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*SPRUCE GROVE RECOVERY  
FRAMEWORK*

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# What does Recovery look like?

## Key Objective:

Facilitate the recovery of Spruce Grove from the effects of the COVID-19 pandemic, returning to a sustainable and resilient community that is a great place to live and work.

## Key Considerations:

The City has established a Recovery Team to develop a Recovery Framework that provides a systematic approach for Council and Administration to make recommendations on actions the City can take to support the City's recovery, including social and economic, from the effects of Covid-19. The re-opening of the economy and community is a process initiated by the Alberta Government as it rolls out the various aspects of the provincial recovery plan. The City needs to be prepared to respond to the provincial recovery plan and its various steps. The recovery plan built for Spruce Grove will be responsive to the timeframes and conditions under which non-essential businesses can re-open, when community and recreation programming can resume and other critical community elements such as daycares and community gatherings.

Key points to consider:

- The recovery will be a gradual process as the Province implements its recovery plan. This is a staged and non-linear approach that is dependent on the intensity and duration of the pandemic both provincially and regionally.
- While the pandemic is front and centre for the general public, economic indicators such as oil prices are seen as a bigger issue for many of the City's industrial businesses.
- Some businesses in the community, particularly small business, have identified the need for alternative supports beyond loan or deferral programs
- The future is uncertain and as such the need to remain flexible and adapt to changes in how business is done requires recovery actions that enable flexibility.
- As recovery is launched, planning and lead up time will be required to adjust operating strategies in City due to the effects of COVID-19. Addressing those services that have been paused will require cost benefit analysis and other operating interdependencies. The City will continue to look at opportunities for efficiencies in all of its lines of service.
- Community recovery is multifaceted and to be effective needs to consider innovative ways of removing barriers for vulnerable populations to access basic needs, supporting local businesses, improving access to transportation, expanding financial empowerment, coordinating service delivery, promoting health and education, and advocacy.
- The City will continue to manage the delivery of services to ensure financial sustainability by aligning resources, budgets and looking for efficiencies. Financial plans will be formulated with

limited visibility into the future, and thus must consider a range of scenarios and be adjusted frequently.

- While the COVID-19 pandemic has exacerbated social and economic inequalities, it has also built a momentum for collaboration within community, with diverse sectors and regions.
- Planned and intentional public participation is important in effective, open and transparent government. It also empowers citizens to have a voice in issues that impact them.
- The City has developed a robust cash management strategy, which includes limiting non-essential spending, deferring significant cash outlays, and extending the City's operating line of credit to support short and medium term cash requirements.
- Wellness of community members and municipal staff are important in sustainable recovery as a healthy and vibrant community. Support for frontline workers who are in turn supporting community while at the same time experiencing their own stressors needs to be considered.
- The recovery process requires flexibility, as well as consideration of the various legislative and policy frameworks that guide the City's administration and Council.

### Guiding Principles:

**Comprehensive:** Employing a cohesive approach to economic and community development supported with good governance and responsive decision making

**Transparent:** Communicating openly and frequently so the City staff and community is aware of plans and progress.

**Engaged:** Leverage partnerships across a multitude of sectors and locations to enable optimal community level outcomes concurrently to recognizing capacity to delivery

**Inclusive:** We are all in this together and recovery will require the collaboration and cooperation of all staff, residents, businesses, and community organizations.

**Coordinated:** Recognizing that community economic development is an approach that engages community involvement while working with government and civil society to build sustainable and resilient communities, industries, and markets.

**Nimble and Adaptive:** Being flexible in the approach to recovery and adapt to changing conditions.

**Evidence Informed:** Using facts and accurate information to balance the uncertainty of the current environment.

### Current State:

**Governance – Increase Administrative Efficiency:** City Administration has undertaken a number of policy and operational steps which are further outlined in the short term activities list.

**Economy - Support for Economic Activity:** City Administration is actively involved in assessing business community health and developing recovery policies and initiatives in collaboration with business

stakeholders (including the CCBA, Regional Chamber, Homebuilders Association, Economic Developers Alberta, etc.) and other regional organizations (including Edmonton Global, EMRB, EDO Network, Tri-Region municipalities).

Community – Support for Community: Through the use of local, regional and provincial resources, various local community groups are actively implementing unique approaches to address increasing incidences in the vulnerable population of the community.

### Framework Elements:



### Description of the framework:

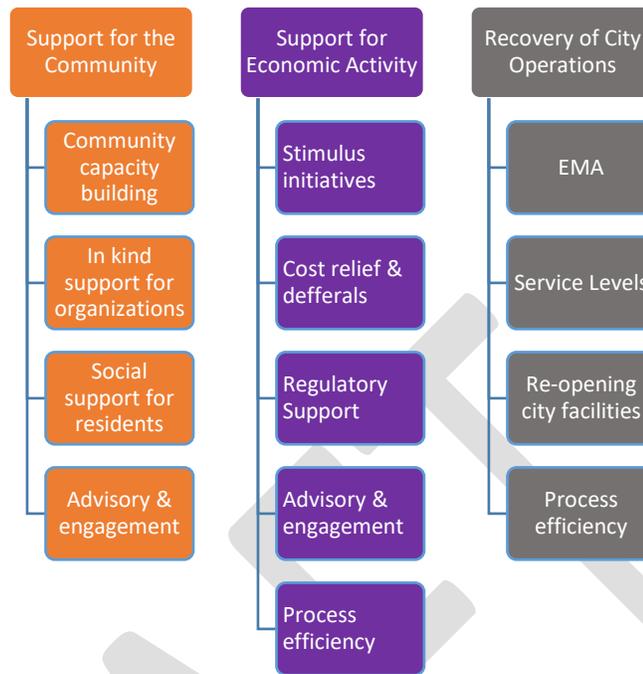
1. The City’s Recovery Framework incorporates a continuum of plans and activities intended to achieve short term and long term outcomes. Effective and productive planning and implementation will be done along three key themes:
  - Governance: The ability of the City to reduce “Red Tape” and implement administrative changes in order to facilitate a faster and more efficient return to operating status for business. This process includes easing the burden on residents as well as business and can range from online services to streamlining processes to reduce waiting time for permits and inspections.

- Economy: Investment in various projects designed to stimulate local economic activity. Coordinate engagement and information sharing among regional business groups (with Edmonton Global, Tri-Region municipalities, Chamber of Commerce and CCBA).
  - Community: Strengthening the social fabric through capacity building to support a healthy, resilient, and vibrant community. Social Planning focuses on developing plans, policies, regulations initiatives, and incentives to strengthen community and society through partnerships that bring about positive social change. Key elements include application of standardized public participation principles, research, and education.
2. The Action Areas are the “Where” and provide context to bridge the themes of the recovery efforts with the plan and activities.
  3. The Plan & Activities sections outline the “What” of the recovery plan and contain the specific actions the City will take.
  4. The success of the activities requires collaboration and interaction on a scale of Local, Regional and Provincial entities. The Scale outline the “How” of the Recovery Plan.

Examples of the scale to demonstrate the level of scale and the effect are:

- Local – within municipalities i.e. taxes & fees
  - Regional – Tri-Municipal, Edmonton Metropolitan Regional Board, Mid-size Municipalities Committees i.e sharing of resources
  - Provincial - provincial statute and policy levers i.e stimulus funding; amendments to legislation
5. The timeframe for implementation of the plan and activities is estimated to be within the duration listed below:
    - Short Term – 3-6 months
    - Medium Term – 6-18 months
    - Long Term - > 18 month
  6. The outcomes describe the desired accomplishments generated by undertaking identified activities. The outcomes may or may not time with the plan and activities timeline as the effect of actions taken may take longer to realize results.

## Key Action Areas:



## Mechanism of the Framework:



## Risks/Uncertainty:

- Changes in the economic and social sectors of the City may lead to impacts on Service Levels and Service Delivery.
- The recovery framework and the ensuing efforts are dependent on the Provincial Re-launch Strategy which may lead to changes in expected timelines and desired outcomes.
- Adverse effects of COVID-19 may lead to a reduced capacity for the City to take planned actions.
- The intensity and duration of the pandemic is unknown and may trigger rapid reactive responses from the City.
- The economic impact of the pandemic is highly dependent on variables that are difficult to predict. Depending on how long this continues, there could be a prolonged negative impact on the City's financial condition and results.
- Due to a perceived lessening of the pandemic risk, local community adherence to public health orders and guidelines may decrease leading changes and delays in the implementation of this recovery plan.
- Socio-economic recovery and the systems that are affected are complex and continually evolving. Total effects will be discovered over time.
- There is a lag in or limited data availability. The theory of intersectionality highlights that identity is multi-dimensional and so citizens and/or businesses may often intersect with more than one facet of marginalization (e.g., low-income senior, single parent, sole business owner, immigrant child), which have compounding negative effects and increase vulnerability.
- Scarcity of good local data may lead to uncertainty of the severity of the pandemic impact on residents and local business (social and business).
- An unexpected outcome of this situation may be a temporary relaxation of the focus on promoting competition, as government and regulators encourage firms and industry bodies to collaborate in order to facilitate effective crisis-management.

## Next Steps:

The following aspect of the framework outline specific actions and plans that the task force is proposing to be undertaken at the time of writing. As the recovery framework enables the evolution of efforts, these actions and plans will continue to be updated and respond to the shifting environment. Additionally, the Recovery Team will be developing a suite of measures to support benchmarking the progress on recovery.

As the work recovery is seen to be progressive, it is recommended that Council receive regular reports as the work unfolds and have the opportunity to engage in discussion regarding the framework approach.

## Appendix A: Sampling of Current and Proposed Activities

	IMMEDIATE – SHORT TERM	MEDIUM – LONG TERM
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>Increasing access to supports for vulnerable populations – expansion of counselling sessions, youth programs, and client services to address emerging mental health and social isolation needs</li> <li>Creating community capacity to support vulnerable populations – launch of SeniorConnect Tri-Region, supporting community access to Provincial and Federal grants (Community and Social Services, Reaching Home),</li> <li>Connecting residents to the services they need, using analytics to enhance service integration – launch of HelpSeeker platform, development of Social Impacts report to assess and inform on emerging needs and gaps using data and research (ongoing needs assessments)</li> <li>Supporting agency collaboration to address social issues – hosting and engaging in conversations at the local, regional, and provincial levels (Critical Connections Interagency, COVID-19 Action Groups, Champions’ Table, Youth Mental Health Coalition, Safe Horizons, Tri-Region Elder Abuse Coalition, Parkland Volunteer Action Committee, FCSSAA Evergreen Region, InterCity Forum on Social Policy etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Increasing wellbeing and resiliency through social connections – expansion and promotion of NeighbourNetworks</li> <li>Supporting agency collaboration to address social issues – formalize coordinated access system to reduce barriers for vulnerable</li> </ul>
<b>ECONOMY</b>	<ul style="list-style-type: none"> <li>Stimulus Projects – application made to provincial government for \$16.65 million in stimulus projects to be completed in 2020 and cost shared 50/50 with the municipality; proceed with City Centre ARP engineering and design work for a 2021 construction start.</li> <li>Regulatory Measures – enforcement relaxation for temporary signage for business re-openings; review relaxation of patio regulations to allow restaurants to utilize adjacent public spaces.</li> <li>Information and Outreach Assistance to Businesses - access to federal support programs and provincial re-opening protocols in cooperation with Edmonton Global, Regional Chamber of Commerce, CCBA and Tri-Region municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>City’s Fiber Optic Broadband Strategy – accelerate implementation as strategic component for our future economic competitiveness and community resiliency.</li> <li>Spruce Grove’s Economic Development Strategy – update to consider the impact of Covid-19 on our existing businesses, emerging opportunities, and investment attraction and retention activities.</li> <li>Resiliency Strategy – participate as part of Edmonton Global in development of an economic and business resiliency strategy and</li> </ul>

	<b>IMMEDIATE – SHORT TERM</b>	<b>MEDIUM – LONG TERM</b>
	<ul style="list-style-type: none"> <li>• Support Local Business - initiative launched by City through branding and digital signage; Tri-Region website (“Get in the Loop”) launched by the Regional Chamber on what businesses are open.</li> <li>• Edmonton Global Collaboration- assessing and sharing information across the metro region on what recovery programs are working and providing feedback to the Province.</li> </ul>	<p>marketing plan for the metro region in response to Covid-19.</p> <ul style="list-style-type: none"> <li>• Tri Sub-Regional Plan – collaborate with Tri-Region municipalities in developing a sub-regional plan on land use, infrastructure and services.</li> </ul>
<b>GOVERNANCE/ ADMINISTRATION</b>	<ul style="list-style-type: none"> <li>• Cost Relief and Deferral – rescind proposed 2020 municipal tax increase, deferral of tax and utility payment for 3 months, deferral and reduction of WCB premiums, deferral of provincial education levy for 6 months.</li> <li>• Focus on process adjustments that a faster and more efficient return to operating status for business.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the use of CityView to all Planning application processes</li> <li>• Direct future growth and development with a post COVID informed new Municipal Development Plan.</li> </ul>

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