



SOCIAL SUSTAINABILITY PLAN

May 16, 2016



MOORHOUSE & ASSOCIATES

Executive Summary

Project Description

The City of Spruce Grove has identified a number of root causes that appear to contribute to the social issues experienced by its residents. The City has created a Social Planning Section within the municipal structure to address the issues and the root causes. To guide and provide direction to the effort and resource allocation of the City and its key stakeholders and partners, it was determined that a Social Sustainability Plan is necessary.

This high level plan focuses on the linkages and inter-dependencies between the economy, the environment and society. When working together, long term prosperity (broad based) and continued high quality of life for current and future residents of the City can be achieved. The Social Sustainability Plan helps to align and integrate the City's social policy and strategy with the current Economic Development and Environmental Sustainability strategic documents. The Plan ensures that the community's tenants of effective social sustainability are defined, developed and implemented as a critical component of the overall City strategic, corporate and community planning frameworks.

The Plan provides a diverse and dynamic mechanism enabling the City and the community to anticipate and respond to the changing social needs and capacities that result from a rapidly growing community.

Approach (engagement) and Methodology

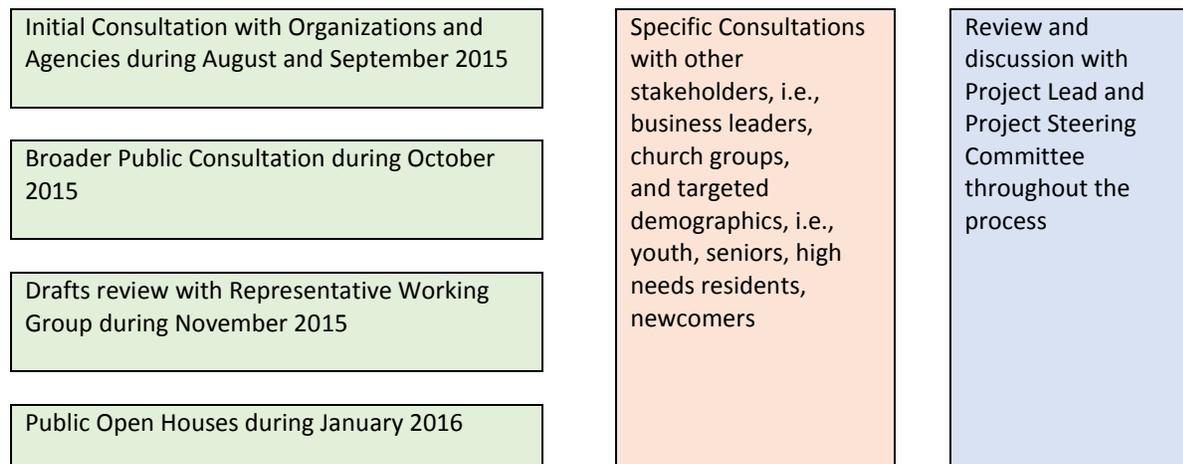
The process used to create the City of Spruce Grove Sustainability Plan involved:

- A document review of:
 - City of Spruce Grove plans,
 - Social sustainable plans from other municipalities (including discussions with those municipalities to benefit from their lessons learned); and
 - A Social Policy Framework for Alberta;
- A community profile for Spruce Grove which built on the existing work of the Parkland and Area Community Mapping Initiative; and
- Community consultations and engagement.

Both the Document Review and the development of the Community Profile for the City of Spruce Grove provided helpful information which informed the consultation processes. The Document Review and the Community Profile exist as separate documents.

The following diagram summarizes the project consultation activities:

Consultation Activity Overview



In summary, a wide range of stakeholders and resident groups were engaged by the consulting team in the development of the City of Spruce Grove Social Sustainability Plan:

- Three conversations with representatives of community agencies took place in August and September 2015 with 47 participants;
- Two conversations with residents took place in October 2015 with 22 participants;
- Conversations took place with three classrooms of grade 3 and 4 students;
- Conversations took place with civic administration from all departments over the fall 2015;
- Conversations took place with church groups;
- Conversations took place with individual business owners and business leaders including the Spruce Grove Rotary Club;
- School and School Division representatives attending the agency sessions and follow-up conversations were held with Parkland School Division Principals and Parkland School Division administration personnel;
- Conversations with youth, seniors, high needs residents and newcomers;
- A conversations took place with staff of the Aboriginal Parent Link in Stony Plain;
- Six working sessions took place with interested individuals from the earlier conversations. They reviewed the focus areas: confirming and/or adding to the vision, values and principles, the definition of social sustainability, the priority issues and the programs and services. They then helped to identify both short-term and longer-term actions for the priority areas; and identified measures of success for the evaluation framework; and
- Two public open houses were held in January 2016 to provide opportunities for Spruce Grove residents to review the results of the conversations to date and provide their input.

In addition, over 160 people of all ages filled out surveys designed to capture their thoughts and ideas about social sustainability in Spruce Grove.

Findings Summary

Residents identified the top five strengths about living in Spruce Grove as:

- Safe community
- Variety of community activities
- Affordability
- Small city feel
- Good neighbourhoods

Residents identified their main reasons for living in Spruce Grove as:

- Proximity and access to Edmonton
- Live with family
- Small city environment
- Job/employment
- Cost of housing

Residents' value:

- Kindness and mutual support
- Equity and acceptance
- Opportunities to participate in community activities
- Sense of belonging
- Shared responsibility

Residents' satisfaction with the quality of life in Spruce Grove:

- Very satisfied – 31%
- Satisfied – 50%
- Combined – 81%

During the variety of engagement activities, residents identified both the social priority issues to be addressed and their priority programs and services. These are reflected in the Key Areas with recommendations which appear later in this Social Sustainability Plan.

Here are the results of the process: what a socially sustainable Spruce Grove means to residents along with the vision, values, principles and key areas for action.

A Socially Sustainable Spruce Grove:

Our community builds and sustains the necessary community based resources to support working together to meet the basic needs of all residents. We have strong relationships with municipal partners who are committed to contributing to our social sustainability goals and outcomes.

The City and community work to increase education and awareness of the social issues and opportunities in the community and help to build the capacity and individual and community resilience

to anticipate, respond to and recover from changing economic, environmental and social conditions and situations.

In our community residents are active in their neighbourhoods and the city as a whole and the City works to provide meaningful opportunities for engagement and networking that enable all residents to articulate, and be responsible for, sustaining our quality of life and community wellness.

The vision and mission of the City reflect the value of and commitment to individual and community wellness and opportunities for all residents to see themselves involved in enhancing our quality of life.

Community social wellness is a critical criteria, used by the City, when providing current and future based direction and when making decisions on actions and financial allocations that will impact the social wellness of residents. We invest now to prepare for our future.

Vision

A vision statement describes the community as it will be when the work of the social sustainability plan is completed. A vision statement is a powerful tool to help align goals, strategies and ensure that they work together to achieve the intended outcomes and results identified in the plan. All survey and community participants were asked to describe what Spruce Grove would look like if it became socially sustainable.

Spruce Grove is a safe, inclusive and engaged community, that is aware of its social issues and opportunities and that proactively invests in ensuring the basic needs of residents are met and that our excellent quality of life is sustained and improved as the community continues to grow and change.

Values

The following statements were generated through the public conversations based on reflections of what values would be needed to support social wellness and social sustainability for individuals and for the community as a whole

We value knowing about the complex social issues faced by residents and seek to engage, and act from and within, the community.

We value active citizenship as a community and within our communities including personal and community self-reliance, responsibility and accountability.

Our elected officials and community leaders value individual and community social wellness as a priority along with economic and environmental development.

We work collectively to maintain the feel and values of a small community while we continue to grow and develop as a city and work to integrate urban and rural lifestyles.

We value age, ethnicity, cultural diversity and inclusion and believe that all persons bring strength and unique contributions to our community.

We value healthy and resilient families in our community.

Principles

Principles describe the ways of working that support, and are consistent with, the vision and values in the plan. The following principle statements will help to guide policy, practice and operational decisions so that they stay focussed on creating the conditions needed to achieve social sustainability.

Social sustainability is grounded in empathy and inclusivity and promotes connection and engagement in the community.

All residents have access to programs and services that serve to meet basic needs. The City regularly examines policies and practices for systemic barriers.

We work to acknowledge and celebrate our history, our successes and achievements and work together to build pride and a sense of belonging for residents in our City.

The City and our municipal partners practice active citizenship and shared responsibility for the social wellness of our residents and of our community.

Key Areas for Action:

Key area 1: Homeless population

Description: Spruce Grove has an identified homeless population. The number of people living without consistent and/or appropriate shelter is not clearly known nor are the effective ways and means to connect with and engage adults and youth who are homeless in safe, secure and stable accommodation and living practices.

Recommendation: *Develop a program of support for the homeless population in Spruce Grove.*

Key area 2: Family and domestic violence

Description: Spruce Grove and the Parkland County area have a high incidence rate of family and domestic violence. The most effective initial means of assisting families and individuals who are at risk of engaging in family violence is by ensuring clear access to support programs and services that focus on prevention and safety. This includes providing information and linkages for all front line workers so that they are supported and have resources and contacts when issues related to family and domestic violence arise.

Recommendation: *Reduce the levels of domestic violence.*

Key area 3: Public transportation

Description: The need for public transportation and transportation for persons with disabilities within Spruce Grove, within the surrounding region and between Spruce Grove and Edmonton was identified as a high priority across all community and agency conversations and in the Social Sustainability survey. The responses and comments identified needs for increasing access to programs and services, to businesses, to education institutions (primarily in Edmonton), to health services in Spruce Grove and to specialized health services in Edmonton and to ensure a more connected community now and as the community grows.

Recommendation: *Increase social wellness through appropriate and affordable public transportation.*

Key area 4: Housing

Description: A significant number of comments were received through the conversations and survey concerning the need for a housing continuum in Spruce Grove. Students and young adults were interested in dormitory style housing that would allow them to stay in the community when they were not living at home. Young families identified the need for more starter style housing as well as low cost and subsidized housing to be available as the economy changed, so that they could also stay in the community and not have to seek lower cost housing elsewhere. Seniors and adults with seniors in their homes identified a need for supported seniors housing so that their parents could remain in close proximity to their families and not have to seek housing in Edmonton.

Discussions also focused on a need to define the types of housing required in the city for the various population demographics and to work with developers, as the city grows, to achieve a sustainable housing continuum for current as well as future residents.

Recommendation: *Develop a continuum of housing in Spruce Grove.*

Key area 5: Access to programs, services and supports

Description: The Sustainability Plan review process confirmed that there are currently a wide range of municipal and agency programs and services available to residents of Spruce Grove. The priority “gap” needs identified from the community include:

- To enable better connection, information sharing and planning between the City and program and service agencies and organizations;
- To identify evaluation and capacity development resources and processes to ensure the volume and effectiveness of programs and services keeps pace with growth;
- To provide positive engagement and support to newcomers to the community;
- To build capacity in Spruce Grove to provide additional opportunities for family development; and

- To increase current capacity and outreach in priority areas of need identified through the Social Sustainability Plan process.

Recommendation: *Increase access to social wellness programs, services and supports.*

Key area 6: Community engagement

Description: A critical element in creating sustainability is embracing social wellness as a fundamental community priority by a comprehensive and diverse range of stakeholders and residents and by the municipality itself. Several fundamental needs and strategies emerged during the plan development process that reflected the desire of all parties to engage in, and contribute to, ensuring social wellness growth and sustainability in Spruce Grove.

Recommendation: *Create sustainability through community engagement.*

Key area 7: Spruce Grove as an inclusive city

Description: Spruce Grove is situated within a number of Indigenous areas and has an interconnection with these communities as people move between their home community and the City. There is a significant benefit in building and sustaining effective connections between the City and the Indigenous communities in the area in relation to sharing information, knowledge and resources to assist in providing support both in Indigenous communities and in Spruce Grove.

2006 – 2011 Statistics Canada figures show a continuing increase of persons from outside of Canada choosing to settle in Spruce Grove. The diversity of originating countries is increasing as well. Persons from different countries who participated in the various community conversations and surveys were interested in finding ways to engage with their new communities and contribute the creation of social wellness and quality of life.

Recommendation: *Create and sustain Spruce Grove as an inclusive city.*

Key area 8: Civic governance and administrative practices

Description: To effectively implement and sustain the Social Sustainability Plan, a system to examine and consider complex social issues and strategies across City departments and with agencies, organizations and the community at large is required. The processes involved need to be simple and open and reflect the principle of working together with all perspectives involved. The implementation strategy needs to support the integration of social policy and procedure into existing business practices, into the culture of the municipal workforce and into the relationship between the City and its partners, stakeholders and the community at large.

Recommendation: *Modify City governance and administrative practices to ensure that the Social Sustainability Plan is incorporated into ongoing business practices and procedures.*

Implementation Summary

A fundamental premise of the Social Sustainability Plan is that social wellness and quality of life in a community result from the interaction of complex systems involving the City, the community and other key and critical stakeholders. As a result the responsibility for implementation is not, and cannot be, the sole responsibility of the municipality. It is therefore critical to the successful implementation of the Plan that all stakeholders and interested parties be engaged from the beginning in contributing to the actions, results and successful outcomes of the Plan.

Develop and schedule a “Social Sustainability Launch and Planning” event that will orientate community agencies, organizations and stakeholders to the Plan and engage them in a comprehensive planning process based on the information and strategies in the Plan. The planning process will establish working groups whose mandate will be to collaborate and coordinate actions in achieving results in priority areas of the Plan. An initial output of the planning session will be actionable work plans on the top priority program and service areas.

Create an easily accessed Social Sustainability Plan page on the City website that includes the Plan Summary, space for milestone updates and potentially for ongoing citizen dialogue and commentary.

Develop additional, ongoing methods of engaging residents in providing information into portions of the Plan and/or specific strategy areas under consideration and development.

Create an ad hoc community based stewardship group that will have responsibility for supporting the implementation of the Plan and for providing oversight advice, over the long term, as the Plan results are evaluated and revisions considered.

Establish a comprehensive, long term reporting process that includes:

- An annual social sustainability reporting and planning conference
- Provide an annual update to Council on the priority strategies undertaken and the results achieved
- Provide milestone reporting to Council on significant achievements
- Develop and disseminate a “Social Sustainability Report to the Citizens”, every two years
- A five year Plan Results Review and Report Card on the Plan

How to get involved

Contact the City of Spruce Grove FCSS and Social Planning Department at 780-962-7618.

Acknowledgements

The Development of the Spruce Grove Social Sustainability Plan has been possible due to the proactive leadership of the municipality and the interest, engagement and commitment of the social wellness agencies and organization in the community and the community members themselves.

Table of Contents

Executive Summary	2
Project Description.....	2
Approach (engagement) and Methodology	2
Findings Summary.....	4
Vision.....	5
Values.....	5
Principles.....	6
Key Areas for Action:.....	6
Implementation Summary	9
How to get involved.....	9
Acknowledgements.....	9
Table of Contents	10
Introduction	13
Project Description	13
Key Elements of the Plan	14
Approach (engagement) and Methodology.....	15
Document Review	15
Community Profile	15
Community Conversations and Engagement.....	16
The City of Spruce Grove Definition of Social Sustainability	20
Vision of Social Sustainability for Spruce Grove.....	21
Community Values that support social sustainability	21
Principles That Work to Achieve Social Sustainability	22
Key Areas for Action	23
Recommendation 1.0: homeless population.....	23
Recommendation 2.0: family and domestic violence.....	24
Recommendation 3.0: public transportation	25
Recommendation 4.0: housing	26

Recommendation 5.0: access to programs, services and supports..... 28

Recommendation 6.0: community engagement 30

Recommendation 7.0: Spruce Grove as an inclusive city 31

Recommendation 8.0: Civic Governance and Administrative Practices..... 33

Roles and Responsibilities..... 34

Social Sustainability Plan Implementation 36

Evaluation Framework..... 38

Homelessness 38

Family & Domestic Violence 38

Transportation 39

Housing opportunities 39

Access to supports and services 40

Community engagement 41

Spruce Grove Social Sustainability..... 41

Appendices 43

Appendix 1: Participant evaluation of conversations with representatives of community agencies
(sample) 44

Appendix 2: Key areas for action summary chart: recommendations, actions, roles and responsibilities
..... 45

Appendix 3: Evaluation Framework Chart 54

Appendix 4: Findings: Community Conversations 59

Appendix 5: Findings: Summary of the Survey Responses 65

Appendix 6: Findings: Document Review of City of Spruce Grove Plans..... 78

Appendix 7: Findings: Document Review of Municipal Social Plans..... 82

What is social policy?

Social policy determines the kind of society that Albertans want for themselves, their families, and their communities. It expresses how we care for (and about) one another, and it influences our development as people and a society. As a result, social policy extends beyond a narrow definition of social services and supports:

It is about how we work, live, and spend our time, and it helps determine how we come together to meet human needs like housing, employment, education, recreation, leisure, health, safety, and the care of children.

Social policies do not exist in isolation. Social, economic, and environmental policies interact and complement each other. For instance, a strong economy is sustained by having communities that are attractive and welcoming, and it is strengthened by having social policies that help Albertans maximize their full potential. Similarly, land use and development decisions are linked to economic and recreational opportunities at the local level, and the health of physical environments—from clean air to safe drinking water—is related to the health of the people who live in them.

Social, economic, and environmental policies contribute to an Alberta where we can live with pride and dignity, where we all have the opportunity to participate fully in and contribute to our communities, and where our children will want to live and work.¹

¹ Alberta's Social Policy Framework; February 2013

Introduction

The City of Spruce Grove has identified a number of root causes that appear to contribute to the social issues experienced by its residents. The City has created a Social Planning Section within the municipal structure to address the issues and the root causes. To guide and provide direction to the effort and resource allocation of the City and its key stakeholders and partners it was determined that a Social Sustainability Plan is necessary.

This high level plan focuses on the linkages and inter-dependencies between the economy, the environment and society. When working together, long term prosperity (broad based) and continued high quality of life for current and future residents of the City can be achieved. The Social Sustainability Plan helps to align and integrate the City's social policy and strategy with the current Economic Development and Environmental Sustainability strategic documents. The Plan ensures that the community's tenants of effective social sustainability are defined, developed and implemented as a critical component of the overall City strategic, corporate and community planning frameworks.

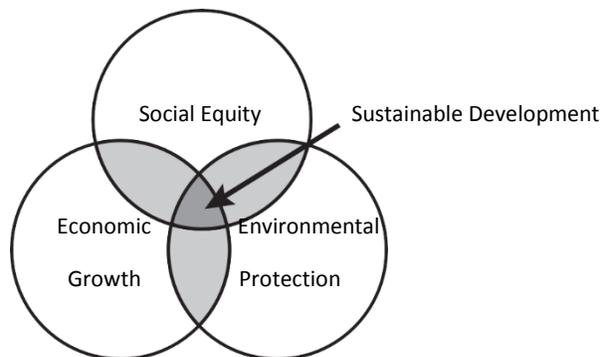
The Plan provides a diverse and dynamic mechanism enabling the City and the community to anticipate and respond to the changing social needs and capacities that result from a rapidly growing community.

Project Description

The anticipated goals and outcomes of the project outlined by the City of Spruce Grove included:

- Ensuring the health and resilience of residents and of the larger community;
- Increasing the level of information and awareness of residents, organizations and agencies, city administration and political leadership, the business community and key partners with respect to the current and future social issues, needs and opportunities, and required strategies and actions in Spruce Grove;
- Developing an approach for the creation of a Social Sustainability Plan that builds a process to engage a wide cross section of the community in participating in the planning activities and to enable the community to take ownership of the plan;
- Integrating the principles, goals and strategies associated with social sustainability into the overall strategic framework of the City through a well-defined and clearly articulated Social Sustainability Plan. A helpful visual representation of the inter-play between these policy and strategy domains was developed by Julian Agyeman and Tom Evans:²

² Toward Just Sustainability in Urban Communities, pp 37; 2007



- Preparing evidence based information and strategies to address social issues and their root causes as well as provide a foundation on which to build a socially sustainable community with the ability to anticipate future issues and build capacity to both prevent and address these issues effectively and efficiently.

The achievement of the goals and outcomes identified above required that the development of the City of Spruce Grove Social Sustainability Plan engage a wide range of stakeholders: service providers, community residents, schools, churches, businesses, civic employees and hard to reach populations, e.g., youth and seniors. A clear understanding of the inter-relationships and inter-dependencies between social, health, economic and business, environment and infrastructure policies and strategic priorities is required in order to create exceptional outcomes and quality of life for residents.

To have value and be effective, policy and strategy must lead to action. The actions must be reasonable, timely and sustainable. Clear identification of progress indicators and measures of success are required to enable both accurate reporting on results and processes of continuous improvement throughout the life of the Plan. Given the anticipated duration of the Plan, the Plan must be dynamic and open to allow regular review and updating as results occur that may influence priorities and as conditions within the community change over time.

Key Elements of the Plan

- A community-based definition of Social Sustainability, specific to the City of Spruce Grove, embraced and supported by city governance and residents. The definition was used to guide the formation of the policies, strategies and actions in the Plan. The definition also provides a high level check point to ensure the plan is on purpose and achieving the results required;
- Values and principles, goals and strategies, that provide direction and support for the City to anticipate and respond to the changing social needs in the rapidly growing community;
- Ensure that the Plan leads to action. The Plan development process has led to the creation of a more informed community by providing opportunities for community engagement in identification of the issues, strategies and actions. This has created a strong sense of community ownership of the plan ensuring that the resulting recommended strategies and actions are achievable, effective and timely;
- The Social Sustainability Plan for the City of Spruce Grove considers and defines the relationship of Social Sustainability with the City's Current Economic and Environmental Strategic Frameworks as well as the province's Social Policy Framework.

- The Plan is policy and evidence based, includes clear strategic directions and identifies potential actions to address and anticipate social issues and opportunities. The opportunities include building capacity within the community and increasing community resilience in order to help prevent social issues in the future. “Those who can help” have been identified including partners, key stakeholders, organizations, agencies and other community resources along with opportunities for increasing awareness and engagement.
- An evaluation framework including anticipated outcomes and measures of success to inform on progress and support continuous improvement (dynamic plan) is provided.

Approach (engagement) and Methodology

Document Review

Relevant plans were reviewed including municipal social sustainability plans, social master plans, social frameworks, social policies and action plans currently in use by similar and larger municipalities and the provincial government. The documents included:

- City of St Albert - Social Master Plan, Cultivating a Community for All (2013);
- Strathcona County - Sustainability Framework (2007);
- City of Fort Saskatchewan – Community Sustainability Plan (2009);
- City of Grande Prairie - Social Sustainability Framework (2011);
- City of Lethbridge Social Policy - Towards a Brighter Future: A Framework for Social Policy and Priorities (2008);
- City of Red Deer – Social Policy Framework (currently under development); and
- Province of Alberta* – A Social Policy Framework for Alberta (2013).

**Note: the Alberta Social Policy Framework provides an opportunity to consider the potential for policy and strategy alignment with respect to the possibility for future resource and funding opportunities.*

A summary and key learning paper was prepared based on the review. The paper became an information source used by the consulting team to inform their development of the engagement framework including key areas of inquiry and key questions for the various stakeholder and public consultation processes.

The consulting team also met with officials from municipalities that have recently undertaken social policy processes including the City of St. Albert, Strathcona County and the City of Red Deer. The purpose was to discuss lessons learned from their respective plan development processes.

Community Profile

The consulting team built on the existing work of the Parkland and Area Community Partnership Initiative. This group undertook a collaborative planning and community mapping process for human service providers in the Parkland Region. In 2009, the group identified (regionally based) key issue areas including:

- Family violence;
- The need for parenting skills;
- Addictions;
- Employment and finances;
- The need for quality child care;
- Decreased capacity to offer services in light of increasing population in the area;
- Families with complex needs; and
- Accessibility issues for services needed by vulnerable families.

These issues and other social demographics have been mapped for the region and since that time action groups have been formed around the areas of family violence, positive parenting education and support and collaboration of human services with respect to complex cases.

The consulting team “drilled down” to create a Spruce Grove specific data set of social issues and resources in the community. The information was used to engage key stakeholders and community residents in a capacity identification and gap analysis process.

The resulting Community Profile is a narrative of the immediate and projected social profile of the community as well as representative community maps, specific to Spruce Grove, which identify concentrations of social issue indicators, resources and capacities. This information, while highly illustrative in its own right, was invaluable in informing the subsequent engagement and consultation sessions and useful in generating and filtering strategy and policy options and potential municipal and community actions. The complete community profile has been produced as a separate document.

Community Conversations and Engagement

The approach taken for the consultation was a two-way process or “conversation”. The approach engaged a wide range of stakeholders and resident groups in an ongoing conversation about the City of Spruce Grove Social Sustainability Plan.

The consultation process began by engaging targeted human service agencies, organizations and service providers in a series of three initial workshops. Participants were provided with summaries and key findings from the document review and were asked to help identify current and near future social issues within the community. The issues generated were used to develop themes or focus areas for use in the subsequent public conversations.

Three conversations were held with agencies, service providers and program and service partners totalling 47 participants in August and September 2015. These conversations were evaluated by the consulting team and the results can be seen in the Appendices. Two public conversations were held in October 2015 with 22 residents participating.

Conversations were held with other stakeholders including classrooms of students at Parkland Village School, business owners and business leaders, church groups, other social services agencies, and the civic administration of all departments within the City of Spruce Grove.

Each of the consultation activities provided information on and collected perspectives and suggestions concerning a Spruce Grove centric definition of Social Sustainability. The conversations began by illustrating the following examples of community and social sustainability (resilience):

Community resilience is the capability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change.

Resilience as an attribute, with adaptability at its core can enable communities to determine how resilient they are and to take actions to improve their resilience.³

A social system's capacity to facilitate human efforts to deduce the trends of change, reduce vulnerabilities, and facilitate adaptation. The capacity of a [social-ecological system] to sustain preferred modes of economic activity.⁴

Community social resilience - The ability of community members to take meaningful, deliberate, collective action to remedy the impact of a problem, including the ability to interpret the environment, intervene, and move on.⁵

These examples provided a starting point to begin the conversations. People participating got some basic information to guide their conversations. It was not intended that these definitions be adopted but rather that they provide examples of the realm of social sustainability factors that may be considered when generating and refining a Spruce Grove, community based, definition of social sustainability. The intention was always to respect that the “knowledge was in the room” in terms of what is relevant and meaningful to the City, community and residents.

The three initial workshops also began to identify values and principles that community members (including agencies, organizations and residents) believe are critical to guiding and directing social policy, strategy, practice and action in Spruce Grove. The workshops also provided initial data on resources and capacities in the community, potential opportunities or solutions that could be developed and key factors, from their perspective, that define the concepts and principals of social sustainability for Spruce Grove.

Based on the results of the initial workshops, two broader community workshops were undertaken to obtain additional input on the key themes/focus areas from the three initial workshops. These public conversations reviewed the information gathered to date, identified issues and current capacities, identified values and principles that from their perspective would support social sustainability in the City and generate further potential policies, strategies and actions.

In addition to these workshops, conversations were held with other stakeholders including classrooms of students at Parkland Village School, business owners and business leaders, church groups, other social services agencies, youth, seniors, newcomers, high needs residents and the civic administration of all departments within the City of Spruce Grove. These additional conversations provided the consulting team with the best possible cross sections of the community and allowed them to participate, share and receive information and become engaged in the development of the City of Spruce Grove Social Sustainability Plan.

Once the results of the conversations were compiled, the draft information was shared with interested individuals from the earlier conversations and other interested people at eight working sessions. The

³ A CARRI Report, Definitions of Community Resilience: An Analysis; 2013

⁴ Kofinas, Community social resilience; 2003

⁵ Pfefferbaum, Building Resilience to Mass Trauma Events in Handbook on Injury and Violence Prevention Interventions; 2005

participants reviewed the focus areas: confirming and/or adding to the vision, values and principles, the definition of social sustainability, the priority issues and the programs and services. They then helped to identify both short-term and longer-term actions for the priority areas; and identified measures of success for the evaluation framework. The output from this activity was a clear summary of social issues and opportunities facing the community, focused policy and strategy options and high level actions that can address current issues and build community capacity to prepare for potential future issues. The intent of capacity building action plans was two-fold: to identify potential issues and take action to prevent their occurrence; and to plan actions that enable the community to effectively deal with issues as they occur in the future.

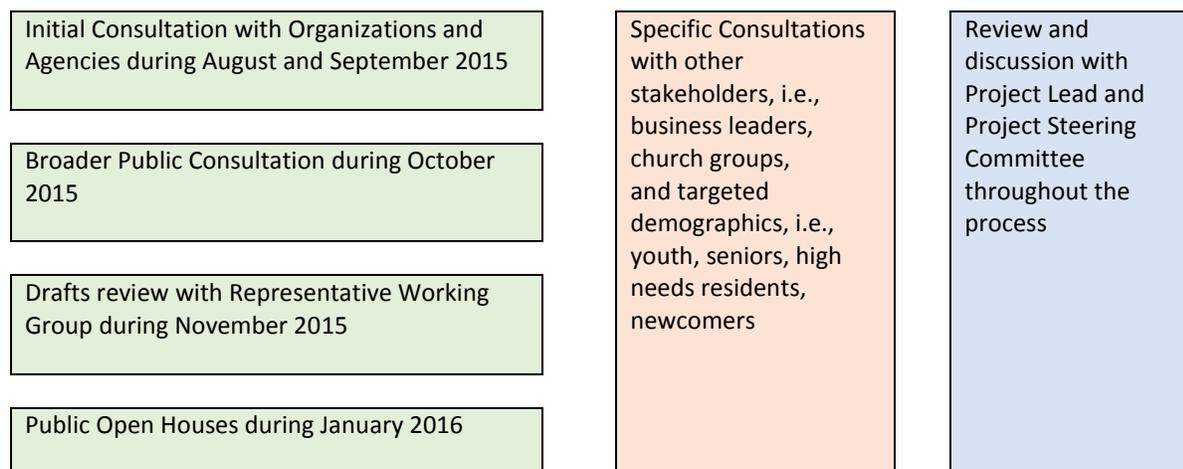
In addition, a survey was developed to gather input from other residents of Spruce Grove. Over 158 people completed the survey.

The refined results were then shared at two public open houses in January 2016. The participating public confirmed and affirmed the information that had been developed to date.

Throughout the consultation process, information was shared by email with participants and other interested stakeholders.

The following diagram summarizes the project consultation activities:

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- Six working sessions took place with interested individuals from the earlier conversations. They reviewed the focus areas: confirming and/or adding to the vision, values and principles, the definition of social sustainability, the priority issues and the programs and services. They then helped to identify both short-term and longer-term actions for the priority areas; and identified measures of success for the evaluation framework; and
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In addition, over 160 people of all ages filled out surveys designed to capture their thoughts and ideas about social sustainability in Spruce Grove.



SOCIAL SUSTAINABILITY PLAN

The City of Spruce Grove Definition of Social Sustainability

The leadership of the municipality recognized that sustainability needed to start by creating the opportunity for residents and stakeholders to determine what social sustainability means to them and to the community as a whole. While there are many potential definitions available in literature, there is not a common definition as the issues. Some common characteristics include; the capacity of a community to anticipate risk, limit impact, and bounce back rapidly in the face of change and the ability to reduce vulnerabilities, and facilitate adaptation. Opportunities, needs, capacities and desired vision(s) are unique to each community and determine what qualities and conditions will help to sustain individual and community social wellness and resilience.

Throughout all of the community conversations, survey work, working group sessions and the community open house sessions, the question, “what does social sustainability mean to Spruce Grove?”, was discussed and possible options developed. The following statements resulted from those conversations and reviews and contain both the most common and the essential concepts and conditions needed to create and support social sustainability in Spruce Grove.

A Socially Sustainable Spruce Grove:

Our community builds and sustains the necessary community based resources to support working together to meet the basic needs of all residents. We have strong relationships with municipal partners who are committed to contributing to our social sustainability goals and outcomes.

The City and community work to increase education and awareness of the social issues and opportunities in the community and help to build the capacity and individual and community resilience to anticipate, respond to and recover from changing economic, environmental and social conditions and situations.

In our community residents are active in their neighbourhoods and the city as a whole and the City works to provide meaningful opportunities for engagement and networking that enable all residents to articulate, and be responsible for, sustaining our quality of life and community wellness.

The vision and mission of the City reflect the value of and commitment to individual and community wellness and opportunities for all residents to see themselves involved in enhancing our quality of life.

Community social wellness is a critical criteria, used by the City, when providing current and future based direction and when making decisions on actions and financial allocations that will impact the social wellness of residents. We invest now to prepare for our future.

The business and community practices that are needed to support ongoing sustainability include:

1. **Think and plan for the long term.** Sustainability is not only about planning for the immediate future, it is also about putting mechanisms and processes in place to anticipate and prepare for the longer term community future.
2. **Consider the whole community.** Responses from community members and stakeholders clearly indicated that sustainability was based on considering all people, the relationships with economic and environmental development, with culture and recreation and with the social health and wellness of not only people but the community itself.
3. **Sustainability is about relationships.** Connections and positive relationships are critical to attaining and supporting sustainability. This includes with and between agencies, between neighbourhoods and neighbours, between city departments and with City Council. It is essential to understand the connections and how we relate to each other and make decisions.

Vision of Social Sustainability for Spruce Grove

A vision statement describes the community as it will be when the work of the social sustainability plan is completed. A vision statement is a powerful tool to help align goals, strategies and ensure that they work together to achieve the intended outcomes and results identified in the plan. All survey and community participants were asked to describe what Spruce Grove would look like if it became socially sustainable.

Spruce Grove is a safe, inclusive and engaged community, that is aware of its social issues and opportunities and that proactively invests in ensuring the basic needs of residents are met and that our excellent quality of life is sustained and improved as the community continues to grow and change.

Community Values that support social sustainability

The following statements were generated through the public conversations based on reflections of what values would be needed to support social wellness and social sustainability for individuals and for the community as a whole

We value knowing about the complex social issues faced by residents and seek to engage, and act as a community and within our communities.

We value active citizenship including personal and community self-reliance, responsibility and accountability.

Our elected officials and community leaders value individual and community social wellness as a priority, along with economic and environmental development.

We work collectively to maintain the feel and values of a small community, while we continue to grow and develop as a city and work to integrate urban and rural lifestyles.

We value age, ethnicity, cultural diversity and inclusion and believe that all persons bring strength and unique contributions to our community.

We value healthy and resilient families in our community.

Principles That Work to Achieve Social Sustainability

Principles describe the ways of working that support, and are consistent with, the vision and values in the plan. The following principle statements will help to guide policy, practice and operational decisions so that they stay focussed on creating the conditions needed to achieve social sustainability.

Social sustainability is grounded in empathy and inclusivity and promotes connection and engagement in the community.

All residents have access to programs and services that serve to meet basic needs. The City regularly examines policies and practices for systemic barriers.

We work to acknowledge and celebrate our history, our successes and achievements and work together to build pride and a sense of belonging for residents in our City.

The City and our municipal partners practice active citizenship and shared responsibility for the social wellness of our residents and of our community.

Key Areas for Action

Recommendation 1.0: homeless population

Develop a program of support for the homeless population in Spruce Grove.

Description:

Spruce Grove has an identified homeless population. The number of people living without consistent and/or appropriate shelter is not clearly known nor are the effective ways and means to connect with and engage adults and youth who are homeless in safe, secure and stable accommodation and living practices.

Opportunity:

To better understand the causes and situations that have led some residents to become homeless in order to create more effective actions for prevention, coordination of city and community support services, planning for a reduction in homelessness and reducing the potential for harm.

Spruce Grove is a caring and inclusive community. Outcomes of the Social Sustainability Plan with respect to homelessness can be to ensure meaningful inclusion of this population in the community, improve quality of life and to create opportunities for participation as mutually beneficial members of the community.

Strategies and Actions:

Near Term:

- Define homelessness based on a City of Spruce Grove context and perspective.
- Conduct a homeless count (research project).
- Inventory current available accommodation resource opportunities.
- Identify and develop essential community and organization partnerships, relationships and priorities.
- Develop living in open spaces policies and practices, communicate civic mandate and policies and identify and coordinate city and community resources and services.
- cold weather options, policy/procedures

Longer Term:

- Develop shared capacity for supports for homeless persons “on site” (where people are).
- Develop resources for supports to include life skills development, education/job preparedness options, health improvement and active community participation.
- Review the feasibility of a facility(s) for homeless people, both first and second stage housing and related program supports.

Recommendation 2.0: family and domestic violence

Reduce the levels of Family & Domestic Violence.

Description:

Spruce Grove and the Parkland County area have a high incidence rate of family and domestic violence. The most effective initial means of assisting families and individuals who are at risk of engaging in family violence is by ensuring clear access to support programs and services that focus on prevention and safety. This includes providing information and linkages for all front line workers so that they are supported and have resources and contacts when issues related to family and domestic violence arise.

Opportunity:

Family and domestic violence results from a variety of conditions including economic stress, alcohol and drug addictions, isolation, parenting and mental health. The impacts of family and domestic violence are harmful to the families and individuals involved and link to many systems including social, health, education, employment, community and neighbourhood development and others. Reducing family and domestic violence in a community results in less potential for emotional and physical harm, strengthens families and individuals and provides opportunities for healing and engagement and support from and in the community and works to break cycles of behaviours that can extend across generations.

Strategies and Actions:

Near Term:

- Work with existing community organizations and agencies to focus and prioritize family and domestic violence prevention and individual and family safety and support.
- Increase the program and service capacity relating to prevention of family and domestic violence in the City of Spruce Grove and in the surrounding region.
- Increase the program and service capacity that is in place to support persons who are engaged in situations that have the potential for family and domestic violence.
- Increase the amount and level of information that is available to youth, adults and seniors concerning descriptions of family and domestic violence, the support programs and services that are available and resources that are available to increase personal and family safety.
- Community/public awareness and education to increase acknowledgement of issue; encourage self-reporting.
- Training for agency staff on the indications of family and domestic violence, resources that are available in the community, processes for safe and effective referral and responsibilities once family and domestic violence is suspected. Include linkages with social, schools, police and health resources.
- Establish a regional help line for persons who are experiencing situations of family and domestic violence.

Longer Term:

- Continue to assess the effectiveness of resources that are in place and monitor and increase the capacity required to meet the needs based on population growth in the region and changes in economic and demographic situations.
- Review the need for and feasibility of a women’s shelter and/or family and domestic violence crisis supports with the provincial government and the related community and provincial agencies and organizations.
- Review the possibilities for a regional dedicated domestic violence court or effective linkages to court resources in place.

Recommendation 3.0: public transportation

Increase social wellness through appropriate and affordable public transportation.

Description:

The need for public transportation and transportation for persons with disabilities within Spruce Grove, within the surrounding region and between Spruce Grove and Edmonton was identified as a high priority across all community and agency conversations and in the Social Sustainability survey. The responses and comments identified needs for increasing access to programs and services, to businesses, to education institutions (primarily in Edmonton), to health services in Spruce Grove and to specialized health services in Edmonton and to ensure a more connected community now and as the community grows.

Opportunity:

By addressing the public transportation and transportation of persons with disability needs identified in this report the City can improve access to and effectiveness of existing social, health, education and business programs and services for residents. Transportation improvements will reduce the need to duplicate program and service delivery sites particularly as resident needs and the population of the city grows over the next number of years. These actions will also help to define, over time, those programs and services that are most effectively delivered in Spruce Grove and those that may be best met through transportation to a center such as Edmonton.

The result of these strategies and actions include, increased access to programs and services in the city and region, establish Spruce Grove as a “Hub” in the region, increased quality of life, reducing the number of people who have to leave the community to access programs and services, increased environmentally sensitive transportation and increase economic activity.

Strategies and Actions:**Near Term:**

- Survey residents to establish range of transportation needs and potential and usership.

- Undertake an inventory of what exists currently and develop education and promotion materials to increase awareness
- Define population capacity trigger points for transportation system.
- Walking/biking options- develop comprehensive commuter/trail plan
 - Production of trail, cycle and pedestrian commuter maps
 - Conduct walk, run and cycle events to help residents become more familiar with commuting and recreation opportunities.
- Bicycle commuter plan and establish and/or support a bicycle commuter group in the City.
- Address “barriers” and “scary” (elementary schools) areas such as the train tracks, times and speed of trains with public information and awareness. Include in transportation plans the connections of the north and south parts of the city separated by the train tracks.
- Develop City policies and practices that support transportation for low income residents.
- Facilitate the development of an organization/agency that coordinates car-pooling and ride sharing opportunities.

Longer Term:

- Planning for grade separations of train track and roadways.
- Planning for sidewalks on the overpasses over the Yellowhead Highway.
- Increase alternatives for transportation of persons with disabilities.
- Planning for an Edmonton LRT extension tie-in.

Recommendation 4.0: housing

Develop a continuum of housing in Spruce Grove

Description:

A significant number of comments were received through the conversations and survey concerning the need for a housing continuum in Spruce Grove. Students and young adults were interested in dormitory style housing that would allow them to stay in the community when they were not living at home. Young families identified the need for more starter style housing as well as low cost and subsidized housing to be available as the economy changed, so that they could also stay in the community and not have to seek lower cost housing elsewhere. Seniors and adults with seniors in their homes identified a need for supported seniors housing so that their parents could remain in close proximity to their families and not have to seek housing in Edmonton.

Discussions also focused on a need to define the types of housing required in the city for the various population demographics and to work with developers, as the city grows, to achieve a sustainable housing continuum for current as well as future residents.

Opportunity:

A continuum of housing in the City will enable people to remain in the community as life stages change and as changes in the economic situations of residents occur over time. Establishing development guidelines for new neighbourhoods will enable the City to determine the desired housing mix in anticipation of the significant residential growth and based on the needs of current and future residents and the direction of City Council.

The result of these strategies and actions will be to ensure that a wide range of demographics can be accommodated in the City and that residents will not have to leave their community of choice to meet changing lifestyle or economic needs.

Strategies and Actions:

Near Term:

- Investigate current sources of funding available to provide housing subsidies and capital funding for housing development. The review to include:
 - Canada Mortgage and Housing Corporation
 - The provincial Homelessness Initiative
 - Seniors Housing grant and capital programs
 - The provincial Social Housing program
- Develop a “Housing First” framework for the City to restructure program and service delivery to persons in need of appropriate housing.
- Develop a municipal housing development policy that includes thresholds and targets for affordable, social (rents geared to income), starter and supported seniors housing for new developments in Spruce Grove. The Council approved policy to provide direction to land development area structure plans and as a framework to review developer proposals.
- Clarify and educate residents on suite bylaws in the City.
- Undertake planning for dormitory style youth housing to be available to youth while going to school and in early stages of employment and career development. This housing may support youth finishing high school, attending NAIT programs in Spruce Grove or Edmonton or attending the University of Alberta but living in Spruce Grove.
- Research feasibility of a housing continuum.

Longer Term:

- The Spruce Grove Municipal Development Plan is revised to include definition of desired housing options in the community and policy that enables and supports development of a range of housing priorities as the community grows. Priority housing targets identified through this planning process include:
 - Housing for youth and young singles
 - Starter homes
 - Families
 - Empty nesters
 - Seniors adaptive and supported housing
 - Intergenerational housing opportunities (multi-family)
- Developer guidelines including the need to link/consolidate 10% of land for municipal reserve in particular to link trails and pathways into a contiguous recreation and commuter system.
- Development of municipal aging in place policy and facility guidelines to provide direction to program and service organizations who provide services and supports to seniors and to service organizations and developers looking to develop capital projects.

Recommendation 5.0: access to programs, services and supports

Increase access to social wellness programs, services and supports.

Description:

The Sustainability Plan review process confirmed that there are currently a wide range of municipal and agency programs and services available to residents of Spruce Grove. The priority “gap” needs identified from the community include:

- To enable better connection, information sharing and planning between the City and program and service agencies and organizations;
- To identify evaluation and capacity development resources and processes to ensure the volume and effectiveness of programs and services keeps pace with growth;
- To provide positive engagement and support to newcomers to the community;
- To build capacity in Spruce Grove to provide additional opportunities for family development; and
- To increase current capacity and outreach in priority areas of need identified through the Social Sustainability Plan process.

Opportunity:

There is a significant opportunity to increase the effectiveness and efficiency of current social programs and services in Spruce Grove through increasing awareness of mandates, areas of expertise and focus and available resources. Most of the agencies and organizations that participated in the development of this Plan identified a strong interest in creating opportunities to connect with other program and service providers, with the City and community service organizations and to engage in collaborative planning and collaboration opportunities. The social sustainability of Spruce Grove can be significantly enhanced through the following strategies and actions.

Strategies and Actions:**Near Term:**

- Create opportunities for education, awareness and planning activities for Spruce Grove social, health, education and policing organizations and agencies in partnership with the City. The opportunities will enable a focus on the development, collaboration and coordination of social wellness programs, services and supports.
- Engage with Spruce Grove Service Clubs to provide information, increase awareness and support their social wellness initiatives in the community.
- Identify, where possible, co-location or close proximity location options for programs and services to increase the ease for clients and participants to access multi-disciplinary services in close proximity.
- Provide written and presentation community orientations for health and social services providers who provide services in Spruce Grove but who may not be based in Spruce Grove.
- Work with agencies, organizations and the provincial government to address current priority need areas including:
 - Family and domestic violence
 - Alcohol and drug addictions
 - Youth and adult mental health programs, services and supports
 - Short term housing support including emergency rent/mortgage payment, assistance with down payments for low income residents (funded from provincial and federal programs)
 - Develop active and consistent strategies for engaging newcomers from Canada and other countries in the community
- Review the feasibility of municipal funding programs that would support the development of family service agencies and organizations, i.e., Boys and Girls Clubs (or equivalent), parenting programs and supports, life skills programs for children and youth
- Develop City policies and procedures to provide assistance to low income families and individuals including access to recreation facilities and events, access to social wellness programs and services

and transportation subsidies. The policies and procedures generated will become part of an overall municipal / provincial poverty reduction strategy.

- Provide training in Alberta's *Freedom of Information and Protection of Privacy Act* (FOIP Act) so that information sharing between agencies and organizations is facilitated rather than becoming a barrier.

Longer Term:

- Undertake organization development processes with the City's FCSS and Social Planning Department to focus on the role of building community capacity and balancing the role of providing direct services in gap areas with building capacity in areas of priority needs.
- Work with social wellness agencies and organizations to define and implement outreach program and service delivery models that are sustainable as the City grows rather than necessarily building additional delivery centers.
- Work with social wellness agencies and organizations to identify the types and levels of services that are best able to be provided in Spruce Grove and those that due to considerations of volume and/or specialization can best be provided in a larger center such as Edmonton.
- Improve access and transportation to specialized services in Edmonton.

Recommendation 6.0: community engagement

Create sustainability through community engagement.

Description:

A critical element in creating sustainability is embracing social wellness as a fundamental community priority by a comprehensive and diverse range of stakeholders and residents and by the municipality itself. Several fundamental needs and strategies emerged during the plan development process that reflected the desire of all parties to engage in, and contribute to, ensuring social wellness growth and sustainability in Spruce Grove.

Opportunity:

This area of strategies and actions is likely the most critical if social sustainability is to be achieved. There clearly is a willingness and commitment from the City, both politically and administratively to undertake the work necessary to become a community where social wellness is a priority and where the City plays its role in working to achieve social wellness and the resulting positive quality of life for residents.

This is also clearly reflected in the values and ambitions of the agencies and organizations in the City and in their commitment to work to achieve positive results and outcomes for their clients and participants.

The result of a strong, shared and collaborative approach to community engagement is a City where roles and responsibilities for social wellness are understood and shared and where cooperation and

collaboration enable all interests to contribute to successful and sustainable outcomes for the residents and the community at large.

Strategies and Actions:

Near Term:

- Create annual (at minimum) opportunities for agency and organization interaction to share information and engage in coordination and collaboration actions that benefit their clients and participants.
- Provide regular and consistent opportunities for citizen participation, engagement and networking including forums where residents can contribute to solutions and resolution of issues and needs.
- Create ongoing mechanisms for the City to acquire and consider community/business input into issues, opportunities and priorities.
- Create opportunities for citizen interaction through:
 - Social events;
 - Education opportunities;
 - By marking accomplishments and milestones and celebrating the strengths of the community of Spruce Grove;
 - Creating events around significant community changes, i.e., NAIT opening;
 - Increasing awareness of and celebrating the City's history and accomplishments; and
 - Supporting community and sector events with civic resources where possible.

Longer Term:

- Develop an integrated engagement strategy across civic departments and community sectors to increase the effectiveness of time and financial resources.
- Review City policies and procedures to ensure the maximum potential use of civic buildings and assets for community purposes and engage significant partners, i.e., school divisions in cooperative access policies where possible.

Recommendation 7.0: Spruce Grove as an inclusive city

Create and sustain Spruce Grove as an Inclusive City.

Provide a wide range of opportunities for Indigenous peoples and cultural groups from outside Canada to be welcomed to the City and to become engaged in participating in, and contributing to, social wellness in Spruce Grove.

Description:

Spruce Grove is situated within a number of Indigenous areas and has an interconnection with these communities as people move between their home community and the City. There is a significant benefit in building and sustaining effective connections between the City and the Indigenous communities in the area in relation to sharing information, knowledge and resources to assist in providing support both in Indigenous communities and in Spruce Grove.

2006 – 2011 Statistics Canada figures show a continuing increase of persons from outside of Canada choosing to settle in Spruce Grove. The diversity of originating countries is increasing as well. Persons from different countries, who participated in the various community conversations and surveys, were interested in finding ways to engage with their new communities and to contribute the creation of social wellness and quality of life.

Opportunity:

Spruce Grove is a social program and service “hub” of the area and can more effectively support Indigenous people who live in the City by establishing and maintaining strong relationships with the social and health leaders in the Indigenous communities. There is information and knowledge that will assist Spruce Grove in providing support to residents of the City as well as information and knowledge resources that the City can provide to the social and health services leaders in the Indigenous communities.

Persons from other countries choosing Spruce Grove as their home have a diversity of experience and knowledge to share and contribute to the social fabric of the community. These persons are interested in opportunities to engage and contribute to the diversity and quality of life in their chosen community.

Strategies and Actions:**Near Term:**

- Engage Indigenous people adjacent to Spruce Grove as well as urban representatives and representatives from Indigenous communities.
- Develop an effective welcome, orientation and engagement plan and process for new residents coming from other cultures.
- Engage multi-cultural perspectives and resources in planning for and implementing city events, programs and services.
- Work with Indigenous people in and outside of Spruce Grove to plan and implement a conversation concerning needs and opportunities for programs, services and for opportunities to engage and work together as a community.
- Participate in the regional Sharing Circle of Indigenous people, agencies and stakeholders
- Engage in the on-reserve health fairs.
- Collaborate with existing supports and services to address critical issues of transportation, housing and addictions and family support.

- Review the opportunity to develop and implement diversity policies and practices for City staff and agencies operating in Spruce Grove.

Longer Term:

- Establish an ongoing, resident based multicultural resource panel to provide advice and support to the municipal Council and city agencies and organizations.
- Create a “gathering place” for Indigenous peoples within the City for holding events, as a meeting space and as a learning environment.

Recommendation 8.0: Civic Governance and Administrative Practices

Modify City governance and administrative practices to ensure that the Social Sustainability Plan is incorporated into ongoing business practices and procedures.

Description:

To effectively implement and sustain the Social Sustainability Plan, a system to examine and consider complex social issues and strategies across City departments and with agencies, organizations and the community at large is required. The processes involved need to be simple and open and reflect the principle of working together with all perspectives involved. The implementation strategy needs to support the integration of social policy and procedure into existing business practices, into the culture of the municipal workforce and into the relationship between the City and its partners, stakeholders and the community at large.

Opportunity:

To develop and implement consistent value driven processes that enable the City and the community to consider the social opportunities and impacts when establishing priorities, allocating resources and evaluating results and outcomes.

To integrate social wellness considerations across all formal decision making processes. Assess the potential impacts to assist City Council, the administration, stakeholders and the community in making informed and evidence based decisions based on a clear and consistent set of social wellness criteria.

Strategies and Actions:

Near Term:

Create policy and practice processes to review all major municipal decisions and direction from a social sustainability perspective or lens based on the following considerations:

- A determination of the core social wellness need or opportunity that is being identified;
- An evaluation of the potential effect of the strategy and decision on social sustainability in the City;

- Determine the role and responsibility of the City, relative to the social wellness impacts of the proposed strategy and decision. The suggested roles and responsibilities can be found on the *Key areas for action summary chart* in the appendices;
- Consider the potential unintended consequences (risks) to social sustainability from the strategy and decisions;
- The process and criteria identified above can be implemented as a social impact statement to all Council reports, to budget development and reporting, during corporate planning processes and when considering engagement with various community initiatives;
- Structure the FCSS and Social Planning Department to align with the strategies and actions identified in the Social Sustainability Plan, including the shift, over time, from primarily direct provision of programs and services to an increased involvement in community capacity building; and
- In order to effectively implement and sustain the Plan, identified resources are required. A staff resource within FCSS and Social Planning will be required to undertake the implementation, monitoring and evaluation of the Plan.

To a large degree the success or failure of the Social Development Plan rests on the development and maintenance of strong partnerships between the City and community agencies, organizations, stakeholders and with the community at large. There is a significant need to allocate resources to share information, collaborate and cooperate with program and service agencies and organizations in the community. To ensure a successful result a staff resource is also required that will focus on identifying and building the relationships and partnerships that will support the sustainability of the Plan and ensure positive results and outcomes.

Longer Term:

- Incorporate the vision, values and principles of the Social Sustainability Plan into the City’s guiding corporate documents including the Spruce Grove Corporate Strategic Plan, the Community Development Plan, the Economic Development Strategy, Environmental Development Strategy and other strategic documents; and
- Commit to updating the Social Sustainability Plan on a five year cycle based on the evaluation of results achieved, changes within the City and the surrounding areas, changes in the economic environment and changes in government (all levels) priorities as well as other factors that may be identified at that time.

Roles and Responsibilities

The strategies, actions and results identified in the Plan will be achieved through working with agencies, organizations and other key stakeholders that are engaged in working to achieve common

goals. Roles and responsibilities for each initiative and strategy will vary depending on the positioning, current priorities, capacities and available resources facing each potential partner.

Community-based planning, development and delivery assumes the following primary levels of responsibility:

- **Initiator role:** the lead has an initiator role and a responsibility to convene those who have an interest and capacity to undertake the work involved. It is not always assumed that the lead is responsible for funding or providing the human resources.
- **Primary role:** the responsibility for development and implementation is undertaken by one party who is uniquely positioned to design and deliver the initiative. Support roles may be undertaken by other partners.
- **Shared role:** participation as one of a number of stakeholders. A shared role participant may contribute information, resources and may share in the development and delivery of the program or service.
- **Supporting role:** the other stakeholders hold most of the responsibility for the development and delivery of the initiative. In a supporting role the participant has no formal mandate however has some capacity to contribute to the work and to the eventual results.
- **Resource role:** a resource role indicates that the primary contribution to the initiative is as a source of funding, human resources or other forms of resource support. A resource participant may or may not be directly involved in the planning and delivery of the program or service.

Functions provided across the various roles include:

- Capacity building – providing support to other agencies and organizations to participate in the initiative;
- Relator – focussing on connecting, networking and organizing those who have capacity to participate in planning, development and delivery;
- Educating – providing information and knowledge to the initiative;
- Process – participating through providing process support to open discussions, explore issues and options, seek agreements and align strategies and actions;
- Regulation – bring a formal role relative to related policies and regulations that may affect the nature of actions that can be undertaken;
- Delivery – participants who have the capacity and infrastructure to deliver programs and services; and
- Advocating – influencing policy, direction and decisions.

The City and its partners and stakeholders play a variety of roles and take on differing responsibilities based on the implementation needs of each strategy/action area. The suggested roles and responsibilities can be found on the *Key areas for action summary chart* in the appendices.

Social Sustainability Plan Implementation⁶

A fundamental premise of the Social Sustainability Plan is that social wellness and quality of life in a community result from the interaction of complex systems involving the City, the community and other key and critical stakeholders. As a result the responsibility for implementation is not, and cannot be, the sole responsibility of the municipality. It is therefore critical to the successful implementation of the Plan that all stakeholders and interested parties be engaged from the beginning in contributing to the actions, results and successful outcomes of the Plan.

Develop and schedule a “Social Sustainability Launch and Planning” event that will orientate community agencies, organizations and stakeholders to the Plan and engage them in a comprehensive planning process based on the information and strategies in the Plan. The planning process will establish working groups whose mandate will be to collaborate and coordinate actions in achieving results in priority areas of the Plan. An initial output of the planning session will be actionable work plans on the top priority program and service areas.

Create an easily accessed Social Sustainability Plan page on the City website that includes the Plan Summary, space for milestone updates and potentially for ongoing citizen dialogue and commentary.

Develop additional, ongoing methods of engaging residents in providing information into portions of the Plan and/or specific strategy areas under consideration and development.

Create an ad hoc community based stewardship group that will have responsibility for supporting the implementation of the Plan and for providing oversight advice, over the long term, as the Plan results are evaluated and revisions considered.

Implement the corporate business practice changes identified in recommendation area eight including the social sustainability “Lens” to be applied to all reports going to Council and to major initiatives of the City and the review of the FCSS and Social Planning Department to ensure alignment with the Plan.

Identify additional staffing resources to build and maintain partnerships with community agencies and organizations and to monitor and evaluate the implementation, strategies and actions and results of the Plan.

Establish a comprehensive, long term reporting process that includes:

- An annual social sustainability reporting and planning conference for agencies, organizations and stakeholders based on the goals, strategies and results of the Plan.
- Provide an annual update to Council on the priority strategies undertaken the results achieved and any anticipated modifications to the Plan.

⁶ Evaluation Summary Chart found in the Appendices

- Provide milestone reporting to Council on significant achievements resulting from the strategies and actions in the Plan.
- Develop and disseminate a “Social Sustainability Report to the Citizens”, every two years including supporting information from other City departments, overall results and specific outcomes from agencies and organizations providing social wellness programs and services.
- A five year Plan Results Review and Report Card on the Plan that leads into a comprehensive Plan review process.

Investigate the feasibility of modifying municipal funding allocation programs, processes and criteria to incorporate the priorities identified in the current and subsequent versions of the Social Sustainability Plan. Funding criteria could be developed that align with the Vision, Values and Principles of the Plan and that focus on advancing the current social wellness priorities identified in the Plan.

Evaluation Framework

This evaluation framework identifies desired outcomes along with strategies based on best practices.

Homelessness

Outcome: It is confirmed that homelessness is an issue in the City of Spruce Grove

Evaluation Strategy: Homeless count and/or homelessness study in Spruce Grove

Responsibility: City of Spruce Grove

Family & Domestic Violence

Outcome: Fewer incidents of family and domestic violence

Evaluation Strategies:

- Dedicated RCMP team that focuses on both the victims of violence and the perpetrators of the violence.
- Dedicated family court for cases of family and domestic violence.
- Programs and support services for those experiencing, being affected by or perpetrating family and domestic violence.
- Family Development and Support to prevent family and domestic violence
 - Parenting programs and supports
 - Parents know how to parent positively
 - Parents understand how their children change as they grow and develop
 - Parents understand how to discipline their children without use of physical measures
 - Parents have social connections
 - Parents receive support when they need it
 - Aware of community programs and services
 - Take advantage of programs and services
 - Programming for children and youth
 - Child/youth has at least one caring adult whom they can rely on (relative, mentor, etc.)
 - Children are socially and emotionally competent
 - Form positive bonds with others
 - Interact positively with others
 - Peaceful conflict resolution
 - Communicate feelings
 - Solve problems
 - Youth are socially and emotionally competent
 - Manage/control emotions and behaviours
 - Form positive bonds and connections
 - Caring
 - Communication skills

- Peaceful conflict resolution skills
- Problem-solving skills
- Involved in positive activities
- Positive relationships with peers
- Positive school environment
- Positive community environment

Responsibility:

- RCMP
- Alberta Justice
- Other agencies providing programs and services for victims and perpetrators of family and domestic violence
- Agencies providing parenting programs and supports as well as programs for children and youth.
- City of Spruce Grove FCSS and Social Development

Transportation

Outcome: The City of Spruce Grove has an enhanced transit service.

Background: In December 2015, the Government of Alberta announced that the City of Spruce Grove would receive up to \$7.3 million in GreenTRIP funding, which will be used to make enhancements to the City's transit service including the addition of six full-size buses by 2017 and four smaller buses by 2020. The funding will also allow the City to develop a park and ride facility and build a bus storage facility by 2020.

Evaluation Strategies:

- Enhance transit service using announced GreenTRIP Grant.
- Examine providing enhanced services to Acheson and Edmonton.

Responsibility:

- City of Spruce Grove

Housing opportunities

Outcome: A continuum of housing options are available in the City of Spruce Grove serving youth through seniors.

Background: the City of Spruce Grove is part of the geographic area served by Capital Region Housing (CRH). The following information about the range of programs offered by the CRH is taken from their 2014 Annual Report:

- **Affordable housing** helps those who need lower rent. Through this program, units are rented to tenants at 10-20% below average market rental rates in the Edmonton area. Funding to support this program is provided by the provincial government and the City of Edmonton. Families with

children, couples, seniors and individuals rent apartments and townhouses at varying pre-set rates, depending on the type of housing they can afford.

- **Community Housing** is a subsidized rental program, which provides housing to qualified families and individuals with low to modest income. To qualify, applicants must be Canadian citizens, permanent residents, or government sponsored landed immigrants with assets and belongings that do not exceed \$7000.
- Offered as a supplement to the Community Housing program, **Supportive Housing** provides a supportive housing environment to people who may need assistance to maintain their quality of life in the community. Help is provided by facility managers at these properties who are available to talk with the tenants, make referrals to other community agencies, and arrange activities and social events.
- The rent subsidy programs offered by CRH provide assistance with rent in buildings owned by private landlords. CRH administers two rent subsidy programs in Edmonton and surrounding communities.
 - **The Direct Rent Supplement Program** provides rent subsidies to tenants to help with their housing costs. The amount of rental assistance is based on the difference between the tenant's qualified rent and 30% of their gross household income, to a maximum of \$500 per month and is fixed for one year.
 - **The Private Landlord Rent Supplement Program** provides for subsidized housing in privately owned accommodations. Clients pay rent based on 30% of their income to their landlord, and CRH pays the landlord the difference between the agreed market rent and subsidized rent paid by the tenant.
- Through a series of educational meetings, one-on-one counselling and follow-up support, The HOME Program enables low and moderate income households to become homeowners. In a start-to-finish process, program participants receive and benefit from education and counselling, referrals to mortgage and homeownership experts, as well as financial aid and post-purchase support. The program teaches participants how to budget, build a credit history and make a wise down payment.

Emergency shelters for victims of domestic and family violence are located in Edmonton.

Youth shelters are located in Edmonton.

Evaluation Strategies:

- Identify the volume of options available along the housing continuum in the City of Spruce Grove.
- Identify the current housing needs of the City of Spruce Grove.
- Connect with the regional housing authorities to discuss these housing needs.
- Monitor announcements by the federal and provincial governments since housing has been identified as an issue by both levels of government.

Access to supports and services

Outcome: People have access to generalized supports and services in Spruce Grove.

Evaluation Strategies:

- Agencies and their workers are aware of the services provided by other agencies
- Agencies and their workers develop partnerships in order to provide the most effective services possible for the citizens of Spruce Grove. The partnerships begin with communication and move through the partnership continuum to collaboration where programs and services are planned, implemented and their impact on clients evaluated across agencies.
 - Communicate
 - Cooperate
 - Coordinate
 - Collaborate
- Stable human resources and funding as Spruce Grove grows

Responsibility:

- City of Spruce Grove
- Social wellness agencies and organizations

Community engagement

Outcome: Citizens have opportunities to engage in their community

Evaluation Strategies:

- City provides multiple ways by which citizens can engage with their city (civic engagement)
- Citizens have opportunities to meet and get to know their neighbours

Responsibility:

- City of Spruce Grove
- Ad hoc stewardship Group
- Agencies and organizations within their respective sectors

Spruce Grove Social Sustainability

Outcomes:

The City of Spruce Grove, its residents, agencies and organizations, businesses and other key stakeholders work together to build social wellness in the community and quality of life for residents.

The community is engaged in identifying social wellness issues and opportunities and works together to take action and resolve them.

Evaluation Strategies:

- Integrate the principles, goals and strategies from the Social Sustainability Plan into the overall strategic framework of the City through a well-defined and clearly articulated implementation plan;

- Increase the level of information and awareness of residents, organizations and agencies, city administration and political leadership, the business community and key partners with respect to the current and future social issues, needs and opportunities, and required strategies and actions in Spruce Grove;
- Implement the Social Sustainability Plan by engaging a wide cross section of the community to participate in the implementation activities and to enable the community to take ownership of the plan;
- Prepare evidence based information and strategies to address social issues and their root causes providing a foundation on which to build a socially sustainable community with the ability to anticipate future issues and build capacity to both prevent and address these issues effectively and efficiently.

Responsibility:

- City of Spruce Grove
- Social wellness agencies and organizations

Appendices

Appendix 1: Participant evaluation of conversations with representatives of community agencies (sample)

45 respondents out of 47 attendees	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
I felt welcome at the Working Session.				2	9	34
I had opportunities to share my thoughts and ideas about the Social Sustainability Plan during the Working Session.				2	14	29
I/my organization has the necessary knowledge to contribute to the development of a Social Sustainability Plan for the City of Spruce Grove. (Note: 1 person did not answer)				6	12	26
I am interested in participating in future opportunities to develop, revise and review a Social Sustainability Plan for the City of Spruce Grove. (Note: 3 people did not answer)			1	5	9	27

- Forty-five out of 47 participants completed the survey which is a response rate of 95%.
- The vast majority of respondents (people who completed the survey) indicated that they agreed or strongly agreed that :
 - They felt welcome (97%); and
 - They had opportunities to share their thoughts and ideas (97%).
- Many respondents indicated that they agreed or strongly agreed that:
 - Their organizations had the necessary knowledge to contribute to the development of the Plan (86%); and
 - They were interested in participating in future opportunities to develop, revise and review the Plan (85%).

Appendix 2: Key areas for action summary chart: recommendations, actions, roles and responsibilities

Recommendation 1.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p><i>Develop a program of support for the homeless population in Spruce Grove</i></p> <p>Description:</p> <p>Spruce Grove has an identified homeless population. The number of people living without consistent and/or appropriate shelter is not clearly known nor are the effective ways and means to connect with and engage adults and youth who are homeless in safe, secure and stable accommodation and living practices.</p>	<ul style="list-style-type: none"> Define homelessness based on a City of Spruce Grove context and perspective. Conduct a homeless count (research project). Inventory current available accommodation resource opportunities. Identify and develop essential community and organization partnerships, relationships and priorities. Develop living in open spaces policies and practices, communicate civic mandate and policies and identify and coordinate city and community resources and services. Cold weather options, policy/procedures 	<ul style="list-style-type: none"> Develop shared capacity for supports for homeless persons “on site” (where people are). Develop resources for supports to include life skills development, education/job preparedness options, health improvement and active community participation. Review the feasibility of a facility(s) for homeless people, both first and second stage housing and related program supports. 	<p>Initiator:</p> <ul style="list-style-type: none"> Spruce Gove <p>Shared:</p> <ul style="list-style-type: none"> Spruce Grove Province <p>Supporting:</p> <ul style="list-style-type: none"> Churches Adult and youth serving agencies <p>Resource:</p> <ul style="list-style-type: none"> Province – Homelessness Initiative Federal Government Alberta Health 	<ul style="list-style-type: none"> Better health Stability Secure community Improved quality of life Inclusivity Caring community Prevent fatalities Injury reduction

Recommendation 2.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p><i>Reduce the levels of Family & Domestic Violence.</i></p> <p>Description: Spruce Grove and the Parkland County area have a high incidence rate of family and domestic violence. The most effective initial means of assisting families and individuals who are at risk of engaging in family violence is by ensuring clear access to support programs and services that focus on prevention and safety. This includes providing information and linkages for all front line workers so that they are supported and have resources and contacts when issues related to family and domestic violence arise.</p>	<ul style="list-style-type: none"> • Work with existing community organizations and agencies to focus and prioritize family and domestic violence prevention and individual and family safety and support. • Increase the program and service capacity relating to prevention of family and domestic violence in the City of Spruce Grove and in the surrounding region. • Increase the program and service capacity that is in place to support persons who are engaged in situations that have the potential for family and domestic violence. • Increase the amount and level of information that is available to youth, adults and seniors concerning descriptions of family and domestic violence, the support programs and services that are available and resources that are available to increase personal and family safety. • Community/public awareness and education to increase acknowledgement of issue; encourage self-reporting. • Training for agency staff on the indications of family and domestic violence, resources that are available in the community, processes for safe and effective referral and responsibilities once family and domestic violence is suspected. Include linkages with social, schools, police and health resources. • Establish a regional help line for persons who are experiencing situations of family and domestic violence. 	<ul style="list-style-type: none"> • Continue to assess the effectiveness of resources that are in place and monitor and increase the capacity required to meet the needs based on population growth in the region and changes in economic and demographic situations. • Review the need for and feasibility of a women’s shelter and/or family and domestic violence crisis supports with the provincial government and the related community and provincial agencies and organizations. • Review the possibilities for a regional dedicated domestic violence court or effective linkages to court resources currently in place. 	<p>Initiator:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Shared:</p> <ul style="list-style-type: none"> • Spruce Grove • Parkland County • Adult, youth and family serving agencies • Parent Link Centers • School divisions <p>Supporting:</p> <ul style="list-style-type: none"> • Alberta Council of Women’s Shelters • Service clubs • RCMP <p>Resource:</p> <ul style="list-style-type: none"> • Spruce Grove • Province • Federal government 	<ul style="list-style-type: none"> • Decrease the incidence of family violence and domestic violence • Healthy families • Community safety • Ensure people know where to go when experiencing situations of family and domestic violence

Recommendation 3.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p><i>Increase social wellness through appropriate and affordable public transportation.</i></p> <p>Description: The need for public transportation and transportation for persons with disabilities within Spruce Grove, within the surrounding region and between Spruce Grove and Edmonton was identified as a high priority across all community and agency conversations and in the Social Sustainability survey. The responses and comments identified needs for increasing access to programs and services, to businesses, to education institutions (primarily in Edmonton), to health services in Spruce Grove and to specialized health services in Edmonton and to ensure a more connected community now and as the community grows.</p>	<ul style="list-style-type: none"> • Survey residents to establish range of transportation needs and potential and usership. • Undertake an inventory of what exists currently and develop education and promotion materials to increase awareness • Define population capacity trigger points for transportation system. • Walking/biking options: develop a comprehensive commuter/trail plan <ul style="list-style-type: none"> ○ Production of trail, cycle and pedestrian commuter maps ○ Conduct walk, run and cycle events to help residents become more familiar with commuting and recreation opportunities. • Bicycle commuter plan and establish and/or support a bicycle commuter group in the City. • Address “barriers” and “scary” (elementary schools) areas such as the train tracks, times and speed of trains with public information and awareness. Include in transportation plans the connections of the north and south parts of the city separated by the train tracks. • Develop City policies and practices that support transportation for low income residents (review GP model). • Facilitate the development of an organization/agency that coordinates car-pooling and ride sharing opportunities. 	<ul style="list-style-type: none"> • Planning for grade separations of train track and roadways. • Planning for sidewalks on the overpasses over the Yellowhead Highway. • Increase alternatives for transportation of persons with disabilities. • Planning for an Edmonton LRT extension tie-in. 	<p>Initiator:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Primary:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Supporting:</p> <ul style="list-style-type: none"> • Province • Agencies supporting persons with disabilities • Commuter groups • Businesses • Service clubs • Schools • Regional transportation committee <p>Resource:</p> <ul style="list-style-type: none"> • Spruce Grove • Province • Businesses (events) 	<ul style="list-style-type: none"> • Increased ability to access City programs • Increase economic activity • Spruce Grove as a “hub” in the region • Increased options to access transportation • Increased environmentally –friendly transportation options

Recommendation 4.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p>Develop a continuum of housing in Spruce Grove.</p> <p>Description:</p> <p>A significant number of comments were received through the conversations and survey concerning the need for a housing continuum in Spruce Grove. Students and young adults were interested in dormitory style housing that would allow them to stay in the community when they were not living at home. Young families identified the need for more starter style housing as well as low cost and subsidized housing to be available as the economy changed, so that they could also stay in the community and not have to seek lower cost housing elsewhere. Seniors and adults with seniors in their homes identified a need for supported seniors housing so that their parents could remain in close proximity to their families and not have to seek housing in Edmonton. Discussions also focused on a need to define the types of housing required in the city for the various population demographics and to work with developers, as the city grows, to achieve a sustainable housing continuum for current as well as future residents.</p>	<ul style="list-style-type: none"> • Investigate current sources of funding available to provide housing subsidies and capital funding for housing development. The review to include: <ul style="list-style-type: none"> - Canada Mortgage and Housing Corporation - The provincial Homelessness Initiative - Seniors Housing grant and capital programs - The provincial Social Housing program • Develop a “Housing First” framework for the City to restructure program and service delivery to persons in need of appropriate housing. • Develop a municipal housing development policy that includes thresholds and targets for affordable, social (rents geared to income), starter and supported seniors housing for new developments in Spruce Grove. The Council approved policy to provide direction to land development area structure plans and as a framework to review developer proposals. • Clarify and educate residents on suite bylaws in the City. • Undertake planning for dormitory style youth housing to be available to youth while going to school and in early stages of employment and career development. This housing may support youth finishing high school, attending NAIT programs in Spruce Grove or Edmonton or attending the University of Alberta but living in Spruce Grove. • Research feasibility of a housing continuum. 	<ul style="list-style-type: none"> • The Spruce Grove Municipal Development Plan is revised to include definition of desired housing options in the community and policy that enables and supports development of a range of housing priorities as the community grows. Priority housing targets identified through this planning process include: <ul style="list-style-type: none"> - Housing for youth and young singles - Starter homes - Families - Empty nesters - Seniors adaptive and supported housing - Intergenerational housing opportunities (multi-family) • Developer guidelines including the need to link/consolidate 10% of land for municipal reserve in particular to link trails and pathways into a contiguous recreation and commuter system. • Development of municipal aging in place policy and facility guidelines to provide direction to program and service organizations who provide services and supports to seniors and to service organizations and developers looking to develop capital projects. 	<p>Initiator:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Shared:</p> <ul style="list-style-type: none"> • Spruce Grove • Province • Parkland Housing Trust • Senior serving agencies <p>Supporting:</p> <ul style="list-style-type: none"> • Housing First <p>Resource:</p> <ul style="list-style-type: none"> • Canada Mortgage and Housing Corporation • Federal government • Province – Social Housing • Province – Seniors Housing • Province – Homelessness Initiative 	<ul style="list-style-type: none"> • People stay rather than leave Spruce Grove as life stages change • Economic shock-absorber • People are accommodated as their situations change • More diverse communities, e.g., income, age • More healthy, integrated community • More attractive community <ul style="list-style-type: none"> ○ Better planning ○ Sense of belonging ○ Pride

Recommendation 5.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p><i>Increase access to social wellness programs, services and supports.</i></p> <p>Description: The Sustainability Plan review process confirmed that there are currently a wide range of municipal and agency programs and services available to residents of Spruce Grove. The priority “gap” needs identified from the community include:</p> <ul style="list-style-type: none"> • To enable better connection, information sharing and planning between the City and program and service agencies and organizations; • To identify evaluation and capacity development resources and processes to ensure the volume and effectiveness of programs and services keeps pace with growth; • To provide positive engagement and support to newcomers to the community; • To build capacity in Spruce Grove to provide additional opportunities for family development; and • To increase current capacity and outreach in priority areas of need identified through the Social Sustainability Plan process. 	<ul style="list-style-type: none"> • Create opportunities for education, awareness and planning opportunities for Spruce Grove social, health, education and policing organizations and agencies along with the City to focus on development, collaboration and coordination of social wellness programs, services and supports. • Engage with Spruce Grove Service Clubs to provide information, increase awareness and support their social wellness initiatives in the community. • Identify, where possible, co-location or close proximity location options for programs and services to increase the ease for clients and participants to access multi-disciplinary services in close proximity. • Provide written and presentation community orientations for health and social services providers who provide services in Spruce Grove but who may not be based in Spruce Grove. • Work with agencies, organizations and the provincial government to address current priority need areas including: <ul style="list-style-type: none"> - Family and Domestic violence - Alcohol and drug addictions - Youth and adult mental health programs, services and supports - Short term housing support including emergency rent/mortgage payment, assistance with down payments for low income residents (funded from provincial and federal programs) - Develop active and consistent strategies for engaging newcomers from Canada and other countries in the community. 	<ul style="list-style-type: none"> • Undertake organization development processes with the City’s FCSS and Social Planning Department that focusses on the role of building community capacity and balances the role of providing direct services in areas of gaps, and lack of capacity in areas of priority needs. • Work with social wellness agencies and organizations to define and implement outreach program and service delivery models that are sustainable as the City grows. • Work with social wellness agencies and organizations to identify the types and levels of services that are best able to be provided in Spruce Grove and those that, due to considerations of volume and/or specialization, can best be provided in a larger center such as Edmonton. • Improve access and transportation to specialized services in Edmonton. 	<p>Initiator:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Shared:</p> <ul style="list-style-type: none"> • Spruce Grove • All social wellness agencies and organizations • Service Clubs • Businesses • School Divisions and schools <p>Supporting:</p> <ul style="list-style-type: none"> • Provincial Health Services • Province – FOIP • Provincial level organizations not currently operating in Spruce Grove <p>Resource:</p> <ul style="list-style-type: none"> • Spruce Grove • Province • Local agencies and organizations • Provincial organizations 	<ul style="list-style-type: none"> • Better access to programs and services • Appropriate and sustainable services are available when needed • Community attracts and maintains residents because the services are available • Easy referral when needed: agencies know each other and their respective programs and services

	<ul style="list-style-type: none"> • Review the feasibility of municipal programs that would support the development of family service agencies and organizations, i.e., Boys and Girls Clubs (or equivalent), parenting programs and supports, life skills programs for children and youth. • See transportation • Develop a City policy and procedure to provide assistance to low income families and individuals including access to recreation facilities and events, access to social wellness programs and services and transportation subsidies. • Provide training Alberta's <i>Freedom of Information and Protection of Privacy Act</i> (FOIP Act) so that information sharing between agencies and organizations is facilitated rather than becoming a barrier. 			
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Recommendation 6.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p><i>Create sustainability through community engagement</i></p> <p>Description: A critical element in creating sustainability is embracing social wellness as a fundamental community priority by a comprehensive and diverse range of stakeholders and residents and by the municipality itself. Several fundamental needs and strategies emerged during the plan development process that reflected the desire of all parties to engage in, and contribute to, ensuring social wellness growth and sustainability in Spruce Grove.</p>	<ul style="list-style-type: none"> • Create annual (at minimum) opportunities for agency and organization interaction to share information and engage in coordination and collaboration actions that benefit their clients and participants. • Provide regular and consistent opportunities for citizen participation, engagement and networking including forums where residents can contribute to solutions and resolution of issues and needs. • Create ongoing mechanisms for the City to acquire and consider community/business input into issues, opportunities and priorities. • Create opportunities for citizen interaction through: <ul style="list-style-type: none"> - Social events; - Education opportunities; - By marking accomplishments and milestones and celebrating the strengths of the community of Spruce Grove; - Creating events around significant community changes, i.e., NAIT opening; and - Increasing awareness of and celebrating the City’s history and accomplishments; and - Supporting community and sector events with civic resources where possible. 	<ul style="list-style-type: none"> • Develop an integrated engagement strategy across civic departments and community sectors to increase the effectiveness of time and financial resources. • Review city policies and procedures to ensure the maximum potential use of civic buildings and assets for community purposes and engage significant partners, i.e., school divisions in cooperative access policies where possible. 	<p>Initiator:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Shared:</p> <ul style="list-style-type: none"> • Spruce Grove • Social wellness and health agencies • Education and policing • Indigenous agencies • Spruce Grove businesses • Residents • Spruce Grove library, history and culture organizations <p>Support:</p> <ul style="list-style-type: none"> • Provincial government • Federal government • Local media <p>Resources:</p> <ul style="list-style-type: none"> • Spruce Grove • Provincial government • Federal government • Organizations and agencies • Businesses • Residents 	<ul style="list-style-type: none"> • Informed and participating citizens • Enhanced value that we live in Spruce Grove and care about our City and each other

Recommendation 7.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p>Create and sustain Spruce Grove as an Inclusive City</p> <p>Provide a wide range of opportunities for Indigenous peoples and cultural groups from outside Canada to be welcomed to the City and to become engaged in participating in, and contributing to, social wellness in Spruce Grove.</p> <p>Description:</p> <p>Spruce Grove is situated within a number of Indigenous areas and has an interconnection with these communities as people move between their home community and the City. There is a significant benefit in building and sustaining effective connections between the City and the Indigenous communities in the area in relation to sharing information, knowledge and resources to assist in providing support both in Indigenous communities and in Spruce Grove.</p> <p>2006 – 2011 Statistics Canada figures show a continuing increase of persons from outside of Canada choosing to settle in Spruce Grove. The diversity of originating countries is increasing as well. Persons from different countries who participated in the various community conversations and surveys were interested in finding ways to engage with their new communities and contribute the creation of social wellness and quality of life.</p>	<ul style="list-style-type: none"> Engage Indigenous people adjacent to Spruce Grove as well as urban representatives and representatives from Indigenous communities. Develop an effective welcome, orientation and engagement plan and process for new residents coming from other cultures. Engage multi-cultural perspectives and resources in planning for and implementing city events, programs and services. Work with Indigenous people in and outside of Spruce Grove to plan and implement a conversation concerning needs and opportunities for programs, services and for opportunities to engage and work together as a community. Participate in the regional Sharing Circle of Indigenous agencies and stakeholders Engage in the on reserve Health Fairs. Collaborate with existing supports and services to address critical issues of transportation, housing and addictions and family support. Review the opportunity to develop and implement diversity policies and practices for City staff and agencies operating in Spruce Grove. 	<ul style="list-style-type: none"> Establish an ongoing, resident based multicultural resource panel to provide advice and support to the municipal Council and city agencies and organizations. Create a “gathering place” for Indigenous peoples within the City of events, as a meeting space and as a learning environment. 	<p>Initiator:</p> <ul style="list-style-type: none"> Spruce Grove <p>Shared:</p> <ul style="list-style-type: none"> Spruce Grove Indigenous agencies and organizations Settlement agencies Community welcome organizations Multi-culture organizations and agencies Alberta Health Services <p>Support:</p> <ul style="list-style-type: none"> Provincial government Federal government Indigenous communities Indigenous agencies <p>Resources</p> <ul style="list-style-type: none"> Spruce Grove Indigenous communities Multi-culture agencies and organizations Provincial government Federal government 	<ul style="list-style-type: none"> Healthier families Improved life skills of children and youth Newcomers are engaged and supported Stronger and more diverse communities

Recommendation 8.0:	Near Term Actions:	Longer Term Actions:	Roles and Responsibilities:	Anticipated Change:
<p><i>Modify City governance and administrative practices to ensure that the Social Sustainability Plan is incorporated into municipal business practices and procedures.</i></p> <p>Description: To effectively implement and sustain the Social Sustainability Plan, a system to examine and consider complex social issues and strategies across City departments and with agencies, organizations and the community at large is required. The processes involved need to be simple and open and reflect the principle of working together with all perspectives involved. The implementation strategy needs to support the integration of social policy and procedure into existing business practices, into the culture of the municipal workforce and into the relationship between the City and its partners, stakeholders and the community at large.</p>	<p>Create policy and practice processes to review all major municipal decisions and direction from a social sustainability perspective or lens based on the following considerations:</p> <ul style="list-style-type: none"> • A determination of the core social wellness need or opportunity that is being identified; • An evaluation of the potential effect of the strategy and decision on social sustainability in the City; • Determine the role and responsibility of the City, relative to the social wellness impacts of the proposed strategy and decision; • Consider the potential unintended consequences (risks) to social sustainability from the strategy and decisions. <p>The process and criteria identified above can be implemented as a social impact statement to all Council reports, to budget development and reporting, during corporate planning processes and when considering engagement with various community initiatives.</p> <p>Structure the FCSS and Social Planning Department to align with the strategies and actions identified in the Social Sustainability Plan, including the shift, over time, from primarily direct provision of programs and services to an increased involvement in community capacity building.</p> <p>In order to effectively implement and sustain the Plan, identified resources are required. A staff resource within FCSS and Social Planning will be required to undertake the implementation, monitoring and evaluation of the Plan.</p> <p>To a large degree the success or failure of the Social Development Plan rests on the development and maintenance of strong partnerships between the City and community agencies, organizations, stakeholders and with the community at large. There is a significant need to allocate resources to share information, collaborate and cooperate with program and service agencies and organizations in the community. To ensure a successful result a staff resource is also required that will focus on identifying and building the relationships and partnerships that will support the sustainability of the Plan and ensure positive results and outcomes.</p>	<p>Incorporate the vision, values and principles of the Social Sustainability Plan into the City's guiding corporate documents including the Spruce Grove Corporate Strategic Plan, the Community Development Plan, the Economic Development Strategy, Environmental Development Strategy and other strategic documents.</p> <p>Commit to updating the Social Sustainability Plan on a five year cycle based on the evaluation of results achieved, changes within the City and the surrounding areas, changes in the economic environment and changes in government (all levels) priorities as well as other factors that may be identified at that time.</p>	<p>Initiator:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Primary:</p> <ul style="list-style-type: none"> • Spruce Grove <p>Support:</p> <ul style="list-style-type: none"> • Provincial government – Municipal Affairs • Alberta Urban Municipalities Association 	<p>Direction and decisions of the municipality to consider include assessment of the social sustainability implications and consequences.</p> <p>Social wellness priorities are considered and implemented in concert with environment and economic priorities.</p>

Appendix 3: Evaluation Framework Chart

Issue:	Intended Outcomes:	Indicators:	Data Sources:	Methods
Homelessness	<ul style="list-style-type: none"> It is determined whether or not homeless is an issue in the City of Spruce Grove. Intended outcomes which follow depend upon results of homeless counts and/or homeless study. 	<ul style="list-style-type: none"> Results of homeless counts and/or homeless study 	<ul style="list-style-type: none"> Results of homeless count and/or study 	<ul style="list-style-type: none"> Homeless count and/or study

Issue:	Intended Outcomes:	Indicators:	Data Sources:	Methods
Family & Domestic Violence	<ul style="list-style-type: none"> Fewer incidents of family and domestic violence in the City of Spruce Grove. 	<p>Parents:</p> <ul style="list-style-type: none"> Parents know how to parent positively Parents understand how their children change as they grow and develop Parents understand how to discipline their children without 	<ul style="list-style-type: none"> Demographics related to all types of family and domestic violence to monitor trends: RCMP, court cases, sexual assault centres Survey of parents in parenting support programs Survey of children/youth 	<ul style="list-style-type: none"> Demographics Surveys

		<p>use of physical measures</p> <ul style="list-style-type: none"> • Parents have social supports. • Parents receive supports when they need them. 		
Family & Domestic Violence continued		<p>Children and youth:</p> <ul style="list-style-type: none"> • Child/youth has at least one caring adult whom they can rely on (relative, mentor, etc.). • Children are socially and emotionally competent. • Youth are socially and emotionally competent. • Children and youth have positive school environments. • Children/youth have a positive community environment. 		

Issue:	Intended Outcomes:	Indicators:	Data Sources:	Methods
Transportation:	<ul style="list-style-type: none"> The City of Spruce Grove has an enhanced transit service. 	<ul style="list-style-type: none"> Transit services enhanced as outlined in GreenTRIP Grant announced December 2015. 	<ul style="list-style-type: none"> Bus service schedule Customers 	<ul style="list-style-type: none"> Existence of enhanced transit services: transit schedule Customer survey

Issue:	Intended Outcomes:	Indicators:	Data Sources:	Methods
Housing:	<ul style="list-style-type: none"> A continuum of housing options is available in the City of Spruce Grove serving youth through seniors. 	<ul style="list-style-type: none"> Volume of housing options by type available in the City of Spruce Grove Waiting lists for housing options 	<ul style="list-style-type: none"> Capital Region Housing Affordable housing: municipal, provincial and federal governments Community housing: subsidized rental programs Supportive housing Other rent subsidy programs HOME program 	<ul style="list-style-type: none"> Monitor continuum of housing options available in the City of Spruce Grove.

Issue:	Intended Outcomes:	Indicators:	Data Sources:	Methods
Access to supports and services:	<ul style="list-style-type: none"> • People have access to generalized supports and services in Spruce Grove. 	<ul style="list-style-type: none"> • Front-line workers and their agencies are knowledgeable about the supports and services available to residents. • Front-line workers refer residents to the services they need. • Community members are aware of the supports and services available to them. 	<ul style="list-style-type: none"> • Green Book • Agencies and their front-line workers • Community members 	<ul style="list-style-type: none"> • Document review • Survey of agencies, front-line workers • Survey community members

Issue:	Intended Outcomes:	Indicators:	Data Sources:	Methods
Community engagement:	<ul style="list-style-type: none"> • Citizens have opportunities to engage in their community. 	<ul style="list-style-type: none"> • The methods used by the City of Spruce Grove to engage the community • Citizen involvement by method • Community member's perspectives on community engagement 	<ul style="list-style-type: none"> • Track community engagement opportunities by type, and participation • Community members 	<ul style="list-style-type: none"> • City records • Survey community members

Issue:	Intended Outcomes:	Indicators:	Data Sources:	Methods
<p>Spruce Grove Social Sustainability:</p>	<ul style="list-style-type: none"> • The City of Spruce Grove, its residents, agencies and organizations, businesses and other key stakeholders work together to build social wellness in the community and quality of life for residents. • The community is engaged in identifying social wellness issues and opportunities and works together to take action and resolve them. 	<ul style="list-style-type: none"> • Implementation plan for social sustainability developed and put into action • Increased access to information leading to increased awareness about current and future social issues, needs and opportunities, and required strategies and actions in Spruce Grove • Community engagement in implementing the plan • Spruce Grove has the ability to anticipate social issues and their root causes as well as build capacity in the community related to these issues. 	<ul style="list-style-type: none"> • City records and documents 	<ul style="list-style-type: none"> • A social sustainability implementation plan exists for the City of Spruce Grove - Track information opportunities regarding current and future social issues - Track awareness of awareness by community members of current and future social issues - Survey community members

Appendix 4: Findings: Community Conversations

Over 370 individuals in Spruce Grove have participated in the development of the content of the Social Sustainability Plan. This number includes agencies and organizations who participated in working sessions, members of the general public in Spruce Grove that participated in public conversation sessions, over 160 survey responses, conversations with school classes, youth, churches, members of the business community, municipal staff, Indigenous members and participants at public open houses.

All conversations contributed to the development of the Social Sustainability definition, vision, values and principles. The following information provides a summary of the key priorities generated through the various conversations, survey responses and working sessions.

Agency Conversations

Most Important Programs, Services and Supports for Social Sustainability:

- Mental health and addictions
- Services to unsupported seniors
- Low income supports
- Hard to reach youth
- Proactive programming
- Create positive experiences using existing resources including FCSS, community kitchen, youth center, APFA, TriLeisure Centre, etc. empowerment
- Housing supports
- Family violence (highest in Alberta); get the conversation going so awareness and responsibility increase
- Addiction services at a core issue level
- Education needs not being met
- Acknowledgement that there are social issues in our community
- Drug abuse education and support
- Housing continuum
- Health services that are wraparound and sustainable
- Income disparity services
- Support to Indigenous peoples and communities
- Poverty – persons and families “on the verge” – make information and support available
- Lack of good parenting – help for parents to help understand what is good parenting. How to promote healthy child development
- Housing – low income supportive housing
- Transportation – internal (to Spruce Grove) transit
- “girl power” – encouraging education, confidence and empowerment
- Affordable housing in the community.
- More ESL education, supports for new immigrants connecting them to our community
- Increase the stability of future employment, diversify opportunities
- Transportation that is affordable, dependable, available
- Enhance inter-agency communication and personnel
- Increase access to physical land to house social services (currently full and expensive to re-zone)
- City of Spruce Grove to invest proportionately more in the social services strategic plan to adequately support the other corporate plans in place
- Support for youth and adult mental health and addictions
- Quality affordable child care
- Training on dealing with high personal debt loads
- Early childhood development
- Wealth transfer Foundation

Community Assets and Capacities in Place in the Community:

- Public education systems
- Partnerships/collaboration
 - Include government-funded and community groups
- Dependent on the Edmonton city services, e.g., shelters
- Some current services are at maximum
- Need to build capacity to be prepared as the whole tri-community will use Spruce Grove services
- Build collaboration with neighbouring community services
- Revisit existing committees, identify similarities to address “capacities” of individuals and service providers
- Build on the identified community values
- Grass root, community ownership
- Need to work for sustainable funding
- Build opportunities for liaison between different organizations within the community
 - Faith-based community
 - Social services
 - Youth
 - Etc.
- Pool resources, share knowledge
- Create opportunities to push aside egos and come together without agendas to discuss plans, build relationships and make a better community
- Healthy environment includes: emotion, physical, mental, spiritual
- Great programming, facilities, schools
- Collaborative communication by and between agencies
- Collaboration, one-stop shopping , a wraparound service, politically supported
- FCSS: information and referral, programming, 211, one-on-one support
- Good human and infrastructure/facility capacity in social services to serve the needs of a growing population
- Access to Internet/Wi-Fi – to connect with services
- Build on municipal, provincial, federal relationships to address social priorities
- Relationships with province to work on social initiatives: ECD, poverty reduction
- Excellent agency staff and workers
- Centralized multiagency hub
- Strong faith community
- Caring and engaged volunteers
- Now we have clear and strong community values/social values
- Engaged business sector
- Engaged politicians and civic administration

Public Conversation Sessions

Priority Social Sustainability Issues in Spruce Grove:

- Homelessness
- Poverty
- Addictions including drug abuse, alcohol abuse, gambling, etc.
- Domestic/Family violence
- Housing – options for all life stages
- Public transportation
- Transportation for persons with disabilities
- Criminal activity
- Low income / subsidized housing
- Access to health care supports and services
- Discrimination (all forms)
- Bullying among youth
- Safe neighbourhoods and streets

Priority Social Wellness Program and Service Areas in Spruce Grove”

- In the next 5 – 10 years, financial instability and income inequality will need to be addressed. We need to increase the capacity of the existing organizations who already do great work to meet the needs of an expanding population.
- Program and service funding increases as population increases, i.e., trigger numbers as with fire halls, maintaining services levels consistent with growth rate
- If we could educate public/staff/leaders about prevalence of social issues,
- We can’t continue to be dependent on the Edmonton city services, e.g., shelters. We need to prepare for population growth – get all needed services here, e.g., addictions.
- Programs for pre-school children

- Fewer gaps in service, people do not have to leave community to get basic services
 - Focus on connecting residents as an outcome
 - Support for newcomers to the community
 - Support programs for addictions, alcohol, drug abuse, gambling, etc.
- then the isolation (lack of willingness to speak up) would be reduced and people would get the support they need
- Programs and services for youth
 - Support programs for family violence
- Day care and Out-of-School Care
 - Family counselling and support
 - Mental health services for children and youth
 - Mental health service for adults
 - Programs and services for persons with disabilities
 - Programs and services for seniors

Open House Review Sessions

Feedback on draft vision, values, principles and Social Sustainability in Spruce Grove:

- Need information on types and costs of housing
- Recognizing that there is a plan for Spruce Grove proper, it may be a consideration to look at population growth surrounding the City as those will access social services from here
- Regional cooperation is essential with Stony Plain on one boundary and a heavily populated county surrounding the rest of the city
- Work “smart”, and not duplicating resources. Instead think and work regionally because what affects one will affect all. Best use of resources as they are, we know, limited
- Spruce Grove is in dire need of a daily ETS system. The resources and programs could be much more utilized with adequate transportation
- The maps give a great picture of our community profile
- Inclusiveness (immigrants, Indigenous peoples)
- How do we determine who is responsible for implementing actions
- Forward looking plan
- I am glad to see a recognition of, and plan for, addressing social issues as they will grow with population growth and currently there doesn't seem to be a really good understanding
- Suggests a shared role and effort of municipality and citizenship
- Creates a concept of what, we as a community strive to be

Working sessions

Priority Programs and Services:

- Family-centred services and supports including counselling
- Support for newcomers to the community
- Need another Queen Street building to support a one stop shopping concept
- Mental health counselling
 - For children and youth
 - For adults
 - For families
- Increase capacity for day care
- Capacity issues as the population grows
 - Programs and services for youth
 - Programs and services for seniors
- Sector coordination is crucial
- Build stronger working relationships with urban Indigenous peoples and Enoch, Alexander, Paul bands
- Aboriginal Parent-Link in Stony Plain is a valuable resource
- There is an opportunity to incorporate day care, out-of-school care with community schools being built

Working Group Priority Issues and Strategy / Action Plans:

Homelessness:

- Families of youth whose friends are homeless are taking them in
- A community that acknowledges that there are social issues in our community: family violence, addictions, mental health issues, and that we as a community deal with them and are accountable for our results.
- There is an opportunity to increase the safety of homeless persons
- Experience at the Bissell Centre shows this is a top five issue in Spruce Grove
- Identify empty buildings that could be used to accommodate persons who are homeless, i.e., 1908 heritage building

Domestic/Family Violence:

- Pressures due to working in the oil patch
 - Spouses can be isolated at home with little kids and no transportation
- Addictions facilitated by large to disposable income
- Opportunity to addressing the issue(s) resulting in:
 - Less family breakdown
 - Happier families
 - Reduce trauma: both physical and emotional
- Higher than average statistics in Spruce Grove
- What is the opportunity?
 - Welcome Wagon: find out what people are interested in and connect them
 - Buddy-up families
 - Kids become friends and then sometimes the parents become friends too

Transportation:

- Spruce Grove to Edmonton bus service is limited
- Spruce Grove bus service
 - Within Spruce Grove
 - Link to Edmonton
 - Link to the airport
- What is the opportunity?
 - Students remain
 - People commute to Edmonton
 - Economic advantage
 - Spruce Grove could become a centre point/hub
 - For Stony Plain, Onoway, the region

Housing:

- Housing for all ages and stages
 - Youth appropriate housing
 - Starter homes
 - Homes for young families
 - Housing for seniors including aging in place, e.g., Shepherd's Care in Edmonton
- Loosen age restrictions
 - Condos for 55+ but haven't sold them all
 - What exists now for seniors care?
 - Copper Sky
 - Spruce Grove Manor
- Low-income, affordable housing
- Intergenerational housing opportunities
- What is the opportunity?
 - Increasing age demographic
 - Aging in place
 - The house people are moving out of becomes available
 - Variety of housing options so people get to stay in Spruce Grove
 - Economic shock-absorber

Access to support and services:

- Health care including mental health
- One-stop shopping, e.g., Queen Street Building
 - Public Health: prenatal, immunization, etc.
 - FCSS
 - Family doctors
 - Seminars
 - Diabetes
 - Addictions
- More serious issues: get a referral to a specialist
- Where is Alberta Works now?
- Mental health and addictions
 - With one-stop shopping above
 - Community mental health
 - Psychologists
 - Address issues of addictions, violence
- What is the opportunity of one-stop shop?
 - Sustainability
 - Accessibility
 - Psychologists, e.g., depression, and link with other services
 - Professionals that know Spruce Grove
 - Recognize context and possible triggers
 - Housing for professionals to help attract them
 - Possibly overlooking Jubilee Park

Elementary School Classes – grades three and four

What do you need to make a good city?

- | | | |
|--------------------------------------|---|---------------------------------|
| • Communities | • Animals, pets, nocturnal animals | • Video games |
| • Leadership | • Gardens and farms | • Police, Police station, laws |
| • Friendly citizens | • People with hearts | • Technology, phones, computers |
| • Houses, buildings | • Families, dads, moms, sisters, brothers | • Parades |
| • Roads, cars | • Work | • Fire fighters |
| • Trains and train tracks | • Electricity, water | • Jobs and factories |
| • Activities / festivals | • Money | • Library |
| • Nature, trees, parks water | • Schools | • Materials to build with |
| • Hotels, stores, restaurants, banks | • Hockey, soccer, baseball | • Hospitals |
| • Government | • Places to ride bikes | • Farms |
| • Health | | |

What is good / great about Spruce Grove?

- | | | |
|--|--|------------------------------|
| • We are free (3) | • Having a home | • Rights and choices |
| • We have clean water and clean food (2) | • Birthdays | • Girl Guides, Cadets |
| • Clouds | • Trees, plants, ponds, green spots, parks | • Movie theaters(2) |
| • Peace and quiet | • Being smart, wise | • Very fun |
| • Big lakes | • People, nice people, people who are friendly | • Tim Hortons |
| • I like that we have video games (the end!)(2) | • Friends and family | • McDonald's |
| • We have a good environment | • Being free to play | • Art, art galleries, music |
| • Arenas for sports, places for sports, tri-leisure center, skate parks(2) | • Clean air | • Jobs |
| | • Holidays, Christmas, Easter | • Fishing |
| | • Hotels for vacations | • Awesome health care places |
| | | • It has animals |

- Festivals
- Computers, Wi-Fi
- Going to pools (2)
- Schools, it has the best school in the world (4), teachers

What is not so good about Spruce Grove?

- Dumps and landfills that make our air bad
- Robbers
- Animals that hurt you, wasps, scary dogs, bees
- Not enough stores
- Too many lights at night
- I don't like that there is too much sound
- Smoking
- Sawing trees, broken trees, using up trees, taking down forests
- Hunting nature
- Using too much air and water
- Train tracks
- Need an underground tunnel (train tracks)
- 18 wheelers
- Cars, do not like traffic, people that speed
- Need sidewalks on both sides of the road
- Fire
- Swearing, using bad words
- Need more recycling centers
- Don't like how it is fancy
- Stores that won't let in animals
- Some of the roads need to be bigger
- Garbage makers
- Pokey bushes
- Bad people, mean people
- Weapons used against people
- Need to limit construction

How should people in Spruce Grove treat each other?

- With respect
- By the Golden Rule
- With compassion
- Greet people with kindness, nicely and helpful
- With kindness
- Honestly
- Be generous
- Caring
- Be proactive
- Show eye contact
- Be a buddy not a bully
- Loving

Appendix 5: Findings: Summary of the Survey Responses

The survey format and content was developed as a result of initial conversations with social and health wellness agencies and organizations in Spruce Grove and in concert with the City project lead. Questions were reviewed by FCSS staff from the City as well as with some test agency personnel prior to implementation. Surveys were distributed as hard copies and online and in some cases where language and/or literacy were barriers participants were assisted in completing the survey questions by persons trained by the consultants. The survey included 12 question areas that provided information on the vision, values and principles for social sustainability in Spruce Grove as well as an indication of the priority areas of concern of residents for social wellness programs and services.

Responses were obtained from a wide range of age and other population demographics and represent a significant cross section of the community. Selected city staff, across all departments also participated in the survey process.

The survey data was used as one source of information in determining the priority social wellness and social sustainability priorities of Spruce Grove residents and in helping to shape the priority areas for strategy, action and evaluation.

1.0 What do you feel are the strengths about living in Spruce Grove?

Highest ranked responses:

- Safe community
- Lots of activities
- Good neighbourhoods
- Green spaces
- Small town feel
- Good health care
- Great schools
- Affordability
- Short travel to work
- Businesses and services are accessible

2.0 What are the main reasons you live in Spruce Grove?

Highest ranked responses:

- Proximity/access to Edmonton
- I live with my parents / relatives
- Small city environment
- Family/marriage reasons
- Cost of housing/cost of living

3.0 How important are the following in your community?

Highest ranked responses:

- Kindness and mutual support
- Equity and acceptance
- Shared responsibility
- Opportunities to participate in community activities
- A sense of belonging to the community
- Opportunities to know your neighbours
- Open dialogue and communication

4.0 How happy are you with your quality of life in Spruce Grove?

- 81% of survey participants report being satisfied or very satisfied with their quality of life in Spruce Grove.

5.0 What are your priorities to ensure social sustainability in Spruce Grove?

Highest ranked responses:

- Be proactive, consider children through seniors
- Community awareness and education
- Stable resources, human and financial
- Shared responsibility
- Active collaboration
- A safety net that enables people to remain in the community
- Investment now that prepares for the future
- Inter-agency awareness and cooperation
- Work on prevention
- Housing continuum

6.0 How important to you is it to have the following social issues addressed in Spruce Grove?

Highest ranked responses:

- Access to healthcare supports and services
- Criminal activity
- Poverty
- Domestic and family violence
- Discrimination
- Drug abuse
- Alcohol abuse
- Safe neighbourhoods and streets
- Transportation for persons with disabilities
- Bullying among youth

8.0 How important do you feel it is to have the following programs and services provided in the community?

Highest ranked responses:

- Mental Health Services for children and youth
- Mental health services for adults
- Programs and services for persons with disabilities
- Support programs for newcomers to the community
- Programs and services for seniors
- Programs and services for youth
- Family counselling and support
- Support programs for domestic and family violence

9.0 – 11.0 Demographic questions: responses are found in the detailed survey results on pages 74 – 77.

12.0 How will we know we are making progress and improving life in Spruce Grove?

Highest ranked responses:

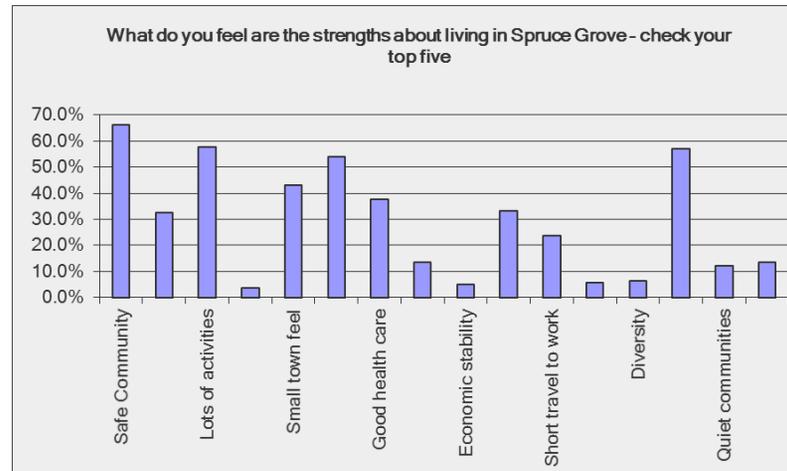
- Decrease in homelessness
- Low crime rate continues as population increases
- Increased transit options and use
- People are able to access services locally
- Young adults remain in the community
- Increased awareness of the available programs and services
- Reduced levels of family and domestic violence
- Increased support services available in Spruce Grove
- Decreased wait times for programs and services

Detailed Results of the Survey

Question 1.0

What do you feel are the strengths about living in Spruce Grove - check your top five

Answer Options	Response Percent	Response Count
Safe Community	66.0%	103
Affordability	32.7%	51
Lots of activities	57.7%	90
Engaged political leadership	3.8%	6
Small town feel	42.9%	67
Green spaces	53.8%	84
Good health care	37.8%	59
Businesses and services are accessible	13.5%	21
Economic stability	5.1%	8
Great schools	33.3%	52
Short travel to work	23.7%	37
Civic pride	5.8%	9
Diversity	6.4%	10
Good Neighbourhoods	57.1%	89
Quiet communities	12.2%	19
Other (please specify)	13.5%	21
answered question		156
skipped question		4



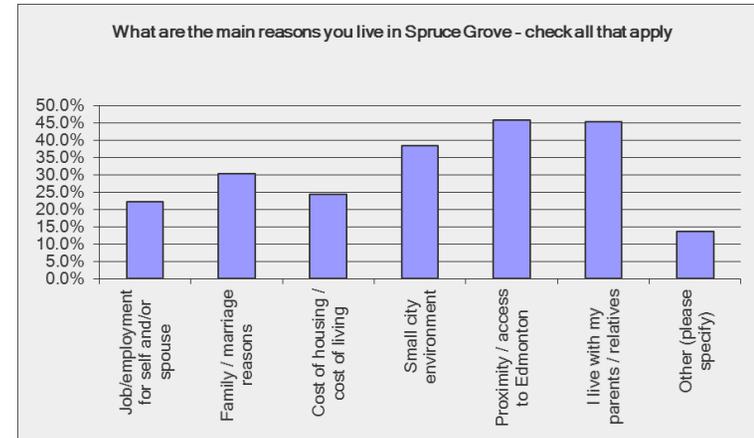
Top response areas:

- Safe community
- Lots of activities
- Good neighbourhoods
- Green spaces
- Small town feel
- Good health care
- Great schools
- Affordability
- Short Travel to work
- Businesses and Services are accessible

Question 2.0

What are the main reasons you live in Spruce Grove - check all that apply

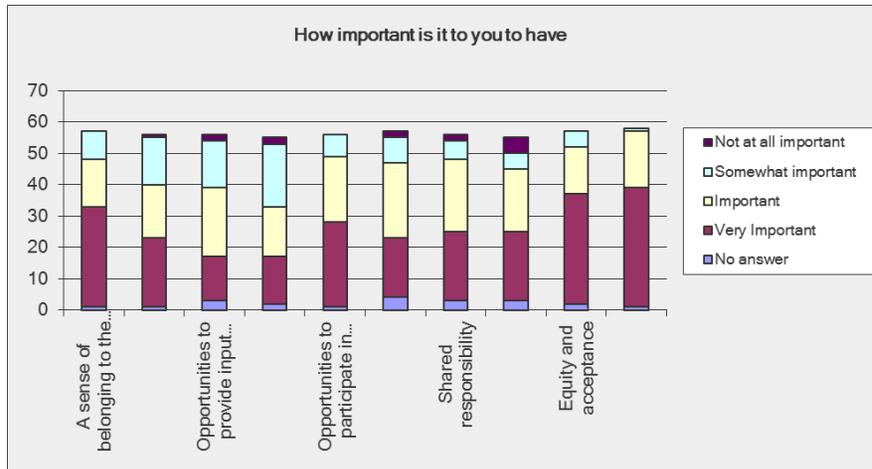
Answer Options	Response Percent	Response Count
Job/employment for self and/or spouse	22.3%	33
Family / marriage reasons	30.4%	45
Cost of housing / cost of living	24.3%	36
Small city environment	38.5%	57
Proximity / access to Edmonton	45.9%	68
I live with my parents / relatives	45.3%	67
Other (please specify)	13.5%	20
<i>answered question</i>		148
<i>skipped question</i>		12



Top response areas:

- Proximity / access to Edmonton
- I live with my parents / relatives
- Small city environment
- Family / marriage reasons
- Cost of housing / cost of living

Question 3.0



Answer Options	Not at all important	Somewhat important	Important	Very Important	No answer	Response Count
A sense of belonging to the community	0	9	15	32	1	57
Opportunities to know your neighbours	1	15	17	22	1	56
Opportunities to provide input into civic matters	2	15	22	14	3	56
Opportunities to volunteer	2	20	16	15	2	55
Opportunities to participate in community activities	0	7	21	27	1	56
Connections with people from other cultures and Shared responsibility	2	8	24	19	4	57
Open dialogue and communication	5	5	20	22	3	55
Equity and acceptance	0	5	15	35	2	57
Kindness and mutual support	0	1	18	38	1	58
Other (please specify)						5
				<i>answered question</i>		58
				<i>skipped question</i>		102

Top response areas:

- Kindness and mutual support
- Equity and acceptance
- Shared responsibility
- Opportunities to participate in community activities
- A sense of belonging to the community
- Opportunities to know your neighbours
- Open dialogue and communication

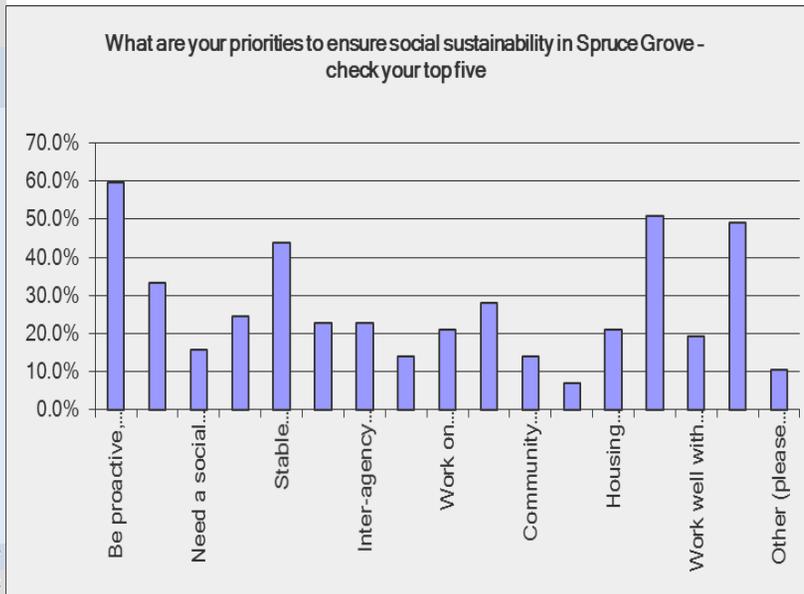
Question 4.0

How happy are you with your quality of life in Spruce Grove								
Answer Options	Very unhappy	Unhappy	Neutral	Satisfied	Very satisfied	No answer	Rating Average	Response Count
	6	3	15	72	44	3	4.08	143
<i>answered question</i>								143
<i>skipped question</i>								17

81% of survey participants report being satisfied or very satisfied with their quality of life in Spruce Grove.

Question 5.0

What are your priorities to ensure social sustainability in Spruce Grove - check your top five		
Answer Options	Response Percent	Response Count
Be proactive, consider children through seniors	59.6%	34
Shared social responsibility	33.3%	19
Need a social lens for decision making by the City	15.8%	9
A safety net that enables people to remain	24.6%	14
Stable resources - human and financial	43.9%	25
Investment now that prepares for the future	22.8%	13
Inter-agency awareness and cooperation	22.8%	13
Capacity linked to population	14.0%	8
Work on prevention	21.1%	12
Active collaboration	28.1%	16
Community self sufficiency	14.0%	8
A guide for policy	7.0%	4
Housing continuum	21.1%	12
Community awareness and education	50.9%	29
Work well with municipal partners	19.3%	11
Be open about what is needed in our community	49.1%	28
Other (please specify)	10.5%	6
<i>answered question</i>		57
<i>skipped question</i>		103

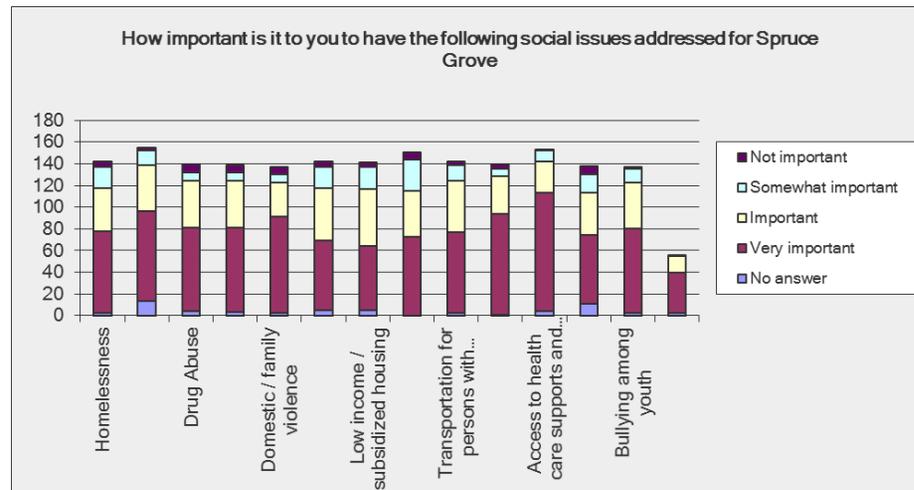


Top response areas:

- Be proactive, consider children through seniors
- Community awareness and education
- Stable resources, human and financial
- Shared responsibility
- Active collaboration
- A safety net that enables people to remain in the community
- Investment now that prepares for the future
- Inter-agency awareness and cooperation
- Work on prevention
- Housing continuum

Question 6.0

How important is it to you to have the following social issues addressed for Spruce Grove						
Answer Options	Not important	Somewhat important	Important	Very important	No answer	Response Count
Homelessness	5	19	40	76	2	142
Poverty	3	13	43	83	13	155
Drug Abuse	8	8	43	77	4	140
Alcohol abuse	7	8	43	78	3	139
Domestic / family violence	7	7	32	89	2	137
Housing - options for all life stages	5	19	49	64	5	142
Low income / subsidized housing	4	20	53	59	5	141
Public transportation	7	29	42	73	0	151
Transportation for persons with disabilities	3	15	47	75	2	142
Criminal activity	5	6	35	93	1	140
Access to health care supports and services	1	10	29	109	4	153
Discrimination (all forms)	8	17	39	63	11	138
Bullying among youth	2	12	43	78	2	137
Safe neighbourhoods and streets	1	0	15	38	2	56
Other (please specify)						26
<i>answered question</i>						156
<i>skipped question</i>						4



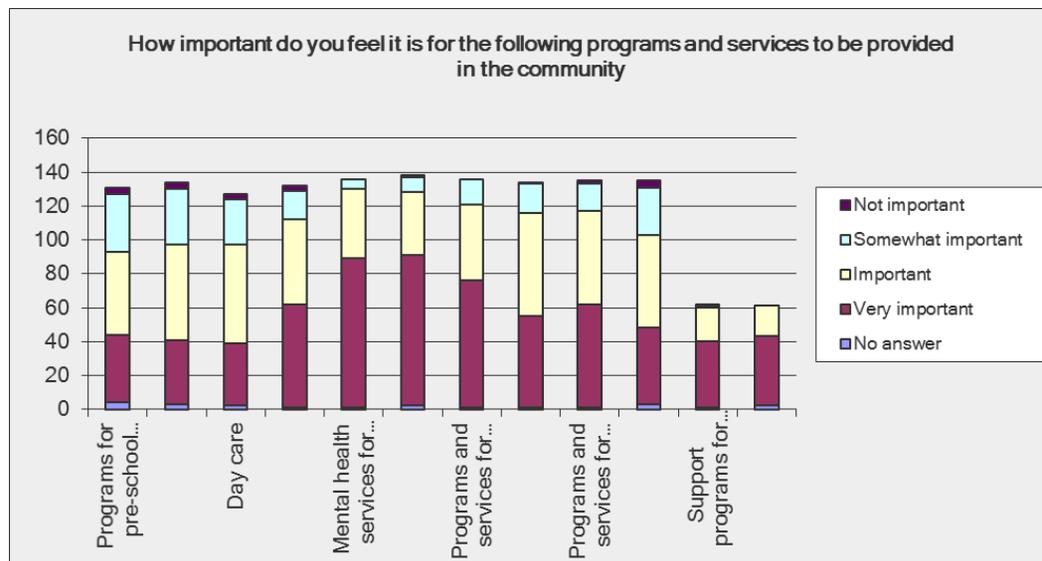
Top response areas:

- Access to healthcare supports and services
- Criminal activity
- Drug abuse
- Alcohol abuse

- Poverty
- Domestic and family violence
- Discrimination
- Safe neighbourhoods and streets
- Transportation for persons with disabilities
- Bullying among youth

Question 8.0

How important do you feel it is for the following programs and services to be provided in the community						
Answer Options	Not important	Somewhat important	Important	Very important	No answer	Response Count
Programs for pre-school children	4	34	49	40	4	131
Out of school care	4	33	56	38	3	134
Day care	3	27	58	37	2	127
Family counselling and support	3	17	50	61	1	132
Mental health services for children and youth	0	6	41	88	1	136
Mental health services for adults	1	9	37	89	2	138
Programs and services for persons with disabilities	0	15	45	75	1	136
Programs and services for seniors	1	17	61	54	1	134
Programs and services for youth	2	16	55	61	1	135
Support for newcomers to the community	4	28	55	45	3	135
Support programs for addictions	1	1	20	39	1	62
Support programs for family / domestic violence	0	0	18	41	2	61
Other (please specify)						17
					answered question	143
					skipped question	17

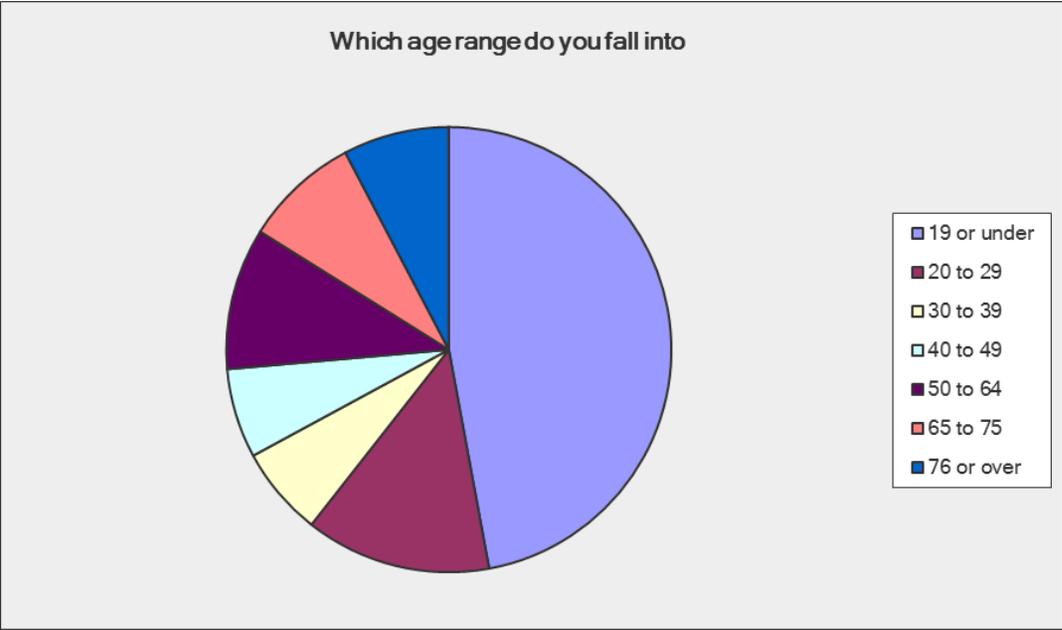


Top response areas:

- Mental Health Services for children and youth
- Mental health services for adults
- Programs and services for persons with disabilities
- Support programs for newcomers to the community
- Programs and services for seniors
- Programs and services for youth
- Family counselling and support
- Support programs for domestic and family violence

Question 9.0

Which age range do you fall into		
Answer Options	Response Percent	Response Count
19 or under	47.1%	73
20 to 29	13.5%	21
30 to 39	6.5%	10
40 to 49	6.5%	10
50 to 64	10.3%	16
65 to 75	8.4%	13
76 or over	7.7%	12
<i>answered question</i>		155
<i>skipped question</i>		5

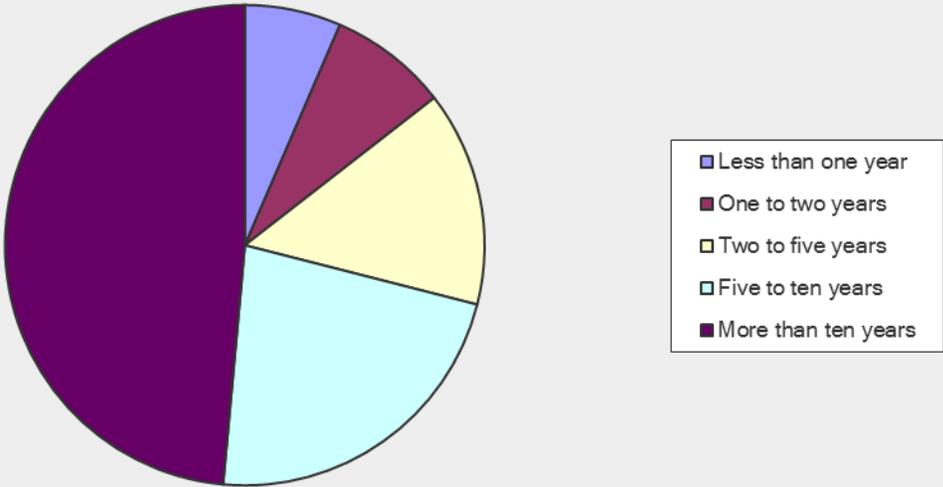


Question 10.0

How long have you lived in Spruce Grove

Answer Options	Response Percent	Response Count
Less than one year	6.5%	9
One to two years	8.0%	11
Two to five years	14.5%	20
Five to ten years	22.5%	31
More than ten years	48.6%	67
<i>answered question</i>		138
<i>skipped question</i>		22

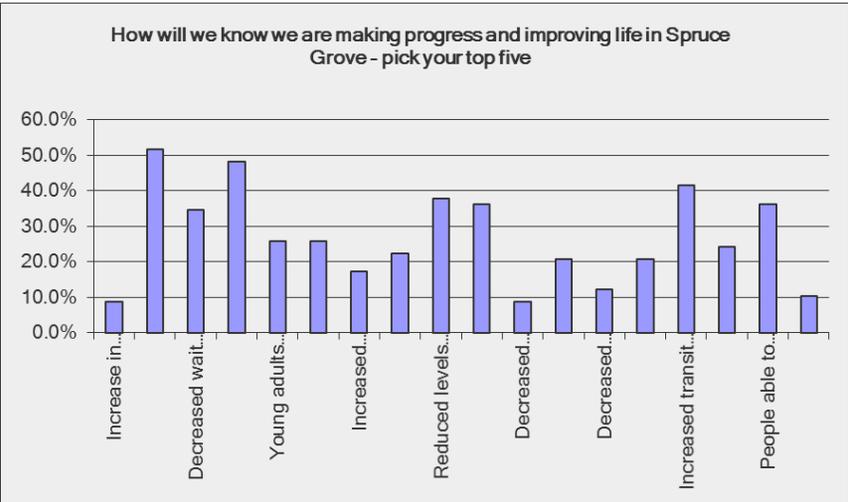
How long have you lived in Spruce Grove



Question 11.0

How will we know we are making progress and improving life in Spruce Grove - pick your top five

Answer Options	Response Percent	Response Count
Increase in volunteers	8.6%	5
Decreased homelessness	51.7%	30
Decreased wait times for programs and services	34.5%	20
Low crime rate continues as population increases	48.3%	28
Young adults remain in the community	25.9%	15
Increased awareness of available services	25.9%	15
Increased quality of life	17.2%	10
Decreased use of food bank	22.4%	13
Reduced levels of family violence	37.9%	22
Increased supports available in Spruce Grove	36.2%	21
Decreased people accessing income supports	8.6%	5
Increased green spaces	20.7%	12
Decreased unemployment	12.1%	7
Increased child and youth fitness	20.7%	12
Increased transit options and use	41.4%	24
The number of new businesses increases	24.1%	14
People able to access services locally	36.2%	21
Other (please specify)	10.3%	6
answered question		58
skipped question		102



Appendix 6: Findings: Document Review of City of Spruce Grove Plans⁷

Spruce Grove - Municipal Strategic Plan:

Vision:

Spruce Grove is the best place to live and raise an active, healthy family and to grow a strong, successful business.

- The City is innovative and adaptive, providing value added services that meet resident's needs. We will be an agile, responsive city, resulting in high levels of citizen satisfaction.
- Safe, dynamic urban center with an exceptional quality of life
- A welcoming regional gathering place
- Provides exceptional, diverse and high quality leisure, recreation and sport opportunities complemented with a respected arts and cultural environment.

Mission:

To build an exceptional city through innovation, leadership and committed public service

- Proactive and highly responsive in providing infrastructure, facilities, services and programs – to provide venues where people can come together for commerce, recreation, leisure and sports.

Related Goals / Outcomes:

- Enhanced community pride and spirit
- Citizens feel safe
- High quality social infrastructure – that meets the interests and needs of the greater community
- Strong citizen participation in healthy, active living – healthy engaged citizens
- Public and private sector working together
- Enthusiasm and commitment for volunteering

⁷ Additional detail on the various documents reviewed can be found in the [Spruce Grove Social Sustainability Plan – Document Review](#) which was produced as a separate document

Communities that Care – Spruce Grove Safe City Initiative Draft Report:

The focus of Safe City is to develop, coordinate, facilitate, and implement the delivery of a wide range of programs and services aimed at meeting the Safe City Initiative.

Residents' concerns:

- Family violence is the *unseen crime/safety* issue that we don't often see. Real change can only be brought about by investment in support of struggling families and youth.
- A call for better community design as Spruce Grove continues to grow, e.g. urban design, lighting in parks, etc.;
- A need to strengthen and build strong neighborhoods;
- Build partnerships and formalize those relationships with schools, the community and City administration;
- Increase the responsiveness and visibility of police in the community; and
- Strengthen police (community partnerships) to instill clear guidelines and boundaries for youth (including educating and disciplining them about the consequences of their actions).

Key findings:

Three factors identified as contributing to a high quality of life in Spruce Grove:

- It's close to amenities or has all the amenities;
- It's a safe place to live, has a low crime rate, or a good police department; and
- The city is a good size, not too big.

Three factors identified as making Spruce Grove a great place to live:

- It's close to amenities or has all the amenities;
- It's a caring and safe community; and
- The parks and green spaces make this a special place to live.

Strategies/solutions identified by residents to make Spruce Grove a safe and vibrant community:

- Support families and youth, since everything begins in the home;
- Make recreational activities accessible and affordable to all residents;
- Educate and put in place programs to strengthen youth so they can take pride in themselves and their community;

- Support and build strong neighborhoods by formalizing partnerships with the city, schools and community so everyone can work together to positively address issues, e.g., start a Citizens on Patrol Chapter;
- Educate the community to become more actively involved in noticing what is going on in neighborhoods and take action; and
- Responsive and visible policing in the community is needed.

Spruce Grove Community Development Draft Report: From the Individual Up, Nov. 2003:

In February of 2002, the City of Spruce Grove convened its first Community Caucus. Sixty-five residents representing a broad cross section of community interests, came together for two days to share their visions for what Spruce Grove should look and feel like by the year 2010.

“Growing Forward Together” is Spruce Grove’s strategic theme and is based upon the belief that positive, healthy growth of community requires a strong partnership between its citizens and elected representatives.

Purpose of this report:

To unveil a process for community development.

To embody a number of principles and processes that will aid in identifying the resources necessary to move forward; provide a model that clearly builds committed partnerships “From the Individual Up”; provide greater opportunity to mobilize resources and fully engage those who believe in the community’s vision or wish to be a part of adding to it.

Principles and beliefs:

Community development is a holistic process addressing community needs that includes the social, cultural and economic aspects of Spruce Grove.

- ❖ Community development is an interactive process and is assisted by “animators”, i.e., experts in developing organizational and operational processes.
- ❖ Community development is about empowerment and true participation through communications, knowledge exchange, decision-making, education and the application of agreed upon courses of action.
- ❖ Community development must ensure environmental stewardship by pursuing partnerships to protect a healthy environment.
- ❖ Community development results must lead to sustainability. Sustainable development depends on two factors:
 - To ensure that people have continued access to the basics of life; and

- To ensure sound management practice to ensure that resources are not depleted faster than the earth's ability to replenish itself or that the human, physical and financial resources necessary to sustain a program or service are enduring.
- ❖ Community development is about partnerships. Partnerships provide access to necessary resources.

Key initiatives action plans:

If not, this step has to be re-visited over time and clear attention placed on the ***role of citizens, groups and organizations*** in these action. Also, ***how can we engage them?*** What are the steps?

- Time and resources must go towards education and positioning on partnerships.
- Plan to conduct community caucuses every 18 months, starting in November (after civic election) and then mid-point in the electoral term 18 months later.
- Encourage development of district and neighbourhood associations or councils:
- Look at developing an ongoing method of communication and feedback with the broad public through *Quality Circles*.
- Continue with annual budget forum format, but be sure to distinguish the difference between discretionary and non-discretionary spending.
- Need for City to better educate interested public about process and protocol re: municipal planning and the opportunities for public engagement.
- Better use of the website called for in educating and engaging public
- Develop a City Guide designed by local government and all groups about opportunities to become involved in community, i.e., "An Atlas of Opportunities".

Appendix 7: Findings: Document Review of Municipal Social Plans

City of Grande Prairie - Social Sustainability Framework:

The Framework will help decision-makers set funding priorities that align with community values and evidence-based best practice. The Framework will serve as the guiding policy document for Grande Prairie City Council, more specifically, for Community Social Development. It is intended to help decision-makers set funding priorities that align with community values and needs, evidence-based best practice, and provincial directive. A comprehensive Social Sustainability Framework articulates a vision, long-range goals, and strategic direction for the social well-being of the Grande Prairie community.

In its Municipal Development Plan (2009), the City of Grande Prairie identified that socially sustainable communities should provide access to affordable housing, education, health care, and public goods and services, while remaining responsive to the changing needs of citizens. Sustainable development can be conceptualized in terms of five pillars: 1) economic/financial, 2) environmental, 3) social, 4) cultural, and 5) governance.

The fundamental principle of sustainable development is that the needs of the present must be met without comprising the ability of future generations to meet their own needs. Sustainable development must be fiscally, socially, and environmentally sustainable. Social sustainability means that communities are diverse with accessibility to affordable and appropriate housing, changing lifestyle needs, education, health care, essential goods, and public amenities.

The City of Grande Prairie identifies that it values: families, an inclusive, safe, engaged community, good research, respect, integrity, and a healthy community. Grande Prairie is valued as a place that welcomes people from many cultures, and that it is a place where people are connected, responsive to one another, receive help when they need it, can rely on one another, know and respect their neighbours, have opportunities, are actively engaged, take ownership of their community.

Grande Prairie Family and Community Support Services 2008-2010 Business Plan identifies a vision for Grande Prairie as “a balanced, engaged community” and a “welcoming community that encourages healthy lifestyles, social interaction and has a sustainable framework for social programs”.

Stakeholders were very clear that the decision-making process related to social service delivery in Grande Prairie must:

- be clear, fair, consistent, comprehensive, and transparent;
- provide regular opportunities for stakeholder input to monitor and prioritize community social needs;
- focus on evidence of outcomes achievement within the context of best practice and available resources;
- reflect community-held values and principles; and,
- incorporate opportunities for organizational learning and quality improvement.

City of St. Albert: Social Master Plan:**Purpose:**

Ensure that all residents of St. Albert are able to enjoy the best quality of life possible while doing their part to contribute to its social well-being. Act as a roadmap to assist St. Albertans in identifying how each of us might contribute to the social fabric of our community.

Key themes:

- Need to educate community members about social issues that exist in St. Albert.
- Need to educate community members about the resources available to support families and individuals.
- Need to ensure that existing resources are well-coordinated so services are delivered as efficiently and effectively as possible.

Values:**Value 1 - Sense of community and connectedness:**

Goals: St. Albert is a community where residents know their neighbours, have a sense of belonging and where crime is not tolerated.

- Issue/theme: Safe and caring communities/neighbourhood
- Issue/theme: Vandalism and community crime

Value 2 - Diversity and inclusion:

Goals: St Albert is a community where diversity is enhanced, residents are able to live free from bullying, where all residents have a place to live and accessibility for all is ensured. In St Albert residents have access to an affordable, well-co-ordinated, transportation system.

- Issue: Discrimination/Theme: Safe and caring neighbourhoods
- Issue/theme: Bullying
- Issue: Housing/Issue: Homelessness/ Theme: Housing and homelessness
- Issue: Disabilities/Theme: Supports for people with disabilities
- Issue: Transportation

Value 3: Social responsibility and engagement:

Goals: Residents of St. Albert are able to meet their basic needs and achieve financial security, participate in a vibrant community and are free from domestic violence.

- Issue: Poverty reduction/Theme: Poverty

- Issue: Civic engagement/Issue: Volunteers/Theme: Volunteerism and civic engagement
- Issue/Theme: Domestic violence

Value 4: Healthy lifestyle and well-being:

Goals: Residents have timely access to mental health and addictions services. Seniors are actively engaged and supported and youth are engaged and provided with the supports they need to succeed. Residents have access to a coordinated network of resources and services.

- Issue: Mental health/Issue: Addictions/Theme: Mental health and addictions
- Issue/Theme: Supports for seniors
- Issue/Theme: Supports for youth
- Issue: Access to primary health care

Value 5: Capacity-building:

Goals: Non-profits are supported. Residents are aware of the social issues and successes that exist in our community and of the services available to them. The Social Master Plan is a catalyst for action.

- Issue: Supporting our non-profits
- Issue: Awareness of community resources
- Issue: Awareness of social issues in our community

The Social Master Plan is a catalyst for action. An annual community conversation shall be held to review the Social Master Plan (to identify emerging trends and make updates to the plan accordingly). Provide an annual update to Council on the progress made with respect to the actions and issues identified in the Social Master Plan.

Strathcona County - Social Sustainability Framework, 2007:

To help decision-makers at the governance and service delivery levels of Strathcona County determine the impact of their decisions on social sustainability. Strathcona County is guided by a Strategic Plan and three sustainability frameworks: social, environmental and economic.

The Framework identifies four guiding principles for social sustainability:

- Social inclusion
- Community connectedness
- Social responsibility
- Health and well-being

Community processes identified the following priorities:

- The need for increased services and supports for children and youth.
- Community affordability is a major concern.

Additionally, people are experiencing high levels of stress, particularly in relation to balancing work and home demands. The impact of stress is related to a myriad of negative effects including medical problems, drug and alcohol abuse, and family breakdown.

The Framework includes a decision making model that compares social policy to existing economic and environmental plans and assesses role and responsibility allocations.

Four principles for sustainable living are identified including:

- Planning and design choices that create opportunities for residents to live within the capacity of one planet.
- Enabling quality of life with planning and design decisions that enhance well-being and social interaction.
- Fostering quality of life by engaging the community to create a program of initiatives and activities that influence popular attitudes and encourage change.
- Fostering sustainable living by engaging the community in a range of social programs that build social sustainability and ensure a healthy, connected and supportive environment.

Principles for developing sustainable neighbourhoods:

- Nature is not subjected to a buildup of substances extracted from the Earth's crust;
- Nature is not subjected to a buildup of synthetic substances produced by society;
- Nature is not subjected to degradation of its diversity, productivity and capacity for renewal; and
- Society is not subjected to conditions that undermine its capacity to meet basic needs.

Issues and Actions:**Guiding principle #1: Social inclusion**

Efforts are made to ensure that everyone, regardless of their experiences and circumstances, can achieve their potential in life. Citizens have a sense of belonging to their communities and have the opportunity to access services and activities. Social inclusion is fostered when all benefit equitably from the distribution of resources and availability of opportunities.

Guiding principle #2: Community connectedness

The sense of belonging to a community that occurs through the formal and informal networks developed when people come together for social, educational, recreational, spiritual, cultural and/or work-related purposes.

Guiding principle #3: Social responsibility

Social responsibility includes acceptance of consequences of one's own actions, a caring attitude toward others, acceptance of individual and cultural diversity and recognition of human rights. Citizens value the worth that the community derives from members expressing a sense of responsibility to each other through voluntary engagement and collective decision making.

Guiding principle #4: Health and well-being

Health and well-being includes physical, emotional, mental and social wellness. For individuals it includes the capacity to adapt, respond to and control life's challenges and changes. A healthy community continually creates and improves physical and social environments and expands resources which enable people to mutually support each other. It is promoted when residents feel comfortable with the safety and cleanliness of their environment and have timely, equitable access to key services.

Social Indicators:

The Framework includes measures that provide information about Strathcona County and the health and well-being of the community. Tracking these over time will enable measuring of social changes in the community.

City of Fort Saskatchewan - Community Sustainability Plan:

The Plan uses the five dimensions of sustainability identified in the Alberta Urban Municipalities Association's Framework for sustainability planning; culture, economy, environment, governance, and society. The purpose of the Plan is to provide a high-level, over-arching strategic plan to guide decision-making towards a sustainable future.

Priorities:

- A compassionate community and sense of community. A compassionate community with a sense of identity offers a strong social fabric.
- An active citizenry is a critical element of a sustainable community. Local governments have a responsibility to lead by example and encourage the public to get involved by providing useful information and tools.
- The natural environment is the foundation for all other elements of sustainability. People value a healthy environment for many reasons including resources and services, aesthetic beauty, and spiritual connections.
- The infrastructure of our City is the backbone of daily living. Land, mobility, water, energy, and buildings are all essential. How we choose to design these elements can promote a vibrant, diverse, and healthy urban ecosystem.

City of Red Deer Social Policy Framework:

The Social Policy Framework (SPF) is one of the City's four Sustainability Pillars, providing a clear framework to support implementation of City initiatives which have social impacts. As a broad framework, it is not an action plan, a statutory plan, nor binding on the City. The Framework is not specifically recommending new programs or initiatives for Red Deer. The Framework will be implemented alongside the City's other Pillars, each requiring changes to daily work processes and allocation of resources.

Purpose:

The purpose of the SPF is to help the City sustain the social well-being of the community. At its core, the Framework is a learning system, in which a strategic direction (led by Council) informs and is in turn informed by implementation (led by Administration). Ongoing public and stakeholder participation helps to maintain direction and focus and is fundamental to success.

Social Pillar Definition:

The Social Pillar Definition is a qualitative description of the desired social future of the community. It is broadly written and multi-faceted, without regard for how it may be achieved.

Community Goals:

A goal describes a specific part of the desired social future for the whole community of Red Deer. The City, other organizations, citizens, and visitors all can contribute to achieving this set of goals; through joint efforts they will have the best opportunity to be reached.

Guiding Principles:

A principle is a statement that describes a fundamental norm, rule, or value that represents what is desirable. It provides consistent guidance for goals, priorities and actions. The City will be guided by these principles when making decisions, developing programs, and allocating resources.

Prioritization Framework:

The purpose of a priority setting process is to aid the City in making decisions about the allocation of municipal resources to address existing, new and emerging issues. These decisions could involve continuing existing programs and services, adjusting them, discontinuing them, and/or implementing new ones. Priorities may be reflected in plans, budgets, and individual decisions.

The priority setting process specifically aims to deliver on the following principles:

- Equity
- Leadership
- Use of Principles and Evidence
- Prevention Orientation

The Framework will enable the City to understand appropriate responsibilities and roles for achieving community goals, by considering the following:

- Accountability
- Capacity
- Relationships

Roles:

A role is a general function the City can fulfill to help achieve community goals. The City can act in one or more roles at a given time, and can coordinate roles with others for increased effect.