



The City of  
**SPRUCE  
GROVE**

# Our Approach to Advocacy

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Advancing Our Priorities.  
Strengthening Our Community.



# City of Spruce Grove Approach to Advocacy

## What is Advocacy

The City of Spruce Grove is invested in developing strong collaborative relationships municipally, provincially, and federally to ensure that we are able to move our priorities forward and advocate for the collective benefit of our residents and the region.

Effective advocacy is a strategic and coordinated effort to influence decisions outside the City's control. This includes legislation, policy, funding, and program delivery led by other orders of government and sector partners such as Alberta Municipalities and the Alberta Mid-sized Cities Mayors' Caucus. Advocacy is most effective when it is ongoing, solution-focused, and collaborative, identifying opportunities for alignment and partnership rather than only when a specific decision or funding opportunity arises.

## Why Advocate?

Spruce Grove is one of the fastest growing municipalities in Alberta and plays a key role in building Alberta's economy while also providing our residents and the region with a wide array of recreation and cultural opportunities, schools, care facilities, and businesses that support a strong and educated community.

Many of the issues important to Spruce Grove, such as infrastructure pressures, community safety, managing growth, affordability, accessibility, social supports, and economic development, reach beyond our municipal boundaries. These issues are considered shared priorities that require broader collaborative efforts to address these challenges effectively. Alternatively, some key community priorities are unique to the city and require effort to effectively represent our community's interests and seek action on these issues.

Advocacy supports Council's role as a community leader and partner in shaping solutions to complex, multi-jurisdictional challenges.

# Our Approach

Spruce Grove’s advocacy approach is built on partnership, clarity of roles, and sustained relationship-building. The City’s **Roles and Responsibilities framework** guides how Council and Administration work together, and how the City engages externally to influence outcomes on shared priorities.

		
<b>MUNICIPAL GOVERNMENT</b> CITY OF SPRUCE GROVE	<b>PROVINCIAL GOVERNMENT</b> ALBERTA	<b>FEDERAL GOVERNMENT</b> CANADA
<ul style="list-style-type: none"> <li> <b>City Hall</b></li> <li> <b>Development and building permits and fees</b></li> <li> <b>Family and Community Support Services</b> (20% Municipal government / 80% Provincial government)</li> <li> <b>Municipal police force</b> (ie. Parkland RCMP)</li> <li> <b>Local road maintenance and improvement</b></li> <li> <b>Parks, trails and playgrounds</b></li> <li> <b>Property tax</b> (municipal portion)</li> <li> <b>Protective Services</b></li> <li> <b>Recreation facilities</b></li> <li> <b>Senior's supportive housing</b> (ie. Meridian Foundation)</li> <li> <b>Social services</b> (education and awareness of services available)</li> <li> <b>Transit</b></li> <li> <b>Utilities</b> (water, sewer, wastewater)</li> <li> <b>Waste collection</b></li> </ul>	<ul style="list-style-type: none"> <li> <b>Employer and employee supports</b></li> <li> <b>Family and Community Support Services</b> (80% Provincial government / 20% Municipal government)</li> <li> <b>Highways</b></li> <li> <b>Hospitals</b></li> <li> <b>Housing</b></li> <li> <b>Justice</b></li> <li> <b>Landlord and tenant supports</b></li> <li> <b>Post-secondary education</b></li> <li> <b>Property tax</b> (provincial portion)</li> <li> <b>Safety enforcement</b></li> <li> <b>Schools</b></li> <li> <b>Social services</b> (treatment and specialized services, domestic violence shelters)</li> <li> <b>Student loans</b></li> </ul>	<ul style="list-style-type: none"> <li> <b>Airports</b></li> <li> <b>Borders and passports</b></li> <li> <b>Broadcasting and telecommunications</b></li> <li> <b>Canada Child Benefit</b></li> <li> <b>Charter of Human Rights</b></li> <li> <b>Employment insurance</b></li> <li> <b>Fisheries, oceans and national parks</b></li> <li> <b>Income tax</b></li> <li> <b>International travel and support for Canadians abroad</b></li> <li> <b>Mortgages</b> (ie. Canadian Mortgage and Housing Corporation)</li> <li> <b>National RCMP</b></li> <li> <b>National defence and veteran's affairs</b></li> <li> <b>Postal service</b></li> <li> <b>Student loans</b></li> </ul>



Within the municipal context, roles and responsibilities are also important to consider. From a governance lens, Council establishes advocacy priorities and provides strategic direction. The Mayor serves as the City's official spokesperson and, together with Council, plays a key role in fostering relationships. These relationships support ongoing dialogue, mutual understanding, and collaboration on shared priorities.

Administration supports Council by providing analysis, background information, and implementation support, while also maintaining strong working relationships with provincial and federal departments, regional partners, and community organizations. Administration's role includes identifying opportunities for alignment, partnership, and joint advocacy that can advance shared objectives.

Relationship-building is central to Spruce Grove's advocacy approach, working with community, municipal, Indigenous, and other sector partners to ensure the City's priorities, challenges, and opportunities are understood and considered by administrative and elected Government decision-makers. The City focuses on early engagement, open communication, and collaboration to ensure Spruce Grove is viewed as a constructive and trusted partner.

## Identifying Our Priorities

Spruce Grove's advocacy priorities were developed through a collaborative, Council-led process informed by priorities identified in the City's strategic planning process and other Council-approved plans. These priorities were informed by community needs, growth pressures, service demands, and emerging challenges facing the municipality.

Potential advocacy issues were then assessed and mapped using a two-axis framework:

- **Importance to the Community** - the degree to which the issue affects residents, services, growth, and overall community well-being
- **Exclusivity of the Issue** - whether the issue is unique to Spruce Grove or shared with other municipalities and partners, and the effort required by the City to advance the priority

This approach allowed Council to distinguish between issues where Spruce Grove should lead advocacy efforts and those best advanced through joint or aligned advocacy with partners.



The result is a focused set of advocacy priorities that reflect both community impact and strategic opportunity.

## **Advocating on our Key Priorities**

The five key advocacy priorities identified represent the City's highest priorities and will require sustained planning and ongoing support. Each priority will include a detailed implementation plan that will outline the city's desired outcomes and ask, the audience (i.e. Ministers, MLAs) and partners (i.e. business and community organizations), clear tactics that are aligned with the priority such as letters and/or meetings, and timelines that consider government fiscal cycles.

The areas of advocacy identified through partnership or joint efforts will require collaborative efforts with municipal colleagues and provincial advocacy organizations to address these challenges effectively and efforts will be responsive and aligned with available capacity and emerging opportunities (i.e. government policy consultations and legislative change).

## **Moving Forward**

The Advocacy Plan will be a living document that will change and adapt to the political and community context. Administration will meet with council quarterly in closed session to report on current advocacy efforts, and discuss upcoming and/or emerging advocacy opportunities. We will also be intentional with efforts to report and share our progress with the community.

Continuous environmental scanning will take place to determine appropriate timing for meetings and joint efforts on advocacy priorities. Building strong sustainable relationships at all levels of government and community and will be key to our awareness and understanding of context to ensure our success.