

Section 9

Implementation

9.1 Overview

The primary role of *Your Bright Future* is to provide a community sustainability based framework to direct the future growth and development of Spruce Grove and increase its ability to adapt to change, respond to challenges, and take advantage of new opportunities. As an MDP, *Your Bright Future* provides direction for Council and Administration and works along-side the City's Strategic Plan and associated business planning and fiscal planning process. While this plan articulates a vision for what the community could become in 2040, the implementation of *Your Bright Future* will occur over a planning horizon to 2020. The City's mandate to create a Municipal Development Plan is found in s.632 of the Municipal Government Act.

9.2 Steps for Moving Forward

The policies in *Your Bright Future* provide a framework for moving into the future. It is an ambitious plan with a clear vision for the type of community Spruce Grove can become. Achieving this vision will take time and require clear focus. A commitment to community sustainability and the policies in this plan will be paramount for change to take hold. Many of the policies are enabling in nature and express a willingness to explore innovative ideas and alternative approaches. Successful implementation of this plan will depend on the ability of Council and Administration to explore these ideas and approaches through a range of partnerships with residents, local businesses, community groups, the development industry, other municipalities in the Capital Region, and the provincial and federal governments.

Many areas of the plan can be achieved through initiatives put forward by one or more of our partners. In such cases Council and Administration would provide guidance based on the framework and goals articulated in *Your Bright Future*.

Examples of the types of initiatives partners may bring forward include:

- developing new residential areas or undertaking redevelopment projects in established areas;
- developing new and/or expanding existing commercial or industrial uses;
- modifying building or infrastructure practices or utilizing alternative energy sources;
- expanding regional transit service and other alternative transportation options;
- building on the City's parks and open space network;
- collaborating to increase recreational and cultural programming;

- completing innovative affordable housing projects;
- expanding school services and/or regional infrastructure; and
- undertaking regional planning and boundary-interface planning initiatives.

Other areas of the plan require Council and Administration to complete specific implementation steps. For these areas, the City would consult with partners, but ultimately accept responsibility for completing the associated work.

Implementation of these steps will require adequate human and financial resources. This is discussed to a greater extent in the next section “Fiscal Sustainability and Strategic Planning”. The specific implementation steps to be initiated by Council and Administration are organized based on whether they are an on-going (Table 3), short-term (Table 4), medium-term (Table 5), or long-term (Table 6) initiative. *Implementation steps are not ordered based on priority.*

Table 3: On-Going Initiatives

Focus	Tasks Associated	Responsible
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
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
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
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
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

Table 4: Short-Term Initiative (within 5-years)

Focus Area	Tasks Associated	Responsible
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
Land Use Bylaw C-721-09	<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
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
Transportation Master Plan	<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
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
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
Area Structure Plan Policy	<ul style="list-style-type: none"> • Update 'Policy 7,000 Area Structure Plans' 	Planning & Infrastructure
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
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
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
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

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
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
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

Table 5: Medium-Term Initiative (5-7 years)

Focus	Tasks Associated	Responsible
Residential Infill Guidelines	<ul style="list-style-type: none"> • Develop guidelines for residential infill in established areas 	Planning & Infrastructure
City Centre	<ul style="list-style-type: none"> • Develop a 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
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
Municipal Development Plan	<ul style="list-style-type: none"> • Conduct a formal review of the MDP 	Planning & Infrastructure

Table 6: Long-Term Initiative (8-10 years)

Focus	Tasks Associated	Responsible
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
Neighbourhood Planning	<ul style="list-style-type: none"> • Undertake non-statutory planning exercise at the neighbourhood level 	Planning & Infrastructure

9.3 Fiscal Sustainability and Strategic Planning

In order to complete the City-initiated implementation steps, each step must be incorporated into the corporate planning framework. This framework includes the Strategic Plan, Fiscal Plan and departmental business plans and sets priorities for the use of resources within the organization (see Section 1.2: Using *Your Bright Future* for more information). Future reviews of the corporate planning framework components should look to *Your Bright Future* for direction in terms of City priorities and guiding principles. This is particularly true for the Planning and Development department which is responsible for many of the City-initiated implementation steps. Concerns or discrepancies between the implementation plan in *Your Bright Future* and the direction set by Council and the senior administration team in the current Strategic Plan should be discussed and addressed as they arise. Such discrepancies have the potential to undermine the implementation of *Your Bright Future*.

9.4 Other Relevant Plans and Policies

Spruce Grove

A number of other plans, strategies and studies are part of the implementation of the goals, objectives, and policies of *Your Bright Future*. Updates of these plans need to align with the direction of the MDP.

Existing Plans

- Strategic Plan (2010-2012)
- Fiscal Plan (2010-2012)
- Parks and Open Space Master Plan
- Eco-Industrial Plan
- Joint Use Agreement
- Existing area structure plans
- Urban Forest Management Plan
- Master Drainage Plan
- Sanitary Sewer Master Plan
- Water Network Master Plan
- Land Use Bylaw
- Outdoor Recreation Facility Master Plan
- Regional Leisure Services Master Plan

Existing Strategies and Studies

- Energy Management Plan and Greenhouse Gas Emissions Strategy
- Affordable Housing Strategy
- Spruce Grove and Stony Plain Transit Feasibility Study

- Highway 16A Corridor Enhancement: Highlighting the Community of Choice
- Boundary Interface Planning Study
- Municipal Census Report

Plans and Strategies in preparation or being updated at the time of the MDP's approval:

- Transportation Master Plan
- Regional Family Community and Support Services Review and Study

Capital Region

This MDP is required to conform to the Capital Region Growth Plan. The City's MDP update was completed concurrently with the development of the regional plan. Spruce Grove was an active participant in the regional process. Future changes in the regional plan may require an amendment to *Your Bright Future* to ensure it continues to conform to the larger regional planning initiative.

9.5 Monitoring

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

- 1) Community Sustainability Indicators
- 2) Annual MDP Status Update to Council
- 3) Mid-term Plan Review

Community Sustainability Indicators will be developed as part of the implementation strategy of this plan. Indicators will cover all six theme areas of the plan: Governance, Environmental Management, Form and Infrastructure, Economic Development, Community Life, and Regional Partnerships. Collection of baseline data for each of the indicators will demonstrate the level of community sustainability in 2010. These indicators will be tracked annually to monitor changes in community sustainability and the findings reported to Council as part of the annual MDP Status Report. Annual reports will enable Council to monitor incrementally how day-to-day decisions are impacting the level of community sustainability. The annual report also offers an opportunity to reflect on how well the policies and objectives in the MDP are working in terms of achieving the community's vision and sustainability goals and allow for gradual corrections. It is anticipated the indicators will be refined over time as the City gains experience in measuring sustainability. During the refinement process, mechanisms must be in place to provide continuity over time.

The mid-term review of *Your Bright Future*, scheduled for 2015, will provide the opportunity to evaluate progress and the overall MDP framework more broadly. Major

amendments to the plan may be required to better align the overall framework with the community vision and sustainability goals, and to address concerns with the indicator findings. A comprehensive review of the Community Sustainability Indicators also may be considered.

9.6 Amendments

Amendments to *Your Bright Future* will be brought forward as required to reflect major changes in policy direction. Amendments will consider:

- the impact of the proposed change on the vision, goals and objectives of *Your Bright Future*;
- the impact of the proposed change on the current Strategic Plan; and
- the need for the proposed change.

When possible, amendments will be consolidated and completed following the annual MDP Status Report.