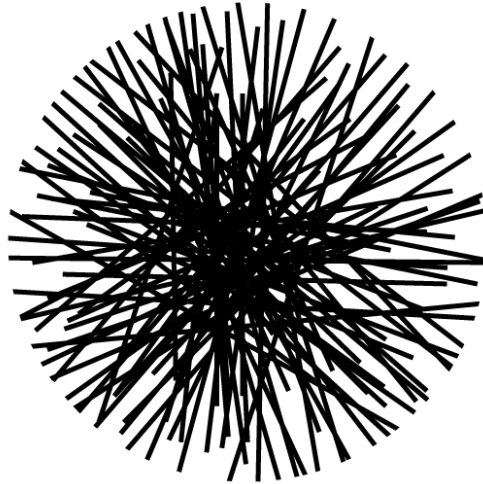


610 Calahoo Road
Spruce Grove Alberta
60 Condominiums



THE NEST

S P R U C E G R O V E A L B E R T A

www.livingatthenest.com

Stellar Investment Opportunity

An opportunity to own prime Investment Real Estate, in the heart of Alberta's "Oil Country." Positive Cash-flow with 20% down payments.

Dynamic returns in a new building provide lasting equity growth and stable income return.



Modern design and built by one of Canada's best builders!

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1) Executive Summary

Rostrum Developments is pleased to present the opportunity to invest in the Nest, located in thriving Spruce Grove Alberta.

The development consist of 40,000 square feet of multi-family studio, 1 bedroom and 2bedroom wood frame condos in a four storey building of up to 60 units in a flexible designed floor plate. Spruce Grove requires the development provide 11 affordable housing units rented at a prescribed rate of \$750.00 per month.

Rostrum seeks an equity partner with an estimated return of 25%

The project has received development and building permits issued with the full architectural, mechanical, electric, structural, landscape and interior design completed. All geotechnical and environmental is as well complete.

Land is owned free and clear and is fully serviced to property line (storm, hydro, sever and water) with services from the major road Calahoo.

Warranty is provided by Progressive Warranty

Spruce Grove is a growing community with strong performance in every key economic sector, resulting in low vacancy rates and increasing demand for rental stock. The Spruce Grove location key's off of major transportation corridor, service centre for oil patch needs and a developing bedroom community for the ever growing Edmonton markets. Additionally, the community is well known for outstanding commitment to schools, services and infrastructure spending. This is a pro-business community that makes things happen. As a result major employers and investment is flocking to Spruce Grove.

2) Overview

Spruce Grove is one of Canada's strongest markets. Here's why...

- Population growth over the 6 year period of population was 37%
- A young and developing community, 34.5 years of age vs. 36 (Provincial)
- Strong and growing regional economy with deep roots in the construction, manufacturing and transportation base, serving the Oil & Gas industries and more generally the resource extraction activities in Northern Alberta.

While the population has dramatically expanded, the housing market has not kept pace, causing a shortage of units especially in the Condominium sector for both ownership and rental units. Demand for affordable housing is significant with a near zero vacancy rate.

Rental Rate Increases

Rental rates have increased at a stunning 30% in this environment of population growth and lagging development. Local Realtors report that a standard 1 bedroom rental summary would have looked like this:

1 Bedroom Unit	(typical)	2006 Rent \$600
1 Bedroom Unit	(typical)	2014 Rent \$800

Estimate Nest - Rental Returns

Bachelor	\$750.00
1 Bedroom	\$950
2 Bedroom	\$1150



3) Developer CV - Mr. Shan Trouton

Mr. Shan Trouton has been a builder and developer based in West Vancouver British Columbia since 1990's. A graduate of BCIT, (British Columbia Institute of Technology, Mr. Trouton's background and training has seen him excel in the challenging world of building and development with one common theme: "Build on time, on budget and make it easy for the homeowner during the process."

One of his key's to success has been developing winning projects where the consumer can make money on the investment. This can be a tricky endeavour in the volatile Real Estate industry but with a strong focus on developing communities and sound investment principles, Mr. Trouton's track record is impeccable. Locating winning projects in developing communities such as: Maple Ridge, Calgary, Kitimat, Whistler/Squamish and Kamloops; has resulted in a time-line of successful projects, where buyers have seen strong returns on original investments with positive cash-flows on investor units. Mr Trouton has returned to his investors over \$200,000 in profits over his stellar development career.

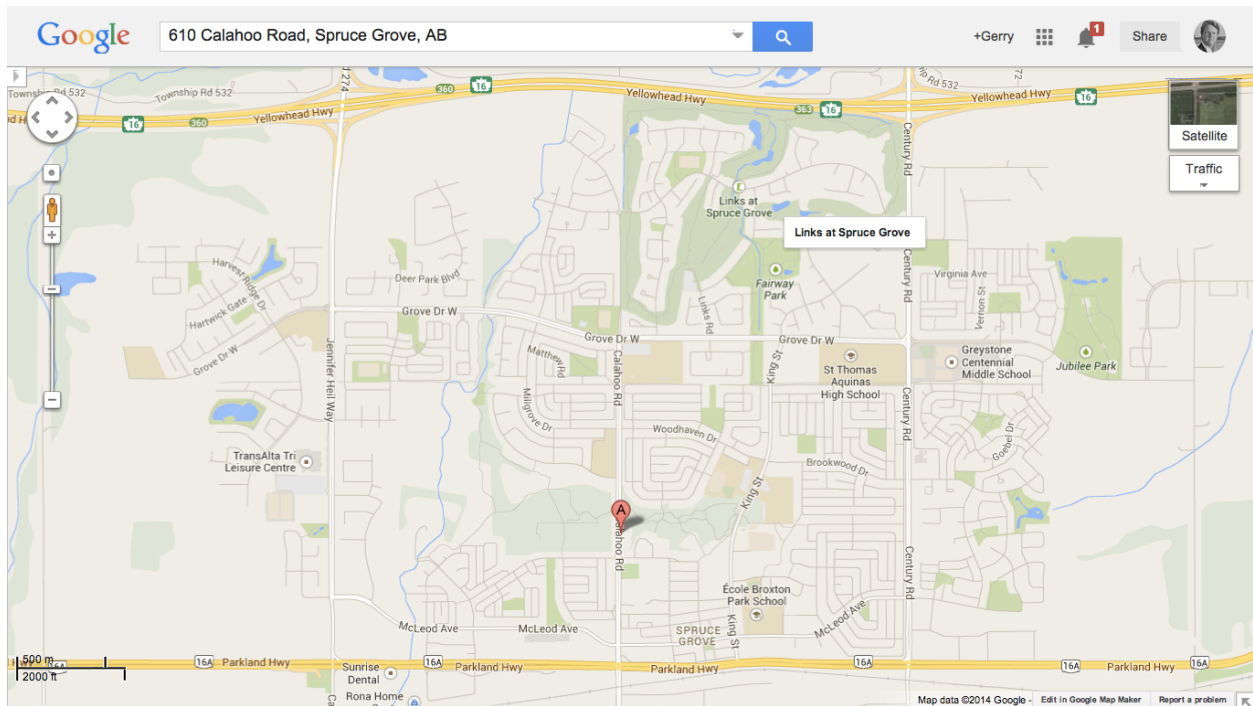
It is with this winning recipe in hand that has brought Mr. Trouton to Spruce Grove Alberta. This incredibly well located community possesses assets that allow sustainable and predictable growth for future decades based on regional growth in the Oil, Industrial and Services sectors.

Extensive research has proven out that Spruce Grove has a pent-up demand for multi-family residential Condominiums at the affordable end of the price range. Buyers are hungry for modern style and structure all embraced in a fiscal bundle that is easy and affordable to achieve. Vacancy rates are near zero and rents are high, yielding a tremendous opportunity for first time buyers and investors alike who wish to profit by the unstoppable growth of the dynamic Spruce Grove community.

For more information visit www.rostrumdevelopments.com

4) Location



The site is in the centre of the growing and dynamic Spruce Grove. The Nest is strategically located in the central part of the community, walk to services, shopping, schools and key consumer points of interest.



5) Market Analysis

Spruce Grove is a market in need of new options for Condominium Buyers seeking efficient and modern design and construction finishes. The current inventory is limited with a large pent-up demand for both newer rental units and new owner occupied units.

Buyers and renters in the current market are seeking new options in what is best described as a very conventional and limited market offering. Single Family starts in 2013 (276) increased from 2013 (200). Multi Family Starts 2013 (133) increasing from 2012 (107). More statistics available on request.

Residential	# 110 6 RIDGE DR S	S	LP: \$ 209,900
 	Status: S	MLS#: E3346506	
	Area: Spruce Grove	Postal Code: T7X 4P4	
	Community: Spruce Ridge 280027	Linc #: 0030683262	
	Style: Single Level Apartment	Type: Lowrise Apartment	
	Zone: Zone 91	New Home on Old Lot:	Remod:
	Year Built: 2006	Finish Lvl: 4	
Mortgage:		Cash Down:	Due:
Payments:		Lender:	Rate:
Legal Plan: 0425179	Bik/UF:	Lot/Unit: 61	

Prop Class: Condo

Fantastic Location and Best Priced in the Complex! This two bedroom, 2 FULL bathroom unit is in showsuite condition. This modern, open plan gives you loads of space and comfort when entertaining friends or just hanging out, master has loads of closet space even in the 4pc bthrm there is a large closet! Lots of storage also including large laundry room and storage cage in underground parkade. Ground floor unit allows you to step right out of the livingroom onto the sunny patio and green belt is conveniently located for easy access in and out of the building. Affordable condo fees incl heat, water/sewer. Very convenient to Tri-Leisure Centre and shopping. Quick Possession - Sellers want it Sold and its FABULOUS SO DONT MISS YOUR CHANCE!!

Virtual Tour: <http://www.KirstyLloyd.com>

Brochure: <http://WWW.KIRSTYLOYD.COM>

	1Pc	2Pc	3Pc	4Pc	5Pc	6Pc	
Baths:	0	0	1	0	0	0	Elem School:
Ensuite Bth:				1	0	0	Jr/Mid Schl:
Bdrms Abv:	2 Total Bdrms: 2		Add Rms:				High Schl:
Fin FP/Rgh-In:	1/	Fpl Fuel:					Other Schl:
Parking:	Underground, Heated						Garage: Yes
Living Room:	6.4x3.8	M	Master Bedrm:		4.0x3.6	M	Schl Bus: N
Dining Room:			Bedrm 2:		3.4x2.7	M	Level
Kitchen:	4.4x3.3	M	Bedrm 3:				Mtr2
Family Room:			Bedrm 4:				SqFt
Den:							Main Lvl:
							Upper:
							Above Grd:
							Lower Lvl:
							Below Grd:
							Total A.G.: 96.2 1,035.50
Flooring:	Laminate Flooring, Linoleum						Roof Type: Asphalt Shingles
Foundation:	Concrete						Fireplace:
Exterior:	Vinyl						Construction: Wood Frame
Heating Type:	In Floor Heat System						Basement: None
Features:							Bsmt Dev:
							Heat Fuel: Natural Gas
Goods Incl:	CONTG, DRYER, DWBLT, REFRG, STVEL, WASHR, WINDA, GARBU						Goods Excluded
Site Infl:	FLAT, LNSCA, SCHLS, SHOP, TRANS						Lot Shape:
							Front Exp: South
Amenities:	CWASH, FIREP, ELEVP, LAUNS, PRKVI, PRKEX, REMKS, SECDR, STGLK, APPIN, BALCO						Frntg X Dpth:
							Zoning/Land Use:
Restrictions:	UTILR, PETSr						Conform:
							Tax Amt/Yr : \$ 1,599 / 2012 LI:
							Warranty:
Condo Name:	Palisades The		Ownership: PRIV		Condo: \$ 320	HOA:	
Prk Encl/Unit/Type:	Titled		Incl: HEAT,INSUR,RESRV,XTMNT,WT-SW,MGMT				
Prk Plan Desc:	208		Registered Size: 90.00				
Seller:							Appt: APPT LIST
List Realtor:	Kirsty Lloyd ID: elloydki						Appointment Ph:
List Realtor Email:	Kirsty@KirstyLloyd.com						List Date: 07/24/13
List Firm:	Royal Lepage Noralta Real Estate Ph: 780-455-4181 Fax: 780-452-3716						Occupancy:
List Realtor2:							Possession: 30 Days /08/24/13 /neg
List Firm2:							Exclusion: N
							Comm:
Pend Date:	Sold Date: 08/13/13		Sold Price: \$ 207,500		DOM: 22 days	Entered: 07/24/13	
Sold Term:							Disc:
Sell Firm:	Century 21 A.L.L.Stars Realty Ltd Ph: 780-434-4700						Expiry Date:
							Sell Firm 2:

Residential # 204B 260 Spruce Ridge RD S LP: \$ 144,000



Status: S **MLS#:** E3347769
Area: Spruce Grove **Postal Code:** T7X 0A1
Community: Spruce Ridge 280027 **Linc #:** 0031457013
Style: Single Level Apartment **Type:** Lowrise Apartment
Zone: Zone 91 **New Home on Old Lot:** Remod:REMKS
Year Built: 2005 **Finish Lvl:** 1

Mortgage: **Cash Down:** **Due:** **Rate:**
Payments: **Lender:**

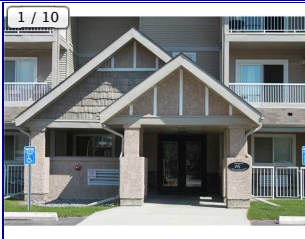
Legal Plan: 0526415 **Blk/UF:** **Lot/Unit:** 67

Prop Class: Condo
 TOTALLY REVAMPED! Welcome to 204B Woodgrove Place, this decked out 2 bedroom 1 bathroom is simply PICTURE PERFECT, with jaw dropping high end laminate flooring and brand new faux slate flooring this condo is one of a kind. You will enjoy the in suite laundry room, private balcony and elevator just steps away from your suite for easy access. This property is offers a spacious kitchen, dining area and generous sized bedroom with loads of storage. This is truly Spruce Grove's BEST BUY. Show suite photos used to protect the tenants privacy, the actual unit looks even better :) Quick possession available.

Virtual Tour: **Brochure:** <http://edmontonpropertyshop.com/buyers/exclusive-listings/spruce-r>

Baths:	1Pc	2Pc	3Pc	4Pc	5Pc	6Pc	CM:	hh	Elem School: Brookwood Elementary	Directions:
Ensuite Bth:	0	0	0	1	0	0			Jr/Mid Schl: Woodhaven Junior High	
Bdrms Abv:	2 Total Bdrms: 2		Addl Rms:			High Schl:			Other Schl:	Schl Bus: Y
Fin FP/Rgh-In:	Fpl Fuel:				Garage:	No			Level	Mtr2
Parking:	Stall								Main Lvl:	SqFt
Living Room:	4.45x3.30	A	Master Bedrm:	3.00x4.60	A			Upper:		
Dining Room:	2.70x2.60	A	Bedrm 2:	2.60x2.75	A			Above Grd:		
Kitchen:	2.50x2.40	A	Bedrm 3:					Lower Lvl:		
Family Room:			Bedrm 4:					Below Grd:		
Den:									Total A.G.:	72.7 782.54
Flooring:	Laminate Flooring		Roof Type:	Asphalt Shingles						
Foundation:	Concrete		Fireplace:							
Exterior:	Vinyl		Construction:	Wood Frame						
Heating Type:	Hot Water		Basement:	None						
Features:			Bsmt Dev:							
Goods Incl:	DRYER, DWBLT, HOODF, REFRG, STVEL, WASHR, BLNDR		Heat Fuel:	Natural Gas						
			Goods Excluded:							
Site Infl:	LNCSA, POOLP, SCHLS, SHOP, TRANS		Lot Shape:							Front Exp: East
Amenities:	APPIN, BALCO, CABTV, ELEVP, LAUNS, PLAYG, PRKPG, PRKVI		Frntg X Dpth:							
Restrictions:	N-KNW		Zoning/Land Use:							
Condo Name:	Woodgrove Place		Ownership:	PRIV						Condo: \$ 302 HOA:
Prk Encl/Unit/Type:	Assigned		Incl:	CARE,HEAT,INSUR,LN-SN,MGMT,RESRV,XTMNT,WT-SW						
Prk Plan Desc:			Registered Size:	72.70						
Seller:			Appt:	HOURS APPT NOSGN ANGIE RESENDES						
List Realtor:	Angie Resendes ID: eresenan		Appointment Ph:	780-439-7000						List Date: 08/06/13
List Realtor Email:	angie@edmontonpropertyshop.com		List Realtor Web:	http://www.EdmontonPropertyShop.com						
List Firm:	Re/Max River City Ph: 780-439-7000 Fax: 780-439-7248		Occupancy:							
List Realtor2:			Possession:	30 Days /Days /NEG						Exclusion: N
List Firm2:			Comm:							SRR: N
Pend Date:	Sold Date:	10/07/13	Sold Price:	\$ 143,000		DOM:	64 days		Entered:	08/05/13
Sold Term:			Disc:			Expiry Date:				
Sell Firm:	Re/Max River City Ph: 780-439-7000								Sell Firm 2:	

Residential # 107B 6 SPRUCE RIDGE DR S S LP: \$ 224,900



Status: S **MLS#:** E3343859
Area: Spruce Grove **Postal Code:** T7X 4P4
Community: Spruce Ridge 280027 **Linc #:** 0030683213
Style: Single Level Apartment **Type:** Lowrise Apartment
Zone: Zone 91 **New Home on Old Lot:** **Remod:**
Year Built: 2005 **Finish Lvl:** 1
Mortgage: **Cash Down:** **Due:** **Rate:**
Payments: **Lender:**
Legal Plan: 0425179 **Blk/UF:** **Lot/Unit:** 56

Prop Class: Condo
 Fantastic location...walking distance to playgrounds, shopping, schools and the Trileisure Centre! Ground floor unit allows you to step right out off of balcony onto green belt and is conveniently located for easy access in and out of building. Brand new appliances and new tiled flooring in the bathroom make this spacious and open 2 bedroom home a standout. Don't hesitate to view!

Virtual Tour: **Brochure:** <http://www.leanneb.com>

Baths:	1Pc	2Pc	3Pc	4Pc	5Pc	6Pc	Elem School:	Directions:
	0	0	1	0	0	0		
Ensuite Bth:	0	0	1	0	0	0	Jr/Mid Schl:	
Bdrms Abv:	2 Total Bdrms: 2		Addl Rms:				High Schl:	
Fin FP/Rgh-In:	Fpl Fuel:		Other Schl:				Garage:	Schl Bus: N
Parking:	Parkade, Heated							Level
Living Room:		M	Master Bedrm:		M			Main Lvl:
Dining Room:		M	Bedrm 2:		M			Upper:
Kitchen:		M	Bedrm 3:					Above Grd:
Family Room:			Bedrm 4:					Lower Lvl:
Den:								Below Grd:
								Total A.G.: 96.3 1,036.57

Flooring: Ceramic Tile, Laminate Flooring, Linoleum **Roof Type:** Asphalt Shingles
Foundation: Concrete **Fireplace:**
Exterior: Stucco **Construction:** Wood Frame
Heating Type: In Floor Heat System **Basement:** None
Features: **Bsmt Dev:**
Goods Incl: DRYER, DWBLT, OVNMMW, REFRG, STVEL, WASHR, WINDA **Heat Fuel:** Natural Gas
Goods Excluded:
Site Infr: GOLF, HCAP, LNCSA, NTHRU, PLAY, POOLP, SCHLS, SHOP, TRANS **Lot Shape:** **Front Exp:** South
Amenities: APPIN, BALCO, CABTV, CLUBH, ELEV, FIREP, GAZEB, HCAP, INTER, LAUNS, PARTY, PRKVI, STGLK **Frntg X Dpth:**
Restrictions: PETS **Zoning/Land Use:**
Condo Name: Palisades The **Ownership:**PRIV **Condo:** \$ 338 **HOA:**
Prk Encl/Unit/Type:/Titled **Incl:** CARE,HEAT,INSUR,XTMNT,WT-SW,PARK,LN-SN,RESRV,MGMT
Prk Plan Desc: **Registered Size:** 90.00 **Tax Amt/Yr :** \$ 1,599 / 2012 **LI:**
Warranty:
Seller: **Appt:** KCBS
List Realtor: Leanne Bhardwaj ID: ebhardle1 **Appointment Ph:** 780-962-8580 **List Date:** 07/02/13
List Realtor Email: leanne@sprucegroveproperties.com **List Realtor Web:**
List Firm: Re/Max Real Estate Ph: 780-962-8580 Fax: 780-962-8998 **Occupancy:**
List Realtor2: **Possession:**30 Days /negotiable **Exclusion:** N
List Firm2: **Comm:** **SRR:** N
Pend Date: **Sold Date:** 07/29/13 **Sold Price:** \$ 215,000 **DOM:**29 days **Entered:** 07/03/13
Sold Term: **Disc:** **Expiry Date:**
Sell Firm: Realty Executives Leading Ph: 780-962-9696 **Sell Firm 2:**

6. Risk Analysis

The Nest offers an attractive design nicely setting it apart from the current and past offerings and status quo.

Bachelor plans meet current pent up demand for more efficient life-style, where many of the residents work away from their resident and travel extensively.

All permits and required Municipal/City/Provincial are currently in place.

Efficient plan size and associated price tend to maximize gain while minimizing potentials for price reductions in negative marketplace influences.

Construction costs are predictable and stable with ample supply of qualified trades from the Edmonton region.

Upon request, a list of comparable and competitive product is available

7. Financial Highlights

Current Status of Project

Spruce Grove has passed final approval on this project in February 2014. Once done the developer will be commencing construction and taking the building to the consumer investor and owner/ resident markets.

This modern designed building is designed to provide investors a needed opportunity to find new construction rental investments with sustainable returns in both monthly revenues but as well in future equity growth.

Key Data about this building are:

Bachelor condos at 380 sqft and 420 sqft

1 Bedroom condos at 615 sqft

2 Bedroom condos at 760 sqft

***Of the Bachelor units, the city will be registering 11 of them as affordable rental units that shall be rented out at prescribed rates.

Estimated Retail Prices

Bachelor Nest - 380 square foot, estimated prices from \$109,000

Honeymoon Nest - 420 sf suites, estimated prices at \$119,000

1 Bedroom Nest - 615 square foot, at 149,000 the pre-sale program would include a limited time \$10,000 discount from that price on first floor units

2 Bedroom Nest - 760 sf suites at 179,000

The pre-sale program will include a limited time \$10,000 discount from that price on first floor units

Absorption Forecast

Pre-sales for the Nest are expected to be swift with approximately 50% of available units being sold in the first 120 days of marketing. The balance can be expected to be sold within 4 to 6 months post completion of the building when it is expected that the remaining units will be put to market.

Flexible design. The Nest is a flexible and adaptive planned building than may be transformed during the pre-sale period to suit various layout and sizing.

Upon completion it is expected that the rental market will swiftly absorb any units offered for rent by investors.

8) Timing

Construction is being commenced in Spring of 2014 with completion of the building being approximately within 10 months of commencement date.

Building Permit Approval	February 2014
Disclosure & Lender Commitment	April 2014
Pre-sale Launch	May 2014
Construction Start	June 2014
Construction Completion	June 2015

9) Investor Hot Buttons & Supporting Data

Why Live and Invest in Spruce Grove Alberta...

- An ample supply of serviced industrial land. For instance, in modern industrial parks you will pay in Spruce Grove less than half of what you would pay in Edmonton. **This means jobs!**
- Strategically located on the TransCanada Yellowhead Highway, just 11 K west of Edmonton, Spruce Grove has a prominent position as the western gateway to the Edmonton Region. It is the first major city for traveler's approaching Edmonton from the west and is well connected to many major transportation routes. **This means transportation options.**
- Our skilled, local labour force offers employees the opportunity to live close to where they work with commute times of less than 10 minutes - a big advantage for employers to attract and retain workers in a tight labour market. **This means a smart community.**
- Our large existing commercial and industrial base provides services required to operate a business. Spruce Grove has a diversified, industrial mix of oilfield, agri-wood, wood products, engineering and construction, transport, and other manufacturing and supply industries. **This means sustainability.**
- We are a full-service urban community with amenities and services within minutes of home. The City has some of the highest service standards in the province, while taking a leadership role in promoting environmental sustainability. **A place you want to live.**
- Our City Council remains dedicated to maintaining an attractive business and investment climate and takes pride in working with companies to expedite decisions. **A progressive political environment.**
- A 10-15% savings on your home purchase compared to Edmonton. **More money and time to do what you want!**
- Outstanding family lifestyle with an abundance of recreation at your fingers! **You will have more time and money to play.**

Source

<http://www.businessreviewcanada.ca/company-reports/city-spruce-grove>

The City of Spruce Grove

The City of Spruce Grove Makes Community Sustainability A Top Priority

Written by: Michaela McNamara Produced By: Brian Andersen

Located 11 kilometers west of Edmonton, Alberta, Spruce Grove is one of western Canada's fastest growing cities with the reputation of being a modern urban centre with a strong sense of community.



Mayor Stuart Houston says, "Our City is well-planned, inclusive and 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."

CONTINUOUSLY IMPROVING UPON A RICH HISTORY

Maintaining a balance between economic, environmental and social sustainability, community sustainability is a key factor for Spruce Grove's development.

The overall fiscal capacity of the municipality to continue providing the services, programs and infrastructure that residents expect, while maintaining reasonable levels of taxation, is critical to community sustainability. "The population growth presents the City with the challenge of providing an excellent quality of life to our residents at an affordable rate while staying the strategic course of municipal economic sustainability. There is a financial cost associated with residential growth and we will need to focus on non-residential growth to be sustainable," Mayor Houston says.

Partnerships for Prosperity, Spruce Grove's Economic Development Strategy 2010-2020 will focus on the economic and related fiscal components, as well as the economic development imperative of community sustainability. The Partnerships for Prosperity consultations have made it clear that Spruce Grove residents support the

City's strong fiscal management and financial prudence, and particularly efforts to diversify and broaden the City's assessment base.

"We also need the support of a strong and diverse business community to achieve our goals of environmental and social sustainability," Mayor Houston says. More retail stores, health practitioners, grocery stores and restaurants will give Spruce Grove the services it needs to support growth. "This kind of growth requires forethought and planning and that's what we've been doing these past three years, and will continue to do through the Economic Development Strategy," the Mayor says.

It's that kind of forward-thinking that brought Spruce Grove to assemble lands at Century Road and Highway 16, in an effort to raise the City's profile along one of Canada's busiest highways. It will bring the destination retail, hotel, office and residential amenities that are necessary for development, as well as more local jobs, more business and a stronger and more diverse local workforce.

In 2010, the City completed a comprehensive corporate planning process which resulted in the development of the 2011-2013 Strategic Plan. The plan will help Spruce Grove capitalize on opportunities, focus on the its vision and ensure Spruce Grove is the best place to live, work and play, as it experiences unprecedented growth. This plan will evolve with the City, its changing profile and the needs that emerge.

Woven throughout the plan and supporting the themes are fiscal responsibility, effective communication and social awareness. This support is critical to building a solid foundation and to successfully achieving the goals and strategies in the plan.

PLANS FOR GROWTH

Spruce Grove is expected to maintain its high population growth rate now that it has been identified as a priority growth area in the Alberta capital region plan, making economic development a high priority. The city already has a substantial commercial and industrial base which draws from a trading area of over 100,000 people. Mayor Houston says, "We already have a strong foundation to work from and have put a strong emphasis on creating a healthy business climate that will encourage economic development at a responsible pace. By doing that we've accomplished more in the past three years than at any other time in the history of our City."

This year, the City has a record number of businesses and the Chamber of Commerce has a record number of members. Spruce Grove is already known as an attractive place to do business because it has a diverse workforce close at hand. "In order to keep that foundation strong we need to have a clear vision of how we can grow and support our economic base. We need to attract new investment and businesses to our City and encourage the existing ones to expand," the Mayor says.

SUSTAINABLE INITIATIVES

By making the connection between economic, social and environmental elements, the City is creating a common vision for moving forward to a future where quality of life is enhanced and the local economy grows and the community thrives. "We are committed to long-term goals in social, environmental and economic sustainability to ensure our City is here for future generations to enjoy," Mayor Houston says.

Individuals, businesses, community groups and local government all have a role to play in achieving these goals. When decisions made are based on sustainability, everyone benefits.

The Mayor's Task Force on the Environment has been established to take a critical look at the history and future direction of the City's environmental sustainability programs/initiatives. Within the policy framework provided by the City's Municipal Development Plan Your Bright Future, there is an integrated approach to address future growth and change. The Mayor's Task Force on the Environment complements the strategic planning efforts underway for community services and economic development.

This Task Force combined with other efforts and the vision and policy framework of Your Bright Future are an opportunity for Spruce Grove to build on its past and become a sustainable forward looking community.

The business community is an important partner in making Spruce Grove sustainable. Economic development initiatives combined with local business, commercial and industrial interests create local jobs, reduce commuting and support a strong community. They also strengthen the community's fiscal sustainability and its ability to respond to change.

The City of Spruce Grove is looking for ways to support the business community in its efforts to become more sustainable. Spruce Grove is focusing on:

- Working together to identify opportunities for partnerships and resource/program development
- Strengthening our approach to economic development ;
- An eco-industrial plan which explores best practices, feasibility and local opportunities and makes sure eco-industrial development uses resources efficiently by building on mutually beneficial relationships between companies within an industrial park.

The City has also made its operations more sustainable, including:

- Using high efficiency LED lights in all traffic signals;
- Extensive use of LED Christmas lighting within the city;
- Green Buildings Policy requires that any new or renovated City facilities must be constructed to a LEED standard;
- Corporate Anti Idling policy;
- Automated solid waste management program including curbside pickup of dry recyclables and organics (including kitchen wastes);
- Promoting waste diversion programs like using compostable cutlery/dishes at special events ;
- Installing drip bags around trees on City property to reduce water use, and;
- Using recycled tires in the development of Fuhr Sports Park's playing field.

12) Key Market Drivers and Influencers

One of the best sources of information on the future of Spruce Grove is a document prepared for the Spruce Grove City by Nicholas Applied Management, this study entitled “Economic Development Strategy 2010 to 2020 was tended to the city in August of 2010.

Oilfield and Industrial Services and Manufacturing

Opportunity Ranking: Tier 1 (High-Potential)

Strengths: Proximity to major oil, gas and non-conventional oil and gas developments in northern Alberta, northeastern British Columbia and Alaska, and western Alberta; the Peace Oil Sands deposit alone represents 135 billion barrels of oil-in-place and the development of this deposit is only just beginning to ramp up; Spruce Grove continues to have significant transportation and logistical advantages for servicing the full range of industry field requirements throughout this region.

Weaknesses/Gaps: Many upstream oil and gas companies, contractors and procurement consolidators are not aware of the potential cost-competitive and logistically-advantageous service and supply 'pipelines' that can be developed around a Spruce Grove base; interviews with key industry leaders and decision-makers reveal that the biggest gap remains one of perception and not being top-of-mind, with Leduc/Nisku and Edmonton clearly seen as the Capital Region's main players in the oil and gas service and supply sector.

Recommendations: As above, awareness and branding will need to be given a much higher priority in Spruce Grove's investment attraction efforts related to Oilfield and Industrial Services and Manufacturing; more specifically, an outbound trade and investment 'pre-positioning' mission is recommended into the Peace Oil Sands Region to ensure that Spruce Grove is top-of-mind as service and supply chains are developed around this large-scale oil sands deposit (see graphic next page).

Summary:

- Increased oil and gas-related activity in northwestern Alberta and northeastern British Columbia – primarily related to development of non-conventional reserves (oil sands, heavy oil, shale gas, tight gas, coal-bed methane, etc.) – presents a significant opportunity for Spruce Grove to build on its existing oil and gas service/supply base.
- Spruce Grove's strategic location relative to these developments – and proximity to the region's other major resource-based industries – gives it a significant advantage over other Capital Region municipalities. As energy and resource-based activity picks up, as it is expected to with a recovering global and North American economy, Spruce Grove should be well-situated to attract additional oilfield/resource industry services and manufacturing operations.



Transportation and Logistics

Opportunity Ranking: Tier 1 (High-Potential)

Strengths: Immediate access to Capital Region trading area of 1.5 million residents and tri-municipal region market, encompassing 70,000 residents; located on Alberta's major east-west transportation corridor, the Trans Canada Yellowhead Highway, and with easy access to Alberta's most-traveled north-south corridor, the Queen Elizabeth II Highway; close proximity to CN Rail's main line and intermodal terminal and the Edmonton International Airport only serve to further strengthen Spruce Grove's locational advantages.

Weaknesses/Gaps: Completion of the Anthony Henday Drive ring road will significantly enhance Spruce Grove's transportation and logistics service and supply 'business case'; promotional and marketing efforts will need to be focused and targeted to ensure that Spruce Grove is top-of-mind as a preferred location for transportation and logistics companies looking to expand their presence in the Capital Region; Spruce Grove is the 'Western Gateway' to the Capital Region and is a brand which needs to be further developed and promoted.

Recommendations: Spruce Grove and the Capital Region are well-positioned to capitalize on both outbound and inbound trade flows to/from Asia through the Ports of Prince Rupert and Vancouver, and through the Port Alberta trade and logistics hub; as the Port of Prince Rupert continues to develop and see increased two-way trade flows, Spruce Grove's current logistical advantages should be further enhanced; Spruce Grove should focus on positioning itself to take full advantage of these longer term business development opportunities, as well as service and supply opportunities associated with resource sector developments in northern Alberta (e.g., Peace Oil Sands), northeastern British Columbia and Alaska, and western Alberta.

Summary:

- Spruce Grove's locational advantages are considerable, with close proximity and easy access to major east-west and north-south transportation corridors, the new Anthony Henday Drive ring road, all major transportation modes (CN main line, CN intermodal terminal, Edmonton International Airport, Port Alberta, etc.), and to a combined Capital Region population now well over a million residents.
- Spruce Grove is strategically located as the western gateway to the Capital Region and has also emerged as a major regional service and supply hub to the resource-based regions to the west, northwest and north of the Capital Region.



Warehousing and Supply

Opportunity Ranking: Tier 1 (High-Potential)

Strengths: Similar to Transportation and Logistics (see above); six industrial parks with an excellent supply of serviced industrial land; Spruce Grove has some of the most affordable industrial land prices in the Capital Region; excellent synergies with nearby Acheson Industrial Area; investment-ready warehousing and service/supply sites available to accommodate forecast recovery and expansion in this cluster.

Weaknesses/Gaps: Similar to Transportation and Logistics (see above); investment attraction efforts will have to further develop and more aggressively promote Spruce Grove's competitive fundamentals in this cluster; current awareness levels of the Spruce Grove 'business case' are not as high as they should be.

Recommendations: Spruce Grove is much more than just a bedroom community to Edmonton, it is a major regional commercial centre, a host community to six industrial parks, and has an overall quality of life that truly makes it a community of choice for residents and businesses alike; this is the diverse, multi-faceted brand that needs to be developed and promoted to support ongoing business/industrial attraction efforts across all high-potential growth areas.

Summary:

- Spruce Grove has six industrial parks, including the new Spruce Grove Industrial Park and East Campsite Industrial Park. These parks are currently home to a diversified industrial base of 220 international, national and local companies that together employ an estimated 2,100 people. In addition, the Acheson Industrial Area, which is just 3 kilometres east of Spruce Grove, is home to a further 225 businesses, employing another 5,000 people.
- There is an excellent supply of available serviced land for development, and Spruce Grove's industrial land prices are among the most competitive for mid-sized warehousing and supply centre development in the Capital Region.

Oilfield and Industrial Services and Manufacturing

Opportunity Ranking: Tier 1 (High-Potential)

Strengths: Proximity to major oil, gas and non-conventional oil and gas developments in northern Alberta, northeastern British Columbia and Alaska, and western Alberta; the Peace Oil Sands deposit alone represents 135 billion barrels of oil-in-place and the development of this deposit is only just beginning to ramp up; Spruce Grove continues to have significant transportation and logistical advantages for servicing the full range of industry field requirements throughout this region.

Weaknesses/Gaps: Many upstream oil and gas companies, contractors and procurement consolidators are not aware of the potential cost-competitive and logistically-advantageous service and supply "pipelines" that can be developed around a Spruce Grove base; interviews with key industry leaders and decision-makers reveal that the biggest gap remains one of perception and not being top-of-mind, with Leduc/Nisku and Edmonton clearly seen as the Capital Region's main players in the oil and gas service and supply sector.

Recommendations: As above, awareness and branding will need to be given a much higher priority in Spruce Grove's investment attraction efforts related to Oilfield and Industrial Services and Manufacturing; more specifically, an outbound trade and investment "pre-positioning" mission is recommended into the Peace Oil Sands Region to ensure that Spruce Grove is top-of-mind as service and supply chains are developed around this large-scale oil sands deposit (see graphic next page).

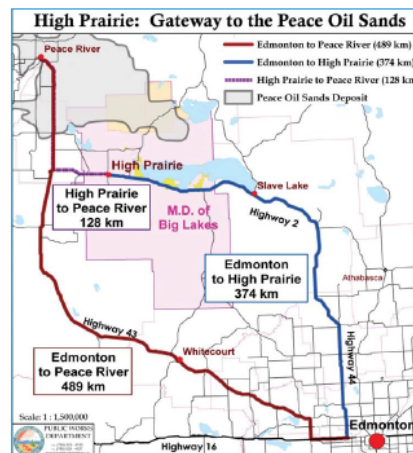
Summary:

- Increased oil and gas-related activity in northwestern Alberta and northeastern British Columbia – primarily related to development of non-conventional reserves (oil sands, heavy oil, shale gas, tight gas, coal-bed methane, etc.) – presents a significant opportunity for Spruce Grove to build on its existing oil and gas service/supply base.
- Spruce Grove's strategic location relative to these developments – and proximity to the region's other major resource-based industries – gives it a significant advantage over other Capital Region municipalities. As energy and resource-based activity picks up, as it is expected to with a recovering global and North American economy, Spruce Grove should be well-situated to attract additional oilfield/resource industry services and manufacturing operations.



Proximity to Peace Oil Sands Region

- recent estimates are that the Peace Oil Sands have approximately 135 billion barrels of oil-in-place
- this represents 7.5% of the total bitumen-in-place in the province
- although the smallest of the province's three oil sands deposits, and essentially the last to see a major and sustained expansion in production, the Peace Oil Sands still represent a deposit basin about 9% of the size of the Athabasca deposit and about 74% of the size of the Cold Lake deposit
- forecasts are for production to increase from 60,000 barrels/day to anywhere between 300,000-450,000 barrels/day over the next decade



Sports Tourism

Opportunity Ranking: Tier 1 (High-Potential)

Strengths: Spruce Grove and the tri-municipal region's sports/recreation facilities and amenities have significant potential to be used as an economic driver within the community; the goal remains to draw in more 'sports tourists' from across the Capital Region, Alberta and Canada -and to capture the associated retail, commercial and hospitality expenditures associated with these visitors.

Weaknesses/Gaps: As above, the lack of full service food and accommodation services is seen as a major competitive gap in the further development of this cluster and in the ability to retain more sports tourism-related expenditures within Spruce Grove.

Recommendations: Spruce Grove should develop a targeted, results-oriented sports tourism strategy (in cooperation with the City's regional partners, where possible); the City should place a high priority on attracting the necessary hospitality services -such as a new hotel -to maximize sports tourism-related expenditures within the community; Spruce Grove should establish a sports tourism coordinator to assist in attracting major events (once again, in cooperation with the City's regional partners, where possible).

Summary:

- Spruce Grove has a vast array of premier sports and recreation facilities and amenities, including the TransAlta Tri-Leisure Centre, Fuhr Sports Park (twin synthetic outdoor sports fields), the Henry Singer Baseball facility, the Agrena, Jubilee Park, a 44-kilometre trail system, an extensive network of green space (106 hectares of forest and 301 hectares of maintained open space), and many other amenities.
- The potential to utilize these facilities and amenities to host additional events and draw in more visitors and 'sports tourists' from across the Capital Region, Alberta and Canada was a topic that received much attention during the public consultations. The consensus was that a more action- and results-oriented sports tourism strategy needs to be put in place to ensure available opportunities are identified and effectively pursued.



Oilfield and Industrial Services and Manufacturing

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