



# STRATEGIC PLAN 2022–2025

SECOND EDITION, FEBRUARY 2024





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## Council's Commitment to the Community

*We are a Council that is committed to the community; to ensuring all residents at all stages of life feel a sense of belonging and are encouraged to grow forward, together. As community builders, we want to enable a dynamic city that provides opportunities to recreate, experience culture, grow a business, and gather as a community. As a Council we want to ensure all are welcome; that we grow our city within our means in a fiscally responsible way and actively engage our residents as we set the direction for our City. Now is the time to strengthen our community connections, finding ways to bring people together again.*

*We are committed to you – your families, your businesses, and our City.*

*We are committed to Spruce Grove.*



## A Living Document

The 2022-2025 Strategic Plan was developed through a series of strategic planning retreats with members of Council and Administration's Corporate Leadership Team. The goal of these retreats was to capture the priorities of Council, incorporating feedback from residents and businesses that was heard through the 2021 municipal election; and provide a clear line of sight to implementing these priorities.

This 2022-2025 Strategic Plan was designed to be a living document. It will be reviewed annually to ensure it continues to capture the priorities of Council during this timeframe.

The Strategic Plan is organized into four main themes:

- 1. Community Connections**
- 2. Environmental Sustainability**
- 3. Economic Prosperity**
- 4. Governance in Action**

Within each of these themes are a series of goals, objectives and actions. Some of them are more immediate and short term, while others are longer term and will contribute to the outcomes of future Councils. Each goal, objective and action that requires further investment will be considered and assessed through the City's annual corporate planning process.



## Community Connections

*The City of Spruce Grove has recently seen tremendous growth, resulting in an opportunity to connect as a community and focus on meaningful ways we can come together. A clear priority of Council is investing in our community to ensure a sustainable, long-term approach to creating and supporting these community connections. We are working towards building a thriving community where residents feel a sense of belonging, diversity is celebrated, and opportunities to connect are created.*



## Community Connection and Belonging

Connected communities foster a sense of belonging. Together, we need to build connections and capacity so we can celebrate our diversity and work together on common issues and opportunities to cultivate a strong sense of community. An inclusive approach and reducing barriers are key components of community connection and belonging.





**GOAL 1:** The City has an inclusive approach to community development that values community knowledge, diversity, and wisdom.



OBJECTIVE	ACTION	PRIORITY YEAR
a. Integrate a Diversity, Inclusion, Equity and Belonging (DIEB) lens into decision making, planning, and service delivery.	1. Create a framework that incorporates principles of DIEB into the decision making process.	2024
	2. Work with local organizations that focus on addressing inequities in the community and understanding the needs of underrepresented and equity deserving groups.	2022/23
b. Support community groups through advocacy, capacity building, and grant funding	1. Identify community groups the City can support to build inclusion within local facilities and amenities.	2024
	2. Identify community groups the City can build capacity within to deliver programs and host events.	2024
	3. Develop and implement a Community Grant program.	2024
	4. Advocate to other levels of government to raise awareness of the issues community groups are working to address.	2022/23
c. Provide opportunities for residents to actively engage in the governance and future of their city.	1. Establish a youth group/committee that will advise Council.	2022/23
	2. Enhance community engagement opportunities.	2024
d. Honour diversity within the community to create a sense of belonging	1. Develop a governance and decision making process to inform what commemorative days or events the City wants to recognize.	2024



**GOAL 2:** Barriers are reduced, access is improved, and participation increases for City facilities, programs, and services.



OBJECTIVE	ACTION	PRIORITY YEAR
a. Determine the best approach to delivering social programming and services.	1. Create a Community Development Framework for the City.	2024
	2. Update the City's Social Sustainability Plan to clearly define the City's role in social programming and service delivery.	2022/23
b. Reduce accessibility and affordability barriers to housing, programming, and transportation services.	1. Conduct a study that determines if recreation and culture facilities are physically and financially accessible, and meet community needs.	2024
	2. Review current transportation services to determine if further work is required around accessibility and affordability.	2025
	3. Examine the potential for an accessibility grant program to incentivise accessible construction builds for private development.	2025
	4. Build a housing strategy that aligns with both the housing state scan and work to update the Municipal Development Plan that also maximizes federal and provincial investment strategies.	2024
c. Facilitate access to supports for residents who are unsheltered, homeless or at risk for homelessness.	1. Create partnerships and opportunities for the community to contribute to the system of supports for homelessness and poverty reduction.	2022/23
	2. Advocate for federal and provincial funding and policy changes needed to address homelessness.	2022/23
	3. Identify social programming opportunities aimed at addressing the complex community challenges related to homelessness.	2022/23



**GOAL 3:** Parks and recreation facilities are designed to achieve multiple benefits and accommodate a diversity of people and activities.

**COMMUNITY CONNECTION THROUGH RECREATION AND PLAY**

Recreation opportunities are essential to the overall well being of individuals and the community. Whether it be formal programming or spontaneous events, living in a community that values these opportunities is key to building strong connections between residents. A community that connects through recreation and play is one that will thrive.



OBJECTIVE	ACTION	PRIORITY YEAR
a. Offer recreation and leisure programming that best serves the community.	1. Develop a current state report that provides an overview of currently offered recreation and leisure programming and identifies any gaps.	2024
	2. Provide additional accessible recreation programming opportunities for youth.	2022/23
b. Leverage existing infrastructure to support delivery of recreation programming.	1. Explore how outdoor municipal space could be leveraged to deliver recreation programming or spontaneous, community driven activities with a focus on affordability and increased opportunities.	2024
	2. Explore how indoor municipal space, as well as public institutions such as schools, could be leveraged to deliver recreation programming with a focus on affordability and increased opportunities.	2022/23
c. Invest in infrastructure to support recreation programming.	1. Conduct a recreation facility review that identifies strategies and actions that best address community recreation needs.	2024
	2. Review the City's approved Jubilee Park Master Plan and implement the recommendations that best serve the needs of the community.	2025
	3. Determine feasibility of the Civic Centre.	2022/23



**GOAL 4:** Collaborative, creative, and innovative approaches and tools are used to leverage culture resources to enhance quality of life.

### COMMUNITY CONNECTION THROUGH CULTURE EXPERIENCES

Culture is the expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterise a community and its people and shape its unique sense of place. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history. To engage in culture planning requires knowing how people experience their local environment.



Photo credit: Esta Bee Photography

OBJECTIVE	ACTION	PRIORITY YEAR
a. Leverage existing infrastructure spaces to incorporate culture experiences and artifacts.	1. Determine new culture programming for residents that provide diverse culture experiences while leverage existing spaces.	2024
	2. Once created, leverage the Community Development Framework to identify community groups that have the capacity to implement culture programming.	2024
	3. Advance recommendations in the City’s Culture Master Plan.	2024
	4. Develop a formal mural program.	2024
	5. Develop a new Public Art Policy.	2023
	6. Create the conditions for grass roots opportunities that lead to spontaneous events in our parks.	2024
b. Enhance offerings in culture programming events offered to the community.	1. Utilize culture events to enhance resident engagement within the community.	2022/23
	2. Create a Special Event Policy that celebrates diversity in the community.	2024



**GOAL 5:** Urban agriculture is leveraged to develop more opportunities for residents to interact with the environment.



### COMMUNITY CONNECTION THROUGH NATURE AND URBAN PLANNING

Communities designed to encourage healthy lifestyles and social interaction for people are ones that thrive and are sustainable. Investing in livable communities promotes active living and allows for residents to connect with their community through nature. Generating communities that can meet their own food needs by providing opportunities for community gardens and orchards will also increase the overall health of our community. Leveraging opportunities to enjoy the natural beauty of our city, along with the benefits of our parks and trail system, will allow for residents to come together and build a thriving, healthy community.



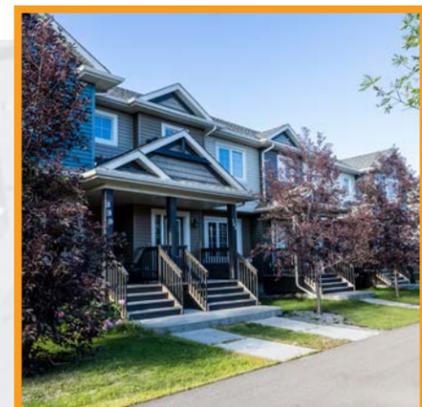
OBJECTIVE	ACTION	PRIORITY YEAR
a. Develop an urban agriculture strategy that balances land use opportunities with policy requirements.	1. Review the City's Urban Farming Policy, which includes responsible pet ownership.	2024
	2. Consider opportunities for private and publicly owned community gardens and orchards that will increase access to food across the community.	2024
	3. Develop Urban Agriculture Master Plan.	2025



**GOAL 6:** Safe, livable, and sustainable neighbourhoods for all residents that contribute to a high quality of life.



OBJECTIVE	ACTION	PRIORITY YEAR
a. Plan for neighbourhoods that offer a range of housing options, employment opportunities, art, culture and recreation facilities, and other amenities as part of the Municipal Development Plan (MDP) update.	1. Engage with the community as part of the MDP community engagement plan.	2022/23
	2. Update the City's Brand Strategy in alignment with the MDP timeline.	2024
	3. Coordinate an update to the City's Transportation Master Plan with the development of the MDP, which includes an updated Active Transportation Network Plan.	2024
	4. Create a wayfinding program that leverages the new branding strategy and guides residents and visitors to points of interest and amenities within the City.	2025
b. Continue supporting safe communities while ensuring the well-being of residents as a shared responsibility.	1. Continue to work with the Community Road Safety Advisory Committee and support the actions identified in the 2022 Work Plan.	2022/23
	2. Review the Safe City Program for efficacy and partnership opportunities.	2024
	3. Review City bylaws to differentiate definitions of unkempt properties from land use standards that provide opportunities for eco-landscaping.	2024





## Environmental Sustainability

*Environmental sustainability is about working together to conserve, protect, and enhance the environment not only for residents today, but also for future generations. As a City, we have a responsibility to both care for our environment and commit to fostering an environmentally sustainable community. Growing forward together in harmony with nature means that our natural areas are enhanced, the urban forest, park and trail system is healthy and growing, and the urban canopy is sustained. To do this, we need to adapt to and mitigate the effects of climate change by setting standards, developing policy, and providing opportunities to participate in climate focused programs.*

*Climate change mitigation consists of actions to limit global warming and its related effects. This involves reductions in human emissions of greenhouse gases (GHGs) as well as activities that reduce their concentration in the atmosphere.*

*Climate change adaptation addresses how the City can help prepare the community for the anticipated effects of climate change and ensure existing land is protected through land management practices and enhancing the urban greenscape.*





**GOAL 7:** The City’s impact on the environment is reduced through targeted investment in environmental strategies, programs, systems, and infrastructure.



OBJECTIVE	ACTION	PRIORITY YEAR
a. Incorporate environmental considerations into infrastructure investments and existing programs and services.	1. Integrate environmental considerations into decisions and approvals relating to growth, planning, infrastructure, transportation, and development.	2024
	2. Develop a formal strategy for the City’s approach to electric vehicles that considers the economic benefits of charging stations, the City’s approach to electric vehicles within its fleet, and opportunities to maximize grant funding.	2022/23
b. Assess the recommendations in the Climate Change Action Plan.	1. Review recommendations from the City’s Climate Change Action Plan and develop a subsequent implementation plan for specific recommendations.	2022/23
c. Enable residents and businesses to reduce their environmental impact.	1. Provide recommendations on waste management options.	2022/23
	2. Advocate for additional recycling options.	2022/23





**GOAL 8:** The City, residents, and infrastructure are more resilient to the effects of climate change.



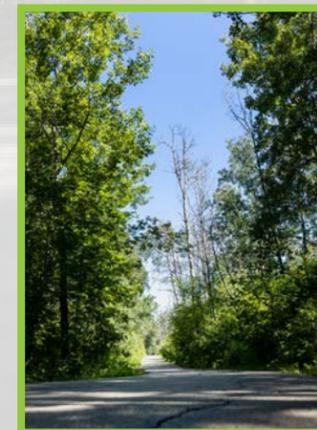
OBJECTIVE	ACTION	PRIORITY YEAR
a. Provide educational resources to residents to help them prepare for the effects of climate change.	1. Create a communications plan that provides information to residents on home improvements that improve resilience.	2024
b. Improve resilience of water management and natural infrastructure.	1. Report on annual inspections, maintenance, and management of the City's sanitary, water, and stormwater systems.	2024
	2. Update flood mapping and the City's Stormwater Plan to include anticipated climate change impacts.	2024
c. Offer City services to build climate resilience for residents.	1. Continue working with the Winter Emergency Response Committee.	2024
	2. Develop an education program for residents about local climate change impacts.	2024
	3. Explore opportunities for indoor recreation during extreme heat or poor air quality times.	2024
	4. Determine feasibility of providing real time updates of outdoor rinks and ice conditions.	2024



**GOAL 9:** Proactive policies, strategies, and practices ensure the environment is sustained and natural areas are enhanced.



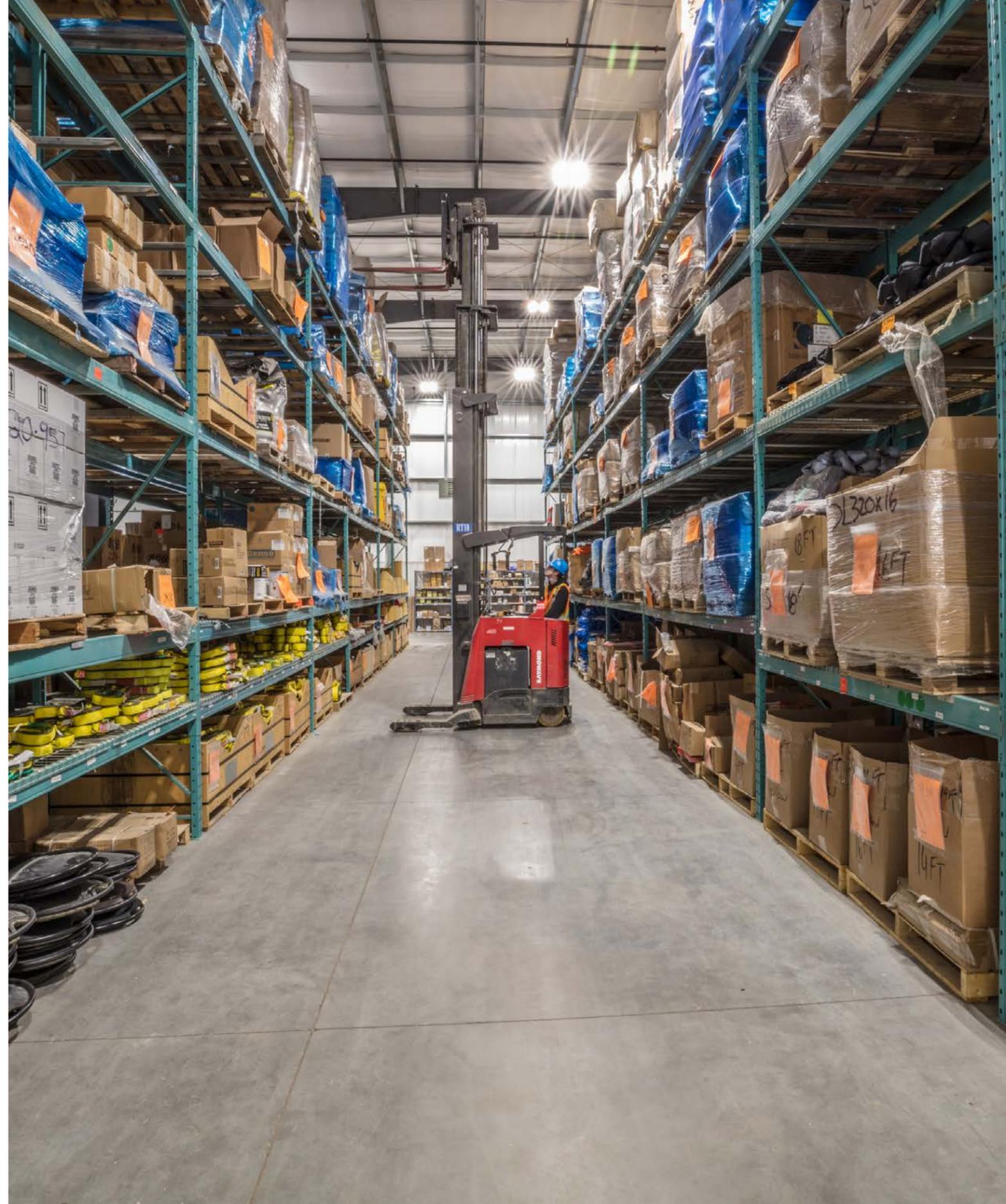
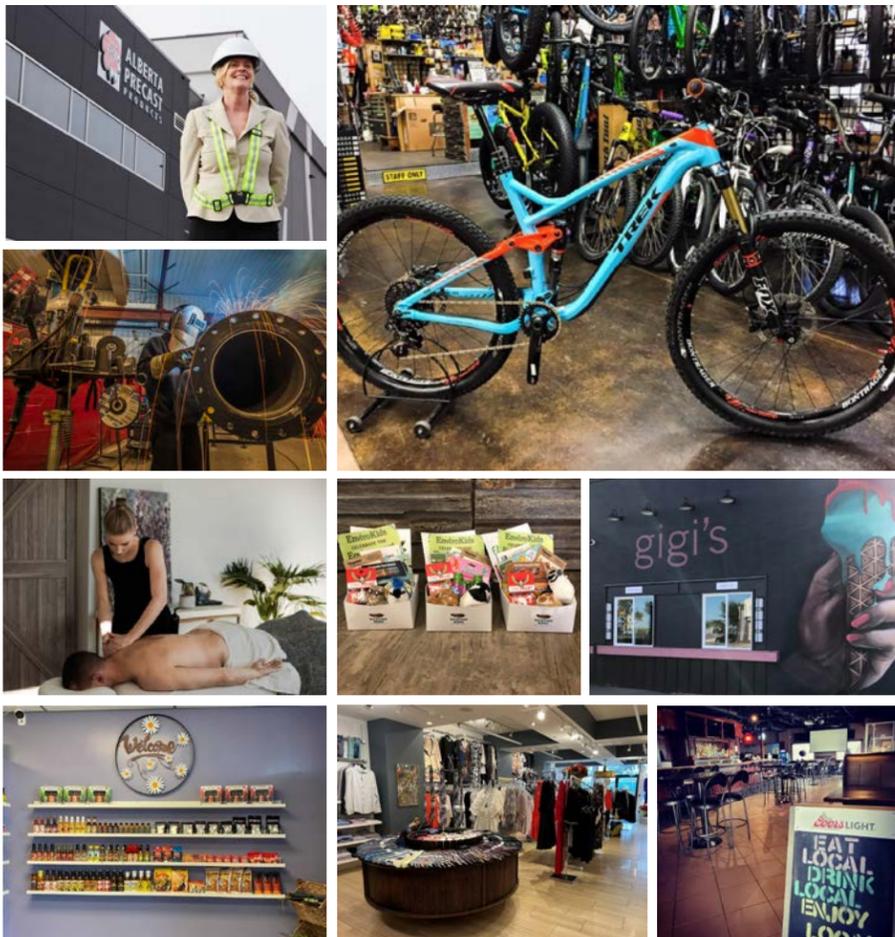
OBJECTIVE	ACTION	PRIORITY YEAR
a. Establish a sustainable urban greenscape.	1. Create an Urban Forest Management Plan.	2024
b. Leverage policy to sustain the environment and natural areas.	1. Complete area analysis of existing environmentally sensitive lands.	2024
	2. Identify the preservation of environmentally sensitive areas as a priority in the City's Municipal Development Plan.	2024
	3. Review existing municipal land reserve policies.	2025
	4. Develop a storm water facilities management plan.	2024





## Economic Prosperity

*We will continue to support economic development strategies that will position the City for success in a rapidly changing global economy. Investing in our City Centre, supporting the small business community, and enabling businesses to succeed are all key priorities that will drive local investment and employment opportunities for residents. Ultimately, the goal is for Spruce Grove's local economy to continue to grow and diversify, demonstrating long-term sustainability in a thriving community.*





**GOAL 10:** Business attraction, investment, and retention is encouraged within an environment that enables businesses to succeed, attract new investment and talent, and create local employment opportunities for residents.

OBJECTIVE	ACTION	PRIORITY YEAR
a. Support the small business community to succeed and grow by ensuring businesses and entrepreneurs have access to programs, services, tools, and infrastructure that encourage and facilitate business start-up, expansion, and job creation.	1. Connect businesses with support programs, training/skills development, and procurement programs available to them.	2022/23
b. Continue investing in industrial land.	1. Implement the City's Industrial Land Strategy.	2022/23
c. Attract emerging industries that will invest in Spruce Grove and increase local employment opportunities.	1. Update the City's Economic Development Strategy and Action Plan.	2022/23
	2. Continue working with key stakeholders, such as the Economic Development Advisory Committee and leverage opportunities presented in the work plan when received.	2022/23
	3. Review emerging economic development opportunities and pursue where appropriate.	2022/23



**GOAL 11:** Our City Centre is a vibrant hub for culture, commerce, and civic life.



OBJECTIVE	ACTION	PRIORITY YEAR
a. Create opportunities for residents to experience a revitalized City Centre.	1. Continue implementation of the City Centre Area Redevelopment Plan.	2022/23
	2. Leverage Columbus Park for cultural opportunities and events.	2024
	3. Promote a welcoming and safe environment in the City Centre to encourage increased tourism and visits	2024
b. Encourage greater City Centre investment and infill development	1. Incorporate the ability for businesses to update their storefront into land use planning.	2022/23
	2. Continue working with key stakeholders, such as the City Centre Business Association.	2022/23





## Governance In **Action**

### **Council as Community Builders**

*The City is the order of government closest to the people it serves and Council is at the centre of all policy, program, and service level decisions, providing strategic and policy direction to City Administration in service to the community. In order to best serve the community in a meaningful way, Council must ensure its governance processes represent the community and are effective and transparent. Council will also support regional strategies that will position the City for success.*





**GOAL 12:** City Council demonstrates governance excellence through leadership and setting clear direction.



OBJECTIVE	ACTION	PRIORITY YEAR
a. Actively engage with Indigenous Nations and peoples in a spirit of reconciliation.	1. Establish meaningful partnerships with Indigenous Nations and Peoples.	2022/23
b. Recruitment of boards and committees to reflect the community and support governance.	1. Ensure recruitment processes embrace principles of DIEB and transparency.	2022/23
	2. Conduct committee structure reviews as required.	2024
c. Ensure Council policies and bylaws are up to date and inclusive.	1. Complete the bylaw and policy review project.	2024
	2. Incorporate a DIEB lens into bylaws and policies.	2022/23
	3. Create a process for routine review of Council bylaws and policies and incorporate a regular review period clause.	2024
d. Strengthen the City's foundational systems and processes.	1. Develop a fiscal stewardship framework that maximizes efficiency in the use and stewardship of taxpayers' dollar and implements best practices and controls for effective management and transparent reporting.	2024
	2. Ensure City buildings, roads, and utilities are well managed and maintained, meeting the needs of residents today and tomorrow.	2024
	3. Review and update the City's current Customer Service Policy and associated service levels to reflect a customer-centric focus.	2024
	4. Champion Administration to enable effective employee engagement that aligns with the City's corporate values and creates an environment where leaders are empowered to achieve meaningful improvements for both employees and residents.	2024
	5. Explore the value of developing a Smart City strategy.	2024



**GOAL 13:** City Council continues to support regional strategies, both within the Tri-Municipal Region and Edmonton Metro Region, which will position the City for success in a rapidly changing world.

OBJECTIVE	ACTION	PRIORITY YEAR
a. Support Tri Municipal Region strategies that will position the City for success in a rapidly changing global economy.	1. Explore the concept of establishing a business incubator within the tri-region.	2025
	2. Explore collaborative strategies with regional partners.	2022/23
b. Support Edmonton Metro Region strategies that will position the City for success in a rapidly changing global economy	1. Continue working with key stakeholders that advance the Edmonton Metro Region within a global context.	2024
	2. Continue working with key stakeholders, such as the City Centre Business Association.	2024



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