, and environmental factors into decisions
- Continue to conduct strategic planning
- Build capacity to respond to change
- Take risks, explore new ideas, and take advantage of opportunities
- Consider alternatives
- Set goals and create targets and monitoring indicators
- Expand opportunities to engage community members
- Support initiatives to strengthen civil society
- Respond to public input
- Manage financial resources efficiently and sustainably
- Balance the cost of quality services with accessibility and affordability
- Align services with demographic trends and community needs



Environmental Management

- Goal 3 Spruce Grove shows environmental leadership through policy development and implementation.
- Goal 4 Spruce Grove engages residents and businesses in environmental issues and promotes community and individual level stewardship.

Practicing sound environmental management is one of the cornerstones of *Your Bright Future*. The City needs to show leadership through policy and program development and implementation while at the same time promoting stewardship of the environment at the level of individual residents and businesses.

Principles of Environmental Management include:

- Reduce environmental impacts on natural systems
- Restrict development in sensitive areas
- Decrease greenhouse gas emissions and improve air quality
- Implement compact forms of development and decrease car use
- Decrease pollution and resource use (e.g. water, energy)
- Continue to implement a waste management program
- Increase the use of green building, energy, and infrastructure practices
- Pursue strategies to identify and protect sustainable Environmentally Significant and Natural Areas
- Continue to manage stormwater with a naturalized approach



Form and Infrastructure

- Goal 5 Spruce Grove manages growth to ensure the City is economically, environmentally, and socially sustainable.
- Goal 6 Spruce Grove remains a compact, safe, and efficient community that emphasizes connectivity, accessibility, special places, and parks and open space and promotes a high standard of community design incorporating green and health living principles.

Urban form and infrastructure together dictate the layout and feel of a city. In its current form, Spruce Grove is dominated by single-family housing, automobile oriented transportation systems, highway commercial development, and industrial parks south of Highway 16A. Recent years have seen efforts to increase residential densities and housing options, expand the parks and open space network, and provide commuter transit service for Spruce Grove residents. A diverse mix of redevelopment projects is breathing new energy into the downtown core. The City has an opportunity to build on recent initiatives and direct growth and development in a way that will increase both Spruce Grove's liveability and sustainability.

Principles of Form and Infrastructure include:

- Accommodate 40,000 residents by 2044
- Integrate land use and transportation networks
- Use land and resources efficiently and create a compact urban form
- Increase residential densities and housing options
- Prevent premature development of agricultural lands
- Base urban form around the parks and open space network
- Create and reinforce gathering places
- Implement high standards or neighbourhood design
- Increase pedestrian and cyclist connections
- Focus higher density close to amenities, transit and gathering places
- Develop City Centre as a mixed use activity hub with a distinct identity
- Provide a range of open spaces and integrate these into a network
- Create bus-friendly neighbourhoods and expand transit use
- Accommodate the movement of goods and people
- Manage and update infrastructure using a life cycle approach



Economic Development

Goal 7 Spruce Grove is affordable to residents and businesses, has a diverse tax base and offers a range of commercial services, light-to-medium industrial activities, and employment options.

Declining affordability is an important challenge for Spruce Grove to overcome. Essential to Spruce Grove's long term financial sustainability and affordability is the ability to expand the tax base and achieve a reasonable balance between residential and industrial/commercial tax assessment.

The benefits of such a strategy are two-fold: it provides additional municipal revenue and creates local employment opportunities. Building on this, being innovative and remaining competitive in the global economy at the regional and municipal level will be central to Spruce Grove's success in attracting new development.

Principles of Economic Development include:

- Increase local employment opportunities
- Provide a range of commercial/industrial options
- Pursue sports tourism opportunities
- Enhance the Gateway potential of Highway 16 and 16A
- Develop/implement an economic development strategy
- Direct vehicle-oriented commercial uses into neighbourhoods
- Revitalize City Centre with a focus on pedestrians and local services
- Facilitate a range of approaches to mixed use development
- Integrate neighbourhood commercial uses into neighbourhoods
- Focus industrial uses south of Highway 16A
- Implement eco-industrial best practices where feasible



Community Life

Goal 8 Spruce Grove has a strong civic culture and a high quality of life.

Goal 9 Spruce Grove offers diverse cultural and recreational programs in first-class facilities.

To achieve the social aspect of sustainable development, Spruce Grove must continue to develop a dynamic and diverse community. This needs to occur at both the community and neighbourhood scale. A strong base in this area already exists. Examples include facilities such as Horizon Stage, West District Park, and the TransAlta Leisure Centre, programs such as Safe City and Neighbourhood Link, and the strong sense of community spirit that already exists. Building on this already strong base will play an important role in overcoming charges that Spruce Grove is merely a bedroom community and in enhancing its own distinct identity as a vibrant and dynamic place.

Principles of Community Life include:

- Increase community and neighbourhood-level social capital
- Promote public health and wellness through community design
- Continue to provide a safe community
- Develop cultural resources and integrated these into the community
- Foster a diverse range of sports and recreation opportunities
- Identify and respond to social needs in the community
- Increase rental or ownership affordable housing options



Partnerships

Goal 10 The City of Spruce Grove maintains mutually beneficial relationships with other municipalities and authorities in the Capital Region to undertake integrated land use and transportation planning, enhance service and program delivery, and adapt to changing circumstances.

Creating a sustainable community requires the City of Spruce Grove to work in partnership to undertake integrated land use and transportation planning and provide programs and services. Strong partnerships not only enhance the quality and diversity of programs and services in Spruce Grove but also develop the social capacity of the city. Building relationships and maintaining flexible partnerships also have the added benefit of increasing Spruce Grove's community resilience and ability to respond to change.

Principles of Regional Partnerships include:

- Develop and maintain good working relationships
- Build and maintain effective channels of communication
- Support the goals of the Capital Region Growth Plan
- Participate in regional forums and cooperate on regional issues
- Work with Stony Plain and Parkland County to achieve:
 - Compatible land use patterns
 - Environmental protection
 - Infrastructure Coordination
 - Shared service provision

IMPLEMENTATION

The primary role of *Your Bright Future* is to provide a community sustainability based framework to direct the future growth and development of Spruce Grove and increase its ability to adapt to change, respond to challenges, and take advantage of new opportunities. As a Municipal Development Plan, *Your Bright Future* provides direction for Council and Administration and works along-side the City's Strategic Plan and associated business and fiscal planning processes. While this plan articulates a vision for 2040, the implementation will occur over a planning horizon to 2020.

Many areas of this plan can be achieved through initiatives put forward by one or more of our partners with Council and Administration providing guidance base on this framework. Other areas of the plan require Council and Administration to complete specific implementation steps, such as revising the Land Use Bylaw and updating other planning strategies. As implementing these steps requires adequate human and financial resources it is paramount that the policies in *Your Bright Future* align with the priorities and direction taken under the City's Strategic Plan.

Monitoring the implementation of *Your Bright Future* is important to ensure its goals and objectives are met. Three strategies will be used:

- developing and tracking community sustainability indicators along the six theme areas;
- providing Council with an Annual MDP Status Update; and
- conducting a mid-term Plan Review.