



GOVERNANCE AND PRIORITIES COMMITTEE MEETING AGENDA

Monday, October 21, 2024, 6 p.m.

3rd Floor - Council Chambers

315 Jespersen Ave

Spruce Grove, AB T7X 3E8

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>AGENDA</u>	
3. <u>PRESENTATIONS</u>	
4. <u>DELEGATIONS</u>	
4.1 Council Delegation - RCMP Presentation - October 21, 2024	Marlin Degrand 2
5. <u>ADMINISTRATIVE UPDATES</u>	
6. <u>BYLAWS</u>	
7. <u>BUSINESS ITEMS</u>	
7.1 Safe City Review	Marlin Degrand, Chad Priebe 17
7.2 2025 Proposed Public Art Work Plan	Deborah Comfort 30
7.3 Cultural Master Plan - Update	Deborah Comfort 48
8. <u>CLOSED SESSION</u>	
8.1 Economic Development Update	Dave Walker
9. <u>BUSINESS ARISING FROM CLOSED SESSION</u>	
10. <u>ADJOURNMENT</u>	



REQUEST FOR DECISION

MEETING DATE: October 21, 2024

TITLE: Council Delegation - RCMP Presentation - October 21, 2024

DIVISION: Community and Protective Services

SUMMARY:

The Parkland RCMP Detachment is scheduled to come before Council three times per year to provide an update on RCMP services with the area.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

Inspector Kevin McGillivray, Officer in Charge of the Parkland RCMP Detachment, has been asked to come before Council to give a report and update on the activities within the RCMP detachment area.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a



Parkland RCMP: Q2 (July - Sept) 2024 Update

The City of Spruce Grove

October 21, 2024

Spruce Grove Municipal Detachment

Crime Statistics (Actual)

January to Q3: 2020 - 2024

All categories contain "Attempted" and/or "Completed"

October 8, 2024

CATEGORY	Trend	2020	2021	2022	2023	2024	% Change 2020 - 2024	% Change 2023 - 2024	Avg File +/- per Year
Offences Related to Death		0	2	1	0	3	N/A	N/A	0.4
Robbery		10	3	3	14	12	20%	-14%	1.5
Sexual Assaults		30	32	30	41	27	-10%	-34%	0.3
Other Sexual Offences		27	25	26	30	19	-30%	-37%	-1.1
Assault		201	270	230	281	279	39%	-1%	16.7
Kidnapping/Hostage/Abduction		4	1	4	6	2	-50%	-67%	0.1
Extortion		3	9	12	21	20	567%	-5%	4.6
Criminal Harassment		66	77	89	77	94	42%	22%	5.6
Uttering Threats		89	115	125	113	104	17%	-8%	2.8
TOTAL PERSONS		430	534	520	583	560	30%	-4%	30.9
Break & Enter		124	86	128	139	149	20%	7%	10.3
Theft of Motor Vehicle		110	60	93	91	140	27%	54%	9.1
Theft Over \$5,000		13	19	30	43	29	123%	-33%	5.6
Theft Under \$5,000		547	465	535	653	565	3%	-13%	22.4
Possn Stn Goods		60	48	49	60	82	37%	37%	5.6
Fraud		229	231	206	244	242	6%	-1%	3.9
Arson		5	13	9	9	9	80%	0%	0.4
Mischief - Damage To Property		271	295	301	282	251	-7%	-11%	-5.3
Mischief - Other		182	250	285	375	343	88%	-9%	44.7
TOTAL PROPERTY		1,541	1,467	1,636	1,896	1,810	17%	-5%	96.7
Offensive Weapons		24	29	32	47	28	17%	-40%	2.6
Disturbing the peace		226	189	241	278	269	19%	-3%	17.5
Fail to Comply & Breaches		105	71	87	77	110	5%	43%	1.6
OTHER CRIMINAL CODE		118	84	94	82	98	-17%	20%	-4.2
TOTAL OTHER CRIMINAL CODE		473	373	454	484	505	7%	4%	17.5
TOTAL CRIMINAL CODE		2,444	2,374	2,610	2,963	2,875	18%	-3%	145.1

CATEGORY	Trend	2020	2021	2022	2023	2024	% Change 2020 - 2024	% Change 2023 - 2024	Avg File +/- per Year
Drug Enforcement - Production		0	0	1	0	1	N/A	N/A	0.2
Drug Enforcement - Possession		31	26	38	37	37	19%	0%	2.3
Drug Enforcement - Trafficking		44	40	40	25	18	-59%	-28%	-6.7
Drug Enforcement - Other		0	2	2	3	1	N/A	-67%	0.3
Total Drugs		75	68	81	65	57	-24%	-12%	-3.9
Cannabis Enforcement		9	4	4	5	4	-56%	-20%	-0.9
Federal - General		20	36	15	33	35	75%	6%	2.7
TOTAL FEDERAL		104	108	100	103	96	-8%	-7%	-2.1
Liquor Act		71	53	49	37	38	-46%	3%	-8.2
Cannabis Act		21	17	11	10	5	-76%	-50%	-3.9
Mental Health Act		340	356	413	368	403	19%	10%	13.8
Other Provincial Stats		522	601	624	562	547	5%	-3%	1.1
Total Provincial Stats		954	1,027	1,097	977	993	4%	2%	2.8
Municipal By-laws Traffic		8	22	8	14	25	213%	79%	2.6
Municipal By-laws		270	193	172	149	150	-44%	1%	-28.4
Total Municipal		278	215	180	163	175	-37%	7%	-25.8
Fatals		0	1	0	1	3	N/A	200%	0.6
Injury MVC		95	74	98	123	95	0%	-23%	4.9
Property Damage MVC (Reportable)		413	418	465	473	458	11%	-3%	14.5
Property Damage MVC (Non Reportable)		53	58	67	76	74	40%	-3%	6.0
TOTAL MVC		561	551	630	673	630	12%	-6%	26.0
Roadside Suspension - Alcohol (Prov)		0	62	29	16	36	N/A	125%	2.6
Roadside Suspension - Drugs (Prov)		0	1	2	5	6	N/A	20%	1.6
Total Provincial Traffic		1,975	1,987	1,633	1,645	1,790	-9%	9%	-71.2
Other Traffic		55	11	10	4	7	-87%	75%	-10.3
Criminal Code Traffic		162	73	40	51	69	-57%	35%	-20.8
Common Police Activities									
False Alarms		161	158	173	159	209	30%	31%	9.7
False/Abandoned 911 Call and 911 Act		1,133	986	610	574	256	-77%	-55%	-216.6
Suspicious Person/Vehicle/Property		369	385	390	476	474	28%	0%	30.1
Persons Reported Missing		65	77	92	70	79	22%	13%	2.1
Search Warrants		4	6	3	4	2	-50%	-50%	-0.6
Spousal Abuse - Survey Code (Reported)		488	490	415	377	443	-9%	18%	-14.3
Form 10 (MHA) (Reported)		37	39	35	24	39	5%	63%	-1.1

Annual Performance Plan

- Crime Reduction
 - Arrests on Warrant Apprehensions - 83 out of 100
 - Foot & Bike Patrols - 45 out of 48
 - Checkstops - 7 out of 32
- Communicate Effectively
 - Facebook Followers - 1606 out of 1500
 - Community Engagement - 70 out of 100
 - School Visits - 38 out of 200

PARKLAND CRIME REDUCTION UNIT



Crime Reduction Through Targeted Enforcement

-Our belief is that by targeting our prolific fugitives, we will encounter associates and properties that are also heavily linked to criminal activity, and this will lead to new investigations and crime disruption.

-We have recovered 38 stolen vehicles during this year's reporting period and conducted three search warrants at known properties linked to property crime.

-Parkland CRU is a small team that consistently puts forward a high number of arrests and proactive work. However, we rely on our partner agencies to assist us with intelligence sharing and coordinated enforcement.

-This winter we intend to increase our number of conditions checks in conjunction with Probation and Parole offices. The same strategy of crime reduction through targeted enforcement is our goal.



Who is the C.R.U

- C.R.U consists of 4 officers. (One Cpl. Supervisor and 3 Constables)
- Mandate is primarily focused on reducing crime through 'Fugitive Apprehension'.
- Team works in both plain clothes and uniform capacity. Targets priority offenders who are wanted on numerous outstanding warrants.
- Since October 2023 we have focused on fugitive apprehension. Our team has noted we consistently disrupt ongoing crimes besides those the offenders are wanted for. (Example; Many wanted offenders we encounter are found to be in possession of stolen vehicles, firearms, weapons etc.)
- Since October of 2023, our team has arrested 160 offenders on warrants compared to 24 and 18 wanted offenders in the previous two years.

FACEBOOK

Royal Canadian Mounted Police in Alberta Parkland

- Crime Prevention Tips
- Latest Crime Trends
- Emergency Alerts
- Local Investigations



Community Involvement

- 70 presentations completed since April 1, 2024
 - Fraud presentations
 - Judging science fair
 - Canada Day celebrations at Jubilee Park
 - Scoops with a Cop - Log Cabin
 - Agra Fair parade and trade show
 - Alberta Day celebration at Jubilee Park





CRIME STOPPERS

[SUBMIT A TIP](#)

[DONATE](#)

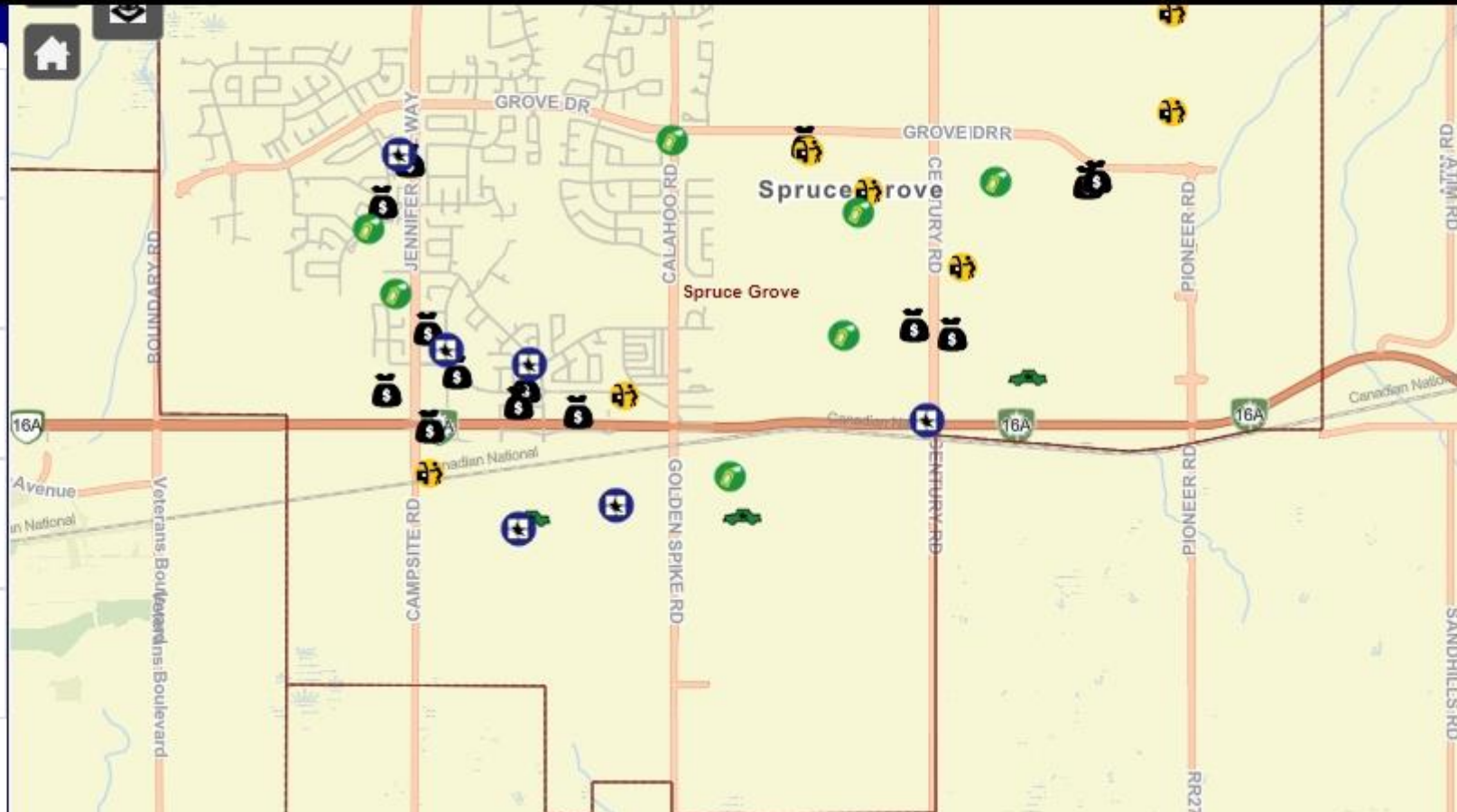
[CRIME MAP](#)

[PROJECT LOCKUP](#)

[CRIME STOPPERS C](#)

Reported Events

	Mischief / Méfait	7
	Break and Enter / Introduction par Effraction	6
	Theft From Motor Vehicle / Vol dans un Véhicule à Moteur	8
	Theft Over/Under \$5000 / Vol Sur/Sous \$5000	14
	Theft of Motor / Vehicle Véhicule Volé	3



Crime Prevention Through Environmental Design

- Uses the management of built and natural environments.
- Strategies that aim to reduce victimization, deter offender decisions, reduce crime.
- Services provided by RCMP and/or Community Peace Officers.



Collision Reporting Centre

- Located in the Protective Services Building
- Open Monday to Friday from 8:30 am to 4:30 pm
- Bring vehicle, registration, insurance, driver's licence, information exchanged with other driver, witness information & passenger information



Questions?

Insp. Kevin McGillivray
OIC Parkland RCMP





REQUEST FOR DECISION

MEETING DATE: October 21, 2024

TITLE: Safe City Review

DIVISION: Community and Protective Services

SUMMARY:

As part of Council's Strategic Plan, Administration was tasked with conducting a review of the Sage City Initiative, which was put in place in 2008. An internal review was conducted by Protective Services. Administration is reporting to Council the findings of that review.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

Document Review

As a part of the examination of the Safe City Initiative a document review was conducted. This included the examination of several documents from retired Inspector Adamitz file system pertaining to the Program including the original Terms of Reference, meeting minutes, and Charter documents going back as far as 2008 when the program was initiated. A review was conducted of several documents from Community Social Development (CSD) / Outreach in relation to the joint agency / community initiatives as well as the City's Social Sustainability Plan Refresh 2023.

Internal Interviews and Discussions

Interviews were held with a variety of internal City of Spruce Grove employees who were either involved in the program, or whose areas they were in, including all the current Directors who may have touched on the program, and several managers. In addition, both Sergeants and

several of the longer serving Enforcement Services officers were interviewed in relation to their experiences and understanding of both the history and current state of the program.

Helpful discussions were held with the Director, Manager, and personnel within CSD, and specifically the program manager Danielle Peyton. Between those conversations and the document review that resulted from it, a great deal was learned about the processes and programs currently underway in that area in support of long-term interventions and prevention aimed at reducing harm and increasing safety within the City. A joint meeting was also held with Manager Peyton and the Directors of the program area originally charged with the program under the initial Charter, that being the Directors of Protective Services, CSD, and Communications. The Director of Communications was one of the few people interviewed who had any firsthand knowledge of the early days of the initiative.

External Interviews

Meetings were held with several external partners, including the Officer in Charge (OIC), Operations Non-Commissioned Officer (NCO), and Community Policing officer from the RCMP. Administration spoke with RCMP K Division program leads in integrated offender management and several of the workers as well as the head of the local (Stony Plain) Community Corrections (Probation) office. This shed light on a number of police-led partnerships and initiatives underway within the city and region directed at improving safety within the city.

Community Research

Research was conducted in relation to several municipal approaches towards safe city work both within Alberta and across Canada, and in select other international settings.

Systems Examination

The review examined the manner in which various systematic approaches entrenched within current City practices speak to some of the key areas of concern / interest to the City in setting up the Safe City Initiative.

Overview of Findings

Safe City Goals

The original initiative had two main goals. The first was managing rapid growth. Spruce Grove was (at that time) a rapidly growing city of 20,000 citizens and was considered to be very safe. The direction of Council to Administration was to ensure that as the City managed what was anticipated to be continued rapid growth in a manner which had the overall safety of citizens, businesses, and visitors in mind, and that the various departments of the City were coordinated in keeping this principle of safety at the forefront in all initiatives being undertaken.

The second area of focus seemed to be to use the program as a means of ensuring community collaboration and engagement primarily either to mobilize community members to participate

in solutions aimed at keeping the city safe, though later through the Traffic Safety Committee as a means of soliciting input from Citizens around safety issues and priorities.

What Was Accomplished

Internal leadership of the initiative was from Protective Services, Community and Social Development (as it is now titled) and Communications, with partnership from other departments as needed. Named external partners from the documentation on file were the RCMP, Business Community, Education, Health, Service Associations as well as broadly Community Residents. Areas of focus appear to have been traffic safety, family violence, Urban Design, Safe Housing Standards, and family safety.

Internal and External Programs

Several internal and external programs were developed as a part of this focus, including:

- Crime Prevention Through Environmental Design (CPTED) expertise in Protective Services
- traffic safety / bike safety talks and initiatives
- dog bite prevention talks
- RCMP school liaison programming
- The Block Party program
- Support for Victims Services program
- a local drug strategy shared with the County and Town of Stony Plain
- participation in regional groups such as CRISP (Capital Region Intersection Safety Partnership)
- working with the Provincial Sheriff SCAN (Safer Communities and Neighbourhoods) teams.

There was a focus early in the initiative around issues such as adequate, affordable, and safe housing and eventually issues around homelessness which ultimately has led to the development of the Outreach program within CSD.

Internal Systems and Structures

Much of the internal focus for the City was ensuring that development and practices across the various departments took place in a collaborative manner, to keep public safety in mind. With continual guidance from Council, Administration ensured internal committee meetings focused on updates from established programs, as well as coordination and information sharing. This has, it would appear, resulted in the establishment of a number of baked in systems and processes within the City which speak to specifically ensuring this takes place. Some of these include:

- City View Process
 - This ensures all new developments and changes to existing development proposals are reviewed by multiple departments and units to ensure all aspects

of concern, including fire and public safety, are addressed before any project is approved. This overall collaborative focus has also resulted in improvements to engineering standards and reviews such as the creation of the crosswalk policy, deployment of Speed Signs program, and the recent review which led to the speed limit changes within the city.

- Corporate Leadership Team (CLT) and Organizational Leadership Group (OLG) meetings and decision-making structure
 - This is another systems-based approach to continuing to ensure this level of coordination and collaborative focus across the various city departments that was being discussed in the early days of the Safe City initiative was put in place.
- The recently approved Community Services Advisory Committee
 - This Committee has public safety within the city as part of their mandate and is also an example of a process and structure which has been developed to ensure lasting focus on the goals of the Safe City Initiative.
- Events Management Process
 - Led by Recreation and Culture, but engaging multiple departments as well as the RCMP, is yet another example of cross department collaboration with a safety focus.
- The Automated Traffic Enforcement (ATE) program
 - This has been integrated within the overall Traffic Safety Plan, developed in conjunction with the RCMP and overseen by Protective Services. It's an established program that arose from the Safe City Initiative, which is now a core piece of business.
- CSD led and involved Integrated Initiatives
 - Youth Focused Integrated Case Management program focused on youth at risk in the community involving several partners including the police.
 - Strategic interagency groups focused on communication, networking, and cooperation in areas such as Domestic Violence, homelessness and addictions.
 - Social Sustainability Plan catalogues many of these initiatives and efforts on the part of the City and provides a plan for future work in these external partnership areas.
- RCMP Initiatives
 - Youth Focused Integrated Case Management participation.
 - Multi-agency groups around domestic violence and homelessness.
 - RPACTs (Regional Police and Crisis Teams) integrating police with mental health support workers in working with persons in crises as an alternative to a traditional policy response.
 - Crime Reduction Units that work with partner agencies and general detachment personnel to take a proactive, intelligence-based approach to targeting prolific offenders in the region.
 - Potential for Integrated Offender Management being examined.

Overall Success

It is also important to note at this point that from almost all statistical data sets (overall crime rates, traffic safety data, crime severity index, etc.), Spruce Grove has in fact remained a VERY safe city despite the population doubling since the introduction of the Safe City Initiative. In that sense, through the leadership of Council and Administration, it is accurate to state that the Safe City Initiative and the efforts of the City and its partners have been very successful in ensuring responsible, safe, yet rapid growth in our community in the 16 years since this program was introduced. The City has created systems and processes which entrench collaboration and safety assessment into all aspects of development and growth.

Moving forward Administration, under the direction of Council, will ensure the City of Spruce Grove remains a safe place to live, work and recreate while remaining one of the fastest growing communities in the Province. Further to the above, highlights of the initiatives designed to accomplish this are:

- The Community Services Advisory Committee is being implemented, which will encompass feedback across all departments and integrate community safety feedback within the same.
- The Social Sustainability Plan will continue to act as the roadmap for partnerships aimed at fostering collaborative approaches to public well being and safety.
- The RCMP development of a Community Safety Plan to speak to how police are working with their municipality, other government and non-government agencies and their community to identify and address safety issues at the local level.
- A new form of police governance model, which is anticipated to be introduced in 2024 or 2025, will provide civilian input and oversight into policing and public safety in the city.
- Established internal structures are being maintained.
- The creation of a dedicated Development Compliance Bylaw officer position within Enforcement Services working closely with developers, Fire Prevention and Planning and Development within the City.

Conclusion

The Safe City Initiative has naturally evolved from being a specific stand-alone initiative to being integrated within the systems and approaches taken across the City's administration.

The city has doubled in size and maintained its very safe status during that period of growth and development. Through the guidance of Councils over that period, up to and including present day, and the diligence of Administration, the focus on collaboration, coordination, and a safety focus on development and operations across the City, has been built into every day structures used in decision making. The current and upcoming structures appear to have addressed and surpassed the goals of the initiative as they stood at its time of inception. As such, the program as a whole was successful as the maintenance of Spruce Grove as a Safe City has been built into the current and planned business and oversight processes within the City.

The advances and changes resulting from Safe City will be maintained as the current City structures and initiatives are operating effectively.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

As identified earlier, extensive engagement has taken place with all interested and involved parties to the initiative. Further, as also identified, future engagement with the community will be available through the structures planned to be introduced such as the Community Safety Plan of the RCMP, the RCMP Governance model, and the Community Services Advisory Committee.

IMPLEMENTATION / COMMUNICATION:

Existing structures as well as planning for the new initiatives are already in place. This will include increased public information and engagement.

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

Initially, \$50,000 in funds was identified for a review of the Safe City initiative. As an extensive review has taken place, this funding will not be required.

Safe City Review

October 21, 2024

Protective Services

Safe City Review

Background / Task

- 2008 - Program Implemented
- 2024 - Council Strategic Plan Direction
- 2024 - Review Tasked to Protective Services
- Funding Set Aside - Potential Consultant

Protective Services

Safe City Review

Actions Undertaken

- Document Reviews
- Internal Interviews
- External Partners Interviews
- Research of other Jurisdictions

Protective Services

Safe City Review

Overview Of Findings

- Initiative Goals
- Accomplishments

Protective Services

Safe City Review

Pathway Forward

- Ensuring Spruce Grove remains a safe city ...
- Integration of goals into established structures ...
- Upcoming initiatives ...

Protective Services

Safe City Review

Findings

- Initiative has met its Goals!
- Current Council, Senior Administration & Structures
- Continued focus on safety in all decision making and operations
- No need for further review ... pathway established & working ...

Questions



REQUEST FOR DECISION

MEETING DATE: October 21, 2024

TITLE: 2025 Proposed Public Art Work Plan

DIVISION: Community and Protective Services

SUMMARY:

In December 2023, Council approved the updated CP-1051-23 - Public Art Policy. The policy indicates that Council is to review the planned Public Art projects for the next calendar year. Of note - The Municipal Art Collection is included here, although the selection of pieces is completed through a separate Council process.

Administration has identified a number of Public Art initiatives and related cost estimates which align with the Public Art Policy. Some of the projects identified for 2025 are a continuation / completion of current Public Art projects being undertaken in 2024.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

In August 2024, Council was provided with an administrative update and overview of the Public Art projects undertaken in 2024. These projects included:

2024 Public Art Project	Status	Funding Source
<ul style="list-style-type: none">Sea Can - Live Painting - During Canada Day & Alberta Day	Complete	Public Art budget

<ul style="list-style-type: none"> • 3D Indigenous Art in Jubilee Park (“Emerging Feather” Sculpture) 	Complete	Trans Mountain Grant (2016) and City installation support.
<ul style="list-style-type: none"> • Indigenous Mural on Jubilee Spray Park Building (North side) 	<ul style="list-style-type: none"> • Call for Artist complete. • Submissions adjudicated / selected by Public Art committee. • Payment and installation in Spring 2025. 	Trans Mountain Grant (2016)
<ul style="list-style-type: none"> • City-owned Traffic Control / Utility Box Wraps 	<ul style="list-style-type: none"> • Call for Artists complete. • 11 different artists / 16 different designs selected by Public Art committee. • 21 installed in fall of 2024. • Remaining art on the boxes to be installed in spring of 2025. 	Public Art budget
<ul style="list-style-type: none"> • Municipal Art Collection 	<ul style="list-style-type: none"> • Purchase of 11 new pieces of art for the collection. 	Sponsorship

The Public Art Plan for 2025 takes into consideration and prioritizes projects which:

- Are already in progress and need to be completed;
- Have previously been highlighted / suggested by members of Council;
- Considers current available / approved budget; and
- Considers workload capacity of staff.

2025 - Public Art Project	Budget / Cost Estimate	Administration Notes
1. City-owned Traffic Control / Utility Box Wraps. Remaining wraps to be created and installed in spring of 2025	Budget: \$8,500 <ul style="list-style-type: none"> • Funded from existing annual \$30K Public Art Budget 	<ul style="list-style-type: none"> • Administration Recommended • Artists already awarded and paid for art in 2024. • Cost is related to the printing and installation of remaining boxes.
2. Indigenous Mural on Jubilee Spray Park Building (North side)	Budget: \$21,500	<ul style="list-style-type: none"> • Administration Recommended

<p>Installation in spring 2025.</p>	<ul style="list-style-type: none"> Funded from remaining Trans Mountain Grant 	<ul style="list-style-type: none"> Final commitment to Trans Mountain grant (2016) for Indigenous art in Jubilee Park.
<p>3. Live Sea Can Mural Painting - local artist Call for proposals and selection by April 2025; painting done by September.</p>	<p>Budget: \$2,500</p> <ul style="list-style-type: none"> Funded from Celebrate Canada Grant for Canada Day. 	<ul style="list-style-type: none"> Administration Recommended Has been a part of Canada Day and Alberta Day the past several years. Beautifies Sea Cans used for multiple events around the city.
<p>4. Refresh Mural(s) painted on the 2 Sea Cans located on the SG High School HS Student to complete the work. (one City-owned / one PSD-owned)</p>	<p>Budget: \$2,000</p> <ul style="list-style-type: none"> Funded from existing annual \$30K Public Art Budget 	<ul style="list-style-type: none"> Administration Recommended Opportunity to refresh both Sea Cans. Opportunity to mentor student through mural “Call for Artist” process.
<p>5. Municipal Art Collection Refurbishment & Repair</p>	<p>Budget: \$15,500</p> <ul style="list-style-type: none"> New 2025 Municipal Art Collection pieces - Sponsorship funded - \$2,500 \$1,000 funded from existing annual \$30K Public Art Budget Repair / Reconstruct AB Games sculpture estimated \$12,000 from other contingencies 	<ul style="list-style-type: none"> Administration Recommended Annual Municipal Art Collection selection Repair to frames, glass, etc. for current collection. AB Games Sculpture repair to be completed in 2025.
<p>6. Municipal Art and Public Art / Mural Collection - Signage Update reference information and labeling. (e.g. Use of QR Codes.)</p>	<p>Budget: \$4,000</p> <ul style="list-style-type: none"> \$2,000 Funded from department contracted services budget for contractor support. 	<ul style="list-style-type: none"> Administration Recommended Would require contractor support to complete review, research missing information and update. Updates to the City’s website would be required.

	<ul style="list-style-type: none"> \$2,000 Funded from existing annual \$30K Public Art Budget for outdoor signage for existing murals / sculptures. 	<ul style="list-style-type: none"> Outdoor Signage for Murals / Sculptures may require additional funding, which could push the full implementation into 2026.
<p>7. Mural Program Implementation Complete Program agreements, tools and forms.</p>	<p>Budget: no additional cost</p>	<ul style="list-style-type: none"> Administration Recommended Would be completed by staff. Updates to the City’s website would be required. Initiate conversations with existing mural-wall owners for agreements.
<p>8. Mural Program Identify wall and artist call.</p>	<p>Budget: \$15,000</p> <ul style="list-style-type: none"> Funded from existing annual \$30K Public Art budget 	<ul style="list-style-type: none"> Administration Recommended Can do a ‘Call for Walls’; OR Can identify a wall from a currently known facility.
<p>9. Medians in Motion New - Create art to be inserted in the 22 spaces in the median of HWY 16A.</p>	<p>Budget \$15,000</p> <ul style="list-style-type: none"> Not currently funded 	<ul style="list-style-type: none"> New Project for Consideration Collaborate with local schools to submit artwork. Art to be selected and printed on vinyl and mounted on panels to be inserted into the concrete spaces. Can be postponed to future years.
<p>10. Mural in Heavy Metal Place New - Large mural on the wall above the Community Arena hallway.</p>	<p>Budget \$30,000</p> <ul style="list-style-type: none"> Not currently funded 	<ul style="list-style-type: none"> New Project for Consideration Provides opportunity to enhance the facility. Can be postponed to future years.

OPTIONS / ALTERNATIVES:

Committee may provide feedback on revising the plan which would require further consideration and review by Administration in addition to costing / funding decisions.

CONSULTATION / ENGAGEMENT:

Community engagement is integral to the success of the Public Art program. As outlined in the Public Art Policy, Administration engages the Public Art Program Committee, which provides input, perspective and recommendations related to the planning, procurement and selection of Public Art in Public Spaces.

IMPLEMENTATION / COMMUNICATION:

Communications will be involved in all public art projects as they are initiated.

IMPACTS:

The City's Public Art program(s) are supported by the Program and Event's section of the Recreation and Culture Department. The day-to-day implementation of the Public Art program, including the City's Municipal Art Collection makes up a part of the Art and Culture Specialist's role (1 FTE). In addition to Public Art, this role also completes the booking and contracting of all performing arts presentations (Horizon Stage season, Grove Gatherings, and City-led event performers), and all year-round / summer art and culture programming.

Increased number and scope of Public Art projects, beyond what is being presented may require additional, temporary staff or contract supports, in addition to the cost of the project.

FINANCIAL IMPLICATIONS:

The 2025 Proposed Public Art Program budget breakdown is as follows:

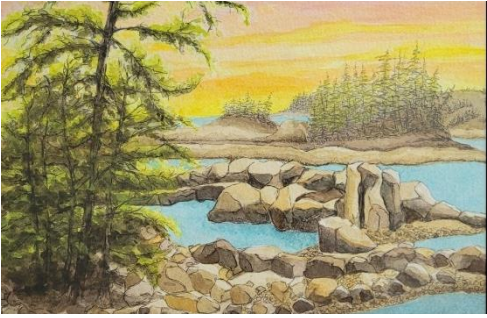
Project Reference	Current Public Art Budget -	Other Sources	Currently Unfunded
1. Traffic Control Box Wraps	\$8,500		
2. Indigenous Mural - Jubilee Park		\$21,500	
3. Live Sea Can Mural - Events		\$2,500	
4. SGHS Sea Cans (2)	\$2,000		
5. Municipal Art Collection Repair	\$1,000	\$14,500	
6. Municipal Art / Mural Signage	\$2,000	\$2,000	
7. Mural Program Implementation		\$0	
8. Mural Program - 1 new mural / wall	\$15,000		
9. Medians in Motion - Hwy 16A			\$15,000
10. Mural in Heavy Metal Place			\$30,000
Total	\$28,500*	\$40,500	\$45,000

**The remaining \$1,500 will be used as a contingency for misc. expenses, equipment rentals, repairs, vandalism, etc.*

Any Public Art projects, or combination of projects that exceed the annual budget of \$30,000 would require additional resources approved through the Corporate Plan Process, 2025 Spring Budget Adjustment, or reallocation of other funding.



2025 Public Art Plan



2024 Public Art Project Review

- **3D Art in Jubilee Park Indigenous Art** - Commitment to Trans Mountain Grant (2016)
- **Indigenous Mural on Jubilee Spray Park Building** (in progress) - Commitment to Trans Mountain Grant (2016)
- **Utility / Traffic Signal Box Wraps** - 16 different designs/11 different artists - 21 installed.
- **Sea Can Live Mural painting** - Completed during Canada Day & Alberta Day
- **Municipal Art Collection Purchase** - 11 new pieces for the collection

2024 Sponsors and Partners

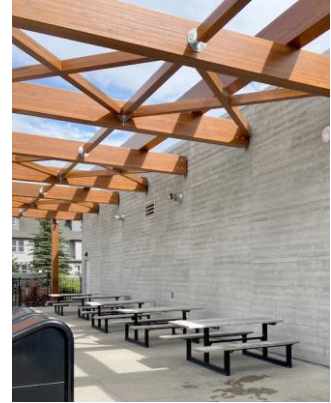
- **We want to acknowledge our Sponsors and Partners for the 2024 Public Art Projects.**
 - **Trans Mountain** - Grant for Indigenous Art in Jubilee Park
 - **Reynolds Mirth** - Sponsor of the City's Municipal Art Collection.
 - **Allied Arts Council** - Partner for 'Artist Calls' and selections.
 - **Skydancer Indigenous Cultural Society** - Partner for 'Indigenous Artist Calls' and selections.
 - **Youth Council** - Art selection - Utility Boxes.
 - **Other City Departments** - Communications, Public Works/Parks, Engineering, Strategy and Policy Development

2025 Proposed Projects

- As per the Public Art Policy (CP-1051-23), Administration presents the annual Public Art Plan.
- There are 10 separate projects presented, in priority order.
- The Public Art Plan for 2025 considered and prioritized projects which:
 - Are already in progress and need to be completed;
 - Have previously been highlighted / suggested by members of Council;
 - Considers current available / approved budget; and
 - Considers workload capacity of staff.



2025 Public Art Plan



<p>1. City-owned Traffic Control/Utility Box Wraps. Remaining wraps to be created and installed in spring of 2025</p>	<ul style="list-style-type: none"> • Budget: \$8,500 • Funded from existing annual \$30K Public Art Budget 	<ul style="list-style-type: none"> • Administration Recommended <ul style="list-style-type: none"> • Artists already awarded and paid for art in 2024. • Cost is related to the printing and installation of remaining boxes.
<p>2. Indigenous Mural on Jubilee Spray Park Building (North side) Installation in spring 2025.</p>	<ul style="list-style-type: none"> • Budget: \$21,500 • Funded from remaining Trans Mountain Grant 	<ul style="list-style-type: none"> • Administration Recommended <ul style="list-style-type: none"> • Final commitment to Trans Mountain grant (2016) for Indigenous art in Jubilee Park.

2025 Public Art Plan - con't



<p>3. Live Sea Can Mural Painting - local artist Call for proposals and selection by April 2025; painting done by September.</p>	<ul style="list-style-type: none"> • Budget: \$2,500 • Funded from Celebrate Canada Grant - Canada Day 	<ul style="list-style-type: none"> • Administration Recommended • Has been a part of Canada Day and Alberta Day the past several years. • Beautifies Sea Cans used for multiple events around the city.
<p>4. Refresh Mural(s) painted on the 2 Sea Cans located on the SG High School HS Student to complete the work. (one City/one PSD)</p>	<ul style="list-style-type: none"> • Budget: \$2,000 • Funded from existing annual \$30K Public Art Budget 	<ul style="list-style-type: none"> • Administration Recommended • Opportunity to refresh both Sea Cans. • Opportunity to mentor student through mural "Call for Artist" process.

2025 Public Art Plan - con't



<p>5. Municipal Art Collection Refurbishment & Repair</p>	<p>Budget: \$15,500</p> <ul style="list-style-type: none"> • New Municipal Art Collection selections • \$2,500 Sponsorship • Funded from existing annual \$30K Public Art Budget • Repair/Reconstruct AB Games sculpture estimated \$12,000 from other contingencies 	<ul style="list-style-type: none"> • Administration Recommended • Annual Municipal Art Collection selected by Council. • Repair to frames, glass, etc. for current collection. • AB Games Sculpture repair to be completed in 2025.
<p>6. Municipal Art and Public Art/Mural Collection - Signage Update reference information and labeling. (e.g. Use of QR Codes.)</p>	<p>Budget: \$4,000</p> <ul style="list-style-type: none"> • \$2,000 Funded from department contracted services budget for contractor support. • \$2,000 Funded from existing annual \$30K Public Art Budget 	<ul style="list-style-type: none"> • Administration Recommended • Would require contractor support to complete review, research missing information, and update. • Updates to the City's website would be required. • Outdoor Signage for Murals / Sculptures may require additional funding, which could push the full implementation into 2026.

2025 Public Art Plan - con't



<p>7. Mural Program Implementation Complete Program agreements, tools and forms.</p>	<p>Budget: no additional cost</p>	<ul style="list-style-type: none"> • Administration Recommended • Would be completed by staff. • Updates to the City’s website would be required. • Initiate conversations with existing mural-wall owners for agreements.
<p>8. Mural Program Identify wall and artist call.</p>	<p>Budget: \$15,000</p> <ul style="list-style-type: none"> • Funded from existing annual \$30K Public Art budget 	<ul style="list-style-type: none"> • Administration Recommended • Can do a ‘Call for Walls’; OR • Can identify a wall from a currently known facility.

2025 Public Art Plan - New



<p>9. Medians in Motion New - Create art to be inserted in the 22 spaces in the median of HWY 16A.</p>	<p>Budget \$15,000</p> <ul style="list-style-type: none"> • Not currently funded 	<ul style="list-style-type: none"> • New Project for Consideration • Collaborate with local schools to submit artwork. • Art to be selected and printed on vinyl and mounted on panels to be inserted into the concrete spaces. • Can be postponed to future years.
<p>10. Mural in Heavy Metal Place New - Large mural on the wall above the Community Arena hallway.</p>	<p>Budget \$30,000</p> <ul style="list-style-type: none"> • Not currently funded 	<ul style="list-style-type: none"> • New Project for Consideration • Provides opportunity to enhance the facility. • Can be postponed to future years.

Financial Impact

The 2025 Proposed Public Art Program budget breakdown is as follows:

Project Reference	Current Public Art Budget -	Other Sources	Currently Unfunded
1. Traffic Control Box Wraps	\$8,500		
2. Indigenous Mural - Jubilee Park		\$21,500	
3. Live SeaCan Mural - Events		\$2,500	
4. SGHS SeaCans (2)	\$2,000		
5. Municipal Art Collection Repair	\$1,000	\$14,500	
6. Municipal Art/Mural Signage	\$2,000	\$2,000	
7. Mural Program Implementation		\$0	
8. Mural Program - 1 new mural/wall	\$15,000		
9. Medians in Motion - Hwy 16A			\$15,000
10. Mural in Heavy Metal Place			\$30,000
Total	\$28,500*	\$40,500	\$45,000

NOTE: Any Public Art projects, or combination of projects that exceed the annual budget of \$30,000 would require additional resources approved through the 2025 Corporate Plan Process, 2025 Spring Budget Adjustment, or reallocation of other funding.

Next Steps

- Administration is seeking comment and feedback on the proposed 2025 Public Art Plan.
- New projects may require further consultation and review to determine costs and other considerations.
- If proposed 2025 Public Art Plan total exceeds the current base budget amount (\$30,000) then additional resources need to be identified, through the Corporate Plan process.

Thank You



REQUEST FOR DECISION

MEETING DATE: October 21, 2024

TITLE: Cultural Master Plan - Update

DIVISION: Community and Protective Services

SUMMARY:

The City's Cultural Master Plan was completed in 2016 and provided the City strategies which have supported an enhanced focus on arts and culture within the community. Administration is providing a report and update on the Cultural Master Plan, highlighting the accomplishments and ongoing implementation of the recommended Actions.

PROPOSED MOTION:

A motion is not required.

BACKGROUND / ANALYSIS:

The City's Cultural Master Plan was completed in 2016 and outlined an Action Plan that was organized in five key Objective areas:

1. Building Cultural Capacity;
2. Strengthen Marketing and Communications;
3. Support City Center Revitalization;
4. Support City Identity; and
5. Support Cultural Programs and Facilities.

Within each of these Objective areas, 24 specific Actions / Tasks were also identified.

Of these Actions / Tasks, over 75 per cent have been completed, partially completed or ongoing. Within the 2022 - 2025 Strategic Plan, many of these outlined actions were included and prioritized, and remain a focus of Administration's work. Through changes to the Recreation and Culture department structure, focused community support from multiple

departments, and ongoing engagement by businesses, community groups and individuals, citizens and visitors are realizing the benefits of enhanced art and culture in our community.

Those items noted as incomplete are either no longer practical / reasonable in the current realities and changed cultural landscape, or are anticipated to be undertaken in the future, pending available financial and human resources.

The Cultural Master Plan is now considered complete.

A review of the 2016 Cultural Master Plan actions has been completed and updates have been provided to Council in the attached summary document and a high-level overview of the achieved actions from this plan are included in the presentation.

OPTIONS / ALTERNATIVES:

n/a

CONSULTATION / ENGAGEMENT:

n/a

IMPLEMENTATION / COMMUNICATION:

n/a

IMPACTS:

n/a

FINANCIAL IMPLICATIONS:

n/a



Strategic Direction #1

Building Cultural Capacity

#	Action / Tasks	Status	Notes
1.	Strengthen Municipal Capacity		
1.1	<ul style="list-style-type: none"> Convene a staff forum to introduce the CMP and explore additional opportunities to connect culture with agendas in other departments. 	Complete and ongoing	Interdepartmental collaboration and understanding of culture initiatives has increased dramatically since the CMP was implemented.
1.2	<ul style="list-style-type: none"> Establish mechanism to support cultural planning and development across departments and to identify opportunities to integrate culture into City plans and priorities. 	Complete and ongoing	Environment for support and identification of culture opportunities has increased. Council's Strategic Plan has great emphasis on culture priorities. Amalgamation of Recreation and Culture departments has raised profile of culture.
1.3	<ul style="list-style-type: none"> Investigate a Cultural Development Officer position to assume a community development and capacity building role in support of the cultural sector in Spruce Grove. 	Complete	Amalgamation of Recreation and Culture departments has created greater community development emphasis and staffing focus.
1.4	<ul style="list-style-type: none"> Ensure that any new cultural investment by the City is supported by strong return on investment (ROI) arguments and evidence. The calculation of ROI should include both social and economic returns. 	Complete	Projects and initiatives have focused on ROI arguments which has resulted in approvals and support from Administration, Council, and the community (i.e. Civic Centre, Columbus Park)



#	Action / Tasks	Status	Notes
1.5	<ul style="list-style-type: none"> Produce a “Cultural Report Card” on a regular (annual, biennial) basis to celebrate progress in implementing the CMP and other cultural achievements. The Report Card will make use of indicators and performance measures established to monitor progress in implementing by CMP. Produce the Report Card to coincide with an annual Cultural Summit (below). 	Complete	<p>This was produced early on following the development of the CMP.</p> <p>This summary closes the loop on the CMP by providing an overall reporting of the status and finalization of the CMP.</p>
1.6	<ul style="list-style-type: none"> Convene issue-based forums to gain input from the community on specific recommended Actions in the CMP or other cultural issues as they arise. 	Complete	<p>Implemented early on after CMP development. Ongoing community development and engagement continues to take place and has been enhanced over the last several years.</p> <p>CSAC will provide additional and ongoing input from community representatives as well.</p>
1.7	<ul style="list-style-type: none"> Establish and sustain a cooperative environment between the City and schools. 	Complete	Updated JUPA and increased collaboration/relationship building related to Horizon Stage.
2.	Integrate Culture in Municipal Planning		
2.1	<ul style="list-style-type: none"> Examine opportunities to connect the CMP with the Social Sustainability Plan (SSP) particularly in those Strategies and Actions related to <i>Community Engagement</i> and <i>Spruce Grove as an Inclusive City</i>. Implementation of the CMP should also be guided by the planning and decision-making processes set out in <i>Civic Governance and Administrative Services</i> particularly its emphasis on value-driven and cross-departmental ways of working. 	Complete	As mentioned, cross-departmental collaboration has increased dramatically and opportunities to enhance programming or differentiate programming has become clearer.



#	Action / Tasks	Status	Notes
2.2	<ul style="list-style-type: none"> Consistent with leading practice, work toward extending the SSP's "three pillar" (i.e., social, economic, environmental) understanding of sustainability to include the "fourth pillar" of culture⁶. 	Complete	<p>While not formalized in any particular documentation, the emphasis and profile on culture has increased, recognizing the importance related to community sustainability.</p> <p>Examples include investments in Civic Centre, Columbus Park, Re-imagined Central Park, numerous policies (Public Art), MDP and Strategic Plan priorities/actions.</p>
2.3	<ul style="list-style-type: none"> As one component of the soon to be launched Economic Development Strategy for Spruce Grove, examine opportunities for growing cultural industries as part of an expanding creative economy. 	Ongoing	It is anticipated that the Event Hosting project being led by the EDAC committee will consider cultural events as part of this project.
3.	Build Community Capacity		
3.1	<ul style="list-style-type: none"> Communicate the CMP widely in the community. Identify key messages stressing the breadth of cultural resources and their contributions to economic prosperity and quality of life in Spruce Grove. 	Complete	Document has been widely referenced in both internal and external programs and planning. Continue to communicate the value of cultural resources and opportunities.

⁶ United Cities and Local Governments. Culture: The Fourth Pillar of Sustainability.



#	Action / Tasks	Status	Notes
3.2	<ul style="list-style-type: none"> Establish a Cultural Resource Centre similar to the Recreation Resource Centre to support sustainability and capacity building in the cultural sector. Examine the potential to extend the Recreation Resource Centre to address cultural sector needs. 	Complete	Amalgamating Recreation and Culture together has allowed for better alignment. While the Resource Centre is not being utilized fully as originally intended, it is because other community development opportunities and support have replaced and enhanced the capacity building in both recreation and culture sector.
3.3	<ul style="list-style-type: none"> Establish a cultural hub where members of the cultural sector in Spruce Grove can gather, share information and forge new partnerships. Consider the Cultural Resource Centre as a venue for this activity. 	Incomplete	As mentioned above, a specific physical cultural hub has not been created; however, community development and collaboration within the cultural sector and with the City has increased. In short, a different and better approach was taken, and efforts continue to support partnerships and share information.
3.4	<ul style="list-style-type: none"> Establish a Cultural Leadership Group (CLG) connecting the City with representatives of the cultural sector, together with community and business leaders to support implementation of the CMP and ongoing cultural plans and initiatives. The City should provide administrative support to this group. The Group functions by establishing task-based working groups to take responsibility for specific actions. The working group draw expertise from the community in implementing the action. 	Incomplete	A specific CLG was not created; however, representatives of the cultural sector are regularly brought together and/or have worked with the City on implementation of the CMP and other initiatives. Examples include both the library and Allied Arts Council that has worked with the City on Civic Centre needs/opportunities and other programming (i.e. public art / murals).



#	Action / Tasks	Status	Notes
3.5	<ul style="list-style-type: none"> A key responsibility of the group should be to convene an annual (or biennial) Cultural Summit that engages a wide cross-section of the cultural sector and the broader community to celebrate achievements in implementing the CMP and other cultural initiatives over the past year (or alternate timeframe to be determined). Use the gathering as a forum for “opportunity citing” to identify new cultural development ideas or initiatives. Examine best practices for such events in other Canadian municipalities. Some municipalities have used Cultural Summits to launch their cultural plans, building visibility and momentum and identifying individuals interested in joining working groups charged with implementing specific recommended Actions. 	Complete	Several “summits” were conducted in the early years of the CMP. These paused during COVID and have not been re-introduced in the same format. As mentioned previously, collaboration with municipal and community partners takes place regularly for the support and development for tri-regional initiatives.
3.6	<ul style="list-style-type: none"> Leverage the City’s existing Volunteer Opportunities program to reach out to recruit young adults to assume leadership roles in cultural organizations. Recruiting the next generation of volunteer leaders can also bring new perspectives to “refresh” programs and services. 	Complete	<p>Much work has been done to promote volunteer opportunities both for City recreation and culture initiatives as well as with groups and organizations from a capacity building standpoint.</p> <p>Examples include the City’s Leaders in Training program, Canada Day and other events, Funders Forum, Public Art, Youth Council, Stagelighters, etc.</p>
4.	Strengthen Municipal Collaboration		
4.1	<ul style="list-style-type: none"> Establish a Tri-Municipal cultural leadership group to extend existing cultural collaboration across the three municipalities. Ensure both municipal and culture sector representation. 	Complete	While this is currently not a formalized group, there is ongoing information sharing and collaboration occurring as opportunities arise.
4.2	<ul style="list-style-type: none"> Convene a Tri-Municipal Cultural Summit on a regular (to be determined) basis. The Summit will connect people working in the cultural sector across the three municipalities with municipal staff. A less frequent Summit (e.g., every five years) could provide additional resources to mount an ambitious program including speakers and opportunities for professional development. 	Complete	As mentioned earlier, this happened early days after the CMP was developed. It now takes the form of regular collaboration amongst Tri-region municipal and community partners from an enhanced community development perspective.



#	Action / Tasks	Status	Notes
4.3	<ul style="list-style-type: none">Consider the potential to use Cost Sharing agreements currently restricted to cultural facilities to support cross-municipal collaboration on initiatives such as shared programming, marketing and promotion, professional development, among other areas of shared interests and needs.	Complete and ongoing	Cost share agreements are in place for both recreation and culture facilities. Cross-municipal sharing of information, partnerships and training continues as opportunities arise.



Strategic Direction #2 Strengthen Marketing & Communication

#	Action / Tasks	Status	Notes
5.	Develop and Implement an Integrated Marketing Strategy		
5.1	<ul style="list-style-type: none"> Strengthen coordinated marketing for cultural programs delivered by the City with recreation programs, and Horizon Stage and Library programs. 	Complete	Enhance promotion and focus on programs. This has been seen with increased participation, sales, public engagement, etc.
5.2	<ul style="list-style-type: none"> Develop a cultural brand for Spruce Grove to support marketing and cross-promotion of programs and events as well as stimulating a stronger sense of community within the cultural sector. The brand should be available to any organization for use in print or web-based marketing materials, event banners, etc. 	Partially complete	There has been increased attention given to certain aspects of branding related to culture (i.e. Horizon Stage). Overall City of Spruce Grove branding is currently under development.
5.3	<ul style="list-style-type: none"> Investigate the potential for establishing a “What’s on in Spruce Grove this week?” as a web-based marketing tool resource promoting a wide range of cultural and, potentially, other community events or activities. 	Incomplete	This is currently on the radar for implementation once other priorities have been completed and website upgrades are complete.
5.4	<ul style="list-style-type: none"> Building on the shared calendar of events established by the Library and Art Gallery, investigate best practices in cultural calendars in use in other Canadian municipalities. 	Complete	Much of the work in understanding best practices for community event calendaring has been completed. It is now a matter of implementation following the completion of several other priorities and website upgrades are complete.



#	Action / Tasks	Status	Notes
5.5	<ul style="list-style-type: none">Investigate the creation of a Spruce Grove Cultural Portal as a “one-window” point of access to culture in the city. Elements of the portal could include a blog, a calendar of events, an interactive map spatially locating and promoting different categories of cultural resources (geo-coded data can be produced based on cultural mapping findings) and a platform for collecting and sharing important community or cultural stories, etc. Again examine best practices in other municipalities.	Complete and ongoing	Much of the “investigation” has been completed. There are several initiatives under development that need to take place before full implementation can be actioned. Examples include way-finding signage, branding, website enhancements, etc.



Strategic Direction #3 Support City Centre Revitalization

#	Action / Tasks	Status	Notes
6. Use Programming to Attract People to the Area			
6.1	<ul style="list-style-type: none"> Working through the BRZ and Horizon Stage, consider opportunities for bringing music performances and other public events including heritage events to the City Centre. 	Complete	Investment in Columbus Park and collaboration with CCBA.
6.2	<ul style="list-style-type: none"> Investigate the feasibility of purchasing moveable staging for performances in the area. 	Partially complete	Capital plan limitations: however, a permanent stage was created in Columbus Park.
6.3	<ul style="list-style-type: none"> Acquire a temporary cover for outdoor spaces to support group gatherings in inclement weather. 	Complete	Investments in Columbus Park include some cover. Other events utilize temporary covering.
7. Establish Small Scale Cultural Spaces			
7.1	<ul style="list-style-type: none"> Identify empty or underutilized spaces in buildings in the City Centre as locations for artists' studios. With sufficient space, an artists' co-op could be formed to exhibit and support the work of a range of Spruce Grove visual artists. 	Ongoing	Investments in the City Centre have just been completed over the last several years. Exploring further investments and promotional opportunities is ongoing.
7.2	<ul style="list-style-type: none"> Use similar vacant or underutilized space as venues for outreach programming delivered by organizations such as the Library and Art Gallery. 	Incomplete	To date, no outreach programming specific to the City Centre has been implemented.
7.3	<ul style="list-style-type: none"> Support growth in creative cultural industries by using underutilized space as a shared workspace. 	Ongoing	Some small business supports through Economic Development and City events are related to cultural industries and markets.
7.4	<ul style="list-style-type: none"> In response to the call for a smaller performing arts venue than Horizon Stage, consider constructing a small "black box" theatre for use by cultural groups and to support programming in the City Centre. 	Complete	This has been developed as part of the Civic Centre, although obviously not located within the City Centre. The Columbus Park "stage" can be utilized as a smaller



			performing arts venue within the City Centre.
#	Action / Tasks	Status	Notes
7.5	<ul style="list-style-type: none"> Use effective lighting and urban design features to establish a visual identity for City Centre and to define/demarcate specific outdoor spaces. 	Complete	Several investments in the City Centre from both a lighting, urban design, landscaping, and outdoor spaces.
7.6	<ul style="list-style-type: none"> Work toward establishing a critical mass of cultural facilities and activities in order to create a Culture District with amenities within easy walking distance from one another. 	Partially complete	While a “critical mass” of cultural facilities has not been advanced in a significant way, the investments and programming associated with the larger City Centre area have increased this. From Columbus Park, Library, Central Park, etc. there are a number of cultural amenities close together.
8.	Investigate the Potential for a Cultural Centre as a Catalyst for Revitalization		
8.1	<ul style="list-style-type: none"> Examine the experience of other Cities that have used cultural facilities as catalysts for downtown renewal/redevelopment. 	Complete	This has been explored; however, capital limitations would not make a significant cultural facility in the City Centre feasible at this time.
8.2	<ul style="list-style-type: none"> Undertake a feasibility study for building a Cultural Centre in the City Centre. 	Incomplete	Not economically feasible at this time with other capital priorities of the City.



Strategic Direction #4 Strengthen City Identity

#	Action / Tasks	Status	Notes
9.	Use Cultural Programming to Bolster and Express a Unique Identity		
9.1	<ul style="list-style-type: none"> Establish a collaborative program to collect and share community stories related to people, places, events or achievements that have shaped the city's identity. These stories are one vehicle for responding to the Social Sustainability Plan's recommendation to mark accomplishments and milestones and celebrate the strengths of the community as a means of bolstering community engagement.⁷ 	Partially complete	This has not been formalized in any particular way to date. Informally, there have been a number of examples where stories, events, etc. have been implemented. Ongoing work planning by the Agricultural Society – Archives also aligns with this Action. More to come.
9.2	<ul style="list-style-type: none"> Establish an environment for a new “signature festival” that would distinguish Spruce Grove from other communities in the region and which would connect to some aspect of the city's identity or character. 	Partially complete	<p>The environment around community capacity building and additional events (not just City led but City supported) has increased significantly. The definition of “signature festival” is debatable. Development of regular markets/events by the CCBA, the re-introduction of Agra Fair, Ribfest, Alberta Days, Grove Gatherings, etc. are all examples of how the “environment” has been created to enable local groups to take on additional programming/events.</p> <p>A major festival/event is currently being proposed for consideration as part of the Corporate Plan; however, does come with large resource requirements.</p>



#	Action / Tasks	Status	Notes
9.3	<ul style="list-style-type: none"> Strengthen attention to heritage in the city by undertaking a Cultural Heritage Management Plan. Such a plan will produce information about the physical heritage resources (including archaeological sites) to inform planning decisions related to new development. It can also identify important heritage stories and themes that could inform programming through such vehicles as small traveling exhibitions, historical plaques, historical “iTours” of the area, etc. 	Incomplete	There is a proposed Corporate Plan initiative in this regard for 2027.
9.4	<ul style="list-style-type: none"> Strengthen the use of historically important people, places or events/achievement when naming spaces in the city (e.g., new streets, parks or green spaces, municipal buildings, etc.). 	Ongoing	Re-development of the City Naming Policy is currently in progress and should be completed late 2024 or early 2025.
10.	Address Diversity and Inclusion		
10.1	<ul style="list-style-type: none"> Working through the Rotary Club’s Aboriginal Communities Committee, engage in a conversation with Aboriginal representatives to explore how Spruce Grove’s cultural organizations and activities can help respond to the cultural aspirations of Aboriginal communities. 	Complete	Relationships with several Indigenous partners have been enhanced. Support to the Skydancer Indigenous Cultural Centre has been given both from a human and financial resources perspective. Other programming has been enhanced with partnerships and learnings to support their programming as well as the City’s.

⁷ Moorhouse and Associates (2016). *City of Spruce Grove Social Sustainability Plan*. pg. 52



#	Action / Tasks	Status	Notes
10.2	<ul style="list-style-type: none"> Leverage the power of public art to increase the profile for Aboriginal communities within Spruce Grove. Whenever possible use Aboriginal artists to produce these works. 	Complete	Several public art initiatives have been completed or will be completed that emphasizes Indigenous artists, history, and reconciliation.
10.3	<ul style="list-style-type: none"> Make Aboriginal participation a central programming feature for Canada Day celebrations. 	Complete	With collaboration from Indigenous partners, this is now a core element to Canada Day Celebrations.
10.4	<ul style="list-style-type: none"> As Spruce Grove's population becomes increasingly diverse, develop a coordinated strategy for responding to the cultural needs and interests of these new residents. In keeping with leading practice, plan for cultural programs or events built on <i>intercultural</i> (not multicultural) assumptions focused on cross-cultural exchange. 	Complete and ongoing	Support by both Recreation and Culture and Community Social Development departments has been provided to identified cultural groups for programming and events.
10.5	<ul style="list-style-type: none"> As diversity increases, encourage cultural groups to reach out to members of diverse communities to join boards of directors and committees to bring new voices and perspectives. 	Complete and ongoing	Diversity and inclusion has become a standard lens for City involvement, and through community development staff (CSD and Rec & Culture) community groups are also encouraged to apply this lens.



Strategic Direction #5 Support Cultural Programs & Facilities

#	Action / Tasks	Status	Notes
11.	Increase Access to Cultural Facilities/Spaces		
11.1	<ul style="list-style-type: none"> In considering the feasibility of a multi-purpose Cultural Centre examine the potential of it including a large performing arts facility (550-800 seats) equipped with ample front of house amenities and reception space. Other elements could be a new location for the Library and an art gallery or exhibition space for visual arts. Feasibility would also determine possible locations other than the City Centre. 	Partially complete	<p>A large (550-800 seats) cultural centre has been explored at a high-level and is simply not economically feasible at this time. At the same time, the new Civic Centre under development includes a spectator arena that could host certain cultural initiatives, art gallery, branch library, and a smaller black box theatre. This facility is ultimately both a recreation and cultural centre.</p> <p>A second branch of the Spruce Grove Public Library will open in Q1 of 2025 at the Heavy Metal Place, resulting in expanded opportunities for access to culture and literary arts programming.</p>
11.2	<ul style="list-style-type: none"> Conduct an “audit” of existing facilities in the city currently or potentially used for cultural programming including schools, churches, restaurants or pubs with exhibition space for visual arts and performance space for live music. Once collected, make this information available to the community to facilitate access to these spaces. 	Complete and ongoing	Staff continue to work on an inventory of spaces and facilities where various art and culture activities and events can be hosted.
11.3	<ul style="list-style-type: none"> Monitor the plans of the Agricultural Society to build a tourism centre including archives adjacent to the Grain Elevator. 	Complete	The development of a tourism centre has not been completed per se; however, the City has enhanced its partnership and relationship with the Agricultural Society and is well aware of and helps to support any planning that is taking place (i.e.



			archives).
--	--	--	------------

Cultural Master Plan - Update

October 21, 2024

Cultural Master Plan - Background

- Completed in 2016
- Action Plan was organized into the following Strategic Directions, which contain 11 Objective areas:
 1. Building Cultural Capacity
 2. Strengthen Marketing and Communications
 3. Support City Center Revitalization
 4. Support City Identity
 5. Support Cultural Programs and Facilities
- Has been used as a key planning document to inform a number of subsequent plans and priorities.

Overview of Accomplishments

- 24 Actions / Tasks were identified and grouped under the 11 Objective categories.
- 75% of these Actions / Tasks are deemed complete, partially completed and / or ongoing.
- The remaining Actions / Tasks noted as incomplete are either:
 - No longer practical / reasonable due to current realities; and / or
 - Will be undertaken in the future, pending available financial and / or human resources.

Overview Accomplishments

	Strategic Directions	Objectives
1	Building Cultural Capacity	<ol style="list-style-type: none"> 1. Strengthen Municipal Capacity 2. Integrate Culture in Municipal Planning 3. Build Community Capacity 4. Strengthen Municipal Collaboration
2	Strengthen Marketing & Communications	<ol style="list-style-type: none"> 5. Develop & Implement an Integrated Marketing Strategy
3	Support City Center Revitalization	<ol style="list-style-type: none"> 6. Use Programming to Attract People to the Area 7. Establish Small Scale Cultural Spaces 8. Investigate the Potential for a Cultural Center as a Catalyst for Revitalization
4	Strengthen City Identity	<ol style="list-style-type: none"> 9. Use Cultural Programming to Bolster & Express a Unique Identity 10. Address Diversity & Inclusion
5	Support Cultural Programs & Facilities	<ol style="list-style-type: none"> 11. Increase Access to Cultural Facilities / Spaces

Examples of Accomplishments - 11 Objectives and Related Actions / Tasks

1. Strengthen Municipal Capacity

- Amalgamation of the Recreation and Culture departments
- Updated Joint Use Agreement

2. Integrate Culture into Municipal Planning

- Identified priorities in the 2022 - 2025 Strategic Plan
- Incorporated in the new Municipal Development Plan

3. Build Community Capacity

- Increased staff support to art, culture and heritage groups
- Increased engagement with youth, community not-for-profits in arts and culture

Examples of Accomplishments - con't

11 Objectives and Related Actions / Tasks

4. Strengthen Municipal Collaboration

- Amalgamation of the Recreation and Culture departments
- Collaboration with multiple departments on initiatives, events and day-to-day opportunities.
- Supporting ongoing relationship building and initiatives with TLC and neighbouring municipalities.

5. Develop and Implement an Integrate Marketing Strategy

- Enhanced marketing and promotions through Communications.
- Culture/Performing Arts facility considered during Corporate Brand refresh.

Examples of Accomplishments - con't

11 Objectives and Related Actions/Tasks

6. Use Programming to Attract People to the Area

- Revitalized Columbus Park to include a band-shell / stage.

7. Establish Small Scale Cultural Spaces

- Constructed a smaller performing arts space - Black Box Theatre space in Heavy Metal Place.
- Supported cultural industries / small businesses through Economic Development and City events - artisan / vendor markets and initiatives.
- Upgrades to lighting and design features in the City Center and Columbus park to enhance a visual identity.
- Constructed a cultural facility / stage in Columbus Park.
- Second branch of the Spruce Grove Public Library opening in Q1 2025.

Examples of Accomplishments - con't

11 Objectives and Related Actions / Tasks

8. Investigate Potential Cultural Center as a Catalyst for Revitalization

- Explored other municipal examples of the use of Cultural Facilities as catalysts for vibrant downtowns.

9. Use Cultural Programming to Bolster & Express a Unique Identity

- Establish a new Festival / Signature event - Business case created for consideration in 2025.
- Complete a Heritage Management Plan - Business case created for consideration in 2027.
- Re-development of City Asset Naming Policy strengthens use of historically significant people / places / events.

Examples of Accomplishments - con't

11 Objectives and Related Actions / Tasks

10. Address Diversity and Inclusion

- Respectful and collaborative Indigenous partner relationships continue to be developed and enhanced throughout all City programs, services.
- Inclusion of Indigenous participation in City-led events, Public Art projects and other programs has become a standardized practice.
- Support to different cultural groups for their programming and events has been provided by Recreation and Culture and Community Social Development departments.
- City initiatives and policy reviews consider diversity and inclusion.

Examples of Accomplishments - con't

11 Objectives and Related Actions/Tasks

11. Increase Access to Cultural Facilities / Spaces

- Creation of the Black Box Theatre, Art Gallery and Program Space at Heavy Metal Place.
- Creation of the stage in Columbus Park.
- Support for Agricultural Society and Skydancer Indigenous Cultural Society cultural spaces.

Next Steps

While the 2016 Cultural Master Plan is considered complete, the new Municipal Development Plan, Strategic Plan, and Corporate Plan continue to support many of the objectives and actions.

Thank you and Questions