



***Your* bright future**

Municipal Development Plan
2010-2020

2015 PROGRESS REPORT

 The City of
SPRUCE GROVE

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Section 1 – Background and Purpose

The City of Spruce Grove adopted its new Municipal Development Plan, *Your Bright Future (YBF)*, in September 2010. *YBF* provides a community sustainability-based framework to direct growth and development in Spruce Grove and to help the community better respond to change. Integral to this plan are the concepts of balance and adaptability, which are woven throughout the six themes that form the backbone of *YBF*:

- Governance;
- Environmental Management;
- Form and Infrastructure;
- Economic Development;
- Community Life; and
- Regional Partnerships.

While adopting the plan was a significant step and philosophical shift for Council and the City, implementation of the plan is integral to the plan's success. With this in mind, a regular progress report has been included in *YBF*'s implementation plan. The objectives of this *YBF* 2015 Progress Report are to provide Council and the community with an update on key activities and initiatives that are moving the community towards the *YBF*'s vision, and to identify next steps for on-going implementation.

Originally, this Progress Report was to be linked to community sustainability indicators to help evaluate progress along the plan's themes and goals. As work advanced on the development of a framework for measuring the plan's progress, it has been determined that to develop a complete set of indicators to inform on the policies under all of the six themes areas is neither effective nor efficient. Sustainability indicators should be based on accessible quantitative data that is relevant, easily understood and reliable. Apart from growth indicators, like population and land consumption that are considered on an annual basis regardless, additional data sets that would inform on the other plan theme areas are not readily available. As such, this Progress Report, along with the update on the key implementation components in Appendix A, provide a qualitative discussion of the initiatives and activities that demonstrate how the City is meeting the vision of *YBF* and the needs of the community.

The vision articulated by *YBF* was based on the outcomes of extensive community and organization-wide consultation.

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.

Section 2 – Progress on Plan Components

The approach taken to report on progress toward achieving the community vision is organized around the six plan themes and ten goals. Each section includes the goals associated with the theme, an overview discussion, and a summary of key activities completed and moving forward. The focus is on higher level strategic initiatives, themes and/or service changes which support the direction in *YBF*. Despite this focus, it should be recognized that many aspects of *YBF* reinforce the day-to-day operations and service provision and vice versa. Also, while some activities highlighted here may not have been completed directly as a result of the adoption of *YBF*, those included are clearly linked with its implementation and support the direction and progress made toward the community vision.

Governance



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

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

Overview

The Governance section of *YBF* focuses on showing leadership, applying transparent and sound management principles to operations, and fostering dialogue with community members. Policy areas are ‘Good Governance’, ‘Sustainability and Decision Making’, ‘Civic Engagement and Communication’ and ‘Fiscal Sustainability’. Since the plan was adopted, a number of different initiatives have come together that lay a strong foundation for strengthening this aspect of the plan. The following highlights some of those initiatives that have been undertaken over the last year.

Key Initiatives, Themes, and/or Service Changes

Governance Review

Work is ongoing to implement the recommendations of the 2012 Report on the City’s governance practices. The review was a check of the City’s governance model to ensure that the City is making decisions, communicating with stakeholders and providing leadership based on best practices. It supported the City in its commitment to build a focused, responsive, resource conscious and results oriented organization. Organizational effectiveness reviews continue on a department by department basis, with enforcement services being reviewed in 2015.

Strategic and Corporate Planning Processes

Building an Exceptional City, the City’s 2015-2035 Strategic Plan, has contributed to the long term outlook of the 2015-2017 Corporate Plan. The purpose of the Strategic Plan is to guide and inform the City’s future for a 20-year planning horizon. The corporate planning process

needs to consider what the City will need to accomplish to achieve the vision set out in the Municipal Development Plan, with a horizon of 2010-2020, as well as the vision set out in the Strategic Plan, with a horizon of 2015-2035. The 2015-2017 Corporate Plan was also developed being mindful of balancing the need to deliver services to a fast growing community with the need to facilitate new opportunities.

Fiscal Sustainability

As part of the move toward longer-term planning and measuring progress, Administration has put together a long term financial model to support strategic financial discussions. This has included the development of a long term capital plan and a long term financial plan for Council. A 20-year capital plan is being developed that aligns with the Strategic Plan and considers life cycle planning, new capital acquisitions, new municipal facilities and the City's existing land base to help the City understand future financial impacts. In addition to these discussions, a financial literacy program has begun and will continue through 2016 to provide Administration and Council with education and tools to better understand Spruce Grove's financial picture.

Accurate population counts and up-to-date demographic information are vital for the City's strategic planning, operations and service provision. The data gathered through census has an impact on provincial funding allocations and improves Spruce Grove's ability to plan for growth and manage programs and services. The City's 2015 Census was completed in May, with a population count of 32,036. A demographic report was completed in July 2015 and provides an overview of the particulars and a full analysis detailing the implications of the community's growth.

Engaging the Community

Since the adoption of *YBF*, the City has taken a number of steps to better engage and communicate with residents. The City continues to grow its social media presence as a means to inform and engage the public. The City is strategically developing its community on social media. Over the past year, the City pursued a number of innovative engagement tools to engage with residents on important initiatives. For example, the City used the on-line education and feedback process during design consultations regarding the installation of future roundabouts in Spruce Grove.

The City's website is an integral communication tool for residents of Spruce Grove to get information. The online services portal was developed several years ago with the technology that was available at that time. Since its inception, technology has changed and the current interface and services that the City's online services portal provide may not be meeting the needs and/or expectations of the customers. The City is undertaking a thorough review of the current provision of online services to better meet the needs of the City's stakeholders.

Moving Forward

Although the Corporate Plan is developed annually, it has a three-year horizon for operational and capital planning. This short planning time frame allows the City to focus on making decisions that focus on the maintenance of existing services and infrastructure while considering new initiatives and service changes. Determining what the City should do to achieve the visions set out in both the MDP and the Strategic Plan needs to be considered on an ongoing basis and the long-term capital plan will be updated annually for changes in planning assumptions including service delivery, population projections and cost estimates. The City continues to develop its long-term capital and financial planning processes which are being integrated into the annual corporate planning process.

The focus for governance will continue to build on the foundation laid out by the strategic and fiscal planning processes. In particular, the link between the *YBF* and the Strategic Plan will continue to be examined over the next year. Governance related activities will also include the completion of additional departmental organizational effectiveness reviews, further advancing the Governance Review recommendations.

Fiscal sustainability relies, in part, on grant funding and an annual census is a crucial tool in ensuring that provincial grant funding is representative of the current population. An annual census will allow the City to maintain a current population count and take best advantage of grants that are updated annually based on municipal population.

An important component towards realizing the City's fiscal sustainability policy objectives is the long-term financial plan efforts. The impacts paper is complete, and further work must take place to develop this plan and review policy options. Through this work, decision makers will be provided with better tools to illustrate and evaluate the impact of different policy options. The long-term financial plan will be developed by enhancing the existing corporate and fiscal planning process. The impact paper has led the City to using a long term financial model to discuss financial strategies and has extended the term of the corporate plan to 20 years.

With the last Resident Satisfaction Survey dating back to 2013, it is time again for the City to connect with its residents to test the level of resident satisfaction with the City's priorities, programs and services in order to inform Administration and Council when setting priorities and decision making. In the past, the overall satisfaction with Spruce Grove has been very high and it is expected that the 2016 Survey will yield similar results.

Environmental Management



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

Overview

Progress towards the Environmental Management goals of *YBF* has been mainly guided by the Mayor's Task Force on the Environment. The outcomes of this initiative, combined with working to implement *YBF*, have strengthened the connections between Environmental Management and Form and Infrastructure since *YBF* was first adopted.

Policy categories within this section are 'Resource Use and Pollution', 'Green Building and Development', 'Alternative Infrastructure', 'Water Resources', and 'Environmentally Significant and Natural Areas'.

Key Initiatives, Themes, and/or Service Changes

Mayor Task's Force on the Environment (MTFE) – Task Force Project Report/Action Plan Completed in 2010-2011, the Mayor's Task Force on the Environment took a critical look at the history and future direction of the City of Spruce Grove's environmental programs and initiatives. Its primary outcome was the *Environmental Sustainability Action Plan* which identified five priority areas for focusing resources moving forward and a vision for environmental sustainability that feeds into the vision articulated in *YBF*. Consistent across the five priority areas are specific initiatives related to strategic program and policy choices combined with a public engagement campaign linked to measurable targets.

Sturgeon River Watershed Alliance

The Sturgeon River Watershed Alliance has developed under the mandate to create a plan following the model set forth by the North Saskatchewan River Watershed plan. The Alliance has conducted some inventory of water resources and issues across the watershed through the State of the Watershed Report, but considerable more work is required. Three task groups have been established; Policy review and gap analysis, aquatic ecosystem health and water quantity. The Alliance is planning to complete a Watershed Management Plan over the next few years.

Contaminated Sites Program

This program documents historic and current land, development and environmental conditions on City owned property. Work to inventory and identify potentially contaminated sites began in 2014 and the project will continue in the long term with the development of policy that will provide guidance to the City on Contaminated Sites Management, Environmental Release Reporting and for Land Sales and Acquisitions. The contaminated sites program will allow the City to quantify their environmental liabilities, and address these liabilities with the appropriate remedial measures (remediation or risk management). All remedial measures costs are communicated to Finance in order to be recorded as a liability under the Public Sector Accounting Standards - PSAS 3200 - Liabilities or 3260 – Contaminated Sites Liability. This program is in place to ensure that all contaminated sites are accounted for and managed in accordance with all applicable environmental and accounting standards. The consultants are in place to provide environmental and urgent response services to all departments within the City.

Community Outreach

In the spring of 2015, the City hosted a rain barrel sale in partnership with the Town of Stony Plain, Parkland County and RONA. This sale occurred over one day at RONA in Spruce Grove and sold approximately 175 rain barrels. The City also hosted a three part Nature Workshop Series in the spring focusing on Natural Landscaping, Spruce Grove's Natural Areas and Nature Deficit Disorder. The City's Environmental Outreach Coordinator also attended several Trade Shows, community events and a number of classroom presentations this year to promote the waste program changes that occurred in the fall of 2014.

Waste Diversion

During waste reduction week in October 2014, the City launched a series of new waste program changes. These changes included the introduction of a new smaller (120L) black waste cart available to residents for a savings of \$3.25 on their monthly utility bill. Each resident who switched the smaller black waste cart also received a kitchen catcher. The kitchen catcher was designed to encourage the disposal of food products through the organics program rather than the waste cart. Also at this time the City launched year round organics collection. The green organics carts are collected weekly from April to November and monthly from December to

March. In June of 2015 the City moved from bi-weekly blue bag recycling collection to weekly collection. These three programs were implemented to encourage further diversion of waste from landfill.

Exploration is underway for a three-stream waste program pilot in local schools. Schools in Spruce Grove currently do not have access to the City's waste programs and are serviced by the private sector. Local schools however are an ideal place to promote and reinforce the City's waste diversion program. Implementing this program in schools has the potential to have a very strong return on investment in terms of education and overall community diversion rates. Upon conclusion of feasibility assessment and issues around logistics, pilot the program at 2-4 schools for the 2015-2016 school year. Following this, the results will be assessed to determine if the program should be offered city-wide and on a permanent basis.

Spruce Grove is currently participating in a study that is looking at the feasibility for a tri-region organics processing facility and to explore management and processing options. Both municipal and private/public sector partnership opportunities are being considered. The City has partnered with Alberta Innovates, Parkland County and the Town of Stony Plain and funding for this project was acquired from the provincial Regional Collaboration Grant. With the involvement of Alberta Innovates, the desire is to establish a facility that is scalable and transferable to any other municipality or group of municipalities throughout the province. Through this study the tri-municipal partners are looking to a long term solution for organics that maximizes efficiency, economic viability and environmental benefits.

Water Conservation

The City's current water conservation plan "Community Water Conservation Program: Blueprint for Success 2012 – 2015" has been reviewed and updated during fall 2015. The updated water conservation plan utilized an external consultant, enabling external resources, comparative analysis and databases of other water conservation resources. A detailed data analysis and program planning that is best suited for the City as it grows and develops in an ever changing climate. The current program is a 5 year water conservation program that will focus the City's water initiative to best achieve and meet the water conservation goals and demands.

Energy Efficiency

The City has benchmarked all City owned facilities with the Municipal Climate Change Action Centre (MCCAC) - TAME program (Take Action to Manage Energy). This program inventories all municipal buildings to determine outliers and where energy audits and retrofits may be required. This program allows the City to compare itself to other municipalities with similar use and size facilities. A review of previous actions and data was also undertaken related to the City's participation in the Partners for Climate Protection Program – administered by The Federation of Canadian Municipalities (FCM) and Local Governments for Sustainability (ICLEI).

Moving Forward

In the near-term, the focus in the Environmental Management area will be on continuing to implement the initiatives in the *Environmental Sustainability Action Plan*. 2016 will mark the mid-point of this plan and the City will conduct a review and public consultation process to track progress and reaffirm actions moving forward. In addition, solid waste diversion continues to be a high priority; initiatives will include the waste program pilot in local schools and a curbside waste audit in 2016. Water conservation will continue to be a top priority with future years focusing on the suggestion and outcomes of the most recent water conservation plan. Public education and new policy will be forthcoming in the next year to address public use of

environmentally sensitive areas and natural area assessments, in order to ensure that we protect vulnerable natural resources.

Form and Infrastructure



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

Overview

Traditionally, a community's Municipal Development Plan concentrates on issues concerning the built form and provision of infrastructure. However, *YBF* delves into a greater level of detail and is more specific and direct regarding goals and objectives. In addition, the approach contained within this section of the plan has created a significant shift in the approach to growth and development within Spruce Grove. Now that the City has adopted a new Land Use Bylaw to implement the objectives of *YBF*, we have started to see how that shift will manifest in the look and feel of the City over the long term.

Policy categories for Form and Infrastructure are 'Growth Management', 'Neighborhood Design and Housing', 'City Centre', 'Gateway Lands', 'Parks and Open Space Network', 'Transportation Systems', and 'Infrastructure'.

Key Initiatives, Themes, and/or Service Changes

Your Bright Future Plan Implementation – Land Use Bylaw

The adoption of the new Land Use Bylaw (LUB) in 2012 presented new ways for the City to look at development and zoning controls, including the introduction of more flexibility and increasing the density of development with an overall vision of more efficient land use. The LUB continues to be reviewed annually to ensure that it remains technically sound, but the minor nature of technical amendments made to date are indicative of its overall success.

School Sites

Part of a municipality's role is to plan for future growth, but the amount of land that developers are required to dedicate for public purposes, including parks, open space and school sites, is limited by the *Municipal Government Act*. With the fast growing school age population, the City of Spruce Grove is challenged to ensure that school sites are available for students not only from the City, but students from Parkland County that come to schools in the City, without negatively impacting the amount of land available for community outdoor recreation needs. Working with the two local school divisions and Parkland County, the City continues to plan for the optimum land base for additional schools. While endeavoring to meet the challenges of optimizing size and accessibility of future school sites, the City also wants to minimize the impact on available municipal reserve land that provides the land for parks, open space,

recreation sports fields and pathways for all City residents. Administration is continuing discussions with the City's partners to explore options and creative solutions to find new ways to use land more efficiently in order to amass the land base needed.

Growth Study

Continuing from the initial information derived from *the Land Consumption Analysis*, the City is continuing with a Growth Study to ensure a long-term supply of land to accommodate future growth. Although the Land Consumption Analysis determined that the City has an adequate land supply at present, it is important to ensure that a long-term land supply is available. The Growth Study will examine the possible growth scenarios for the City, such as annexation, amalgamation and other municipal organizational structures. The study will include an analysis of both population and employment growth, coupled with a constraints analysis, to determine feasible growth scenario over the next 25 to 50 years. A fiscal impact analysis will be included in the study to determine costs involved with preferred scenarios. The study will include public consultation opportunities, discussions with neighbouring municipalities. The recommendations from the Study will guide Administration and Council with long-range decision making about the City's land requirements.

Sanitary Sewer Master Plan

This plan was adopted in 2013 and provides an analysis of the level of service and any shortcomings of the City's existing sewer system. In addition, it contains the information required to provide sewer service for the build out of the City based on expected long-term development. The existing service has proved to be efficient, and most of the recommendations from the plan for improvements will be implemented by the end of this year. The result of these enhancements is that the City's sanitary system will not be negatively impacted in a 1:100 year storm event. This level of service provides peace of mind for Administration and also for City residents. The Pioneer Trunk Sewer is currently under construction from Grove Drive to just north of Highway 16A and will be completed in 2016. This opens up lands adjacent to Pioneer Road for development.

Storm Water Management Master Plan Update

This review was completed in 2015 and will guide the development of the City's storm water management system that addresses issues with the existing system and guide the newly developing areas. This project reviews the system in detail to determine future system requirements and required upgrades to the existing system. Recommendations contained within this Master Plan Update will be implemented in the short term.

Transportation Master Plan (TMP)

The *TMP* was updated in 2015. This Plan assists in the orderly planning of the City's overall transportation network, including public transportation and non-vehicular transportation. As has always been the case, the City continues to plan for orderly road networks and pedestrian connections in new development areas. The City collects approximately \$2 million a year in off-site levies for road planning and construction. Other initiatives coming out of the *TMP* include the construction of missing pedestrian links, including Highway 16A crossings. The City is currently undertaking a functional study for the south industrial arterial road. This will be a major arterial roadway between Campsite Road and Century Road in the south industrial area of Spruce Grove.

The City continues to partner with the tri-region municipalities to advocate for the construction of Highway 628. The construction of Highway 628 is identified in the *TMP* as critical to the orderly development of Spruce Grove, Stony Plain and Parkland County. Without this key component

of transportation infrastructure, the east west road network in the area will fall below a reasonable level of service to the affected communities. The City's involvement is to inform the province of the regional importance of this road.

Transit

Phase 1 of the City's multi-year transit review is near completion. The first stage of service changes, adopted by Council in May 2014, were implemented in September, 2014. These changes included the addition of a new mid-day route from Edmonton to Spruce Grove, the removal of the University of Alberta as a transit stop, resulting in the current routing terminating in downtown Edmonton, as well as the introduction of 3 new fare products – student pass, integrated pass and transit tickets (10 pack). GreenTRIP funding was received in fall of 2015 to allow for future expansion of transit service. Discussions with Parkland County continue to take place to add service from Edmonton to the Acheson Industrial Area, increasing utilization of the buses on the return trips to Spruce Grove and Edmonton.

Moving Forward

Infrastructure development and rehabilitation are ongoing priorities for the City and, to align with the YBF's objective to continually update long-term infrastructure development, maintenance and replace plans, many project are planned for 2016. Upgrades to storm water system will include catch basin improvements in the Brookwood neighbourhood.

New water reservoir will be constructed in 2016-2017 to serve the City to a population of 75 000 within the existing corporate boundary. The reservoir will be located directly south of the existing reservoir on South Avenue. The detailed design of the new reservoir has been completed, with the construction to take place in 2016 and 2017.

A short section of the South Industrial Arterial Road was constructed in 2015 to provide secondary access to lots in the industrial area. In order to facilitate future arterial road development to accommodate growth, on-going design work is anticipated for extensions of Grove Drive and Pioneer Road.

The City continues to make transit infrastructure a priority and anticipates the construction of a permanent park and ride facility. Through the provincial GreenTRIP grant program, Spruce Grove is looking to build a 300-stall permanent park and ride facility and transfer station adjacent to Highway 16A near Pioneer Road. The City will be continuing to work with the Capital Region Board to access grant funding to undertake this project.



Economic Development

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

Overview

Providing diverse commercial and industrial growth options and employment opportunities for residents, supporting a strong business community, and creating a fiscally sound community are central concepts to YBF's Economic Development policies. The City's Economic Development Strategy 2010-2020, *Partnerships for Prosperity*, is the primary tool to move the community toward this vision. At a high-level, the focus of work in this area has been on developing an implementation plan for this strategy and moving forward on initial priorities.

Policy categories in Economic Development are 'Diversification and Growth', 'Commercial Development', 'Industrial Development', and Residential Development.

Key Initiatives, Themes and/or Service Changes

Economic Development Strategy 2010-2020 – Partnerships for Prosperity

Adopted in late 2010, this strategy provides a clear vision and direction as to where Spruce Grove needs to go to develop its economic base. The strategy identifies eleven high-potential growth areas and proposes action items to take advantage of these areas. The strategy also makes operational recommendations for improving competitiveness and further enhancing the business climate. The Economic Development Strategy is intended to be updated every 5 years with the next update scheduled for 2016. While the strategy was adopted prior to YBF, much of the strategic foundation of YBF was already completed and efforts were made to ensure these two frameworks aligned.

An assessment of the 2012-2015 progress made in implementing the recommendations from Partnerships for Prosperity was undertaken in 2015. The review indicated that the majority of the targets had been met and that the City is making significant progress in growing its non-residential assessment base. As part of this assessment, the City also reviewed and updated the Industry Sector Targeting Strategy in cooperation with the industrial park developers.

The Economic Development Advisory Council (EDAC) continues to play an active role in promoting economic development in the community. Their mandate is to provide advice to Council on the implementation of *Partnerships for Prosperity* and other Economic Development matters.

Information Products and Industrial Marketing Strategy

The City has developed an array of marketing products and information resources to meet the needs of existing and potential businesses. This includes a dedicated Economic Development website with a site locator using a GIS platform, and award winning publications such as the Community, Commercial and Industrial Profiles. The three profiles are specifically targeted to capture different audiences – industrial, commercial and residential - for business attraction. These will be updated periodically to ensure the most current information is available to developers and investors.

In collaboration with the industrial park developers and other stakeholders in Spruce Grove, the City has also continued to develop and implement a multi-year business-to-business industry attraction and growth strategy. The priorities over the next several years include a number of initiatives including a more targeted marketing strategy, location competitiveness assessments, technology support and a review of broadband infrastructure.

Growing our Commercial and Industrial Base

The City has a target of growing its non-residential assessment to 20% of total assessment by 2020. Significant progress has been made over the past 5 years and the City now stands at 17%. This is a key goal in ensuring long-term fiscal sustainability. Major commercial developments is helping meet this goal including Century Crossing and the build-out of the Tri-Leisure Village, which is now in its final stages.

On the north east side of Spruce Grove, Westwind Centre (Gateway Lands in *YBF*) is expected to see the initial commercial development to start in 2016. This 40 acre site will be Spruce Grove's only commercial presence on the Yellowhead Highway. The City partnered with Alberta Infrastructure to upgrade the overpass at Century Road, and partnered with the developer to construct access improvements into the future commercial site. Residential development in the area has built out quickly and is now well established.

Spruce Grove has experienced substantial industrial growth in the last several years. Spruce Grove Industrial Park and Campsite Business Park both attracted major investment in new buildings and site improvements. Spruce Grove Industrial Park has initiated further expansion by creating more serviced lots to accommodate growth. Grove Industrial Park, a new industrial development, is now marketing fully serviced lots.

City Centre Revitalization

The City and members of the business community have teamed up to work toward the revitalization of the City Centre area. A Discussion Paper on City Centre Revitalization, which sets out options with respect to the scope of revitalization, was developed and presented to Council in 2014. This resulted in the downtown business community establishing a Steering Committee to lead the initiative. The Committee is developing a strategy and work plan, which could lead to establishment of a Business Revitalization Zone.

NAIT Campus

NAIT acquired nearly a quarter section in the industrial area on Golden Spike Road on which a construction trades' campus will be developed. Currently under construction and expected to open in June 2016, the first phase of the campus is 15 acres and will host the crane and hoist facility. Over time NAIT is expected to concentrate its construction trades training on the remaining quarter section of land.

Moving Forward

Work toward the economic development goals in *YBF* will continue to focus on the priorities outlined in *Partnerships for Prosperity*. This will involve an update to the Strategy in 2016 which will result in a 2016-2025 economic development plan. There will be a major public consultation process as part of this initiative.

With the Event Hosting Strategy now complete, the City will be working with the other Tri-Region municipalities and the Tri-Leisure Centre on implementation of the strategy. The *Retail Trade Gap Analysis* and *Industrial Land and Buildings Inventory* have been updated, and a residential lot data inventory has been developed.

The Economic Development staff will continue to work with developers to bring on more highway frontage commercial land, attract additional assisted living facilities and hotels, and expedite further growth of the Westwind area.

Working with the City Centre Revitalization Steering Committee, work will be undertaken to establish a theme for the City Centre Revitalization and efforts will continue towards the ultimate outcomes of creating a Business Revitalization Zone (BRZ) and redevelopment plan.

The City will be investigating options to develop a Fiber Optic Broadband Strategy that will support commercial and industrial development.

Community Life



- Goal 8 Spruce Grove has a strong civic culture and a high quality of life.
- Goal 9 Spruce Grove offers diverse cultural and recreational programs in first-class facilities.

Overview

With the rapid growth of the City, recent years have seen an increase in the volume and complexity of social issues within the community impacting a number of areas of City operations. The challenge becomes how to manage these needs within the context of the quality of life goals of *YBF* and the mandate of a municipality. Much of the work towards Community Life goals is based around maintaining day-to-day operations to retain the high quality of life residents expect. That said, a number of specific activities have occurred recently that reinforce the direction in *YBF*'s vision.

Policy categories in this section are 'Volunteerism and Social Capital', 'Health and Wellness', 'Safety and Protective Services', 'Culture and Heritage', 'Learning, Sports and Recreation', 'Preventative Social Programs', and 'Affordable Housing'.

Key Initiatives, Themes, and/or Service Changes

Low Income Housing and Poverty Reduction

The City's Family and Community Support Services (FCSS) staff are currently participating in regional discussions on various housing solutions. Building on its work on a *Market Affordable Housing Policy Framework*, the Capital Region Board continues to undertake assessments across the region on affordable and low income housing, including the Parkland area. In particular, staff are looking to the results of work undertaken by the Capital Region Board and continue to evaluate the regional study on housing need in terms of what we know to be Spruce Grove's needs for low-income housing and issues with homelessness. Once the scope of the CRB study is known, FCSS will be able to assess whether or not additional work must be done, as well as the appropriate stakeholders, to specifically address the local need.

FCSS also participated in Phase 1 of the *Poverty and Homelessness Reduction Strategy*, undertaken by Stony Plain's Family and Community Support Services in partnership with the University of Alberta. Supported by the federal funding program to rural community, the needs

assessment took a tri-municipal region perspective. The strategy looks to address the issue of insufficient housing for low income residents in Spruce Grove.

Border Paving Athletic Centre (BPAC)

The construction of the Border Paving Athletic Centre has been completed. In addition to providing a venue for the sport of gymnastics and much needed meeting and program space, this new recreation amenity is destined to become a community hub for recreation. The inclusion of the City's Recreation Services section in the facility will allow residents to realize enhanced recreation services in the facility. During the hours the building is open, staff will be available to assist with community facility scheduling and enquiries, community development support and general recreation enquiries. Local community sports and recreation agencies have the opportunity to relocate their Administration into the Centre by leasing office space. The proximity of Recreation staff and a variety of community groups within the same building will allow for easier collaboration and support services provided by Recreation staff. The physical proximity of the Centre to the Fuhr Sports Park and the Tri-Leisure Centre, along with the commercial developments within the Tri Village area, complete the development of the recreation and sports hub of this area.

Jubilee Park Master Plan Update

The updated Jubilee Park Master Plan addresses, in part, the future spontaneous open space needs of the residents of Spruce Grove. The updated plan is a result of the growing popularity of the Park and has been further enhanced by residential development surrounding the site with the potential of more development to the north and south of the park.

Event Hosting

The City has set a goal of becoming a destination for hosting special events, through its diverse recreation facilities and otherwise. This was realized when the city of Spruce Grove, along with its municipal partners hosted Stage 5 of the Tour of Alberta in September 2015. Further to that great event, Canada Day in Jubilee Park featured a headlining performance by Honeymoon Suite and was the best attended Canada Day in the City's history. Other events that continue to grow through programming in Cultural Services include Christmas in Central Park, Seniors Strawberry Tea, Mini Monster Bash and more. Culture also provides support and infrastructure for Culture Days at the Melcor Cultural Centre, Grove Cruise and others.

Social Sustainability Plan

Work has begun on the development of the Social Sustainability Plan intended to create a framework from which the City can measure the impact of its decisions on social sustainability. The Plan will take a high level look at the role of social sustainability within the City's strategic, corporate and community planning frameworks and will provide a roadmap to ensure a structure is in place to anticipate and respond to changing social needs in the rapidly growing community. The Plan will identify goals and actions that are aligned with the overarching values of Spruce Grove's residents and seek to address the issues. In the fall of 2015, the consultant undertook extensive consultation including focused discussions with stakeholders, including residents, client groups, service providers, organizations and agencies. The draft strategy will be presented to Council in spring 2016.

Cultural Master Plan

The purpose of this initiative is to develop a City Cultural Vision and plan for arts, culture, and heritage programs and facilities in Spruce Grove. This initiative will map out a vision for arts, cultural and heritage programs over the next five years and beyond and will focus on opportunities that add value to existing resources. The plan development has been awarded in

July and expected completion is May, 2016. The proposal was awarded to MDB Insight from Calgary and Toronto. The consultant conducted a community forum and public and internal interviews in October.

Art and Culture Initiatives

The Public Art Policy was passed by Council ensuring that one percent of future capital projects will go towards the purchase of public art, bringing the City in line with many other municipalities with similar policies. The City's Culture Department also negotiated and executed a new memorandum of agreement for the Melcor Cultural Centre between the library, the City and the Allied Arts Council. Cultural Services have been assisting the Agricultural Society on their feasibility study for a new visitor centre. The City provided some funding for a feasibility support and Administration is assisting in the process. Finally, Horizon Stage saw its highest ticket sales in 2015 in the professional programming series. The Stage continues to be a much sought after rental space for community groups and is an exceptional asset to the community.

Facilities Revitalization

Based on recommendations of the Elks Hall revitalization review, the upgrades to the interior of the Hall were completed early in 2015 and the external finishes and landscaping were completed in the fall. Subsequent to the completion of this construction, community interest has been significant with weekly community events and private functions having been or scheduled to be held.

In time for the 2015 Edmonton Eskimos' spring training camp, the City undertook some field rehabilitation on the synthetic surfaces at the Fuhr Sports Park.

During the summer, the City's engineering department constructed rest nodes along the existing trail system with funding provided by the Rotary Club. Also a Class A Peewee ball diamond was constructed north of the Agrena to replace the ball field temporarily lost due to the expansion of the south water reservoir and pump house at Henry Singer Park for 3 years.

Moving Forward

Work in the next couple of years will continue to focus on finding innovative solutions for diverse social needs and building community capacity. The Social Sustainability Plan will be finalized in spring 2016 and will culminate in the identification of critical social issues and outline the strategies and key actions necessary to address the identified issues. The Plan will also develop the social sustainability outcomes and indicators necessary to measure the success of plan implementation and inform on-going decision making.

FCSS will continue to work with regional partners to move forward with Phase 2 of the Poverty and Homelessness Reduction Strategy. The continuation of the project will focus on sharing the results of the needs assessment with the community and stakeholders in order to create a discussion and develop a formal response strategy in accordance with the Housing First Philosophy. Once the strategy has been developed, implementation will depend upon grant funding to address poverty and homelessness in the tri-municipal region.

Family and Community Support Services will continue work on the Emergency Social Services Plan, an important part of the City's Emergency Response Plan, which will guide the City's coordination of services to residents affected by various emergencies.

As the implementation of the Jubilee Park Master Plan continues, further park improvements will be considered through an implementation strategy as part of the corporate planning process and may include design of a new spray park, park buildings and other amenities.

After the success of Tour of Alberta as a Tri-municipal administrative partnership, plans are in place to implement the Tri-Municipal Event Hosting Strategy, which was completed in 2014. The intent of the Strategy is to identify and attract new major events, support community organizations in their efforts to facilitate the hosting of regional events and to enhance opportunities for the partners to work together. Future events will be collaborative for maximum benefit to the City, and its municipal partners. For events, 2016 will see a continuation of the traditional events so well attended by residents and visitors, including an even bigger Canada Day as we move towards Canada's sesquicentennial in 2017, as well as a Freedom of the City event returning to Spruce Grove.

The Cultural Master Plan will be presented to Council in early 2016 with recommendations for implementation. 2016 should see additions within the Corporate Plan based on this implementation. With the Public Art Policy in place, new art projects will be included in the Corporate Plan to beautify and engage the City.

With the opening of the Border Paving Athletic Centre (BPAC), the City will be able to advance a number of strategies contained in the Leisure Services Master Plan through the years to come. Through the creation of the facilities resource centre or "Recreation Hub", the BPAC will help establish linkages between the City's recreation office and the community's not-for-profit organizations. It will provide volunteer training opportunities on issues such as quality standards, accessibility and affordability. It will encourage the sports and recreation community to undertake a more coordinative approach to program and service delivery by facilitating partnerships and encouraging ongoing communication and will encourage a renewed focus on linking parks and open space with recreation programming.

Spruce Grove's Outdoor Sport Facility Strategy (Playbook 2029) positions the City to anticipate and respond to the evolving outdoor sport needs of its growing community and diversifying population. Over time, the City will be implementing this long-term strategy that will guide the planning, development and delivery of the City's outdoor sport facilities for the next fifteen (15) years. Specifically, the strategy thoroughly investigates the current supply and condition of existing facilities, estimates current and future facility surpluses and shortfalls and sets a game plan to respond to expected future outdoor facility requirements.



Regional Partnerships

Goal 10

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

Overview

Partnerships continue to be an important component of the day-to-day work at the City. Since the adoption of *YBF*, relevant activities in this area include on-going work at the regional and sub-regional level, formal strategic agreements to work together, and informal arrangements to partner on specific activities or community events.

Policy categories in this area are 'Cooperation', 'Boundary-Interface Areas and Neighbouring Municipalities', and the 'Capital Region'.

Key Activities, Themes and/or Service Changes

Supporting the Capital Region

The City has dedicated significant resources over the past several years to support the work of the Capital Region Board (CRB). The City maintains active membership on the CRB Transit Committee. The City also was involved in the past with discussions on affordable housing, the Land Use Committee, regional transportation priorities and on creating a regional GIS system. At this time, a CRB Growth Plan Update (GPU2.0) is underway and the City is participating in that project as the opportunities arise. Through work with the Capital Region Waste Minimization Advisory Committee (CRWMAC), a report was completed in 2014 to outline a regional integrated waste management plan for the diversion of solid waste. Governance discussions are underway to fine tune the function of the solid waste committee going forward in order to oversee implementation of the plan. The City is also leading a Tri-Municipal organics facility feasibility study to determine the possibility of managing organics locally for the three municipalities. In addition to the City's work with the CRB, the City actively participates in a number of other region-wide collaborative groups touching on a range of topics.

Cooperating with Tri-Region Municipalities

Working with the Town of Stony Plain and Parkland County on areas of joint interest has remained a priority for the City. With the creation of the Inter-Municipal Collaboration Framework articulated in *The Tri-Municipal Advantage, a Design for Sustainable Partnerships*, the three municipalities established principles and processes that direct communication and cooperation around regional issues. An Inter-municipal Collaboration Committee (ICC), comprised of members of all three municipal councils as well as the three Chief Administrative Officers, has been established and is responsible for the negotiation and management of inter-municipal opportunities and challenges. A senior level staff committee, the Senior Administration Committee (SAC), has also been formed and is responsible for identifying administrative areas where increased inter-municipal cooperation is both desirable and needed. This Framework promotes a culture of cooperation and inspires ongoing communication to ensure all residents in the region experience high quality services and a high quality of life.

The Regional Recreation Wellness Committee, comprised of the City, the Town of Stony Plain and Parkland County, created and produced a comprehensive accessible and quality resource guide for recreation, leisure, culture, wellness programs, services and events in the tri-municipal region distributed in the fall 2015.

The proposed integrated RCMP facility will be jointly owned by the City and the Town of Stony Plain. With an anticipated construction start date of spring 2016, the City has worked cooperatively in the development of the detailed business case, design process and construction strategy.

On an informal basis, the City continues to work with its neighbors to address land use issues in border areas. This includes discussions and feedback as requested and formal referrals on specific land use or policy proposals, and Administration takes every opportunity to engage the municipal neighbours on planning in the interface between the municipalities. Ongoing projects involving the Town of Stony Plain include discussions on their Edgeland Park and East Boundary Area Structure Plans and their draft Land Use Bylaw. Parkland County's Acheson Industrial Area Structure Plan was approved after much deliberation as a direct result of the collaborative efforts between the City, the City of Edmonton and Parkland County, working together to find solutions to complex planning issues that would work for all three municipalities. Dialogue between the City and the County also includes discussions on the County's review of its Municipal Development Plan and its Growth Management Strategy.

Community Partnerships

In addition to the work the City does with other municipalities in the region, the City actively engages in partnering with different community groups and associations. A recent example was the discussions respecting the potential partnership with NorQuest College for firefighter training and talks may expand into other municipal services.

Community partnerships also includes fostering formal programs such as the Community Service Partnership Program as well as continuing to work with external boards to provide services such as specialized transit, the TLC, and the library. The City also engages informally in supporting and building relationships with different non-profit groups. Examples of the diverse types of groups the City engages with include sports groups such as minor hockey or football, local scouts, the Wagner Natural Area Society, the Allied Arts Council, and the Chamber of Commerce.

Moving Forward

Enhancing regional partnerships through participation and collaboration will continue to play a significant role in the City's day to day efforts. As previously discussed, the City is undertaking a Growth Study to gain an understanding of the opportunities for growth beyond the City's existing corporate boundaries. Continuing to work closely with the City's neighbours will be vital to the fulsomeness of this work.

Into 2016, regional partnerships will continue to be developed. As part of the City's transit system, the City will be working with Parkland County to gain an understanding of the feasibility of offering transit to the Acheson Industrial Area. Heritage Park, within the Town of Stony Plain, is a regional resource where partnerships may develop.

There are strategic partnerships ongoing as Spruce Grove takes part in the CRB, but also to achieve better economies of scale in operations and service provision and to take advantage of synergies in key projects in the Tri-Municipal area. Progress achieved in the other areas of *YBF*, in particular Governance, Community Life, and Economic Development, will strongly reinforce the City's efforts to build collaborative relationships and formal partnerships in the future.

Section 3 – Next Steps for Implementation

When *Your Bright Future* was adopted in 2010, a vastly different corporate policy framework was in place. Since that time, the City has undertaken a more detailed approach to corporate planning and for the first time in 2014, Council adopted a long-range Strategic Plan. The three plans – Municipal Development Plan, Strategic Plan and Corporate Plan – together form the framework around which the City sets goals and objectives, and implements both through policy and services.

The Strategic Plan outlines Council's priorities to the year 2035 through setting high-level priorities in terms of what direction the City should take to grow a successful and healthy community. The Municipal Development Plan is a statutory plan that takes its mandate from the Province, both through the *Municipal Government Act* and the Capital Region Board plans. It is a high level document, although it contains specific goals for achievement. The Corporate Plan takes the direction from both the Strategic Plan and the MDP and acts as the implementation tool, especially for operational and capital projects. Through this trinity of plans, the City has successfully put into place a highly useful, directive set of objectives that guide all aspects of municipal operations.

The ensuing objective is refining the three plans is to ensure that they are speaking to each other as efficiently as possible, in particular *YBF* and the Strategic Plan. An administrative assessment has been conducted to look at where these plans overlap, contradict each other, and whether there are gaps in either that need to be addressed going forward. Both *YBF* and the Strategic Plan are under review, so this gap analysis will prove informative and timely and will allow Administration to make amendments to *YBF* in 2016 as appropriate, as well as provide feedback for Council to make necessary changes to the Strategic Plan.

Appendix A - Key Implementation Components

Table 1: On-Going Initiatives

Focus	Tasks Associated	Responsible	Progress 2015
Capital Region Board	<ul style="list-style-type: none"> Work cooperatively with the Capital Region Board to implement the vision in the Capital Region plan and manage land, infrastructure, and resources efficiently and integrated manner Ensure area structure plans, area redevelopment plans and major redistricting applications are consistent with the Capital Region Growth Plan 	Planning & Infrastructure/ Council	Work continues. Active membership on Regional Transit Task Force and Regional Services Committee.
Stony Plain and Parkland County	<ul style="list-style-type: none"> Work cooperatively with the Town of Stony Plain and Parkland County to plan for boundary interface areas, coordinate land use, transportation and infrastructure planning, and increase efficiencies in service and program delivery 	Planning & Infrastructure/ Council	Work continues. Shiloh ASP completed including shared school site and neighbourhood road connections. Continuing to work together on storm water drainage. Acheson ASP completed.
Public Transit	<ul style="list-style-type: none"> Continue to work with the Capital Region Board, Stony Plain, Parkland County, and Edmonton Transit Services to operate and expand public transit services 	Planning & Infrastructure	Discussions ongoing regarding regional transit strategy. CRB supported GreenTrip application. Initiated discussions with Parkland County for back haul transit service to Acheson from Edmonton.
Municipal Census	<ul style="list-style-type: none"> Continue to conduct the municipal census as defined in Policy 6,029CM to maintain up-to-date demographic information 	City Clerk/ Planning & Infrastructure	Municipal census conducted in 2015 and demographic report released in July. Census to continue annually.
Public Participation	<ul style="list-style-type: none"> Foster an environment conducive to civic engagement Actively engage community members in City initiatives, community visioning, long-range and strategic planning exercises Involve all those affected by a decision in the decision making process 	All areas engaging the public/ Corporate Communications	All major strategic exercises included public input. More diversity and innovation to consultation methods utilized. Strategic usage of social media.

Table 2: Short-Term Initiative (within 5-years), i.e. 2010-2014

Focus	Tasks Associated	Responsible	Progress 2015
Community Sustainability Indicators	<ul style="list-style-type: none"> • Create indicators in the areas of Governance, Environmental Management, Form and Infrastructure, Economics, Community Life, and Regional Partnerships • Identify baseline data for each of the indicators • Create a monitoring strategy for the indicators • Report on progress in the Annual MDP Status Update to Council 	Planning & Infrastructure	Preliminary environmental indicators researched and tested. Additional work will support the Environmental Sustainability Action Plan – mid program review expected in 2016.
Land Use Bylaw Review	<ul style="list-style-type: none"> • Re-write to align with goals, objectives, and policies in the MDP • Explore use of performance-based and form-based zoning 	Planning & Infrastructure	Adopted in 2012. Successful implementation continues. Performance-based and form-based zoning were determined to be ineffective.
City Centre Revitalization Study	<ul style="list-style-type: none"> • Complete a revitalization study for the City Centre with a focus on economic development 	Economic Development	Issues Discussion Paper completed. Formed a City Centre Revitalization Committee.
Transportation Master Plan (TMP)	<ul style="list-style-type: none"> • Update to align with goals, objectives, and policies in the MDP • Incorporate multi-modal focus, including use of transit, walking, biking • Enhance overall network connectivity 	Planning & Infrastructure	Implementation of recommendations continues. MDP to be updated to include alignment with TMP in 2016
Engineering Standards	<ul style="list-style-type: none"> • Update to align with goals, objectives, and policies in the MDP, Transportation Master Plan, and Neighbourhood Design Guidelines 	Planning & Infrastructure	Implementation in progress. Annual updates as needed. Three party trenching to be explored in 2016
Active Transportation Network Analysis	<ul style="list-style-type: none"> • Complete an analysis of the active transportation network and identify gaps in the network and priorities to fill in these gaps. 	Planning & Infrastructure	Gap analysis has been completed. Upgrades continue annually as per budget allocations.
Area Structure Plan Policy	<ul style="list-style-type: none"> • Update 'Policy 7,000 Area Structure Plans' 	Planning & Infrastructure	Revised policy adopted in 2010. To be reviewed in 2016
Gateway Lands	<ul style="list-style-type: none"> • Update the Pioneer Lands Area Structure Plan to include a concept plan and land use statistics on Gateway Lands 	Planning & Infrastructure	Pioneer Lands ASP amendment completed in 2013.

Shiloh Special Study Area	<ul style="list-style-type: none"> Update the Shiloh Area Structure to include a concept plan and land use statistics for the Special Study Area 	Planning & Infrastructure	No proposals brought forward by landowners to date
Tax Strategy	<ul style="list-style-type: none"> Develop a tax strategy for Spruce Grove Identify an appropriate residential versus non-residential tax assessment split 	Finance/ Strategic Leadership Team	Project to be commenced in 2016 with final strategy anticipated in 2017.
Economic Development Strategy	<ul style="list-style-type: none"> Develop an Economic Development Strategy Address attraction and retention of companies, local employment opportunities, branding, and regional cooperation 	Economic Development	Assessment of progress in implementing action plan for economic development strategy undertaken in 2015
Public Transit Business Plan	<ul style="list-style-type: none"> Develop a Public Transit Business Plan in conjunction with regional partners Explore options for and feasibility of local and regional transit routes and the location of regional and local transit hubs 	Planning & Infrastructure	Completed Stage 1 of Phase 1.
Environmentally Significant and Natural Areas Assessment	<ul style="list-style-type: none"> Complete an Environmentally Significant and Natural Areas Assessment that builds on the findings of the Urban Forest Management Plan and considers both forest and water features. 	Planning & Infrastructure/ Community Services	Natural Areas Assessment proposed to commence in 2018 dependent on budget approval
Community Cultural Strategy	<ul style="list-style-type: none"> Develop a cultural strategy Address public art, performing arts, heritage, civic spaces, learning opportunities, studio space, and social capital 	Community Services	Moved in the Corporate Plan to 2015/16. Awarded July 2015 to be completed May 2016

Table 3: Medium-Term Initiative (5-7 years), i.e. 2015-2017

Focus	Tasks Associated	Responsible	Progress 2015
Residential Infill Guidelines	<ul style="list-style-type: none"> Develop guidelines for residential infill in established areas 	Planning & Infrastructure	To be shifted to the long-term horizon. Initial controls incorporated into the LUB review.
City Centre	<ul style="list-style-type: none"> Develop an Area Redevelopment Plan which aligns with the objective of the MDP to make the City Centre a mixed-use pedestrian-oriented hub and acts as the city's primary gathering place Develop a parking strategy 	Planning & Infrastructure/ Economic Development	Work continued to build on the downtown revitalization study. Cash-in-lieu of parking policy approved in 2015.
Highway 16A Corridor Enhancement Study	<ul style="list-style-type: none"> Update the Highway 16A Corridor Enhancement Study Incorporate landscaping and design standards and long-range land use objectives for the area 	Planning & Infrastructure	Incorporated into the LUB adopted in 2012. Successful implementation continues.
Municipal Development Plan	<ul style="list-style-type: none"> Conduct a formal review of the MDP 	Planning & Infrastructure	Review to be finalized in early 2016.

Table 4: Long-Term Initiative (8-10 years), i.e. 2018-2020

Focus	Tasks Associated	Responsible	Progress 2015
Railway	<ul style="list-style-type: none"> Work with CN Rail and regional partners to address access across the rail-line and the impacts of increased service 	Planning & Infrastructure	Not yet advanced.
Neighbourhood Planning	<ul style="list-style-type: none"> Undertake non-statutory planning exercise at the neighbourhood level 	Planning & Infrastructure	Not yet advanced.