

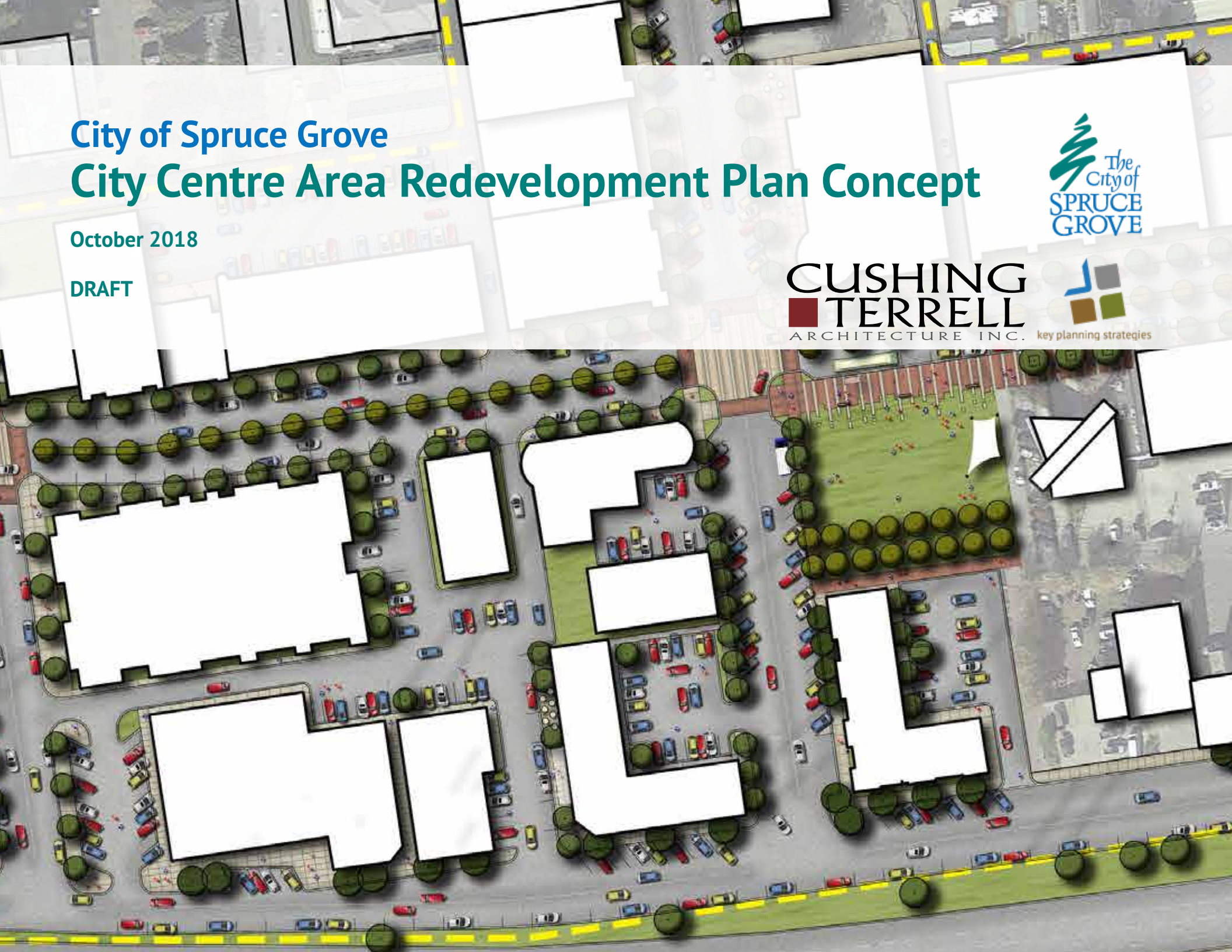
City of Spruce Grove City Centre Area Redevelopment Plan Concept

October 2018

DRAFT



**CUSHING
TERRELL**
ARCHITECTURE INC.



Acknowledgments

The Spruce Grove City Centre Area Redevelopment Plan (CCARP) would not have been accomplished without the support of community residents, business owners, land owners, students, city staff and administration who have provided their perspectives, passion and commitment to creating a new vision and direction for a vibrant and modern Spruce Grove City Centre.

The project team would like to highlight the special commitment and contribution provided by members of the City Centre ARP Steering Committee, whose time and input was greatly appreciated.

Most importantly, the project team would like to thank all the members of the public who participated in numerous community events during the course of the study, as well as in the lead up to the study during City Centre Visioning exercises and Revitalization Discussion Paper.

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- City Centre Business Association
- Spruce Grove Chamber of Commerce
- Spruce Grove Economic Development Advisory Committee
- Parkland School District
- Evergreen Catholic School Division

Preface

The project team lead by Cushing Terrell Architecture Inc, and comprised of Key Planning Strategies, TeckEra Civil Engineering Consultants and Balon Engineering & Construction Corp. were engaged by the City of Spruce Grove in October 2017 to undertake the full engagement, coordination and preparation of an Area Redevelopment Plan (ARP) as required under the Municipal Government Act (MGA) for the City Centre area.

This project began in earnest in October 2017.

This ARP is informed by previous studies, and further supported through extensive community and civic engagement .

Additionally, specific background documents have been prepared as part of the ARP under separate cover. These include; 1) Infrastructure Assessment, 2) Columbus Park Concept Plan, 3) Land Use & Urban Form and 4) Economic Benefits & Costs.

Concepts, figures and recommendations are provided in this document based on extensive feedback and consultation. It is realized however that with any project of this nature and complexity, not all recommendations may be undertaken in the time frames identified, or at all, but they have been prepared with great attention to the needs and desires of the community and in accordance with the City's Municipal Development Plan (MDP).

During the course of this CCARP, the following acronyms may have been used:

ARP - Area Redevelopment Plan

BIA - Business Improvement Association

BRZ - Business Revitalization Zone

CCARP - City Centre Area Redevelopment Plan

CCBA - City Centre Business Association

EDAC - Economic Development Advisory Committee

EMRB - Edmonton Metropolitan Region Board

EMRGP - Edmonton Metropolitan Region Growth Plan

MDP - Municipal Development Plan

MGA - Municipal Government Act

OCP - Official Community Plan

SGCC - Spruce Grove Chamber of Commerce

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Section 1

introduction



1.0 Introduction

1.1 Purpose and Intent of the ARP

The purpose of the City Centre Area Redevelopment Plan (CCARP) is to create a tangible vision for the City of Spruce Grove (the “City”) for the next fifteen plus years, with the likely realization that the CCARP is a plan for the next 25+ years.

The intent is for the plan to provide a framework and supporting policies for the City Centre that will guide:

- future public and private investment in the short (within 5 years), medium (5-10 years) and longer term (10-15+ years), and
- decision makers during the review of Land Use Amendment Bylaw Amendment and Development and Building Permit applications.

1.2 How to Use the Plan

The main elements addressed in the CCARP are broken into four chapters, as follows:

Section 2: Vision, Principles and Objectives

- A thematic summary of the future City Centre desired by the citizens and businesses of Spruce Grove.

Section 3: Redevelopment Concept

- A visual and written narrative of the overall redevelopment vision, theme and conceptual plans for the urban form, land use and public realm including objectives and guiding policies.

Section 4: Design Guidelines

- Guidelines for managing the growth, change, and evolution of private and public land development over time and the ultimate look and feel of that which is developed or renovated as a reflection of the redevelopment concept for the City Centre.

Section 5: Public Realm Guidelines

- A cohesive concept of guidelines for the streets, sidewalks, laneways, and other public spaces that together provide the means for mobility, commercial interaction, and social gathering in the City Centre.

Section 6: Implementation

- An outline for the successful application of the CCARP and a guide to the actions, entities, priorities and timelines that must be put into play and coordinated to achieve desired planning outcomes over the short, medium, and long term.

Section 7: Glossary

- A definition of terminology and acronyms used in the document.

1.3 Conforming Acts & Plans

1.3.1 Conformance to Alberta Municipal Government Act (MGA)

The CCARP reflects City Council’s approach to new development and redevelopment in the City Centre through policy and design guidelines that shall guide decision-making, Bylaw development, and future public and private investment in the area. The CCARP has been prepared in accordance with Sections 634 and 635 of the MGA, which indicates that a Council may designate an area of the municipality as a redevelopment area for the purpose of any or all of the following:

- i. reserving or improving land and buildings in the area;
- ii. rehabilitating buildings in the area;
- iii. removing buildings from the area;
- iv. constructing or replacing buildings in the area;
- v. establishing, improving or relocating roads, public utilities or other services in the area; and/or
- vi. facilitating any other development in the area.

1.0 Introduction

The MGA further specifies that an ARP must describe:

- i. the objectives of the plan and how they are proposed to be achieved;
- ii. the proposed land uses for the redevelopment area;
- iii. if a redevelopment levy is to be imposed, the reasons for imposing it; and
- iv. any proposals for the acquisition of land for any municipal use, school facilities, parks and recreation facilities, or any other purposes the Council considers necessary.

The ARP is intended to guide development activity and reinvestment in the City Centre area, and to provide both short and longer term policy direction. This CCARP should be re-evaluated every five (5) years to ensure that it continues to reflect the City's objectives and vision for future development in the City Centre area.

In addition to the five year re-evaluation cycle, the City may find it necessary to amend policies contained within the Plan to address specific matters that may emerge over time.

1.3.2 Conformance to Edmonton Metropolitan Region Growth Plan (EMRGP)

This CCARP has also been prepared with an understanding of and in conformance with the EMRGP, which was established in October 2017. In particular, this ARP strives to create a framework of policies, guidelines and action items that will help the City meet the "Greenfield Density, Centres and Intensification Targets" of 100 dwelling units per net hectare, as set out in Schedule 6 of the EMRGP for the City of Spruce Grove, in which the City is designated as a "metropolitan area".

1.4 Plan Context

The City Centre, or Downtown as it has been referred to in the past in Spruce Grove has long been an essential part of the City's fabric. However, over the past twenty to thirty years, as the City began experiencing new growth and pressures for suburban models of commercial growth became in vogue, the City Centre felt the exodus of businesses and vitality.

Over the past decade in particular, Spruce Grove has consistently been one of the fastest growing communities in the province, which has led to the constant addition of new residential neighbourhoods as well as commercial growth. Spruce Grove is now a well-established regional service centre for a wide trading region, yet its City Centre has not been the benefactor to-date of growth that would mirror the City's overall growth.

This CCARP will be an important regulatory tool for defining a new future for Spruce Grove's City Centre.

The following sections will provide some historic planning context leading up to the development of this CCARP. In particular, the historic context will delve into the past attempts at revitalization. It is clear though that while concepts and trends may evolve, the ideas maintain relevance and implementation continues to be the most important element to success.

Figures 1.1 & 1.2 illustrate the CCARP Study Area within the context of the wider City of Spruce Grove as well as the localized City Centre area. Specifically, the CCARP boundary mirrors the boundaries of the City Centre in the Municipal Development Plan (MDP). The intent of the CCARP boundary is to encompass current and future commercial and mixed-use lands as a part of the wider defined City Centre area as laid out in the MDP. For the purposes of forecasting future population growth, the northern properties in the Study Area are essential to the future transition to higher density residential redevelopment and to meeting the goals of the ARP and EMRGP.

Figure 1.1
CCARP Study Area Context Within Wider City of Spruce Grove



Figure 1.2
CCARP Study Area Boundary & Local Context



1.0 Introduction

1.4.1 Historic Context

In many respects, the keys to defining a successful path forward must look to the past to understand and validate ideas and solutions.

1991 Central Area Redevelopment Plan

The Edmonton Regional Planning Commission prepared the City of Spruce Grove Central Area Redevelopment Plan (CARP) as an update to a 1982 plan of the same name. The key goal of the 1991 plan was to strengthen “the role and identity of Spruce Grove’s City Centre.” Recognizing that the centre no longer served as a node of commercial, civic and social activity, the 1991 CARP posed goals and objectives to bolster development in the Central Area.

1997 Downtown Development Action Strategy

The 1997 Downtown Development Action Strategy (DDAS) engaged stakeholders in an effort to create a unified vision of the downtown. Strategies were aimed at cosmetic and physical improvements, local business support and marketing, all of which could lay the foundation for a Business Revitalization Zone (BRZ). The Council’s priority to fund and complete the DDAS came in response to the ineffectiveness of the 1991 CARP.

2014 City Centre Revitalization Discussion Paper

In 2014, Cushing Terrell was engaged to reinvigorate and revive City Centre momentum and to provide a discussion paper whose objective was to document the current status and situation analysis of Spruce Grove’s City Centre as it relates to its viability for revitalization strategies and initiatives. Ultimately, this document paved the way for more intense Community Visioning leading to this CCARP, through its recommendations to establish a BIA and BRZ.

A major outcome of the discussion paper was the resulting desire to not have another failed attempt at revitalization, but have success built through collaboration of the private and public sector in bringing events and programming back to the City Centre and to provide a verifiable rationale for greater investment in the City Centre; one where the private sector can take the lead, which arguably they have done in the time since.

2016 Establishment of City Centre Business Association

The establishment of the City Centre Business Association (CCBA) in 2016 was a very significant event, which came about as a direct result of the Discussion Paper and led to the creation of the BIA. This organization comprised of local City Centre business and property owners has been the driving force behind the CCARP process and in redefining the value and importance of the City Centre. Coming out of the 2014 Discussion Paper, a core recommendation was that the business community needed to take a leadership role, which this organization has clearly done through its work in bringing activity and events back to the City Centre, such as the Public Market, Winterfest, Car shows etc; the CCBA’s role cannot be understated.

2016/2017 City Centre Visioning Workshops

Although not technically part of the CCARP, the findings from stakeholder engagement and extensive public input facilitated by Cushing Terrell that included Visioning Workshops with the Public, Council and new established Steering Committees, as well as High School Visioning Sessions are all considered essential components of this CCARP given the timing of these sessions as it relates to the CCARP process.

The extent of public, civic and business engagement over the past 3 to 4 years pertinent to this CCARP process is summarized in an appendix to the recommendations in this CCARP.

Spruce Grove 1965



Jack's Drive In (First Avenue)



Spruce Grove First Avenue 1958



Wilson's Spruce Grove Convenience Store



1.0 Introduction

1.4.2 Current Context

Your Bright Future - Municipal Development Plan 2010 - 2020

The City's Municipal Development Plan (MDP) was revised and updated in 2010. The Your Bright Future plan offers a geographic definition of the City Centre and addressed revitalization in several sections. An objective of Section 5; Form and Infrastructure is to "develop the City Centre as a mixed-use hub of activity with a distinct identity."

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. An Area Redevelopment Plan for this area is part of the implementation plan for Your Bright Future.

Policies are guided toward developing an urban form with small-scale commercial uses, a pedestrian-oriented environment, consolidated lots, and the creation of an area redevelopment plan. Performing a traffic analysis and parking study are some specific initiatives also mentioned in Section 5. ***It is worth noting that as part of this CCARP study, an independent Parking Study was conducted and is included in the separate Infrastructure Assessment Background Report.***

Under Economic Development (Section 6), the MDP calls for the City Centre to be a mixed-use district that offers housing and services to complement the vehicle-oriented commerce and industry elsewhere in the City. Policies are geared to enhance business that serves local customers while also attracting regional users. The concept of mixed-use redevelopment is mentioned repeatedly as a vision for the City Centre.

A specific task assigned under this section was to conduct a City Centre Revitalization Study focusing chiefly on economic development. ***It is also worth noting that as part of this CCARP study, an Economic Benefits component was conducted and is included in a separate Economic Benefits & Costs Background Report.***

The MDP has many of the necessary policies already in place and establishes a consistent vision of the City Centre. However, even though the MDP currently lays the groundwork at a policy level for revitalization efforts, revisions to the MDP will be necessary as the community chooses to focus more energy on City Centre-specific investment attraction, rehabilitation or revitalization.

1.4.3 Development of the CCARP

Timelines and key dates from the CCARP process are highlighted in **Figure 1.4 and Table 1.1**. As noted previously, Cushing Terrell has been working with the City and Community in advance of this specific ARP since 2014. Following extensive Community and Stakeholder Visioning events in Winter 2016/2017, the formalized development of the CCARP process began in October 2017. The initial stages of the CCARP entailed on-the-ground fieldwork with the entire project team to kickstart the essential background work required in the Infrastructure Assessment stage.

Throughout the project duration, public engagement was undertaken comprising one-on-one cafe chats, two (2) design charettes and (2) open houses. As well, weekly project touchpoints with the Client team that included project progress reports and presentations/workshops with City Planning & Engineering Staff, Council and the CCARP Steering Committee were scheduled to correspond with Background Report Milestones.

1.0 Introduction

The project team undertook and completed extensive background research and analysis of past studies and current reports, which culminated in the preparation of applicable Background Reports (technical documents) as well as with the completion of an Issues & Solutions exercise that was specifically undertaken with the Steering Committee and City Council (refer to **Appendix B**).

The engagement from past visioning workshops (2016/2017) and the initial engagement for the CCARP formed the basis for the development of a complete streetscape and public realm design, (which included a focused revisioning of Columbus Park), urban form, density and design guidelines, land use policy and economic benefits.

In addition to the Appendices presented in this CCARP, the final document is supported by the following specific background reports, each of which in isolation and as a collective, have informed the policy directions and land use recommendations in this ARP:

1. Infrastructure Assessment Background Report (including separately conducted Parking Study);
2. Land Use & Urban Form Background Report;
3. Columbus Park Concept Plan Background Report; and
4. Economic Benefits & Costs Background Report.

1.5 Public Participation

No ARP can be successfully approved, nor implemented without considerable and genuine input received by the community including its residents, employees, students, business owners and land owners. The CCARP over a period of 2+ years (and dating back on numerous occasions to the 2014 City Centre Discussion Paper) has consulted the public to gather a range of ideas, as well as precautionary messages that help to keep the CCARP grounded in reality, rather than simply a utopian dream.

It is estimated that over the course of the last 2+ years that over 500 individuals have participated in some form of engagement and input as it pertains to the City Centre and its future directions.

Although the CCARP was formally initiated in October 2017, the Cushing Terrell project team has in fact been heavily involved since 2014 on multiple community engagement events with residents, business owners, property owners, high school students, Economic Development Advisory Committee (EDAC), City Centre Business Association (CCBA), Spruce Grove Chamber of Commerce (SGCC) in addition to City Staff, Administration and Council.

Since 2014, every effort has been taken to understand the range of strengths, weaknesses, opportunities and threats as well as to collaboratively define the needs and wants.

It was also imperative to refine and define the policies and strategies that would be most impactful, effective and implementable in achieving and repositioning Spruce Grove's City Centre.

Figure 1.3 details the lengths of outreach and engagement that took place as part of this CCARP as well as in the short lead up to the formal ARP process.

In addition to the physical engagement process, the project team in coordination with the City, utilized social media resources through the CCBA by way of Facebook and Twitter announcements and postings. The project team also facilitated the creation of a City Centre Revitalization/CCBA website which included project updates and on-line surveys.

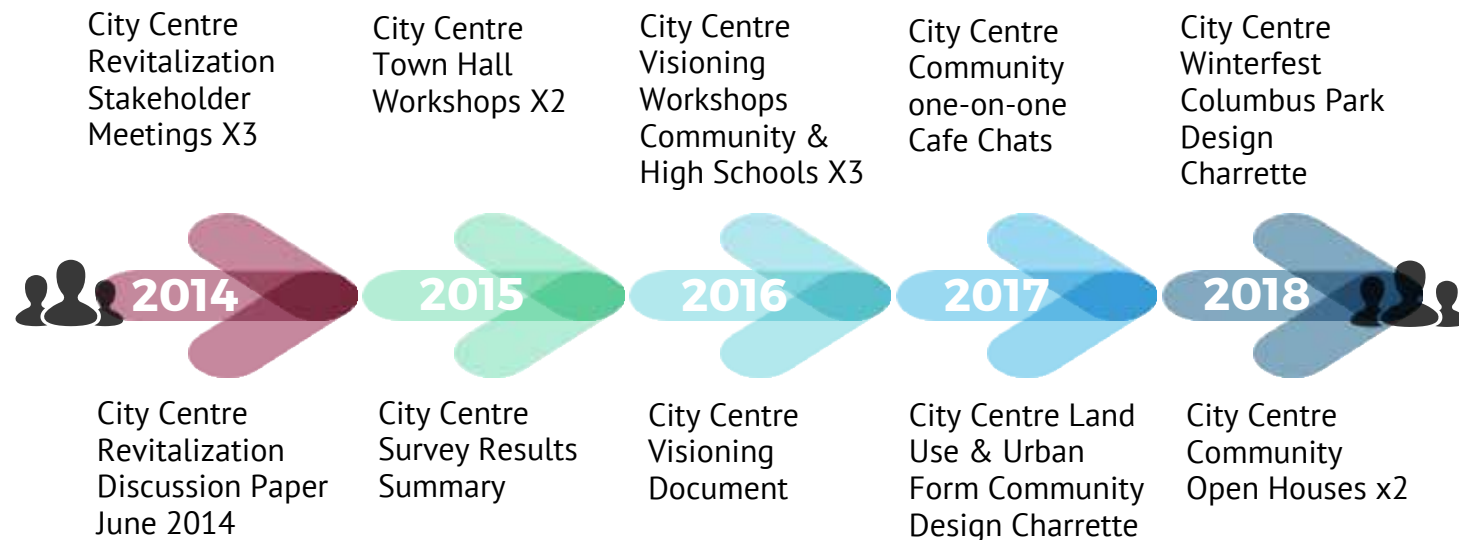
1.0 Introduction

A full range of engagement and consultation tools with the public included:

- In-person open house questionnaires
- On-line surveys
- Talk bubbles
- 200-person consumer intercept survey (as part of separate Retail Market Analysis, but with focused City Centre questions that targeted local and regional residents)
- Open house “dotmocracy” and “stick-it-to-me” imagery panels
- Visioning sessions
- One-on-one cafe chat sessions (see Section 1.4.3 and **Appendix A**)
- Council Issues & Opportunities Workshop (See Section 1.4.4 and **Appendix B**)
- Design charette with styrofoam massing and aerial photo “ideation” (see Section 1.4.5)
- Christmas “Wish List”
- Outdoor Winterfest design charette (see Section 1.4.6)
- High school surveys (see Section 1.4.7 and **Appendix C**)

Figure 1.3
City Centre Community Engagement Timeline of Major Events

city centre community engagement timeline



Section 2

vision, principles & objectives



2.0 Vision, Principles and Objectives

2.1 Introduction

The Vision, Principles and Objectives collectively describe a complete, long-term outcome for the City Centre at increasing levels of detail and specificity. Planning policy in the following sections supports the achievement of specific objectives, general principles, and the overarching vision described in the following.

2.2 Vision

To lay a foundation for the specific CCARP vision it is worth reiterating the City's MDP vision statement, which reads:

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.”

Through the establishment of the City Centre Business Association, a process was undertaken to “workshop” a vision statement. The resulting vision statement specifically for the City Centre is thus articulated as follows:

Spruce Grove's City Centre will be:

A welcoming, family-friendly City Centre brimming with year-round activity, festivals, events, shopping, dining and inviting green, open and public spaces with revitalized buildings and enhanced storefronts in a walkable environment. The City Centre will be a place where people of all ages come to shop, dine, work, live, socialize, interact and participate in a variety of community, arts and cultural experiences.

The Spruce Grove City Centre is envisioned to become a modern contemporary urban city centre. With many other similarly sized downtowns or main streets attempting to tie into a prominent history, Spruce Grove has an opportunity to become modern and more urban in its design and feel, with a comfort level that still exudes elements of pedestrian friendly place-making with active community spaces. This will make it different, yet attractive and marketable to residents, investors, developers and businesses.

The design guidelines and streetscape directions, particularly along McLeod are indicative of a move away from a small town to a true metropolitan area as envisaged by the EMRB.

2.0 Vision, Principles and Objectives

2.3 Principles and Objectives

Guiding principles and objectives for Spruce Grove's City Centre are based on a wide array of input from community residents (of all ages), businesses, property owners, developers, City staff and other City Centre organizations, most notably the City Centre Business Association (CCBA), among a host of others.

2.3.1 Principles

The following principles provide the basic foundation for strategic decision-making for the CCARP. To successfully work towards a common vision, these principles have been identified that in part will drive the CCARP:

1. Build effective partnerships with businesses, property owners and municipal government;
2. Attract, retain and promote quality businesses and retail operators to support the local economy and improve the overall retail mix;
3. Promote civic & community engagement with a constant calendar of outdoor activities and events.
4. Remove barriers to private investment;
5. Promote appropriate mixed-use and higher density residential multi-family infill development;
6. Invest in the existing building stock;
7. Enable the functional design of spaces including but not limited to civic spaces, streets, sidewalks, lighting, green spaces, and amenity areas;
8. Create consistent signage and design guidelines for public and private realm improvements;
9. Establish a compact, vibrant and pedestrian-oriented City Centre with a mix of uses.
10. Create a framework for public and private investment that results in an economic uplift for the City, residents and businesses.

2.3.2 Goals & Objectives

The articulated goals for the City Centre are premised on promoting broad and enduring values upon which a corresponding objective is articulated as to what is sought to be accomplished.

GOAL: A CONNECTED City Centre

OBJECTIVE: To strengthen physical and social connections with important community destinations and the wider community itself.

GOAL: CONVENIENT City Centre

OBJECTIVE: To be competitive in the ever-changing marketplace, by ensuring efficient mobility and parking, as well as convenient access to every-day services.

GOAL: DESIRABLE City Centre

OBJECTIVE: To be the heart and focal point of pride for the community and attract a variety of visitors, businesses and residents.

GOAL: LIVABLE City Centre

OBJECTIVE: To be a vibrant, year-round destination for businesses, arts & culture and activity throughout the day, including a diverse mix of housing formats and events.

GOAL: WALKABLE City Centre

OBJECTIVE: To be a place where goods and services are within easy walking distance and above all else, where the pedestrian environment is comfortable, clean, efficient and safe.

Section 3

Redevelopment Concept



3.0 Redevelopment Concept

3.1 Redevelopment Concept Vision & Theme

The CCARP vision is premised on creating an urban metropolitan environment that is progressive, modern and contemporary from building form through to streetscape and landscape.

The EMRB envisions Spruce Grove as a “metropolitan area” and in order for the City to realize this vision, redevelopment and form thereof must take steps that are seen in urban environments elsewhere. An appropriate example would be Whyte Avenue where the urban fabric has evolved to become a high energy area premised around an urban street fabric with supporting higher density living on the periphery. Parking and vehicle mobility (cars and transit) are not forgotten, but are no longer prioritized over the movement and mobility of pedestrians. Spruce Grove has the skeletal structure to create its own urban environment that is modern and does not necessarily harness its future around a smaller town vibe.

To support the overall vision and objectives, this section contains a redevelopment concept and supporting policies that will enable the evolution of a cohesive, modern redevelopment pattern over the next 15+ years (though in reality the vision has a window of 25 years). These policies, as well as the subsequent design and public realm guidelines address the range and allocation of land uses, the integration of private development with the adjacent public realm, the massing and architectural articulation of buildings, and the provision of broader amenities and services. They acknowledge where appropriate the City Centre’s foundations, scale, and range of building types and uses, while recognizing and enabling the City Centre’s future potential as an active, diverse, modern, urban and economically sustainable centre.

This chapter is organized into three (3) components:

1. A Redevelopment Concept component, which illustrates a potential built form outcome for the City Centre in terms of private and public realm redevelopment opportunities and directions. The objective is to provide a forecast and vision that is not only compatible with the City’s MDP, but also with the goals set out by the new Edmonton Metropolitan Region Growth Plan (EMRGP) that was enacted on October 26, 2017.
2. A component on General Objectives and Policies that applies to the entire CCARP area.
3. A component that containing specific objectives and policies for the five (5) identified Planning Precincts within the CCARP area described in Section 1 and shown on **Figure 3.5**:

3.2 Major Redevelopment Initiatives

The CCARP imagines the future potential for Spruce Grove. Inherent as part of the CCARP are major initiatives that have the potential unlock the future potential for the City Centre in terms of social and economic value. Each of the CCARP’s major planning initiatives are presented in the context of the City Centre and have actionable policies as well as Design and Public Realm guidelines recommendations.

The overall redevelopment includes ten (10) “major initiatives” shown in **Figure 3.1**. It should be noted that within each of these are multiple smaller actions or initiatives that could be undertaken to collectively make the larger implementation more meaningful and impactful.

1) Infrastructure Rehabilitation - to fully realize the future potential of the City Centre in terms of redevelopment, reinvestment and reinvigoration is to rehabilitate the current aging infrastructure in the City Centre Study Area.

3.0 Redevelopment Concept

2) Parallel on McLeod - identifies a conversion of current parking along McLeod Ave from King St to Calahoo Rd to parallel. This would create a framework for narrowing the street by widening sidewalks, introducing curb extensions or roundabouts, mid-block pedestrian crossings, eliminating the number of curb cuts, slowing traffic and accommodating future multi-modal transport including transit and bicycles. A parking study was undertaken as part of the Infrastructure Assessment to assist with quantifying the net impact of parking changes along McLeod.

3) Cultural Core - places are shaped by the people who use them and remembered by the statements and amenities that greet them; the City Centre can and should have more cultural content in place anchored near or around a revised Columbus Park/Plaza.

4) Incentivized Redevelopment - refers to those strategic lands, either single parcels or assemblies that may require or could benefit from incentives or grants where available or appropriate to assist developers in making infill or redevelopments happen.

5) McLeod First - represents one of the most important opportunities at the centrality of the City Centre to utilize current vacant sites and City-owned land for public benefit, streetfront vibrancy and mid-block connectivity. Improvements to McLeod Ave would have a profound catalytic impact on the overall City Centre.

6) City Centre Mixed-Use - through amended zoning promote best development practices by creating a framework for City Centre Mixed-Use.

7) Wayfinding & Connectivity - woefully deficient today; incorporate branded wayfinding and directories to key buildings, areas, public spaces, parking and civic amenities. Connectivity is also inadequate in the City Centre as it relates to areas in the periphery such as Queen Street Place or City Hall. Connectivity can be achieved through the thoughtful placement and articulation of sidewalk patios and parklets.

8) Pedestrian prioritization - making the City Centre more walkable and livable by prioritizing pedestrian mobility throughout, but particularly at the intersections along McLeod Ave and First Ave, will give the City Centre a stronger identity and encourage investment by activating the street facade.

9) First Avenue Future - distinctly different from McLeod Ave and charting a new path that captures highway commercial aspects with guidelines more conducive to highway & auto visibility, but cognizant of the compatibility with McLeod Ave and pedestrian safety by closing off the vehicle access from Hwy 16A at Queen Street and restricting access from Hwy 16A at King Street to First Ave.

10) Housing Choices - a diversity of housing formats comprising apartment rental and condominium ownership formats in low to mid-rise typologies well-suited for targeted user groups such as young families, millennial and gen-x to bring new vitality to City Centre area.

3.3 Land Use & Urban Form Concept

The Land Use and Urban Form Concept (**Figures 3.1 and 3.2**) represents a potential built-form outcome for the Spruce Grove City Centre. It was developed with careful consideration of the plan context (Section 1); the strengths, weaknesses, opportunities, and challenges identified for the study area (as detailed in the appendices and community outreach); the vision articulated by city residents, business, CCBA, Staff and Council, (Section 2 and Appendices); and the interface with the public realm concept (Section 3 & Section 4).

Figures 3.3 and 3.4 provide an illustrative representation of a before and after view of McLeod Avenue looking east from Main Street towards King St and shows the transformation of the streetscape as envisioned in the redevelopment concept for the CCARP.

Figure 3.1
CCARP Redevelopment Concept Master Plan



- Legend**
- Existing Building
 - Redevelopment Building
 - Redevelopment Boundary
-
- 1 Infrastructure Rehabilitation
 - 2 Parallel on McLeod
 - 3 Cultural Core
 - 4 Incentivized Redevelopment
 - 5 McLeod First
 - 6 City Centre Mixed-Use
 - 7 Way Finding & Connectivity
 - 8 Pedestrian Prioritization
 - 9 First Avenue Future
 - 10 Housing Choices



Figure 3.2

CCARP Redevelopment Concept Master Plan - Core Area McLeod Avenue - King St to Queen St

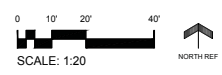


Figure 3.3

CCARP Redevelopment Concept Plan - Current Street View - McLeod Avenue looking east to King St



Figure 3.4

CCARP Redevelopment Concept Plan - FUTURE Street View - McLeod Avenue looking east to King St



3.0 Redevelopment Concept

The concept illustrates an overall design vision for the City Centre that supports the opportunities provided by the area's regional location, its long-standing retail and commercial presence, its desire for an expanded cultural sector, its goal to have stronger public transit, its proximity to Hwy 16A, potential of Columbus Plaza, its central location in the community adjacent to established residential neighbourhoods and a large industrial employment base. Lastly, the concept responds to the desire for residents for a modern urban and contemporary City Centre that doesn't necessarily emulate historic or small town main streets, but rather looks to an urban future and one that matches the vision of the EMRGP.

Importantly, the concept reflects one of many possible outcomes for the City Centre. Although it illustrates a preferred concept, it nonetheless demonstrates how implementation of the recommended CCARP land use and urban form policies (described in the sections that follow) might enable success beyond that which the city has been able to realize despite past attempts. It is worth noting that the predominant land use district in the City Centre today (C-1) generally supports implementation of this concept, with the noted deviations as per the Precincts' policies.

The CCARP does not dramatically rethink what can be built in the City Centre, but provides nuanced direction for redevelopment and infill across the five (5) planning precincts so that a cohesive outcome is achieved with focus where it needs to be.

The contextual relationship of the older existing single family residential north of Church Rd is examined towards fulfilling redevelopment and densification that will provide a noticeable increase in local population within a 5 to 10-minute walk of the City Centre core. This is important because of the role that a growing resident base in short walkable proximity can have on business support on a year round basis.

3.4 General Objectives and Policies

General objectives and policies for design guidelines are applicable to the entire CCARP area.

3.4.1 Objectives

- a. To support intensification and densification through mixed and multi-purpose developments in the City Centre that ensure new utility and overall rehabilitated infrastructure is efficiently utilized.
- b. To integrate a diversity of land uses in the City Centre, including residential uses, that allow for human scale activation of public spaces like Columbus Plaza.
- c. To create an environment that establishes economic viability and vitality for City Centre businesses that can be sustained year round and beyond regular business hours.
- d. To achieve a high standard of architectural and urban design quality for all new infill development and redevelopment projects.
- e. To promote a safe, convenient, walkable pedestrian-scale City Centre for residents, visitors and employees.

3.4.2 Compliance Policies

- a. At the date of adoption of this CCARP, existing development will be considered conforming.
- b. The land use and urban form of future development proposals must conform to the intent of the precinct, as stated in the objectives provided for each precinct in the sections that follow, in which the proposal is located. Development proposals may be considered conforming if the intent is deemed to be achieved.
- c. Future land use re-designations must conform to the intent of each precinct as stated in the objectives for each precinct.

3.0 Redevelopment Concept

- d. Signage rules articulated in Part 10: Sign Regulations, Sections 93 to 113A of the City of Spruce Grove Land Use Bylaw C-824-12 take precedence over signage design guidelines provided for each precinct in this section.

3.4.3 General Land Use & Urban Form Policies

- a. C-1 City Centre Commercial Zone shall be amended to reflect the creation of new Land Use Bylaws for the Precincts identified in this CCARP.
- b. R-1 Zoning in the Urban Living Precinct shall be amended to R-2 to encourage future “aspirational” density targets of 100 units per net hectare, per EMRB goals.
- c. C-1 Zone shall add Artist Studios to Permitted Uses.
- d. C-1 Zone shall add Funeral Homes, Cannabis Dispensaries and Payday Loans to Discretionary Uses.
- e. For stand-alone residential developments, or mixed-use projects including residential space, a range of housing formats shall be encouraged to accommodate different income levels, age groups, households, and lifestyles.
- f. Auto-oriented uses such as automobile service centres, drive-through businesses, and service stations will only be permitted in the City Centre East Precinct; they shall be prohibited in all other precincts, except where grandfathered by their current use, such as CIBC (McLeod Avenue) and Jack’s Drive In (First Avenue) and Harvey’s (Grove Plaza in City Centre East).
- g. At-grade surface parking lots (those independent of any other use) fronting McLeod Avenue or First Avenue are strongly discouraged within the City Centre.

- h. Any features facilitating accessibility to buildings (e.g., ramps, stairs) should be contained within the property line.
- i. A unique modern style for street and wayfinding signage, which reflects a consistent contemporary modern image shall be established throughout the City Centre.
- j. Wayfinding shall feature prominently the locations and distances to public off-street parking areas in and around the City Centre.

3.4.4 General Economic Development Policies

- a. A City Centre First policy should be established. Prioritize or “fast track” development and building permit applications for appropriate and compatible residential, retail, office, mixed-use redevelopment projects in the City Centre in accordance with the vision for the City Centre as presented in the CCARP.
- b. A Crime Prevention Through Environmental Design CPTED (Grant Program) should be considered. Funding could subsidize a maximum of 50% of the costs incurred by a business to a maximum amount (to be determined by the City).
- c. To spur the inclusion of sidewalk activity and dining, a matching patio grant should be considered for 50% of hard costs up to a maximum of \$5,000 if a commercial or retail building incorporates a sidewalk patio area (subject to City approved site location and sidewalk width, which could include the extension of sidewalk into public right-of-way).
- d. To fully engage and make businesses, property owners, developers and investors fully aware of the Spruce Grove City Centre opportunity, a cohesive and clearly articulated Incentives Marketing Package should be made available in print and digitally.

3.0 Redevelopment Concept

3.5 Planing Area Precincts

The plan area is divided into five (5) Planning Precincts, which were identified from recent and historical development patterns and existing zoning within the City Centre as well as the MDP. The objectives, policies, and guidelines set out in the CCARP refer specifically to the geographies of these precincts. Precincts are shown on **Figure 3.5** and include:

A McLeod & Main

A contemporary mixed-use retail & cultural heart beat that will define the City Centre

The future success of the City Centre will emanate from and around much of what takes place at the “four corners” of Main St & McLeod Avenue. This precinct will be characterized by a compact, high energy retail and food & beverage centric cluster of streetfront activity framed by residential uses above. The entry point from King St should provide a distinct sense of arrival and statement signifying the rhythm of a modern mixed-use environment.

B First Avenue

An energetic commercial corridor

With a nod towards historic aspects, the future of First Avenue will take advantage of the high visibility frontage to Hwy 16A to promote the area as a more energetic commercial corridor where office, professional or medical services that would not be considered as ideal along the street level in the Main St & McLeod Avenue area are prominent.

C McLeod West Live Work

Building Form that transforms the streetscape

McLeod Avenue as a singular commercial corridor is too long to be considered a pedestrian corridor and with a concentrated focus on the Main St & McLeod Avenue cluster, the stretch of McLeod Avenue from Queen St to Calahoo Rd gains prominence for its ability to frame the core City Centre with residential and live/work types of formats, as well as smaller-scale mixed-use.

D City Centre East

Convergence of community & commerce

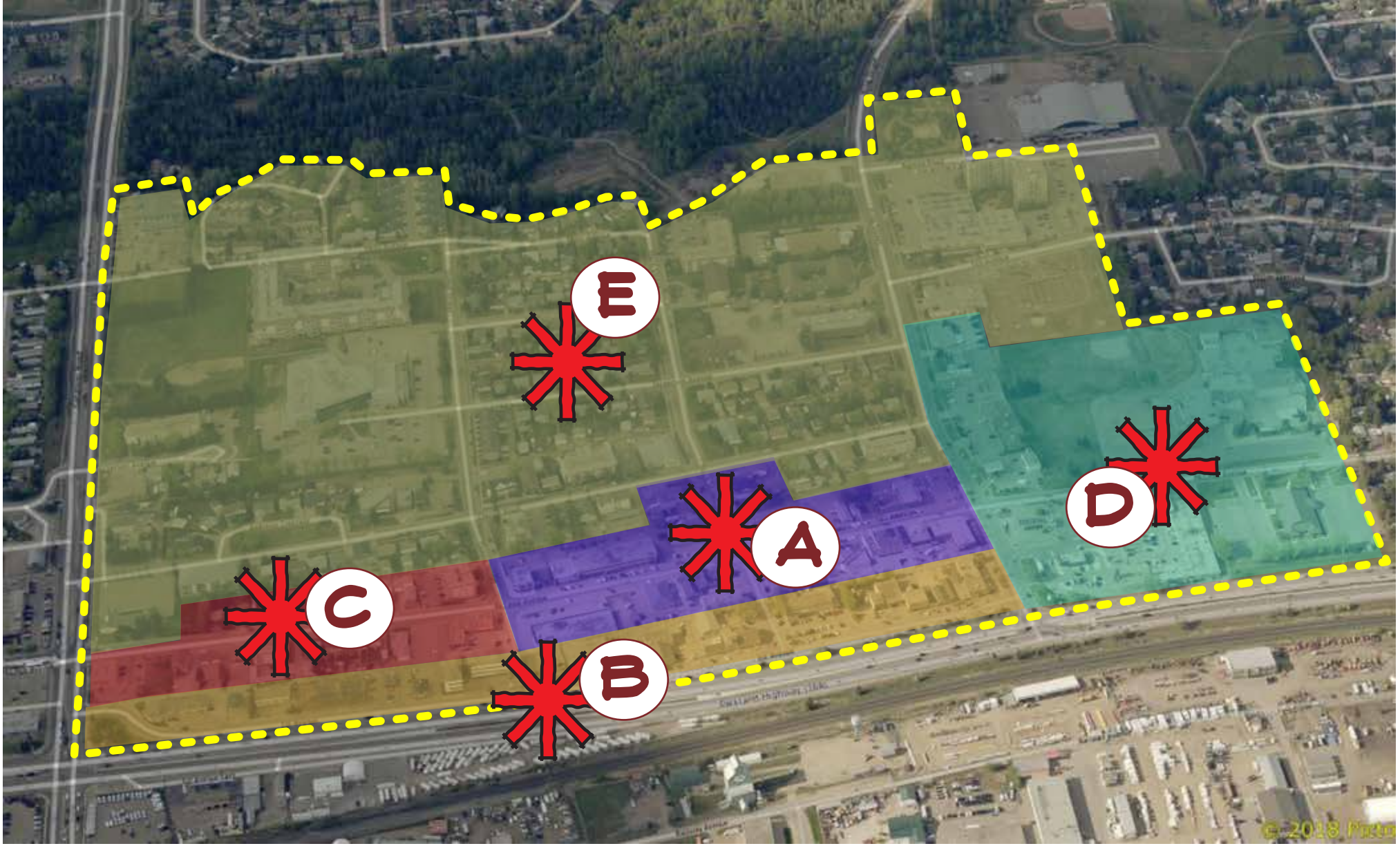
An environment comprising more traditional community and auto-oriented shopping nodes, the future lies in the potential for the City to create an anchoring effect at the east end of the McLeod Avenue that includes wider serving community services, but also is a draw to mid size tenants.

E Urban Living

Gateway to Residential density and civic functions

The area immediately to the north of the Main St & McLeod Avenue Precinct represent a natural and important transition between current civic and public service functions and the future mixed-use City Centre core. The Urban Living Precinct is essential to the City achieving the aspirational population and density targets set out by the EMRB in the EMRGP.

Figure 3.5
CCARP Planning Precincts



3.0 Redevelopment Concept

3.5.1 Main & McLeod Precinct

A contemporary mixed-use retail & cultural heart beat that will define the City Centre

The future success of the City Centre will emanate from and around much of what takes place at the “four corners” of Main St & McLeod Avenue. This area extends along McLeod Avenue from King St to Queen Street and along Main St from First Avenue to Church Rd. As both the historical and contemporary centre of commerce and business in the community, this precinct has begun to experience a high volume of pedestrian and vehicle activity. Much of this has been the result of strong programming of public events (public markets, car shows, Winterfest etc.), and is characterized by commercial, retail, and office development, contained within mostly older buildings, though there have been some recent modern building additions, such as the Triton Centre and McLeod Centre. This precinct will be characterized by a compact, high energy retail and food & beverage centric cluster of street level activity framed by residential and/or commercial uses above. The entry point from King Street should provide a distinct sense of arrival and statement signifying the rhythm of modern mixed-use environment.

3.5.1.1 Objectives & Intent

- a. To retain and enhance the area as the commercial centre of Spruce Grove.
- b. To promote the area as a social hub and cultural gathering location in Spruce Grove.
- c. To maintain the existing inventory of and to provide opportunities for new smaller scale, locally-owned businesses and services.
- d. To ensure development contributes to a high-quality, modern urban public realm and pedestrian environment.

- e. To provide opportunities for mixed-use commercial and/or commercial/residential development, while ensuring retail and commercial uses are maintained and prominent at street level.
- f. To accommodate complementary public amenities, cultural facilities, services and potential civic buildings in a location central to the City.
- g. To ensure an appropriate transition in development and built form to the higher density multi-family residential and Public Services to the north (referred to as the Shadow Area in the CCARP).

3.5.1.2 Land Use

- a. New development should incorporate a mix of uses into individual buildings, versus a mix of uses spread throughout the area. Retail or commercial uses should be provided on the ground floor of any new development, and encouraged for existing buildings.
- b. Smaller-scale retail/commercial uses should be the predominant form at the ground level of buildings in the area.
- c. Diverse street-oriented retail and commercial uses should be encouraged to enhance the pedestrian environment.
- d. Commercial uses with a restaurant or food service focus are encouraged to provide outdoor dining spaces where appropriate.
- e. Residential uses may be included on the upper floors of buildings in the precinct however, retail or commercial uses must be provided on the ground level of buildings with residential uses.
- f. New stand-alone, single-use retail buildings are prohibited for the precinct.
- g. The maximum floor area per ground floor use shall be limited to 743 square metres to allow for a development pattern that is capable of providing deep anchor spaces or larger restaurant/entertainment space or grocery, if desired and feasible.
- h. Residential uses provided as part of a mixed-use building shall be limited to a minimum density of 86 units per net hectare.

Figure 3.6

McLeod Avenue (east) Mixed-Use Building Typology Concept Example

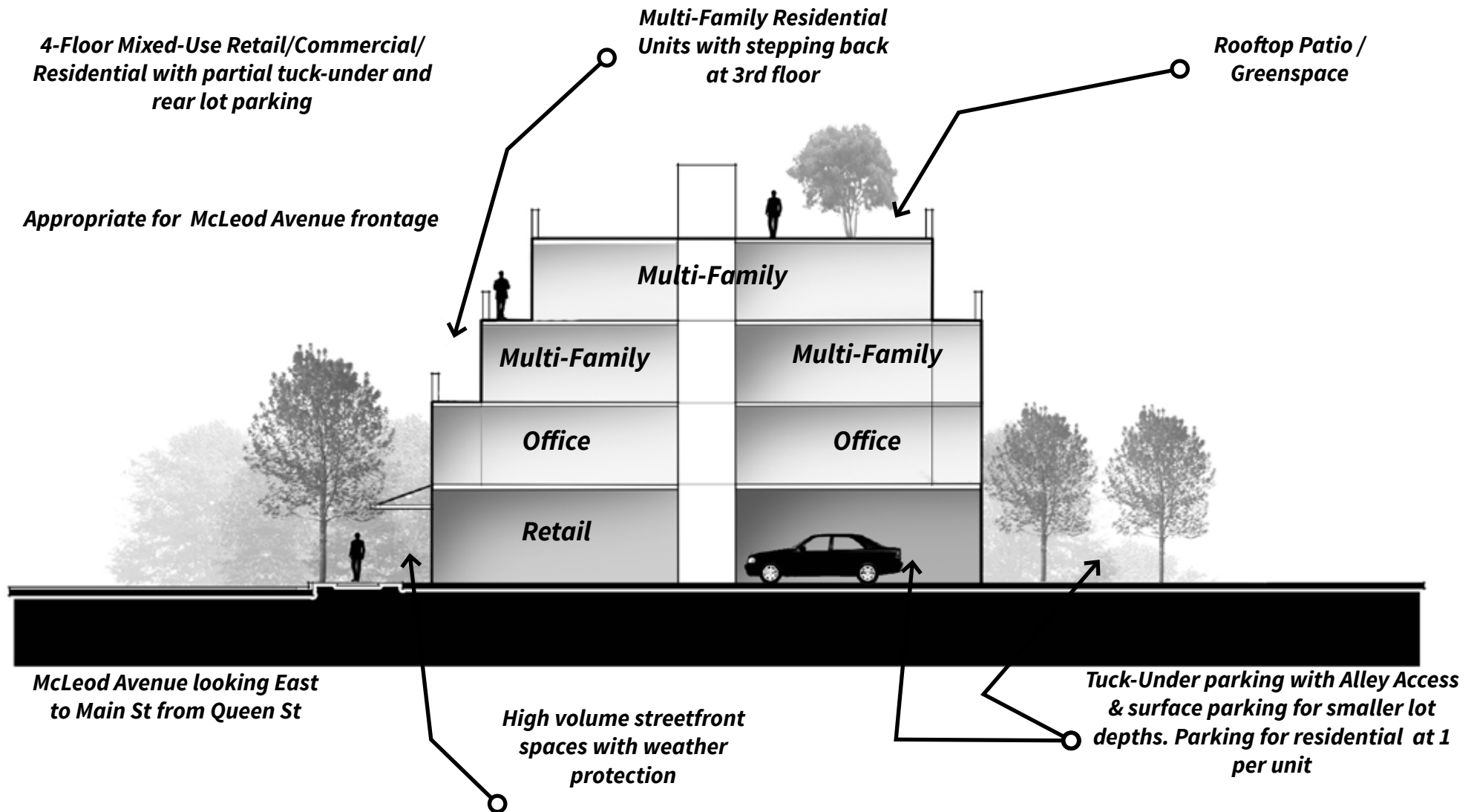


Figure 3.7

McLeod Avenue (central) Mixed-Use Building Typology Concept Example

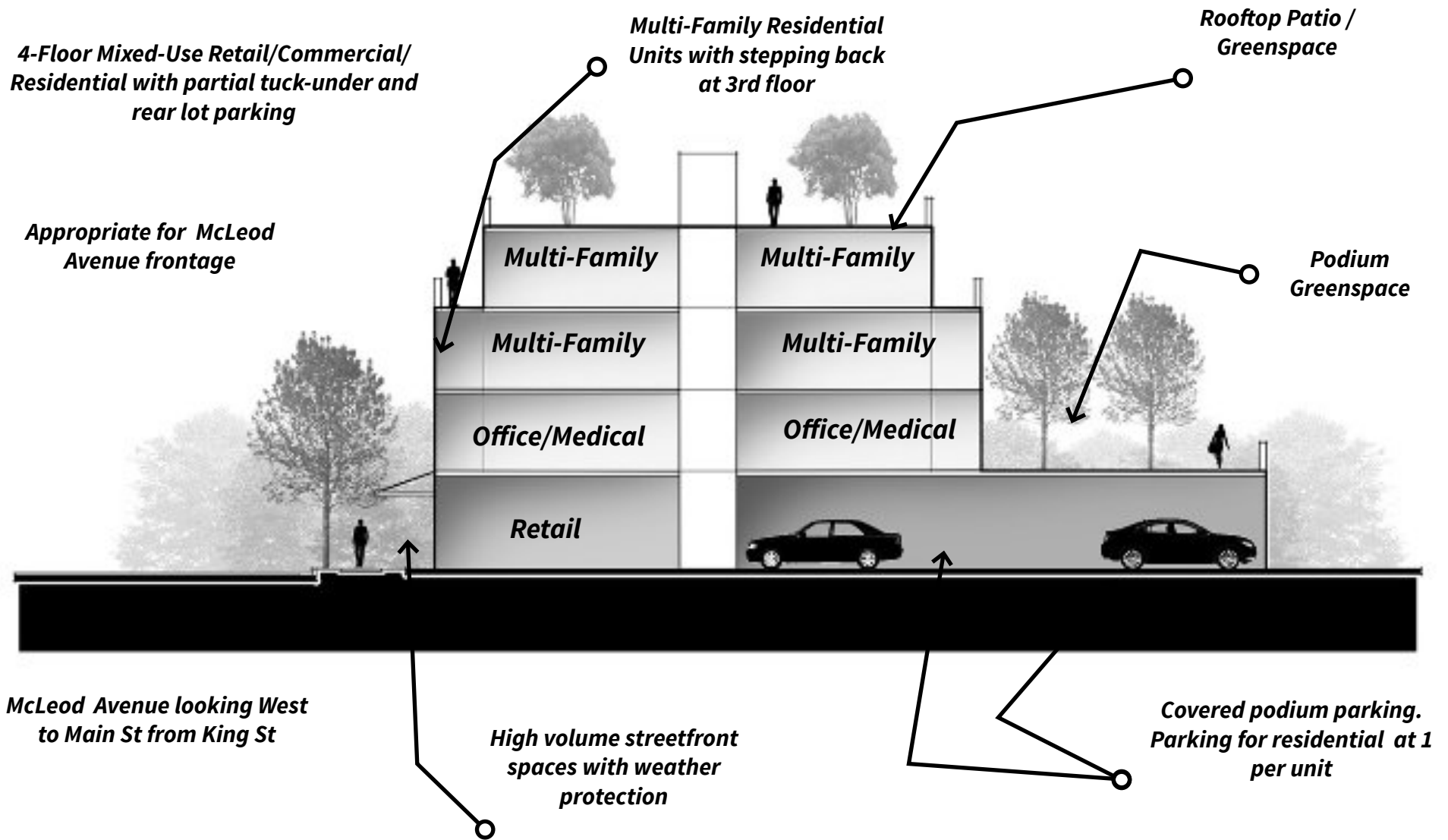
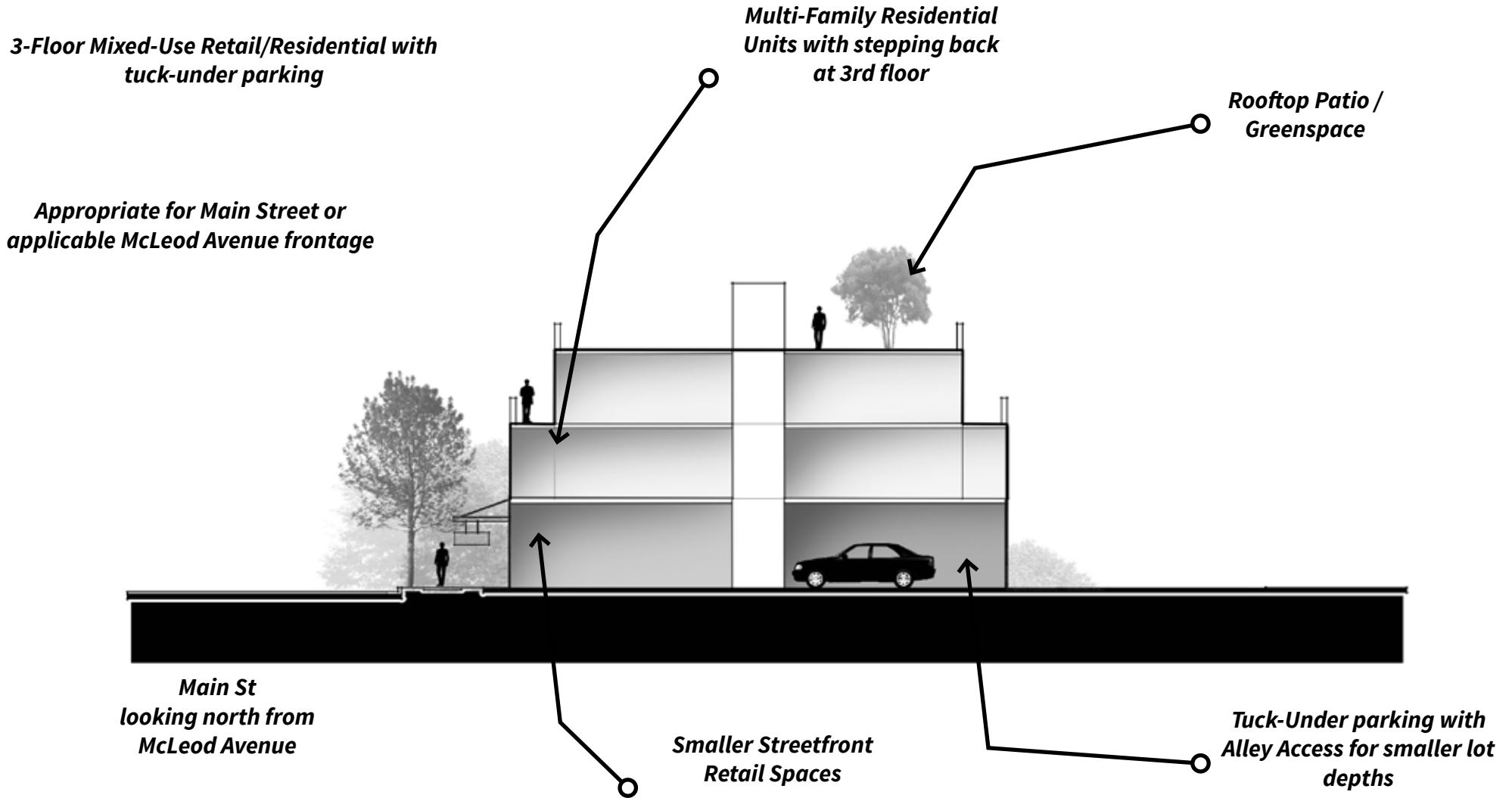


Figure 3.8

Main St (north) Mixed-Use Building Typology Concept Example



3.0 Redevelopment Concept

3.5.2 First Avenue Precinct

An energetic commercial corridor

With a nod toward historic aspects, the future of First Avenue should take advantage of the high visibility frontage to Hwy 16A to promote the area as a more energetic commercial corridor for office, professional or medical services that would not be considered as ideal along the street level in the Main St & McLeod Avenue area. Streetfront retail, services and office uses would be seen as compatible along First Avenue, but because it is only a single-loaded (meaning retail only on one side of the street), the pedestrian flow along First Avenue will most likely be less pronounced than along McLeod Avenue and more suited to automobiles.

The area is to be characterized by a range of commercial, office and retail development at a lower scale, contained largely within buildings of a more modern nature. First Avenue between Queen and Calahoo Rd is an auto-oriented stretch and should continue to provide professional, medical services, & complementary retail with distinct Hwy 16A exposure and presence. With limitations to extensive redevelopment between King St and Main St because of potential contaminations concerns at the Pit Stop Auto site, the street should have some freedom of expression in terms of building animation and signage that is distinct from that articulated for McLeod Avenue. Signage in the precinct should be more prominent than elsewhere in the City Centre to allow for enhanced visibility to/from Hwy 16A as the core visibility will be towards vehicular traffic less than passing pedestrian flow.

3.5.2.1 Objectives & Intent

- a. To maintain and enhance opportunities for commercial and retail development.
- b. To provide opportunities for mixed-use office/retail commercial development, with a strong street level presence.
- c. To promote the high visibility frontage to Hwy 16A motorists by establishing vertical storefront expressions and strong signage.
- d. To ensure development contributes to a high-quality public realm and pedestrian environment.

3.5.2.2 Land Use

- a. New development should incorporate a mix of uses into individual buildings, versus a mix of uses spread throughout the area in general. Retail or commercial uses should be provided on the ground floor of any new development, and encouraged for existing buildings.
- b. New development adjacent to Columbus Plaza (Cossack Inn and Pit Stop Auto sites) upon potential redevelopment shall provide an open, safe, well lit pedestrian friendly interface to the public space.
- c. Small and medium-scale retail/commercial uses should be the predominant form at the ground level of buildings in the area.
- d. A diversity of street-oriented retail and commercial uses should be encouraged to encourage a pedestrian environment in this precinct.
- e. New stand-alone, single-use retail buildings are prohibited for the precinct.
- f. The maximum floor area per ground floor use shall be limited to 465 square metres.

3.0 Redevelopment Concept

3.5.3 McLeod West Live Work Precinct

Building Form that transforms the streetscape

McLeod Avenue as a singular commercial corridor is currently too long to be considered a pedestrian corridor and with a concentrated focus on the Main St & McLeod Avenue precinct, the stretch of McLeod Avenue from Queen St to Calahoo Rd gains prominence for its ability to frame the City Centre with residential and specialized live/work types of formats. The current mix of old homes converted to businesses may provide some cues for the future in terms of live work options, but in a setting whereby more dense land uses are captured in assembling lands.

A vision towards urban brownstone walk-up type townhomes or rowhousing could provide a diversity of low-rise type housing that would complement and create a mix of heights along the street while respecting the nature of current buildings along the street. The length of the road between Queen St and Calahoo Rd will necessitate the introduction of a mid-block crossing to enable safer north-south pedestrian transitions. Further pedestrian flow should also be encouraged along Queen St along the west side of the street by way of a new sidewalk that connects to Queen Street Place.

With improved redevelopment along McLeod Avenue and First Avenue, the priority for vehicle access should be in a shared laneway that can then help to minimize the number of curb cuts currently along McLeod Avenue.

3.5.3.1 Objectives & Intent

g. To promote the area as a complementary node for incubating new small-scale and locally owned businesses and services (artisans, craftsmen, personal services) in smaller formats set in a live-work environment.

- h. To ensure development contributes to a high-quality public realm and pedestrian environment, with enhanced landscaping and sidewalk width.
- i. To ensure new development is of a scale and density that provides a positive transition to residential areas to the north.
- j. To ensure strong and safe east-west pedestrian connectivity with the core City Centre at the McLeod & Main Precinct.
- k. To ensure safe pedestrian connectivity via a mid-block crossing north-south on McLeod Ave to businesses and services along McLeod Avenue and First Avenue.

3.5.3.2 Land Use

- a. Live-work units should be part of mixed-use developments.
- b. Smaller-scale retail/commercial uses should be the predominant form at the ground level of buildings in the precinct.
- c. Ground-oriented multi-family developments shall be encouraged.
- d. Retail or commercial uses should be provided on the ground level of buildings with residential uses to enhance the pedestrian environment in this precinct.
- e. New stand-alone, single-use retail buildings shall be prohibited for the precinct.
- f. The maximum floor area per ground floor use shall be limited to 185 square metres to allow for a development pattern that is compatible with the live work and commercial intent of this precinct.
- g. Residential uses provided as part of a mixed-use building shall be limited to a minimum density of 50 units per net hectare.

Figure 3.9
McLeod West Rowhousing Building Typology Concept Example

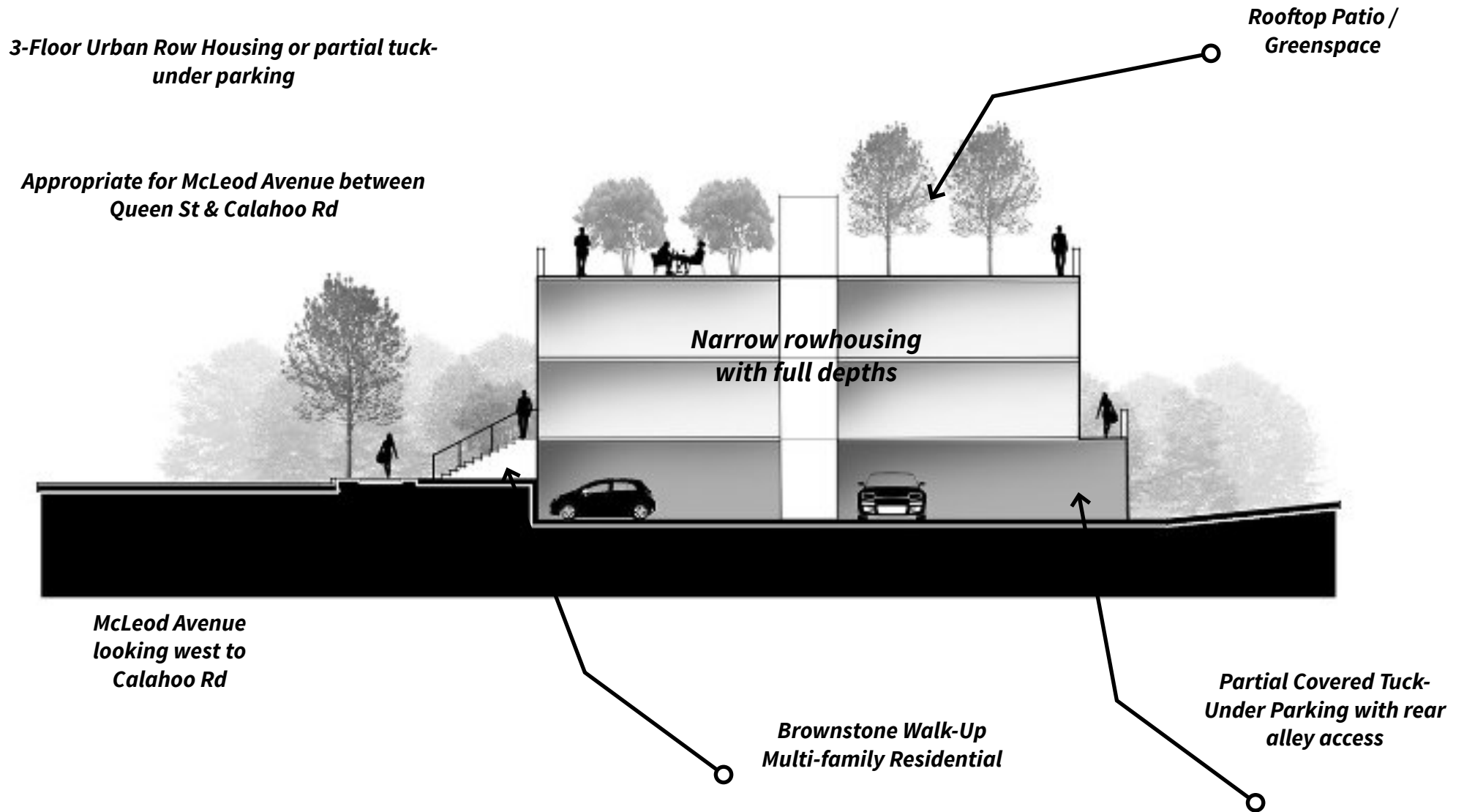
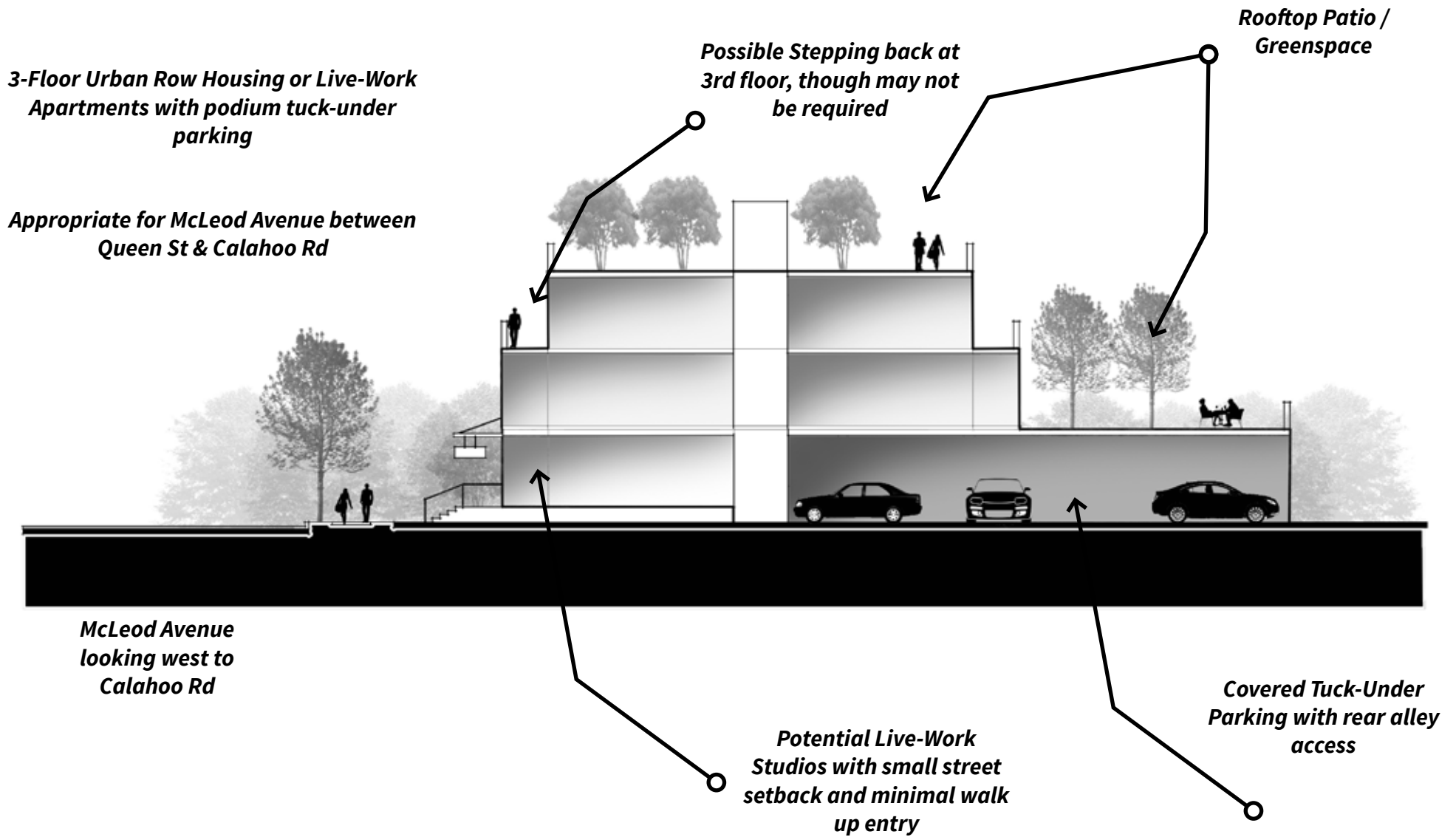


Figure 3.10
McLeod West Live-Work Building Typology Concept Example



3.0 Redevelopment Concept

3.5.4 City Centre East Precinct

Convergence of community & commerce

The City Centre East is an environment comprising more traditional community and auto-oriented shopping nodes. The future lies in the potential for the City to create an anchor at the east end of the McLeod Avenue that includes wider serving community services, building upon the network of Public Services clustered around King St and Jespersen Rd. Future connectivity and mobility should be improved in the precinct through sidewalk additions and improvements along the both sides of the eastern portion of McLeod Avenue, with the possibility of a mid-block crossing from Grove Plaza to Broxton Park.

Improved and more clearly defined intersection and crosswalk features at King St and McLeod Avenue with new contemporary/modern light fixtures and pedestrian scale lighting along McLeod Avenue would be desirable. Closing King St to First Avenue through the introduction of a central median will provide an opportunity for a safer pedestrian crossing at First Avenue to Grove Plaza.

This character precinct doesn't envision utilizing incentives for redevelopment since current projects have decent cash flow and are expected to stay in their current form for the foreseeable future (or at least for the next 20+ years).

Notwithstanding the latter, the importance of this precinct to the overall City Centre remains paramount as it represents the so-called gateway and first impression to the City Centre experience at the east edge and could in time itself become a strong mixed-use node given the larger parcel sizes and location.

3.5.4.1 Objectives & Intent

- a. To maintain and enhance opportunities for commercial retail development comprising conveniences, specialty shops, personal and professional services, including those with potential needs for larger floor plates.
- b. To maintain the existing inventory, of and provide opportunities for locally-owned businesses and services.
- c. To provide framework for longer-term opportunities for mixed-use commercial development, with a street level presence.
- d. To ensure development contributes to a high-quality public realm and pedestrian environment.
- e. To provide a safer connection and link between the retail shops and services, public services and the City Centre core.

3.5.4.2 Land Use

- a. Future new development should incorporate a mix of commercial into individual buildings, versus a mix of uses spread throughout the area in general. Retail or commercial uses should be provided on the ground floor of any new development, and encouraged for existing buildings.
- b. New stand-alone single use buildings shall be permitted.
- c. Street-oriented retail and commercial uses should be encouraged to enhance the pedestrian environment in this precinct, when considered as part of a mixed-use redevelopment.
- d. The maximum floor area per ground floor use shall be limited to 1,022 square metres to accommodate larger floor plate anchor tenants.
- e. Residential uses provided as part of a mixed-use building shall be limited to a minimum density of 86 units per net hectare.

3.0 Redevelopment Concept

3.5.5 Urban Living

Gateway to Residential density and civic functions

The area immediately to the north of the Main St & McLeod Avenue Precinct represent a natural and important transition between current civic and public service functions and the future mixed-use City Centre core.

The Urban Living Precinct is essential to the City achieving the aspirational population and density targets set forth by the EMRB in the EMRGP. Residential redevelopment can have a valuable catalytic impact in terms of population growth and property tax uplift for the community, not to mention provide an essential base of support for businesses and services within a 5 to 10-minute walk.

Residential redevelopment would be undertaken by private sector land assembly in order to create sufficiently sized development parcels, but should also require differing densities and building orientations to ensure a vibrant and unique residential clustering.

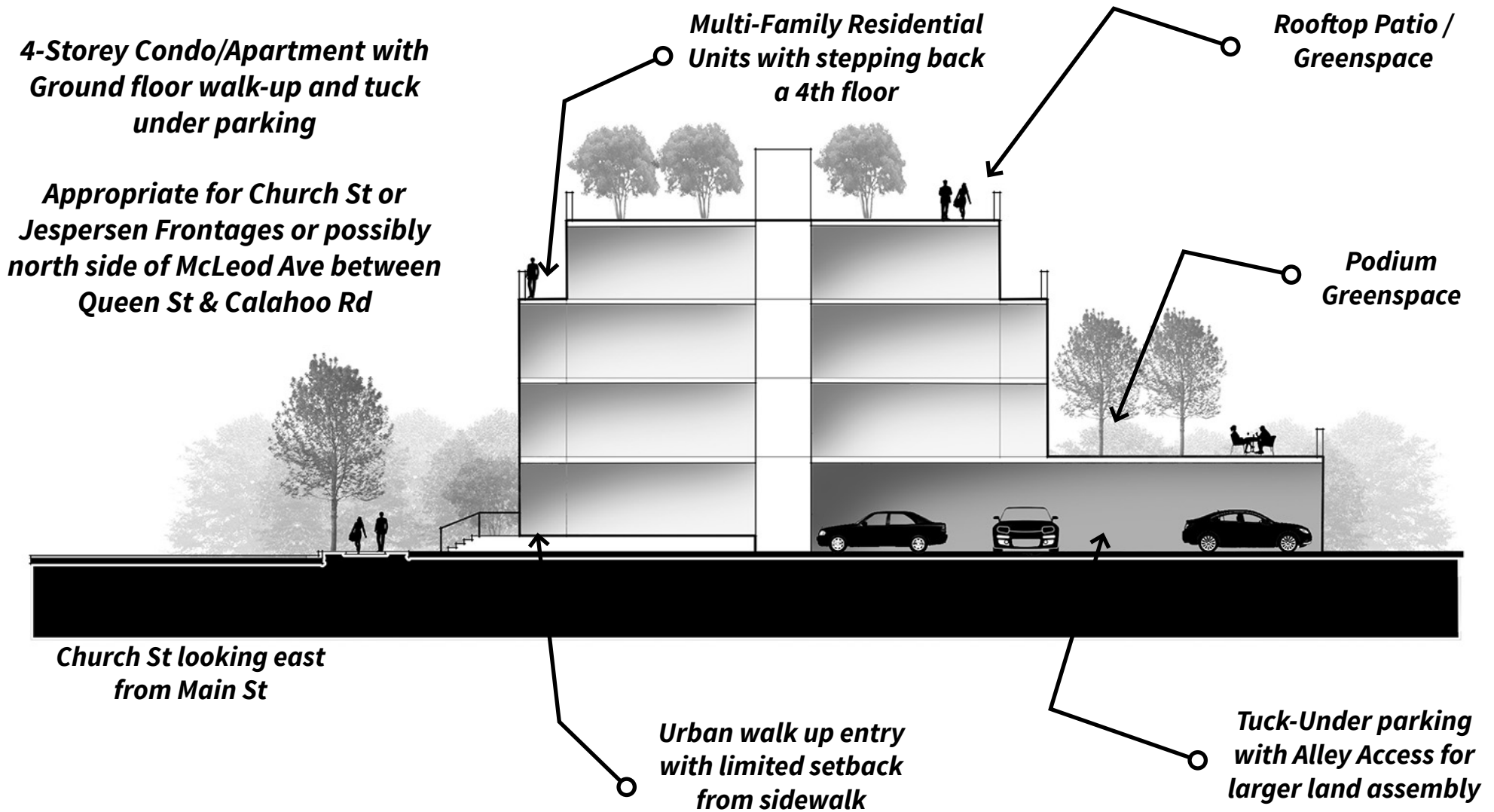
3.5.5.1 Objectives & Intent

- a. To transition over time to become a higher density residential area comprising a variety of densities and multi-family formats.
- b. To promote residential development that should include condominiums and rental product of 3 to 6 storeys and comprise a mix of garden apartments with courtyards and rear alley access to parking, as well as a mix of attached/stacked rowhouse ground-oriented units.
- c. To ensure development contributes to a high-quality, modern urban public realm and pedestrian environment.
- d. To accommodate complementary public amenities, cultural facilities, services and potential civic buildings in a location central to the City.
- e. To ensure an appropriate transition in development and built form to the mixed-uses in the City Centre core along McLeod Ave.

3.5.5.2 Land Use

- a. Residential uses provided as part of a mixed-use building shall be limited to a minimum density of 49 units per net hectare.
- b. Where currently designated as R-1 zoning, amendments to R-2 should be undertaken.
- c. Civic and Institutional uses should be continued and given opportunities for expansion on currently zoned PS lands.
- d. Parking requirements for multi-family residential in the City Centre should be lowered to 1 space per dwelling unit as an “incentive” to make developments feasible.
- e. Residential uses shall be limited to a minimum density of 60 units per net hectare, but an aspirational target of greater than 100 units per net hectare.

Figure 3.11
Church St Low-Rise Ground Floor Walk Up Building Typology



3.0 Redevelopment Concept

3.6 Public Realm

The public realm plays a critical role in shaping a community's sense of place. The public realm creates a vibrant commercial core by attracting pedestrians, motorists, transit users and cyclists to spend time in Spruce Grove's City Centre and, in turn, actively supports local businesses. In Spruce Grove, the public realm is a critical catalytic component of the redevelopment concept. In order for the infill, redevelopment and overall revitalization to be successful, the public realm must be attractive for all types of users and facilitate a wide variety of events and activities throughout the year.

The public realm consists of any publicly owned exterior spaces such as streets, sidewalks, laneways, green and open spaces. Because it is publicly owned, the future development and design of the public realm should be dictated by the City in consultation with the community.

A major hidden driver of public realm improvements in the Spruce Grove City Centre are the necessary infrastructure renovations that were identified in the supporting Infrastructure Assessment Background Report document that was prepared separately as part of the CCARP process.

3.6.1 Public Realm Objectives

The public realm policy and guideline recommendations for the CCARP have been created with the following objectives in mind:

- To create safe, vibrant gathering and socializing places and spaces for community and cultural activities;
- To improve public safety for pedestrians, cyclists and motorists by creating safer intersections, sidewalks and laneways;

- To facilitate a more urban City Centre where parking is accommodated, but not at the expense of pedestrian mobility;
- To retool and beautify the City Centre by planting more street trees, shrubs, and other landscaping features;
- To redefine and revision the public space component at Columbus Park to be a more actively utilized and adaptable space on a year round basis; and
- To use consistent public realm design to create a coherent identity across the CCARP area, with slight variations to suit the needs of individual precincts.

3.7 Public Realm Illustrative Concept

The Public Realm Illustrative Concept Plan shown in **Figures 3.12 & 3.13** illustrates a cohesive vision for the streets, sidewalks, laneways and open spaces as well as specifically for Columbus Park within the CCARP area, that together comprise the City Centre's public realm. The final concept was developed over the course of the CCARP planning process, through engagement with stakeholders and the public, as well as City Staff and Administration, in which objectives for the public realm were identified and design concepts vetted and refined.

The illustrative concept plan reflects a long-term implementation of the policies included in this section of the CCARP, supported by the Land Use & Urban Form Background Report (under separate cover). It must be noted that certain components of this concept such as the closure of Queen St at Hwy 16A or parklets may be pilot projects to test the results and thus require further study and refinement to implement more permanently.

Figure 3.12
Spruce Grove City Centre Public Realm Illustrative Concept Plan



Note: Yellow hashed line represents the City Centre BIA Boundary

Figure 3.13
Spruce Grove City Centre Core Area Streets, Laneways & Sidewalks



Note: Yellow hashed line represents the City Centre BIA Boundary

3.0 Redevelopment Concept

3.8 Public Streets

The existing street network, particularly along McLeod Avenue should be the focus of a reconfiguration to accommodate greater levels of mobility for pedestrians and cyclists, while also being able to support future urban growth, transit and traffic flow that is and will be expected to continue moving through the City Centre. This will ensure that a satisfactory level of service is maintained for vehicles, while providing straightforward and efficient access to the City Centre for residents who choose to cycle or walk. The general policies provided in this section were developed to be consistent with the separately prepared Parking Study included in the Infrastructure Assessment Background Report.

General Policies

- a. Pedestrian safety shall be prioritized in all aspects of public realm design and implementation.
- b. Traffic calming measure including curb extensions shall be implemented at unsignalized intersections in the City Centre.
- c. On-street cycling shall be encouraged within the City Centre by:
 - Installing adequate signage and or pavement markings to promote sharing the road, and improve safety awareness for cyclists and motorists.
 - Church Rd should be allocated as a dedicated east-west cycling route as well as Queen St and King St in the north-south direction.

The following section provides a breakdown of the street typology proposed for the CCARP plan area. Refer to **Figure 3.14** for the preferred street cross-section identified for McLeod Avenue.

3.8.1 McLeod Avenue

McLeod Avenue is the primary east-west vehicular corridor in Spruce Grove's City Centre and is actively used by traditional motorists, service vehicles, school buses, cyclists and transit service. Historically, McLeod Avenue has undergone a number of parking reconfigurations, though all have been done in the absence of any other public realm considerations, namely increasing the sidewalk widths. Changes to-date have been driven by maximizing the amount of on-street parking to support businesses and for the convenience of visitors, as opposed to maximizing the value of the pedestrian experience.

Policies:

- a. Angle parking shall be eliminated and replaced with parallel parking along McLeod Avenue between King St and Queen St.
- b. A central landscaped median shall be placed down the middle of McLeod Avenue between King St and Queen St. Median should be built to the maximum width possible, with a walkable edge for maintenance personnel.
- c. The number of driveways (also known as curb cuts) should be limited along the entire length of McLeod Avenue by requiring all new developments or redevelopments to access parking from laneways where possible.
- d. A mid-block pedestrian crossing shall be placed along McLeod Avenue at the mid point between Queen St and Calahoo Rd.
- e. The intersections at McLeod Avenue and Queen St, and McLeod Avenue and Main St shall have curb extensions (also known as bulb outs) with stamped, coloured paving for demarcation of the crosswalks.

3.0 Redevelopment Concept

- f. The intersections at McLeod Avenue and King St, and McLeod Avenue and Calahoo Rd should have stamped, coloured paving for demarcating the crosswalks.

3.8.2 First Avenue

The original vehicle artery of the City Centre, First Avenue is a street that today benefits from outstanding visibility from high volume Hwy 16A traffic flow. First Avenue has transitioned over time to be a predominantly vehicle centric road with angled and parallel parking, but a lack of pedestrian orientation.

Policies:

- a. The number of driveways (also known as curb cuts) should be limited along the entire length of First Avenue between Queen St and Calahoo Rd by requiring all new developments or redevelopments to access parking from laneways where possible.
- b. A pilot project shall be implemented for a period of no less than one year that closes right-in and right-out vehicular traffic flow at Hwy 16A/First Avenue and Queen St and uses this period to evaluate its impact on traffic flow and businesses in the City Centre.
- c. The intersections at First Avenue and Queen St, and First Avenue and Main St should have stamped, coloured paving for demarcating the crosswalks.

3.8.3 Queen Street

Queen St provides an important north-south function between First Avenue to Mohr St. However, the potential for conflict at the intersection of Hwy16A/First Avenue and Queen St with increased growth from redevelopment is likely to become an issue for vehicular and pedestrian safety. The intersection of McLeod Avenue & Queen St serves as an important internal transition point for the City Centre.

Policies:

- a. A pilot project shall be implemented for a period of no less than one year that closes right-in and right-out vehicular traffic flow at Hwy 16A/First Avenue and Queen St and uses this time to evaluate its impact on traffic flow and businesses in the area.
- b. The intersection at McLeod Avenue and Queen St, shall have curb extensions (also known as bulb outs) with stamped, coloured paving for demarcation of the crosswalks.

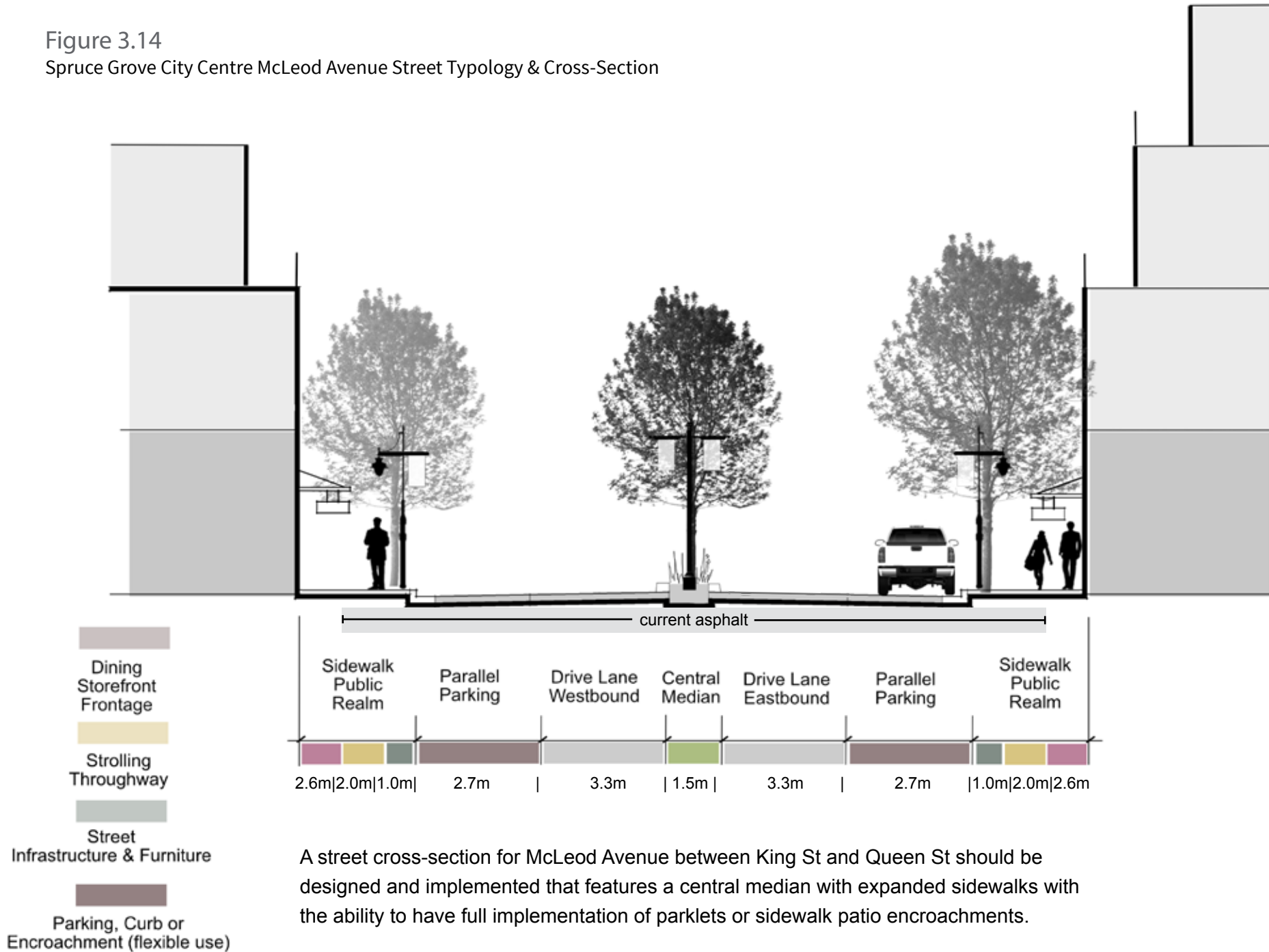
3.8.4 King Street

As one of the primary and most travelled gateways to the City Centre, King St represents an important access and egress route, but safety concerns do exist for vehicles turning into and out of First Avenue and pedestrian crossing conflicts.

Policies:

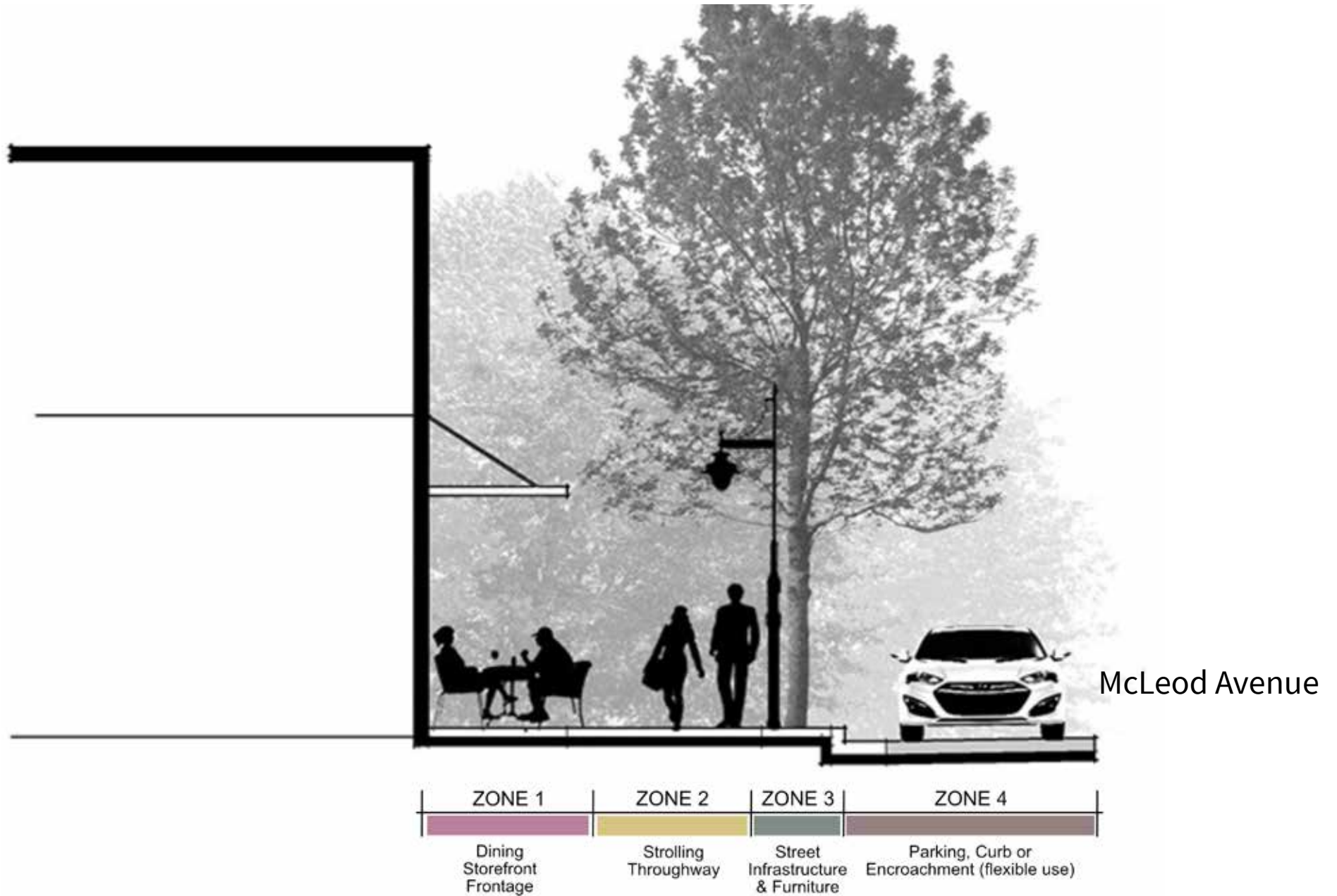
- a. A central median should be put in place at King St and First Avenue to eliminate “chicane-style” access to First Avenue from Hwy 16A westbound. The median shall incorporate a dedicated “holding” area for pedestrians crossing King St at First Avenue to Grove Plaza.
- b. The intersections at McLeod Avenue and King St should have stamped, coloured paving for demarcation of the crosswalks.

Figure 3.14
 Spruce Grove City Centre McLeod Avenue Street Typology & Cross-Section



A street cross-section for McLeod Avenue between King St and Queen St should be designed and implemented that features a central median with expanded sidewalks with the ability to have full implementation of parklets or sidewalk patio encroachments.

Figure 3.15
Spruce Grove City Centre McLeod Avenue Sidewalk Typology Cross-Section



3.0 Redevelopment Concept

3.9 Public Laneways (Alleys)

In the conventional sense, laneways (or alleys as they are also referred) within a City Centre serve businesses and residences by providing access to service entrances of buildings, private parking, and other back of house activities, such as waste and recycling collection. In many cities now, laneways themselves are becoming activated as recreational and cultural spaces.

Within Spruce Grove's City Centre these functions prevail, however there are laneways that serve as public access to public areas, most notably Columbus Park. In the context of Spruce Grove, the city laneway typology is primarily founded on conventional laneways.

3.9.1 Conventional Laneway

Conventional Laneways refer to those laneways that are primarily used for access to back of house activities for residences and businesses.

Policies:

- a. Principles supporting Crime Prevention Through Environmental Design (CPTED) to provide elements of safety, such as better lighting and paving in laneways shall be implemented and should promote design enhancements, in conjunction with burying of utilities.
- b. Where feasible, new developments shall access parking lots by means of adjacent laneways.
- c. The design of laneways shall facilitate safely multiple modes by providing a balance between vehicular (cars and trucks), pedestrian and cyclist circulation, further adhering to CPTED principles.

- d. Private waste and recycling storage facilities located within laneway rights-of-ways shall be prohibited.
- e. Private parking within laneway rights-of-ways shall be prohibited.

3.10 Public Sidewalks

Public sidewalks refer to paved areas on public lands intended for pedestrian travel alongside streets or roadways. In certain areas where pedestrian mobility is of high importance, like McLeod Avenue, public sidewalks may be enhanced through widening, special surface treatments, unique lighting, and the installation of site furnishings. It is recommended that sidewalks are designed primarily for pedestrian circulation, but must accommodate disabled persons using motorized scooters or wheelchairs.

General Policies

- a. Replacement and widening of existing sidewalks along First Avenue, Main St, Queen St, King St and McLeod Avenue shall be undertaken in conjunction with infrastructure improvements.
- b. All sidewalks shall be designed in accordance with the recommendations of the American Disabilities Association Guidelines (ADA Guidelines), including wheelchair letdowns at all pedestrian crossings.
- c. Where feasible, sidewalks should be a minimum of 2.0 metres in unobstructed width.
- d. Sidewalks shall be adequately illuminated to ensure a high level of pedestrian safety and comfort.
- e. Sidewalks should be provided on both sides of the streets throughout the CCARP boundary.
- f. A new sidewalk shall be provided on the west side of Queen St, north of McLeod Avenue and extending north to the Queen Street Professional Building.

3.0 Redevelopment Concept

- g. A new sidewalk shall be provided on the east side of Main St, north of Church St and extending north to Jespersen Rd.
- h. Obstructions to sidewalks, including driveway aisles and above ground utilities should be minimized to maximize pedestrian safety and visibility.

The following section provides a breakdown of sidewalk policies and guidelines for recommended landscape standards. As visually depicted and summarized in **Figure 3.4 and Table 3.1**, each typology is specified for the respective City Centre streets and varies according to the width of the dining/storefront frontage zone 1, strolling/throughway zone 2, street infrastructure and furniture zone 3, and parking, curb or encroachment zone 4.

3.10.1 McLeod Avenue (King St to Queen St)

McLeod Avenue is the main thoroughfare in the City Centre with the greatest retail street level frontage today and in the future, yet among the narrowest sidewalks. McLeod Avenue between King St and Queen St should become the active pedestrian spine in the City Centre and will require major improvements to the pedestrian sidewalk realm. The objectives of the sidewalk improvements along McLeod Avenue between King St and Queen St are summarized below and in **Figure 3.15 and Table 3.1**:

- To create a unique sense of identity for the area through the consistent application of quality surface materials, planting, lighting, and furnishings.
- To increase pedestrian comfort and to enhance the overall character of the street.
- To provide ample sidewalk width to allow a comfortable flow of pedestrians within the pedestrian zone.

- To improve the quality of pedestrian experience by widening existing sidewalks to allow for a street infrastructure & furniture zone 3 that contains public seating, waste receptacles, bike racks, newsstands, and other public amenities.
- To make the City Centre more attractive for business by allowing more engaging commercial use of the sidewalk within the dining/storefront frontage zone 1 for retail displays, non-permanent signage, patio seating, or other non-permanent uses. This will in turn improve the experience of consumers and provide additional value to the retailer.
- To allow for commercial use of sidewalks for non-permanent patios within the street infrastructure & furniture zone 3.

Policies:

- a. Private utilization of public sidewalks within the dining/storefront frontage zone 1 shall be allowed for temporary patio, retail, display, or other non-permanent uses. All private uses must be submitted for approval with the City through an established protocol.
- b. Parking Patio encroachments shall be permitted to utilize public on-street parking spaces with the set parameters that patio encroachments along McLeod Avenue cannot take no more than 2 parallel parking spaces per block and no more than 4 in total between King St and Calahoo Rd.
- c. Ideal months of allowable operation of a Parking Patio should be from April 1st to October 31st.
- d. Fencing around the Parking Patio shall be used, being no greater than 1 metre in height.

3.0 Redevelopment Concept

- e. Parking Patios shall have a visible barrier with the road, wheel stops at each end, soft stop posts for directing traffic, public seating areas, curb drainage, be flush with the curb, provide vertical elements such as a canopy or umbrellas, and provide access to persons in wheelchairs and provide slip resistant surface materials.
- f. Parking Patios shall not be located in front of a fire hydrant, transit stop, manhole cover or utility access, or within 3.3 metres on either side of a fire hydrant.
- g. Businesses shall only utilize spaces directly in front of the applicant business. The area shall not extend beyond the limits of the storefront without the written permission of neighbouring businesses.
- h. Non-permanent seating shall be secured or taken indoors after business hours.
- i. Refer to **Table 3.1** Spruce Grove City Centre Sidewalk Typology Widths for widths of each sidewalk zone as designated to the McLeod Avenue between King St and Queen St.

3.10.2 McLeod Avenue (Queen St to Calahoo Rd)

McLeod Avenue extending from Queen St to Calahoo Rd is envisioned to become a live-work residential/commercial street, along which sidewalks will be important to have a more defined street infrastructure & furniture zone 3 edge.

Policies:

- a. Refer to **Table 3.1** Spruce Grove City Centre Sidewalk Typology Widths for widths of each sidewalk zone as designated to the McLeod Avenue between Queen St and Calahoo Rd.

3.10.3 First Avenue

As a predominantly vehicle centric road with a sidewalk only on the north side, storefront visibility is critical for businesses along this street. The future of First Avenue is tied to commercial and office uses, where pedestrian movement and safety will still be important for workers and visitors. It is less imperative however for First Avenue to have an external dining and storefront frontage, but the overall sidewalk widths should be widened, where possible to optimal standards of 2 metres.

Policies:

- a. Refer to **Table 3.1** City Centre Sidewalk Typology Widths for widths of each sidewalk zone as designated to First Avenue.

3.10.4 Queen St and Main St

Main St will play a pivotal role in the establishment of the “four corners” at McLeod Avenue and Main St. As such, the sidewalks are important in terms of how they connect with and flow to the envisioned sidewalks along McLeod Avenue. Similarly, Queen St provides a necessary and central pedestrian link between First Avenue and McLeod Avenue and is the critical anchor to the future public and pedestrian realm along McLeod Avenue.

Sidewalks along Main St and Queen St do not presently have significant retail frontage exposure, but future redevelopment and infill, particularly along Main St, north and south of McLeod Avenue will see the need for strong storefront visibility and presence to grow and along with it the role of the sidewalk in a manner similar to that recommended for McLeod Avenue between King St and Queen St.

Policies:

- a. Refer to **Table 3.1** Centre Sidewalk Typology Widths for widths of each sidewalk zone as designated to Main St and Queen St.

Table 3.1
Spruce Grove City Centre Sidewalk Policy & Guidelines

Sidewalk Zone	ZONE 1 Dining & Storefront Frontage	ZONE 2 Strolling / Throughway	ZONE 3 Street Infrastructure & Furniture	ZONE 4 Parking, Curb or Encroachment
	Applies to locations with buildings adjacent to sidewalk.	Reserved for pedestrian travel, except where patio extensions can enable sidewalk encroachment into Zone 3	Area between top of curb and border of strolling/throughway Zone 2	Vehicle parking, transit stops or potential sidewalk encroachment to allow for sidewalk utilization as sidewalks or parklets
	Permitted uses	Permitted uses	Permitted uses	Permitted uses
	<ul style="list-style-type: none"> * Patio Seating & outdoor dining * Non-permanent signage * Retail display * Landscaping (Pots & Planters) * Temporary bench-style seating 	<ul style="list-style-type: none"> * Pedestrian travel * Outdoor dining in non-permanent forms (under special circumstances, such as with sidewalk extensions) 	<ul style="list-style-type: none"> * Public seating & furniture * Bicycle racks * Transit stops * Landscaping (trees) * Pedestrian-scale lighting * Outdoor dining in non-permanent forms (under special circumstances, such as with sidewalk extensions) 	<ul style="list-style-type: none"> * Vehicle parking * Transit stop * Public Seating in a "parklet format" in non-permanent structure as established by the City as part of public realm on a case-by-case basis.

Sidewalk Typology by City Centre Street	Preferred or Optimal Minimum Zone Widths			
	Dining & Storefront Frontage	Strolling / Throughway	Street Infrastructure & Furniture	Parking, Curb or Encroachment
First Ave	N/A	1.5 to 2.0 metres	0.5 to 1.0 metres	angled parking 3.0 to 3.7 metres depending upon angle 45 to 60 degrees
McLeod Ave (Queen St to King St)	2.0 to 2.5 metres	2.0 metres	1.0 to 1.5 metres	parallel parking 2.4 to 2.7 metres
McLeod Ave (Queen St to Calahoo Rd)	N/A	1.5 to 2.0 metres	1.0 to 1.5 metres	parallel parking 2.4 to 2.7 metres angled parking 3.0 to 3.7 metres depending upon angle 45 to 60 degrees
Queen St & Main St	N/A	1.8 to 2.0 metres	1.0 to 1.5 metres	

NOTES:

- Recommended widths are minimum guidelines and actual widths may vary.
- Under special circumstances, and reviewed for approval on a case-by-case basis, businesses may apply for use of the Street Infrastructure and Furniture Zone 3 for sidewalk café / patio, if sufficient width of other zones can be demonstrated.

3.0 Redevelopment Concept

3.11 Public Parklets

The concept of a parklet is rapidly becoming a must-have in the placemaking world where parking spaces can be temporarily converted into a public space in which people can gather, enhancing community cohesion, as well as making a safer and more enjoyable public realm.

For the Spruce Grove CCARP, the concept of parklets presents an immediate opportunity for a pilot project to test the format usage and locations. The temporary nature of these spaces could allow for mobility of the space itself and for city maintenance in winter months to be effective and unencumbered.

Policies:

- a. Temporary and/or movable parklets shall be permitted in the City Centre.
- b. A pilot project shall be implemented for a period of no less than one year (Spring to Fall) that identifies a location for the testing of a parklet project, that would be maintained and overseen by the City and the CCBA.
- c. Parklets should be located along First Avenue and Main St. In total, no more than 3 parklets should be permitted and not more than 1 per block area. In total parklets should not occupy more than a total of 6 on-street parking spaces.
- d. Parklets should occupy two (2) parallel or three (3) angled parking spaces and extend no further than 2.0 metres into parking area.
- e. Parklets shall have a visible barrier with the road, wheel-stops at each end, soft stop posts for directing traffic, public seating areas, curb drainage, be flush with the curb, provide vertical elements such as a canopy or umbrellas, provide access to persons in wheelchairs and provide slip resistant surface materials.

- f. Parklets shall have public access, and design should be open and welcoming to users.
- g. Parklets shall be considered as a year round and mobile component designed for easy removal and must accommodate winter street maintenance.
- h. Parklets shall not be located in front of a fire hydrant, transit stop, manhole cover or utility access, or within 3.3 metres on either side of a fire hydrant.
- i. Parklets shall not be located next to or adjacent to driveways where sightlines could be restricted or at intersection corners.
- j. Non-permanent seating should be secured or taken in after business hours.

3.12 Open Spaces & Plazas

Open spaces, parks and plazas are those lands within the CCARP boundary that are owned by the City of Spruce Grove and intended for public uses such as social gatherings, public events, as well as active and passive recreation.

While there is open green space beside Broxton School in the currently defined CCARP study area, the new Public Services building (currently under construction as of the writing of this CCARP) has acquired land that was formerly the track and field area for the Broxton School.

As a result of this land acquisition, the current open green space is likely to be used by the school for its playing fields and therefore is excluded from policy consideration in this CCARP.

3.0 Redevelopment Concept

General Policies

- a. Public spaces should have clear legible public access, be flexible in terms of use, and consider sun transition/angles and year-round cultural activities in their design.
- b. Design of public spaces should adhere to Crime Prevention Through Environmental Design (CPTED) principles.
- c. Public spaces should encourage and reflect cultural elements consistent with the City's Cultural Master Plan that includes important assets such as public art.
- d. For current or long-standing vacant lots such as 218 McLeod Avenue and 201 Main St, the City should encourage property owners to animate, screen or incorporate vacant lot strategies such as public seating, food trucks, shipping container retail or pop-up parks.

3.13 Public Park/Plaza - Columbus Park

In the context of Spruce Grove, Columbus Park is the most important and valuable, yet underutilized and underappreciated open space asset in the City Centre, and arguably in the community. **Figures 3.5, 3.6 and 3.7** illustrate a conceptual plan for revisioning Columbus Park as a new year round, flexible plaza space that will fulfill the role of becoming a focal gathering, socializing and interacting public space, capable of hosting events and festivities on-site, that to-date have not been able to fully, or at all, use the space.

Columbus Park is located at the southeast corner of Main Street and McLeod Avenue and though it is highly visible, it is under-used and largely unknown to the community, as voiced and confirmed by residents at engagement events. Centred around a decorative fountain with dated green metal benches and entry portal, the park is a network of raised planters and overgrown vegetation. With a variety of seasonal events such as the Winterfest and weekend markets taking place on the street intersection at McLeod Avenue and Main St, the park should serve as a usable anchor for various events. In the current shape and configuration of the park, unfortunately it is unusable.

In support of the revisioning of Columbus Park as Columbus Plaza, the project team was tasked to create a separate Columbus Park Background Document that provided two (2) potential concept options along with cost estimates for construction. The options were designed to integrate into the new ARP for the City Centre but also create a flexible usable plaza space.

This CCARP, based on the collective feedback from public, stakeholders, steering committee and city staff chose to pursue Option 1, which is based on the concept of a "city green", rather than a paved hard surface.

3.0 Redevelopment Concept

Columbus Park Preferred Concept Plan

The preferred design concept for Columbus Plaza shown in **Figures 3.16, 3.17 and 3.18** conforms to a very simple rule – open/flexible space. The overall attempt in this concept is to provide a relatively flat green space that is available for use in four seasons for a variety of events or for passive daily use. Major design components include:

- Fixed Heavy Vandal Resistant Seating
- Fire Pit
- Trees
- A City Green
- Covered Stage (2 variations are identified in **Figures 3.17 and 3.18**; the first includes a tensile fabric and flexible, permeable staging area situated on the east side of the plaza, while the second provides a fixed stage concept at the south side of the plaza that would back onto a pedestrian laneway/pathway separating the current Cossack Inn from the plaza.

Adjacent to the plaza and working in tandem is available parking for a food truck with movable tables. Main St and McLeod Avenue is converted into a decorative “plaza” intersection that can be shut down for events or serve as a literal ground zero for the City Centre.

On the south side of McLeod Avenue, the sidewalk broadens to a decorative banded 10 metre wide promenade paying tribute to the festive atmosphere created by the City Green concept of Columbus Plaza.

Relative to the design amenities of the park, a fire pit can be utilized in all four seasons. Its location is highly visible at the northwestern portion of the plaza offset from the intersection at Main St and McLeod Avenue. The fire pit is circled by standard limestone benches that are located throughout the plaza.

The basic concept of this design is a “City Green”. The existing park is to be leveled and removed. To create the City Green, the site will be graded to have a gentle crown running east and west. The turf-sodded green will be laid over a depth of sand that has special parallel drainage systems linked throughout. The sand based lawn or City Green is an irrigated lawn that will allow vibrant and recoverable grass able to take crowd use organized play and serve as an impact-absorbing surface for each.

Along the south edge is planted a grove of deciduous trees that border the park, provide screening, as well as comfortable shade.

Anchoring the east side of the plaza in **Figure 3.17** is a tension fabric covered stage. The stage area is proposed to be slightly raised and outfitted with lighting, audio, and backdrop. Anchoring the south side of the plaza in **Figure 3.18** is a fixed staging structure, which is similarly outfitted with lighting, audio, storage and a backdrop. The simplicity of either conceptual design is key to the flexibility of its function. Whereas, the existing park is busy and mostly unusable for events, this concept for Columbus Plaza is usable as an event venue, games, play area, and just about any passive or active activity in the City Centre core.

Policies:

- a. Policies for Columbus Plaza are consistent with the **General Policies** advocated and articulated in **Public Realm Guidelines**.

Figure 3.16
 Revised Columbus Plaza Context



Legend

- (A) Columbus Park
- (B) Seating
- (C) Fire Pit
- (D) Bus Stop
- (E) Food Truck
- (F) Street Plaza
- (G) Bulb out
- (H) Covered Stage

Columbus Plaza

City Center Area Redevelopment Plan



Figure 3.17
 Revised Columbus Plaza Option 1A with Flexible Staging Area



Legend

- (A) Columbus Park
- (B) Seating
- (C) Fire Pit
- (D) Bus Stop
- (E) Food Truck
- (F) Street Plaza
- (G) Bulb out
- (H) Covered Stage

Columbus Plaza Option 1A

City Center Area Redevelopment Plan



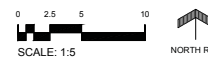
Figure 3.18
 Revised Columbus Plaza Option 1B with Fixed Staging Area



- Legend**
- (A) Columbus Plaza
 - (B) Seating
 - (C) Fire Pit
 - (D) Bus Stop
 - (E) Food Truck
 - (F) Street Plaza
 - (G) Bulb out
 - (H) Covered Stage

Columbus Plaza Option 1B

City Centre Area Redevelopment Plan



3.0 Redevelopment Concept

3.14 Redevelopment Concept Population & Employment Forecasts

The amount and scale of redevelopment or infill as shown in the concept plan was further determined by examining specific parcels as highlighted in **Figure 3.19**. Redevelopment potential was informed projecting potential build-out using site coverage estimates and density forecasts (units per net hectare) for the respective format (mixed-use, multi-family residential). As a result, population and employment growth in the area have been estimated to support the City of Spruce Grove's CCARP. Additionally, a separate Economic Benefits and Costs Background Report was prepared in support of the CCARP. This report looked at the future potential property tax uplift that could result from redevelopment and infill in the City Centre based on a potential staging for Year 10, Year 15 and Year 20+.

The process also examined the potential population increase and density that could result in the "Urban Living Precinct" (refer to **Figures 3.20, 3.21 and Table 3.3**) with residential densification at estimates ranging from 49 to 124 units per net residential hectare (unpha) depending upon the desired housing format.

3.14.1 City Centre Population & Employment Forecasts

A summary of the concept's development program is provided in **Table 3.2**. Note that this table is provided for reference to the land use and urban form concept only and does not represent the results of a comprehensive market study, or otherwise suggest an amount of growth supported by demand for land by use.

Its intent is to show how redevelopment and infill of identified parcels, using target densities can achieve a noticeable and beneficial impact on population and employment, which are identified in the EMRGP as being "aspirational" but desired.

Table 3.2 shows that the capacity provided by the existing building stock in the plan area equates to approximately 17,047 square metres of retail gross floor area and 15,322 square metres of office gross floor area, with residential floorspace limited to only 3 properties with multi-family and an estimated 221 residents. The current commercial floorspace supports an estimated 350 employees.

In the conceptual partial redevelopment scenario, buildings that are considered longer term fixtures or not redevelopment targets were largely retained in their current form. Conceptual redevelopment of other potential sites has attempted to follow the policies and guidelines contained in this CCARP.

The scenario illustrates an additional 6,962 square metres of retail gross floor area, 12,323 square metres of gross office/institutional floor area and 343,407 square metres of residential gross floor area, contributing to a net increase of approximately 362,692 square metres of conceptual redevelopment. This potentially supports a total City Centre estimate reflecting existing and future of 1,157 employees and 950 residents (an increase of 579 employees and 730 residents respectively).

The corresponding residential density, based on the area of the redevelopments sites illustrates an "aspirational" goal of 107 unpha in the City Centre Core, premised on having a component of mixed-use residential above retail in select areas as well as an increased density in the form of live-work rowhousing, where older single family dwellings currently exist.

Figure 3.19
 City Centre Future Conceptual Redevelopment Sites & Staging Horizons

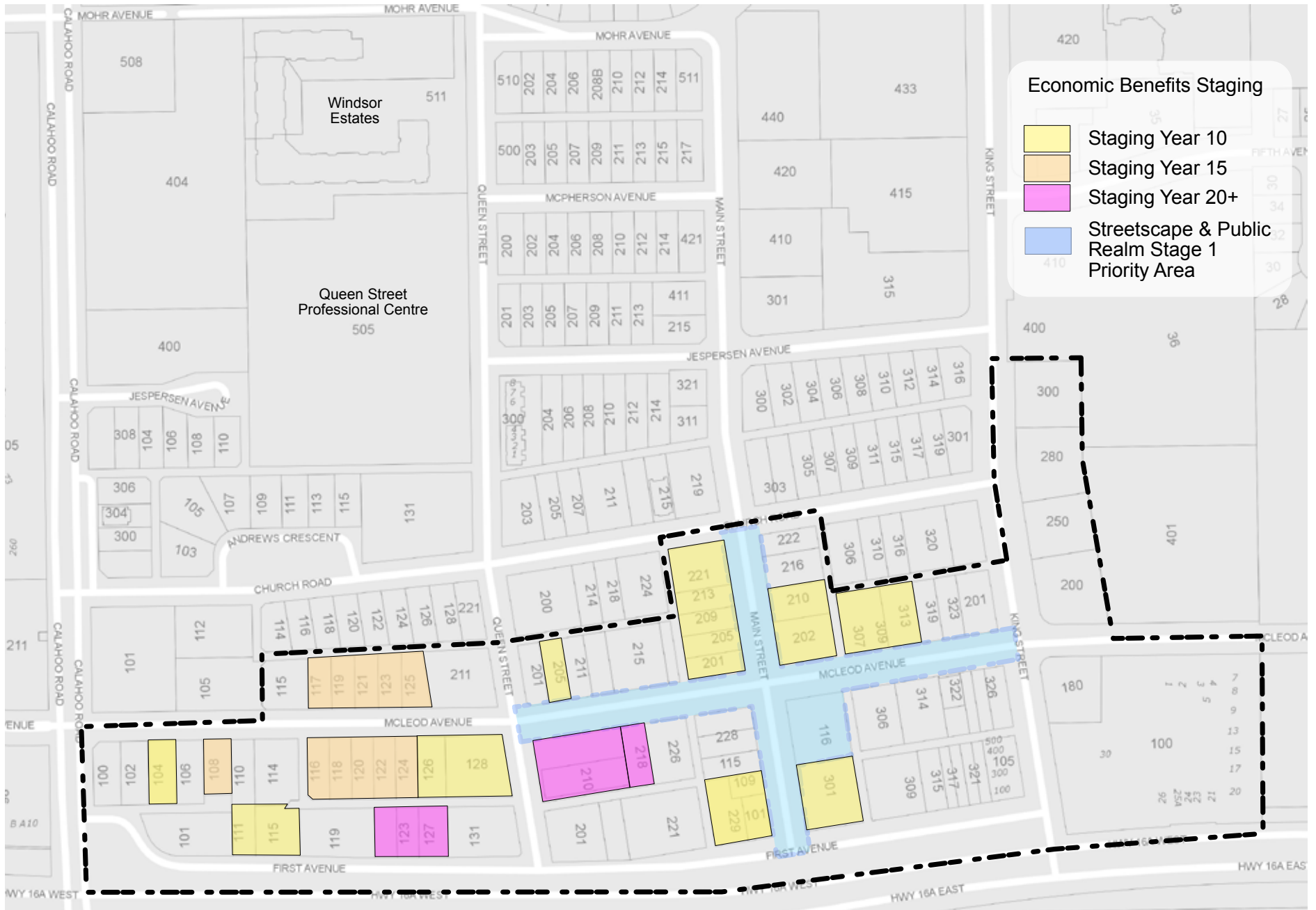


Table 3.2
City Centre Conceptual Redevelopment, Population and Employment Estimates at Build-out

Street Address in the City Centre	Current Land Use	Current Retail Inventory (sq. m.)	Future Land Use	Lot Assembly area (hectares)	Future Retail Floor Area (sq. m.)	Future Office Floor Area (sq. m.)	Number of Estimated Residential Units	Population	Retail Employees	Office Employees
104 McLeod Ave	Vacant lot (former single family)	0	Mixed-Use Retail at grade with 2 floors of residential	0.09	309		12	26	6	
106 McLeod Ave	Single family residential used as commercial	117	Mixed-Use Retail at grade with 2 floors of residential	0.08	266		10	23	5	
117/119/121/123 McLeod Ave	Single family (x4) residential used as commercial	292	Live/Work Townhomes	0.25	865		8	21	18	
116/118/120/122/124 McLeod Ave	Single family (x5) residential used as commercial	390	Live/Work Townhomes	0.40	1,417		13	34	29	
126/128 McLeod Ave	Boxing Club building and vacant surface parking lot	487	Mixed-Use Retail at grade with 3 floors of residential	0.27	957		55	123	20	
111/115 First Ave	Former dry cleaner and Gifts & Gadgets	146	Mixed-Use Retail at grade with 3 floors of office	0.17	585	3,261			12	134
210/218 McLeod Ave	McLeod Ave Plaza retail and adjacent vacant lot	1,170	Mixed-Use Retail at grade with 3 floors of residential	0.35	1,211		69	156	25	
205 McLeod Ave	Single family residential used as Gary's Framing retail	97	Mixed-Use Retail at grade with 1 floors of office	0.07	236	439			5	18
101/109 Main St and 229 First Ave	Retail strip at corner of Main St & First Ave	195	Mixed-Use Retail at grade with 2 floors of office	0.19	656	2,436			13	100
127/123 First Ave	Jack's Drive-In and vacant former KFC lot	195	Mixed-Use Retail at grade with 2 floors of office	0.18	633	2,353			13	97
201/205/209/213/221 Main St	Vacant lot, Church and 3 single family residential used as commercial	0	Mixed-Use Retail at grade with 3 floors of residential	0.38	1,320		75	170	27	
216/210/202 Main St and 307/309/313 McLeod Ave	Royal Lepage, vacant lot, Sam's on McLeod, Dochertys Fish & Chips , single family lot	585	Mixed-Use Retail at grade with 1 floor of office and 2 floors of residential	0.59	2,065	3,834	79	177	42	157
		3,558		3.01	10,520	12,323	322	729	216	506
Net increase in new redeveloped over existing for the identified redevelopment or infill sites					6,962	12,323	322	729	73	506
Current City Centre Estimates Total					17,047	15,322		221	350	629
Current City Estimate of Redevelopment potential sites					3,558				143	
Future TOTAL City Centre Estimate Total		Units 107 Per Net Hectare	Redeveloped Sites + Current City Not Redeveloped		24,009	27,645	322	950	423	1,135

Figure 3.20
 City Centre Shadow Area “Urban Living Precinct” Future Conceptual Redevelopment Sites

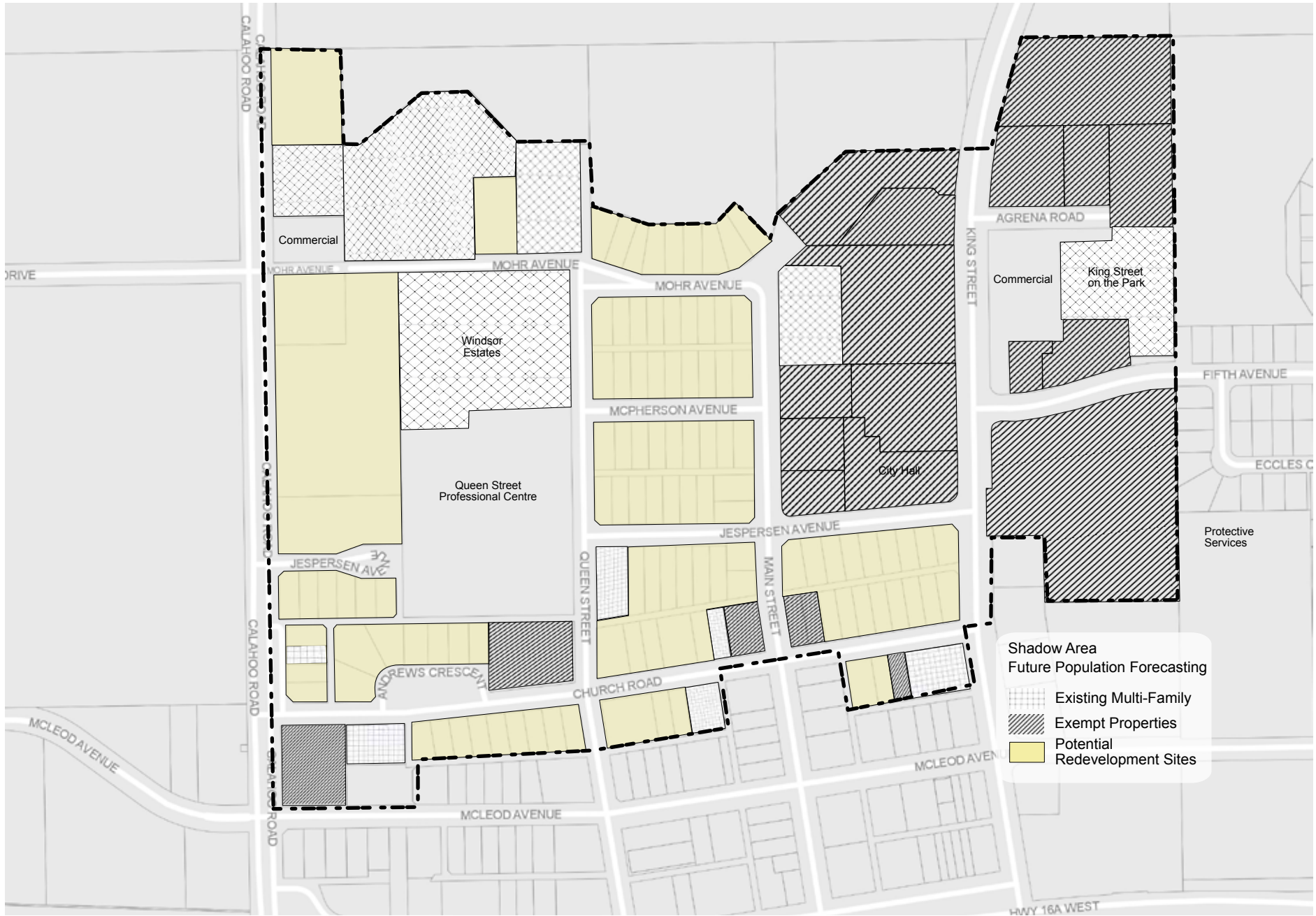


Figure 3.21

City Centre Shadow Area “Urban Living Precinct” Future Conceptual Redevelopment Staging by Blocks

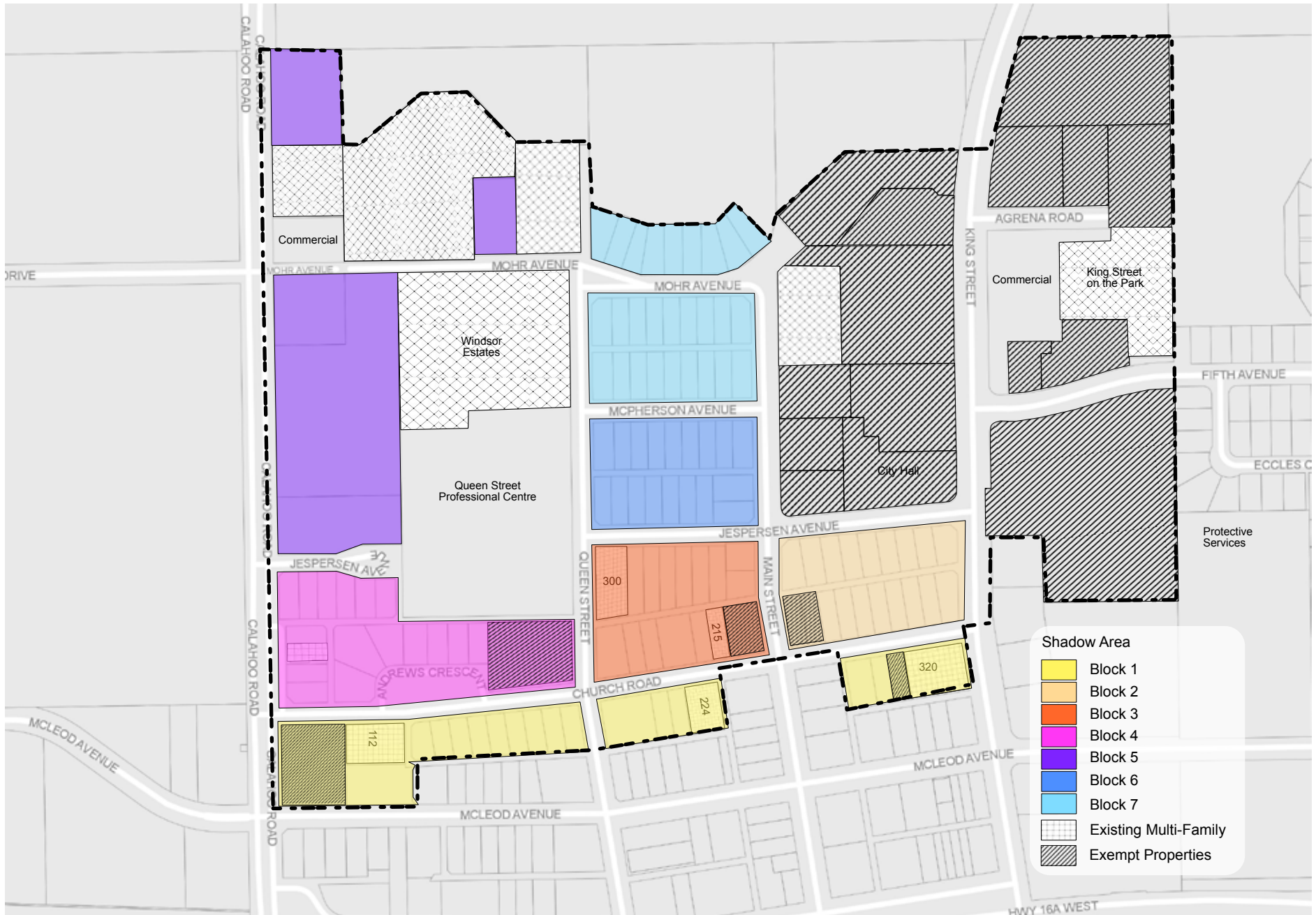


Table 3.3

City Centre Shadow Area “Urban Living Precinct” Conceptual Redevelopment, Population and Density Forecast Scenarios

Redevelopment Block (excluding existing multi-family and exempt properties)	Current Land Use (excluding existing multi-family)	Future Land Use & Format Typology	Land Area hectares	low population scenario	medium population scenario	high population scenario	persons per unit forecast	low density (upnha)	med density (upnha)	"Aspirational" high density (upnha)
Block 1	Single Family	Rowhousing to 3 - 4 Storey Stacked Low Rise	1.3	136	199	262	2.4	43	63	83
Block 2	Single Family	Rowhousing to 4 to 6 Storey Stacked Low Rise	1.2	163	229	294	2.3	62	86	111
Block 3	Single Family	Rowhousing to 3 - 4 Storey Stacked Low Rise	1.4	171	239	307	2.3	56	78	100
Block 4	Single Family	Rowhousing to 3 - 4 Storey Stacked Low Rise	0.9	115	167	218	2.3	57	82	107
Block 5	Single Family	4 to 6 Storey Stacked Low Rise	2.8	411	552	692	2.1	72	96	121
Block 6	Single Family	4 to 6 Storey Stacked Low Rise	0.9	128	178	229	2.2	63	87	112
Block 7	Single Family	Rowhousing to 3 - 4 Storey Stacked Low Rise	1.3	180	253	325	2.3	62	86	111
TOTAL			9.7	1,305	1,816	2,326	2.2	61	85	108

3.14.2 City Centre Shadow Area “Urban Living Precinct” Population & Density Forecasts

A corresponding evaluation of the future redevelopment potential in the Urban Living Precinct forecasts a total population of between 3,100 to 4,300 or an increase of between 1,300 and 2,300 new residents.

Realizing that the best urban form for the total area is to have a mix of density formats ranging from townhomes to attached rowhousing to stacked low rise at 4 to 6 storeys, the corresponding density can range from a low scenario of 60 upnha to a much more aspirational goal of 108 upnha which would be consistent with the goals set out by the EMRGP.

3.14.3 Summary

Section 4.5 of the EMRGP speaks to an aspirational goal for “metropolitan areas”, of which Spruce Grove is identified as one such area, to strive for an urban density target of 100 upnha. This CCARP strives to be consistent with these targets in its forecasting.

In total, CCARP redevelopment concept envisions a total population of over 5,000 representing a net increase of almost 3,000 residents in the CCARP.

This increase in population alone within a 5 to 10-minute walking distance will provide a valuable customer base for supporting new and existing businesses in the City Centre.

While such a large scale increase resulting from redevelopment may not be realized within the short or medium term, the incremental opportunity exists for each redevelopment to be a catalyst and play a role in stimulating population and employment growth and an overall economic uplift for the City Centre, not to mention place-making.

Section 4

design guidelines



4.0 Design Guidelines

4.1 Building Form & Land Use Guidelines

The following design guidelines have been prepared with an understanding of the redevelopment concept in mind as it relates to the appropriate Planning Precincts.

4.2 Main & McLeod Precinct

4.2.1 Height

- a. Development shall be limited to a minimum of two storeys and a maximum height of four (4) storeys (not to exceed 16 metres), and excluding roof top gardens, throughout the precinct, with a stepping back commencing at a height of 3 storeys.
- b. Height of a new building should be compatible with neighbouring buildings. A corner building may be taller than adjacent buildings to define a primary entrance point to the block.

4.2.2 Frontage

- a. Buildings should be built to the front property line, in order to maintain an active interface for pedestrians. Front setbacks up to two (2) metres may be considered to provide outdoor amenity space (e.g. patios, plazas) where sidewalks are two (2) metres or less to accommodate accessibility features (e.g. ramps) in the absence of wider sidewalks.
- b. Entrances to buildings should be provided facing the adjacent street, and should be clearly visible to create an identity and sense of arrival.
- c. Entrances shall be universally-accessible, and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.

- d. Buildings on corner lots shall front both adjacent streets to give prominence to the intersection, and feature enhanced design to reflect their highly visible locations and create opportunities for landmarks and corner entrance features.
- e. At least 100% of the ground fronting McLeod Avenue of any building (excluding lobby, mechanical room or access to floors above) should be occupied by one or more of the following - Retail, Personal Service, Food Store or Eating & Drinking Establishment.
- f. Buildings with frontage exceeding 15 metres in length should be avoided, where possible, to maintain a pedestrian scale of building rhythm.
- g. Larger buildings should be divided into 'modules' or sections that reflect a more traditional scale along the streetscape by breaking up the roof-line or facades.
- h. Where a building of more than 15 metres in width is unavoidable, the building should be divided into increments of no more than 8.3 metres to 10 metres through articulation of the facade. This should be achieved through combinations or breaks in materials.
- i. Variation in roof lines should be encouraged.
- j. Buildings should accentuate the corners of significant street intersections through the use of both prominent building massing, addressing the intersection as well as the streetfronts and building features to provide visual icons within the City Centre area. This should be strongly emphasized at the intersections of McLeod Avenue & Main St and McLeod Avenue & Queen St.
- k. New development adjacent to Columbus Plaza shall provide an active pedestrian entrance and frontage onto the plaza.

4.0 Design Guidelines

- l. Lobbies for residential or office components of mixed-use buildings may be accommodated at the ground floor, provided their street frontage does not exceed 10 metres.

4.2.3 Articulation

- a. The character of the precinct should be defined as a high quality environment that is distinguished by its organized, but varied façades with superior detailing and signage.
- b. Building façades along streets that are mainly commercial and/or retail in nature should be highly transparent and articulated at street level to actively engage pedestrians and create amenity and visual interest.
- c. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.
- d. The façades of multi-tenant buildings shall be organized to provide a strong and consistent rhythm and unified exterior to the streetscape. Flat, undifferentiated building faces should be avoided.
- e. Facade Height maximum shall be 8 metres.
- f. Streetfront level storefront must be a minimum floor to ceiling height of 3.6 metres to a maximum of 4.5 metres.
- g. For new buildings, or where a storefront is being remodeled, a minimum of 60% of the ground level facade and sides of buildings adjacent to public rights-of-ways should be transparent (windows and doors) to allow visibility to the inside of the building and add to the safety of the public realm.
- h. Highly reflective glass is not appropriate at street level and should be prohibited.
- i. Window covering materials (paper, paint, tint, films, coating, wood or metal panels) is not acceptable that blocks more than 20% of the storefront window.
- j. Merchandise displayed should not block more than 50% of the transparency of the business activity as viewed from the pedestrian perspective.
- k. Building design should include modern forms of architectural detailing or features that support the envisioned modern character of the precinct including elements such as cornices, parapets, pilasters, window fenestration, window features, and entrances.
- l. Architectural details such as recesses, overhangs, signage, lighting, planters, banners, and canopies can also be utilized to create articulation and visual interest on building façades.
- m. Individual tenancies should be defined clearly with articulated entrances and consistent sign treatment.
- n. Ground floor storefronts should be required to have a canopy or awning as part of the building facade. Overhead elements should be provided on building façades over portions of the adjacent sidewalk for weather protection for pedestrians. These should be individualized for specific developments.
- o. Awnings and canopies should be designed to match the main structural elements of the lower facade and overall design of the storefront.
- p. Awnings should not extend across multiple storefronts and/or multiple buildings and should fit the width and shape of any storefront or window openings that it covers.

4.0 Design Guidelines

- q. Dome canopies/awnings or retractable awnings are not considered appropriate and should be prohibited in the defined precinct.
- r. All blank walls are to be treated, either with cladding that is complementary to the cladding of the building and adds interest to the look and texture of the wall and building, or with artwork, where appropriate.
- s. Where rear building flanking walls are visible, through rear lane access and/or rear parking, guidelines should be designed to improve and beautify the rear building facade.

4.2.4 Step-Backs & Projections

- a. New buildings, or changes to existing buildings should match the established setback of its adjacent buildings, providing that a continuous streetwall results.
- b. All new buildings and additions should be built to the front and side of the property line wherever possible to encourage a complete streetwall and maximum frontage.
- c. Larger setbacks shall be permitted in order to provide added space for pedestrian access or an outdoor public space such as a small courtyard or patio space. This should be reviewed and permitted on a case-by-case basis.
- d. Any addition built above 3 storeys to a maximum of 4 storeys should step back a minimum of 3 metres from the storey beneath it in order to limit its visual and shadowing impact on the streetscape.

4.2.5 Signage

- a. Signage shall be pedestrian-oriented, using framing/structural materials consistent with the associated building and/or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).
- b. Consideration should be made to signage that is consistent with the modern character intent of the area, (e.g. façade-mounted signs, projection/blade signs, overhang signs, or awning signs).
- c. Projecting or blade signs should be hung from high quality brackets, which are black or silver in colour and mounted so they hang perpendicular to the building.
- d. Projection/blade signage at a minimum height of 2.7 metres to a maximum height of 3 metres shall be required for all streetfront retail businesses fronting McLeod Avenue.
- e. The surface area of the signage band (fascia or entablature sign) should not exceed 20% of the storey's wall area.
- f. Buildings on corner lots should have signs that address both of the adjacent streets.
- g. Sandwich boards should be permitted as long as a minimum clear sidewalk space of 1 metre can be maintained between the sign, the pedestrian realm and the building facade. The maximum size should not exceed 1 sq m, with a maximum height of 1.3 metres.
- h. Building walls shall not be treated as billboards.
- i. Building and tenant identification signs should be organized as distinct architectural elements, reinforcing rhythm and character of the building façades.

4.0 Design Guidelines

- j. Building signage should be limited in scale and integrated with the design of the building façades. For single tenant buildings, one corporate I.D. sign will be permitted per building or view plane.
- k. Building signage should reflect the character of the building function to assist in orientation and character.
- l. Overhead stand-alone pylon or highway-type signage is not permitted.
- m. Roof-mounted signs are not permitted.
- n. The use of internally illuminated fluorescent box signage is prohibited.
- o. Corporate awnings advertising particular products are not considered acceptable as signage for awnings.

4.2.6 Wayfinding

- a. A consistent and creative City Centre Wayfinding Program should be introduced with directional signage placed at strategic points within the defined City Centre area with the primary anchoring point for a City Centre directory at Columbus Plaza.

4.2.7 Materiality & Colours

- a. Many different materials on a single building lead to visual confusion and should be avoided.
- b. Materials should vary from building to building to reduce the scale and to provide variation and diversity in the streetscape.
- c. The first 2 to 3 storeys should be a combination of no more than 3 of the following materials, particularly at street level:

- brick
- glass
- stone block or stone veneer
- concrete panels
- wood
- metal and metal panels
- steel

- d. New buildings should have as their fundamental cladding brick, wood, or stone.
- e. New building materials should be compatible with and complement adjacent buildings.
- f. New materials should be appropriate for the size and architectural style of the building.
- g. For older buildings, inappropriate building materials or inferior materials which have been added over time and which detract rather than add to the character of the building should be removed.
- h. Metal cladding should not comprise the majority of a street facing facade and not extend below the bottom 1 m (3 ft) of a facade.
- i. Vinyl siding is not an acceptable cladding material.
- j. Building trim and accent areas may feature brighter colours, including primary colours.
- k. Accent colours should identify public entrances to buildings.
- l. Colour schemes for new buildings should be coordinated and compatible with adjacent buildings and uses, but have some ability to allow for an expression of the buildings use, particularly if the building is a single lot, 2 storey building with less than 3 streetfront retail businesses.

4.0 Design Guidelines

- m. Individual buildings should not be painted the same colour as an adjacent building to allow for variety and interest along the street.
- n. The use of multiple colours may be appropriate on a building elevation. However, no more than three different colours should be used.

4.2.8 On-Site Parking & Servicing

- a. Residential parking requirements shall be reduced to a minimum of 1 space per unit.
- b. Current cash-in-lieu policy shall be reduced to \$15,000 per space to a maximum reduction to zero spaces for retail to more pro actively and readily engage the development community.
- c. Surface parking areas shall only permitted at the rear of buildings.
- d. Vehicular access to individual sites shall be taken from the rear wherever possible, in order to maintain a continuous pedestrian environment along storefronts.
- e. Vehicle access points to underground or above ground/podium parking structures shall be taken from the rear of sites wherever possible.
- f. Where vehicular access to a site is only possible from the adjacent street, the access point must be integrated into the building in a manner that minimizes its impact on the adjacent pedestrian environment.
- g. Where possible, vehicular access points may be consolidated to serve multiple buildings within a block, in order to reduce interruptions to the pedestrian environment along the adjacent street.
- h. Loading and waste storage areas should be located at the rear of all buildings, and should be screened from view from adjacent properties and pedestrian areas.

Combining banners and wayfinding.



Landscaped central median with parallel parking creates a more pedestrian scale and higher quality street atmosphere.



4-storey mixed-use building with streetfront retail that encloses a 2 lane arterial with on-street parallel parking and a building that uses an angular form to frame the intersection.



Temporary/seasonal sidewalk encroachments allow patios to occupy the public sidewalk realm where sidewalk widths would normally prevent outdoor patio seating.



4.0 Design Guidelines



Alternative forms of awnings for newer infill buildings can still fit in the context of others depending upon the type of business.



Corner building that blends modernity with historic elements and strong window transparency at ~75% of ground storey.



4.0 Design Guidelines

4.3 First Avenue Precinct

4.3.1 Height

- a. Development shall be limited to a minimum of two storeys and a maximum height of four (4) storeys (not to exceed 16 metres), and excluding roof top gardens, throughout the precinct.
- b. Height of a new building should be compatible with neighbouring buildings. A corner building may be taller than adjacent buildings to define a primary entrance point to the block.

4.3.2 Frontage

- a. Buildings should be built to the front property line, in order to maintain an active interface for pedestrians. Front setbacks up to two (2) metres may be considered to provide outdoor amenity space (e.g. patios, plazas) where sidewalks are two (2) metres or less to accommodate accessibility features (e.g. ramps) in the absence of wider sidewalks.
- b. Entrances to buildings should be provided facing the adjacent street, and should be clearly visible to create an identity and sense of arrival.
- c. Entrances shall be universally-accessible, and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.
- d. Buildings on corner lots shall front both adjacent streets to give prominence to the intersection, and feature enhanced design to reflect their highly visible locations and create opportunities for landmarks and corner entrance features.
- e. Larger buildings should be divided into 'modules' or sections that reflect a more traditional scale along the streetscape by breaking up the roof-line or facades.

- f. Where a building of more than 15 metres in width is unavoidable, the building should be divided into increments of no more than 8.3 metres to 10 metres through articulation of the facade. This should be achieved through combinations or breaks in materials.
- g. Variation in roof lines should be encouraged.
- h. Buildings should accentuate the corners of significant street intersections through the use of both prominent building massing, addressing the intersection as well as the streetfronts and building features to provide visual icons within the City Centre area.
- i. The rear facade of a building facing First Avenue or Columbus Plaza shall use materials of a standard similar to the front facade of the building.
- j. Lobbies for residential or office components of mixed-use buildings may be accommodated at the ground floor, provided their street frontage does not exceed 15 metres.

4.3.3 Articulation

- a. The character of the precinct should be defined as a high quality environment that is distinguished by its organized, but varied facades with superior detailing and signage.
- b. Building façades along First Avenue should have some transparency and be articulated at street level to actively engage pedestrians as well as passing Hwy 16A motorists, and create amenity and visual interest.
- c. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.
- d. The façades of multi-tenant buildings shall be organized to provide a strong and consistent rhythm to the streetscape. Flat, undifferentiated building faces should be avoided.

4.0 Design Guidelines

- e. Facade Height maximum shall be 8 metres.
- f. Streetfront level storefront must be a minimum floor to ceiling height of 3.6 metres to a maximum of 4.5 metres.
- g. A minimum of 50% glazing at grade should be used to facilitate interaction with pedestrians and promote safety.
- h. All visible building façades should feature architectural detailing to create a unified exterior.
- i. Building design should include modern forms of architectural detailing or features that support the envisioned modern character of the precinct including elements such as cornices, parapets, pilasters, window fenestration, window features, and entrances.
- j. Architectural details such as recesses, overhangs, signage, lighting, planters, banners, and canopies can also be utilized to create articulation and visual interest on building façades.
- k. Individual tenancies should be defined clearly with articulated entrances and consistent sign treatment.
- b. Consideration should be made to signage that is consistent with the heritage character of the precinct, and historical sign installation methods (e.g. façade-mounted signs or awning signs).
- c. Buildings on corner lots should have signs that address both of the adjacent streets.
- d. Building and tenant identification signs should be organized as distinct architectural elements, reinforcing rhythm and character of the building façades.
- e. Building signage should be limited in scale and integrated with the design of the building façades. For single tenant buildings, one corporate I.D. sign will be permitted per building or view plane.
- f. Building signage should reflect the character of the building function to assist in orientation and character.
- g. Ground level storefront signage should allow for larger fonts and fascia signage.
- h. Maximum freestanding sign height in this precinct shall be 4.5 metres, to allow for Hwy 16A visibility and exposure.
- i. The surface area of the signage band (fascia or entablature sign) should not exceed 20% of the storey's wall area.
- j. Window signs should be limited to not more than 40% of the window display to accommodate passing Hwy 16A motorists.
- k. The use of internally illuminated fluorescent box signage shall be permitted.
- l. Building walls perpendicular to First Avenue, but not fronting First Avenue may be used for billboard businesses within the premises.
- m. Neon signs are often associated with early to mid twentieth century commercial businesses/buildings and may still have a place in Spruce Grove. Special consideration should be given to allow buildings located along First Avenue to incorporate neon signage, where appropriate on a case-by-case basis.

4.3.4 Step-Backs & Projections

- a. New buildings, or changes to existing buildings should match the established setback of its adjacent buildings, providing that a continuous streetwall results.
- b. Stepbacks are not required on frontage to First Avenue, except where they may be utilized for private outdoor terraces to serve building tenants or green roof areas to aid in sustainable development practices.

4.3.5 Signage

- a. Signage shall be pedestrian vehicle oriented, using framing/ structural materials consistent with the associated building and/ or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).

4.0 Design Guidelines

- n. Sandwich boards should be permitted as long as a minimum clear sidewalk space of 1 metre can be maintained between the sign, the pedestrian realm and the building facade.

4.3.6 Materiality

- a. Many different materials on a single building lead to visual confusion and should be avoided.
- b. The first 2 to 3 storeys should be a combination of no more than 3 of the following materials, particularly at street level:
 - brick
 - glass
 - stone block or stone veneer
 - concrete panels
 - wood
 - metal and metal panels
 - steel
- c. New buildings should have as their fundamental cladding brick, wood, or glass.
- d. New building materials should be compatible with and complement adjacent buildings.
- e. New materials should be appropriate for the size and architectural style of the building.
- f. For older buildings, inappropriate building materials or inferior materials which have been added over time and which detract rather than add to the character of the building should be removed.
- g. Metal cladding should not comprise the majority of a street facing facade and not extend below the bottom 1 metre of a front facade.
- h. Vinyl siding is not acceptable cladding material.

- i. Building trim and accent areas should feature brighter colours, including primary colours.
- j. Accent colours should identify public entrances to buildings.
- k. Use of multiple colours may be appropriate on a building elevation, but no more than three different colours should be used.

4.3.7 On-Site Parking & Servicing

- a. The current cash-in-lieu policy shall be reduced to \$15,000 per space to a maximum reduction to zero spaces for commercial to more pro actively and readily engage the development community.
- b. Parking (either surface or structured) is permitted at either the rear or side of buildings, and/or may be internalized.
- c. Parking shall not be located in the front of buildings adjacent to streets or major intersections.
- d. Vehicular access to individual sites should be taken from the rear or one side wherever possible: where a laneway is present, parking shall be accessed from the laneway; access from the street is permitted otherwise on only one side of the building.
- e. Vehicle access points to internal parking structures (underground or above-ground parking structures) should be taken from the rear of sites where possible. If a site does not have access to the rear, access points to structured vehicle parking should be focused on streets that have less pedestrian activity, in order to reduce potential conflicts.
- f. Surface parking areas should be screened from view of adjacent pedestrian areas with landscaping on edges.
- g. Loading and waste storage areas should be located at the rear of all buildings, and should be screened from view from adjacent properties and pedestrian areas.

4.0 Design Guidelines



4.0 Design Guidelines

4.4 McLeod West Live Work Precinct

4.4.1 Height

- a. Development shall be limited to a minimum of two storeys and a maximum height of four (4) storeys (not to exceed 16 metres), and excluding roof top gardens, throughout the precinct, with a stepping back commencing at a height of 3 storeys.
- b. Height of a new building should be compatible with neighbouring buildings. A corner building may be taller than adjacent buildings to define a primary entrance point to the block.

4.4.2 Frontage

- a. Building entrances shall be provided facing McLeod Avenue and should be clearly visible to create an identity and sense of arrival.
- b. Entrances shall be universally-accessible and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.
- c. Buildings on corner lots shall front both adjacent streets to give prominence to the intersection, and feature enhanced design to reflect their highly visible locations and create opportunities for landmarks and corner entrance features.
- d. Buildings should accentuate the corners of significant street intersections through the use of both prominent building massing, addressing the intersection as well as the streetfronts and building features to provide visual icons within the City Centre area. This should be strongly emphasized at the intersections of McLeod Avenue & Queen St.
- e. Lobbies for residential or office components of mixed-use buildings may be accommodated at the ground floor, provided their street frontage does not exceed 10 metres.

4.4.3 Articulation

- a. The character of the precinct should be defined as a high quality environment that is distinguished by its organized, but varied facades with superior detailing and signage.
- b. Building façades along streets that are mainly commercial and/or retail in nature should be highly transparent and articulated at street level to actively engage pedestrians and create amenity and visual interest.
- c. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.
- d. The façades of multi-tenant commercial buildings shall be organized to provide a strong and consistent rhythm to the streetscape. Flat, undifferentiated building faces should be avoided.
- e. A minimum of 40% glazing for business frontage at grade should be used to facilitate interaction with pedestrians.
- f. All visible building façades should feature architectural detailing to create a unified exterior.
- g. Building design should include modern forms of architectural detailing or features that support the envisioned modern character of the precinct including elements such as cornices, parapets, pilasters, window fenestration, window features, and entrances.
- h. Architectural details such as recesses, overhangs, signage, lighting, planters, banners, and canopies can also be utilized to create articulation and visual interest on building façades.
- i. Individual tenancies should be defined clearly with articulated entrances and consistent sign treatment.

4.0 Design Guidelines

4.4.4 Step-Backs & Projections

- a. New buildings with retail at the street level, or changes to existing buildings should match the established setback of its adjacent buildings, providing that a continuous streetwall results.
- b. Residential multi-family, including live-work should be built with a front building setback of 3 m and a rear lot setback of 6 metres).
- c. Residential units located on the ground floor are to establish the main floor at a maximum of 1.0 m above the adjacent street level to promote privacy for the units yet still maintain “eyes on the street” from the unit. These entrances are to be spaced frequently and combined with steps, terraces, or stoops.
- d. Larger setbacks may be permitted in order to provide added space for pedestrian access or an outdoor public space such as a small courtyard or patio space. This should be reviewed and permitted on a case-by-case basis.
- e. Any addition built above 3 storeys to a maximum of 4 storeys should step back a minimum of 3 metres from the storey beneath it in order to limit its visual and shadowing impact on the streetscape.

4.4.5 Signage

- a. Signage shall be pedestrian-oriented, using framing/structural materials consistent with the associated building and/or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).
- b. Consideration should be made to signage that is consistent with the modern character intent of the area, (e.g. façade-mounted signs, projection signs, overhang signs, or awning signs).
- c. Projection/blade signage at a maximum height of 3.3 metres should be required for all streetfront retail business fronting McLeod Avenue.
- d. Buildings on corner lots should have signs that address both of the adjacent streets.
- e. Building walls shall not be treated as billboards.
- f. Building and tenant identification signs should be organized as distinct architectural elements, reinforcing rhythm and character of the building façades.
- g. Projection/blade signage at a minimum height of 2.7 metres to a maximum height of 3 metres shall be required for all streetfront retail businesses fronting McLeod Avenue. For live work buildings with walk up addresses, the height shall be measured from the horizontal plane of the business.
- h. The surface area of the signage band (fascia or entablature sign) should not exceed 20% of the storey’s wall area.
- i. Buildings on corner lots should have signs that address both of the adjacent streets.
- j. Sandwich boards should be permitted as long as a minimum clear sidewalk space of 1 metre can be maintained between the sign, the pedestrian realm and the building facade. The maximum size should not exceed 1 sq m, with a maximum height of 1.3 metres.
- k. Building signage should reflect the character of the building function to assist in orientation and character.
- l. Overhead stand-alone pylon or highway-type signage is not permitted.
- m. Roof-mounted signs are not permitted.
- n. The use of internally illuminated fluorescent box signage is prohibited.

4.0 Design Guidelines

4.4.6 Wayfinding

- a. A consistent and creative City Centre Wayfinding Program should be introduced with directional signage placed at strategic points within the defined City Centre area.

4.4.7 Materiality & Colours

- a. Many different materials on a single building lead to visual confusion and should be avoided.
- b. Materials should vary from building to building to reduce the scale and to provide variation and diversity in the streetscape.
- c. The first 2 to 3 storeys should be a combination of no more than 3 of the following materials, particularly at street level:
 - brick
 - glass
 - stone block or stone veneer
 - concrete panels
 - wood
 - metal and metal panels
 - steel
- d. New buildings should have as their fundamental cladding brick, wood, or stone.
- e. New building materials should be compatible with and complement adjacent buildings.
- f. New materials should be appropriate for the size and architectural style of the building.
- g. For older buildings, inappropriate building materials or inferior materials which have been added over time and which detract rather than add to the character of the building should be removed.

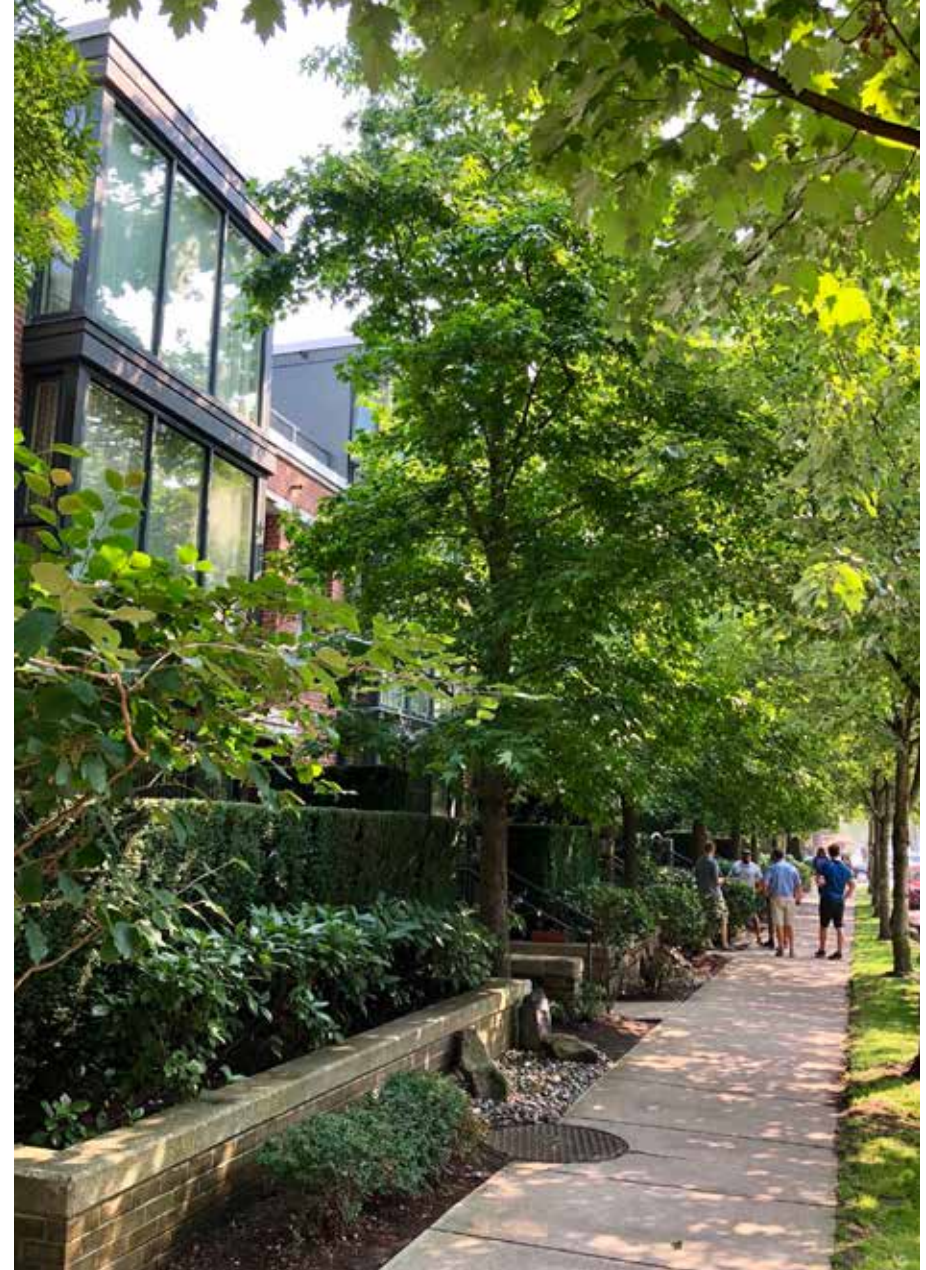
- h. Metal cladding should not comprise the majority of a street facing facade and not extend below the bottom 1 metre of a front facade.
- i. Vinyl siding is not acceptable cladding material.
- j. Building trim and accent areas may feature brighter colours, including primary colours.
- k. Accent colours should identify public entrances to buildings.
- l. Colour schemes for new buildings should be coordinated and compatible with adjacent buildings and uses, but have some ability to allow for an expression of the buildings use, particularly if the building is a single lot, 2 storey building with less than 3 streetfront retail businesses.
- m. Individual buildings should not be painted the same colour as an adjacent building to allow for variety and interest along the street.
- n. The use of multiple colours may be appropriate on a building elevation. However, no more than three different colours should be used.

4.4.8 On-Site Parking & Servicing

- a. Residential parking requirements shall be reduced to a minimum of 1 space per unit.
- b. Current cash-in-lieu policy shall be reduced to \$15,000 per space to a maximum reduction of zero spaces for retail to more pro actively and readily engage the development community.
- c. Surface parking areas shall only permitted at the rear of buildings.
- d. Vehicular access to individual sites shall be taken from the rear wherever possible, in order to maintain a continuous pedestrian environment along storefronts.
- e. Vehicle access points to underground or above ground/podium parking structures shall be taken from the rear of sites wherever possible.

4.0 Design Guidelines

- f. Where vehicular access to a site is only possible from the adjacent street, the access point must be integrated into the building in a manner that minimizes its impact on the adjacent pedestrian environment.
- g. Where possible, vehicular access points may be consolidated to serve multiple buildings within a block, in order to reduce interruptions to the pedestrian environment along the adjacent street.
- h. Loading and waste storage areas should be located at the rear of all buildings, and should be screened from view from adjacent properties and pedestrian areas.



4.0 Design Guidelines

4.5 City Centre East Precinct

4.5.1 Height

- a. Development shall be limited to a minimum of two storeys and a maximum height of six (6) storeys (not to exceed 20 metres), and excluding roof top gardens, throughout the precinct along the east side of King St.
- b. Height of a new building should be compatible with neighbouring buildings. A corner building may be taller than adjacent buildings to define a primary entrance point to the block.

4.5.2 Frontage

- a. Entrances to buildings should be provided facing the adjacent street, and should be clearly visible to create an identity and sense of arrival.
- b. Entrances shall be universally-accessible, and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.

4.5.3 Articulation

- a. The character of the precinct should be defined as a high quality environment that is distinguished by its organized, but varied facades with superior detailing and signage.
- b. Building façades should have some transparency and be articulated at street level to actively engage pedestrians as well as passing motorists, and create amenity and visual interest.
- c. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.

- d. The façades of multi-tenant buildings shall be organized to provide a strong and consistent rhythm to the streetscape. Flat, undifferentiated building faces should be avoided.
- e. A minimum of 40% glazing at grade should be used to facilitate interaction with pedestrians and promote safety.
- f. All visible building façades should feature architectural detailing to create a unified exterior with varied rooflines.
- g. Building design should include modern forms of architectural detailing or features that support the envisioned modern character of the precinct including elements such as cornices, parapets, pilasters, window fenestration, window features, and entrances.
- h. Architectural details such as recesses, overhangs, signage, lighting, planters, banners, and canopies can also be utilized to create articulation and visual interest on building façades.
- i. Individual tenancies should be defined clearly with articulated entrances and consistent sign treatment.

4.5.4 Step-Backs & Projections

- a. All new buildings and additions should be built to current C-2 Zoning setback standards.
- b. Larger setbacks shall be permitted in order to provide added space for pedestrian access or an outdoor public space such as a small courtyard or patio space. This should be reviewed and permitted on a case-by-case basis.
- c. Larger setbacks shall be permitted in order to provide added space for pedestrian access or an outdoor public space such as a small courtyard or patio space. This should be reviewed and permitted on a case-by-case basis.
- d. Any development above 4 storeys to a maximum of 6 storeys should step back a minimum of 3 metres from the storey beneath to limit its visual and shadowing impact on the streetscape.

4.0 Design Guidelines

4.5.5 Signage

- a. Signage shall be pedestrian and vehicle oriented, using framing/ structural materials consistent with the associated building and/ or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).
- b. Buildings on corner lots should have signs that address both of the adjacent streets.
- c. Building and tenant identification signs should be organized as distinct architectural elements, reinforcing rhythm and character of the building façades.
- d. Building signage should be limited in scale and integrated with the design of the building façades.
- e. Building signage should reflect the character of the building function to assist in orientation and character.
- f. Ground level storefront signage should allow for larger fonts and fascia signage.
- g. Window signs should be limited to not more than 40% of the window display to accommodate passing motorists
- h. For freestanding, single use retail, the use of internally illuminated fluorescent box signage shall be permitted.
- i. For mixed-use multi-tenant developments, the use of illuminated fluorescent box signage shall not be permitted.
- j. Sandwich boards and A-frame portable signs should be prohibited

4.5.6 Materiality

- a. Many different materials on a single building lead to visual confusion and should be avoided.
- b. The first 2 to 3 storeys should be a combination of no more than 3 of the following materials, particularly at street level:
 - brick
 - glass
 - stone block or stone veneer
 - concrete panels
 - wood
 - metal and metal panels
 - steel
- c. New buildings should have as their fundamental cladding brick, wood, or glass.
- d. New building materials should be compatible with and complement adjacent buildings.
- e. New materials should be appropriate for the size and architectural style of the building.
- f. Metal cladding should not comprise the majority of a street facing facade and not extend below the bottom 1 metre of a front facade.
- g. Vinyl siding is not acceptable cladding material.
- h. The use of multiple colours may be appropriate on a building elevation. However, no more than three different colours should be used.

4.0 Design Guidelines

4.5.7 On-Site Parking & Servicing

- a. Parking (either surface or structured) is permitted at either the rear or side of buildings, and/or may be internalized.
- b. Parking shall be located in the front of buildings adjacent to streets or major intersections.
- c. Vehicle access points to internal parking structures (underground or above-ground parking structures) should be taken from the rear or side of sites where possible. If a site does not have access to the rear, access points to structured vehicle parking should be focused on streets or side that have less pedestrian activity, in order to reduce potential conflicts.
- d. Surface parking areas should be screened from view of adjacent pedestrian areas with landscaping on edges.
- e. Loading and waste storage areas should be screened from view.

4.5.8 On-Site Parking & Servicing

- a. Parking (either surface or structured) is permitted at the rear or side of buildings, and/or may be internalized.
- b. Surface parking areas should be screened from view of adjacent pedestrian areas. Large parking lots shall be enhanced with landscaping on edges and within medians.
- c. Vehicle access points to underground or above ground/podium parking structures shall be taken from the rear of sites wherever possible.

Section 5

public realm guidelines



5.0 Public Realm Guidelines

5.1 Streetscape and Landscape Guidelines

Streetscapes and the landscaping that is part-and-parcel can be defined as the spaces between the buildings on either side of a street that defines the street's character. Streetscapes are the principal link between public and private spaces. It is important that streetscapes be designed to reflect the character of the neighbourhood and to offer a safe, comfortable environment for pedestrians. The elements of a streetscape that can be used to create such environments include, lighting, street signage, benches/seating, bicycle racks, bollards, trash and recycling, banners, public art and plantings.

It is vital that Spruce Grove's City Centre become an active and vibrant pedestrian-friendly environment. This means that there must be a clearly defined pedestrian and public realm that is visually and physically separate from the vehicular traffic areas. These areas must also be easy to navigate, barrier-free, and include open spaces, walkways and well-marked crosswalks. The pedestrian areas should also be buffered from the street traffic through the use of on-street parking, street trees and the consistent use of street furniture/amenities.

A continuous and consistent streetscape should be developed along McLeod Avenue through the selection of suitable streetscape elements, such as street trees, sidewalk materials, and lighting, and repeating these elements along side streets including Main St and Queen St. Design detailing and scale of streetscape amenities should be coordinated with the overall streetscape design and architectural character.

The following policy guidelines should frame the placement of most, if not all streetscape elements in the CCARP.

5.1.1 Lighting

Street lighting is a key organizing streetscape element that defines the year round night time visual environment in the public right-of-way. Lighting should be designed not only for vehicular traffic on the streets, but also for the pedestrian realm and activity zones in areas like Columbus Park.

Street light poles and fixtures can also create a defining visual characteristic during daylight hours. The quality of visual information is critical for both traffic safety and pedestrian safety and security.

Street light fixtures that promote modern contemporary designs should be chosen over historically themed fixtures to integrate into the overall streetscape design and architectural character which should be more modern and energetic in a time when nearby communities are all replicating historically themed fixtures.

Policies:

- a. Pedestrian scale street lights should be located along intensively used areas such as McLeod Avenue and First Avenue, but also carried along side streets with commercial and civic activities including Main St and Queen St.
- b. The City should promote uniformity of light coverage, type and colour of lighting, location, fixture style, appropriate lighting levels and the optimal height.
- c. Selection of light fixtures should be conceived of as part of a coordinated line of amenities and should appear compatible with other street furniture.
- d. Appropriate illumination should be provided at points of decision, such as intersections and mid-block crossings, such as along McLeod Avenue between Queen St and Calahoo Rd.

5.0 Public Realm Guidelines

- e. Location of street trees should be considered as they may affect the consistency of illumination along the streetscape.
- f. Pedestrian light fixtures should be 4.0 metres above the ground and placed 12 metres to 15 metres apart.
- g. String lighting should be considered and is encouraged year round either across McLeod Avenue, along the lengths of the sidewalk from new light posts, along central median banner poles or wrapped around median trees.

5.1.2 Street Signage

Policies:

- a. A unique modern style for street signage, which reflects the envisioned contemporary modern image of the City Centre should be established.
- b. A consistent and creative City Centre Wayfinding Program should be introduced with directional signage placed at strategic points within the defined City Centre area with the primary anchoring point for a City Centre directory at Columbus park.

5.1.3 Street Furniture & Fixtures

Street furniture and fixtures create and promote a comfortable, usable, and active public environment where people can rest and interact. They can be among the simplest and most cost effective gestures to create an important sense of place. The ability to entice people to relax and spend more time in an area is what makes for great and successful public spaces. Street furnishings announce that pedestrians are welcome and the street edge is a comfortable place to be. These amenities provide a functional service to the pedestrian and provide visual detail and interest.

Pedestrian amenities should be considered a much needed public expenditure in the City Centre just as other necessary elements of the street, such as traffic signals and signage. Improved street vitality has been shown to improve public safety and comfort, and health of local businesses. Site furnishings should be placed in relation to trees and lighting after the best locations for these elements have been identified. A critical aspect of street furniture and fixtures is to create a family of streetscape elements that promotes modernity and year-round comfort.

Policies:

5.1.3.1 Benches & Seating

- a. Picnic tables are frequently noted by residents as being desired in the City Centre and in particular at/around Columbus Park and should be introduced in public areas.
- b. Where seating is oriented parallel to the curb, it should face toward buildings when located in the public realm sidewalk area.
- c. On curb extensions/bump-outs, seating should be organized to create social spaces.
- d. Seating and other amenities should be made of durable, high-quality materials and should complement and visually reinforce the design of other streetscape elements. In other words metal benches are not considered appropriate, whereas furniture with new composite materials that are more weather resistant, comfortable and convenient to maintain are highly encouraged.
- e. Temporary or movable seating may also be used, particularly in locations where space is available and there is active street management by adjacent businesses, or the CCBA. Temporary seating allows people to orient seats to meet specific social and micro-climate needs.

5.0 Public Realm Guidelines

5.1.3.2 Bicycle Racks

- a. Bicycle racks should be located in curb extensions/bump-outs where possible.
- b. Bicycle racks should not be placed at handicapped accessible parking or mid-block crossings.
- c. Placement and spacing should consider dimensions when used.
- d. Creativity for bike racks should be encouraged, although types and colours should complement and visually reinforce the design of other streetscape elements.

5.1.3.3 Bollards

- a. Bollards should be considered for installation on median islands, corner curb extensions (bump-outs), and mid-block curb extensions, where there is a risk of danger to pedestrians due to proximity of travel lanes.
- b. Bollards should be designed to reinforce the design of other streetscape elements.

5.1.3.4 Trash & Recycling Bins

Sidewalk trash and recycling receptacles are essential to the health and function of the City. Their presence along streets discourages littering, resulting in a more pleasant environment. While they may be utilitarian and functional objects, they need not be utilitarian in their design. Attention to the design, materials and placement of trash and recycling receptacles can enhance the public realm.

Policies:

- a. Trash and recycling receptacles shall be located as near to corners as is practical, in curb extensions or bump-out nodes.

- b. There should be a maximum of one trash receptacle every 60 metres along commercial streets.
- c. A maximum of 4 trash and recycling receptacles should be provided at an intersection; ideally one per corner.
- d. When selecting trash and recycling receptacles, they should be considered as a design element, and should reflect aesthetic as well as functional concerns.
- e. Trash and recycling receptacles should be selected from the same or a similar design as other site furnishings (such as benches, bollards, bike racks, etc.) and should be finished or painted to complement other site furnishings.

5.1.2 Banners

Banners add variety and festiveness to streets and have the potential to provide information on special events in the City Centre area. Banners are typically hung from utility poles or street lights.

Policies:

- a. Banners should be allowed on City-owned utility poles.
- b. Rectangular banner shapes are preferred. However, other shapes may be considered, if secure mounting can be provided.
- c. No more than two banners shall be installed per utility pole.
- d. Banners should have wind relief cuts or feature similar techniques to minimize flapping, waving, and other wind induced stresses.
- e. Lowest point of any banner or mounting hardware shall not be less than 4 metres above the ground level.
- f. Banners may advertise an event, but shall not advertise any business or product.
- g. Banner shall not obstruct in any way the public's view of traffic signals, street signs, or any other City approved sign.

5.0 Public Realm Guidelines

3.6.6 Public Art

Public art is an important component of many street improvement and has the ability to unify an area with a theme. At a pedestrian scale, it can provide visual interest for passersby.

Policies:

- a. Local schools should be engaged with opportunities to provide temporary public art installations at key locations along McLeod Avenue and First Avenue as a low-cost method of providing character and interest to the City Centre.
- b. Significant public art pieces should be the subject of design competitions to support local artists (where desired) and to promote excellence and innovation.
- c. Public art should be place-specific and at key locations within the City Centre where pedestrian and vehicular visibility is prominent. It may also be located in areas where few people pass to create unique and special places for people to enjoy with a focus on reflecting the new envisioned character of the City Centre.
- d. Engage local arts community and schools in upgrading existing utility boxes in the City Centre area and create a “Utility Box Art Program”.

5.1.3 Landscape

Street trees were identified by Spruce Grove residents and businesses through the most recent as well as previous Public Engagement and Visioning as an important element of the street environment and highly desired. Appropriate tree selection, location and design of the planting ensures climate compatibility, healthy growth and longevity, and enhances overall streetscape character.

Policies:

5.1.3.1 Plantings

- a. Landscaping treatments should be used to enhance the pedestrian experience, complement architectural features and/or screen utility areas.
- b. Use of flower boxes, planters and hanging flower baskets is encouraged, but should be endorsed by CCBA and contingent upon climate issues (e.g. drought etc) and maintenance/ownership by the business community.
- c. Plantings should be compatible with and relate to surrounding landscapes.
- d. Landscape plans should include diverse, yet locally contextual plant species, including evergreen, flowering and shade tree species combined with shrub, ground covers and annual and perennial plantings.
- e. Plant materials should be adaptable to existing climatic and lighting conditions, and be disease resistant.
- f. Native plant species are encouraged that can handle climate extremes (drought and cold weather tolerant).

5.1.3.2 Trees

- a. Appropriate tree selection, location and design of the planting ensures climate compatibility, healthy growth and longevity, and enhances overall streetscape character.
- b. Street tree placement should respect building storefronts and signs. Trees at intersections should be planted at least 8.3 metres away from a corner to allow for adequate line of sight in all directions.

5.0 Public Realm Guidelines

- c. New street trees should be located a minimum of 8.3 metres from each other, a minimum 0.6 metres from the curb and should be no closer than 4 metres from a street light and planted in tree basins (sidewalk cut-outs).
- d. In a well-used sidewalk and/or where the sidewalk width limits pedestrian movement, such as in the current Spruce Grove City Centre, it may be necessary or desired to install tree grates to provide an adequate walking surface and design treatment.

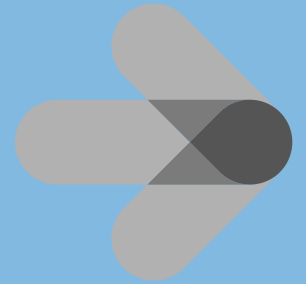
5.1.3.3 Central Median

Landscaped medians reduce impervious space in the street and have the potential to allow stormwater infiltration or retention in exposed soil. Adding trees and landscaping to traffic medians can enhance the public realm and improve the aesthetic, traffic calming and ecological functions of the median.

- a. Along McLeod Ave, a median should include a combination of permeable paving stones and soil planters for shrubs and trees.
- b. Accent trees in planters are considered appropriate for the central median landscaping, as distinguished by a contrasting colour, texture, and a smaller size to maintain views to mid-block crossings where applicable.
- c. Shrubs located in the median should not exceed a height of 1 metre to 1.3 metre above the street.

Section 6

implementation



6.0 Implementation

6.1 Authority of the Plan

ARPs are adopted as bylaw by Council in accordance with the Municipal Government Act (MGA). As noted previously, Section 635 of the MGA states:

An area redevelopment plan,

a) must describe:

1. the objectives of the plan and how they are proposed to be achieved,
2. the proposed land uses for the redevelopment area,
3. if a redevelopment levy is to be imposed, the reasons for imposing it, and
4. any proposals for the acquisition of land for any municipal use, school facilities, parks and recreation facilities or any other purposes council considers necessary; and

b) may contain any other proposals that the council considers necessary.

This section describes the interpretation, approval processes, limitations, amendments, and monitoring requirements that are critical to the implementation of the ARP as bylaw.

6.2 Interpretation of the Plan

The following sub-sections provide direction for interpretation of CCARP language, figures, maps, and non-statutory elements.

6.2.1 Policy Interpretation

Where “**shall**” is used in a policy, the policy is considered mandatory. However, where actual quantities or numerical standards are contained within a mandatory policy (e.g. density policies specifying allowable units per net hectare or street/sidewalk dimensions), the quantities or standards may be deviated from, provided that the deviation is necessary to address unique circumstances that will otherwise render compliance impractical or impossible, and the intent of the policy is still achieved.

Where “**should**” is used in a policy, the intent is that the policy is to be complied with. However, the policy may be deviated from in a specific situation where the deviation is necessary to address unique circumstances that will otherwise render compliance impractical or impossible, or to allow an acceptable alternate means to achieve the general intent of the policy to be introduced.

Where a policy requires compliance at the potential Land Use Amendment stage, that requirement may be deferred to the Development Permit stage without requiring an amendment to the Plan.

6.2.2 Figure, Map & Diagram Interpretation

Unless otherwise specified within the CCARP Plan, the boundaries or locations or areas shown on a Figure are conceptual only, not absolute, and shall be interpreted as such. They are not intended to define exact locations except where they coincide with clearly recognizable physical features or fixed boundaries such as property lines or road and utility rights-of-way (e.g. Infrastructure Assessment Background Report).

6.0 Implementation

Unless otherwise specified within the CCARP, where actual quantities or numerical standards are contained within a respective Figure, Map or Diagram, these quantities or standards shall be interpreted as conceptual only and will be determined at the detailed design stage (e.g. Columbus Park Background Report or Economic Benefits & Costs Background Report).

6.2.3 Non-Statutory Components of the Plan

All contextual information, supporting background reports and appendices attached to this CCARP are to be used as supporting information only and do not form part of the statutory ARP.

6.3 Approval Processes

6.3.1 Review of Development Permit Applications

- a. All development applications within the plan area are subject to the provisions of this ARP.
- b. In reviewing Development Permit Applications, the City of Spruce Grove approving authority shall:
 1. Consider the context of the ultimate development concept as identified in the Plan.
 2. Have regard to possible impacts on the existing development with respect to its ongoing operation and functioning until such time as it is replaced with new development consistent with the Plan.
- c. The evaluation of Development Permit Applications shall consider in particular the policies and guidelines contained within Section 4: Land Use & Urban Form, as well as how the proposed development interfaces and supports policies contained within Section 3: Public Realm.

- d. Significant projects (e.g. major civic and cultural facilities, comprehensive redevelopment proposals) should be reviewed through appropriate City review and approvals procedures.

6.3.2 Review of Land Use Amendments

- a. Land use re-designations shall be in conformance with the CCARP. Where feasible, land use precincts established in the Land Use Bylaw will be used to implement the policies set out in this plan.
- b. The exact land use precinct boundaries shall be determined at the land use re-designation stage, using the planning precinct boundaries identified/shown.

6.4 Plan Limitations

The Spruce Grove CCARP is a long-term planning document. As such, it promotes a vision for the City Centre area and puts in place policies and guidelines that work toward achieving that vision over time.

The policies and guidelines in the CCARP are not to be interpreted as an approval for a use on a specific site as the policies do not address the specific situation or condition of each site within the CCARP area. In that regard, no representation is made herein that any particular site is suitable for a particular purpose as site conditions or constraints, including environmental contamination, and geotechnical suitability, must be assessed on a case-by-case basis as part of an application for Subdivision, Land Use, or Development Permit Approval.

6.0 Implementation

6.4.1 Amendment of the Plan

The nature of managing urban development through statutory plans is that there will likely be concepts for development or redevelopment and public improvements in the future that have not been proposed or anticipated by the plan. Where such new concepts and ideas respond to and meet the intent of the Vision, Objectives, and Principles (Section 2), or offer a creative solution to a specific problem, the City shall make the effort to enable their implementation, including making amendments to this plan as needed. To make any change to the text, figures, maps or diagrams within the CCARP, an amendment to the CCARP that includes a Public Hearing of Council, shall be required in accordance with the MGA.

Where an amendment to the Plan is requested, the applicant shall submit a formal request for the proposed amendment, along with technical information on how it conforms with the ARP's vision, guiding principles, and objectives, or why it cannot, and ensure its consistency with the City of Spruce Grove CCARP.

6.4.2 Monitoring of the Plan

The policies within the CCARP shall be monitored over time in relation to development in order to ensure they remain current and relevant. A review and report to Council will be undertaken on the progress of this CCARP every five years. Such a report is to include an overall performance of plan in meeting intended objectives. Where determined necessary, policies shall be updated through the plan amendment process either generally or in response to a specific issue.

6.5 Implementation Action Items

Approval of this plan is the first step in implementation of the CCARP. The policies contained within Sections 3 and 4 are essential to implement the CCARP, as it relates to managing public and private development over the long-term. To support the complete achievement of the vision, principles, and objectives identified in Section 2, and to ensure that policies described in Section 3 and Section 4 are fully supported, a number of supportive action items should be taken. **Table 6.1** describes action items related to coordination, prioritization, roles and responsibilities and other efforts to be undertaken by the City departments, partner organizations, or stakeholders to see the established CCARP vision through.

6.5.1 Redevelopment Phasing & Staging

Over the course of the next 15 years (and realistically more) implementation actions from the CCARP are expected to shape development of the City Centre in a manner consistent with the vision statement.

As is the case with any City Centre or downtown or main street project, it is necessary to have many pieces fall into place in order to make redevelopment and infill achievable. Some decisions may seem challenging at first, but the economic benefit may outweigh the pitfalls.

Accordingly, **Figure 6.1** illustrates the key parameters where “development can occur”.

Public Policy including zoning, density and design requirements as outlined in the CCARP process, must be carefully prepared in the best interest of the public and private sector to allow a developer to build a profitable project.

6.0 Implementation

Market Feasibility must exist wherein the developer must see sufficient demand for space to support a profitable project.

Developers must be able to access the resources for development, including equity investment, bank loans or other sources of funds, which in some City Centre revitalizations may include grants at the local, provincial or federal levels.

Finally, the developer must be able to control the site with reasonable acquisition costs and be able to offset those costs with a predictable process, whereby certainty provides clarity.

The resulting future for Spruce Grove's City Centre can be revealed by looking at the existing building morphology or in other words the way the current buildings occupy land in the City Centre. Comparing the existing morphology to that which could result from the intensification and densification as envisioned in the CCARP yields a morphology that is much more street oriented with fewer gaps or "missing teeth" and a streetscape that is more lined with shops, buildings and residences and thus a more compact, pedestrian friendly urban environment.

By including the potential streetscape enhancements, public realm improvements and building typologies recommended in this CCARP, the result can be a modern urban city centre that is truly an important "metropolitan area", as defined by the EMRB.

Figure 6.1
Necessities of Development

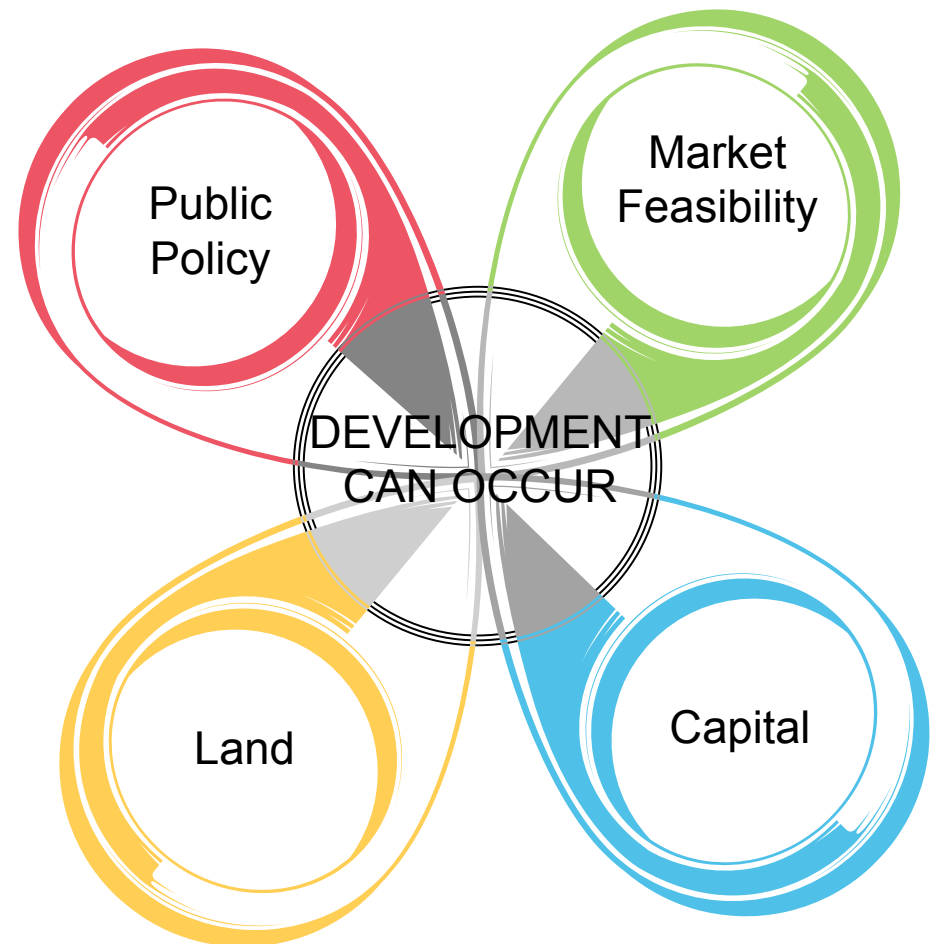


Table 6.1

Implementation “Actions” Timeline - Public Realm






Implementation Item	Guiding Principle					Lead Resource	Partner Resources	Timing	Priority
	Connected	Convenient	Desirable	Livable	Walkable				
public realm									
Continue to implement recommended public realm improvements as they align with required utilities and infrastructure rehabilitation in the city centre	✓		✓		✓	EP	PD, ET, ED, CCBA	1	HIGH
Undertake a Capital Improvement Plan to refine cost and phasing for implementing short, medium and long-term public realm improvements.	✓		✓		✓	EP	PD, ET, ED, CCBA	1	HIGH
Convert McLeod Ave to parallel parking	✓				✓	EP	PD, ET, ED, CCBA	1	HIGH
Introduce wider sidewalks on McLeod	✓	✓	✓	✓	✓	EP	PD	1	HIGH
Improvements to existing City Centre sidewalks throughout	✓	✓	✓	✓	✓	EP	PD	1	HIGH
Landscaping improvements on McLeod			✓	✓	✓	EP	PD, CCBA	1	HIGH
4-way stop intersection improvements at McLeod Ave & Main St and Queen St & McLeod Ave with curb extensions	✓	✓		✓	✓	EP	PD, PS, FS	1	HIGH
Central Median on McLeod Ave between King St & Queen St			✓	✓	✓	EP	PD, FS	2	MEDIUM
New pedestrian-scale street lighting along McLeod Ave, First Ave, Queen St and Main St		✓	✓	✓	✓	EP	PD	1	HIGH
Raised mid-block crossing on McLeod between Queen St and Calahoo Rd	✓		✓	✓	✓	EP	PD	2	LOW
Intersection improvements at McLeod Ave & King St and McLeod Ave & Calahoo	✓				✓	EP	PD, PS, FS	2	MEDIUM
Close Queen St/First Ave at Hwy 16A (pilot project)		✓		✓	✓	EP	PD, PS, FS	1	HIGH
Introduce a median at King St and First Avenue		✓		✓	✓	EP	PD, PS, FS	1	HIGH
Introduce CPTED policy for laneways				✓	✓	PD	PS	1	HIGH
Amend C-1 Zoning to accommodate CCARP Precinct Policies		✓	✓	✓	✓	PD	ED, CCBA, SGCC	1	HIGH
Redesign Columbus Park	✓		✓	✓	✓	PD	ED, CCBA, ET, RS, CS	1	HIGH
Undertake a community rebranding/renaming competition for Columbus Park	✓			✓		CS	ED, CCBA, SGCC	1	HIGH
Undertake a program with schools for street banners as well as involve local artists in creation and installation of public art in the city centre area	✓			✓		CS	ED, PD, CCBA, SGCC	1	HIGH

Table 6.1
Implementation “Actions” Timeline - Land Use & Urban Form

Implementation Item	Guiding Principle					Lead Resource	Partner Resources	Timing	Priority
	Connected	Convenient	Desirable	Livable	Walkable				
land use & urban form									
Review and revise land use bylaw to align with the policies and guidelines of the City Centre ARP, where applicable.		✓	✓	✓	✓	PD	CAO, EP, CS, ED	1	LOW
Consider redrawing the boundary of the BIA and applicable incentives	✓	✓				ED	PD	1	LOW
Review the Land Use Bylaw minimum parking requirements retail and residential per the identified CCARP Precincts			✓	✓	✓	PD	ED, CCBA	1	HIGH
Amend Signage Bylaw for C-1 Zone where appropriate to reflect City Centre Precincts		✓		✓	✓	PD	ED, CCBA	1	MEDIUM
Create an internal vacant lot strategy	✓	✓		✓	✓	PD	ED, CCBA	2	LOW
Encourage ground floor retail uses in City Centre					✓	ED	PD, CCBA	1	MEDIUM
Encourage business incubator and startup in City Centre	✓				✓	ED	PD, CCBA	1	HIGH
Specify locations for City Centre retail space		✓	✓	✓	✓	ED	PD, CCBA	1	MEDIUM
Monitor and restrict specific retail space		✓	✓	✓		ED	PD, CCBA	1	HIGH
Specify locations for City Centre office space		✓	✓	✓		ED	PD, CCBA	1	MEDIUM
Specify locations for City Centre health services		✓	✓	✓		ED	PD, CCBA	1	MEDIUM
Support pop-up restaurants and food trucks in the city centre area		✓	✓	✓		CCBA	PD, ED	1	MEDIUM
Existing two-hour time limit on McLeod Avenue should be changed to a two-hour time limit between 09:00 to 18:00, Monday thru Saturday		✓	✓	✓	✓	PD	ED, CCBA	1	HIGH
Existing two-hour time limit from 07:00 to 18:00 on First Avenue, should be changed to a two-hour limit from 09:00 to 18:00, Monday thru Saturday		✓	✓	✓	✓	PD	ED, CCBA	1	HIGH
Two-hour timed parking restriction between 09:00 to 18:00, Monday thru Saturday, should be installed on Main and Queen Streets, between First and McLeod Avenues		✓	✓	✓	✓	PD	ED, CCBA	1	HIGH
Pursue partnerships or opportunities to utilize vacant lots or other underutilized spaces such as churches during business hours to provide off-street parking spaces		✓		✓	✓	ED	CCBA, PD	1	HIGH
Reduce cash-in-lieu policy for parking to \$15,000 per space		✓	✓	✓	✓	PD	F, ED, CCBA	1	HIGH
Introduce a property tax exemption program for City Centre redevelopment		✓	✓	✓		PD	F, CAO, ED	1	HIGH
Introduce a Crime Prevention Through Environmental Design (CPTED) Grant program		✓	✓	✓	✓	PD	PS, FS, ED	2	MEDIUM
Introduce a Sidewalk Patio Grant				✓	✓	PD	ED, F, CCBA	1	HIGH
Implement a City Centre First policy	✓	✓	✓			PD	ED	1	HIGH
Prepare an Incentives Marketing Document	✓	✓	✓			ED	CCBA	1	HIGH
Develop a Wayfinding Strategy	✓		✓	✓	✓	CS	PD, ED, CCBA	1	HIGH

Table 6.1

Implementation “Actions” Timeline - Legend

Implementation Item	Guiding Principle					Lead Resource	Partner Resources	Timing	Priority
	 Connected	 Convenient	 Desirable	 Livable	 Walkable				

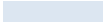
Roles & Agencies

City CAO	CAO
City Planning & Development	PD
City Engineering & Public Works	EP
City Environment & Transit	ET
City Finance	F
City Human Resources	HR
City Fire Services	FS
City Protective Services	PS
City Cultural Services	CS
City Recreation Services	RS
City Corporate Communications	CC
City Economic Development	ED
City Centre Business Association	CCBA
Chamber of Commerce	SGCC

Timelines

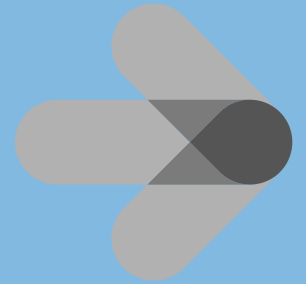
1	Immediate	1 - 5 Years
2	Short Term	5 - 10 Years
3	Mid Term	10 - 15+ Years

Priority

Low	
Medium	
High	

Section 7

glossary



7.0 Glossary

7.1 Planning Terminology

Access: The accessibility to and within the site for vehicles, cycles, and pedestrians in terms of the positioning and treatment of access and circulation routes, and how these fit into the surrounding access network.

Articulation: The articulation and design of a building façade creates identity for individual units within a larger building and can provide the adjacent public realm with a pedestrian scale.

Bollard: A short vertical post or similar structure that can define areas in the streetscape and provide an attractive design element. Bollards are often used to separate pedestrians or streetscape elements from vehicles.

Building Height: The vertical distance of the highest point of the roof or any rooftop deck, fence, railing, widow's walk, or other rooftop structure or feature above the mean finished grade of the ground adjoining the building.

Building Lot Coverage: An area within the property boundaries of a lot or tract within which an allowed building or structure may be placed (does not include paved surfaces).

Catalytic Project: Redevelopment projects and programs aimed at increasing economic and community value within areas, districts, or neighborhoods of a municipality. These projects leverage a significant and visible investment in the area, increase the value of surrounding properties, and support comprehensive planning goals.

Character: Special physical characteristics of a structure or area (e.g. architecture, landscaping, natural features, open space, types and styles of housing, number and size of roads and sidewalks) that set it apart from its surroundings and contribute to its individuality.

Charette: An intensive focused workshop in which designers, property owners, developers, public officials, citizens, and other stakeholders work together to brainstorm and envision potential projects of benefit to the community.

Connection: The linkages within the community that bring together and move pedestrians, bicycles, vehicles, etc. from one area to another.

Crime Prevention Through Environmental Design (CPTED): a multi-disciplinary approach to deterring criminal behaviour through environmental design, which relies upon the ability to influence offender decisions that precede criminal acts, mostly within the built environment.

Curb Cut: A curb break, or a place or way provided for vehicular ingress (entrance) or egress (exit) between property and an abutting public street.

Curb Extension: A curb extension (also known as bulb-out) is used to extend the sidewalk, thereby reducing the crossing distance for pedestrians, and allowing pedestrians and approaching vehicles to see one another when vehicles parked in a parking lane would otherwise block visibility. Curb extensions are also used as a traffic calming measure.

Density: The number of dwelling units on a site expressed in dwelling units per net hectare (upnha) or units per acre (upa).

Dining/Storefront Zone: Building façades, entrances, and windows to create an interface between buildings and the public realm. The design of these elements as they relate to the adjacent sidewalks and streets affects street activity and perceptions of scale, variety, and rhythm. Allowed uses within the frontage zone include sidewalk cafes, non-permanent signage, retail displays, and landscaping.

7.0 Glossary

Facade: The face of a building. All wall planes of a building which are visible from one side or perspective. The front facade faces and is most closely parallel to the front lot line.

Facade (Street Level): The portions of a Facade which face and are most closely parallel to a street lot line, that engage pedestrians and help to create street activity through features such as storefront windows, welcoming storefront signs, etc.

Gateway: An urban design feature or area that provides visual access, direction and/or celebration of the community for those entering. Within the CCARP, there are three areas that have been defined as being appropriate for such features, which could include (but is not limited to) architectural detailing, signage, streetscape elements, and public art.

Green Space: An open urban space with plant life or the natural environment; also any natural area, landscaped area, yard, garden or park accessible to the public.

Guidelines: Statements of planning intent that are more detailed than policies, but not as strict as rules and regulations.

High Density Land Use: Compact or clustered development, resulting in a higher overall number of units built in the same area and possibly reducing the demand for development in other areas. Higher density development does not necessarily mean multifamily development or high-rise buildings. Higher densities can be achieved by building homes on smaller lots, by building attached homes (rowhouses or townhomes) or by building multifamily structures (apartment buildings).

Infill Development: The construction of a building on a vacant parcel located in a predominately built up area. The local zoning regulations determine whether the new building fits harmoniously into the neighborhood.

Infrastructure: The services and facilities for which the municipality has capital investment and maintenance responsibilities, including roadways, sidewalks, bridges, street lights and traffic signals, transit buses, solid waste management systems, potable water distribution systems, storm sewers, sanitary sewers, sports fields, playgrounds, arenas, pools, police and emergency response stations, vehicles and equipment, civic buildings, parks, boulevard trees, and computer and telecommunications equipment.

Land Use Bylaw: A bylaw of a municipality passed by Council as a Land Use Bylaw pursuant to the provisions of the Municipal Government Act and intended to control and regulate the use and development of land and buildings within the municipality.

Laneway: A narrow roadway between buildings, hedges, or fences. Also referred to as an Alleyway.

Live Work Dwelling: A dwelling unit used for both dwelling purposes and any nonresidential use permitted in the zoning district in which the unit is located, provided that not more than two persons who do not reside in the unit are employed on the premises.

Materiality: The quality of colours, materials, and finishes convey the character and durability of a building.

Mixed-Use Development: The development of a tract of land or building or structure with two or more differing uses such as residential, office, retail, service, public, or entertainment, in a compact urban form.

Multi-modal: Allowing for a range of different modes of travel such as walking, cycling, driving, and public transit.

Municipal Development Plan (MDP): The principal statutory land use plan for the entire municipality, adopted by Council, in accordance with the provisions of the Municipal Government Act.

Node: A central or connecting point at which pathways intersect or branch.

Pedestrian Friendly: The density, layout, and infrastructure that encourages walking and biking within a subdivision or development, including short setbacks, front porches, sidewalks, and bike paths.

Precincts: Distinct areas of town that are characterized by a specific land use pattern and character.

Policy: An official plan of action adopted by an individual or group, which for land use plans adopted by municipalities in Alberta can be distinguished as either statutory plans (Municipal Development Plans, Area Structure Plans, or Inter-municipal Development Plans) or non-statutory plans.

Public Art: Public art refers to art placed in public settings for the purpose of enriching the community by evoking meaning in the public realm. Public art can take a variety of forms: (1) Architectural design elements (carvings, embedded relief sculptures); (2) Landscape features; (3) Streetscape design (benches, artist gardens); (4) Sculptures (site-specific monumental works); (5) Civic enhancement projects (placed symbols, wayfinding signs and markers); (6) Exhibits, extemporaneous performances, indigenous artwork “found objects” located in public spaces; (7) Community Art (engravings, murals, vernacular pieces); (8) Ephemeral Art (sidewalk poetry, ice sculpture).

Public Realm: The region, sphere, or domain within which anything occurs, prevails, or dominates available to anyone. From a land use standpoint, public realm is all public open space and rights-of-way (streets, sidewalks, alleys, hike and bike trails, etc.); also public space that is formed by architecture or landscape features to create commons, courtyards, quadrangles, urban parks, etc.

Redevelopment Incentive: Measure that can be taken, usually by a governing agency, to encourage certain types of developments.

Revitalization: Re-establishing the economic and social vitality of urban areas through infill, legislation, tax incentives, commercial development, etc., within existing urban areas to take advantage of existing investments in infrastructure and reduce the negative impacts of urban sprawl.

Setback: The minimum distance by which any building or structure must be separated from a street right-of-way or lot line.

Shared Parking: A public or private parking area used jointly by two or more businesses, retail shops, etc.

Street Edge: The vertical face formed by building facades, street trees, and screening walls that is aligned along a street and forms a comfortable people-scaled space.

Street Infrastructure & Furniture Zone: The area between the roadway curb face and border of the Strolling Throughway Zone. Allowed uses within this zone can include public site furnishings, transit stops, landscaping, sidewalk cafes, and patio.

Streetscape: The treatment of space between buildings and street that defines the public realm. Streetscape elements may include building frontage/Facade, public art, outdoor cafes, transit stops or shelters, landscaping (trees, planters, fountains, etc.), sidewalk pavers, special embedded street paving, street furniture (benches, kiosks, etc.), signs, awnings, and street lighting.

Strolling Throughway Zone: An area that has been reserved for pedestrian travel only.

Traffic Calming: Measures taken to reduce the adverse impact of motor vehicles on built-up areas. Traffic calming usually involves reducing vehicle speeds, providing more space for pedestrians and cyclists, and improving the local environment and safety by installing speed bumps, bulb-outs, traffic circles, alternate paving materials at crosswalks, etc., to slow traffic.

Utilities: Either (1) municipal and regional utilities such as water and sanitary sewer, or (2) “shallow” utilities such as gas, telephone, and electric.

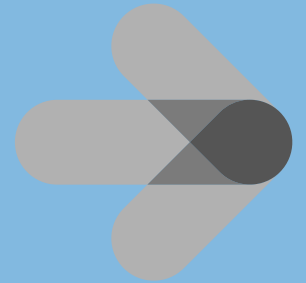
Walkability: The measure of the overall walking conditions in an area, also the extent to which the built environment is friendly to pedestrians. Increased walkability has been proven to have individual and community health benefits, as well as economic benefits.

Wayfinding: The ways in which people orient themselves in physical space and navigate from place to place. Wayfinding can include signage or other graphic communication, tactile elements, and provisions for special-needs users to help users choose a path within the built environment.

Appendices



Appendix A



Cafe Chat Engagement Summaries

A-1 Cafe Chat One-on-One Meetings

Discussions were held with multiple business owners as well as property owners and developer prospects over the course of the CCARP process. Specifically, the following local individual/businesses/organizations were involved in the process with whom in-person “cafe chat”, or one-on-one meetings were held on Oct 26 and 27 (as well as follow-ups in Dec 2017 and Apr 2018, or who provided follow up input via e-mail or participation at the Design Charette:

Tina Genge (Sam’s on McLeod)
Barry Radtke (Docherty’s Fish & Chips)
Robin Grayston (Romantic Notions)
Stephanie Mills (White Orchid)
Phillip Cho (Cossack Inn)
Sharon Yeast (Gifts & Gadgets)
Ron Stropel (Gifts & Gadgets)
Braven Blackwell (Triton Centre & Knighton Menswear)
Ron Haines (Evergreen Dental)
Robin Powers (Power’s Medical Aesthetics)
Frank DeAngelis (Main Street Law)
Laura Dear (Main Street Law)
Louisa Balomenos (Something Else Restaurant)
Ilia Balomenos (Something Else Restaurant)
Dan Morin (Sunrise Professional Building)
Louise Baxter (Bookwormz)
Mandy Kenworthy (Jack’s Drive In)
Cindy James (Allied Arts Council)
Fred Pedlar (Allied Arts Council)
Alan Bailey (Resident)
Natasha & Dan Rychlik (Residents)

Ed Huber (Resident)
Lorne Corbet (Resident)
Victor Moroz (Property Owner & CCBA Member)
Trevor Horne (MLA Spruce Grove/St. Albert)

In addition to local business and resident input (see Appendix for full meeting notes from all Cafe Chat Meetings), additional input was provided through various discussions and engagement with the following business organizations/committees:

Tammy Svenningsen (Spruce Grove Library)
Grant Crawford (Spruce Grove Library)
Bruce Mullet (EDAC)
Brenda Johnson (SGDCC)
Dave Grobman (SGDCC)
Rik Kaminski (SGDCC)
Chantale McKenzie (EDAC)
Cindy Barclay (EDAC public-at-large)
Robert Smith (EDAC - Cargill)
Charlene Bell (EDAC - CD Computers)

MEETING MINUTES

PROJECT: SPRUCE GROVE CITY CENTRE AREA REDEVELOPMENT PLAN

MEETING MINUTES:
RECORDED BY: CUSHING TERRELL ARCHITECTURE INC.

MEETING PURPOSE: CAFÉ CHATS FOR STAKEHOLDER INPUT

MEETING DATE: OCTOBER 26TH & 27TH, 2017

ATTENDEES: CUSHING TERRELL: KIERON HUNT, DAVE DIXON

Tina, Sam's on McLeod, new business owner

- Business has been good and picking up, slows down in the summer. Events like the public market are advantages of being in the City Centre, as they bring in a lot more business than usual.
- Sam's leases restaurant the space, hours are usually 7:30AM – 3PM M-F. They have no issues with parking, as there is usually plenty on McLeod Ave with high turnover and they have parking at the rear of their building.
- Would be interested in being a tenant in any new redevelopment along McLeod Ave.

Barry, Docherty's Fish and Chips, business owner (for 3-years)

- People are typically not familiar with the City Centre upon first arriving in Spruce Grove.
- Biggest issue as a business owner is with bylaws, particularly signage, which caused him a headache.
- Biggest game changers for the City Centre are the Public Markets and the new business they have brought.
- Docherty's advertises on Facebook which is the biggest bang for your buck. At \$10/post, generally receive 15% more business that week.
- Lease the space for \$2,000/month (~\$24/sf/yr).
- Docherty's briefly considered moving to a higher traffic area but stayed in place on McLeod Ave.
- They are still interested in staying in the City Centre, as long as new space has patio space.
- The lot Docherty's is on plus another six adjacent lots are for sale.
- Biggest thing they are looking for is to increase sales.
- Parking in the back of business is good and important, but would be concerned if parking was changed from angle to parallel.
- Hours: 11:30AM – 8PM M-F, 12PM – 8PM SAT SUN.
- City would need to have a marketing plan in place for when improvements take place as it is hard on small businesses to lose even a small percentage of their sales.

Trevor Horne, District 79 MLA (Spruce Grove, St. Albert)

- Didn't consider moving office from the McLeod Ave Plaza, since it was already there when he took office and it has good visibility and affordability. Spruce Grove's character has gone from agricultural community to bedroom community.
- Angled parking presents hazards and going to parallel could create an opportunity for consistency by allowing for a redesign that makes a consistent streetscape through the City Centre.
- Could do with adding outdoor patios.
- What is one thing that the City Centre is missing? MLA's do pub nights to meet with the public, and there is no pub in the town to do that. Brown's Social House is the closest but it's always very crowded.
- Mr. Horne does "Events in the Park": where they team up with a local restaurant and do a Labor Day BBQ as a meet your MLA event. He advertises in the local paper and radio and gets a good turnout.
- Affordability is a major part of Spruce Grove's identity.
- Spruce Grove is one of the youngest cities in the Province so there is an unmet need for businesses oriented to families with young kids, toy stores, pubs, women's clothing, for example.
- A lot of young families are moving here
- Could use more winter activities: people will get out in the snow and cold.
- Could do something like a park crawl, where each park in town has a different attraction or event hosted by a local business.
- Another thing missing is bicycle parking: there are no racks anywhere in the City Centre or elsewhere, lots of trails but nowhere to park bikes.
- Overall, what is Spruce Grove – a commuter city at a point of transition, but has no coherent identity – only "bits and pieces".
- Looking for authenticity with wider sidewalks and cascading heights

Robin Grayston, Romantic Notions business owner

- Security is the biggest issue: her business was broken into the night before (broken window) not much stolen, but lots of damage. Lighting or private security may help. People go down the alley with crowbars and try every business door.
- Need to balance infrastructure improvements with needs of businesses: coordinate when roads will be closed or power/water is turned off. Sometimes businesses are only given 24-hour notice.
- There is a need for a city-wide marketing program.
- Vandalism in alleys is a problem, particularly to employee vehicles is common, since vandals know people aren't shopping and going out the back doors.
- Would like to see more pedestrian orientation: people drive too fast - McLeod and Queen is dangerous. Need a focal point – could be Columbus Park.
- Don't let trees block signage, if City puts street trees in, they must be selective about height, canopy, etc.
- Community could use a new local news publication focused on City Centre, but must be youth-oriented. Need something to get teens involved. Important to get Chamber involved too. Could look at producing a local "Community Voice" paper for circulation in the City Centre and City overall
- New programs could include Citizens on Patrol, someone to keep an eye on the streets/alleys/back-of-house.
- Would like to see the Visitor and Chamber offices in the City Centre.
- Need a City Centre "elevator speech" translated into marketing materials. Something to show people, "this will take 10 years, but here's what we can do in between."

Concerned Citizen/Non-profit representative

- Concerned with losing heritage and character. The volunteer sector built this City and that spirit needs to be revitalized. Churches could get more involved in City Centre, not Jubilee Park or Tri-Alta Centre.

Stephanie Mills, Manager, White Orchid Salon & Spa

- They are in a home-based business and would like to expand and realize they don't need a front lawn in front of their business.
- One issue is that people think the building is a residence, so they want to make it look more like a business.
- Owner has been thinking about redeveloping the site, but not sure what to do yet. They've owned it for five years, business has been there for over a decade. There are six other salon businesses nearby so no need to expand.
- Parking becomes an issue during back to school week in August. Clients get nervous with two-hour parking on the street but otherwise no problem
- As a regional resident, she still did not know there was a City Centre.
- Kids who grew up in Spruce Grove even know there's a City Centre.
- Believe there should be a more modern look – heritage is not Spruce Grove's character. This has always been a stopping point for vehicles going to Jasper. Stony Plain is off the highway, has more heritage feel.
- Don't want an old school approach for Spruce Grove, but something more modern
- Columbus Park seems out of place - anything is better than what it is, it's underused for such a good location. Many want a playground, or some space or activity for small children.
- Concern over where they would go in the interim if the property(ies) were to be redeveloped.

Phillip Cho, Cossack Inn, Manager

- The current owner has had it for eight years.
- One thing that could be better in the City Centre is street lighting: on First Ave there a few small trees and only one has string lighting on it at night and it looks bad, especially when compared to the "new" Spruce Grove outside the City Centre.
- The Cossack plans on doing minor renovations, but the five-year plan is to do a complete redevelopment from the ground up, but having the same uses: VLT's, bar, restaurant, and some form of residential use above, maybe condos, maybe a hotel again. Would like to consider opening a dispensary 500 – 650 sq. ft.
- The building needs a lot of work, and much will need to be repaired anyway.
- Spruce Grove is missing an entertainment area (outdoors) to attract families to the City Centre, which could very well be or should be Columbus Park. Columbus Park must be flexible in its vision.
- City needs to maintain trees in the right-of-way, private businesses have to do it themselves to keep old trees from damaging buildings.
- The Cossack tried to buy the adjacent property to the east (First Stop Tire & Auto) but were deterred by environmental issues. Wanted to reuse the building for an entertainment centre, bowling alley, etc.
- Would be interested in buying it if they could get assistance for environmental remediation from the City/other agencies.
- Would even like to own the whole strip along First from King to Main.
- A deferred property tax program would be a good incentive

Brent Oliver, City of Spruce Grove Cultural Services

- There is a great arts community here but the gallery is hidden in library, no storefront or visual presence.
- City has a cultural spaces fund. The Agriculture Society has a collection of heritage items, they could coordinate with art gallery to display these.
- There's an opportunity/unmet need for a 200-seat black box style theatre.
- Have a 1% for public art – have a good amount of money for art coming up.
- What's missing in the City Centre? A pub seems like it should there. Also a year-round indoor space for the public markets could be advantageous to City Centre.
- Should rename Columbus Park since Spruce Grove Knights of Columbus has disbanded. Edmonton region has largest indigenous population in Canada.
- Library is at capacity and City would prefer not to build but to take space.
- Library requirements for 2020 are estimated at 25,000 sq. ft.
- Need to find programming space for crafts and art gallery, where a storefront presence could exist.

Pat Inglis, City of Spruce Grove, Environment and Transit

- Working on expanding bus program to Edmonton. Looking to make a Capital Region transportation system and commission: they are looking for another community to join, after St. Albert and Edmonton. Spruce Grove is managing about \$7.5 million in grants to implement a transit plan – just bought six highway-class busses and are having overcrowding issues. Have seven trips in the morning and nine in the afternoon. There are some people now coming to Spruce Grove from Edmonton (from Mitchell Garage on the 562).
- 2019 Local service is set to start and will want a transit node or stop in the City Centre.
- About to launch mid-day service and local transit service, currently doing a tri-regional plan. Local service will include the City Centre but have to be vague about where the stop is at this point.
- There is an unmet demand to get to the City Centre from the more suburban areas in Spruce Grove, senior and kids particularly.
- Regarding angled parking on McLeod Ave, something will have to give.
- Regarding local transit, festivals closing roads where there is proposed seven-day transit service will be an issue.
- First Stop Tire & Auto on First Ave does have environmental challenges, might be able to find out through Alberta Environment and Parks.

Sharon Yeast & Ron S, Gifts and Gadgets, business & property owner

- Do you feel there is adequate parking? Having parking (for employees) behind buildings is a big advantage since it opens up front parking for customers. Otherwise parking is not a problem on McLeod.
- They own lots three lots (313 McLeod) including a heritage house. Adjacent landowners need to partner to do a big project.
- Would like to see an easier development approvals process, faster timelines as the construction season for a large development is very short.
- Would consider selling lands to a developer
- Some City Centre landowners may believe their land is worth more than the market will bear and will not sell, makes City Centre development a patchwork.
- No one is used to walking in the City Centre and therefore need to eliminate the small town mentality.

Tammy Svenningsen and Grant Crawford, Spruce Grove Public Library

- Lack of parking, especially during events, is the biggest issue they have. Second issue is lack of space: at 15,000 sq. ft. (Library 12k / Gallery 3k) they are about half the size they need to be, which is about up to 35,000 sf.
- Future land demand needs are in the range of 2 to 4 acres.
- Current parking does have conflicts with the arena parking.
- Biggest challenge and opportunity is how to connect the current space with the City Centre
- Walkability and visibility is important for them.
- With ~300,000 visitors per year, there is a potential to attract customers to nearby retailers if they were in the City Centre.
- International visitors are frequent library users, particularly with the PCs. Library is open until 9PM when there are a lot of student and family users. Many tutors and business start-ups also use the library as their workspace. Seniors are concerned about the library leaving the City Centre, especially without a local transit system.
- There was limited space planning when the library and art gallery went into the building, kind of an afterthought.
- Would like to see incubator space.
- The Library in Spruce Grove is used as the “3rd place”.
- Where else could they go? Old Japanese School, but land is wet and difficult to develop. Looked in Westgrove Office Building, looked at where the KFC is, and in the Westland Mall but prefer the City Centre.
- 25% of users are from Spruce Grove, 40% are from Parkland County.

- Stony Plain Library is also at capacity, they are getting a new facility. May be a way to remodel King Mall if other tenants move out, but even if you expand in place how do you deal with parking?
- Angled parking is better on McLeod than parallel, but both are problematic.
- Columbus Park is not good for many activities but nice to look at or walk through – It's "teenie weenie" and does not have good functionality. It needs to be an active used space.
- Would like to see coffee shop, library and groceries in the City Centre
- All the destinations in City Centre are a little too far apart, people end up driving.
- Library is allocated about 40 parking spaces now, need about 100.
- High cost of living pushes out lower income people, drives up social assistance needs. Spruce Grove food bank is twice as busy as neighbouring communities. Need assistance in whatever form.

Braven Blackwell, Triton Business Centre business & property owner

- Has had a vacant retail space for several years, it is not designed for food and beverage tenant.
- Underground parking is a huge amenity. Still need to slow down traffic on McLeod Ave, maybe some traffic calming device in median. He advertises sales in newspaper and has had success.
- Have 4,000sf, 11 offices vacant since financial offices left 10 months ago. Asking rate of ~\$20 psf
- Have shared their parking in the past, have 19 above-ground spaces and 30 below-ground stalls.
- Open to suggestions to other parking options at his building (shared and public)
- The First Stop auto shop should be razed, combined with Columbus Park to build a pavilion.
- Tear down the Cossack.
- Shops are scattered in the City Centre.
- Patios would increase the vibe with a pedestrian priority.
- The dentist considered rebuilding their site at 306 McLeod but decided against it.

Ron Haines, Evergreen Dental business & property owner

- Has been in Spruce Grove for 20 years and has seen the City Centre left behind. Certain City Centre business owners have been involved in the past revitalization efforts, and now blame the City for failures.
- Owners find it difficult to develop a building here. In their existing building, they had to change design, pay \$70,000-\$80,000 to upgrade sewer since it was designed for single family homes.
- Need someone to do a joint venture to get a pub in City Centre.
- Need more monuments (e.g. Cenotaph) and crosswalks, roundabouts on McLeod, like in Europe. Noted that Legion has access to funds for monuments.
- Crosswalks need to be clearly defined and demarcated.
- Signage is a problem.
- Could look at the idea of an indoor market facility.
- Emphasize heritage trees, save the healthy ones that are over 40 years old.
- Winterfest: do a snow man contest, etc. Need more winter activities. Look at Eco-sculptures (City of Burnaby), get local businesses to donate and sponsor events that engage the public.

Cindy James and Fred Pedlar, Allied Arts Council

- Have the Cultural Master Plan, but they're working on a Strategic Plan and Needs Assessment.
- Would love a street-level storefront for gallery to bring in foot traffic.
- Cannot teach in current space, there's no ventilation for painting.
- Could probably use the entire library space. Have 65 members, from beginners to professional artists.
- Only art supply shops are Michaels, have to go to Edmonton for Colours or Delta.
- Parking is a huge challenge, especially during adjacent construction, but do not favour parking garages.
- Kids and seniors are frequent patrons and they do not want to walk.
- Westgrove Mall holds a winter market. Could use some form of weather protection over Public Markets.
- Combining Food + Beverage + Arts + Market would be a big attraction to City Centre.
- People will walk to Public Markets in summer despite the weather, need to get something people want to come to, like Stephen Avenue Walk in Calgary.
- Something like an eight-storey parkade would not be desirable.

Frank DeAngelis, owner, Laura Dear, (CCBA member), Main Street Law business & property owner

- They are redeveloping a site for a new 20,000 sq.ft. building on First Ave.
- Parking requirements limited the size of their building. Providing 26 spaces on site.
- Having one-way east to west on First Ave could help, but don't see it being walkable.
- Like the idea of roundabouts.
- Columbus Park needs more seating areas for people who work down there to eat lunch. Also room for food trucks in a way that alleys still allow through traffic. See Winston Churchill Square in Edmonton, Federal Plaza. Needs to be warm, welcoming and have power supply as well as possible built-in anchors for tenants.
- Plans for their existing building on Main St include façade upgrades. Daycare is staying on the first floor, they have been there for 30 years. Could add a fourth floor.
- Could not build the building as it is under today's standards (no on-site parking).
- McLeod Ave businesses are OK with parking, but professional offices are not. Most First Ave street spaces are vacant all day but people cannot park there all day since they are restricted to two hours.
- Would like to see a permanent spot for a Public Market in Columbus Park, where vendors can drop in temporary poles that are wind resistant and provide weather protection.
- Ok with a traffic circle on McLeod Ave, either Main St or Queen St.
- Biggest annoyance is parking regulations - City wants a dense core but has suburban centre parking.
- The current parking-in-lieu discourages rather than encourages redevelopment.
- Would like to see more seating and picnic tables in Columbus Park.
- Why bother having a pedestrian experience along First Ave when it fronts Hwy 16A and won't be a pedestrian experience.

Robin Powers, Powers Medical Aesthetics, business owner

- Has had 5 years of consistent growth in her business.
- Operating hours of 9:30 – 5:00 Tues to Sat
- Visibility is important along Hwy 16A
- Customers come from Edmonton, Edson as well as locally
- Parking is very important to her business because of the regional draw
- Current space is 1,100 sq. ft. but the new space in the new Main Street Law building will be 1,600 sq. ft.
- Columbus Park is a great asset but need a central staging area, with background staging and power. Would like this space to have more lighting and a celebratory atmosphere.
- Advertising signage bylaw won't allow signs on the brick wall in her current building.

Sunrise Professional Building, property owner

- Also owns the current gravel parcel used as parking beside the Church at Main & McLeod.
- Has considered building on the site and shared some preliminary thoughts on what could be done, but feels site is too small.
- Would like to be a contributor to development in the City Centre and is open to discussing how his land can be better used.
- Would like to be proactive in improving the street presence of the Sunrise Professional Building by having patio space added.

END OF MEETING MINUTES

The foregoing is the author's understanding of the content of this meeting. If the attendee's understanding differs from the above, please respond to the author within ten working days.

CUSHING TERRELL ARCHITECTURE INC.

MEETING MINUTES

PROJECT: SPRUCE GROVE CITY CENTRE AREA REDEVELOPMENT PLAN

MEETING MINUTES: CUSHING TERRELL ARCHITECTURE INC.

RECORDED BY:

MEETING PURPOSE: EMAIL CORRESPONDENCE FOR STAKEHOLDER INPUT

MEETING DATE: OCTOBER 25TH, 2017

ATTENDEES: n/a

Ilias Balomenos, Owner and Louisa Balomenos, Manager, Something Else Restaurant

I was hoping I could get my sister to make an appearance and share input but she is out of town. I chat with my dad and we came up with a few things, by emailing this to you are you able to relay forward? If not let me know and maybe I can get my dad just to drop off our notes to them Thursday.

So pretending \$\$ is not an issue lol here is our thoughts:

- Sidewalks need to be redone, (brick inlays for design).
- Trees planted into sidewalk with lights on them.
- Street lights changed into something different - vintage/old school style lantern. (McLeod having its own theme).
- String lights across streets from lamp posts, gives a cool atmosphere.
- McLeod needs to be marketed better, so much is vacant.
- Huge empty lot across the street from us (Something Else Restaurant) just been a pile of dirt for 15 years, it's flattened now but no signage for lease or buy. Even a parking lot would be more useful than an unused dirt lot.
- If this is the heart of SG why is this not developed into something or even a parking lot, or even grass and tree it, basketball net. Anything would be better.
- Majority of businesses need new signage and a building face lift.
- Summer 2017 they started all businesses to have flowers store front which was beautiful and made HUGE difference, the same idea during winter - all businesses should decorate w lights or something festive.
- Columbus park, get rid of the dated green metal. Add in coloured picnic tables or mini tables and chairs to make area more inviting for people to stop and have lunch or read.
- Our restaurant and the sunrise building we are in no doubt needs a facelift. We have been looking at getting quotes for a new lit up sign, instead of our dated banner style.
- We are open to and think it would be a good idea for businesses on McLeod to play music. Few speakers storefront as they do in Jasper, Alberta.
- Just as of last year the city gave approval we will be allowed to have a patio and use some of the sidewalk space or park long lot like Whyte Ave does downtown Edmonton.

- We would like to get quotes on that patio idea or more so even getting all front windows made to open up on to the street to give a patio like atmosphere & music.(but again people sitting across the street from a pile of dirt and being the only business even open or food industry here makes it not as desired) hence why we push marketing, the ends of SG is more enticing & and people choose to buy and open there, or even leave this area.
- This street has been a tough one for a restaurant, we are the only business open on this strip from 5-10 pm every night, and weekends especially. The more life & business we can bring it the better :)
- There are many large buildings on this street that the sides of them could b graffiti or mural (tasteful or even local artist) it's cheaper than re doing an entire side of building and adds the artsy feel. Our restaurant faces that empty lot but also the backs of many businesses, it would make it look more appealing to have some art or color to look at.
- The global church next to us ... and even the east side of our building is a large canvas for that possibility.

Just a few ideas to which I'm sure you have already heard. I know budget is a huge factor so I just put everything I could dream up. We are pleased to see what changes we have noticed this past year and so excited for the next leg of change. Hope some of this is useful :)

END OF MEETING MINUTES

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CUSHING TERRELL ARCHITECTURE INC.

MEETING MINUTES

PROJECT: SPRUCE GROVE CITY CENTRE AREA REDEVELOPMENT PLAN

MEETING MINUTES: CUSHING TERRELL ARCHITECTURE INC.

RECORDED BY:

MEETING PURPOSE: CAFÉ CHAT FOR STAKEHOLDER INPUT

MEETING DATE: DECEMBER 6TH, 2017

ATTENDEES: CUSHING TERRELL: KIERON HUNT

Louise Baxter, Bookwormz business owner

- People won't walk to her store from elsewhere in the City Centre unless there is a unified reason
- The current property and landowner is open to accommodating weekend activities
- Most of the parking is occupied by yoga and kickboxing
- Will get pushback of BIA fees if areas like Grove Plaza aren't provided any focus etc.
- Don't feel like they are part of the City Centre – disconnected and wonder if they should in fact be part of the BIA
- There is only so much her Property Manager and Landlord can do
- Selling used books is challenging. Current lease rates for 1,200 sq. ft. space is \$2,625 per month.
- Most of her customers come during the mid-day and feels she needs only 4 parking spaces to support her business model
- Cheap rent would make a difference to locating in the City Centre along McLeod Ave.
- She has concern over how fast customers lose us.
- Would love to expand or even combine with another local business.
- First Avenue needs a bigger presence
- McLeod Avenue needs to be gutted and sold to a developer and establish a unique identity and view the area as a "blank slate"
- Is leary about politics getting involved.
- Referred to an article in the Edmonton Journal pertaining to alleys behind Whyte Avenue.

END OF MEETING MINUTES

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CUSHING TERRELL ARCHITECTURE INC.

MEETING MINUTES

PROJECT: SPRUCE GROVE CITY CENTRE AREA REDEVELOPMENT PLAN

MEETING MINUTES: CUSHING TERRELL ARCHITECTURE INC.

RECORDED BY:

MEETING PURPOSE: CAFÉ CHAT FOR STAKEHOLDER INPUT

MEETING DATE: JANUARY 18TH, 2017

ATTENDEES: CUSHING TERRELL: KIERON HUNT

Mandy Kenworthy, Jack's Drive In business & property owner

- Has concern over one-way traffic conversion along First Avenue because of the size of vehicles that access Jack's in the peak season that come off of Hwy 16A and park on First Ave with 5th wheels and other tow-behind recreational vehicles etc.
- Would not be in favour of a conversion to angled parking for the same reason that the larger vehicles use the parallel parking space for their parking while at Jack's
- Is facing a particular issue with signage as she wishes to install a digital LED readerboard to be refitted and replace manual readerboard currently in place. She doesn't want to make any other changes to the existing freestanding pylon, but the bylaw currently in place is grandfathered whereby the current signage overhang encroaches into the "air" of the public realm/sidewalk/city property. The result is that any change to the 'grandfathered' approval would trigger a new development permit that is currently being denied.
- At issue is the encroachment versus the intent and Mandy would like to know if there is a solution that can be reached so that she doesn't have to move the entire freestanding sign.

END OF MEETING MINUTES

The foregoing is the author's understanding of the content of this meeting. If the attendee's understanding differs from the above, please respond to the author within ten working days.

CUSHING TERRELL ARCHITECTURE INC.

MEETING MINUTES

PROJECT: SPRUCE GROVE CITY CENTRE AREA REDEVELOPMENT PLAN

MEETING MINUTES: CUSHING TERRELL ARCHITECTURE INC.

RECORDED BY:

MEETING PURPOSE: EDAC / COUNCIL – ISSUES & SOLUTIONS WORKSHOP

MEETING DATE: DECEMBER 5TH, 2017

ATTENDEES: Stuart Houston (MAYOR), Erin Stevenson (COUNCILOR), Dave Oldham (COUNCILOR), Searle Turton (COUNCILOR), Victor Moroz (CCBA), Bruce Mullett (EDAC), Brenda Johnson (SGDCC), Dave Grobman (SGDCC), Rik Kaminski (SGDCC), Chantele McKenzie (EDAC), Charlene Bell (GUEST), Cindy Barclay (EDAC) Robert Smith (EDAC), Kieron Hunt (CUSHING TERRELL), Wayne Freeman (CUSHING TERRELL), Dave Walker (CITY) Jamie-Lynn Pitts (CITY), Karla Gould (CITY)

Cushing Terrell facilitated an Issues/Solutions session where input was solicited from attendees. The presentation wrapped up with everyone submitting their wish list of what they would like to see as part of a revitalized City Centre.

A summary of the results of this session is provided below:

ISSUES

- Businesses in residences
- A lot of individual things going on
- Street is too wide
- Walkways & utilities
- How do you find identity – What is it?
- Lose youth entity after 18-35 years – Nothing to keep them here
- McLeod too long for retail/commercial on full length
- Lack of businesses and unique shops
- Columbus Park
- No public washrooms
- No event space – indoor and outdoor
- Everything is randomly connected
- Not inviting
- Angle parking
- Parking requirements for development
- Too many buildings with zero lot line
- What is optimal mix?
- First Avenue & Queen Street

- First Avenue & King Street
- Parking is over-rated
- Parking-in-lieu is a deterrent
- Grove Plaza is used as a parkade
- Lease rates associated with new development
- Does Spruce Grove have room to support having a City Centre
- Concern for 10+ years for parking – should this be a factor or consideration
- What is the threshold for businesses in the City Centre
- Is the City Centre for a population of 35,000 or 120,000

SOLUTIONS

- Grouping and consolidating tracts of land
- Spinoff development from investment
- Catalyst – Public & Private Sector on large assemblies
- Narrow the street
- Move sidewalk out and increase parallel parking
- Nightlife, youth to increase hourly activity
- Role of City beyond infrastructure but in development
- Crosswalks
- Growth toward the north
- Increase the cultural quotient
- Need to buy property (City)
- Flexibility of Columbus Park to improve
- City Library as an anchor
- Drive artists downtown
- Remove angle parking
- Widen sidewalks – parallel parking
- Partnership ability of City and could be in conjunction with arts
- Leverage – City's ability to zone and take through process
- City Centre needs to be unique to Spruce Grove
- Get homeowner businesses involved in the discussion about redevelopment and reinvestment
- Open up McLeod with density
- Pedestrian overpass at Hwy 16A
- Close Queen Street & Hwy 16A
- First Avenue to one-way
- Outdoor patios
- 4-storey along McLeod west of Queen Street
- Define area of City Centre to meet future possible parking space requirements
- Pit Stop – Parking or Park
- Surface Parking
- Develop a strategy for infill
- Need developer to build large enough parcel with apartment style model
- Think 20+ years for future transit
- Focus development in certain area to avoid pockets of incohesive development

END OF MEETING MINUTES

The foregoing is the author's understanding of the content of this meeting. If the attendee's understanding differs from the above, please respond to the author within ten working days.

CUSHING TERRELL ARCHITECTURE INC.

MEETING MINUTES

PROJECT: SPRUCE GROVE CITY CENTRE AREA REDEVELOPMENT PLAN

MEETING MINUTES: CUSHING TERRELL ARCHITECTURE INC.

RECORDED BY:

MEETING PURPOSE: TALK BUBBLES – “MY CHRISTMAS WISH LIST” SUMMARY

MEETING DATE: DECEMBER 5TH, 2017

ATTENDEES: n/a

The following represents a summary of the input provided by attendees/visitors to the City Centre Design Charrette held on December 5th, 2017 at the Holiday Inn Express in the City of Spruce Grove:

Alan Bailey

- Pedestrian/bike-friendly centre
- Street furniture
- Bike lanes
- Wider sidewalks to encourage patios/terraces
- Mixed-use commercial / residential (up)
- Decreased parking requirements to promote development and active transportation
- Link downtown to trail system at north end of Main Street
- Link downtown to Queen Street Place
- Bike lanes with barricades along 16A or cycle path along 16A Right-of-Way
- Spend some of the Westwind money on the City Centre

Natasha & Dan Rychlik

- Living commercial space
- Walkable area with retail shops, pubs, community gathering spaces, green space, cultural flare
- Nicer storefronts
- Connection to trails to encourage active travel
- Bike parking spaces
- Nature-based park for families to gather and play
- Indigenous art displays; historic sites
- Modern look and feel with some historic considerations

Name not provided

- Definitely a pedestrian centric downtown Main Street instead of clearly vehicle focused

Name not provided

- Please find a way to upgrade utilities so that new buildings can be up to code and stay affordable for small businesses to lease out spaces.

Name not provided

- A year-round destination, it's ok to have summer festivals, but we need amenities (i.e. Library and cultural hub, arts, pubs; a walkable street, even in the winter – a few blocks) that drive people here all seasons.
- Canopies for a block or few for year round.

Name not provided

- Attractive landscape with beautiful storefronts, cafés, cultural facilities, arts (think Arroya, California as an example).
- Clear architectural guidelines

Ed Huber

- For the City (municipality) to help us build our buildings to host the following: Farmer's Market, Museum and Archives.

Appendix B

Charrette Workshops (2017-2018)



B-1 December 5th Design Charette

On the morning and afternoon of December 5, 2017, two separate 3-hour Public Design Charette sessions were held at the Holiday Inn Express at which the public was invited to participate in providing input and ideas pertaining to the future land use and urban form in the City Centre.

At this event stations/tables were set up comprising the following topics:

1. Transportation & Parking
2. Land Use & Urban Form
3. Connectivity & Streetscape

Guests were encouraged to sit or roam, and actively participate at each of the respective stations where each table had discussion facilitated by the project team of Planners, Designers and Landscape Architects.

In addition to providing input and directions, guests were invited to fill in a “Talk Bubble” that asked the question (and in the spirit of the Holiday Season) - “*My wish for the Spruce Grove City Centre is*”:

The full feedback from the Talk Bubbles is provided in the Appendix to this Background Report, but some of the key observations from the Talk Bubbles as well as from guest input touched on the following:

- Introduce more brick into the buildings
- Strive to find its own identity
- Focus on the south to north transition

- Parking should not be ‘cheaped’ out
- Live Work spaces should be considered
- Walkable gathering spaces
- More inviting storefronts
- Better connections with trails
- Modern look & feel
- Lower parking requirements
- Link City Centre to Queen Street Place
- More mixed-residential above retail
- Need cultural amenities in City Centre

B-2 December 5th Council & EDAC Workshop

On the evening of December 5, 2017, the project team facilitated a workshop with Council and members of the Economic Development Advisory Committee to discuss and document the Issues and Solutions from the perspective of Council and EDAC.

The summary of the Issues & Solutions is provided below.

Issues tended to be organized around topics pertaining to the nature of businesses, fragmented streetscape, lack of identity, parking as a deterrent for development and public space activation.

Solutions tended to be organized around topics pertaining to land assembly, narrowing and animating the streetscape, adding more cultural components, and managing density with parking needs.

Overall, the sentiments expressed in terms of issues and opportunities suggest that the City can and should play a catalytic role in the overall redevelopment and with specific projects within the City Centre. Equally important is the opportunity to set up principled guidelines for the City Centre.

ISSUES

- Businesses in residences
- A lot of individual things going on
- Street is too wide
- How do you find identity – What is it?
- Lose youth entity after 18-35 years; Nothing to keep them here
- McLeod too long for retail/commercial on full length
- Lack of businesses and unique shops
- No event space – indoor and outdoor
- Everything is randomly connected
- Parking requirements for development
- What is the threshold for businesses in the City Centre

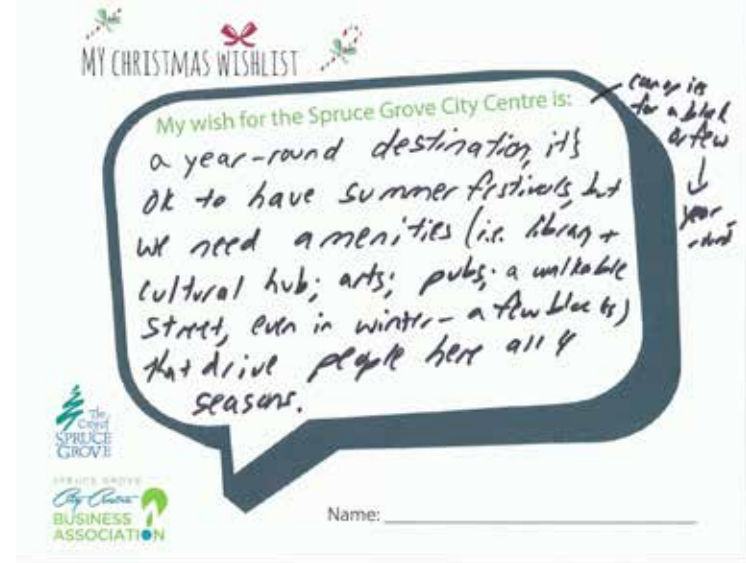
SOLUTIONS

- Grouping and consolidating tracts of land
- Spinoff development from investment
- Catalyst – Public & Private Sector on large assemblies
- Move sidewalk out and increase parallel parking
- Role of City beyond infrastructure but in development
- Increase the cultural quotient
- Partnership ability of City and could be in conjunction with arts
- Leverage – City's ability to zone and take through process
- Get homeowner businesses involved in the discussion about redevelopment and reinvestment
- Outdoor patios
- Define area of City Centre to meet future possible parking space requirements
- Develop a strategy for infill
- Focus development in certain area to avoid pockets of in-cohesive development





Dec 5th, Design Charette



Dec 5th EDAC & Council Issues & Solutions Workshop



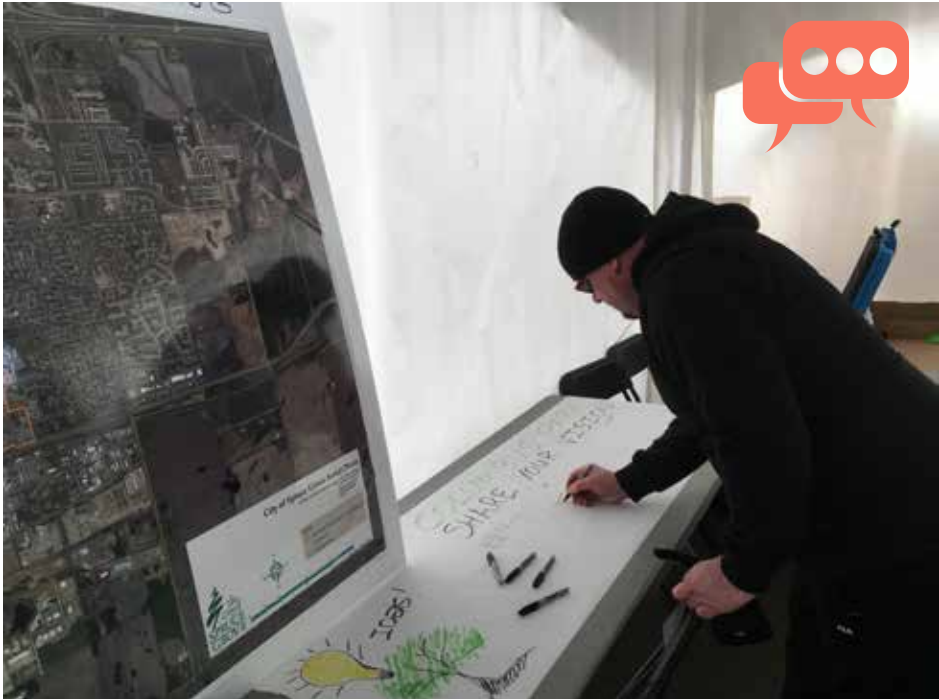
B-3 Feb 19th Winterfest Columbus Park Design Charette

On Monday, February 19th the project team participated in the City's annual Winterfest Family Day Celebrations by setting up tables inside the "warming tent". The purpose of this engagement was to invite the captive audience to give their thoughts on the City Centre and in particular the future potential for Columbus Park. In essence, the project team used this event to go where the people are.

The irony of the event was that many of the people who attended this particular event which was staged in front of Columbus Park were in fact not aware of where or what Columbus Park was. This speaks to a larger issue of the identity for the space and itself represents a future potential opportunity to perhaps consider a renaming event or rebranding of this critical, central City Centre community space.

A summary of the input received on the "Share Your Vision" (10 ft table roll of comments) included the following, but could best be summarized by emphasizing a desire to have better seating options, enhanced lighting and an overall interactive environment:

- Architectural controls downtown
- Brick front buildings
- Trees in Park
- Park for Playing
- Better Lighting
- More cafes
- Rock Park
- Bike path to/from trails
- Playground with sound
- Comfortable seating
- Safety First with adding more lighting
- Picnic area
- Restrooms
- Shaded areas
- Spray park
- Skating rink in winter
- Nice grass and picnic spots
- Pergola with tables and chairs
- Badminton courts
- Put some trees around fountain
- Picnic benches
- Zen garden with lavender



Feb 19th Winterfest Design Charette





Spruce Grove CCBA

@SpruceGroveCC Follows you

Tweets

319

Following

304

Followers

420

Likes

260



Spruce Grove CCBA Retweeted

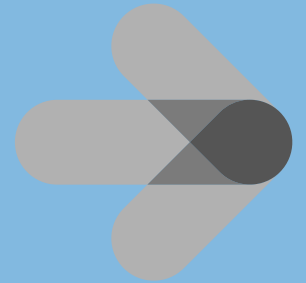


KIERON HUNT @Kieron_Hunt · Feb 19

Whose idea was it for a design charrette in minus 12 degrees in Spruce Grove? Oh right that was me @CTA_Group @SpruceGroveCC great turnout though at Winter Fest



Appendix C



Visioning Workshop Summaries (2016)

C-1 December 12th (2016) High School Visioning Workshops

Although not part of this current CCARP process, it is nonetheless important and valuable to note that on Monday, December 12, 2016 the project team engaged with both high schools in the City of Spruce Grove, as wholeheartedly approved and welcomed by the respective School Boards, Superintendents and Principals. The project team visited the grade 12 classes at both the Spruce Grove Composite High School and the Evergreen Catholic High School. Each school provided an open invitation to students to attend the special workshop and each school had approximately 15 students in attendance. The purpose of the visioning sessions was to present imagery and provoke thoughtful input on what the younger generation would like to see in their City Centre, but moreover what would draw them to the area more frequently. Using a “dotmocracy” and group round tables, the project team was able to gather valuable insights from this often overlooked segment of the population.

A summary of their input is provided in **Appendix C**, which separates the Students input from that received during a community-wide visioning session which was held later that same day. By using different coloured dots for student responses, the project team was able to isolate and differentiate that which resonated more with the youth and visa versa.

Throughout the entire engagement process for the CCARP, activities have been designed to make participation easy by going to where people are (e.g. cafe chats, winterfest, high schools). This approach allows the project team to involve as many people as possible. This multi-faceted approach resulted in an innovative process that encouraged city-wide participation and gratitude from the participants

SPRUCE GROVE



SPRUCE GROVE CITY CENTRE VISIONING SUMMARY

A PLAN FOR ACTION

DECEMBER 20, 2016

VISIONING SUMMARY - A Plan for Action

Community Visioning Nov 23rd, High School Visioning, Dec 12th

Building Form, Storefronts, Infill & Redevelopment - FINDINGS

Streetscape Comfort & Place Making - FINDINGS

Landscape, Public Realm & Signage - FINDINGS

Ideation & Implementation - FINDINGS

Questionnaire Results – Community/Web and High Schools

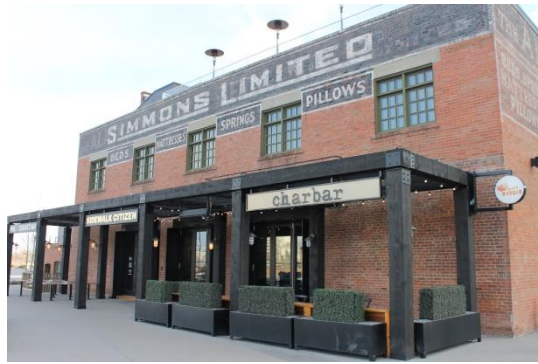
Strategic Directions

Talking Points

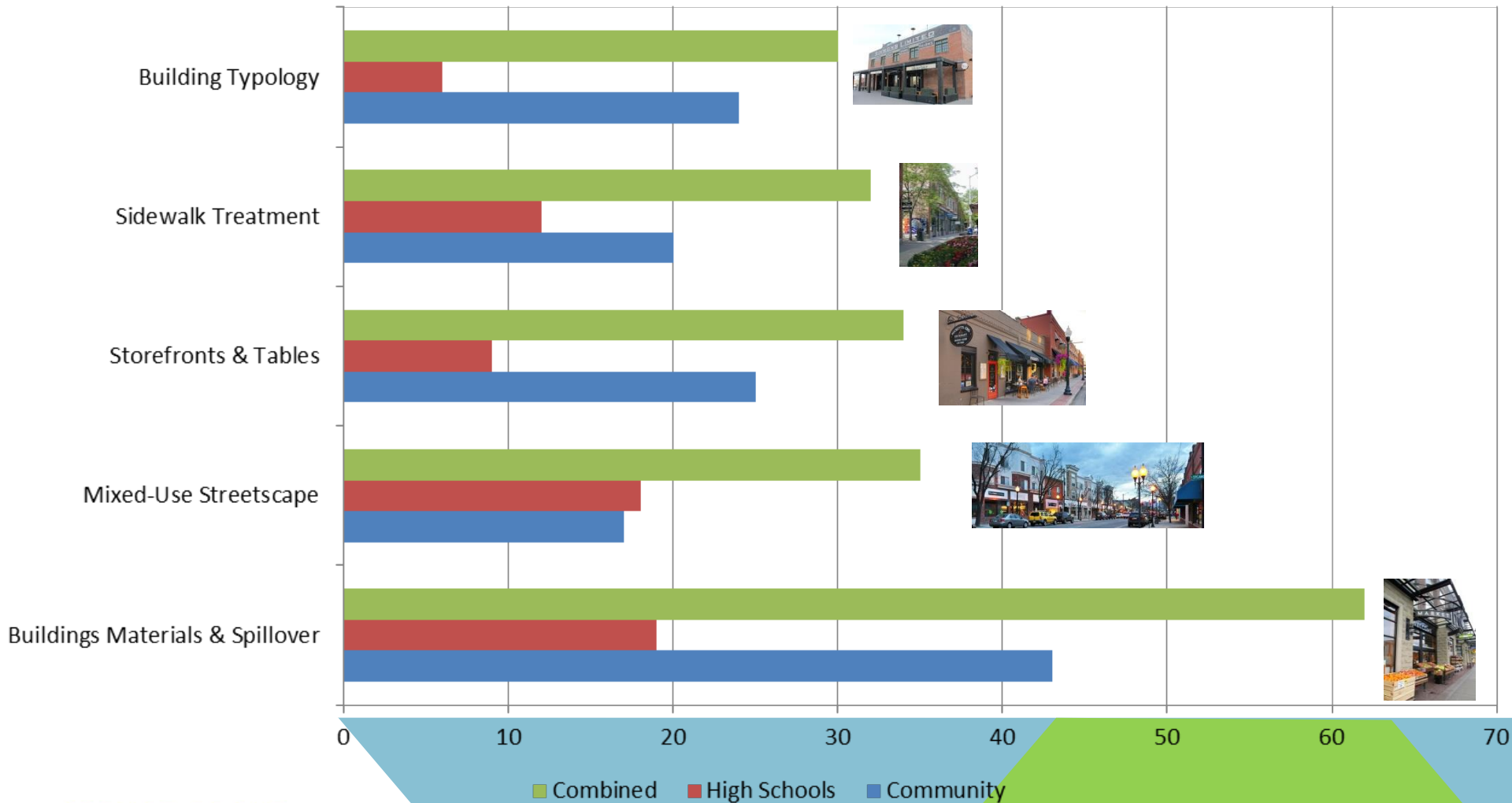
- Setbacks
- Stepbacks
- Doors
- Windows
- Facades & Walls
- Flanking Walls
- Materials
- Colours
- Transparency
- Awnings/Canopies
- Lighting
- Height, Scale & Mass
- Vacancies



KEY FINDINGS



KEY FINDINGS

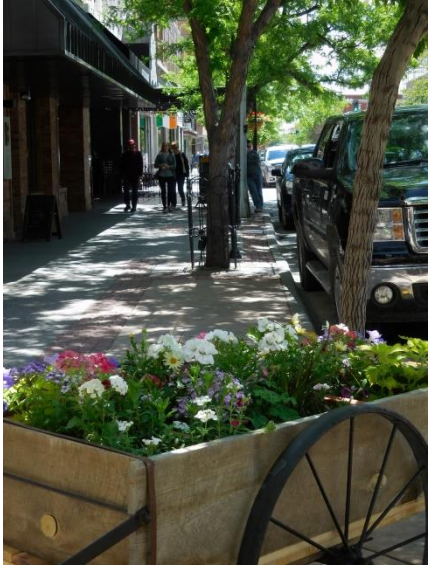


Talking Points

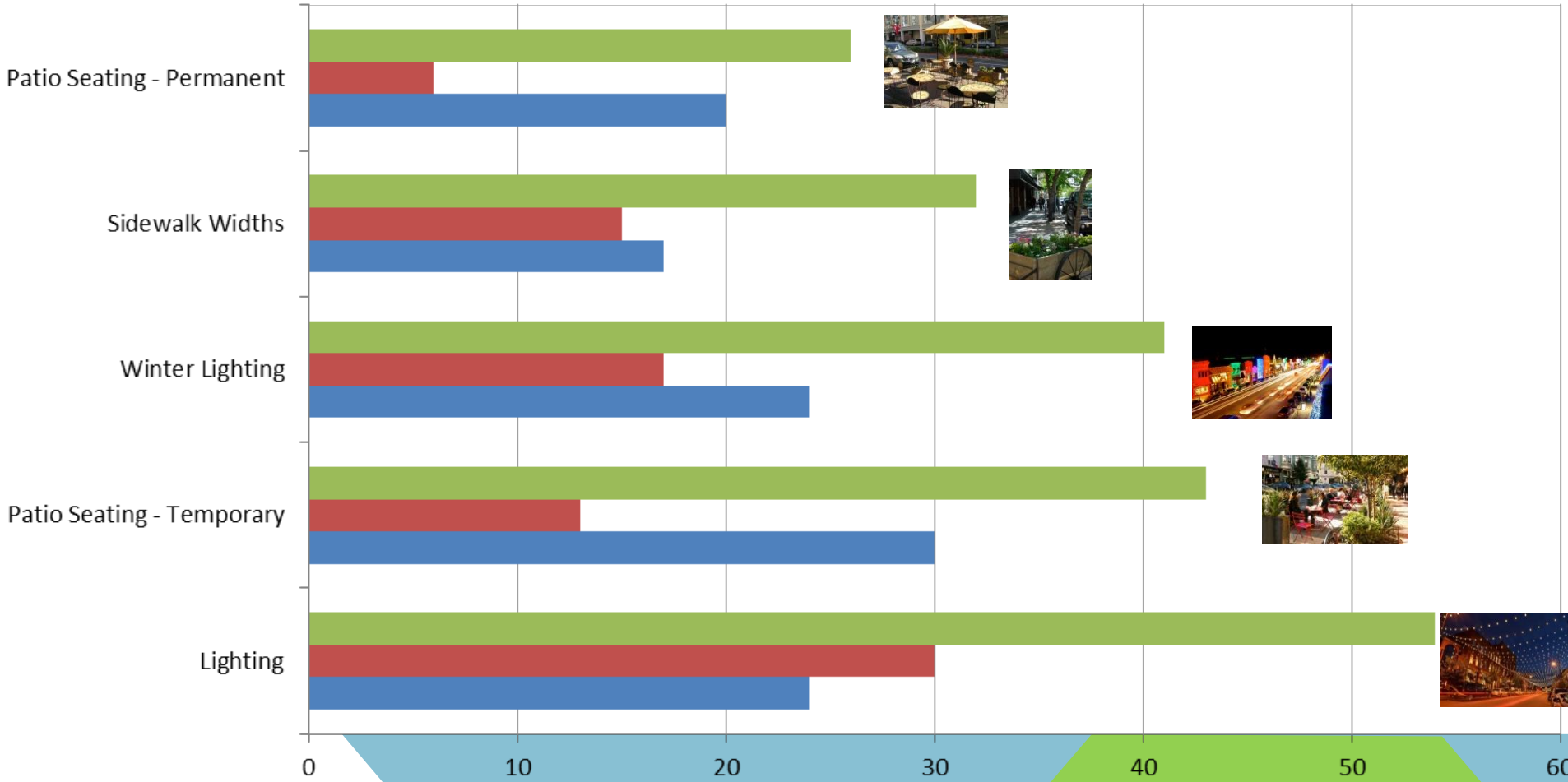
- Parking
- Sidewalks
- Parklets
- Temporary Patios
- Sidewalk Encroachment
- Traffic Mobility/Circulation
- Street Lighting
- Alleys & Breezeways
- Furniture
- Crosswalks
- Gateway Features
- Public Art
- Signage & Wayfinding
- Curb Extensions/Bulb-Outs
- Columbus Park



KEY FINDINGS



KEY FINDINGS



Talking Points

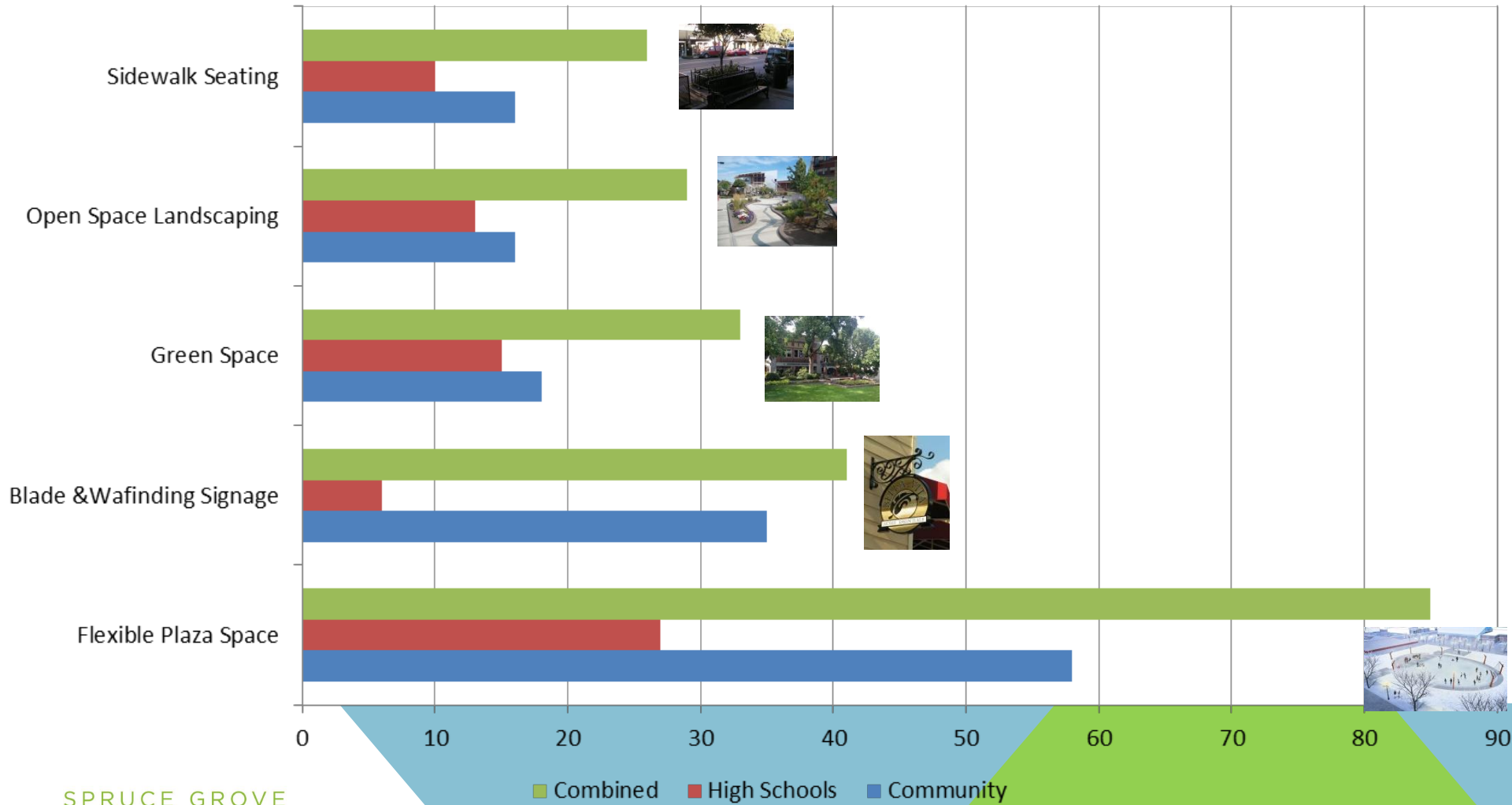
- Columbus Park
- Trees, Shrubs & Greenery
- Public Spaces
- Temporary Spaces
- Flexible Spaces
- Hardscape vs Softscape
- Water Features
- Public Art
- Shade & Shelter
- Vacant Lots
- Connectivity



KEY FINDINGS



KEY FINDINGS



IDEATION & IMPLEMENTATION



1. What Character / Brand / Theme do you want the City Centre to Convey?
2. What do you want the Central Plaza / Gathering Space to represent?
3. How would you like to see Parking / Traffic managed in the City Centre?

KEY FINDINGS

What Character / Brand / Theme do you want the City Centre to Convey?

Rustic

Homey

Green

Unique

Active Spaces

Family-Friendly

Lighting

Community

Modern

Cozy

Brick

Patios

Community

Local

SPRUCE GROVE



2

IDEATION & IMPLEMENTATION

Handwritten notes	Handwritten notes	Handwritten notes	Handwritten notes	Handwritten notes	Handwritten notes	Handwritten notes	Handwritten notes	Handwritten notes	Handwritten notes
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WHAT DO YOU WANT THE CENTRAL PLAZA / GATHERING SPACE TO REPRESENT?



KEY FINDINGS

What do you want the central plaza / gathering space to represent?

Tradition

Family

All-Season

Welcoming

Flexible

Staging

Seating

Trees

Equality/Inclusive

Natural

Functional

Lighting

Patios

Gathering

Culture

Warmth

SPRUCE GROVE



KEY FINDINGS

How would you like to see parking / traffic managed in the City Centre?

Walkways

Accessible

Crosswalks

Wider Sidewalks

Trail Linkage

Bicycles

Parking Lot

Traffic Circle

Pedestrian-Only

Angle-Parking

SPRUCE GROVE



Questionnaire

- What is your vision for Spruce Grove's City Centre?
- What is most important to you about Spruce Grove's City Centre?
- What do you see as the greatest challenge for Spruce Grove's City Centre?
- What improvements would be most important to Spruce Grove's City Centre?**
- What do you think would make *Columbus Park* a more inviting place?**
- Would you favour the redevelopment of *Columbus Park* into a 'Public Square' that could be used to host year round events and/or activities?**

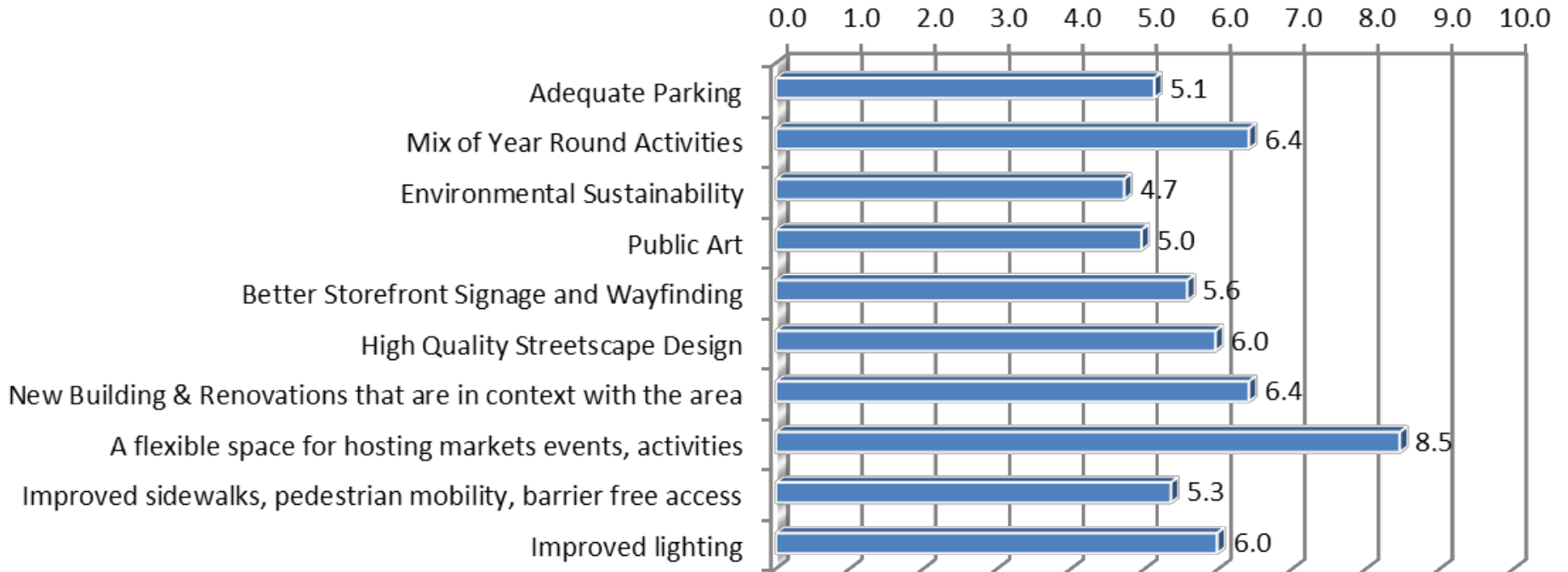
Questionnaire

- As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?
- What is your rating of parking in Spruce Grove's City Centre?
- Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Ave) would be beneficial to the community overall as well as businesses in the City Centre?
- What are the most important outcomes from the City Centre Visioning Process?

Questionnaire

Community Visioning Workshop (x32 responses) & Website (x12 responses)

What improvements would be most important to Spruce Grove's City Centre?



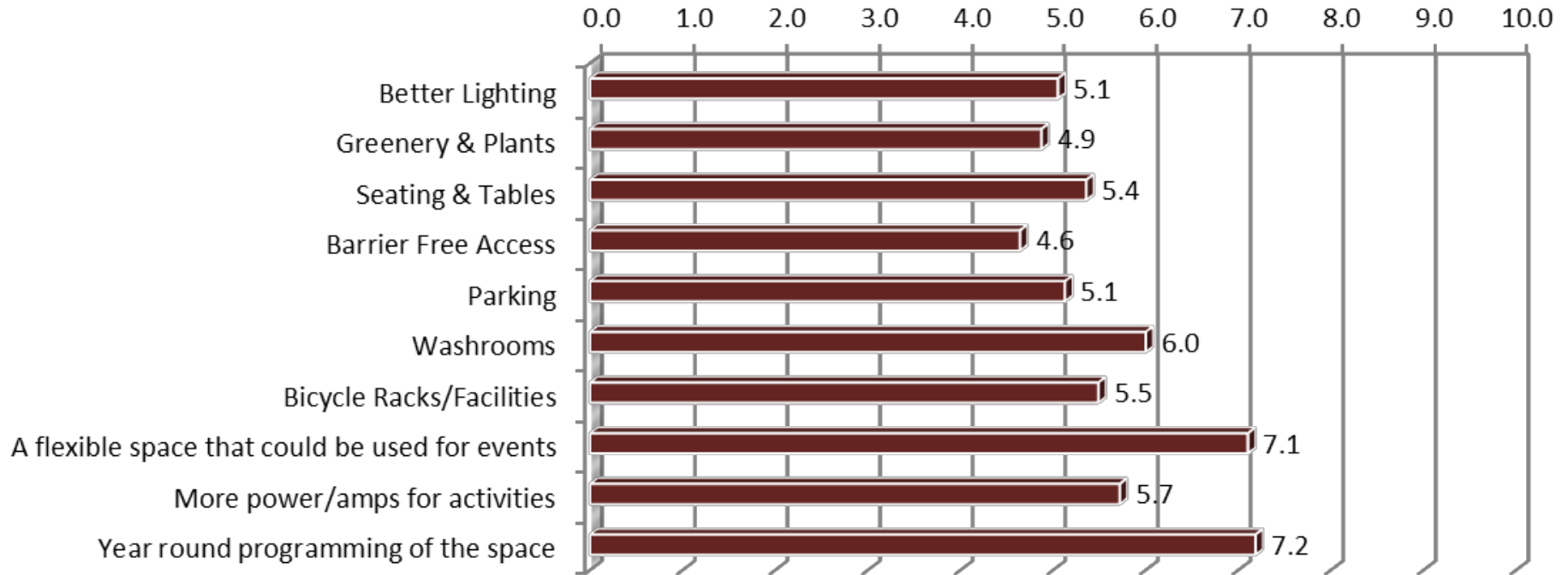
SPRUCE GROVE



Questionnaire

Community Visioning Workshop (x32 responses) & Website (x12 responses)

What do you think would make *Columbus Park* a more inviting place?

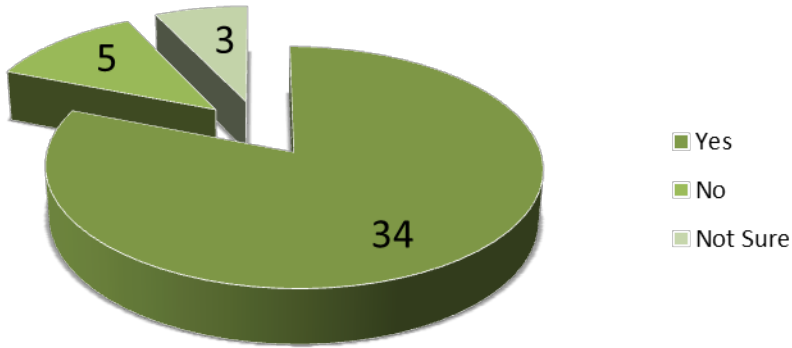


SPRUCE GROVE



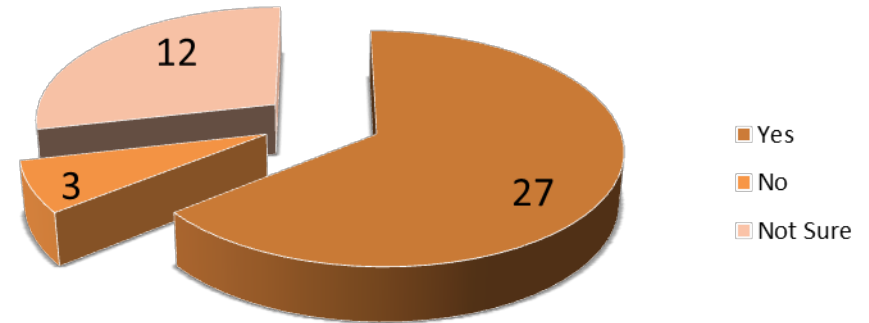
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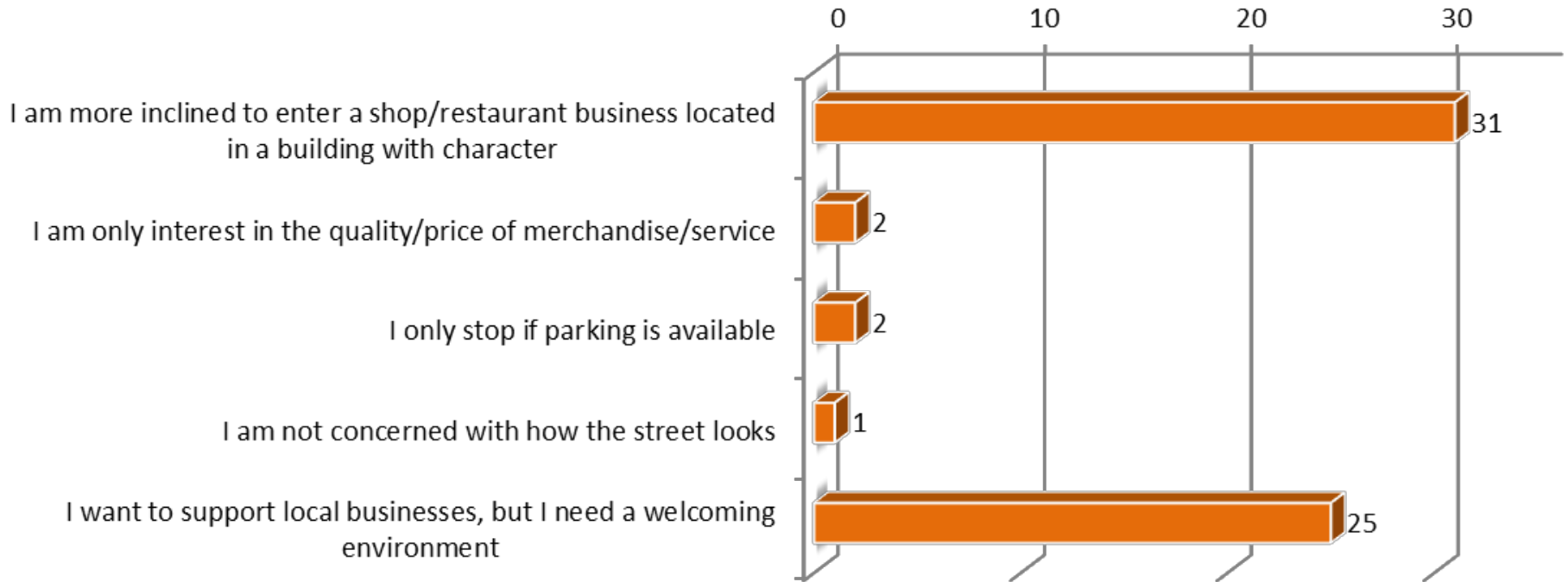
Would you favour the redevelopment of *Columbus Park* into a 'Public Square' that could be used to host year round events and/or activities?



Questionnaire

Community Visioning Workshop (x32 responses) & Website (x12 responses)

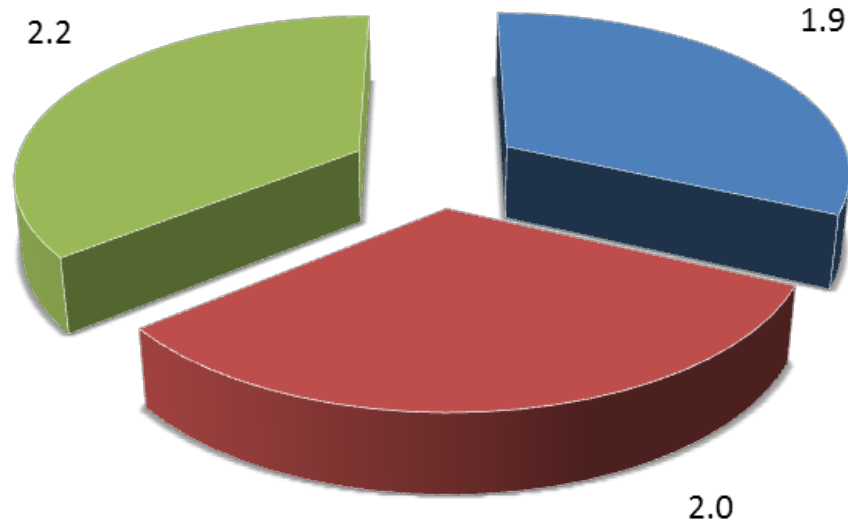
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Questionnaire

Community Visioning Workshop (x32 responses) & Website (x12 responses)

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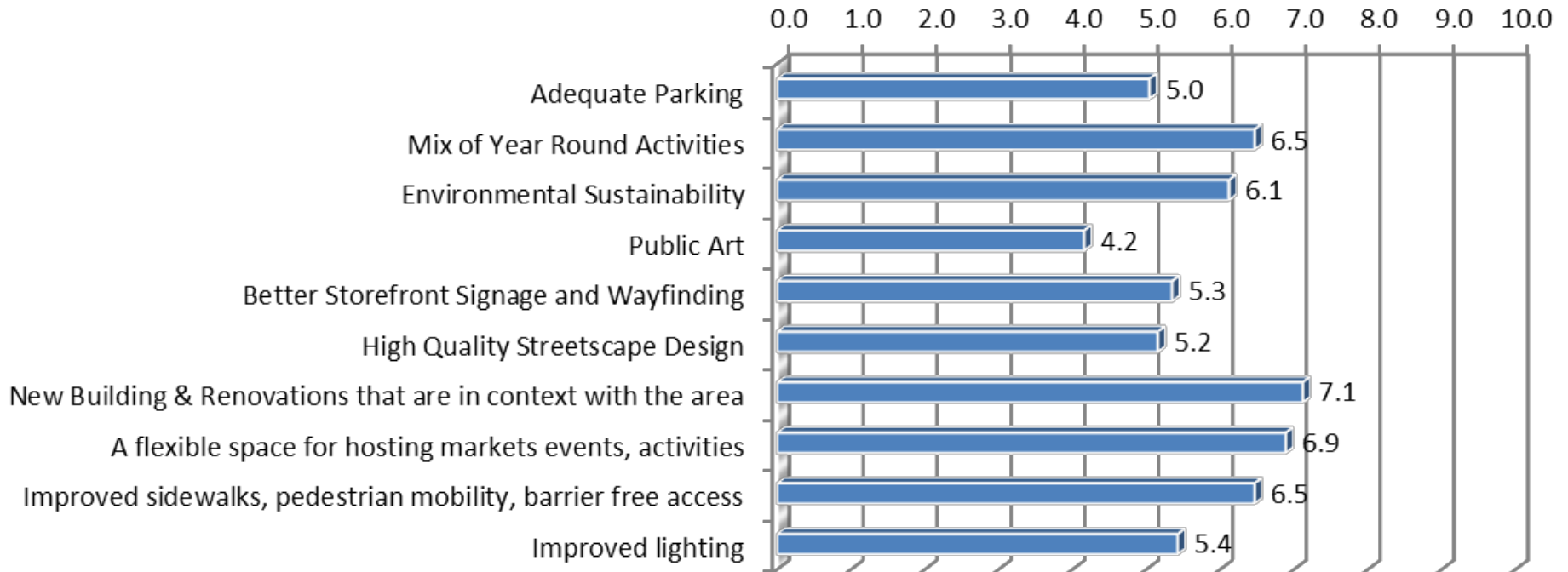


- We have ample parking, it is a perception issue
- Would like to see more parking in the City Centre core
- Would like to see more angled parking throughout the City Centre core

Questionnaire

High School Visioning (x14 SGCHS responses & x 12 St. Peter's responses)

What improvements would be most important to Spruce Grove's City Centre?



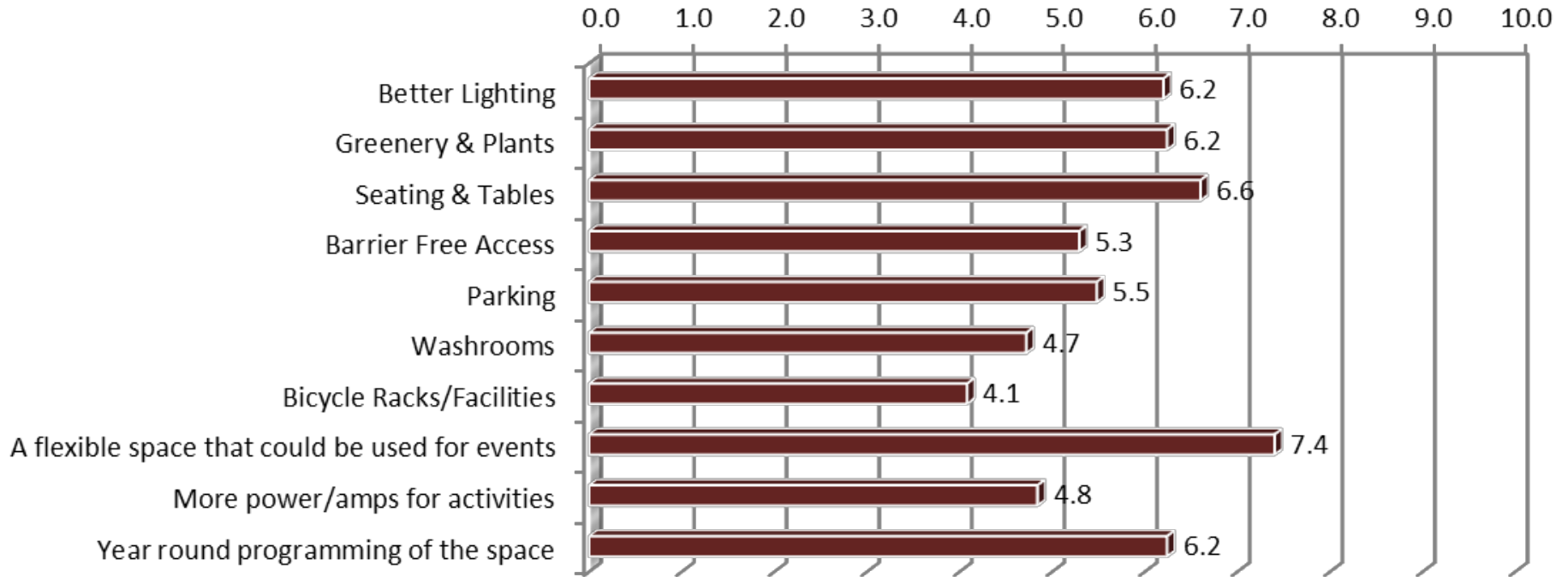
SPRUCE GROVE



Questionnaire

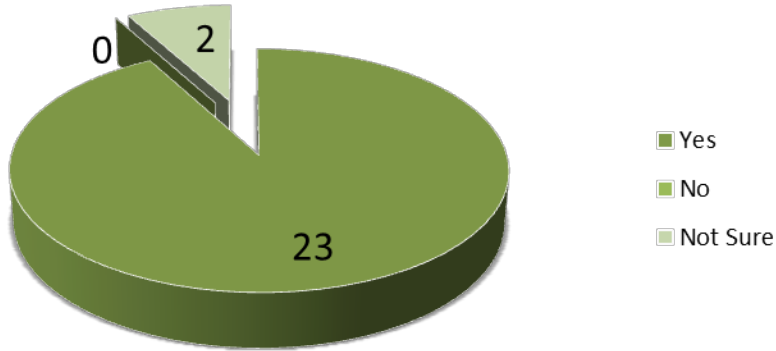
High School Visioning (x14 SGCHS responses & x 12 St. Peter's responses)

What do you think would make *Columbus Park* a more inviting place?



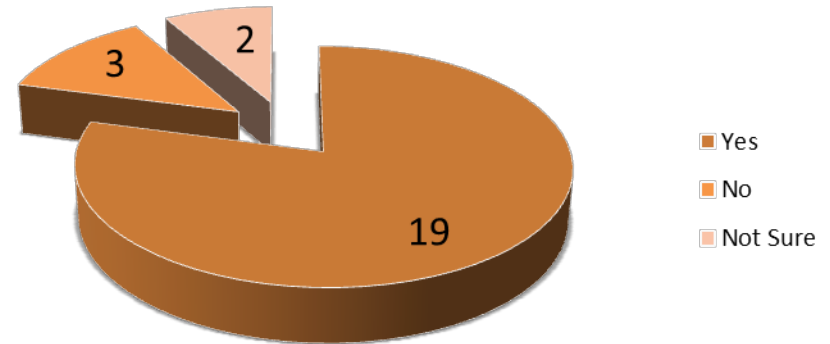
Questionnaire

High School Visioning (x14 SGCHS responses & x 12 St. Peter's responses)



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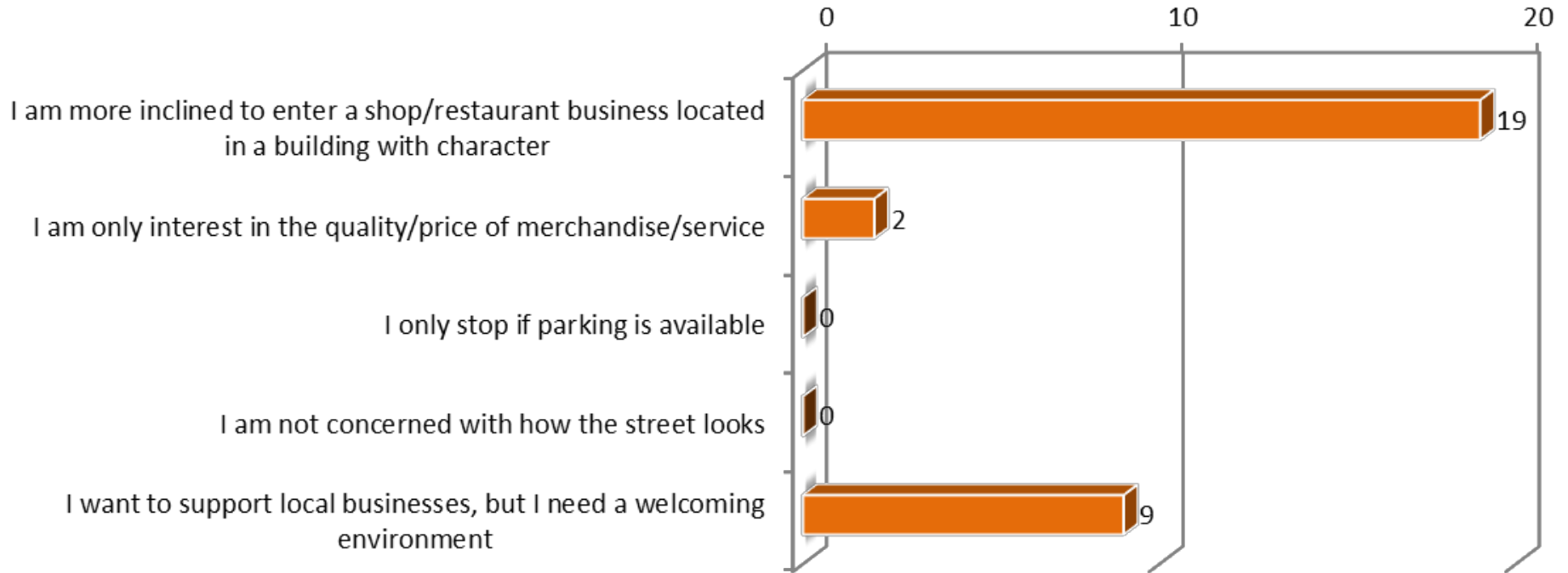
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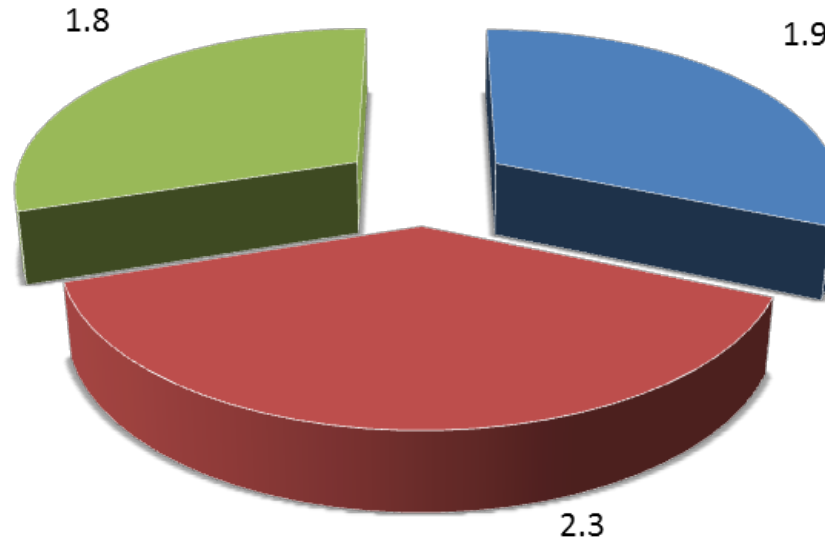
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Questionnaire

High School Visioning (x14 SGCHS responses & x 12 St. Peter's responses)

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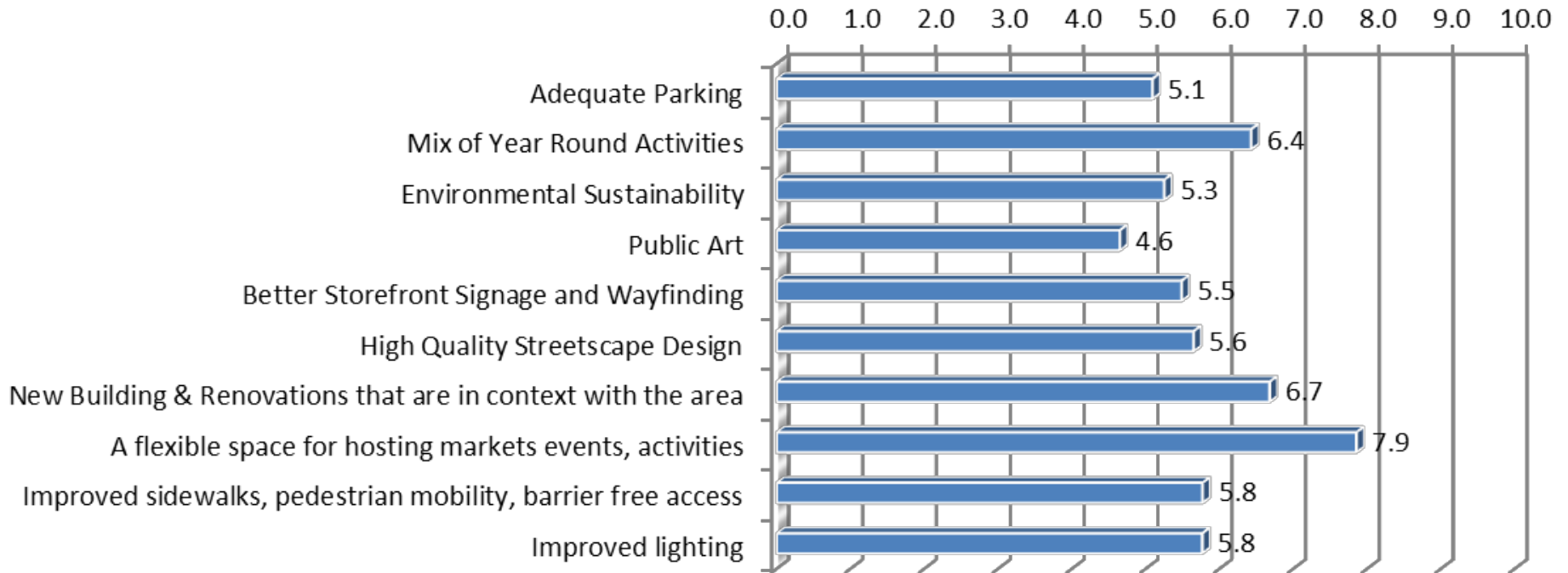


- We have ample parking, it is a perception issue
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- Would like to see more angled parking throughout the City Centre core

Questionnaire

All Responses (x70 responses total)

What improvements would be most important to Spruce Grove's City Centre?



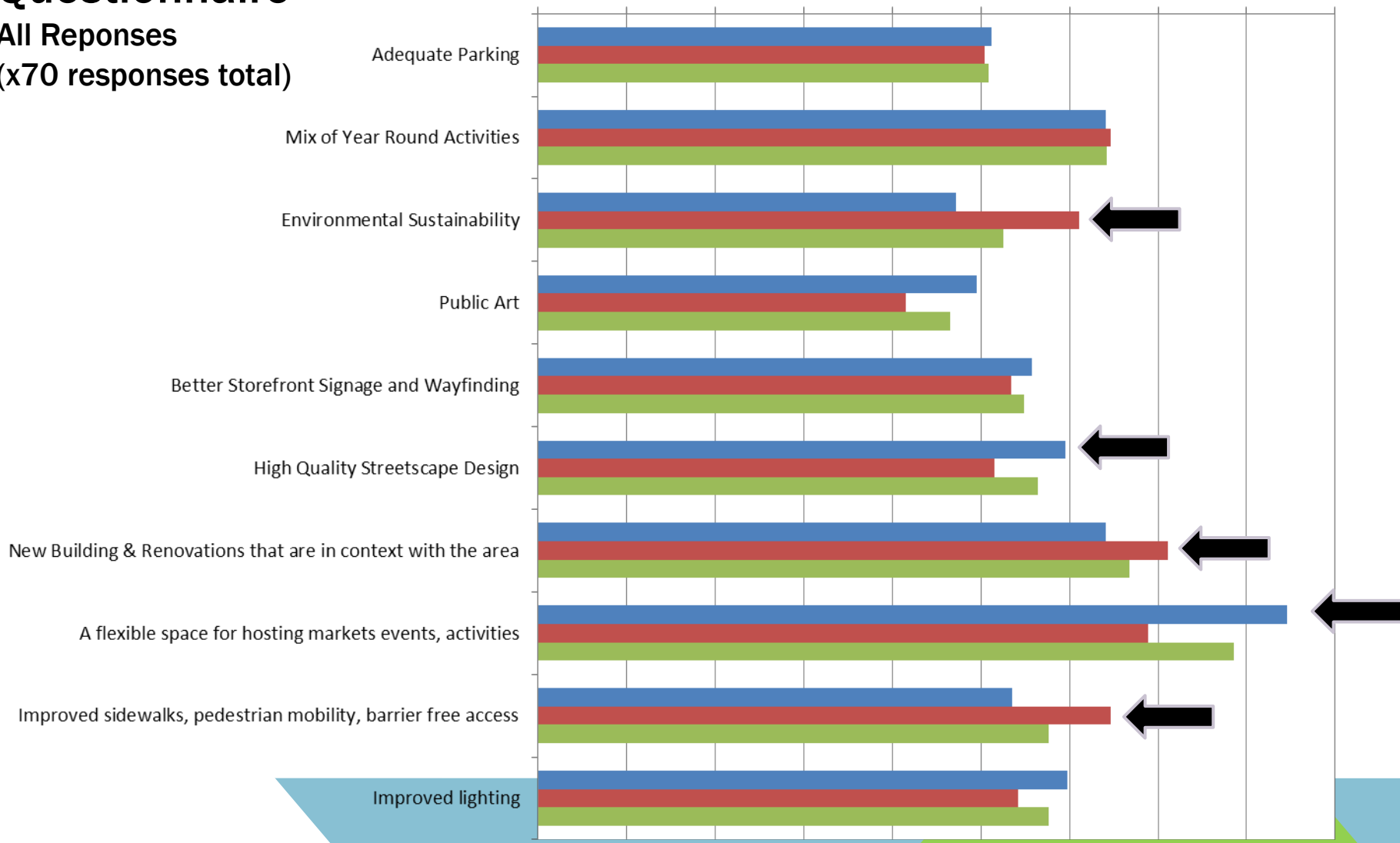
SPRUCE GROVE



Questionnaire

All Responses
(x70 responses total)

0.0 1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0



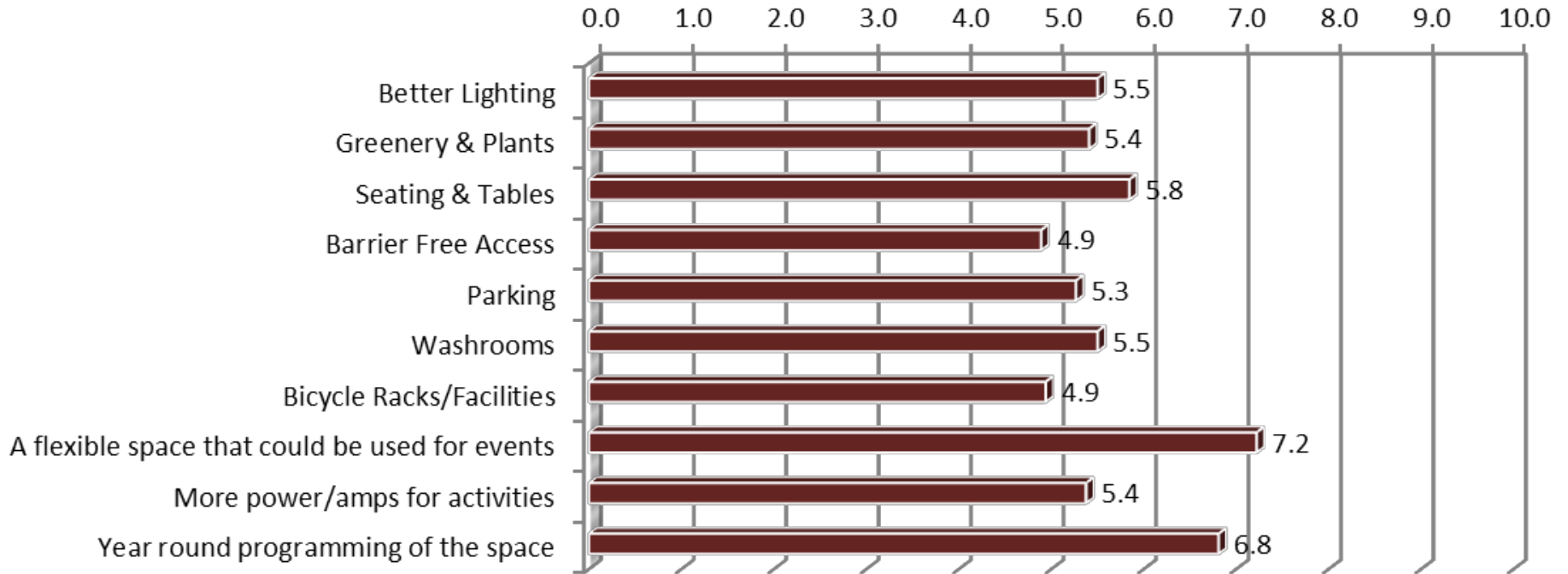
Community High Schools Combined



Questionnaire

All Responses (x70 responses total)

What do you think would make *Columbus Park* a more inviting place?

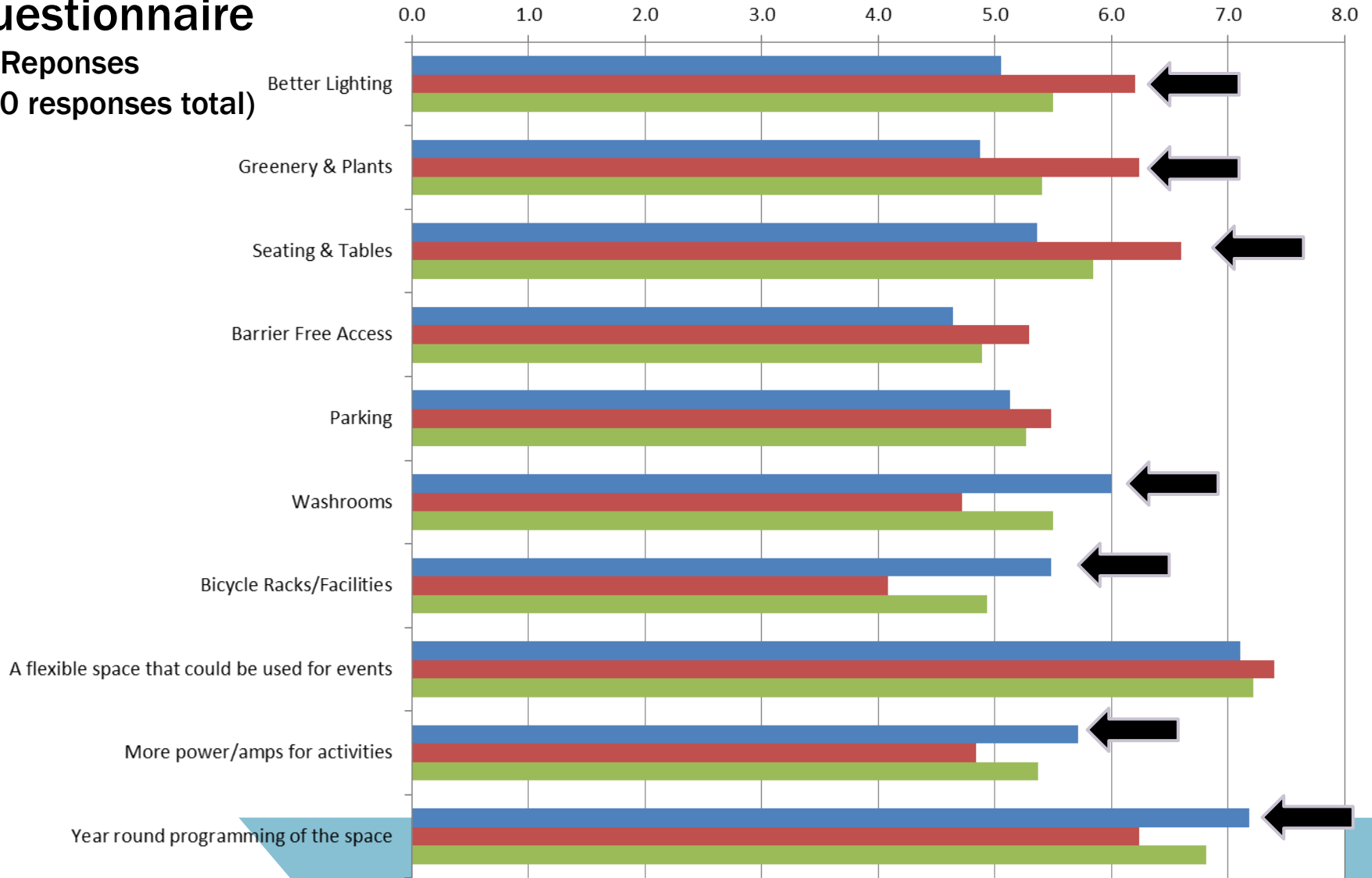


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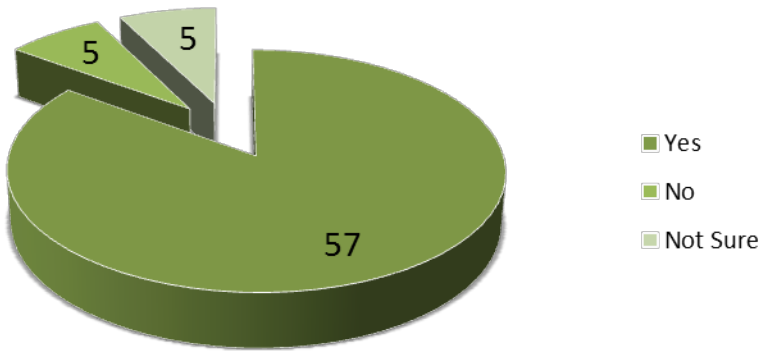
Questionnaire

All Reponses
(x70 responses total)



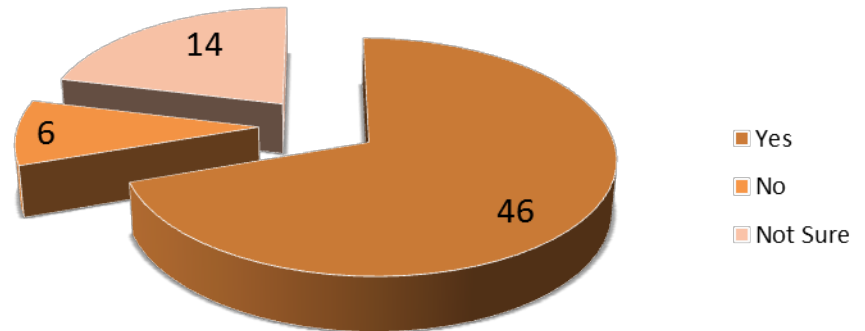
Questionnaire

All Responses (x70 responses total)



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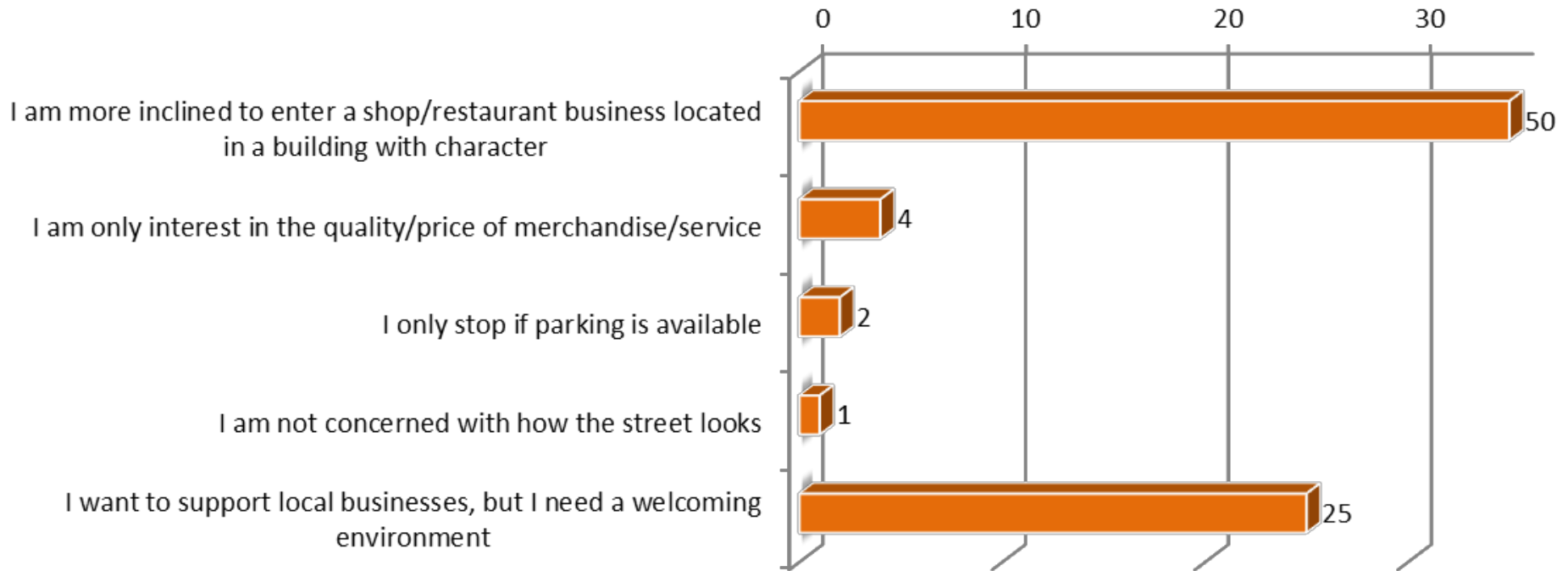
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Questionnaire

All Responses (x70 responses total)

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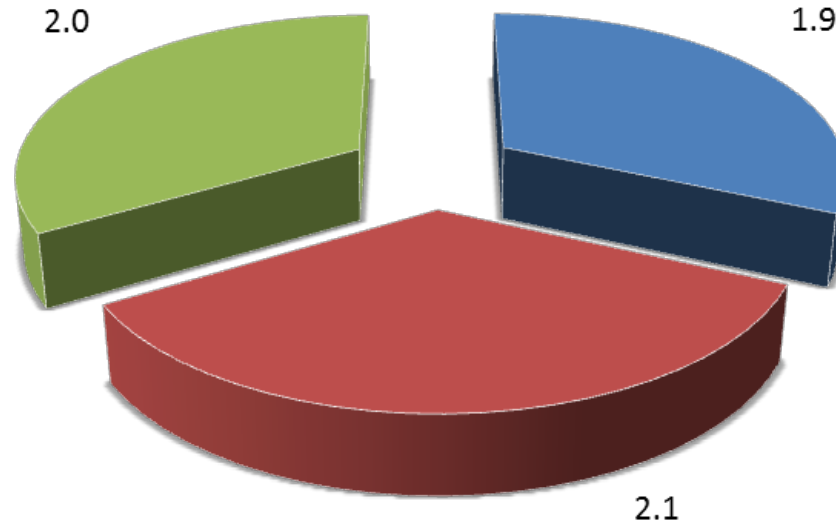
SPRUCE GROVE



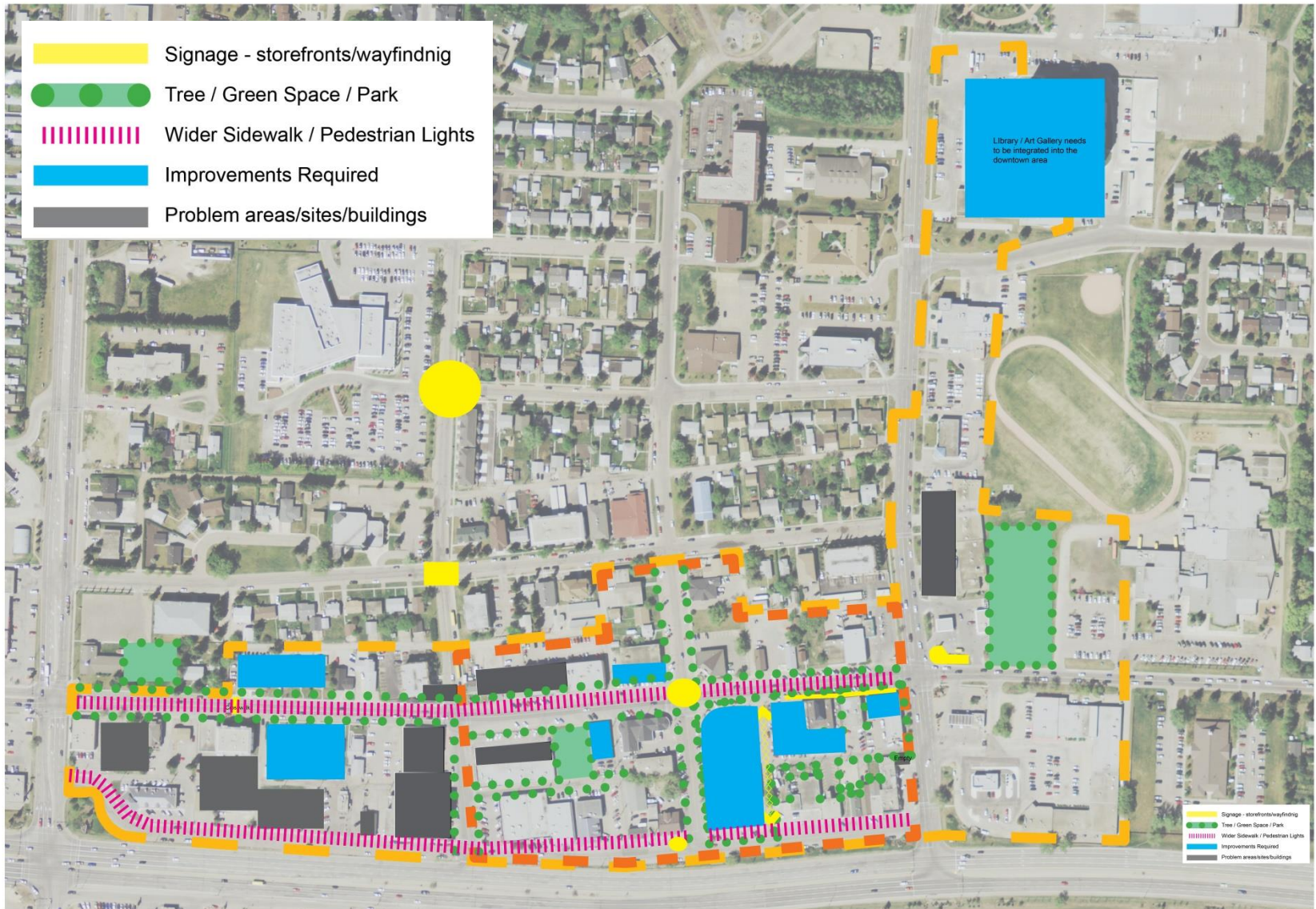
Questionnaire

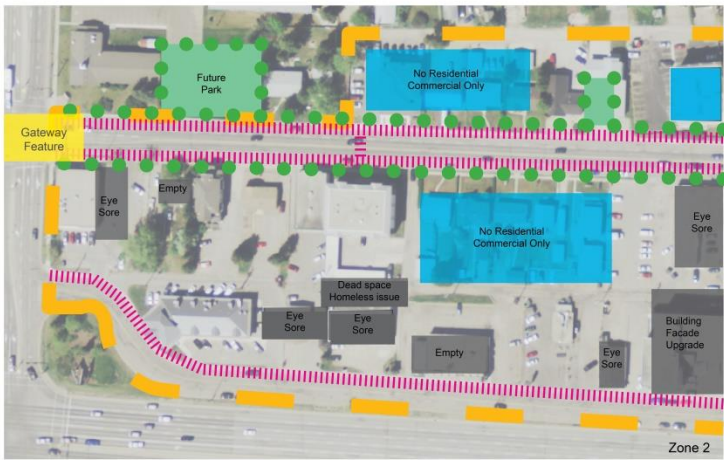
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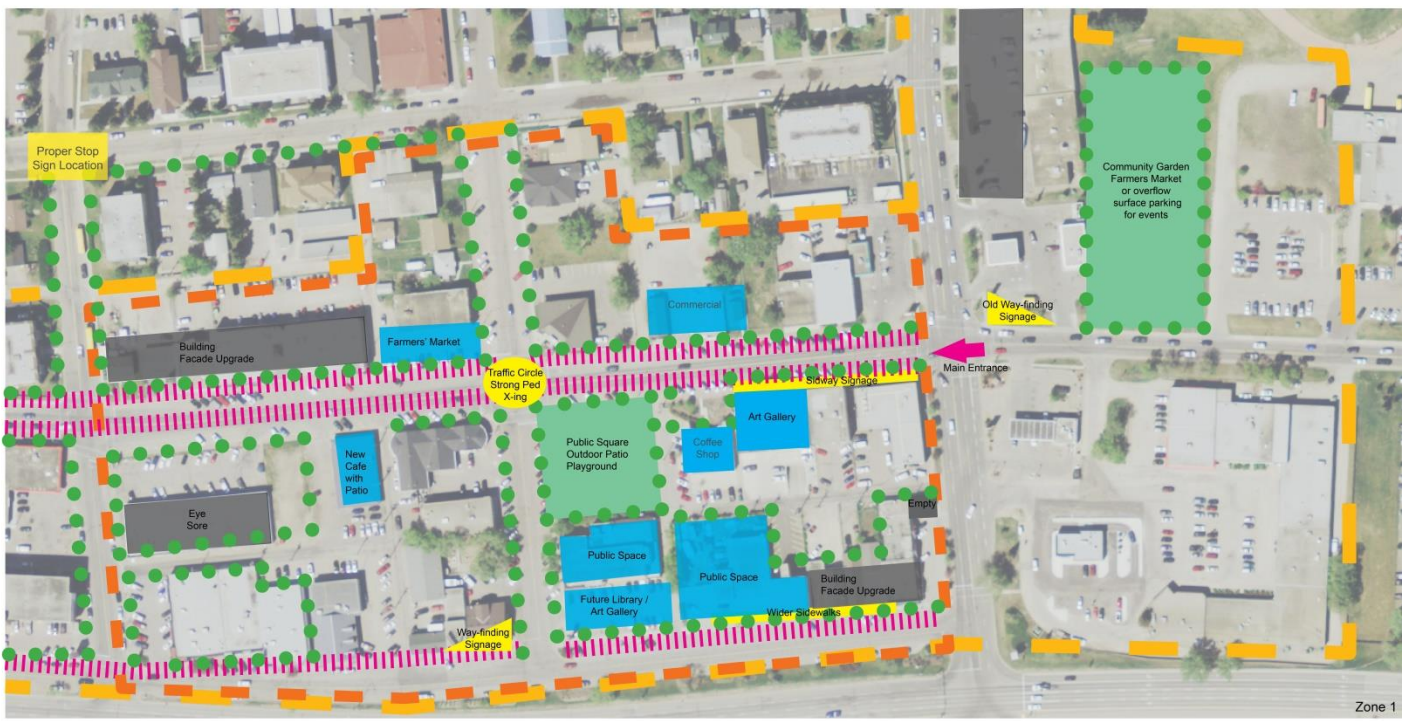


- We have ample parking, it is a perception issue
- Would like to see more parking in the City Centre core
- Would like to see more angled parking throughout the City Centre core





- Signage - storefronts/wayfinding
- Tree / Green Space / Park
- Wider Sidewalk / Pedestrian Lights
- Improvements Required
- Problem areas/sites/buildings



STRATEGIC DIRECTIONS

STRATEGIC PRIORITIES

2017 Area Redevelopment Plan (subject to verification and costing by full study)

Short Term Year 1

- By-Laws to allow parklets and temporary patios Q3 2017
- Pursue Grants for Façade Improvements Q3 2017
- Identify “family” of street furniture
- New Columbus Park Design
- Infrastructure Capacity Assessment

Medium Term Years 2 -5

- Focus on Zone 1
- Columbus Park Construction
- Phased Infrastructure improvements including traffic circle, sufficient utilities etc.
- McLeod Avenue & Main Street Façade, sidewalk and streetscape improvements
- Target and prepare specific redevelopment sites in Zone 2
- Install new street furniture & lighting

Long Term Years 5-10

- Focus on Zone 2
- Ongoing Infrastructure improvements
- First Avenue streetscape enhancement
- Redevelopment along First Avenue and McLeod Ave (west of Queen St)
- Infill along McLeod Ave (between Queen and King St)

SPRUCE GROVE



SPRUCE GROVE



THANK YOU

SURVEY QUESTIONNAIRE OPEN ENDED

Q1: What is your vision for Spruce Grove's City Centre?

- Move the fountain, level the park area and add more seating.
- Make it a plaza for the skating rink in winter / entertainment in summer
- The Saturday Meeting place in and around Columbus Park
- Skating Rink in Winter - Outdoor music in Summer
- Restaurants and shopping during the week, walkable and well lit
- Vibrant area that has plenty to offer, food, shopping activities. Examples Jasper Main Street, Regina
- Family-friendly, unique gathering place where people want to be; have a coffee or ice cream, listen to music or take in activities/events
- Walkable community, bike-friendly events/teen street party, infuse art
- More cafés, market, shops, library, parks, art gallery, community gathering spaces winter/summer
- Create one main street - combine First Ave with McLeod
- More inviting, pretty uniform, history embraced, better shopping and eating
- Event-oriented, night life, dinner spots, weekend outings
- Hub of activity, attractive, public art, street vendors
- Make Spruce Grove more than just sports and big box stores
- A walkable place where I can go on a Saturday morning, and idle, eat, shop and bump into friends....a comfortable place to linger
- A recognizable area of unique stores, businesses and gatherings
- To update the look so that it is consistent in look
- Unique shopping & local markets that is bike and pedestrian-friendly with limited vehicles
- Dedicated business centre
- Review possible inclusion zone for mixed residential and business
- Vibrant, welcoming places to sit and interact with visually interesting storefronts
- Continual commercial growth less residential
- Walkable, markets, cafés, patios, beautification by planting flowers, trees and shrubs
- Events, music, gypsies - flame spinning and beer gardens
- A meeting and gathering space
- A place you want to go even if you have no particular reason to go
- Community meeting place
- Vibrant community
- Place to go year round
- Would like to see a more welcoming decorative area that people want to visit and help local shops.
- A place that people would like to stay in the area
- Family-friendly, working place to enjoy
- Vibrant area where the public want to be - tourists visiting our city
- A safe pleasant area to allow people to walk/shop
- Vibrant gathering place with cool shops, unique restaurants, patio space, great programming and walkable
- Non-commercial and cookie cutter culture
- More greenery and lights (seasonal lights)
- Patios, brick, coffee shops, juice bar/healthy cafés, funky shops, temporary patios, flowers, greenery, wine bar and public art
- More business and more traffic for shopping (retail and restaurants)
- Become a place that people want to gather and meet (Granville Island is my favourite place in the world)
- A vibrant business area with an eclectic selection of shops that the community identifies with
- The SGCC is a central node of the City and shall be pedestrian friendly and walkable to and from parking facilities in order to offer year round events/amenities
- Bright, clean, active
- Small town charm
- A place with meaningful businesses where you can spend a day walking store to store finding necessity and interesting artifacts, intermingled with small friendly
- coffee/tea houses offering great food and drink
- A vibrant streetscape with a variety of shops, restaurants and cafés.

- People walking up and down the street, browsing.
- Occasional events, night lighting and art.
- Maybe executive condo living spaces above the commercial space
- A vibrant destination for arts & culture, mixed with unique shopping and dining opportunities.
- Cultural events like live music, art in the park and Grove Cruise ancillary events will liven the area, creating a buzz that others will want to join
- A destination for food trucks as well
- I like and agree with the vision of the City Centre Revitalization Committee (copied from website)
- Gathering place
- Community activities, focal point, gathering place
- An area which allows for much higher density business activity, upgraded infrastructure and technology, an event or market place
- A consistent architectural design that sets the area apart from area outside the City Centre
- Make changes in a phased approach. Do not incur any escalation in taxation....get Province or Trudeau to pay, say it's a green improvement
- A fun lit up, decorated area to hang out, study and participate in events
- More modern, lighting, feeling, inviting warm, friendly, have more green space and swing benches
- A friendly/family oriented place that is welcoming and has a space to sit and relax
- To be green and lush, a place where people can throw a football around or have a picnic in the grass.
- There should be planted trees, as well as having a few specialty cafés. A nice little charming place
- A more modern take that still adapts to the high age median of Spruce Grove
- A cozier feel with more seating. Extended patios and temporary sidewalks would be interesting
- I would love a green park with good lighting and lots of seating (there is a thing called swinging benches. Please my god I would go everyday
- A place to feel like home. Cozy cottage kinda feel, rustic modern, community
- A modern, fun space where people can hang out. Think mini West Ed maybe
- Want to see more people - more events
- Lighting is key
- The bonding spot - despite being a small town, we're not really together
- More presentable (the moment I enter, I should know it's a downtown)
- To be able to bring Spruce Grove towards a correct group and to better the space to better the community
- Lots of green space, coffee and dessert hotspots, places to sit outside (city and company provided) to people watch
- Pedestrian friendly, local products, seating, lighting, winter wonderland, lots of green in summer
- A place for friends and family to gather for local activities
- To develop and include more greenery, public seating areas and to encourage more foot transportation
- Bringing in more locally owned businesses
- Somewhere that is modern and green and appeals to all ages and doesn't have a bag stigma about it
- Generally making it more accessible and welcoming to the public
- Not concrete and simple fountain
- A place where teenagers actively choose to visit on the weekend due to its welcoming atmosphere/activities
- A place that is warm and inviting, but is also exciting and full of new activities. Somewhere that draws people to it, if they've never been
- A place for the community to gather together and embrace belonging to the collective of the city
- A modern and environmentally friendly place where both families and individuals can invest their time in while remaining locally owned
- A warm inviting place that is beautiful and clearly identified from the rest of the city
- Inviting space during all seasons
- Scenic / green foliage / winter seating
- Welcoming and safe
- More community events and gatherings that focus on the local businesses and bring awareness to what is happening in Spruce Grove
- More rustic feel, like log cabin style - Like Canmore or Jasper
- To create a more inclusive society by integrating aspects of old and modern culture
- Creating an identity of our own, different to downtown Edmonton or Whyte Ave, however within the same aura or atmosphere

SURVEY QUESTIONNAIRE OPEN ENDED

Q2: What is most important to you about Spruce Grove's City Centre?

- That it be the place for people to enjoy outdoor events, market. It could be a cultural hub
- Fun and enjoyable for whole family
- That it appeals to people across the age spectrum; young kids to seniors
- Attracts people of all walks of life. Builds community with interactive space and place making. Not a spectator space as much as interactive
- Drawing volunteers to help with events
- Alive and unique experience - shopping, market and free community spaces (art gallery, public art, library)
- Parking and access
- Better parking and inviting spaces
- Small business development
- Culture, art, local businesses
- Visually attractive, rustic small town vibe, place to hang out with friends
- Parking, unique storefronts, patios, lighting
- Have a place with various services, but also a place to walk around
- Uniqueness of stores and organic markets
- Walkable street with patio and seasonal patio
- Theme and BRX to set unified focus - architectural control component, administered by City Plan
- Variety of business, different types, individual boutique, one of a kind businesses, not all chain stores (e.g. Not all like Tim Hortons).
- Should have greenery as well
- Traffic speed needs to be monitored and slowed
- The Park
- Trees need to be planted on sidewalks
- Community meeting place
- Having a downtown
- Heritage
- City Centre is a place where events could be placed that families go to the day or young kids could hang out in a secure environment
- New look
- That people make use of the businesses there, supporting our local owners
- Support local small owners
- Look and content
- Culture, walkability, year-round use, uniqueness (what make SG Downtown different)
- Accessibility, aesthetics
- Heart of the City and history
- A place for people to gather for activities, interesting shops and restaurants; activities going on and public art
- Please make a public square for gathering, hosting events
- Ability to draw unique businesses that will define the City Centre and in turn draw more patrons
- Cleanliness
- Accessibility (pedestrian, bicycle, vehicle) and linkage to the heritage trail system (supported with bike racks in the city core)
- Emphasis on boutique/local shops
- There has to be more than one reason to the area (shopping, coffee, gathering, events etc)
- Making it retail and not business oriented (dentist, lawyer, accountant etc, should not be there)
- Create a welcoming environment that will encourage events and people gathering
- Defining the arts and culture in our community
- That the area be inviting, sociable, walkable, offer real purpose and be within a reasonable distance from public transportation and/or parking
- That consideration be made for another park (that would include a band shell suitable for concerts etc and a proper memorial for service members killed in line of duty
- Activity

- Unique shopping, food, activities
- That provides jobs to local youths and seniors.
- That supports the local economy (small businesses, community stakeholders, farmers) and that it is unique to the region
- Nothing really to ask you to keep, willing to hear ideas that don't increase my taxes...taxes cannot be raised a cent
- Don't forget every other government wants more money from the lowly taxpayer. Do not be another hand in my pocket
- Somewhere to hang out with friends
- Lighting and green spaces
- Seating, more plants, lighting, more appealing storefronts
- It's green and encourages environmental friendliness
- Being able to adapt to both young and old age groups
- Having seating to encourage people to come and create more foot traffic there
- Having a green space with seating I could hang out at
- SG City Centre doesn't draw me to it. Chill zones, places to relax
- It will become a spot I can go to meet up with friends and hang out without having to go to Edmonton.
- Ardenes is currently the only store I can meet up with friends in SG :(
- The tall buildings and the lighting
- More events like celebrations or festivals and competitions that help the young generation
- The act of bringing us together as well as lighting and parking to invite people after dark
- Accessibility, parking for ease, small town feel
- Create a fun and relaxing atmosphere, get people outside !!!
- To feel as though every age group in the community can enjoy the downtown area
- That everyone who is part of Spruce Grove benefits and gains something from the redevelopment of the City Centre
- A community feel with a desire to simply hang around there (much like Whyte Ave)
- Inviting the community as a whole to enjoy the aspects of Spruce Grove, getting small businesses to gain recognition within the space
- Gaining peoples' attention - many people overlook the opportunities in SG and go straight to Edmonton, which has more activities/opps
- It's such a pretty space, especially in the winter and you're working on the Christmas lights. It's iconic to the city of spruce grove
- That it remains a locally owned place that all ages can enjoy and invest time and money in
- Not really anything as it is, as it is kinda boring and similar to rest of city
- Inviting space / safe space
- Shops or vendors for beverages / snacks
- Area for performers / covered band stand
- Pleasing to the eye, to out-of-towners as well as to locals and "community building" related goals for the space
- I think it is important that the city centre brings people together and forms a sense of community
- That it is warm and welcoming and brings people in
- The most important thing to me about SG's City Centre is that we look to cherish all talents / thoughts within society to accommodate each view of each citizen

SURVEY QUESTIONNAIRE OPEN ENDED

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

- Some old buildings need to go or spruce up.
- Businesses need to be open on weekends
- Encourage new businesses to locate downtown
- Attracting and retaining unique businesses
- Physical change to get our vision (financial constraints and time)
- Drawing volunteers to help with events
- Parking planned out better
- Drawing people from their cars
- Re-designing the look and feel of the area; Having people stay the course and be willing to put in many years to bring this to fruition
- Cost to change
- Business relocation
- Hodge-podge buildings and parking with no unity, no pedestrian traffic
- Attracting and retaining good small businesses
- Unfortunately, very close to Highway....hard to mentally distinguish the downtown and highway 16A
- Opening up to modern ideas
- The business mix with residential homes
- So many old buildings, but also to get a consistency of look
- Cost to transform the area and ability for new/old businesses to be able to afford leasing buildings
- Vacant and incomplete areas
- City Centre needs density and create a destination for residents to go during week and weekends
- Creating a fresh look - modern new look
- Approval of the right type of businesses; Need those that bring business not just traffic....i.e. churches etc.
- Attracting businesses regardless of parking
- Parking
- Very little identity or defining qualities
- Money and willingness
- Make the change going forward - some resistance
- Getting agreement and having dialogue
- It would be the parking problem as well as the environment that surrounds the area
- City of Spruce Grove
- Zoning and getting rid of the buildings/owners that detract from the growth of our City
- Zoning and cleaning out buildings that fix the plan
- Buy-in, alternative parking options, traffic diversion
- We have no identified or defined Spruce Grove culture (even with the "plan")
- Council is more interested in big box stores than unique thinking
- Expansion and climate
- Parking
- Upgrading the fronts of building to bring a sense of style and an inviting area for people to shop, eat and attend activities
- Old KFC building
- Competing with the big box commercial developments to the east and west
- Defining "what is the City Centre"
- There's an existing mix of non-compatible architecture - and landlords with different / competing interests
- Getting the building leases/rent set or capped to allow small private retail to operate efficiently.
- Coaching property owners to understand operating with lower income from property versus empty is better for all
- Really out of date storefronts and a lack of diverse shopping options
- Alternating the mindset of the community regarding the lack of opportunities downtown offers
- Getting the buy-in and support from the City of Spruce Grove and the business people in the area that will be required for creating infrastructure and spaces for regular use
- Old abandoned buildings

- Attracting small business owners
- Dated infrastructure will take a large investment and long time to be addressed
- Small area, parking is a struggle, small sidewalks
- Make people aware about the plans for the City Centre
- To make people more aware that Spruce Grove has a City Centre and make it more appealing to draw people in
- Expanding. Making it bigger so that it's inviting and helps people to remember and come there
- Keeping the youth happy and the old
- Creating more traffic in the area. People coming to look around instead of driving through
- To get people to go there
- We grew too fast so the downtown didn't grow with the City
- It actually happening and not just being talked about. Or it happening and turning out boring like Westland Market Mall - BOO!!
- The part where we're getting all people together. It will be difficult convincing people at first but hard work will do it eventually
- The parking or traffic influence needs to change, but it may be difficult due to limited space
- Narrow streets, retaining businesses with Edmonton access so easy
- Attracting businesses that are modern, relevant and attractive
- To incorporate things that would draw every age to go there
- Trying to please everyone and take everyone's opinion and working with a space that isn't that large
- Converting it from old to new with minimal fallout (i.e. Millennials vs Gen X/Baby Boomers) and the clashing of ideas
- Having an inviting space that appeals to all ages within the community
- Spruce Grove is taken from being "boring" to being a place where both residents and visitors can feel welcome and take part in activities
- There just not a ton of space to hold big events and its not very versatile.
- You can use the fountain area to walk around, but there's not enough space for other activities
- Finding the room and money to fully create the vision that you have for it and getting the community wholeheartedly involved in it
- Trying to do something unique and attractive that people want to see or enjoy seeing
- Space is limited, older, unkempt businesses, location / enhance storefronts
- The space is relatively small to do too much with, trying to do too much with it might be a mistake
- That no one is entirely sure where it is or what it does
- Being able to maintain a home-like feel while Spruce Grove is still growing
- The greatest challenge for the City Centre is that shift from a less involved community to a more involved one.
- People may be reluctant to become involved / may be too busy

SURVEY QUESTIONNAIRE OPEN ENDED

Q11: In your opinion, what are most important outcomes from City Centre Visioning Process?

- A plan in place that will direct future growth and upgrading to make downtown the "happening place"
- A welcoming, warm environment with year round fun activities (market, fair, music, beer tents, etc)
- Community building, local economies, place making
- Change! Please create a "destination" downtown SG
- That we have clear guidance, with our next steps forward, that an established list of controls and ideas are in place
- Comfort, recreation, place for people to spend \$ locally
- Bringing culture and business to a city has outgrown the current infrastructure. In doing so, perhaps we can attract more festivals & tourism
- Parking is important however majority of spruce residents live within reasonable walking distance to City Centres (<20 min) due to a great trail system.
- Slowing traffic, establishing a "clear" vision for the area
- To come up with a clear vision of what this will look like. Then move forward based on public input and not bend to the will of complainers who hate change
- Businesses/restaurants/markets that would give me a reason to go to the city centre. Currently nothing really attracts me to go to the city centre
- Inclusive zone that will be clearly defined and administered. Encourage redevelopment
- Revitalize our downtown, encourage boutique businesses, nice looking storefronts
- Getting people thinking and talking about it
- Common sense prevail
- Keep our history and allow variety like the Dowdy's Fish Man
- It needs to be a welcoming place where events and families could gather without the worry of parking or other down sides
- Area Structure Plan
- That the businesses in the area are all in agreement with what the goals and objectives are for the area
- That it's not studied to death, and something is done soon
- To establish a concise plan that provides solid direction to the end goal.
- Ensure unwavering planning that is not swayed by the lure of investment dollars demanding their way or not
- Boosting business activity for our local shops and providing a welcoming space where residents want to come together
- I believe the parking currently is more than adequate for the traffic. However, as the revitalization continues, more businesses open and more people flock to the core, there needs to be an increase in parking. I think it should be increased off the Main / McLeod Ave as well, so there is still ample parking in surrounding
- There needs to be a long-term plan for how all of the elements will be integrated. Involve representatives from various city departments to plan an integrated approach
- Too often services suffer because communication is not maintained between all areas
- The development of a City Centre that is identifiable, that Spruce Grove families and visitors to the city can be proud of and want to visit and use on a regular basis
- Public Market
- An inviting atmosphere with year round activities and food venues
- That ideas become actioned
- All changes that cannot be funded by Feds or Province has to be user pay design. I don't want to pay for anything someone else dreams up. No more tax!
- Do this with grants, do not start something that will end up never being finished because you ran out of money had then have to kiss up to taxpayers to bail it out. Don't do it
- Lots of people getting involved, having fun, accessible, decorated, intriguing
- Feel more welcoming, sitting areas, green space
- Welcoming place, more space
- That it's inviting and keeps people happy and it's a pretty place for people to come and relax
- Less photo radar
- To make downtown more known and more travelled
- A welcoming environment with lots of seating
- Community coming together to see what the collective wants
- A modern hangout spot! Please I'm begging you! With Clothing / Entertainment places

- The Look - The correct usage of the space - use it to BOND not driving tests!
- To open up the downtown area to the community and works to make it more communal
- I want a giant Christmas Tree - Could be decorated at log cabin
- Promote reason for people to connect face to face and physical activities
- To encourage young families to get outside/active within the community
- Gaining information and applying popular opinions as well as learning about the community
- More welcoming spaces for ALL AGES
- That we all support the community and promote the idea of a community
- Creating a focus on local businesses rather than driving to the city
- More unique and interesting restaurants, to bring the community together as we have like 5 good ones right now
- Involvement of citizens because you need "buy-in" when it comes to cost / taxation
- Some kind of change that reflects what people in Spruce Grove want
- That it is welcomed by the upcoming generation
- The most important outcome from the visioning process is gaining the support of a majority of the community as well as proper research to help the advancement of the community.

IDEATION & IMPLEMENTATION

Q: What character / brand / theme do you want the city centre to convey?

1. More trees and plants around more local company emphasis.
2. Mix of modern / old architecture (ex: U of A)
3. Home-y rustic feel. Lots of brick buildings.
4. Decorate accordingly to the season (ex: flowers in the spring/summer, lights in the Christmas season.
5. Promotion of the community – have small gatherings to bring the community together.
6. Looking after all citizens – disadvantaged, homeless social service.
7. Green space – environmentally friendly.
8. Community feel.
9. Open space for any activities (i.e. building snowmen in winter, picnics in the summers.
10. Authentic shops “homey” feel – small town feeling (jasper/Banff).
11. More stores, shops and restaurants.
12. Patriotic feel to it (ex: more Canadian stuff, etc.)
13. Environmentally friendly – jasper/Banff
14. No commercial stores, local stores.
15. Murals/artistic talent of local members – emphasis on local companies/artists.
16. Revamping old buildings in east spruce grove.
17. Lots of green space/places for people to visit.
18. Potentially public buildings / fire pits for the public to enjoy.
19. Borrow from local BC communities; very comfortable and welcoming.
20. More modern, green space (gives someone something to do).
21. Accessibility for all age groups.
22. Encourages youth and seniors.
23. Demolish Cossack inn (keep ray’s wok)
24. Locally owned businesses, not so much commercial franchises.
25. More space for large gatherings – utilizing space (ex: church hill square)
26. Lots of green – makes everything feel fresh and vibrant at the same time include “big city” characteristics, specifically lights – makes things feel exciting and new looks good.
27. Small businesses.
28. Safety for all.
29. Trees, bushes – foliage.
30. Outdoor gym.
31. We need to add more restaurants to the area.
32. Stores that apply to all ages – bike shops, clothing, toy stores, flower shop, tea shop.
33. Jasper / Banff environment – small town feeling, yt full of unique and exciting aspects.
34. All ages.
35. More of a rustic theme to the downtown like Jasper and Canmore.
36. Build a Costco.
37. More city events to bring community together.
38. Rustic/modern – brick, wood, flower.
39. Have carnivals.
40. Distinct building design, no cookie cutter buildings.
41. Potato festival, tomato festival.
42. Enviro friendly.
43. Lighting.
44. Clothing stores – mall
45. Animals.
46. Lit up, modern.
47. Cozier feel with patios and seating.
48. Tall buildings. Mall
49. Laser tagging or someplace similar.
50. A place for friend and family to gather.
51. Some brand store to be brought in for the mall to bring costumers.
52. Open, warm, friendly, modern lightings.
53. Have gyms or something unique.
54. Maybe like a community hall for events.
55. Carnivals, festivals.
56. I think it should culturally / friendliness in a way. Inviting and easy to access, pretty to look at sort of modern but old styled.
57. Bigger movie theater.
58. Have events in there. Bring the spruce grove family together. (ex: talent shows festive celebrations beauty pageants.
59. The bedroom community needs to be more family like needs gatherings.
60. Modern.
61. Bring spruce grove together.
62. More events.
63. More art events. Community gathering.
64. I want it to be huge mall.
65. Pedestrian friendly.
66. Demo old (KFC)
67. Organic markets.
68. No franchises.
69. Community.
70. Turn Mcleod avenue from being a “thru-face” from Safeway to Broxton park by slowing down the traffic speed, give more reasons to stop.
71. Child friendly.
72. Benevolence events – free ice cream.
73. Spruce grove has a farming- rural small town vibe – famer’s market, rustic country stores, etc.
74. Quaint, unique shops / services, rustic / modern feel, individuality open for business.

75. Family friendly safe.
76. Relaxed, the place to be.
77. Small business friendly.
78. Lots of lighting at night.
79. Minimum standard for new construction that involves large windows and masonry.
80. Mom and pop shops not big box stores.
81. City centre should be a destination – shopping, eating, activity, authentic. (appeal to the “experiential” millennial generation.
82. The opposite at all the rest of cookie cutter stores.
83. No big box stores.
84. Activities, people place, patios.
85. Food and patio.
86. Place you can hang out and linger. More than 1 attraction (i.e: get lunch, coffee, shop, sit at park, read and etc. multiple purposes for going there.
87. Local merchants.
88. Unique features: realistic murals on buildings.
89. Light up sidewalks. (light as you step) encourage walking winter friendly.
90. Lots of live / work spaces.
91. Wine bar / live music.
92. Small town charm.
93. Downtown living spaces.
94. Multicultural, unique shops / restaurant - no franchises.
95. Family friendly.
96. Brick façade.
97. Central theme that celebrates why families more to spruce grove.
98. Better shopping hours.
99. Bring art and music to the area.
100. Heritage.
101. Multicultural / variety.
102. Designated lots, 2-3 storey
103. Less office type business – more stores and restaurants.
104. Keep things more uniform with better architectural controls.

IDEATION & IMPLEMENTATION

Q: What do you want the central plaza / gathering space to represent?

1. More restaurants eating out in style.
2. Food trucks / something cool and different.
3. Community and welcoming.
4. Potential for live music & to people of every age group.
5. Community with exciting space where everyone can participate in things they enjoy.
6. Lots of trees for decoration.
7. Skate rentals.
8. Log cabin.
9. Warm and welcoming for visitors.
10. A feeling of community and togetherness.
11. Family.
12. Home.
13. Some sense of tradition or history that helps us to learn more about our community.
14. Exciting and new atmosphere - Avoids to being so dull and uneventful.
15. Love.
16. Youthful memories.
17. Friendship.
18. Modern, applies to all ages.
19. Equality.
20. Big farmer's markets – local businesses can promote themselves.
21. Locally based companies – focus of the town is on the people / companies of the town.
22. Represents all ages.
23. Use in both seasons.
24. Environmentally friendly.
25. Public washroom heating.
26. Winter use – stars for skating, lots of lights.
27. Staging for live music, cover for band.
28. Sitting area to be more welcoming.
29. Place to visit, drink beer and listen to performance arts.
30. The place to be events culture, fun, food.
31. Safe + gathering space where residents want to come and see what is going on week to week.
32. Have a European concept where massive tents can be set up in seating. They are anchored under the concrete.
33. Farmer's market or stalls where people can sell stuff.
34. Make the small park a big one. Add some flowers. Add some cherry blossoms. Make the ambience better. Make it into an idealistic picnic spot.
35. More green.
36. Greenhouse.
37. Represent natural vegetation.
38. Natural look.
39. Roller skating rink
40. Swimming beach
41. Kid friendly.
42. More lighting
43. Lots of trees and sitting space, like a big park you could play Frisbee in.
44. Cozy and trendy cute boutiques.
45. Add a pond in the park but no fishing.
46. Lager patios and temporary sidewalks.
47. More lighting and benches in park.
48. Lots of plants / green space.
49. More seating and benches by street.
50. Plants / flowers.
51. More benches.
52. Farmer's market.
53. Pond, small water area.
54. More lighting.
55. Gathering space.
56. Fun, Cool.
57. Gathering spot.
58. Comfortable.
59. Family friendly.
60. Unique boutiques.
61. Functional for numerous different types of events.
62. Music. Fairs. Markets and etc...
63. One block closed off to be pedestrians only.
64. Variety of shopping stores.
65. Independent businesses – no big-box stores.
66. Winter events – potential to portable heating elements.
67. Diversity in landscaping, well maintained.
68. Gathering place to have fun and build relationships.
69. Lots of events.
70. Ability to block streets for events.
71. Green space, pond.
72. Pedestrian friendly.
73. Fire pit for winter gatherings / events.
74. Heat – fireplaces for winter activities.
75. Community "third place"
76. Flexible space for large gatherings
77. Vibrancy.
78. Activity for all ages
79. Colour.
80. Represent who Spruce Grovians are / culture / diversity.
81. Inclusion for all.
82. Canada day, downtown.
83. Walkability.
84. Bicycle-friendly
85. Art and culture
86. Bringing people together.
87. Community.
88. Open to all public space.
89. Access to power sources for events and markets
90. Music, art, local
91. Pubic washroom

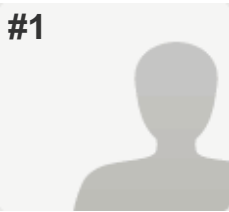
IDEATION & IMPLEMENTATION

Q: How would you like to see parking / traffic managed in the city centre?

1. More areas for parking during special events. (i.e: Canada day and taste of Spruce Grove)
2. Make walkways more accessible.
3. Fix them up more.
4. Add benches alongside, trash cans, plan businesses accordingly.
5. More parking downtown in Spruce Grove.
6. Encourage walkway with sidewalks.
7. Consider if the city population is up, we will have to accommodate much like large cities, do (homeless shelters, homes transportations, LRT)
8. Encourage foot transportation – bike / walking. (ie: bike lanes, wider, sidewalks, diagonal crosswalk)
9. Donate speeding ticket money to a charity or to the foundation of the new Spruce Grove city centre.
10. Large parking lot to minimize parking on the street. – No pay parking.
11. Road connecting SPA to church road to provide an alternate route to SPA.
12. Park and ride to major events.
13. More lanes to increase low of traffic.
14. Encourage eco-friendly transportation – walking, biking and etc.
15. LRT.
16. Faster construction times.
17. Enough parking spaces.
18. Bike lanes.
19. Carpool lane.
20. School.
21. More public transportation within Spruce Grove, buses.
22. More places for bikes.
23. More paths that lead to business.
24. More road improvement. (faster)
25. Free parking completes.
26. Encourages walking.
27. No paid parking.
28. Few intersections.
29. Environmentally friendly.
30. Road that goes from church to SPA school to reduce travel time from strong plain.
31. Bike racks and locks so people can have a place for their bikes.
32. Underground parking. Ample parking for our continually growing populations.
33. Less traffic lights (if possible).
34. Traffic circles.
35. Less photo radar.
36. Cobblestone crosswalk.
37. Street walking.
38. Market.
39. Green parking.
40. Electric.
41. It should all be parked for away from the park, thus should be traffic circle to regulate traffic, and I think the less cars we see the better.
42. No vehicle on Saturdays to facilitate walking.
43. Well lit cross walk – lights in the road, easy to see.
44. Angle parking.
45. More parking lots to ease traffic.
46. Parking lots instead of street parking.
47. More parking space.
48. Parking area beside downtown, then have downtown walking/biking.
49. Larger sidewalks / wider ones.
50. Traffic circles.
51. Parking lot.
52. Parking is ok, if you have a reason to go downtown and say there do thing.
53. Free parking.
54. Single lane.
55. 2 way
56. Actual bike lanes / trails on roads.
57. No traffic circles.
58. Cheap parking.
59. Bigger crosswalks.
60. Parkade – high density parking in smaller land space.
61. Link to trails.
62. Better access points to trail system (more).
63. No need for 1st Ave and McLeod. One road, wider.
64. More cross walks across McLeod Ave. will slow traffic plus more variety or places to park and walk. Speed on McLeod should be 30km/h.
65. Parkade nearby to allow more parking but keeping core open.
66. Directed away from McLeod – create walkable spaces.
67. Designated parking area. Side walk lights to encourage walking, discourage traffic.
68. Angle.
69. Add streetside patios.
70. Food trucks.
71. Good linkage to the heritage trail system.
72. Relax parking permits for business.
73. Off-site, but nearby parking.
74. Additional angle parking.
75. Slow speed through downtown to 30km/h.
76. Off the streets if possible to make room for storefront show.
77. Angle parking McLeod Ave more events on McLeod Ave and more during summer.
78. Canada day downtown.
79. Direct trail system through downtown.

80. Make 1 block strictly foot traffic for part of the year, from May to Oct. when its nice to be out.
81. Block off section for pedestrian access only.
82. Angle – all McLeod Ave with wider sidewalks with crosswalks with etc. Mid-block and at end of block.
83. Patios, trees, benches
84. 30-40 km/h
85. No parking in pedestrian common area.
86. Angle parking, seems like we have lots row.
87. Closed to traffic
88. Pedestrian friendly.
89. Trees on sidewalk.
90. Pathway (bikes) from downtown Spruce to downtown Stony.
91. Patio areas throughout.
92. Tree lined streets.
93. Must be pedestrian friendly.
94. Parking lot. More patios. Locked off for events.
95. Parking should be limited.
96. Make everything walkable.
97. Parkades nearby by not direct in area.

#1



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Wednesday, November 23, 2016 12:37:05 PM
Last Modified: Wednesday, November 23, 2016 12:45:44 PM
Time Spent: 00:08:38
IP Address: 216.123.218.254

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

A vibrant business area with an eclectic selection of shops that the community identifies with!

Q2: What is most important to you about Spruce Grove's City Centre?

Please make a Public Square for gathering, hosting events

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Old KFC building

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	4
Mix of Year Round Activities	9
Environmental Sustainability	2
Public Art	3
Better Storefront Signage & Wayfinding	5
High Quality Streetscape Design	7
New Building & Renovations that are in context with the area	8
A Flexible Space for Hosting Markets, Events, Activities	10
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	6
Improved Lighting	1

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	1
Greenery & Plants	3
Seating & Tables	4
Barrier Free Access (strollers, wheelchairs, etc)	5
Parking	2
Public Washrooms	7
Bicycle Racks/Facilities	6
A Flexible Space that could be used for Events	10
More Power/Amps for Activities	8
Year Round Programming for Space	9

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I want to support local business, but I need a welcoming environment

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

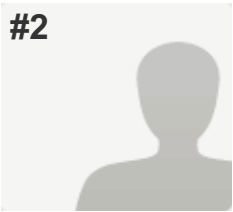
We have ample parking, is a perception issue	2
Would like to see more parking in City Centre core	3
Would like to see more angled parking throughout the City Centre core	1

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

Area Structure Plan

#2



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Wednesday, November 23, 2016 3:56:12 PM
Last Modified: Wednesday, November 23, 2016 4:23:29 PM
Time Spent: 00:27:16
IP Address: 216.123.218.254

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

The Spruce Grove City Centre is a central node of the City and shall be pedestrian friendly and walkable to and from parking facilities in order to offer year round events and amenities (shops, services and food and beverage establishments).

Q2: What is most Important to you about Spruce Grove's City Centre?

The ability to draw unique businesses that will define the City Centre and in turn draw more patrons.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Competing with the big box commercial developments to the east and west.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	3
Mix of Year Round Activities	10
Environmental Sustainability	1
Public Art	5
Better Storefront Signage & Wayfinding	7
High Quality Streetscape Design	2
New Building & Renovations that are in context with the area	6
A Flexible Space for Hosting Markets, Events, Activities	9
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	4
Improved Lighting	8

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	5
Greenery & Plants	3
Seating & Tables	8
Barrier Free Access (strollers, wheelchairs, etc)	1
Parking	4
Public Washrooms	6
Bicycle Racks/Facilities	7
A Flexible Space that could be used for Events	9
More Power/Amps for Activities	2
Year Round Programming for Space	10

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Not Sure

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I want to support local business, but I need a welcoming environment

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	3
Would like to see more parking in City Centre core	1
Would like to see more angled parking throughout the City Centre core	2

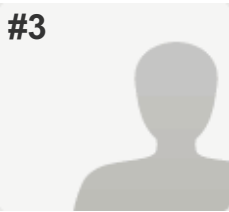
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

No

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

That the business in the area are all in agreement with what the goals and objectives are for the area.

#3



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Wednesday, November 23, 2016 4:16:20 PM
Last Modified: Wednesday, November 23, 2016 4:24:01 PM
Time Spent: 00:07:40
IP Address: 216.123.218.254

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

Bright, clean, active

Q2: What is most important to you about Spruce Grove's City Centre?

Cleanliness

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Defining "what is City Centre"

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	10
Mix of Year Round Activities	6
Environmental Sustainability	4
Public Art	5
Better Storefront Signage & Wayfinding	1
High Quality Streetscape Design	3
New Building & Renovations that are in context with the area	7
A Flexible Space for Hosting Markets, Events, Activities	8
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	2
Improved Lighting	9

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	3
Greenery & Plants	1
Seating & Tables	9
Barrier Free Access (strollers, wheelchairs, etc)	8
Parking	10
Public Washrooms	6
Bicycle Racks/Facilities	2
A Flexible Space that could be used for Events	7
More Power/Amps for Activities	5
Year Round Programming for Space	4

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? No

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I want to support local business, but I need a welcoming environment

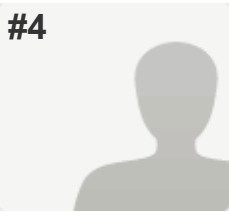
Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	2
Would like to see more parking in City Centre core	1
Would like to see more angled parking throughout the City Centre core	3

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Yes

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process? Respondent skipped this question

#4



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Wednesday, November 23, 2016 7:42:17 PM
Last Modified: Wednesday, November 23, 2016 7:55:52 PM
Time Spent: 00:13:34
IP Address: 75.156.220.175

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

small town charm

Q2: What is most important to you about Spruce Grove's City Centre?

accessibility (pedestrian, bicycle, vehicle), and linkage to the heritage trail system (supported with bike racks in the city core)
 Emphasis on boutique/local shops.
 there has to be more than one reason to go to the area (shopping, coffee, gathering, events, etc...)

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

There's an existing mix of non-compatible architecture - and landlords with different / competing objectives

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	2
Mix of Year Round Activities	7
Environmental Sustainability	1
Public Art	5
Better Storefront Signage & Wayfinding	4
High Quality Streetscape Design	8
New Building & Renovations that are in context with the area	10
A Flexible Space for Hosting Markets, Events, Activities	9
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	6
Improved Lighting	3

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	3
Greenery & Plants	7
Seating & Tables	6
Barrier Free Access (strollers, wheelchairs, etc)	4
Parking	2
Public Washrooms	8
Bicycle Racks/Facilities	5
A Flexible Space that could be used for Events	9
More Power/Amps for Activities	1
Year Round Programming for Space	10

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

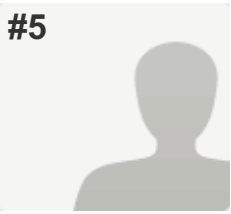
We have ample parking, is a perception issue	3
Would like to see more parking in City Centre core	1
Would like to see more angled parking throughout the City Centre core	2

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Yes

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

that it's not studied to death, and something is done soon.

#5



COMPLETE

Collector: Embedded Survey 3 (Website Survey)

Started: Thursday, November 24, 2016 7:41:56 AM

Last Modified: Thursday, November 24, 2016 8:10:03 AM

Time Spent: 00:28:06

IP Address: 216.123.218.254

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

A place with meaningful businesses where you can spend a day walking store to store finding necessity and interesting artifacts, intermingled with small friendly coffee/tea houses offering great food and drink.

Q2: What is most important to you about Spruce Grove's City Centre?

Making it retail and not business oriented (dentist, lawyer, accountant etc. should not be there)

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Getting the building leases/ rent set or capped to allow small private retail to operate efficiently. Coaching property owners to understand operating with lower income from property versus empty is better for all

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	7
Mix of Year Round Activities	4
Environmental Sustainability	1
Public Art	5
Better Storefront Signage & Wayfinding	2
High Quality Streetscape Design	10
New Building & Renovations that are in context with the area	8
A Flexible Space for Hosting Markets, Events, Activities	3
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	9
Improved Lighting	6

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	3
Greenery & Plants	9
Seating & Tables	5
Barrier Free Access (strollers, wheelchairs, etc)	1
Parking	2
Public Washrooms	10
Bicycle Racks/Facilities	8
A Flexible Space that could be used for Events	7
More Power/Amps for Activities	4
Year Round Programming for Space	6

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? No

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

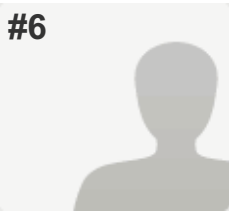
We have ample parking, is a perception issue	1
Would like to see more parking in City Centre core	3
Would like to see more angled parking throughout the City Centre core	2

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? No

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

to establish a concise plan that provides solid direction to the end goal. Ensure unwavering planning that is not swayed by the lure of investment dollars demanding their way or no way.

#6



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Thursday, November 24, 2016 8:35:43 AM
Last Modified: Thursday, November 24, 2016 8:45:09 AM
Time Spent: 00:09:26
IP Address: 216.123.218.254

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

A vibrant streetscape with a variety of shops, restaurants and cafes. People walking up and down the street, browsing. Occasional events. Night lighting and art. Maybe executive condo living spaces above the commercial space.

Q2: What is most important to you about Spruce Grove's City Centre?

Creating a welcoming environment that will encourage events and people gathering.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Really out of date storefronts and a lack of diverse shopping options.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	2
Mix of Year Round Activities	1
Environmental Sustainability	3
Public Art	4
Better Storefront Signage & Wayfinding	8
High Quality Streetscape Design	10
New Building & Renovations that are in context with the area	9
A Flexible Space for Hosting Markets, Events, Activities	6
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	7
Improved Lighting	5

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	9
Greenery & Plants	4
Seating & Tables	10
Barrier Free Access (strollers, wheelchairs, etc)	6
Parking	1
Public Washrooms	5
Bicycle Racks/Facilities	7
A Flexible Space that could be used for Events	2
More Power/Amps for Activities	3
Year Round Programming for Space	8

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	2
Would like to see more parking in City Centre core	3
Would like to see more angled parking throughout the City Centre core	1

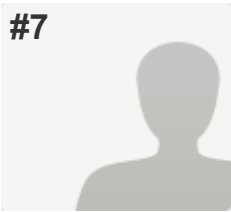
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

Boosting business activity for our local shops and providing a welcoming space where residents want to come together.

#7



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Thursday, November 24, 2016 10:43:56 AM
Last Modified: Thursday, November 24, 2016 10:59:51 AM
Time Spent: 00:15:55
IP Address: 216.123.218.254

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

A vibrant destination for arts and culture, mixed with unique shopping and dining opportunities. Cultural events like live music, art in the park and Grove Cruise ancillary events will liven the area, creating a buzz that others will want to join. A destination for food trucks as well.

Q2: What is most Important to you about Spruce Grove's City Centre?

Defining the arts and culture of our community.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Altering the mindset of the community regarding the lack of opportunities downtown offers.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	6
Mix of Year Round Activities	10
Environmental Sustainability	2
Public Art	1
Better Storefront Signage & Wayfinding	3
High Quality Streetscape Design	5
New Building & Renovations that are in context with the area	7
A Flexible Space for Hosting Markets, Events, Activities	8
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	4
Improved Lighting	9

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	6
Greenery & Plants	8
Seating & Tables	2
Barrier Free Access (strollers, wheelchairs, etc)	9
Parking	3
Public Washrooms	4
Bicycle Racks/Facilities	5
A Flexible Space that could be used for Events	10
More Power/Amps for Activities	7
Year Round Programming for Space	1

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? Not Sure

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	2
Would like to see more parking in City Centre core	1
Would like to see more angled parking throughout the City Centre core	3

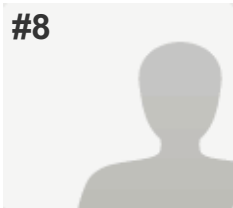
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Yes

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

(In regards to the parking question above, I believe the parking currently is more than adequate for the traffic. However, as the revitalization continues, more businesses open, and more people flock the core, there needs to be an increase in parking. And I think it should be increased off the main McLeod Ave as well, so that there is still ample parking in the surrounding area while streets get closed for events)

There also needs to be a long-term plan for how all of the elements will be integrated. Involve representatives from various City departments to plan an integrated approach. Too often services suffer because communication is not maintained between all areas.

#8

**COMPLETE****Collector:** Embedded Survey 3 (Website Survey)**Started:** Friday, December 09, 2016 11:53:11 AM**Last Modified:** Friday, December 09, 2016 3:27:02 PM**Time Spent:** 03:33:50**IP Address:** 198.166.239.140

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

I like and agree with the vision of the City Centre Revitalization Committee.

"A welcoming, family-friendly City Centre hosting year-round activity, festivals, events, shopping, dining and inviting green, open and public spaces with revitalized buildings and enhanced storefronts in a walkable environment. The City Centre will be a place where people of all ages come to shop, dine work, live, socialize, interact and participate in a variety of community, arts and cultural experiences.

A cohesive community identity and civic engagement will result in a place where people will stroll along well-lit sidewalks alive with residents and visitors, young and old enjoying public art, outdoor dining, open businesses and regular events staged in and around the City Centre.

The City Centre vision includes thoughtful involvement by the community, businesses and civic leaders with a common and purposeful direction. Public investment will redevelop the streetscape and public green spaces to promote walkability and connectivity, while private investment will be aided by grants, incentives to restore and improve facades of street oriented buildings.

By fostering growth, promoting a sense of community, civic pride and improving the image, Spruce Grove's City Centre will be an attractive location for investors, property owners, business owners and residents and be rediscovered as a local and regional gathering point for visitors."

Q2: What is most important to you about Spruce Grove's City Centre?

that the area be inviting, sociable, walkable, offer real purpose, and be within a reasonable distance from public transportation and/or parking (with concern for accessibility for elderly, families with very young children, and handicapped).

that consideration be made for another park (that would include a bandshell (suitable for concerts etc.), and a proper memorial for "service members" (military, police, fire and ambulance) killed in the line of duty.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

getting the buy-in and support from the City of Spruce Grove and the business people in the area that will be required for creating the infrastructure and developing the businesses and spaces that people will want to use regularly.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	2
Mix of Year Round Activities	3
Environmental Sustainability	1
Public Art	4
Better Storefront Signage & Wayfinding	5
High Quality Streetscape Design	10
New Building & Renovations that are in context with the area	7
A Flexible Space for Hosting Markets, Events, Activities	9
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	8
Improved Lighting	6

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	5
Greenery & Plants	1
Seating & Tables	4
Barrier Free Access (strollers, wheelchairs, etc)	6
Parking	2
Public Washrooms	7
Bicycle Racks/Facilities	3
A Flexible Space that could be used for Events	10
More Power/Amps for Activities	9
Year Round Programming for Space	8

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

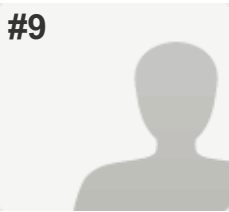
- | | |
|---|---|
| We have ample parking, is a perception issue | 1 |
| Would like to see more parking in City Centre core | 2 |
| Would like to see more angled parking throughout the City Centre core | 3 |

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

the development of a city centre that is identifiable, that Spruce Grove families and visitors to the city can be proud of and want to visit and use on a regular basis.

#9



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Thursday, December 15, 2016 10:26:32 AM
Last Modified: Thursday, December 15, 2016 10:28:00 AM
Time Spent: 00:01:27
IP Address: 216.123.218.254

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

Gathering Place

Q2: What is most important to you about Spruce Grove's City Centre?

Activity

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Old abandoned buildings

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	1
Mix of Year Round Activities	2
Environmental Sustainability	3
Public Art	4
Better Storefront Signage & Wayfinding	5
High Quality Streetscape Design	6
New Building & Renovations that are in context with the area	7
A Flexible Space for Hosting Markets, Events, Activities	9
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	8
Improved Lighting	10

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	1
Greenery & Plants	2
Seating & Tables	3
Barrier Free Access (strollers, wheelchairs, etc)	4
Parking	5
Public Washrooms	6
Bicycle Racks/Facilities	7
A Flexible Space that could be used for Events	8
More Power/Amps for Activities	9
Year Round Programming for Space	10

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	1
Would like to see more parking in City Centre core	2
Would like to see more angled parking throughout the City Centre core	3

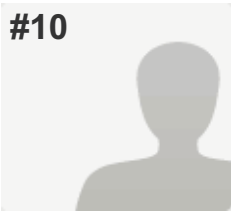
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

Yes

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

public market

#10



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Thursday, December 15, 2016 10:29:02 AM
Last Modified: Thursday, December 15, 2016 10:36:23 AM
Time Spent: 00:07:20
IP Address: 174.90.223.169

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

Test

Q2: What is most Important to you about Spruce Grove's City Centre?

Test

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Test

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Environmental Sustainability	1
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	10
Improved Lighting	5

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	7
Greenery & Plants	6
Seating & Tables	5
Barrier Free Access (strollers, wheelchairs, etc)	3
Parking	1
Public Washrooms	4
Bicycle Racks/Facilities	2
A Flexible Space that could be used for Events	10
More Power/Amps for Activities	8
Year Round Programming for Space	9

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

- | | |
|---|---|
| We have ample parking, is a perception issue | 1 |
| Would like to see more parking in City Centre core | 2 |
| Would like to see more angled parking throughout the City Centre core | 3 |

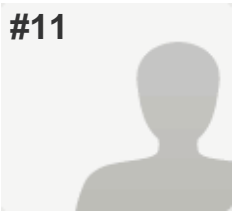
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

Public Square

#11



COMPLETE

Collector: Embedded Survey 3 (Website Survey)

Started: Thursday, December 15, 2016 5:06:48 PM

Last Modified: Thursday, December 15, 2016 5:20:18 PM

Time Spent: 00:13:30

IP Address: 204.237.80.105

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

Community Activities
 Focal point
 Gathering place

Q2: What is most Important to you about Spruce Grove's City Centre?

Unique shopping, food, activities

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Attracting small business owners

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	1
Mix of Year Round Activities	9
Environmental Sustainability	7
Public Art	6
Better Storefront Signage & Wayfinding	4
High Quality Streetscape Design	8
New Building & Renovations that are in context with the area	3
A Flexible Space for Hosting Markets, Events, Activities	10
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	2
Improved Lighting	5

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	8
Greenery & Plants	3
Seating & Tables	4
Barrier Free Access (strollers, wheelchairs, etc)	5
Parking	2
Public Washrooms	7
Bicycle Racks/Facilities	1
A Flexible Space that could be used for Events	10
More Power/Amps for Activities	6
Year Round Programming for Space	9

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I want to support local business, but I need a welcoming environment

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	1
Would like to see more parking in City Centre core	2
Would like to see more angled parking throughout the City Centre core	3

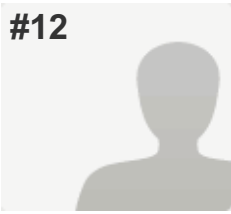
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

Yes

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

An inviting atmosphere with year around activities and food venues.

#12



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Thursday, December 15, 2016 10:19:50 PM
Last Modified: Thursday, December 15, 2016 10:45:04 PM
Time Spent: 00:25:13
IP Address: 104.205.232.226

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

An area which allows for much higher density business activity, upgraded infrastructure and technology, an event or market place, and a consistent architectural design that sets the area apart from areas outside the City Centre.

Q2: What is most important to you about Spruce Grove's City Centre?

That it provides jobs to local youth and seniors. That it supports the local economy (small businesses, community stakeholders, farmers). And, that it is unique to the region.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Dated Infrastructure will take a large investment and long time to be addressed.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	3
Mix of Year Round Activities	4
Environmental Sustainability	5
Public Art	1
Better Storefront Signage & Wayfinding	7
High Quality Streetscape Design	8
New Building & Renovations that are in context with the area	9
A Flexible Space for Hosting Markets, Events, Activities	10
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	6
Improved Lighting	2

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	1
Greenery & Plants	2
Seating & Tables	3
Barrier Free Access (strollers, wheelchairs, etc)	6
Parking	5
Public Washrooms	7
Bicycle Racks/Facilities	4
A Flexible Space that could be used for Events	10
More Power/Amps for Activities	9
Year Round Programming for Space	8

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I want to support local business, but I need a welcoming environment

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	3
Would like to see more parking in City Centre core	2
Would like to see more angled parking throughout the City Centre core	1

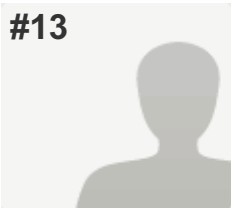
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

That ideas become actioned.

#13



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Friday, December 16, 2016 8:32:43 AM
Last Modified: Friday, December 16, 2016 8:48:03 AM
Time Spent: 00:15:19
IP Address: 204.237.81.89

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

Make changes in a Phase approach, Phase I, Phase II, Phase III under the guise of a green upgrade, you know, funded by Province and Feds.

Do not incur any escalation in taxation, get Province or Trudeau to pay, say it's a green improvement.

Q2: What is most important to you about Spruce Grove's City Centre?

Nothing really to ask you to keep, willing to hear ideas that don't increase my taxes. Taxes cannot be raised a cent, don't forget every other government wants more money from the lowly taxpayer, do not be another hand in my pocket, don't want more Municipal tax, too much already.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Getting Federal and Provincial backing to finance these want items. This resident does not want to pay for some asinine plan to late develop the Town Center in order to satisfy somebody's dream vision. No thank you

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Respondent skipped this question

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Respondent skipped this question

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

No

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I am not concerned with how the street looks

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

- | | |
|---|---|
| We have ample parking, is a perception issue | 3 |
| Would like to see more parking in City Centre core | 2 |
| Would like to see more angled parking throughout the City Centre core | 1 |

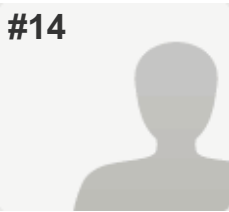
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

No

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

All changes that cannot be funded by Feds or Provincial Governments has to be user pay design. I don't want to pay for anything somebody else dreams up. No more tax! Do this with grants, do not start something that will end up never being finished because you ran out of money and then have to kiss up to taxpayers to bail it out, don't do that

#14



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Saturday, December 17, 2016 1:59:57 PM
Last Modified: Saturday, December 17, 2016 2:18:41 PM
Time Spent: 00:18:44
IP Address: 68.151.88.85

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

Small town feel

Q2: What is most important to you about Spruce Grove's City Centre?

Maintain a good look, remove old buildings like Cox's KFC

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

More places for photo radar.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	8
Environmental Sustainability	3
Public Art	5
High Quality Streetscape Design	6
A Flexible Space for Hosting Markets, Events, Activities	7
Improved Lighting	4

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	4
A Flexible Space that could be used for Events	5
Year Round Programming for Space	6

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Not Sure

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I only stop if parking is available

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

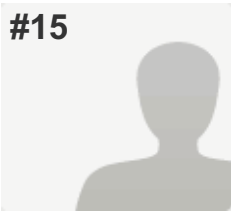
- | | |
|---|---|
| We have ample parking, is a perception issue | 2 |
| Would like to see more parking in City Centre core | 3 |
| Would like to see more angled parking throughout the City Centre core | 1 |
-

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? No

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

I don't think the city center needs to get any busier unless you own a business there.
 The drop downs kept canceling each other out when I would go to the next one and select. That is why they are not all filled out.

#15



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Saturday, December 17, 2016 5:18:04 PM
Last Modified: Saturday, December 17, 2016 5:27:06 PM
Time Spent: 00:09:01
IP Address: 68.151.89.155

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

A place to come, shop, sit, visit, listen to music, farmers markets, a neighborhood gathering place

Q2: What is most important to you about Spruce Grove's City Centre?

Maintain the park spaces

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Parking

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	1
Mix of Year Round Activities	3
Environmental Sustainability	9
Public Art	6
Better Storefront Signage & Wayfinding	8
High Quality Streetscape Design	5
New Building & Renovations that are in context with the area	4
A Flexible Space for Hosting Markets, Events, Activities	2
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	10
Improved Lighting	7

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	7
Greenery & Plants	6
Seating & Tables	1
Barrier Free Access (strollers, wheelchairs, etc)	9
Parking	2
Public Washrooms	8
Bicycle Racks/Facilities	10
A Flexible Space that could be used for Events	4
More Power/Amps for Activities	3
Year Round Programming for Space	5

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I am only interested in the quality/price of merchandise/service

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

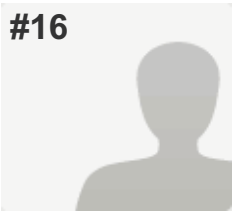
We have ample parking, is a perception issue	1
Would like to see more parking in City Centre core	3
Would like to see more angled parking throughout the City Centre core	2

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

Whatever the outcome I believe in the individuals and businesses who are trying to make Improvements. It's not horrible now, and it will only get better

#16



COMPLETE

Collector: Embedded Survey 3 (Website Survey)

Started: Sunday, December 18, 2016 9:31:42 PM

Last Modified: Sunday, December 18, 2016 9:41:57 PM

Time Spent: 00:10:14

IP Address: 75.158.158.223

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

More vibrant business maybe big box store to bring more people uptown?

Q2: What is most Important to you about Spruce Grove's City Centre?

Updated!!

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Attracting new business

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	3
Mix of Year Round Activities	10
Environmental Sustainability	4
Public Art	9
Better Storefront Signage & Wayfinding	8
High Quality Streetscape Design	2
New Building & Renovations that are in context with the area	1
A Flexible Space for Hosting Markets, Events, Activities	5
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	6
Improved Lighting	7

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	4
Greenery & Plants	1
Seating & Tables	8
Barrier Free Access (strollers, wheelchairs, etc)	9
Parking	2
Public Washrooms	3
Bicycle Racks/Facilities	7
A Flexible Space that could be used for Events	5
More Power/Amps for Activities	10
Year Round Programming for Space	6

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I am more inclined to enter a shop/restaurant/business located in a building with character

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

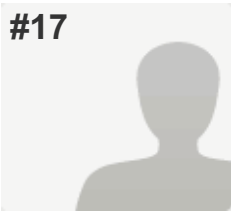
We have ample parking, is a perception issue	2
Would like to see more parking in City Centre core	1
Would like to see more angled parking throughout the City Centre core	3

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Yes

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

Keep going forward new ideas

#17



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Monday, December 19, 2016 12:44:47 PM
Last Modified: Monday, December 19, 2016 12:58:54 PM
Time Spent: 00:14:07
IP Address: 174.90.222.244

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

My vision is one that benefits the young people of Spruce Grove, by there being businesses for the young families and young adults.

Q2: What is most Important to you about Spruce Grove's City Centre?

It is important to design the city centre around the city's demographic. Having there be something to do for people of all ages.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

The greatest challenge might be finding space for all of the accommodations that are being put into the city centre.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	3
Mix of Year Round Activities	10
Environmental Sustainability	8
Public Art	2
Better Storefront Signage & Wayfinding	1
High Quality Streetscape Design	7
New Building & Renovations that are in context with the area	6
A Flexible Space for Hosting Markets, Events, Activities	9
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	5
Improved Lighting	4

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	6
Greenery & Plants	1
Seating & Tables	2
Barrier Free Access (strollers, wheelchairs, etc)	4
Parking	5
Public Washrooms	7
Bicycle Racks/Facilities	3
A Flexible Space that could be used for Events	9
More Power/Amps for Activities	8
Year Round Programming for Space	10

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

Yes

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I want to support local business, but I need a welcoming environment

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	1
Would like to see more parking in City Centre core	3
Would like to see more angled parking throughout the City Centre core	2

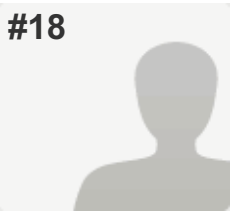
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

That the city centre benefits the city as a whole.

#18



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Tuesday, December 20, 2016 3:29:26 PM
Last Modified: Tuesday, December 20, 2016 3:35:29 PM
Time Spent: 00:06:02
IP Address: 173.210.251.235

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

It would be great if there were more smoke shops, vap shops and tattoo parlors, while all the really good stores remain on the outskirts of town

Q2: What is most Important to you about Spruce Grove's City Centre?

That the city allows Business to expand and drive traffic, NOT taxpayer money.

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

That businesses do not want to open in the City Centre because there is no business traffic.

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Respondent skipped this question

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Respondent skipped this question

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities?

No

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view?

I want to support local business, but I need a welcoming environment

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

- We have ample parking, is a perception issue 1
- Would like to see more parking in City Centre core 3
- Would like to see more angled parking throughout the City Centre core 2

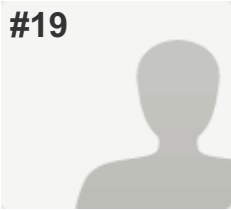
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre?

No

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

That no more money is wasted in this area

#19



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Tuesday, December 20, 2016 9:02:56 PM
Last Modified: Tuesday, December 20, 2016 9:08:39 PM
Time Spent: 00:05:43
IP Address: 174.90.223.68

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

More like downtown stony

Q2: What is most important to you about Spruce Grove's City Centre?

Local shops and less cars

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Focus is always on more big box

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	7
Mix of Year Round Activities	4
Environmental Sustainability	9
Public Art	3
Better Storefront Signage & Wayfinding	10
High Quality Streetscape Design	2
New Building & Renovations that are in context with the area	1
A Flexible Space for Hosting Markets, Events, Activities	6
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	8
Improved Lighting	5

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	8
Greenery & Plants	1
Seating & Tables	3
Barrier Free Access (strollers, wheelchairs, etc)	2
Parking	10
Public Washrooms	9
Bicycle Racks/Facilities	7
A Flexible Space that could be used for Events	6
More Power/Amps for Activities	5
Year Round Programming for Space	4

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? No

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I only stop if parking is available

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

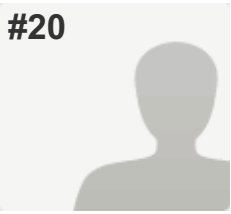
We have ample parking, is a perception issue	1
Would like to see more parking in City Centre core	3
Would like to see more angled parking throughout the City Centre core	2

Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? No

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

More parking.

#20



COMPLETE

Collector: Embedded Survey 3 (Website Survey)
Started: Tuesday, December 20, 2016 9:23:26 PM
Last Modified: Tuesday, December 20, 2016 9:28:24 PM
Time Spent: 00:04:58
IP Address: 162.157.69.79

PAGE 1

Q1: What is your vision for Spruce Grove City Centre?

Easier to drive in and park to shop

Q2: What is most important to you about Spruce Grove's City Centre?

I like the stores but there is not enough parking

Q3: What do you see as the greatest challenge for Spruce Grove's City Centre?

Not enough parking

Q4: What improvements would be most important to Spruce Grove's City Centre? Rank the following in importance from 1-10 (1 being least important and 10 be most important) - use each number only once

Adequate Parking	10
Mix of Year Round Activities	6
Environmental Sustainability	9
Public Art	1
High Quality Streetscape Design	4
New Building & Renovations that are in context with the area	5
A Flexible Space for Hosting Markets, Events, Activities	7
Improved Sidewalks, Pedestrian Mobility, Barrier Free Access	2
Improved Lighting	8

Q5: What do you think would make Columbus Park a more inviting place? Rank the following in importance from 1-10 (1 being least important and 10 being most important) - use each number only once

Improved Lighting	7
Greenery & Plants	4
Seating & Tables	2
Barrier Free Access (strollers, wheelchairs, etc)	9
Parking	10
Public Washrooms	3
Bicycle Racks/Facilities	6
A Flexible Space that could be used for Events	5
More Power/Amps for Activities	8
Year Round Programming for Space	1

Q6: Would you favor the redevelopment of Columbus Park into a "Public Square" that could be used to host year round events and/or activities? No

Q7: As a resident and visitor to Spruce Grove's City Centre, which statement best represents your point of view? I only stop if parking is available

Q8: Regarding parking in Spruce Grove's City Centre, rate the following on a scale of 1 to 3 (with 1 being least important and 3 being most important)

We have ample parking, is a perception issue	1
Would like to see more parking in City Centre core	3
Would like to see more angled parking throughout the City Centre core	2

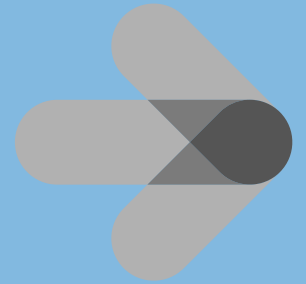
Q9: Do you think an initiative or strategy that changes traffic flow into and within Spruce Grove's City Centre (e.g. along McLeod Avenue) would be beneficial to the community overall as well as businesses in the City Centre? Not Sure

Q10: In your opinion, what the most important outcomes from the City Centre Visioning process?

Can't go there if I can't park

Appendix D

Town Hall Survey Summary (2015)





From City's Retail Market Study

	ALL Respondents (n=200)	Spruce Grove Respondents (n=90)
Importance of Spruce Grove to have a City Centre (scale of 10 being highest)	6.84	6.77
What percentage have visited Spruce Grove's City Centre in past 6 months	80%	70%

From City's Retail Market Study

Main Reasons for visiting Spruce Grove's City Centre

	ALL Respondents	Spruce Grove Only
Nothing Specific	0.3%	
Close to home	0.7%	0.7%
Close to work	2.1%	
Proximity to other areas	0.7%	0.7%
Walk/bike	5.5%	5.4%
Coffee	2.8%	5.4%
Visit friends/family	2.1%	2.0%
Medical	28.5%	24.3%
Dental	3.1%	4.1%
Pharmacy	2.1%	1.4%
City Hall	1.7%	2.0%
Professional Services	7.9%	11.5%
Haircut	4.5%	6.1%
Spa/Fitness	3.8%	4.1%
Drycleaners	2.1%	0.7%
Personal Services	4.5%	6.1%
Full Service Restaurant	5.5%	5.4%
Fast Food Venue	7.2%	4.7%
Specific Store	10.0%	11.5%
Modicum of Shopping	3.1%	3.4%
Entertainment	0.7%	0.7%

From City's Retail Market Study

Main Reasons for NOT visiting Spruce Grove's City Centre

	ALL Respondents	Spruce Grove Only
Unaware of SG City Centre	18.3%	10%
No defined SG City Centre	2.2%	
Driving through	10.8%	6.7%
Only go for medical	15.1%	10.0%
Lack of appeal	22.6%	36.7%
No need to	14.0%	16.7%
Out of the way	5.4%	
Parking	1.1%	
Hours of operation	1.1%	3.3%
Needs met elsewhere	7.5%	13.3%
Needs facelift	2.2%	3.3%

From City's Retail Market Study

Changes & Improvements to increase visits to City Centre

	ALL Respondents	Spruce Grove Only
Nothing specific	6.7%	4.4%
Greenspace	10.6%	9.2%
Pedestrian friendly	11.9%	12.0%
Family friendly	2.2%	2.0%
Facelift	4.8%	6.0%
Small town feel	0.6%	0.8%
Events/festivities	10.9%	9.6%
Clean	0.2%	0.4%
Unique local shops	9.5%	8.4%
Clothing / footwear	2.6%	4.4%
Coffee shop bistro	8.3%	9.2%
Bakery	5.2%	3.2%
Outdoor patio places	1.7%	2.0%
Theme	6.1%	8.0%
Parking	3.3%	2.8%
Personal services	0.2%	0.4%
More stores	3.5%	5.2%
Seating areas	6.7%	5.6%
Courtyard plaza	1.3%	0.8%
Other	2.6%	3.6%

What is your vision of the City Centre?

Eventful
Shopping Galore
Fun-Filled
Enhancements to attract people to the area
Theme-oriented planning
Coffee Shops
Events
Seating Areas
Mom & Pop types of stores
Vibrant active downtown
Inviting to spend your day going business to business
Active involvement from public, tenants and owners
Consistent image from city for sidewalks, lights & businesses
Special treatment from the city for bylaws and permits
Friendly, happy place for **families**
More commercial
Less residential
More lights on buildings & **street lights**
Bright, Fresh, Clean
Attractive
Vibrant
Place everybody knows locations
Foundation of culture
Ability to bring residents to the downtown core
Look like a united downtown
Patio
Hours of operation open later
Christmas lights on every business
Street lights & sidewalk décor
To have an urban impact on the city with a different appearance
Not like Stony Plain
LED Lighting, flowers
Cable **Lighting**
Modern contemporary feel with shopping
Beautification
Specialization
NO drug shop, tattoo parlours on front streets
Happy
Active family
Like St. Albert Downtown
Become a destination
A classic look that will not look dated in 10-years
Walkable entertainment & shopping district
Coffee, foods and restaurants
Overarching festive arts theme
Vibrant downtown that attracts residents
Dine, Wine, Shop & be entertained
Clean
Safe to walk
Family friendly
Attractive venue for residents and visitors
Possible marketplace with no traffic for the duration

Vibrant

Inviting

Families

Lighting

Walkable

Clean

What Geographic Area of the City Centre should be the focal point moving forward?

McLeod from King to Main

McLeod from Calahoo to King

Queen St to King St & First Ave to McLeod

King St to Calahoo

King St Mall to Westland Market Mall, Church Rd

McLeod Avenue

Queen St to King St & First Ave to Church Rd

McLeod Avenue

First Ave to Church Rd & King St to Calahoo

King St to Calahoo

King St to Queen (expand to Calahoo)

King St to Calahoo & First to Church (including King St Strip Centre)

City Centre Core Area, with specific attention to McLeod

King St to Calahoo & McLeod Ave to 1st Ave

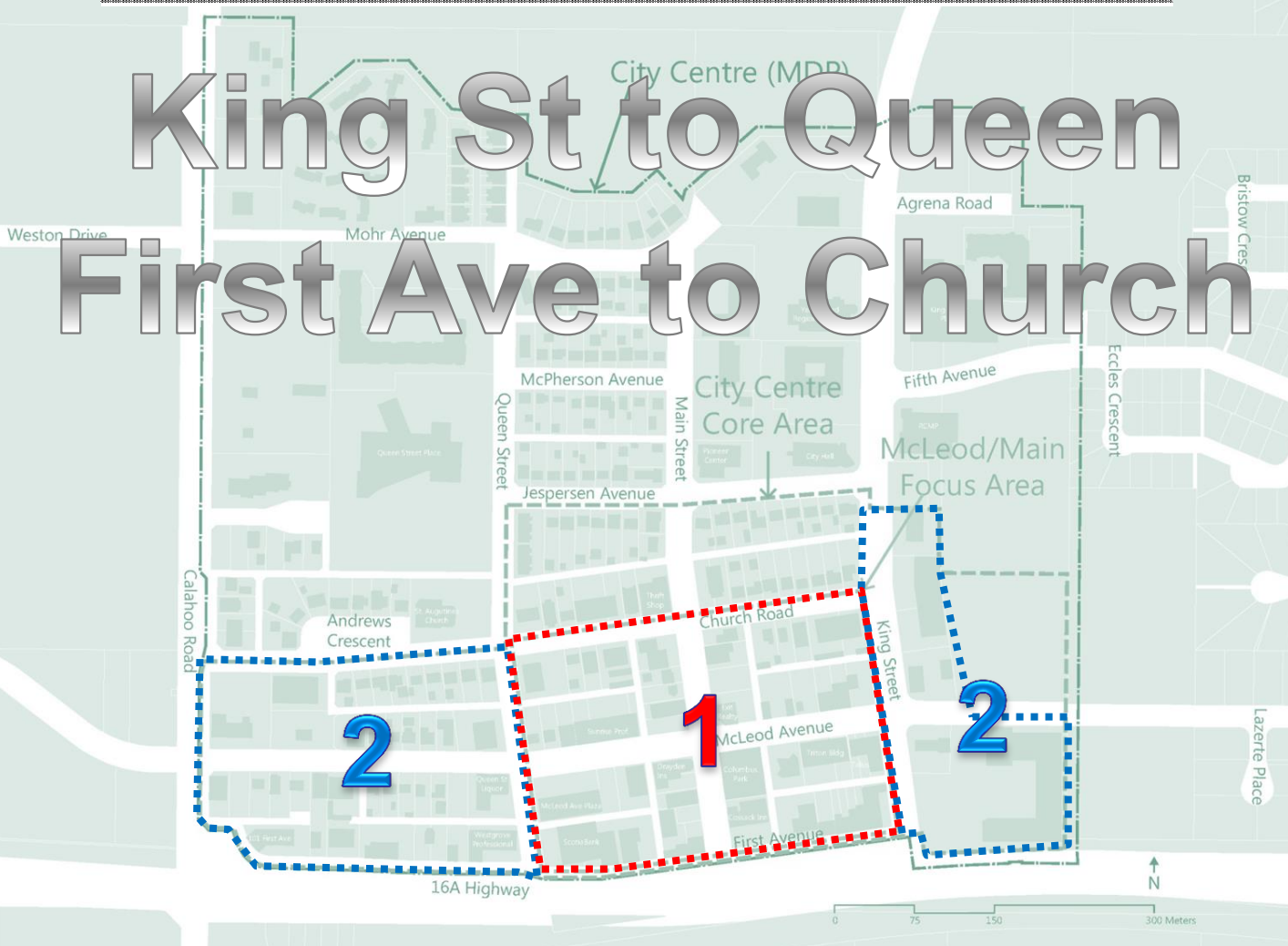
King St to Calahoo (3 block area) & McLeod Ave to 1st Ave

McLeod to 1st Ave & King St to McLeod (Calahoo as future expansion)

16A to King St & Calahoo and McLeod

16A from King St to Calahoo & Church Rd

King St to Queen First Ave to Church



What role should a Business Association play in the revitalization strategy

All of it

Help **inform the city** of business ideas and improvements

Be the **voice of majority** providing direct contact to the City

Be the **leader** bringing ideas back to the whole group

Help **organize and implement** action to change

Make decisions for the **greater good** of the City Centre

Structure a theme for renovations to follow

Liaison for the City for downtown businesses

Consulting for **ideas**, development etc.

Make new business entrants aware of the actions undertaken

Be really **involved** to change the thinking of City Council and become a tighter community

Voicing strategies/ideas and contributing dollars

Attend meetings

Give **ideas**

Contribute \$ (if you care as a business)

Aid for new and existing businesses

Designs of buildings, types of desired businesses

Setting **vision** for what we want to see/be

Ensure the overall look and feel of the place

Strategize on **events and activities**

Leadership and **facilitation** role

Grass routes movement/association that **motivates** revitalization through membership support

Demonstrate strong **leadership** with unified **vision**

Set up so that succession is properly planned to **ensure continuity** and maintain energy

Don't know

Visioning, supportive & promoting

Invest in look of business (if a business owner)

Keep updating exteriors



LEAD

LIAISE

ORGANIZE

STRATEGIZE

INFORM

Would you be prepared to become a member of the City Centre Business Association



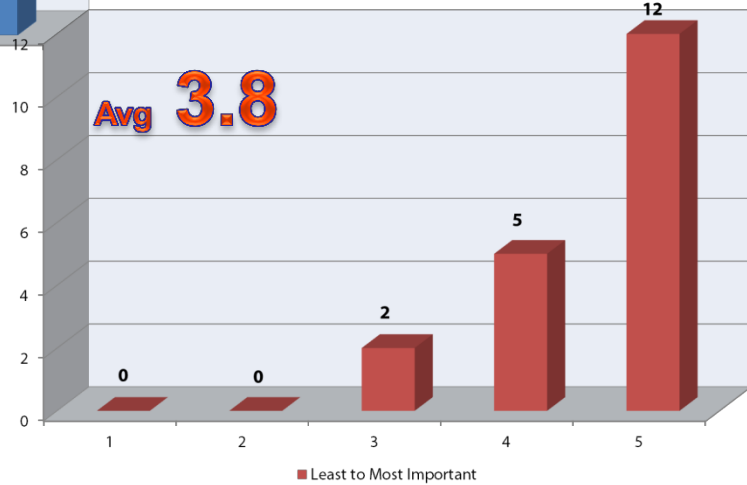
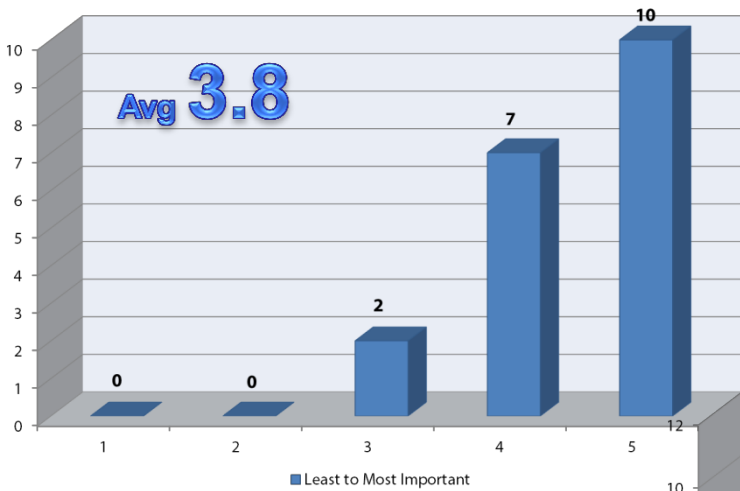
Yes	12
No	5
no response/undetermined	2

How important is having a theme for the City Centre (1 least / 5 most)

1	0
2	0
3	2
4	7
5	10
3.8	

How important is having design guidelines for the City Centre (1 least / 5 most)

1	0
2	0
3	2
4	5
5	12
3.8	



What 3 things can make a difference to enhancing viability of business/property in City Centre

Attraction of Customers

Vibrant Downtown

Events

Keep **clean & fresh** looking

Planted baskets on light standards in summer & fall

Attractions for walking

Good **Lighting**

Good **Security**

Cut down on speeding

Focus

Theme

Interaction

Relax **Bylaws** for Businesses

Use tax dollars to make changes in City Centre

City to offer **grants** for updating storefronts

Bring more visitors and **families**

Cleaning of dumpy houses at Queen St & McLeod Ave

Parking

Fresh/Vibrant image

Allowance for appropriate (bold/large) signage for advertising

Good **cross-walk areas**

Buttons to signal use for **pedestrians**

Cover over stage

Lighting (street lights, building lights, signage)

Facelift to the exterior of current businesses

More patio life

Lighting

Add character to exterior of buildings

Accessibility

Flowers

Vibrant

Events

Lighting

Security

Bylaws

Accessibility

What 3 things can make a difference to enhancing viability of business/property in City Centre

Architectural elements & designs

Consistent look

Family friendly

Less alcohol and pizza

More individual, special shops

Lighting

Inviting

Solid streetscape

Walkable

Beautification with revitalized elevation

More **walking** & browsing

Activities/Buzz

Relax Bylaws so we can encourage development

Family focused

Events

Energized and informed business owners

Improved customer service

Themed area

Clean, bright and inviting

Make it unique & **vibrant**

Facilitate **pedestrian** traffic

Full wheelchair **accessibility**

Schedule of regular **events** & entertainment

Good roads

Clear of snow in the winter

Keep out seedy businesses like tattoo parlours, massage parlours, strip clubs

Not letting City Centre turn into Stony Plain Rd

Signage from major highways

Walkable with designated parking areas

Attractive businesses (retail & services)

Better use of Columbia Park

Walkable

Signage

Consistency

Businesses

Themed