Social Sustainability Framework 2018:

A Map for the Road Ahead

Comprehensive Report

City of Grande Prairie -
Community Social Development

CONTENTS

INTRODUCTION

As a young and vibrant city and a rapidly-growing economic and social centre in Northwestern Alberta, Grande Prairie faces its own unique set of opportunities and challenges. The task of understanding and responding to the social context of these is the responsibility of Community Social Development, under the guidance of Grande Prairie City Council and in cooperation with our community partners.

In 2010, the City of Grande Prairie developed a Municipal Sustainability Plan. To support and expand on this document, Community Social Development commissioned the Social Sustainability Framework[1] in 2011, which articulated a vision, long-range goals, and strategic direction for the social well-being.

The Framework is designed to act as the guiding policy document for Grande Prairie City Council, and for Community Social Development as a department responsible for addressing social inclusion and enhancing the quality of life of Grande Prairie's citizens. It is designed to help align investment priorities with community values and evidence-based best practice and reflects the needs and aspirations of the people who live in Grande Prairie. The Framework is a document which will evolve as our community changes. The 2018 update of the Social Sustainability Framework is the guide for the 2019 – 22 planning cycle. (*Sidebar footnotes:* [2])

WHAT WE KNOW... AND WHY IT'S IMPORTANT

What we know…

Located in the Peace Country of northwest Alberta, the City of Grande Prairie is about 450 kilometres northwest of Edmonton and 100 kilometres east of the British Columbia border.

Why it's important

Grande Prairie is somewhat unique in its position as a regional service centre. It is just over 450 km from Edmonton (the nearest major city), whereas the Alberta municipality closest in size, Medicine Hat, is just on 300 km from the nearest major city (Calgary). This means that Grande Prairie is likely to include important aspects of both rural and urban communities. For example, rural and urban communities can experience the effects of a resource-extraction associated economy quite differently,[2] and Grande Prairie is likely to share characteristics of both.

To chart a path, it is important to understand the opportunities and challenges which may present themselves. In the "What We Know… And Why It's Important" sidebars, important information about Grande Prairie and it's people is highlighted, including a brief outline of how these are relevant to the mandate of Community Social Development.

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[1] Authored by Howard Research and Management Consulting Inc.
[2] Misty Lawrie, Matthew Tonts, and Paul Plummer. "Boomtowns, Resource Dependence and Socio-economic Well-being." *Australian Geographer* 42, no. 2 (2011): 139-64. doi:10.1080/00049182.2011.569985.

This context is important because it can help the City of Grande Prairie, and Community Social Development specifically, to shape its programs and policies in ways that address risk factors and build resilience in our residents. Planning with these factors in mind allows the City to build a socially sustainable future for all residents.

SOCIAL SUSTAINABILITY IN GRANDE PRAIRIE

WHAT IS SOCIAL SUSTAINABILITY?

Social sustainability is a part of a larger concept of sustainable development, initially highlighted in the World Commission on Environment and Development in Our Common Future, published in 1987. The larger concept of sustainability includes three goals, economic growth, environmental protection and social equity[3] and municipalities across Canda have sought to integrate sustainability into and across all of their activities.[4] The City of Grande Prairie adopted a Municiple Sustainability Plan in 2010, and the aim of that plan was to ensure that the needs of the present must be met without comprising the ability of future generations to meet their own needs, including fiscal, social, cultural, environmental and governance sustainability.

To meet the social needs of present day Grande Prairie without compromising future fiscal, social and environmental sustainability, it is necessary to build resilience, belonging, and capacity in our community. These parts contribute to a whole which enhances our future ability to meet social challenges.

RESILIENCE

Resilience is a series of personal characteristics and community supports that allow people to succeed, even in the face of significant challenges. As a practical example, this means that when your vehicle breaks down, you have resources to deal with the problem. You may call a tow service. You may call a friend or family member to come get you. You may have the skills to repair it yourself or know someone who can help make the repairs, or have the financial resources to have the car repaired in a shop.

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[3] World Commission on Environment and Development (The Brundtland Commission). (1987). *Our common future*. Oxford: Oxford University Press.
[4] Mark R. Stevens, & Alisha Z. Mody. (2013). Sustainability Plans in British Columbia: Instruments of Change or Token Gestures. *Canadian Journal of Urban Research,22*(1 – Supplemental), 46-71.

In short, it means that you have the resources to deal with not only the ups and downs of day-to-day life but also the occasional larger challenges that come up for all of us. Some of these resources are personal, such as the ability to handle the increase in physical and emotional stress, or the financial knowledge and planning skills to take care of unexpected bills. Others are social, such as having family and friends to help you out. That help can be as simple as meeting for a coffee, or as involved as providing emergency child care, or a temporary place to stay.

By helping our citizens identify and strengthen the resources that make them resilient, we build a more socially sustainable future for our city.

COMMUNITY BELONGING

People want to connect with each other, and identifying communities and facilitating connections both builds personal resilience and increases our sense of belonging to our community. One of the unique challenges Grande Prairie faces is that many residents are recent arrivals. Due to the economic opportunities available here, people are arriving from within Alberta, from other parts of Canada, and from around the world. This means the City must address both shifting demographics and shifting expectations about community. (*Sidebar footnotes: [5,6,7,8]*)

By recognizing and encouraging diversity in our communities, we can nourish a sense of community belonging or social inclusion. A city the size of Grande Prairie is composed of many smaller communities. Some of these are geographically based, such as the Neighbourhood Associations that operate throughout the City. Others are based on interests, such as sports leagues, arts and culture organizations, or hobby clubs. Some are based on a shared faith, while others celebrate a variety of cultural heritages that exist in Grande Prairie. These communities are diverse, which means there are more opportunities for people with a wide variety of backgrounds and interests to find a group they connect with and build that sense of inclusion and belonging.

What we know:

We are Alberta's 7th largest city with a population of 63 166.[5] This is the 7th fastest growing population in Canada, with a 13.5% increase since 2011.[6]

Why it's important:

Communities with high levels of population growth and turnover can experience more difficulty in generating a sense of community belonging. The Community Foundation's Vital Signs Survey (2017) supports this. More than 40% of respondents indicated they had lived in the City for ten years or less, and only 30.7% felt the community is doing enough to welcome newcomers.[7] The Community Asset Map – Grande Prairie also confirms this, as community organizations identified belonging and engagement as the top priority for our City.[8]

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[5] City of Grande Prairie. "Statistics Canada Shows 13.5% City Population Growth." News release, August 2, 2017. Accessed June 1, 2018. http://www.cityofgp.com/index.aspx?recordid=4988andpage=33.
[6] City of Grande Prairie, "Quick Statistics." Website. Accessed June 1, 2018. http://www.cityofgp.com/index.aspx?page=756.
[7] Community Foundation of Northwestern Alberta. *Northwestern Alberta's Vital Signs 2017: Belonging*. (Grande Prairie, AB). 2017. https://www.buildingtomorrowtoday.com/leadership/vital-signs
[8] Dawn Moffat McMaster, *Community Asset Map - Grande Prairie: Community Organizations in Context.* Report. Community Social Development, City of Grande Prairie. Grande Prairie, AB, 2018.

Community is also important because it makes it easier to recognize when someone is falling behind. We understand that some members of our community are more vulnerable than others, and that extra support may be needed from time-to-time. In general, the fewer financial resources a person has, the more they need to rely on their family, friends, and communities, for support. By identifying people and communities who are at risk of falling behind, we can take preventative measures to build resilience and community support to prevent a small disruption from turning into a crisis.

SOCIAL CAPACITY

Capacity in our community organizations includes all the functions that contribute to the program and services our residents rely on, including administration, governance, partnerships, accountability, and community outreach. When we strengthen their ability to deliver programs, they can effect change in people's lives and build personal resilience. Community organizations are places where people build personal resilience and connect with each other. By helping these groups identify the goals they share and coordinate the services they provide, we can support that work more effectively.

We can also contribute to these goals by gathering information about our communities, what they look like and how they work. This information can help both the City of Grande Prairie and our community organizations understand whether and how our programs and services are achieving our shared goals.

ACHIEVING SOCIAL SUSTAINABILITY IN GRANDE PRAIRIE

In 2011, our Social Sustainability Framework stated, "*In order for a community to function and be sustainable, the basic needs of its residents must be met. A socially sustainable community must also have the ability to maintain and enhance its own resources and have the resiliency to prevent future problems. The resources available in a community can be individual (human capacity including education, skills, health, values, and leadership) and social (community capacity including relationships, networks, and norms that facilitate collective action to improve the quality of life and ensure sustainability of improvements)*."

Other elements which contribute to social sustainability include community cohesion (i.e. cohesion between and among different groups), a sense of community and belonging, participation and local democracy, social equity and justice, and social inclusion, among others.[9]

In Grande Prairie, social sustainability means working to enhance the quality of life of all community members. This begins with ensuring that the basic physical and social needs of residents are met. It requires finding out what those needs are, monitor progress on them with research-based indicators, and enabling community partners to deliver programs add to

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[9] Nicola Dempsey, Glen Bramley, Sinéad Power, and Caroline Brown. "The Social Dimension of Sustainable Development: Defining Urban Social Sustainability," *Sustainable Development* 19, no. 5 (2009): 289-300. doi:10.1002/sd.417.

residents' well-being. Building a socially sustainable community requires diversity, belonging and equity in our City.

- **Diversity:** We recognize, respect, and celebrate the diversity of our citizens and in our communities. We engage in learning opportunities about our community and extend those same opportunities to our citizens. We welcome newcomers to Grande Prairie, whether they arrive from elsewhere in Alberta, from other provinces, or from other countries. We commit to purposeful engagement with Indigenous Peoples in our community, and in each area of our programming.

- **Belonging:** We engage in an ongoing process of building shared values within our community. While we come from many different backgrounds, we recognize and value the experiences and contributions of all our citizens, and we face our challenges and embrace our opportunities together.

- **Equity:** We desire equitable opportunities and outcomes for all of our residents. We pay attention to the contributions and needs of all our residents, especially our most vulnerable. Making this a reality means recognizing the importance of lived experience in social planning and community development. It also means recognizing that our most vulnerable citizens will require more support from our community to build on the social, economic and physical assets they bring.

These dimensions of sustainability can best be summed up in the concept of social inclusion, "the ability, of an individual or group of individuals, to participate in the social and economic lives of their communities and to have their contributions acknowledged. It also involves access to tools …that enable participation and a set of shared rights, values and responsibilities that bind people together in a cohesive society."[10]

Community Social Development's mission is to enhance community and individual quality of life, by investing in social planning, development and collaboration. We invest in programs which recognize and support the sense of belonging (inclusion) in our community, by recognizing and supporting our diversity, and by building and sustaining resilience in our citizens.

THE BENEFITS OF SOCIAL INCLUSION

Research has long shown that investment in programs which enhance social inclusion can contribute to reducing community costs, especially in the areas of health care and enforcement.[11] It can also increase tax revenue,[12] as healthy, financially-sustainable citizens take part more fully in the social and economic life of their communities. In addition, the not-for-profit

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[10] The Senate of Canada. *In from the Margins, Part II: Reducing Barriers to Social Inclusion and Social Cohesion.* Report of the Standing Senate Committee on Social Affairs, Science and Technology. June 2015. p. 7. https://sencanada.ca/content/sen/Committee/411/soci/rep/rep26jun13-e.pdf
[11] Sarah Amyot, Rupert Downing, and Crystal Tremblay. "Public Policy for the Social Economy: Building a People-centred Economy in Canada," *Public Policy Paper Series 03*, (Canadian Social Economy Research Hub, University of Victoria. June 2010). Accessed July 3, 2018. https://www.ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/ccednet/pdfs/Buildingapeople-centredeconomy.pdf.
[12] Amyot et al, p. 11

sector (also known as the 'Social Economy' which facilitates social investment is increasingly recognized as a significant contributor to local economies.[13]

THE ROLE OF COMMUNITY SOCIAL DEVELOPMENT

Community Social Development invests in programs which recognize and support the sense of belonging in our community, by recognizing and supporting our diversity, and by building and sustaining resilience in our citizens.

While municipalities face jurisdictional limits in addressing social needs, we contribute to social sustainability in a number of important ways, including:

- Social planning
- Community development support
- Funding Community partners for delivery of preventative social services
- Community engagement
- Advocacy at the municipal, regional, provincial and national levels.
- Research and local data collection.

CSD also takes a leadership role within the City organization, ensuring City departments are aware of Council's priorities around diversity and inclusion, and providing input on City policies including:

- Bylaws
- Enforcement
- Facilities
- Transportation
- Land-use planning.

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[13] Amyot et al, p. 20.

Community Social Development

Preventative Social Programs

Home Support Program

Recration Access & Transit Access Plan

Social Investments

FCSS (Family and Community Support Services) funding

Homelessness Initiatives funding

Special Projects funding

Community Capacity Building, Collaboration and Engagement

Youth Interagency meetings

Youth Week

Open Door Cafe

Immigrant Advisory Table

Community presentations and training

FCSS funded agency meetings

Orange Shirt Day

National Day for the Elimination of Racism and Discrimination

International Women's Day event

Immigrant Portal website

Passionate Heart event

Youth Engagement Awards

Committees that CSD staff attend

Interagency electronic mail-out

Emergency Social Services

Social Planning and Community Development

Poverty Reduction Strategy/Community Action to End Poverty

Youth Council

Grande Prairie Local Immigration Partnership

Welcoming and Inclusive Committee

Youth Action Network

Community Opioid Response Task Force

Affordable Housing

Housing Development Corporation

Ten Year Plan to End Homelessness

Community Advisory Board on Housing and Homelessness

FASD Network (in house partnership)

Research on social issues, trends and policies

Community consultations

INVESTMENT PRIORITIES

Based on the priorities of our FCSS provincial mandate, guidance from Council's 2019 – 22 Strategic Plan, and on the Community Asset Map – Grande Prairie and the broader evidence provided in the previous section, Community Social Development has identified two investment priorities for the 2019 – 22 planning cycle. These are:

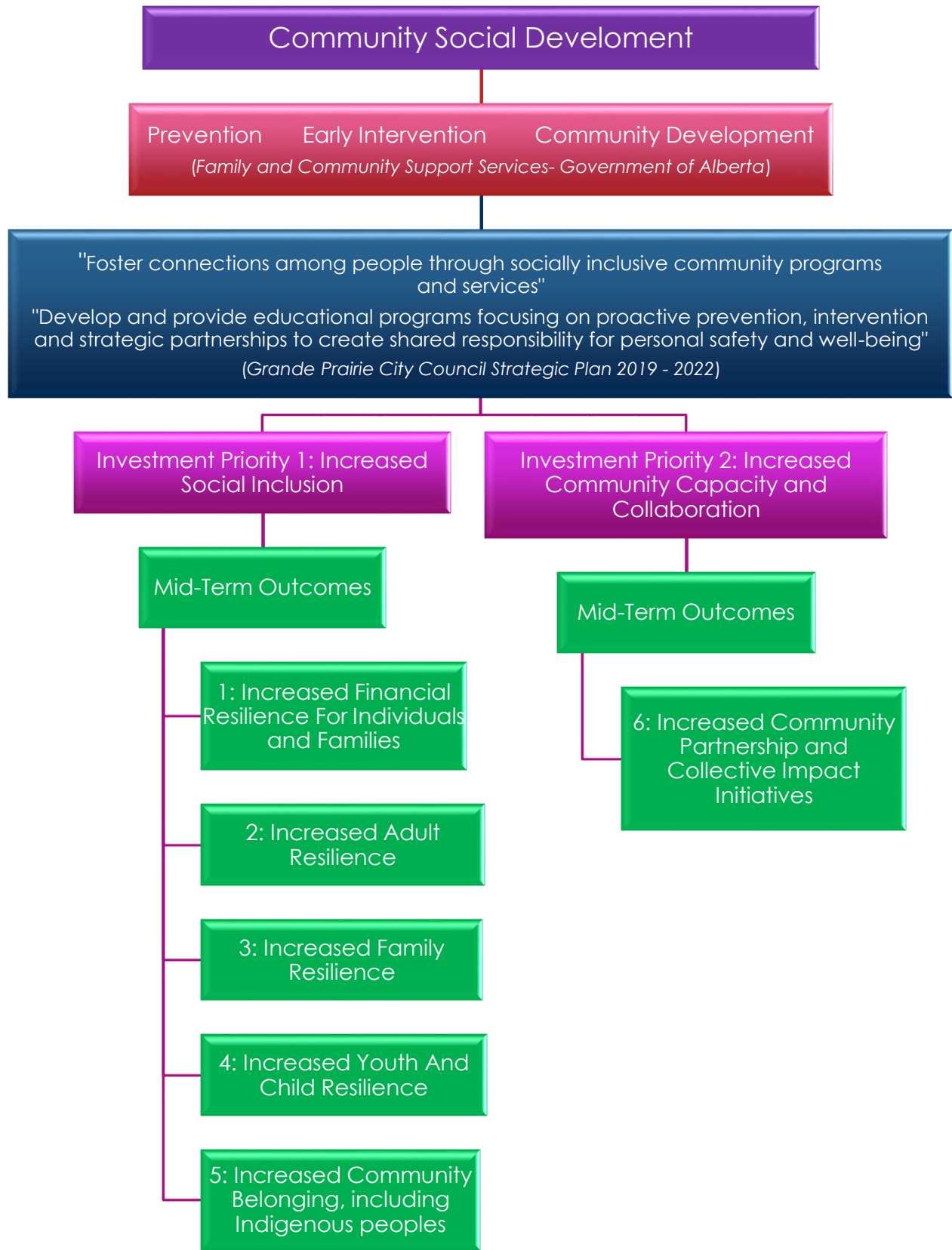- **INCREASED SOCIAL INCLUSION**
- **INCREASED COMMUNITY CAPACITY AND COLLABORATION.**

These priorities will guide investments in the long-term resilience of our citizens and social capacity of our community. These are priorities are also identified by local community organizations, as evidenced in the Community Asset Map – Grande Prairie (CAM-GP) survey (Appendix 1).

Community Priorities
CAM-GP
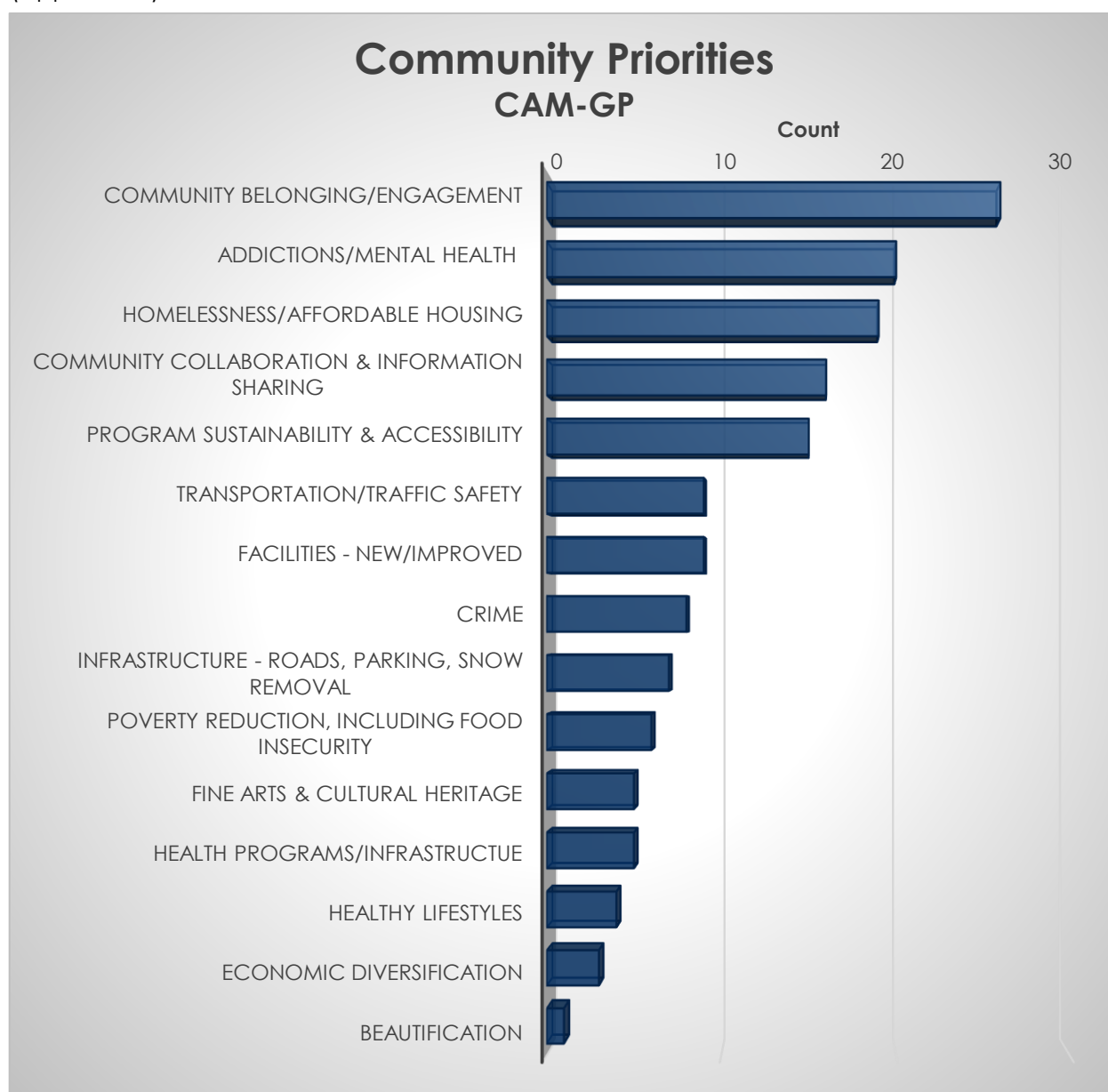
This survey asked community organizations to identify top priorities or needs of the community. More than one hundred community organizations responded, and the top four categories of priorities identified included community belonging and engagement, mental health including supports for addictions and behavioural issues, homelessness and affordable housing, and community collaboration, including data collection and sharing.[14]

Within the two Investment Priorities, CSD has identified six Mid-term Outcomes and listed examples of programs and/or initiatives which would address those outcomes. These lists should not be considered exclusive or exhaustive, but simply indicative of the types of programs that would address these midterm outcomes. Each outcome is accompanied by a list of risk and protective factors, and programs and initiatives should be clear on how risk and protective factors will be decreased or increased, respectively. CSD will fund community partners whose programs meet these outcomes, and these priorities will guide CSD's business plan for the next four years.

Community Social Develoment

Prevention   Early Intervention   Community Development
(*Family and Community Support Services- Government of Alberta*)

"Foster connections among people through socially inclusive community programs and services"

"Develop and provide educational programs focusing on proactive prevention, intervention and strategic partnerships to create shared responsibility for personal safety and well-being"
(*Grande Prairie City Council Strategic Plan 2019 - 2022*)

Investment Priority 1: Increased Social Inclusion

Investment Priority 2: Increased Community Capacity and Collaboration

Mid-Term Outcomes

Mid-Term Outcomes

1: Increased Financial Resilience For Individuals and Families

6: Increased Community Partnership and Collective Impact Initiatives

2: Increased Adult Resilience

3: Increased Family Resilience

4: Increased Youth And Child Resilience

5: Increased Community Belonging, including Indigenous peoples

INVESTMENT PRIORITY #1: INCREASED SOCIAL INCLUSION

Resilience is the key to social inclusion.

Prevention is the foundation of FCSS programming and the key requirement for joint funding, and resilience is a key contributor to crisis prevention. As stated in *Understanding FCSS*,

> Prevention occurs by building resilience, by identifying and enhancing individual, family and community assets. This is achieved by enhancing the strengths, skills and abilities of individuals, families and community to be more resilient and better able to deal with stresses or challenges that may result in future problems. Prevention also involves building individual or environmental safeguards that enhance the ability to deal with stressful life events, risks or hazards, and promote the ability to adapt and respond constructively. Prevention includes addressing protective and risk factors, which can exist within individuals and across the various settings in which individuals live, such as the family, peer group, school and community.[15]

Resilience has come to be understood as not only an individual trait or capacity, but as an ongoing process which requires a supportive and inclusive community. As Dr. Michael Ungar of Dalhousie University states, "…resilience is both the capacity of individuals to navigate their way to …resources, including opportunities to experience feelings of well-being, and a condition of the individual's family, community and culture to provide these …resources in culturally meaningful ways."[16] In other words, personal resilience requires and benefits from inclusive, supportive communities.

Social inclusion is defined as, "the ability, of an individual or group of individuals, to participate in the social and economic lives of their communities and to have their contributions acknowledged. It also involves access to tools …that enable participation and a set of shared rights, values and responsibilities that bind people together in a cohesive society."[17]

As communities become more socially inclusive, they support resilience in their citizens, resulting in individuals, families and communities that have the means to cope with both the ups and downs of day-to-day life, but also with the additional stresses that arise from larger disruptions.

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[15] FCSS Association of Alberta. *Understanding FCSS.* (Alberta), January 2015. https://fcssaa.org/sites/default/files/_2-8-FCSS%20101%20All%20Docs%2C%20March%202015.pdf

[16] M. Ungar. "Resilience across Cultures." *British Journal of Social Work* 38, no. 2 (2008): 218-35. doi:10.1093/bjsw/bcl343.

[17] The Senate of Canada. *In from the Margins…,* p. 7.

MIDTERM OUTCOME 1: INCREASED FINANCIAL RESILIENCE FOR INDIVIDUALS AND FAMILIES

Definition: Financial resilience can be defined as the "*ability to balance your financial needs for today with those of tomorrow, and get through times of financial hardship.*"[18] Financial literacy and resilience to the possibility of rising interest rates have been identified as areas of concern by the Financial Consumer Agency of Canada[19] and the Bank of Canada[20]. Given that analysts expect interest rates to rise over the long term[21], a preventative approach would indicate that programs which can prepare our families and individuals for this, especially those who may already be vulnerable, would be appropriate. While financial capacity is not the sole solution to vulnerability, it increases the ability of individuals and families to access a wide range of resources. For example, employment which includes a benefits package will make it easier to access more health services, dental care, and counselling services, all of which increase resilience. Programs that build individual and family financial resilience can

What we know…

Grande Prairie's major economic sectors are agriculture, forestry and oil and gas.[22] Forestry and oil and gas in particular are resource-extraction industries which bring particular opportunities and challenges.

Why it's important

Communities with significant resource-extraction industries experience particular challenges in responding to boom-bust cycles in the economy[23].

Vulnerable groups, especially those without significant financial resources, experience greater vulnerability at both extremes in the boom-bust cycle. They are more likely to have difficulty finding and/or paying for housing during economic growth, and more likely to experience decreased employment and/or become unemployed during a downturn.

The good news is that this association with resource-extraction industries can create a sense of social inclusion and belonging around those industries,[24] Communities with significant resource-extraction industries are demonstrating significant innovation in governance structures, particularly in collaboration between corporate and industry players, municipal governments and community agencies,[25] and a focus on this in Grande Prairie would be appropriate as well.

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[18] Seymour Management Consulting. *Focusing on the Financial Health and Resilience of Canadians: Part 1 – Focusing on Financial Wellness: A Paradigm Shift.* October 2017. p. 4. http://www.mccoubreyconsulting.com/financialhealthcanada.com/

[19] Financial Consumer Agency of Canada. *The Path Towards Smarter, More Targeted, and More Effective Financial Literacy: Post-Symposium R*eport. March 2017. https://www.canada.ca/content/dam/fcac-acfc/documents/programs/research-surveys-studies-reports/effective-financial-literacy.pdf

[20] Stephen S. Poloz, Governor of the Bank of Canada. *Canada's Economy and Household Debt: How Big is the Problem?* Remarks to the Yellowknife Chamber of Commerce. (Yellowknife, NWT), 1 May 2018. https://www.bankofcanada.ca/2018/05/canada-economy-household-debt-how-big-the-problem/

[21] Focus Economics. *Canada – Interest Rate.* 2018. https://www.focus-economics.com/country-indicator/canada/interest-rate

initiate cascading effects in other areas of resilience. *(Sidebar footnotes [22],[23],[24],[25])*

Sample Programs and Initiatives:

- Tax filing assistance
- Financial mentorship and literacy, including family-specific program and debt-reduction
- Improved access to financial institutions and microloans
- Asset building initiatives, including education saving programs
- Career-specific educational upgrades and education-employment bridging programs
- Housing-loss prevention and housing supports
- Advocacy with Alberta Supports
- General employability training
- Literacy/Numeracy and English-language acquisition
- Support to obtain recognition of foreign credentials and work experience

These programs may be developed with additional consideration for vulnerable people, including recent migrants, Indigenous peoples, seniors, early, unplanned, and lone parents, and people with physical and/or developmental disabilities, etc.

Risk and protective factors which may contribute to financial resilience have been identified as[26]:

Risk Factors	Protective Factors
• Living in chronic low income • Parental lack of education, job skills • Lack of relevant employment skills • Lack of Canadian work experience, foreign credential recognition, English-language skills • Lack of personal and community life skills (e.g. budgeting, banking)	• Post-secondary education • Adequate literacy and numeracy skills • 'Second chance' high school upgrading, lifelong learning • Parental employment in full-time jobs with benefits • Access to social assistance and other concrete economic/personal supports and counselling in times of need • Community-based employment

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[22] City of Grande Prairie, "Quick Statistics."

[23] S.M. Goldenberg, J.A. Shoveller, M. Koehoorn, and A.S. Ostry. "And They Call This Progress? Consequences for Young People of Living and Working in Resource-extraction Communities." *Critical Public Health* 20, no. 2 (2010): 157-68. doi:10.1080/09581590902846102; Richard C. Stedman, Jeffrey B. Jacquet, Matthew R. Filteau, Fern K. Willits, Kathryn J. Brasier, and Diane K. Mclaughlin. "Environmental Reviews and Case Studies: Marcellus Shale Gas Development and New Boomtown Research: Views of New York and Pennsylvania Residents." *Environmental Practice* 14, no. 4 (2012): 382-93. doi:10.1017/s1466046612000403; Lawrie et al., "Boomtowns…"

[24] Brown et al. (2003), cited in Stedman et al, "Marcellus Shale Gas…"

[25] Lawrie et al., "Boomtowns…" p. 144.

[26] The City of Calgary FCSS has conducted intensive research into the risk and protective factors in a variety of FCSS mandated outcome areas, and given that these factors are likely to be similar to those experience by Grande Prairie residents, Community Social Development is using the same factors; The City of Calgary FCSS. What Makes for a Socially Sustainable City? 2008. http://www.fcssaa.org/sites/default/files/documents/Socially%20Sustainable%20City,%20Risk%20and%20Protective%20Factors,%202008.pdf. Quoted in City of Grande Prairie - Community Social Development. *Social Sustainability Framework*.

Identifying financial risk and protective factors allows CSD and our community partners to shape programs which can contribute to reducing risk factors or increasing protective factors. For example, tax filing assistance programs such as the one offered by CSD-funded Seniors' Outreach not only return funds to seniors in the community but are also necessary for seniors to be assessed for other assistance for a variety of provincial and federal programs. Programs like this can initiate a cascading set of protective factors for people facing financial challenges.

MIDTERM OUTCOME 2: INCREASED ADULT RESILIENCE

Definition: "…Resilience is both the capacity of individuals to navigate their way to …resources, including opportunities to experience feelings of well-being."[27] In other words, programs that increase the internal capacity of people to respond to mental, physical, and emotional stresses are key. Prevention requires recognition of issues facing vulnerable groups, including isolation and loneliness, physical and/or emotional trauma or abuse, domestic violence, sexual and/or gender-based discrimination and/or violence, racial/faith-based discrimination, relationship conflict, and substance abuse, and developing programs which increase the ability of individuals to handle these issues in their day-to-day lives. *(Sidebar footnotes: [28,29])*

Sample Programs and Initiatives:

What we know…

Social services organizations make up the largest portion of those with waitlists in Grande Prairie, and Housing and Housing Development organizations in particular have the largest numbers on their waitlists.[28]

Why it's important

Affordable housing is often an issue in communities with significant resource-extraction industries,[29] especially in managing the demand during boom periods and subsequent shift with economic downturn. Grande Prairie is no exception here, and continued efforts to address affordable housing are necessary.

- Home support
- Healthy relationship education and relationship conflict management
- Mentoring, including relationship mentoring and mentoring for recovering abusers
- Sexuality education, including sexually-transmitted infection and pregnancy prevention
- Support for victims of abuse and/or violence, including prevention education and post-abuse support.
- Ageism and elder-abuse awareness and training
- Cultural diversity awareness and training
- Literacy/Numeracy and English-language acquisition with a focus on life-skills education, including programs for adults with developmental disabilities

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[27] Ungar, "Resilience across Cultures."
[28] *Moffat McMaster, Community Asset Map*.
[29] Fiona Haslam McKenzie, David Brereton, Christina Bridsall-Jones, Rhonda Phillips, and Steven Rowley. *A Review of the Contextual Issues regarding Housing Market Dynamics in Resource Boom Towns.* Australiian Housing and Urban Research Institute. Western Australia Research Centre. August 2008. Accessed January 15, 2018.

- Intergenerational trauma awareness and training, especially regarding residential school legacies.
- Mental health and substance abuse prevention education

Risk and protective factors which may contribute to individual resilience have been identified as[30]:

Risk Factor	Protective Factor
- Poor parenting/family instability in childhood/adolescence - High school drop-out - Low literacy/numeracy skills - Lack of personal and community life skills (e.g., using transportation, time management, routines) - Marriage/family breakdown; death of a spouse - Low self-esteem, sense of belonging - Poor physical/mental health - Experience of racism, discrimination, trauma	- Growing up in a high capacity family - Access to social assistance and other concrete economic/personal supports and counselling in times of need - Family and social support networks - Being in a married or secure cohabiting relationship - High social competence/interpersonal skills/life skills - Sense of belonging and engagement in community and country

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[30] Calgary FCSS. "What Makes for a Socially Sustainable City?"

By recognizing and addressing situations which increase vulnerability, CSD-supported programs can help reduce the risk of crisis events for adult members of our community. For example, the Suicide Prevention Resource Centre's Men's Support Group offers professional guidance and peer support for men who've experienced personal and professional loss. Successful community programs such as this not only help the people who attend, but also their families and communities to which they belong.

MIDTERM OUTCOME 3: INCREASED FAMILY RESILIENCE

Definition: *"Families, as social systems, can be considered 'resilient' in ways that parallel descriptions of individual resilience."* Family resilience looks at coping abilities of the *"…family structure and the patterns of relationships within the family, and the impact on the functions of the family unit, including family formation and membership, economic support, nurturance and socialization, and protection of vulnerable members."*[31] Given the importance of family life, strengthening family resilience can have long-term positive impacts on communities. In addition, Grande Prairie's status as a young city, and a city where families make up more than half our population[32] makes a focus on families an important priority. *(Sidebar footnotes:[33, 34, 35])*

What we know…

More than 60% of the population lives in family-based households.[33] Lone-parent families are particularly at risk of poverty.[34]

Why it's important

More than ½ of Grande Prairie's citizens live in some form of family-based household, yet relatively few of our resources are directed in this area. In particular, the opportunity to address this lies in overlap with other vulnerable sectors, including families in poverty, families who are newcomers to Grande Prairie, or families with non-traditional work hours, would be appropriate. Additionally, long work hours and time away from home associated with resource extraction communities can put particular stress on families.[35]

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[31] Joan M. Patterson. "Understanding Family Resilience." *Journal of Clinical Psychology* 58, no. 3 (2002): 233-46. doi:10.1002/jclp.10019

[32] Community Foundation of Northwestern Alberta. *Vital Signs 2017*.

[33] Including couples with and without children, lone-parent and multigenerational households, from Community Foundation of Northwestern Alberta. *Northwestern Alberta's Vital Signs 2017: Belonging*. (Grande Prairie, AB).

[34] M. Haener Consulting Services. *Grande Prairie Poverty Profile: Building Awareness of Poverty within Our Community*. Community Action to End Poverty Committee. Grande Prairie, AB, 2016. 1-27.

[35] Kerry Carrington and Margaret Pereira. "Assessing the Social Impacts of the Resources Boom on Rural Communities." *Rural Society* 21, no. 1 (2011): 2-20. doi:10.5172/rsj.2011.21.1.2.

Sample Programs and Initiatives:

- Family conflict training
- Mentoring and support for parents, including early, unplanned and lone parents, and parents of children with physical and/or developmental disabilities, parents of children with Fetal Alcohol Spectrum Disorder, Autism Spectrum Disorder, behaviour disorders, and/or mental health issues
- Home support and respite care
- Intergenerational parenting awareness and support
- School - family liaison programs
- Subsidies for low-income families, including housing, child-care, transportation, and recreation
- Advocacy for family poverty reduction
- Childcare support for non-traditional hours, including shift work and short-term emergency care. *(Sidebar footnotes: [36], [37], [38], [39])*

What we know…

City of Grande Prairie Median Family Income in 2016 was $111 000.[36] However, statistical measures of inequality indicate that as a province, Alberta has a relatively high level of inequality, and this is reflected in the fact that the median income of lone parent families is closer to $44 000.[37]

Why it's important

Income inequality is important, because "large income gaps can also diminish economic growth [in the long term] if these gaps mean the community is not fully using the skills and capabilities of all its citizens or if they undermine social cohesion, leading to increased social tensions."[38]

For example, the CAM-GP survey indicated that Grande Prairie has an unusually high number of sports and recreation organizations.[39] While these play an important role in creating a sense of social inclusion, the high cost of many sports can create a barrier for low and moderate-income families and children, exacerbating this sense of inequality. Programs which reduce cost barriers can increase the sense of belonging for recipients and strengthen social cohesion.

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[36] Government of Alberta. "Regional Dashboard - Grande Prairie." Alberta Regional Dashboard. Accessed June 07, 2018. https://regionaldashboard.alberta.ca/region/grande-prairie/#/.

[37] Government of Alberta. "Regional Dashboard - Grande Prairie."

[38] The Conference Board of Canada. "Income Inequality." -Economic Forecasts, Public Policy, and Organizational Performance. 2018. Accessed June 07, 2018. http://www.conferenceboard.ca/hcp/details/society/income-inequality.aspx.

[39] *Moffat McMaster, Community Asset Map.*

Risk and protective factors which may contribute to family resilience have been identified as[40]:

Risk Factors	Protective Factors
- Family isolation/frequent moves - Parental separation/divorce - Teen parenting, lone parenting - Inadequate parental knowledge about caring for selves/children (e.g., nutrition, health, education) - Lack of child supervision, poor discipline practices - Differential family acculturation - Poor parental mental/physical health, addictions, criminal involvement."	- Access to social assistance and other concrete economic supports in times of need - Affordable, quality housing, childcare, transportation - Participation in recreation, leisure and cultural facilities/programs - Parental resilience - Positive social and family connections and networks - Ethno-cultural pride - Spirituality, involvement in a faith group - Achievement orientation - Positive parenting practices

Increasing family resilience is a key goal for the Recreation Access Program, developed by CSD in partnership with other City departments. The program provides vulnerable families with access to City of Grande Prairie recreation facilities. This can increase individual physical health, the sense of family cohesion, as well as the sense of inclusion in the community, all of which have positive effects on a family's ability to cope with other factors of vulnerability.

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[40] Calgary FCSS. "What Makes for a Socially Sustainable City?"

MIDTERM OUTCOME 4: INCREASED YOUTH AND CHILD RESILIENCE (POSITIVE CHILD AND YOUTH DEVELOPMENT)

Definition: Resilience is *"…the capacity of individuals to navigate their way to …resources, including opportunities to experience feelings of well-being."*[41] In regards to children and youth, recognition of their particular vulnerabilities is essential, requiring the corresponding responsibility of adults and communities to set the stage for long-term resilience early on. Again, given the young median age of Grande Prairie, and with more than 1/3 of our population being 24 years of age or younger,[42] prioritizing youth and child resilience is essential. *(Sidebar footnotes: [43])*

Sample Programs and Initiatives:

What we know…

Grande Prairie is one of the youngest cities in the country, with a median age of 31.9, and more than 1/3 of the population at 24 years or younger.[43]

Why it's important

The young demographic profile of Grande Prairie provides an opportunity to invest in child and youth resilience, as a precursor to adult resilience.

- Early childhood programs, including English language acquisition
- Mental health awareness and support, including Fetal Alcohol Spectrum Disorder, Autism Spectrum Disorder, behaviour disorders including Attention Deficit Disorder and Attention Deficit Hyperactivity and Eating disorders, and mental health issues, including Depression, Bipolar Disorder, etc.
- Youth-specific mental health and substance abuse prevention education and advocacy
- Developmental education, including after-school learning, social and emotional learning, peer-conflict management, school engagement and tutoring
- Youth employment training and facilitation
- Cultural diversity education and awareness, including cultural and intercultural mentoring
- Grief and trauma support
- Intergenerational trauma awareness and education, including support for healing practices for children and youth
- Youth and child extracurricular activities, including those for children and youth with known vulnerabilities
- Culturally appropriate childcare support and facilitation
- Youth transitional programs, including support for youth ageing out of provincial care and youth-specific housing supports

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[41] Ungar, "Resilience across Cultures."

[42] Statistics Canada, *Grande Prairie Census Profile*, 2016 Census.

[43] Statistics Canada. *Grande Prairie [Census agglomeration], Alberta and Alberta [Province]* (table). *Census Profile*. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

Risk and protective factors which may contribute to child and youth resilience have been identified as[44]:

Risk Factors	Protective Factors
• Living in a stressed family with low capacity • Living in a low capacity community of residence • Experience of abuse/neglect, experience with the child welfare system • Early experimentation with drugs, alcohol, sexual activity • Low self-esteem, sense of efficacy, sense of purpose • Low parental expectations/low personal aspirations • Experience of racism, discrimination, trauma • Negative peer influences • Excessive unstructured/unsupervised/ sedentary use of time • Working more than 20 hours/week • Poor academic performance, cognitive deficits	• Living in a strong family with high capacity • Living in a strong community of residence and of affiliation • Secure emotional bonds/attachment with parents/caregivers • Positive peer relationships and friendships • Positive adult mentors and role models • High social competence and sense of identity, sense of efficacy/leadership skills • Engagement in school and learning • Positive and safe school and community environments • Quality and culturally-responsive early childhood education/school instruction, curriculum, and environment • Participation in structured extra-curricular activities, particularly those with a positive child/youth development focus • (For low-income children) living in a mixed-income neighbourhood

Given the importance of developing resilience in youth and children, programs which address these young members of our community are key. CSD funds a variety of community-based programs. These range from the Cool-Aid Drop-in Programs for Kids and Youth, which provide structured extra-curricular activities after school free of charge, to Pace's Sexual Violence Awareness program, which educates teens on how to identify and address violence. Programs such as these increase protective factors and thereby contribute to social inclusion and belonging for our youngest residents.

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[44] Calgary FCSS. "What Makes for a Socially Sustainable City?"

MIDTERM OUTCOME 5: INCREASED COMMUNITY BELONGING

Definition: "*Social inclusion relates to the ability, of an individual or group of individuals, to participate in the social and economic lives of their communities and to have their contributions acknowledged. It also involves access to tools …that enable participation and a set of shared rights, values and responsibilities that bind people together in a cohesive society. …Social cohesion is characteristic of communities that promote principles of inclusion belonging, participation, recognition and legitimacy.*"[45]

This means recognizing that our community is diverse and that all citizens should feel they have an important place in the community. This area is a particular challenge for communities where resource extraction is a key economic component, due to high population growth and turnover[46]. While City residents identify community, family and friends as the thing they like most about the community, just 30% believe enough is being done to welcome newcomers.[47]
(Sidebar footnotes: [48], [49], [50], [51])

Additionally, specific recognition of the importance of Canada's Truth and Reconciliation Commission is necessary, and more than half of respondents to the Community Foundation's Vital Signs survey say they are not at all familiar with the Commission.[52] The City of Grande Prairie is a signatory to the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), which is supported by the Alberta Urban Municipalities Association (AUMA) and the Federation of Canadian Municipalities (FCM). Commitment 10 of CCMARD requires municipalities to "promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized communities into

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[45] The Senate of Canada. 7.
[46] Carrington and Pereira. "Assessing the Social Impacts…"
[47] Calgary FCSS. "What Makes for a Socially Sustainable City?"
[48] Statistics Canada, *Grande Prairie Census Profile*, 2016 Census.
[49] The Senate of Canada, Ch. 3.
[50] Karen Healy and Wendy Hillman. "Young Families Migrating to Non-metropolitan Areas: Are They at Increased Risk of Social Exclusion?" *Australian Journal of Social Issues* 43, no. 3 (2008): 479-97. doi:10.1002/j.1839-4655.2008.tb00114.x.
[51] Healy and Hillman.
[52] Community Foundation of Northwestern Alberta. *Vital Signs 2017.*

What we know…

Grande Prairie's population growth can be attributed almost equally to natural increase (birth-death rates) and immigration from both within and outside of Canada.[48]

Why it's important

Given the source of population growth in Grande Prairie, greater focus on services for newcomers, both from within and outside Canada would be advisable, as this can address the concern of community belonging and engagement.

Some services exist to support newcomers from outside the country, such as the Grande Prairie Centre for Newcomers and the Local Immigration Partnership. These are important because recent immigrants experience increased levels of vulnerability.[49]

There are also currently few services aimed at newcomers to the community from within Canada. While these groups do not experience as a significant vulnerability as immigrants, it would be useful to look for overlap with other vulnerable sectors, especially because relocation brings an increased risk of social exclusion, which may exacerbate already existing vulnerabilities.[50] Coordination of regional development policy and social services policy is a key means of addressing this, and research indicates a particular focus on public transit can be important in this area.[51]

the cultural fabric of the municipality."[53] The FCM report titled "Pathways to Reconciliation" states, "All Canadians and all orders of government have a role to play in reconciliation. The TRC's 94 Calls to Action are addressed primarily to the federal, provincial and territorial governments but also to municipal governments, the corporate sector and the broader Canadian society."[54] Given these, recognition of the importance of belonging for Indigenous peoples specifically, and identification of this in the Investment Priorities, is key to beginning the process of reconciliation in Grande Prairie.

Sample Programs and Initiatives:

- Volunteer support and recognition
- Community physical accessibility awareness, education and advocacy
- Language and interpretation supports
- Cultural diversity, anti-racism and unconscious bias education and training, especially regarding immigrant and visible minority communities
- Anti-discrimination education and training, including gender and sexual orientation diversity
- Awareness and training regarding reconciliation with Indigenous communities and issues, including elements of the Truth and Reconciliation Commission Calls to Action related to municipalities, as identified by the Federation of Canadian Municipalities
- Newcomer support, outreach and engagement

Risk and protective factors which may contribute to Community Belonging have been identified as[55]:

Risk Factors	Protective Factors
▪ Members are chronically unemployed, underemployed or working in two or more jobs ▪ Low socio-economic status (employment, education, income) ▪ Youth members do not attend school or work ▪ Lack of public transportation ▪ Poor neighbourhood design, poor housing conditions ▪ High prevalence of short-term residency ▪ Racism, discrimination, unrest due to ethnic or religious differences ▪ Neighbourhood stigma ▪ Lack of appropriate gathering spaces	▪ Convenient/affordable access to high quality, safe, and appropriate green space, recreation services/programs/facilities, and other services/amenities (e.g., banks, grocery, schools, libraries, parks, playgrounds) ▪ Programs designed and developed according to community desires ▪ Connections among members, organizations, businesses, and politicians/external decision makers ▪ Opportunities and places for social interaction, 'walkability' ▪ Arts, cultural and community activities, celebrations

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[53] Canadian Commission for UNESCO and Alberta Human Rights and Citizenship Commission. *Coalition of Municipalities Against Racism and Discrimination.* Alberta edition. (Alberta), 2007. http://www.ohrc.on.ca/sites/default/files/attachments/CMARD_Booklet%3A_Call_for_coalition_of_municip alities_against_racism_and_racial_discrimination.pdf
[54] Federation of Canadian Municipalities. Pathways to Reconciliation: Cities respond to the Truth and Reconciliation Commission Calls to Action. 2016. https://fcm.ca/Documents/tools/BCMC/Pathways_to_reconciliation_EN.pdf
[55] Calgary FCSS. "What Makes for a Socially Sustainable City?"

▪ High concentration of community services for mentally ill, drug detoxification, parole halfway houses, homeless shelters, etc. ▪ Presence of environmental hazards in or near neighbourhood (e.g., traffic arteries, contaminated soil)	

Programs which increase community belonging can be aimed at both newcomers and current residents. For example, the Grande Prairie Local Immigration Partnership provides online resources for newcomers and works with service providers to address the needs of immigrants and other newcomers, while events such as the annual Passionate Heart celebration recognizes the contributions of front-line workers in our community. Activities such as these can increase the sense of belonging and shared purpose in Grande Prairie.

INVESTMENT PRIORITY #2: INCREASED COMMUNITY CAPACITY AND COLLABORATION

The Aspen Institute defines community capacity as, "the combined influence of a community's commitment, resources and skills that can be deployed to build on community strengths and address community problems and opportunities."[56] It is demonstrated when communities can identify specific and unique challenges, and gather tangible and intangible resources to implement and sustain their own solutions to those challenges. Capacity is developed with the involvement of all levels of the community, from individuals to institutions, and with all sectors of a community, private, public and not-for-profit and voluntary. *(Sidebar footnotes: 57,58)*

MIDTERM OUTCOME 6: INCREASED COMMUNITY PARTNERSHIPS AND/OR COLLECTIVE IMPACT INITIATIVES

Definition: CSD recognizes that many of the issues faced by our community are not simple problems, but complex challenges with interdependent contributing factors. Similarly, the solutions to these challenges will be complex

What we know…

Almost 2/3 of community organizations in Grande Prairie have fewer than ten paid employees, and 85% are managing funding from multiple sources.[57]

Why it's important

Community organizations with small numbers of paid staff experience higher levels of stress than either larger organizations or those which are entirely voluntary. When combined with the need for resources necessary to manage multiple funding sources, this may indicate a need for support services and capacity building around stress management and funding for community organizations in Grande Prairie.

This is supported by the fact that community organizations identified reliable funding as the most significant challenge they face.[58]

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[56] The Aspen Institute Rural Economic Policy Program. *Measuring Community Capacity Building: A Workbook-in-Progress for Rural Communities.* Version 3-96. 2009. https://www.aspeninstitute.org/publications/measuring-community-capacity-building/

[57] *Moffat McMaster, Community Asset Map*.

[58] *Moffat McMaster, Community Asset Map*.

and interdependent and will require the involvement of multiple agencies and institutions. CSD is committed to working with community agencies and institutions to identify ways in which collaboration can address common areas of concern. The aim is to move towards a Collective Impact approach.

"The Collective Impact approach is premised on the belief that no single policy, government department, organization or program can tackle or solve the increasingly complex social problems we face as a society. …It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change."[59] This approach will take time and training to develop the required networks in Grande Prairie, and CSD is committed to developing the community skills and capacity necessary, to enable agency partnerships and agency-institution partnerships.[60]

Sample Programs and Initiatives:

- Agency capacity building, including leadership development, succession planning, FCSS outcomes training, grant application training and Collective Impact training
- Partnership identification and facilitation, including interagency partnerships, agency-institutional partnerships (i.e. City of Grande Prairie, Alberta Health Services, Grande Prairie Regional College, Grande Prairie Public School District, Grande Prairie Catholic School District, and Alberta Child and Family Services, RCMP, etc.), and agency - private-sector partnerships
- Collective community priorities and planning facilitation
- Support for community-wide continuums of services and programs
- Support for developing provincial and federal initiatives
- Community-specific data collection and research initiatives
- Public awareness, education and advocacy for social issues, programs and supports

These programs and initiatives would develop community strategy and priorities in the areas of[61]:

- Income and Employment, including income security and job readiness and retention in secure, livable wage positions, with support for employers and employees
- Housing; affordable, accessible and appropriate housing at all life stages;
- Transportation; affordable, accessible, and timely public transportation options, including public awareness and education on the importance of public transportation for vulnerable persons
- Education; high-school completion and equivalency, literacy, alternative learning supports and affordable and accessible post-secondary education.

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[59] Collaboration for Impact. *The Collective Impact Framework.* www.collaborationforimpact.com/collective-impact/
[60] Further information on Collective Impact can be found at the Community Tool Box.; Centre for Community Health and Development. "*Collective Impact.*" *Community Tool Box.* University of Kansas. https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main
[61] Tamarack Institute. *Vibrant Communities – Poverty Reduction Game Changers.* 2016. http://www.tamarackcommunity.ca/latest/exploring-poverty-reduction-game-changers-with-vc-canada-members

- Health; affordable and accessible health care services beyond provincial medical plans, including dental, physical and mental health supports
- Early Childhood Development; school readiness, parental skills development and affordable regulated childcare, including non-traditional hours of care
- Food Security; affordable, accessible, sufficient, nutritious food as a contributor to healthy and active lifestyles
- Financial empowerment; accessible banking services, protection from fraud and predatory lending, savings and asset development, and credit and debt management.

Risk and protective factors which may contribute to Community Capacity and Social Infrastructure have been identified as[62]:

Risk Factors	Protective Factors
- Public policy deficiencies - Misallocation/mismanagement of public and charitable funds - Competition for funding among service providers - Short-term, ad hoc planning by governments, the not-for-profit sector, and individual agencies - Punitive attitudes toward the poor	- Community organizations and networks with high participation - Coordinated social agencies that enjoy stable, long-term relationships with the community - Community leaders who share power and seek to include all members in activities and decision making - Cross-sectoral collaboration and coordination - Coordinated, integrated system of not-for-profit service delivery - Understanding of the root causes of social problems - Cross-issue, evidence-based, long-term planning - Equality-focused political agenda

The challenges faced by Grande Prairie are complex and multi-faceted, and system level change will require coordination of internal and external stakeholders. Collaboration and coordination at the community level, such as that undertaken by the Community Opioid Response Task Force, the Grande Prairie Local Immigration Partnership, and Community Action to End Poverty, are essential to building a sustainable future for Grande Prairie.

Increased social inclusion and increased community capacity and collaboration are investment priorities which recognize the important work already being carried out by CSD and our community partners, but also allow for the recognition of further work which can to be done to make our community more sustainable. They provide CSD and other City partners with a roadmap as to the kind of programs and collaborations which can positively impact the lives of Grande Prairie residents, both now and in the long term.

[62] Calgary FCSS. "What Makes for a Socially Sustainable City?"

WHERE WE ARE: CURRENT INVESTMENTS

2015 – 2018 Social Investment Framework: Overarching Goals
- *well-being and resilience,*
- *social inclusion and engagement and*
- *community social well-being.*

Just under half of Community Social Development's budget is invested externally, in community organizations who provide programs to community residents. From 2015 - 2017, $3.3 million was invested ongoing funding (29 programs over 19 agencies) and one-time funding (40 special projects). Internal investments from 2015 – 17, including projects and collaborations such as Homeless Initiatives, Home Support, Community Development, and the Grande Prairie Local Immigration Partnership, was $4.1 million. In addition, internal investments meant additional external grant funding of $1.2 million for the Homeless Partnering Strategy.

The greatest portion of investment was in the area of well-being and resilience, both in external and internal programs.
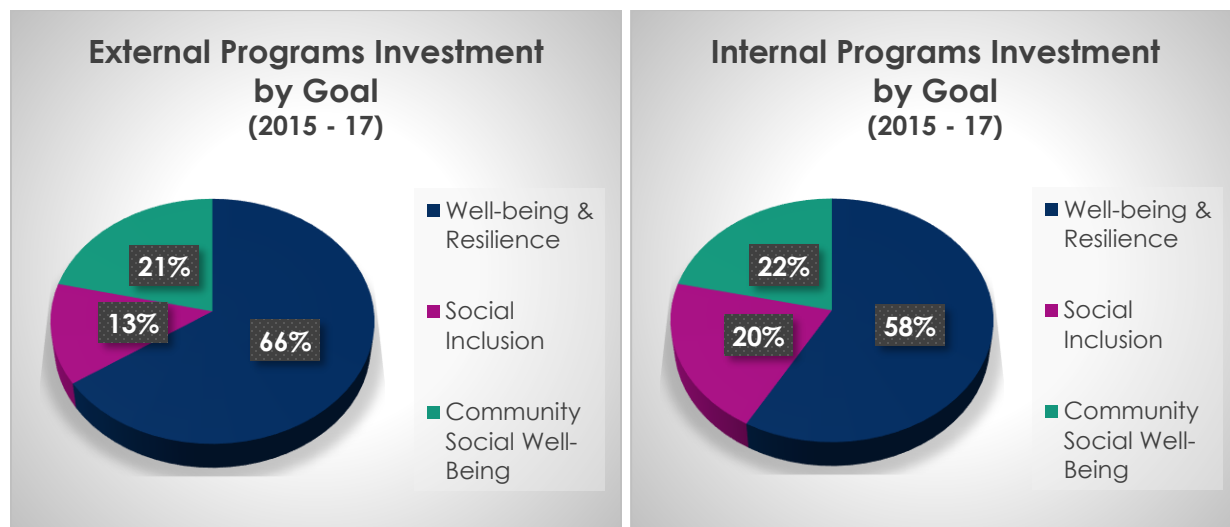
Examples of external programs include:

Well-being and Resilience:
- Building Resilient Families (Pregnant and Parenting Teens)
- Community Support Training (PACE)

Social Inclusion:
- Family and Support Reunification (Sunrise House Youth Emergency Shelter)

Community Social Well-Being:
- Youth Certification Program (Volunteer Services Bureau)

2015 – 18 Social Investment Framework: Priority Outcomes
- *Resilient Families*
- *Engaged Youth*
- *Supported Seniors*
- *Thriving Community (including Adults)*

From 2015 – 2017, the largest portion of CSD investment was into the priority outcome of Engaged Youth and Children, especially in external programs, through our community partners. This weighting is reflective in part of Grande Prairie's demographics as a young city, with more than 1/3 of our population aged 24 or younger[63].   Internal investment by CSD was weighted more heavily to Supported Seniors, due to the Home Support program.
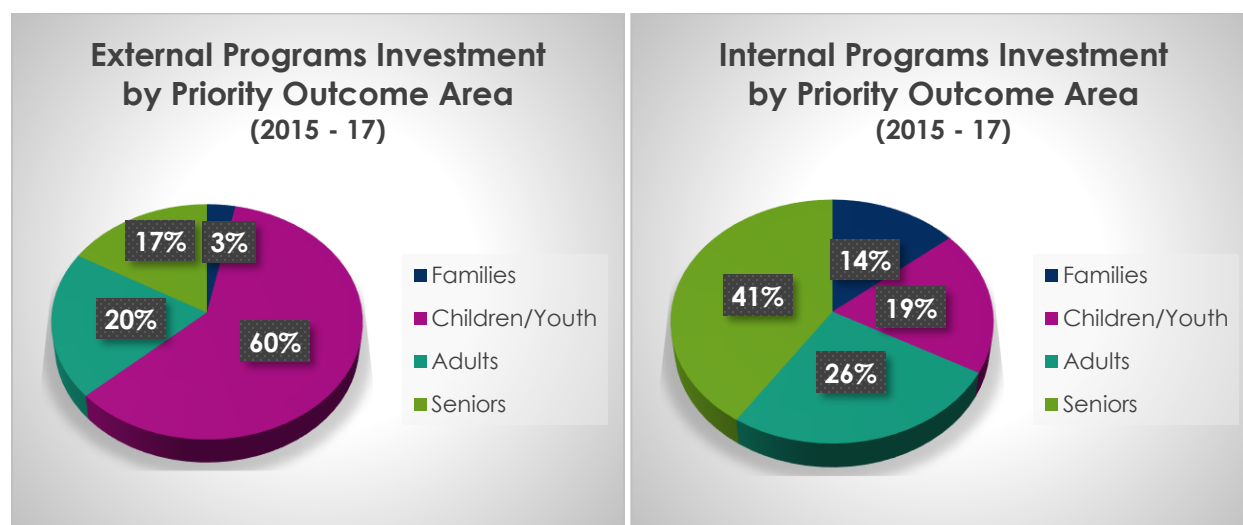
The programs provided to our community members through CSD-funded programs focus primarily on prevention, meaning that they "are intended to help individuals and families adopt healthy lifestyles, thereby improving their quality of life and building their capacity to prevent and address crises situations.[64]" Over 11 000 community members take part in these programs each year. In addition, these programs involved a significant volunteer component, with approximately 4000 volunteers participating each year.

Additionally, the 2011 Social Sustainability Framework's consultations identified community capacity building as a priority, and CSD's subsequent Business Plans have focused on becoming a hub for social sector linkages and collaboration. Progress made in this area includes:

- The Plan to End Homelessness is an example of a collective impact initiative. CSD has acted as a backbone organization to facilitate the coordination of community programs and services to achieve system level change and has resulted in increasing rates of people who can maintain their housing independently (see the Year Three Report card at http://www.cityofgp.com/index.aspx?page=3085).
- The implementation of the Five Year Plan to End Homelessness has demonstrated the importance of a preventative approach, both for individual people and for community

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[63] Statistics Canada, *Grande Prairie Census Profile*, 2016 Census.
[64] Howard Research, *City of Grande Prairie Social Sustainability Framework.*

systems. The Year Three Report card outlines how the Housing Loss Prevention program has prevented homelessness for more than 300 people. Additionally, the Housing First initiative has decreased costs to the medical and justice systems. It also highlights the importance of Housing First in increasing the financial resilience of people.

- Grande Prairie's Immigration Portal (GPImmigration.ca), developed in partnership with the Grande Prairie Local Immigration Partnership, a significant new resource for those relocating to our city from outside the country.

- Sponsorship of the Open Door Café in partnership with the Community Foundation of Northwestern Alberta. This monthly event brings together community leaders and agency personnel for information sharing and networking.

- Interagency email: This list allows community agencies to share events and information with each other.

- Backbone agency for the Community Action to End Poverty (CAEP) committee, which brings together community leaders to effect systems change and eliminate poverty in Grande Prairie. CAEP published the Grande Prairie Poverty Profile in 2016, which includes measures of poverty specific to our city, and continues to work on a range of initiatives to reduce and eliminate poverty. The Committee is now working on recommendations to Council based on this work.

- Formation of the Grande Prairie Youth Council, an advisory committee to City Council, promoting civic engagement and mentorship opportunities for youth.

- Community Asset Map – Grande Prairie, a recent survey providing a snapshot of the not-for-profit community in Grande Prairie, including identification of community priorities and needs. The intention is to conduct this every four years as part of CSD's planning process.

For further details and information on programs, please see the 2017 Community Social Development Annual Report, available as Appendix 2.

WHERE WE'RE GOING: FUTURE PRIORITIES

Community Social Development has developed a number of priorities for internal programs, informed by direction from City Council's Strategic Plan, City management, and community input via the Community Asset Map – Grande Prairie survey. These address both specific initiatives and the larger need to influence policy and effect system-level change.

INVESTMENT PRIORITY #1: SOCIAL INCLUSION

Community Belonging and Engagement[65]*:*

- Social inclusion (community belonging and engagement) is the foundation of the investment priorities identified above and included as guidance for the 2019 – 22 RFP processes. Funded programs will address this priority.

- CSD is creating a Social Inclusion Strategy, coordinating identified needs and priorities in affordable housing and homelessness, poverty reduction, welcoming and inclusive communities, and planning for coordination and collaboration regarding these interrelated areas. This will have particular relevance for the development of Collective Impact initiatives, mentioned below under Community Collaboration.

- CSD is working with the Local Immigrant Advisory Table and the Local Immigration Partnership on a settlement strategy for Grande Prairie with inclusion as a priority.

- CSD is leading the Community Action to End Poverty Committee, by developing a Food Security Strategy, which will include recommendations for action to both community organizations and the City.

Support for Addictions, Mental Health, and Behavioural Disorders.

- Investment priorities will support community partners to provide supports in this area, including onsite supports for existing and new affordable housing projects.

- The Home Support program provides support to individuals and families experiencing disruptions to normal family routine. This includes in-home support for situations involving developmental disabilities.

- CSD is developing programs to monitor community response to cannabis legalization and to work with community partners to develop and deliver educational resources.

- CSD is a backbone organization for the Community Opioid Response Task Force and will continue in the role of monitoring the local situation and developing appropriate responses, including educational resources and public awareness.

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[65] Community belonging and engagement, support for addictions, mental health and behavioural disorders, and homelessness and affordable housing are priorities identified in the Community Asset Map - Grande Prairie survey.

Homelessness and Affordable Housing

- CSD acts as a backbone organization for the Affordable Housing Form and Fold, and is working with community partners to develop and complete a number of affordable housing projects over the next four years.

- Council is pursuing the transition of Affordable Housing development responsibilities to an arms-length Housing Development corporation. As the department is currently responsible for this area, CSD will be involved in researching best practices to inform that decision.

INVESTMENT PRIORITY #2: INCREASED COMMUNITY CAPACITY AND COLLABORATION

Community collaboration, including data collection

- A number of the initiatives outlined above are designed on the idea of Collective Impact, and CSD will be acting as a backbone agency for these as noted. The department will also develop resources to build capacity in community partners in the Collective Impact design, implementation and measurement.

- CSD will be working with our funded community partners to use and/or adapt a comprehensive, evidence-based set of surveys developed by FCSS Calgary and designed to measure outcomes in FCSS funded programs. These will allow CSD to track movement on indicators of change on an annual basis.

- CSD will be beginning a pilot project to track waitlists for programs, in partnership community agencies in the City. This will start with our funded agencies, but should expand to other agencies and organizations. The CAM-GP survey has provided a baseline, community measurement, but more specific-tracking and correlation with other measures and economic data will allow us to develop a more accurate picture of how these elements interact with each other, and ideally, to respond more quickly to changing circumstances.

- The CAM-GP survey identified local institutions, economic organizations and associations interested in collaboration in a variety of areas. CSD will facilitate coordination between these partners to meet emerging needs and will develop and/or facilitate training in the Collective Impact model of community change. Priority was also given to funding applicants adopting or participating in Collective Impact initiatives.

ALIGNMENT WITH GOVERNANCE

Direction in building social sustainability comes both from Grande Prairie City Council and from the Government of Alberta. While provision of many social programs falls to provincial governments as constitutional responsibilities (i.e. education, health care and social assistance programs), Canadian municipalities have increasingly been involved in provision of these services as well[66].

GOVERNMENT OF ALBERTA

In Alberta, the provincial government provides funding to municipalities for the "establishment, administration and operation of a family and community support services program,"[67] in the Family and Community Support Services Act and subsequent Regulation[68], with oversight from the Ministry of Community and Social Services. The FCSS Act requires that municipalities jointly fund programs (FCSS funding is provided on a cost-sharing basis, with municipalities covering at least 20% of costs).[69] It also requires that programs "must be of a preventive nature that enhances the social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity."[70] FCSS has further clarified primary prevention as involving community development[71] (programs which create a supportive and inclusive community and thereby strengthen citizen resilience) and secondary prevention as the provision of community-based services (programs which provide strategies to address vulnerability before a crisis occurs)[72]. Municipalities are tasked with establishing local priorities and approaches, within the established guidelines.

FCSS-based funding allows Grande Prairie the flexibility to identify local priorities and adapt to local needs.

The challenge is the stipulation that programs be preventative only. This limits spending provincially-granted funds on crisis situations such as the opioid crisis addressed by the Community Opioid Response Taskforce[73] or other priorities which do not fit the provincial

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[66] Michael Dewing, William R. Young and Erin Tolley. *Municipalities, the Constitution and the Canadian Federal System (Background Paper BP-276E)*. Library of Parliament, Parliamentary Information and Research Service. May 2006. http://www.res.parl.gc.ca/Content/LOP/ResearchPublications/bp276-e.pdf.

[67] *Family and Community Support Services Act*, Revised Statutes of Alberta 2000, Chapter F-3 (Alberta Queen's Printer 2002). http://www.humanservices.alberta.ca/family-community/14868.html

[68] *Family and Community Support Services Regulation*, Alberta Regulation 218/1994, with amendments up to and including Alberta Regulation 104/2017. (Alberta Queen's Printer 2017). http://www.humanservices.alberta.ca/family-community/14868.html

[69] *Family and Community Support Services Regulation*

[70] *Family and Community Support Services Act*.

[71] Alberta Children and Youth Services, Government of Alberta. *Family and Community Support Services Program Handbook*. (Alberta), 2010. p. 5-7. http://www.humanservices.alberta.ca/documents/FCSS-Program-Handbook.pdf

[72] *Family and Community Support Services Program Handbook*. p. 5-7 - 5-10

[73] City of Grande Prairie. "Mayor Launches Opioid Response Task Force." News release, April 12, 2017. The City of Grande Prairie: Latest News. http://www.cityofgp.com/index.aspx?page=33andrecordid=5602.

definition of prevention, such as emergency shelters[74]. This has resulted in municipalities including Grande Prairie funding at levels above the provincially mandated 20%.

CITY OF GRANDE PRAIRIE

CSD takes guidance from the City's Municipal Development Plan, Municipal Sustainability Plan, and from the City Council Strategic Plan 2019 – 22.

ALIGNMENT WITH THE CITY OF GRANDE PRAIRIE MUNICIPAL DEVELOPMENT PLAN (MDP) - 2010

Written in 2009 and passed in 2010, the Municipal Development Plan "is a long-range planning document that will guide development in Grande Prairie for the next 20 to 25 years."[75] The MDP lays out a vision for the City as "a community of excellence that embraces challenges and opportunities," and public consultations identified "a greater sense of community" as a priority. It includes recurring references to social sustainability and defines this as "meaning that communities are diverse with accessibility to affordable housing, changing lifestyles needs, education, health care, essential goods, and public amenities."

ALIGNMENT WITH THE CITY OF GRANDE PRAIRIE MUNICIPAL SUSTAINABILITY PLAN (MSP) – 2010

Also published in 2010, the Municipal Sustainability Plan lays out five pillars of sustainable communities, economic, social, cultural, environmental, and governance sustainability. The document defines sustainability as, "[The ability] to safely meet the needs of the present without compromising the needs of the future…"[76]. While CSD contributes to all of these elements of sustainability, our services fall primarily under the social sustainability pillar. The ongoing goals identified there include "promoting the social development of children and families, engaging youth in community and social projects, enhancing the quality of life for seniors, building community and leadership capacity in the nonprofit sector." In addition to the general themes, the social pillar identifies two specific aims; the desire for a range of housing choices, with a specific focus on affordable, social housing; and support and assistance for the multicultural community, including support for the Canadian Coalition of Municipalities Against Racism (CCMARD) initiative.

ALIGNMENT WITH CITY OF GRANDE PRAIRIE COUNCIL STRATEGIC PLAN (2019 – 2022)

Grande Prairie's City Council, elected in 2017, has developed a Strategic Plan for the City of Grande Prairie for 2019 – 2022. The Strategic Plan was completed in April 2018 and is now available to the public. It articulates a vision where "Grande Prairie is a vibrant, connected and

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[74] *Family and Community Support Services Program Handbook*. p. 5-16 – 5-28
[75] City of Grande Prairie. Revised Bylaw, C-1237 Municipal Development Plan, passed 2010, updated 2017.
[76] City of Grande Prairie. *Municipal Sustainability Plan.* (2010).

inclusive community with a resourceful spirit. We leverage diversity and seize our growing opportunities by embracing challenges."[77]

More specifically, the plan identifies six strategic objectives under the categories of Community, Economy, Service, Infrastructure, Safety and Governance, and the diagram below lists CSD initiatives and partnerships in these areas.

Community:

"Delivers programs and services that meet the social needs of the community and individuals by promoting healthy diversity, inclusiveness and wellness"

- Funded Community Partners
- Community Development coordination, including Welcoming and Inclusive Communities
- Youth Development coordination, including Youth Action Network and Youth Council
- Home Support Program
- Local Immigration Partnership

Infrastructure

"Act as a catalyst for the provision of affordable and supportive housing alternatives that meet the demands of the city"

- Homeless Initiative
- Housing First
- Housing Loss Prevention

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[77] City of Grande Prairie Council. *City of Grande Prairie Council Strategic Plan 2019 – 2022.* (Grande Prairie, AB), 2018.

Economy:

"Facilitates business developement and job creation through incentives, resources, partnerships and "business-friendly" processes"

- Funded Community Partners

Safety:

"Develops and provides educational programs focusing on proactive prevention, intervention and strategic partnerships to create shared responsibility for personal safety and well-being."

- Community Opioid Response Task Force
- Funded Community Partners
- Youth Development coordination including Youth Action Network and Youth Interagency facilitation
- Cannabis and Opioid education program development

Service:

"…actively engages residents and stakeholders to ensure community needs are considered and incorporated in decision making."

- Community Action to End Poverty committee (backbone)
- Homeless Initiatives (backbone)
- Open Door Café, Interagency Email, Community Asset Map - Grande Prairie survey
- Funded Community Partners (Request for Proposal process)

Governance:

"Establishes and maintains constructive relations with other governing authorities in the region including municipalities, First Nations and School Boards"

"Foster relationships and work to maintain influence with provincial and federal governments and elected officials."

- Housing Strategy with Metis Local 1990
- Homeless Initiative (provincial and federal funding)
- Community Development coordination - CCMARD (Canadian Coalition of Municipalities Against Racial Discrimination

CONCLUSION

Vision: Grande Prairie is a vibrant, connected and inclusive community with a resourceful spirit. We leverage diversity and seize our growing opportunities by embracing challenges.
- City of Grande Prairie Council

Mission: To enhance individual and community quality of life by investing in collaboration, social planning and community development.

- Community Social Development

The Social Sustainability Framework is an opportunity to combine community input with guidance from the provincial Family and Community Support Services, and from City Council, into a comprehensive vision for social sustainability in Grande Prairie. It provides an evidence-based, locally-informed guide for Community Social Development's work with our partners, and can act as a catalyst for real and lasting social impacts, supported by and involving City departments, corporate and small business partners, and not-for-profit and voluntary associations.

Our residents, from children all the way to seniors, should be able not only to access the basic necessities of life, but to build their own resources and access opportunities for meaningful connection to each other. Our communities are where we support and encourage each other, and by supporting our community organizations and facilitating collaboration, we strengthen those communities. By identifying our common goals and applying our shared resources and expertise, we can make a socially-sustainable future a reality in Grande Prairie.

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