Draft Social Development Strategy – V3
March 4, 2021

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PURPOSE OF THIS REPORT

The purpose of the Social Development Strategy is to establish clarity, through the complexity of social systems across the City at Spruce Grove, the Town of Stony Plain and Parkland County, as they experience significant change. The strategy is intended to reflect these organizations realities by establishing a foundation for focused collaboration to improve the lives of residents in the region.

The detailed structure of this document can be found on the next page, in the table of contents. The central recommendation of the Strategy can be found on page 11 under *Organizational Design for Collaborative Social Development*. This section is followed by *Governance Structure*, which outlines the moves necessary to support the mechanisms for organizational collaboration.

From there, the document covers the recommended Strategic Actions and Implementation Plan (starting on page 15), which does into detail about how to move the Region from its current reality to its future desired state. These actions were collaboratively developed with experts in social development from each of the municipalities. Each action is paired with an action table that indicates several aspects of each proposed action:
1. What the identified action is,
2. The social dimension(s) that it impacts
3. A description of the services including the operations, policy and governance changes required
4. A timeline for initiating the action
5. The impact on the municipality
6. The role of the municipal government and the region
7. Key indicators to gauge progress on the actions year over year. These indicators take two forms: Action Indicators measure activity associated with the action. Impact Indicators measure related impacts of the activities that the region delivers. Each action may have an Action Indicator, an Impact Indicator, or both – depending on the applicability of each.

Beyond this the document outlines potential financial impacts of the Strategy, highlighting the necessary municipal investments and potential efficiencies and benefits that could come from this social development work. Finally, the document concludes with two appendices, these are best practices review and the municipal internal document review.

How to Use This Report

Please find the tutorial on how to use this report via the link below:
https://www.loom.com/share/715b9cd0065a464fa3339beacda28471

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INTRODUCTION

Background

The Tri-Municipal Social Development Strategy is part of an ambitious project to redefine regional collaboration to address shared challenges amongst the City of Spruce Grove, the Town of Stony Plain and Parkland County. Through a comprehensive and thoughtful approach, the Tri-Municipal Region (TMR) is attempting to align many planning efforts across three pillars: Governance; Plans and Strategies; and Implementation. The Social Development Strategy is one of the key elements of the Plans and Strategies pillar.

At its core, the Social Development Strategy is designed to establish clarity through the complexity of social systems across three municipalities that are experiencing significant change. The Strategy is intended to reflect these public organizations' realities by establishing a foundation for focused collaboration to improve the lives of residents in the region.

Social Development is concerned with improving the well-being of all members of the community across all stages of life. Individual communities and the broader region collectively benefit from residents who are able to meet their needs and live fulfilling lives. When considering social development broadly, a myriad of factors influence the well-being of people, including health, education, employment, housing, recreational opportunities, relationships and others. Within this complexity, a challenge for a municipally oriented Social Development Strategy is to focus on the dimensions where local government has the most influence.

While this Social Development Strategy will play an important role in realizing positive outcomes in the community, there is an opportunity for other Tri-Municipal Strategies to also place a 'people first' focus into the varied strategies that are part of the broader regional planning initiative. By applying a collaborative, people-centric approach to the Tri-Municipal Regional Plan's philosophy of 'shared investment for shared benefit,' the lives of residents in the region will see positive changes over time.

> *Social Development is about investing in people. While the Social Development Strategy will play an important role in the investment in healthy individuals, families and communities, using a social development lens to understand the impact other Tri Municipal Strategies have on local people will be essential.*

Guiding Principles

Principles are a fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning[1]. Principles of social development guided the development of this Strategy: they speak to the beliefs, mindsets and behaviours that should

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[1] Dittmer, H. (2017). Principles based agile adoption. https://agileforall.com/principle-value-based-agilescrum/.

guide any particular social development policy, plan, program or service. These principles include:

◆ Multi-generational approach
◆ Environmental sustainability
◆ Equity, Diversity & Inclusion
◆ Access & Affordability
◆ Human Rights & social justice
◆ Health, basic needs & security
◆ Empowerment & Dignity
◆ Kindness & Compassion
◆ Transparency
◆ Reconciliation
◆ Integrated: Coordination, Cooperation & Collaboration
◆ Strengths-Based
◆ Community Led & Person-Centered
◆ Adaptability
◆ Social Ecological Approach: Intersectionality
◆ Prevention-focused

The principles established a framework of holistic social development dynamics including organizational framework, core social dimensions and ultimate human development outcomes. Common elements found within each of these categories can be found in the chart below:

PRINCIPLES

Environmental sustainability   Equality/Equity   Access   Affordability   Reconciliation
Human Rights / Social Justice   Health / Public Health   Basic Needs & Security   Confidence & Dignity
Safety   Empowerment   Diversity   Kindness & Empathy   Transparency
Coordination, Cooperation & Collaboration   Strengths-Based   Person-Centred   Intersectionality
Adaptability   Prevention Focus

ORGANIZING FRAMEWORK

Income & Social Status
Healthy Behaviours
Employment & Working Conditions
Access to Health Services
Education & Literacy
Biology & Genetic Endowment
Childhood Experiences
Gender
Physical Environments
Culture
Race / Racism
Social Supports & Coping Skills

SOCIAL DIMENSIONS (municipal focus)

Health
Education
Income & Employment
Early Learning Environments & Family Supports
Housing
Poverty Reduction
Community Participation
Sports & Recreation
Economic Development
Food Security
Transportation & Mobility
Digital Access / Communication
Mental Health & Addiction
Arts & Culture

HUMAN DEVELOPMENT OUTCOMES

Well-being
Resiliency
Equal Access to Socio-Cultural Assets
Equal Opportunity
Access to decent standard of living
Participation in Community Life
Health
Strong, Healthy Relationships
Belonging
Opportunity for Flourishing
Levels of Social Cohesion
Peace
Resourcefulness
Responsibility
Choice in Socio-Cultural Opportunities
Self-Authorization & Empowerment

This Strategy does not address every social dimension identified, but rather hones in on five core dimensions that the Tri-Municipal partners determined that they have influence over and where there is opportunity for collaboration.

"Central to the human development approach is the concept of capabilities. **Capabilities,** *what people can do and what they can become - are the equipment one has to pursue a life of value... Our capabilities are expanded (or constrained) by our own efforts and the institutions and conditions of our society."[2]*

Methodology

In the Fall of 2020, Intelligent Futures was commissioned to lead the Tri-Municipal Social Strategy. The Strategy was developed through collaboration with Tri-Municipal Regional Planning consultants, Tri-Municipal social development staff and administrative leadership from each municipality.

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[2] Social Science Research Council. *The Human Development Index.* https://measureofamerica.org/human-development/.

The Strategy was developed from primary research gathered through workshops with Tri-Municipal partners who brought subject matter expertise, in addition to secondary research gathered from existing municipal documents and best practice research. The core methods that informed the project included:

- *Startup workshop:* Selected representatives from Spruce Grove, Stony Plain, Parkland County and Tantus Solutions Group gathered to share their desired outcomes for the project. This workshop created a shared understanding of the work, a social development ecosystem map, and a vision for the Strategy itself.

- *Current state research:* Based on the direction of the municipalities, twelve (12) municipal plans were analyzed to determine alignment with principles, functional areas of social development, action items, and indicators for the success of social development.

- *Current state workshop:* Gathering the social development experts amongst the Tri-Municipal partners, this workshop was designed to gather unique insight into social development programs and systems as they currently exist within the region. The focus then shifted to the 'locus of control' related to elements of social development and opportunities for integration across the three municipalities.

- *Best Practice Research*: This work included analysis of 40 best practice reports, initiatives and policies for social development, ranging from municipal plans to global initiatives related to social development. Best practice research was used to structure the social development definition and framework as well as validate direction and spark new thinking about the Strategy.

- *Strategy Sprint*: Selected Tri-Municipal staff gathered for three days to craft the key actions for the Strategy as well as prioritize these moves through identification of the level of effort and potential for impact for each.

The Tri-Municipal Social Development Strategy has been guided by the following challenge statement: How might we develop an actionable plan that sets collective priorities that reflect demonstrated social development opportunities across the region?

CURRENT STATE ANALYSIS

Demographics and Geography

The Tri-Municipal Region spans more than 600,000 acres and is home to nearly 86,000 residents, populated as follows[3]:

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[3] Nordicity (2020). Tri-Municipal Region Draft Cultural Strategy.

◆ Parkland County: 32,097[4]
◆ City of Spruce Grove: 35,766[5]
◆ Town of Stony Plain: 17,8423[6]

Each of the municipalities is expected to grow in the coming years and decades, with high-end estimates suggesting that City of Spruce Grove, alone, could be home to more than 100,000 residents by 2067. While the region is growing, it is also an aging population. As a result, the nature of services required is shifting, as is the need for residents to increase access to the services offered.[7]

In addition, the region is welcoming a growing proportion of newcomers to the area, and also remains home to growing First Nations communities, including the Enoch Cree and Paul First Nations. These demographic dynamics are noted as important opportunities to advance inclusion within the community.[8]

Geographic considerations are also key. Indeed, the push-pull factors linked to being proximate to the Edmonton Metropolitan Region, such as cost of living and access to commercial centre services, are taken into account across all municipal planning. Other considerations, such as the East/West demographic divide within Parkland County, whereby the western neighbourhoods are more sparsely populated than eastern, are important factors when considering accessibility of social services and offerings. The Tri-Municipal Region's unique character straddling 'country charm' and easy access to Edmonton Metropolitan Region further exemplifies the importance of enhanced capacity for delivering an integrated and coordinated approach to social servicing and programming.[9]

Organizational Challenges, Local Context and Trends

The three municipalities of the Tri-Municipal Region have a variety of social issues and assets as it relates to their social service delivery, policies and corresponding operations. Key insights provided by the municipalities are identified below.

Challenges
A significant challenge identified across all three municipalities was capacity – whether staffing, funding, expertise or time. The extremely complex and long-term nature of social development, significant changes and challenges across the communities and limited resources challenges the municipalities to continually 'do more with less.' Amongst the three municipalities, there are variations in capacity levels as well, which creates challenges in developing a common understanding about the state of social development in the region and how to address immediate and long-term challenges to advance the social health of the community.

Other core challenges raised by internal subject matter experts included:

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[4] ibid
[5] ibid
[6] ibid
[7] ibid
[8] ibid
[9] ibid

- A lack of connection between service delivery level and system-wide thinking. A significant challenge in social development is meeting immediate needs while addressing long-term, systemic issues.
- Insufficient clarity on social dimensions that can and cannot be led at a local level. Dimensions of social development are interconnected at a variety of scales – from the individual to the broader society. In light of this, identifying where municipalities can best intervene can be a challenge. The connection of social dimension to other elements of regional planning is illustrated in the graphic that follows this list.
- Organizational structures and collective work. Parkland County, the Town of Stony Plain and the City of Spruce Grove each has their own administrative hierarchy and existing internal relationships. Improving social development for the Tri Municipal community means enhanced break-down of departmental silos and ever more open lines of communication between departments and across municipalities.
- Existing forces and structures of oppression. The historical evolution of our communities and society has resulted in members of our community facing a variety of challenges that negatively impacts their well-being. Addressing these issues is challenging and requires a long-term, systemic approach.
- Challenges in support for addressing social development issues. In addition to the complexity of these issues, there is often disagreement on how to address community challenges such as the opioid crisis, affordable housing and other issues. This can lead to a lack of diminished impact in the community.
- A lack of evaluation. Little is currently done to succinctly measure social development in the region. To support the capacity needed for calls to action positive change must be explicitly demonstrated.

Staff dedicated to social services varies significantly between the three municipalities, reflecting the priorities of each municipality, their respective populations and their unique social development strengths and assets. Staffing levels and responsibilities are described below:

◆ Parkland County - **2 FTE** are responsible for parks, recreation and cultural projects in addition to social development issues. These staff primarily liaise with Stony Plain, Drayton Valley, Yellowhead, and Spruce Grove FCSS and not-for-profits who receive services through joint cost sharing agreements.

◆ City of Spruce Grove: **12.7 FTE** are responsible for managing administration/leading corporate initiatives/ leadership; community development/planning; engagement and support; community events; counselling services; school partnership program; information and referral; direct adult and family programming; direct seniors programming; direct youth programming; case management; Drop-In Centre operations; social innovation and outcome measurement; volunteer engagement and management; project reporting (including grant writing) and social planning.

◆ Town of Stony Plain: **7.4 FTE** are responsible for managing administration/leading corporate initiatives/ leadership; , community development/planning; engagement and support; community events; school partnership program; information and referral; direct adult and family

programming; direct seniors programming; direct youth programming; Drop-In Centre operations; social innovation and outcome measurement; volunteer engagement and management; and project reporting (including grant writing).

Local Context

The Tri-Municipal Region is home to three distinct yet interconnected communities, each with their own unique mix of residents and current social offerings. While discussing the assets and issues that currently exist in this sphere of planning, the subject matter experts from the three municipalities identified the following:

Assets
- Increasing awareness of social issues, a spur of commitment for positive change
- Strong community relationships, good partnerships
- Expertise levels, strong knowledge base
- Existing data and research
- Strong community advocacy
- Willingness to change, innovate and risk take
- A diverse population

Issues
- Shifts in services due to response to COVID-19, particularly the impact on youth, seniors and vulnerable persons
- Fiscal and economic challenges
- Inconsistent levels of social development awareness
- Social isolation, drug misuse, domestic violence, financial distress and other issues exacerbated as a result of COVID-19
- Lacking awareness of existing social supports
- Increase in mental health concerns and needs
- Rural resilience, not accessing support
- Community engagement and citizen activation low
- Low sense of belonging
- Housing supply and affordability issues
- Lacking unique service and needs for Indigenous population

Trends
Looking out at social development beyond the Tri-Municipal Region, the following programs, initiatives and movements were raised as important shifts to the social landscape. For more details on specific initiatives, see the hyperlink provided.
- Unearthing the unique effects of COVID-19 on different populations
- Collaborative models, including coordinate service delivery approaches
- Increased visibility of issues surrounding mental health
- A National Childcare Investment
- Grassroots movements and citizen led approaches (i.e. Black Lives Matter, Indigenous Lives Matter)

- Applications of Universal Basic Income
- Mistrust of police, government, authorities
- An economic recession
- The Housing First model
- The calls to action of the Truth and Reconciliation Commission of Canada

Existing Plan Alignment

Existing municipal plans that were suggested for review as part of the Strategy development process are listed in the left-hand column of the table below. These plans were cross-referenced against the widest breadth of social dimensions as this research was conducted prior to uncovering the spheres of control and influence each department has over each dimension.

Internal Document Reviewed / Social Dimension	Truth & Reconciliation	EDI	Health	Education	Income & Employment	Housing	Early Learning & Family Supports	Poverty Reduction	Violence Prevention (Safety)	Community Participation & Volunteerism	Sports & Rec	Economic Dev.	Community Associations/Non Profits	Transportation & Mobility	Social connection (incl. digital access)	Mental Health & Addictions	Arts & Culture	Food Security	Environmental Sustainability	Disaster Planning & Recovery	GUIDING PRINCIPLES	GOVERNANCE	FUNDING	ROLES
Stony Plain Strat Plan				•	•	•	•			•	•		•	•	•		•	•		•		•		
Stony Plain FCSS Strategy		•					•	•	•				•	•				•						
Stony Plain Poverty Reduction Impact Report		•	•	•	•	•	•	•		•	•		•	•	•		•		•	•	•	•		
Strat Plan 2035				•			•	•					•				•	•						
SG COVID Impact Report	•	•	•	•	•		•	•	•		•		•	•		•		•	•	•	•			
SG Pathways Home	•	•	•	•	•	•	•	•		•	•		•	•		•		•	•	•	•			
SG Plan of Service FCSS				•			•		•		•		•	•				•	•					
SG Recovery Team FW							•				•		•			•	•							
SG Social Sustainability Plan	•	•		•			•	•		•	•	•		•	•		•	•			•			
Parkland Social Development Plan	•	•		•	•		•	•	•	•	•	•	•		•		•	•	•					
Parkland Integrated Sustainability Plan	•	•	•	•	•	•			•		•	•	•				•	•			•			
Parks & Rec Master Plan		•	•			•		•	•					•		•		•	•					

▪ Indicates a direct reference based on initial document review. Page # in document available for reference.

The complementary relationship between the three municipalities means that cost and resource sharing is a key characteristic of the region's operations. Positions and projects where coordination and resource sharing among the municipalities has been identified as being successful and could benefit social development through replication include:

- The opioid awareness project and elder abuse coordinated response have been successful projects in terms of regional cooperation, making clear 'who is there first'
- The RCMP crime analyst position was noted as 'doing good regional work'
- The three Corporate Communications departments were also noted as groups that are currently 'collaborating well'

TRI-MUNICIPAL REGIONAL PLAN

FUTURE STATE ANALYSIS

Vision for Social Development

As the Tri-Municipal Region comes together to collaborate on the implementation of this Strategy, a new vision has been developed to establish a shared direction on social development.

> *The Tri-Municipal Region is a community of communities, where our residents are supported to reach their full potential. The needs of residents are supported through collaborative efforts between the municipalities of Spruce Grove, Stony Plain and Parkland County, and the communities that they serve. Across all areas of social development, municipalities and their partners strive to meet the needs of residents today, while also addressing the systemic causes of challenges that are faced in the community.*

Key Social Dimensions

The core social dimensions identified for the Strategy emerge from case study and best practice research on municipal social development frameworks. For the purposes of social development in the Tri-Municipal Region, municipal partners initially evaluated a variety of potential social dimensions, using a frame of the 'locus of control' for municipalities – those dimensions where local government can play an impactful role. A second lens of 'opportunity for integration' or 'new collaboration' was applied to the dimensions that surfaced within the 'locus of control.' Using this process of refinement, five social dimensions that were identified as the primary focus for this Strategy: diversity & inclusion; healthy relationships; poverty reduction; housing; and Indigenous Truth & Reconciliation. The graphic below illustrates the process of evaluation that led to the focus of these five social dimensions.
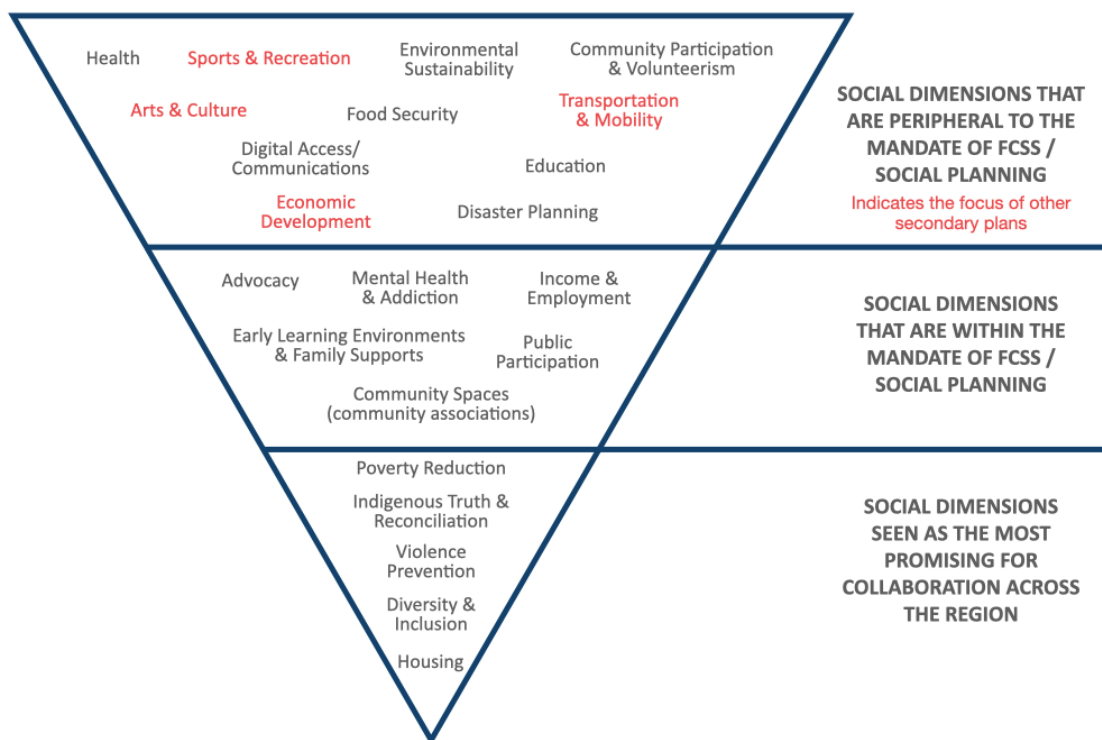
The descriptive goals for these five social dimensions that are the focus of this Social Development Strategy are as follows:

Diversity & Inclusion
The Tri-Municipal Region embraces difference and provides a welcoming, supportive community for people, regardless of race, age, ability or sexual and gender identity. Systemic racism and other structures of oppression are continually challenged and dismantled collaboratively between the three municipalities of the region and their communities.

Healthy Relationships
The Tri-Municipal Region supports healthy relationships through support of individuals and families to meet their health, economic and social needs - particularly for our most vulnerable populations. The municipalities seek to avoid violence and abuse through the continual building of capacity and supports to the community to effectively address challenges and stresses in our residents' lives.

Poverty Reduction
The Tri-Municipal Region actively works to reduce poverty in our communities while providing supports for those who find themselves in poverty. In collaboration with the business community and community organizations and institutions, the municipalities address the complexity of poverty in a multi-faceted way, including income and employment, lifelong learning opportunities and early childhood development.

Housing
The Tri-Municipal Region provides residents with housing opportunities that meet their needs at a price that they can afford. There are housing options available across the housing continuum, and the municipalities offer resources to connect residents to housing opportunities.

Indigenous Truth & Reconciliation
The Tri-Municipal Region recognizes the devastating impacts of colonialism on Indigenous communities. The municipalities actively work with Regional Indigenous community members, organizations, groups, and residents to embed Indigenous cultural practices and cultural safety into municipal services of all kinds.

Organizational Design for Collaborative Social Development

As discussed earlier, social development is an extremely important and very complex area for municipalities to address. Within this complexity, there are core challenges in delivering effective support to residents across three different, yet interconnected communities that are currently supported by varying organizational and governance structures. In order to enhance the impact of the three municipalities, a new level of capacity and focus on collaboration is needed.

To enable collective action toward improving social development outcomes, the Region must put attention on inter-organizational capacity and systems change. It is firmly believed that by impacting how the organizations work together to guide quality collaboration and reduce duplication by driving for continuous quality improvement at the individual, program and service, organizational, and systems levels, will ultimately result in a positive impact on residents' well-being.

It is recommended that the foundational step in achieving inter-organizational capacity and systems change is the development of a Regional Social Development Steering Committee, made up of CAO representatives from each municipality. With the aim of realizing the vision for social development, this Steering Committee will establish the priorities for integrated social development initiatives. By way of the collective priorities for social development as determined by their respective Councils, this Committee can ensure actions are authentic and meaningful for the communities they serve.

For some Committee members, there may be a need to establish their community's vision for social development with their respective Councils to determine what the intended purpose and role of their municipality is. The key social dimensions listed above are the recommended starting point for this discussion, as administration identified these as having the greatest potential for integration and collaboration. Building on the direction established in this Social Development Strategy and the direction from the respective Councils, the Steering Committee can establish a shared path forward to implement collaborative action on social development in the region. Beyond setting priorities and directing resources, the establishment of the Steering Committee also signals to the broader organizations that social development is important and that collaborative solutions should be embraced.

To support the Steering Committee, it is recommended that a new administrative position of 'Regional Social Development Coordinator' is created. This new full-time equivalent (FTE) position would lead the efforts that bring Parkland County, The Town of Stony Plain and The City of Spruce Grove together to improve social development outcomes within the region. The Coordinator would be the champion of this Strategy and would support the Steering Committee. This position would bring capacity to the three municipal partners as well as bridge the gap between decisions and directions of the Steering Committee and collaborative actions amongst each organization's existing social departments.

The four strategic priority areas required to move to the Region to its desired future are:

A. Human Resourcing for Social Development
B. Internal Capacity-Building
C. Strong Community Relations and Engagement
D. Resident Supports and Program Delivery

For a detailed list of actions and responsibilities of the Social Development Coordinator and existing staff see the *Strategic Actions and Implementation Plan* section.

It is recommended that that the cost of the new position be shared among the three municipalities, as the work of the Coordinator is intended to support and benefit all three communities. Similar to other Tri-Municipal Region collaborative efforts, it is recommended that a Memorandum of Understanding (MOU) on Social Development Initiatives is signed by all three municipalities. This will ensure clarity of responsibilities and resourcing for this new stream of collaborative effort.

Governance

The recommended service delivery model for the Social Development Strategy is Joint Delivery. As the three municipalities will continue to serve and deliver programs unique to their residents' needs, it should be recognized that only select programs and services will be shared based on the opportunity to scale,

integrate and collaborate. As described earlier, the proposed social dimensions to focus collaborative efforts on are Diversity & Inclusion, Healthy Relationships, Poverty Reduction, Housing, and Indigenous Truth & Reconciliation.

In developing the governance model for social development across the three municipalities, it is recommended that the five prioritized social dimensions are developed with a collaborative effort from all municipalities in the Region. As shown in the diagram below, social development is an area that touches all aspects of municipal jurisdiction. In order to proactively and comprehensively contribute to the health and well-being of residents in the region, administration must jointly plan and deliver service to maximize resources and keep residents at the heart of decisions made across all domains of regional activity. This includes but is not limited to:

| Jurisdiction	Social Development Lens
Economic Development	The evolution of the regional economy should include diverse and equitable opportunities to participate in the economy.
Land-Use	Framing changes to land use with the intent to maximize opportunities for those most marginalized in the region.
Transportation	Recognizing that transportation provides access to education, employment, community connections and social support, develop a lens on transportation that provides equitable access to all manners of mobility opportunities and supports.
Housing	Approaching housing as a fundamental human right will ensure that all citizens of the region will be able to contribute to the social end economic aspects of life in the region.
Culture	Arts, culture and heritage contribute to a shared sense of identity amongst residents of the region. Ensuring that the cultural life of the region is designed in a way that builds empathy, inclusiveness and sense of welcoming for a diversity of community members has much to contribute to social development.
Competitiveness	At its core, Social Development is about investing in people. While the Social Development Strategy will play an important role in the investment in healthy individuals, families and communities, a lens on people throughout the Tri-Municipal Planning efforts will be essential to resident well-being.
Recreation	Addressing issues of social inclusion across recreational programs in the region will have a positive impact on those in the community who are most in need of these kind of outlets and opportunities.

As mentioned in the recommendations set out in the Organizational Design for Collaborative Social Development section, this work would be governed by the Steering Committee. A first step in convening this group is to establish a Terms of Reference and initiate a Tri-Municipal Memorandum of Understanding (MOU) on Social Development Initiatives. This model seeks to support the overall adoption of social development inside each member municipality.

For further direction on how the work gets done and which integration projects administration should be focused on, a Regional Social Development Policy must be created. This will verify the strategic direction through input from Council and confirm the path forward. It is the intersection of those things that will trigger the mechanisms (procedures) and actions to achieve the Region's ambition for social development. The Steering Committee can then identify which municipality might lead in designing or delivering specific social dimensions and ensure each departments work is tied back to the direction set out in a coordinated way.

It is highly encouraged that the Steering Committee incorporate the preventative program and service delivery criteria embedded in FCSS funding agreements into this policy. Aligning with this provincial mandate increases the access to funding opportunities offered through the FCSS arm.

It is also recommended that the Steering Committee determine where the Social Development Coordinator is housed within the Tri-Municipal Region, to align with how they see Social Development coordination fitting into their overall scheme. The graphic on the following page illustrates the proposed structure for the Steering Committee and dedicated Social Development Coordinator within the Tri-Municipal Region.
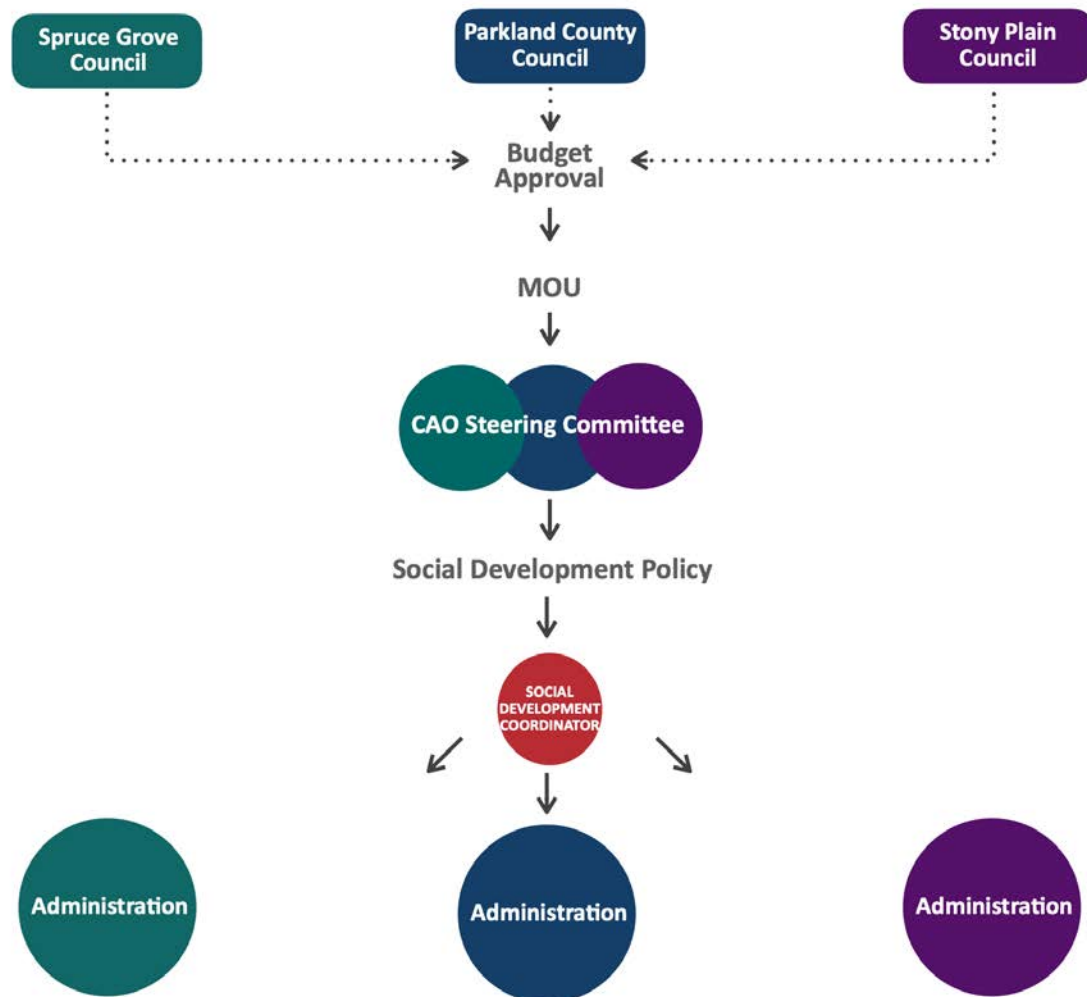
Metropolitan Regional Considerations

The Edmonton Metropolitan Region Board (EMRB) *Growth Plan*, lists 'Recognize and celebrate the diversity of communities and promote an excellent quality of life across the Region' as one of its guiding principles. Correlated with this principle are a series of objectives related to build form support for creating communities with fewer barriers, more opportunities and improved access. This plan addresses social development primarily as a way to support communities by supplying the daily needs of residents and focussing on diverse and equitable access to housing.

The Shared Investment for Shared Benefit (SISB) models include social development concepts of equity as a principle in their project charter, as a way to fairly share resources across the region. Whereas the SISB model supports municipalities in region-wide efforts rather than individual household projects, there is a substantial influence of social development in municipalities, as the funding received through this initiative can help improve the overall wellbeing of the communities who may not otherwise have access to the funds for community-supporting improvement programs and infrastructures.

Additional EMRB plans and reports also support social development initiatives that are aligned with the principles outlined in the EMRB growth plan. The guiding principle regarding quality of life is repeated in 'community and housing' policy areas that help to influence other plans like the *Integrated Regional Transportation Master Plan* and other projects that are currently in development.

# STRATEGIC ACTIONS & IMPLEMENTATION PLAN

Strategic Actions

Assuming the creation of a CAO Steering Committee and the added capacity of a Social Development Coordinator, the following actions are recommended to begin moving the Region from its current reality to its future desired state. These actions were developed collaboratively with social development experts within each municipality and should be reviewed and evaluated against the CAO's policy to ensure alignment.

It is recommended that the Steering Committee narrow or expand this list to align with the priorities of their Councils. As they do so opportunities for cost savings, targeting community needs and increasing overall effectiveness of social planning across the Region should be kept at the forefront.

The four strategic priority areas recommended for progressing a collaborative approach to social development include:

A. Human Resourcing for Social Development
B. Internal Capacity-Building
C. Strong Community Relations and Engagement
D. Resident Supports and Program Delivery

Each of these priority areas has a list of foundational, developmental and aspirational actions which represent the 0-5 year, 6-10 year and 10 year and beyond outlooks, respectively. The foundational actions provide greater detail as they should be initiated first to set the stage for more additional efforts in the future.
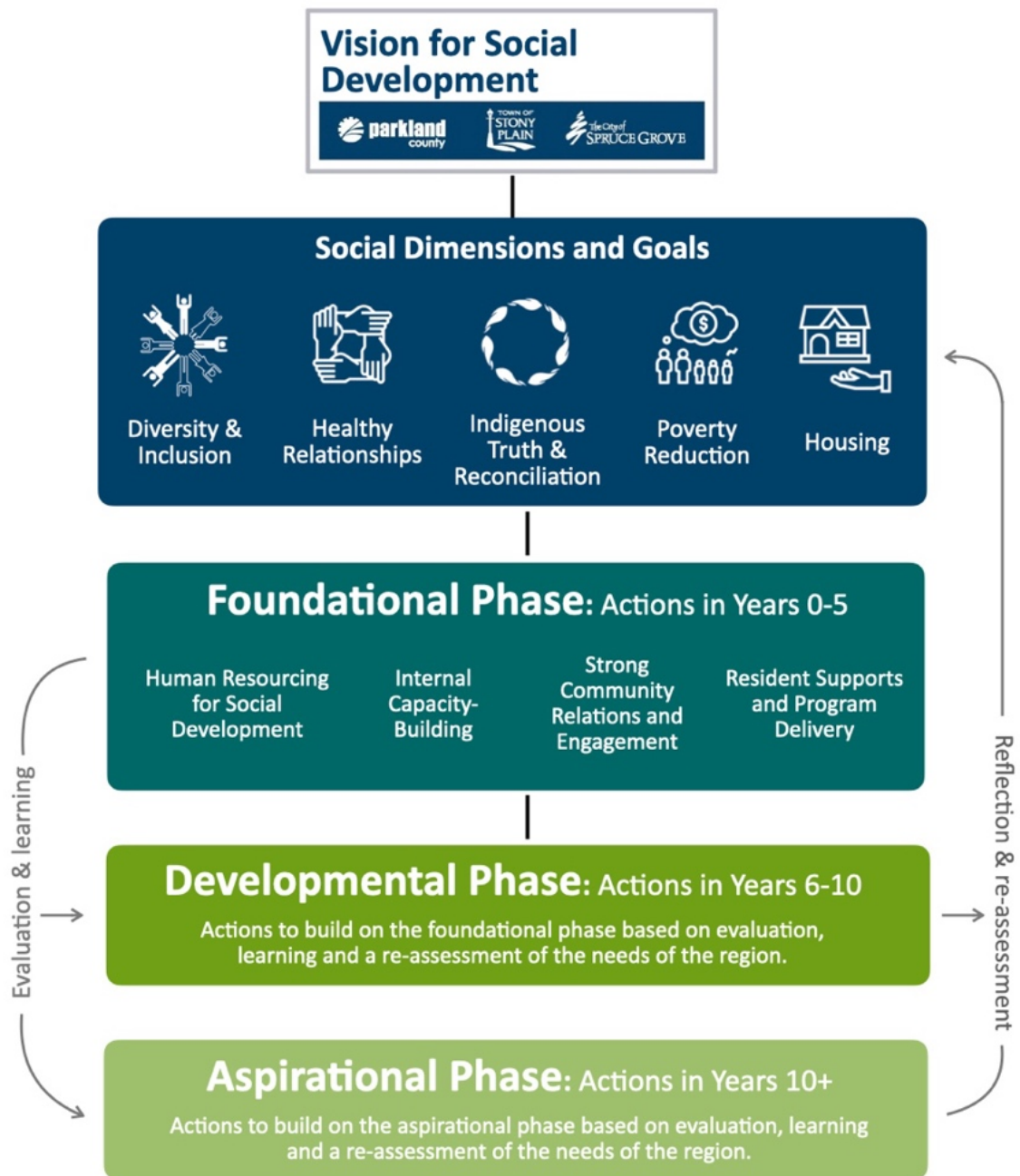
A. Human Resourcing for Social Development

The resources developed in our socio-cultural settings (institutions, policies, regulations, governance, and other assets in a societal context) and the impacts and influences those have on how the individuals in society learn, adapt, develop social norms, and interact - all shape the social development process. The first and foundational step to realizing a collaborative approach to social development in the Tri-Municipal Region is to establish the necessary resources to effectively deliver the actions outlined in this report.

FOUNDATIONAL ACTIONS
The initial two recommended actions of this Strategy are:
- A1 Establish a Social Development Steering Committee at the CAO level
- A2 Hire a social development coordinator
- A3 Assign a point-person for the Social Coordinator to liaise with from Community Social Planning (Spruce Grove), FCSS (Stony Plain) and PRC (Parkland)
- A4 Align policies

DEVELOPMENTAL ACTIONS
- A5 Review fundamentals of all foundational actions, determine their success and re-evaluate capacity and effort for addressing other social dimensions

B. Internal Capacity-Building

While the establishment of a Social Development Steering Committee and Coordinator position are essential steps to enabling regional coordination on key social issues, broader capacity across Parkland County, The Town of Stony Plain and The City of Spruce Grove is equally important. Building awareness, knowledge, policies and relationships across social dimensions will create progress across the organizations, from Councils to the variety of departments that deliver all manner of services to meet the needs of residents. In this way, improving social outcomes is not relegated to a single group or department. Rather, social development is seen as a responsibility of the entire municipality, with related capacity to match.

FOUNDATIONAL ACTIONS
The following seven actions are recommended in the next five years:
- B1 Train Council and Administration on decision making in social planning and development
- B2 Revise committee application and selection processes to remove barriers
- B3 Develop internal guide and evaluation for consulting with Indigenous communities
- B4 Build equity into administrative organizations and plans
- B5 Improve understanding of violence and abuse in the region and support with more targeted research
- B6 Create direction, messaging, and a plan to support the first five years of development for prevention
- B7 Create strong shared advocacy and funding messages to the province and in grants when writing for social issues

DEVELOPMENTAL ACTIONS
The following four actions are recommended to initiate once the foundational actions are established:
- B8 Adopt restorative justice principles and objectives as a standard of practice for all departments
- B9 Actively promote to and recruit within minority groups for participation in Regional Committees
- B10 Declare regional commitment to implement the United Nations' Declaration on the Rights of Indigenous Peoples (UNDRIP)
- B11 Establish a violence prevention funding acquisition and prioritization plan

ASPIRATIONAL ACTIONS
The following three actions are recommended to initiate once the developmental actions are underway:
- B12 Identify systemic issues in hiring and income disparity in the three municipalities and dismantle colonialism within existing hiring practices
- B13 Establish a Regional 'Elder in Residence' position, whereby all departments can access this individual for resources and wisdom related to projects and process updates
- B14 Update municipal procurement policies to include social procurement strategies in retaining goods and services (e.g. hiring diverse supplier - a business that is at least 51 percent owned, managed and controlled by an equity-seeking community or social purpose enterprise)

C. Community Capacity-Building
The social development process is a nested one, meaning individual social development is nested in broader socio-cultural environments and interactions. These environments and interactions can both support progressive, adaptive social development for the individual or community, or constrain or limit social development in unproductive ways. For instance, having immediate personal engagements, family engagements or participating in society are all socio-cultural interactions.

FOUNDATIONAL ACTIONS
With added resourcing in municipalities, new relationships with the broader community can be cultivated for improved social outcomes. The Tri-Municipal Region can effectively build trust and strengthen community groups and organizations by advancing these four actions in the next five years.
- C1 Initiate working tables to address poverty and homelessness
- C2 Create ongoing relationships and trust with marginalized communities (e.g. youth groups)
- C3 Coordinate public-facing communication to build understanding of diversity and inclusion and the experiences of marginalized communities
- C4 Support non-profit development in deploying prevention and intervention-based programs and services in the five targeted social dimensions areas (Diversity and Inclusion, Truth and Reconciliation, Poverty Reduction, Healthy Relationships and Housing)

DEVELOPMENTAL ACTIONS

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The following five actions are recommended to initiate once the foundational actions are established:
- C5 Work with economic development leaders to calculate and promote the adoption of a living wage that is contextual to the Tri-Municipal Region
- C6 Conduct accessibility audits on new and existing municipal facilities
- C7 Develop and provide bystander training to businesses and schools in the Region
- C8 Establish a Regional poverty reduction entity (e.g. End Poverty Edmonton)
- C9 Coordinate public-facing communication to build understanding of human rights approach to social development (versus charity)

ASPIRATIONAL ACTIONS
The following two actions are recommended to initiate once the developmental actions are underway:
- C10 Acquire funding to support housing needs
- C11 Establish a naming, renaming and commemoration process to ensure streets, parks, events, and other public assets are named in a manner that reflects the diversity of the community

D. Resident Supports and Program Delivery

Social development involves an ongoing relationship between the individual / family and the broader community. A key role that municipalities can play is through the provision of supports and programs that help individuals ensure that they have the capacities, assets, resources and understanding to meet the challenges they face and realize their potential. This is the fundamental process of all human and social development, ultimately resulting in increased resiliency and well-being, which benefits both the individual and the broader community.

FOUNDATIONAL ACTIONS
The Tri-Municipal region can effectively support residents' well-being by advancing these four actions in the next five years.
- D1 Address items per Steering Committee's Integrated Social Development Policy
- D2 Engagement of men and boys in violence prevention
- D3 Expand TLC subsidy program and extend to include transit
- D4 Access to employment support services in non-urban areas
- D5 Improve access to education and training opportunities

DEVELOPMENTAL ACTIONS
The following five actions are recommended to initiate once the foundational actions are established:
- D6 Advocate for the funding and infrastructure necessary to support rural broadband
- D7 Strengthen and enhance relationships with post-secondary institutions and agencies for long term access to learning and skills development in the Region
- D8 Explore and advocate for opportunities to enhance access to affordable childcare
- D9 Develop a sliding scale fee structure for Tri-Regional recreation and transportation services

- D10 Create resources to accommodate a variety of barriers to program and service participation (e.g. sensory issues, language barriers, etc.)

ASPIRATIONAL ACTIONS
The following three actions are recommended to initiate once the developmental actions are underway:
- D11 Develop culturally appropriate supports for Indigenous individual living off-Nation
- D12 Provide respectful supports that meet residents' needs (e.g. grocery gift cards vs. food bank donations)
- D13 Coordinate with partners (such as Homeward Trust) on establishing a Housing First model for the region

The following action tables include seven key items:
1. What the identified action is,
2. The social dimension(s) that it impacts
3. A description of the services including the operations, policy and governance changes required
4. A timeline for initiating the action
5. The impact on the municipality
6. The role of the municipal government and the region
7. Key indicators to gauge progress on the actions year over year. These indicators take two forms: Action Indicators measure activity associated with the action. Impact Indicators measure related impacts of the activities that the region delivers. Each action may have an Action Indicator, an Impact Indicator, or both – depending on the applicability of each.

A1	Establish a Social Development Steering Committee at the CAO/City Manager level
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Create a CAO/City Manager steering committee, including Terms of Reference. **Governance.** Tri-Municipal Memorandum of Understanding (MOU) on Social Development Initiatives and Steering Committee policy for Social Development.
Timeline	Year 1
Impact on Municipalities	Establishment of a Regional MOU, dedicated resources from all three organizations to coordinate on setting the direction for Regional Social Development.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • Steering Committee established • Social Development Initiatives MOU established

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A2	Hire a social development coordinator
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Create one new role under the umbrella of social development coordinator, identifying targeted responsibilities and posting a job listings **Governance.** Tri-Municipal Memorandum of Understanding (MOU) on Social Development Initiatives.
Timeline	Year 1
Impact on Municipalities	Establishment of a Regional MOU, dedicated funding and for one organization accommodate the new FTE in house. Engage Human Resources of the home organization to lead the hiring process. Involve the CAO Steering Committee in the hiring process to ensure a good fit.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • Coordinator hired

A3	Assign a point-person for the Social Coordinator to liaise with from Community Social Planning (Spruce Grove), FCSS (Stony Plain) and PRC (Parkland)
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Identify a person/position within Spruce Grove Social Development Planning, Stony Plain FCSS and Parkland County Parks Recreation and Culture departments to regularly liaise with the new coordinator. Liaisons act as subject matter experts to guide collective program design set out by the Steering Committee. **Governance.** Include the terms of liaison participation in the MOU for Social Development Initiatives. . Revise the descriptions of these existing role to reflect their new responsibilities.
Timeline	Year 1
Impact on Municipalities	Regular participation of Social Development Planning, FCSS and PRC liaisons in information sharing and data sharing. Liaisons will also be responsible for regular gathering with the Social Coordinator to support social development resource creation, training, programming and service delivery decisions.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • Participation rate in regular meetings with the Social Coordinator • Number of meetings with representatives of all three organizations

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A4	Review and Align Social Development Policy
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Undergo a detailed review of social policies within each organization to ensure the direction is aligned across the three municipalities. Not all policies need to be the same, but must be updated so as to not conflict with one another. **Governance.** Update conflicting policies and adopt consistent direction.
Timeline	Year 1
Impact on Municipalities	Policy amendments may need to be conducted by staff and adopted by Council(s).
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • No social policies are in conflict across the Region

B1	Social planning and development strategy training is developed, scheduled and monitored for Council and Administration
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Provide all three Councils and Administration with a common and relevant terminology of social issues and education about diversity and inclusion, social issues as well as truth and reconciliation through active resource development and sharing. **Policy.** Revise applicable policies across all organizations to accommodate and reflect the expectation changes for Council and Administration (i.e. guidelines on how individuals will behave and interact as a result of social planning and inclusion training).
Timeline	Year 1
Impact on Municipalities	Council and Senior Leadership across all municipalities participate in formal social planning and development training, as led by the Social Coordinator. All staff across the region will have access to social development learning opportunities, onboarding programs of new hires and incumbents. The Steering Committee and Social Coordinator will organize training development and facilitation, while Human Resource departments will be responsible for integrate training into onboarding and other relevant HR resources. *See the municipal framework matrix as a starting point for existing plans and initiatives created to further social development in each of the three municipalities. The Status of Women in Canada also have excellent resources for Gender-Based Analysis in planning and policy making.*
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • Number of staff and council members undergone training

B1	**Social planning and development strategy training is developed, scheduled and monitored for Council and Administration**
	• Creation of whistleblower/confidential office to receive, track, monitor and respond to complaints related to equity, diversity and inclusion Impact: • Percent of employees who state that they feel like they belong, and the municipality is a safe place for them

B2	**Revise board and committee application approach and committee processes to remove barriers to participation**
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Revise the committee application process to increase ease of access for residents through plain language and reduced requirements. Structure committee processes to better support the physical and emotional comfort of all potential members for all residents to feel welcome to fully participate. **Service**. Identify and remove barriers to entry (i.e. income, ethnicity, gender) in applying for committees. Revise the application papers to enhance the likelihood that a representative mix of residents, from all walks of life, will join. The recruitment process should also reflect diversity and inclusion best practices (e.g., honorarium for committee participants) as well as integrate Indigenous values and practices into processes.
Timeline	Years 1 and 2
Impact on Municipalities	With support from the Social Coordinator, this work should be led by the department responsible for the committee or board at hand. The Coordinator will provide resources for and facilitate the revision of application processes as well as provide evaluation criteria for monitoring the changes over time. Changes to existing policies will likely require support from each organization's Legislative Services. In some cases, consultation with underrepresented groups may be required to necessitate appropriate changes. The options that emerge for removing barriers may also result in other budgetary requirements.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • There is an established baseline of BIPOC and women on committees/ boards • Consultant has been contracted to advise/ review team's approach Impact: • Self-evaluated level of belonging, respect, and inclusion on committees and boards

B3	Develop internal guide for and evaluation of consulting indigenous communities
Social Dimensions: Diversity & Inclusion, Indigenous Truth & Reconciliation	

Description of service, operational, policy or governance change(s)	**Operational.** Address the calls to action of the Truth and Reconciliation Commission (TRC) and demonstrate the importance of positive relationships with Indigenous communities through open and ongoing communication. Use findings of Spruce Grove FCSS's *New Beginnings – An Indigenous Engagement Improvement Strategy* as a starting point in addressing Indigenous issues and injustices region-wide.
Timeline	Year 2 (ongoing)
Impact on Municipalities	The executive teams, Social Development Planning, PRC and FCSS departments, as well as intergovernmental affairs, across all three municipalities are anticipated to have a role in this work. This will be a high level of effort and commitment for all staff involved. The Social Coordinator will suggest best practices as well as liaise between municipal staff and Indigenous groups and individuals. *See the [Government of Alberta Resource Guide](#) for a jumping off point in connecting with First Nations and Metis consultation.*
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • The Indigenous Engagement Strategy and identified outcomes have been adopted for all three municipalities through the Steering Committee Impact: • Percent of internal staff report active use of the Indigenous Engagement Strategy to inform engagement and decision making

B4	Build equity into administrative organizations and plans
Social Dimensions: Diversity & Inclusion	

Description of service, operational, policy or governance change(s)	**Operational.** Integrate principles of equity, diversity and inclusion (EDI) into the day-to-day work of staff across the Regional municipalities. Clearly articulate EDI as a priority in each organization, its positive impact on employees and potential in engagement and retention of staff, residents and businesses. Demonstrate an inclusive organization by integrating equity principles and common language across documents and plans. **Policy.** Create an inclusion policy for the Tri-Municipal Region. Indicate the requirement for EDI principles and a social planning lens to be integrated in all municipal planning activities including plan updates and revisions.
Timeline	Ongoing, initiate this process as plans are developed, updated or amended
Impact on Municipalities	Staff from all three municipalities are anticipated to play a role in this work. The Social Coordinator and Steering Committee must be stakeholders in all planning processes to assist in resource provision and provide consistency across plans.

B4	Build equity into administrative organizations and plans
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Impact: • Number of municipal policies and plans that have undergone a diversity and inclusion audit • Percent of policy documents and plans that integrate equity principles

B5	Improve understanding of violence and abuse in the region and support with more targeted research
Social Dimensions: Healthy Relationships	
Description of service, operational, policy or governance change(s)	**Operational.** Develop consistent definitions around violence prevention and healthy relationships as well as a deeper understanding of where violence is occurring or has potential to occur within the Region. Bring clarity to the various preventive and supportive mechanisms that could be applied to reduce the occurrence of violence, including naming various forms of violence and identifying what agencies monitor and respond to the various forms.
Timeline	Year 1 and 2
Impact on Municipalities	The executive teams, Social Development Planning, PRC and FCSS departments across all three municipalities are anticipated to play a role in this work. This will be supported by the efforts of the Social Coordinator and Steering Committee (if deemed necessary).
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions. Supporter: The Region assists and builds capacity for other organizations.
Indicator(s)	Action: • Review of all existing docs and pull existing safety/violence indicators completed Impact: • For Example: o Community members report that the Tri-Region is a safe place to live o Community members report a sense of belonging in their neighborhoods o Percent of Community members report they could go to a neighbor for help

B6	Create direction to support the first 5 years of childhood development and educate staff on opportunities for program delivery and community capacity building
Social Dimensions: All	

B6	Create direction to support the first 5 years of childhood development and educate staff on opportunities for program delivery and community capacity building
Description of service, operational, policy or governance change(s)	**Operational.** Develop materials to educate staff on the importance of early childhood years (<5) in a child's development and preventive supports that can have lifelong positive impacts across all facets of a child's life (i.e. healthy relationships, learning, social skills development, communication, and feelings of belonging/self-worth).
Timeline	Years 1 (ongoing)
Impact on Municipalities	The executive teams, Social Development Planning, PRC and FCSS departments across the three municipalities are anticipated to play a role in this work. This will be supported by research efforts of the Social Coordinator. It will be imperative to coordinate with the government of Alberta's Children' Services to ensure alignment and potential funding arrangements. Also see ParentLink and Alberta Parenting for the Future for existing resources.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: - Percent of staff who receive training on the importance of ECD as a prevention strategy (Core Story of Brain Development) - All municipal investments in early childhood development align with the GOA's Well-Being and Resiliency framework and FCSS requirements - The Region plays an active advocacy role for improved investments in early childhood development from the province Impact: - Percent of staff who report understanding the importance of early childhood development on long term societal outcomes (literacy, school readiness, high school graduation, etc.) - Percent of staff who have access to high-quality, accessible child care - Parents report having an understanding of Early Childhood Development - Parents report having sufficient access to childcare - Organizations serving families report being able to adequately serve the needs of their clients

B7	Establish shared advocacy and funding messaging for grant writing on social issues
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Create a grant application messaging framework that can help to open doors to larger grant dollars and new sources of money. Work collaboratively across municipalities to provide more presence in funding pools than individual attempts.
Timeline	Year 1
Impact on Municipalities	The executive teams, Social Development Planning, PRC and FCSS departments across the three municipalities are anticipated to lead this work. They will also lead the application

B7	Establish shared advocacy and funding messaging for grant writing on social issues
	process as grants and funding sources become available, with support from the Social Coordinator and Steering Committee.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Impact: • External funding dollars received (as a direct result of applications)

C1	Initiate Poverty and Homelessness Reduction Working Tables
Social Dimensions: Poverty Reduction	
Description of service, operational, policy or governance change(s)	**Service.** Establish working tables to support the Regional Champions Table in eliminating poverty and homelessness. Build Champions capacity for long term reduction in reliance on municipal resources. **Operational**. Involve all three municipalities in providing resources for backbone support to the group's collective impact model.
Timeline	Year 1 (ongoing)
Impact on Municipalities	Various departments (such as Social Planning, Enforcement Services, Economic Development, etc.) would need to be involved in the working tables. Funding for collaboration (through municipal staff and resourcing or grants), time and effort of staff from all three municipalities (from various departments). Senior leadership involvement should be considered in early phases of the Champions Table. The Social Coordinator would support working table coordination and act as liaison between the various actors.
Municipal Role	Broker: The Region acts as a facilitator and connector to bring together organizations and individuals.
Indicator(s)	Action: • The Poverty Reduction Plan is adopted across the three municipalities and the strategies, goals & measurement developed under that exiting plan are aligned across the region

C2	Build strong and long-lasting relationships with marginalized community members and associated organizations
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Test and evaluate new engagement techniques for reaching diverse groups in a non-ad hoc manner. A focus on greater relationship and trust building over time, rather than just project by project conversations. **Service.** Deploy new mechanisms for engagement and developing solutions alongside the community. Transfer centres of power when possible.

C2	Build strong and long-lasting relationships with marginalized community members and associated organizations
	Policy. Update each municipality's public participation/ engagement policy to reflect the new terms and approaches.
Timeline	Year 3 (ongoing)
Impact on Municipalities	Various departments (such as Social Planning, Enforcement Services, Economic Development, etc.) would need to be involved in the working tables proposed in action C1. The research, framework and ultimate tools/content for engagement will be developed by these departments.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.
Indicator(s)	Action: • Number of new techniques adopted Impact • Number of self-identified, non-dominant ethno-cultural individuals engaged • Percent of engagements reported as supporting mutual trust, building healthy relationships and increasing a sense of belonging.

C3	Coordinate a public-facing communication, education and awareness campaign to build understanding of equity, diversity, and inclusion
Social Dimensions: Diversity & Inclusion, Indigenous Truth & Reconciliation	
Description of service, operational, policy or governance change(s)	Service. Capture and share stories of marginalized residents and communities to develop and deliver a campaign that catalyzes empathy among residents in order to affect positive change in resident-to-resident behaviour.
Timeline	Years 3 and 4
Impact on Municipalities	The campaign content collection will be led by the efforts of Social Development Planning, PRC and FCSS departments. The regional Corporate Communications departments would be expected to support in content design and distribution.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions. Provider: The Region directly delivers programs, services and facilities.
Indicator(s)	Impact: • Campaign reach (i.e. total number of people who see the campaign; social media reach)

C4	Support non-profit development in deploying prevention and intervention-based programs and services in the five targeted social dimensions areas (Diversity and Inclusion, Truth and Reconciliation, Poverty Reduction, Healthy Relationships and Housing)
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Service.** Provide funding, support, shared use agreements and other incentives to create opportunities for external organizations to provide social development services and programs in the region. Drawing on the assets of those organizations that are established and strong in their areas of practice. **Operational.** Open lines of communication for not for profits to easily access appropriate persons in the Tri-Region. Look to the domestic violence grant as an example.
Timeline	Year 4 (ongoing)
Impact on Municipalities	Pooled funding ($30,000 or more) and effort from across the three municipalities to develop a succinct granting process. Social staff from all three municipalities will work on non-profit development. Potentially starting with one organization focused on intervention services and one focused on prevention.
Municipal Role	Supporter: The Region assists and builds capacity for other organizations.
Indicator(s)	Action: - Percent of existing non-profit partnerships who impact the five targeted social dimension areas - Percent of non-profits who report a high level of capacity in the five targeted social dimension areas Impact: - Percent of non-profits who feel they are supported through their existing agreements with the municipalities to build capacity in the five targeted social dimension areas

D1	Address items per Steering Committee's Integrated Social Development Policy
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Review and cross-reference the Steering Committee's Integrated Social Development Policy with initial Resident Supports and Program Delivery actions.
Timeline	Year 1
Impact on Municipalities	TBD
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions.

D1	Address items per Steering Committee's Integrated Social Development Policy
Indicator(s)	Action: • Actions initiated match vision of and funding from Councils

D2	Engagement of men and boys in violence prevention
Social Dimensions: Healthy Relationships	
Description of service, operational, policy or governance change(s)	**Operational**. Design and launch awareness campaigns to give men and boys tips on how they speak up and out; explain/show what healthy relationships look like. Deliver skill building sessions in schools, sports with developed curriculum, etc. **Service.** Programs for men and boys to understand gender roles and power dynamics. Providing males, the tools to speak out against violence.
Timeline	Year 2 (ongoing)
Impact on Municipalities	The Social Coordinator and FCSS staff will start the conversation and offer skill building sessions, leveraging established curriculums, such as WiseGuyz. Other resources to be used include: SHIFT's "Engaging Men Learning Collaborative" process and the "Changing Contexts: A Framework for Engaging Male-Oriented Setting in Gender Equality and Violence Prevention" as a guide.
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions. Broker: The Region acts as a facilitator and connector to bring together organizations and individuals. Supporter: The Region assists and builds capacity for other organizations.
Indicator(s)	Action: • Number of partnerships established between the Tri-Municipal Region and local school boards and non-profits to engage boys in healthy relationship capacity building as a violence prevention strategy Impact: • Percent of participants to apply learning (based on follow-up evaluation)

D3	Expand TLC subsidy program and extend to include transit
Social Dimensions: All	
Description of service, operational, policy or governance change(s)	**Operational.** Investigate new ways of offering year-round subsidized passes to families and individuals currently unable to access the Tri-Leisure Centre (note: some preliminary work has been done). Also, look to the Edmonton model for transportation subsidies for those in need. **Service.** Pilot a subsidy program for participation in social and recreation activities, and access transportation for those with low income.

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D3	Expand TLC subsidy program and extend to include transit
Timeline	Year 4 (ongoing)
Impact on Municipalities	The social development coordinators will work with TLC as well as recreation and transportation departmental staff to investigate options for Council(s) to consider enhancing their constituent's access to jobs, schools, programs, services, and social activities. There is a 500% increase as part of a pilot initiative for this foundational phase (in developmental phase: review and expand pending success of the pilot)
Municipal Role	Leader/Owner: The Region embodies the social development goals through their internal policies and actions. Navigator: The Region provides strategic direction and information.
Indicator(s)	Action: • Subsidy pilot program created Impact: • Usage rates of pilot subsidy program by intended users • User satisfaction rates of subsidy program

D4	Dignified access to employment support services in non-urban areas
Social Dimensions: Diversity & Inclusion, Poverty Reduction	
Description of service, operational, policy or governance change(s)	**Operational.** Identify what meaningful employment supports exist in the region, clarify what additional assistance and support may be needed from higher orders of government and/or the process for relocating to communities that have support in place. **Service.** Work with community partners to provide support to individuals seeking employment.
Timeline	Year 4 (ongoing)
Impact on Municipalities	Social planning staff and the Social Coordinator will lead clarification of work, associated internal coordination as well as community partner and higher order government communications and collaboration.
Municipal Role	Broker: The Region acts as a facilitator and connector to bring together organizations and individuals.
Indicator(s)	Action • Recipients of employment services in rural areas identified Impact: • Self-reported improvement in access to meaningful employment supports

D5	Improve access to education and training opportunities
Social Dimensions: Diversity & Inclusion, Indigenous Truth & Reconciliation, Poverty Reduction	

D5	Improve access to education and training opportunities
Description of service, operational, policy or governance change(s)	**Operational.** Develop and execute a plan to understand the gaps and challenges local residents experience in seeking access to education and training. Provide means for all residents to realize to their fullest potential, create the highest level of prosperity for all and diminish the occurrences of poverty in the region. This includes establishing relationships with post-secondary institutions and other learning organizations and agencies to build local capacity. Ultimately leading to a job ready population.
Timeline	Year 5
Impact on Municipalities	The majority of planning would need to be conducted by Economic Development departments with the Social Coordinator and corresponding Social departments across all three organizations supporting their efforts. The Social Coordinator may also support in the communication and collaboration efforts with community partners, including post-secondary educators and local employers.
Municipal Role	Supporter: The Region assists and builds capacity for other organizations.
Indicator(s)	Educational attainment Unemployment rate Action: • Number of partnerships established with local post-secondaries • Educational training and supports designed with Truth and Reconciliation and Diversity, and Inclusion principles Impact: • Educational attainment regionally • Regional unemployment rate • Self-reported ease of access to education and training supports • Percent of participants who report attaining employment as a result of the education & training they received.

Implementation Considerations

A schedule for action delivery and associated FTE requirements is provided in the chart below. It is important to note that not all efforts will be in the delivery of the proposed actions, but a portion of the resources will be need for coordinating the actions within and between the municipalities. It is recommended that the Steering Committee identify where each municipality may contribute more and work with administration to understand how they might restructure their current work to support the direction of this Strategy and their Policy. For instance, it is anticipated that Stony Plain would likely be called on to put more into Early Childhood Development Projects given their existing knowledge and efforts in this space. The Social Development Coordinator is intended to amplify existing capacity as well as add capacity when needed.

FTE are estimates and apply to the work of current administrators and the proposed Social Coordinator; this does not include the efforts of the CAO Steering Committee.

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ACTIONS	Year 1 2021 Q3	Q4	2022 Q1	Q2	Year 2 2022 Q3	Q4	2023 Q1	Q2	Year 3 2023 Q3	Q4	2024 Q1	Q2	Year 4 2024 Q3	Q4	2025 Q1	Q2	Year 5 2025 Q3	Q4	2026 Q1	Q2
A																				
A1																				
A2	0.25																			
A3																				
A4		0.5																		
B																				
B1		1			0.25				0.25				0.25				0.25			
B2			0.5		0.25				0.25											
B3					1				0.5				0.25				0.25			
B4					0.25				0.25				0.25				0.25			
B5		0.5			0.5															
B6			0.5		0.5				0.25				0.25				0.25			
B7		0.5			0				0.25											
C																				
C1			0.5		1				0.5				0.5				0.5			
C2									1				0.5				0.5			
C3									0.5				0.5							
C4													0.75				0.75			
D																				
D1			0.25																	
D2			0.25		0.25				0.25				0.25				0.25			
D3													0.25				0.25			
D4													0.25				0.25			
D5																	0.5			
ANNUAL FTE	4.75				4				4				4				4			

Rationale

The departments centrally responsible for social development in the Tri-Municipal Region face a confluence of challenges:

- The inherent complexity of social development leads to a constant tension between addressing immediate needs, which are often symptomatic of deeper systemic problems, and addressing the root causes of issues.
- Significant events, such as economic transition and recession and a global health pandemic only serve to magnify existing social issues in the region, while creating new challenges.
- Resources available to address these challenges are extremely limited, which puts strain on the ability to have positive impact with residents - particularly those who are most vulnerable.

A collaborative effort to improve the social development of the region stands as a promising approach. However, without adequate focus and resources, collaborative efforts would at best be ineffective and at worst serve to divert already strained resources to ineffective activity. Thus, the most immediate and foundational step - establish a Steering Committee responsible for driving collaborative social development efforts across the three municipalities in the Region. The Steering Committee will initiate and refine new activities outlined in this Strategy, while guiding their staff in restructuring resources for this new regional approach.

As a conduit to internal departments and Councils, this Committee can focus on developing the knowledge and capacity needed for social considerations to become central to decisions in all manner of regional planning efforts. This capacity building is crucial to advancing conversations about complex topics like inclusion, poverty, violence, housing, employment and more, while making it relevant to every department working in the Region. Giving the municipalities in the region the understanding and tools to put people at the centre of the decision-making process will lead to the improved meeting of needs in the community today and over the long term.

The new Social Development Coordinator role will be in direct service to the Steering Committee, primarily being the liaison between administration and CAOs. This individual will be charged with making the direction set by the Committee both known and fully adopted among the social planning staff. They may also liaise with other departments, at the direction of the Committee among other Strategy directed implementation and evaluation-based tasks.

The actions in this Strategy represent an intentional focus on the first five years of implementation – the foundation. Focusing on building the resources, responsibilities and ways of working collaboratively will pay dividends in future years, allowing for an acceleration of action and impact after this initial five-year period – developmental and aspirational actions of the future.

Measuring Performance

"An ounce of prevention is worth a pound of cure."
– Benjamin Franklin

The following table identifies some of the positive social development outcomes that should be considered in policy, planning, program design, evaluation, funding and governance of social development efforts. These outcomes can be monitored at both the individual and population level. Progress on these, over time, lead to improved social development and overall improved community sustainability.

The suggested indicators could be used by the Coordinator to measure the success of their work in any social dimension, and in relation to specific actions and program/service or capacity-building activities. It should be noted that these are collected at varying scales, but all are self-reported, by individuals whether in a specific program or in the community at large. This means that while some indicators would be collected by the Coordinator and the social program facilitators, other feedback would be provided to the team via other public participation and community satisfaction efforts led by Communications, Planning and other departments responsible for collecting community input across the three municipalities.

Social Development Outcomes	Indicators
Strength-Based Indicator of Social Development	Individual assessment as a result of program/service intervention.
Wellbeing	Increased sense of wellbeing
Resiliency	Increased sense of resiliency
Equal access to socio-cultural assets	Had equal access to regional programs and services

Social Development Outcomes	Indicators
Equal opportunity	Had equal opportunity to participate in this program/service.
Access to decent standard of living	Have improved my ability to have a better standard of living/met my basic needs
Participation in community life	I can more actively participate in my community. Or Am more able to participate in my community
Health	Have improved my / my family's health.
Strong, healthy networks of relationships	I have a stronger network of supports and healthy relationships.
Belonging	I feel an increased sense of belonging
Opportunity for flourishing	I feel I have more opportunity to grow and learn.
Levels of social cohesion	I feel more connected to my community/neighbours.
Peace	I feel increased sense of security and safety.
Resourcefulness	I feel more resourceful.
Responsibility	I feel an improved sense of responsibility for myself and/or my community.
Opportunity / choice within socio-cultural opportunities	I feel an improved sense of choice or opportunity to access services or supports I need.
Wise self-authorization and empowerment	I feel empowered to make wise life choices.
Reduction of suffering, injustice, waste	The outcomes above are all indicators of reduced suffering, injustice and waste in the context of social development.

Ultimately, progress toward improved social development should be monitored by indicators of these outcomes across all areas of social dimension activity. These provide the higher-order impacts for any evaluative effort related to social development.

The evaluation of this strategy should serve the function of demonstrating progress, identifying areas for improvement and generally supporting a continuous quality improvement ethos for social development within the region.

There are potentially thousands of indicators that could be used to illustrate progress at varying levels of social development: governance, funding, policies, planning, programs, etc. The reality is that the more complex the monitoring system is, the less likely it is to be successfully implemented and utilized.

Simplicity in monitoring progress can be achieved by measuring progress at the right level: framing statements of progress at the Principles[10], Social Determinants of Health and Social Development Outcomes levels will ensure consistency across programs, practices and social dimensions.

Due to the nature of social development, there are several areas of progress toward improved social development outcomes that can be evaluated:

Systems Change Level
Evaluation of social change is inherently complex and systems change metrics include the inter-dynamic relationships between the underlying conditions of any particular social issue[11]. There are many evaluation methodologies suited to this type of work, including but not limited to Theory of Change, developmental evaluation[12], action research, social impact methodologies, social determinants of health and public health measures.

For the purposes of this Strategy, aligning systems change progress to the social determinants of health as a best practice framework is recommended. Specific expertise on how best to use the framework within the context of the broader social development strategies and the specific actions the team undertakes will need to be completed.

Collaborative Level
Due to the need for integration and collaboration amongst the municipalities and through the Social Development Coordinator, a key area for monitoring progress will be in terms of the quality of the collaboration.

Network theory, organizational behaviour and studies in high performing organizations and teams have identified patterns linking the quality of the interactions between members and the operational outcomes[13]. Some of these indicators include:
- Effective communication
- High levels of information and resource sharing and access
- Transparency
- Reliability
- Levels of trust
- Levels of perceived mutual value
- Experiences of safety, connectedness and belonging
- Clarity in expectation and way to engage
- Clarity and confidence in the high-level vision.

Collaborative evaluation frameworks and theories of change can be constructed to include indicators on these characteristics and should be used to measure how the functioning of the Steering Committee and

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[10] PRINCIPLES-FOCUSED EVALUATION, THE GUIDE, **MICHAEL QUINN PATTON**, 2017.

[11] https://www.fsg.org/blog/how-do-you-evaluate-systems-change-place-start

[12] See anything by Michael Quinn Patton on this subject.

[13] Hicks, Darrin and Danielle Varda, University of Colorado, Denver, Network Leadership Training Academy. See also Culture Code, Daniel Coyle.

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Social Development Coordinator is improving collaborative capacity in the region in terms of social development outcomes.

Policy, strategy, program level
The use of Logic Models for program design, FCSS reporting requirements and indicators already included in municipal documents provide a baseline for the types of progress already being measured.

It is important to note that to only track results at a program level is insufficient for building a narrative around progress toward social development, and careful consideration for distinguishing between leading and lagging indicators is important so that progress can be understood in the context of the broader dynamics at play in the system/society.

Some indicators demonstrate changes as a result of an interactions (education, training), some indicate awareness of an issue (social media impressions), some indicate a level of engagement (volunteer hours), and some describe the long-term impact on people's lives (such as Housing First impacts). Ensuring the context and limitation of the measurement should always be explained.

Leverage Existing Evaluation Capacity & Outcomes Reporting
An environmental scan of all three municipalities in terms of data sets, program design, outcomes reporting and impact assessments is required in order to leverage the existing indicators, data and reporting already in place. A sample list of existing social development indicators from each municipality as a result of our internal document review process and partner insights can be found in Appendix B.

Strategy Implementation and Review

Following approval, it is recommended that the Social Development Strategy apply a five-year cycle of action, measurement and adjustment. This approach establishes the foundation of collaboration as described, while allowing for progress, learning and adaptation over time. Led by the Social Development Coordinator, three key elements to implementation and review would occur.

1. Take Action
Following the direction of this Strategy, the Tri-Municipal Region would execute the actions identified between 2021 and 2026. As described, the foundations of collaboration will be established during this time, allowing for the municipalities to build the systems, capacities and relationships required to realize meaningful change.

2. Measure Progress
As described in the prior section, there are a number of ways of measuring progress in social development. Measuring at the systems change, collaborative and policy, strategy, program levels will provide information to the Tri-Municipal Region to guide decision-making.

3. Reflect and Update
After five years of implementation and measurement in 2026, Tri-Municipal partners have an opportunity to reflect on successes and challenges in the first stage of collaborative social development. Building on this experience and information, a new set of key actions can be identified to accelerate positive change in the community for the next five years (or longer, should the municipalities decide that a strong foundation will allow for a longer-term perspective on social development action).

This iterative approach to social development enables a learning approach to the complex nature of the work ahead, while also establishing opportunity to re-assess the needs of the community so that the municipalities can best serve the current reality of the region.

FINANCIAL IMPACTS

Municipal Investment and Potential Revenues Impacts

The direct investment required from the Tri-Municipal Region to intentionally design an organization that collaborates on social development is hiring one full time staff. This dedicated team will require an estimated $100,000 in cumulative annual salaries and benefits for a term of, at minimum, five years. It is also assumed that the implementation of Action C1 and C5 will require operational costs. For C1, the staff time associated with significant cross-departmental involvement in solidifying the Champions Table.

Other costs to consider may include:

- Approximately $40,000 for diversity, equity and inclusion and Indigenous consultants to advise on resource development, training materials and evaluation mechanisms *(actions B1, B3 and B4)*
- Approximately $5000 to alter or adapt committee spaces to remove barriers. Including compensate for elders to smudge and ensuring this can be done safely, providing barrier-free locations for those with mobility challenges, etc. *(action B2)*
- Approximately $50,000 for data and IT infrastructure that supports actions to be developed
- 500% increase on subsidized TLC passes as part of pilot to expand and include transit *(action D3)*
- Approximately $30,000 for not-for-profit development and supports *(action C4)*
- Approximately $10,000 for compensation of working table partners and possible seed funding for initiatives to emerge *(action C1)*
- Approximately $10,000 for men and boys violence prevention program content consultant *(action D2)*
- Approximately $5000 for healthy relationships campaign marketing material *(action C3)*

Additional costs associated with new work that emerges as a result from executing actions should be considered. However, as previously noted in the rationale section, the Social Development Coordinator will take on grant-writing efforts to partially cover such new costs.

Similar to a cost benefit analysis, social return on investment is an evaluation framework *"for measuring and accounting for the much broader concept of value. It seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits"* [14] This translates to a smarter allocation of resources for the greater good.

Although the revenue opportunities in the short term are limited to grant and other external funding sources, the recommended approach is anticipated to yield generational savings for the Tri-Region. By

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[14] Nicholls J, Lawlor E, Neitzert E, Goodspeed T. A Guide to Social Return on Investment. 2nd ed. London: The Cabinet Office; 2012.

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systematically addressing issues such as homelessness, poverty and violence through preventative measures, the municipalities save money on intervening in these areas in the future.

Potential Efficiencies and Benefits

Additional benefits associated with this Strategy include:

Internal capacity-building and collaboration. Based on the actions outlined in action area B (internal capacity building), it is anticipated that staff will increase their readiness to support regional collaboration both in the short term (as outlined in this Strategy) and over the long term (in updates to this Strategy and across all manner of planning efforts). Administration will become equipped with the tools necessary to quickly connect cross-departmentally on a broad cross-section of programming and service endeavours.

Responsive to future social demands. It is anticipated that social development will become a widely understood framework and commonly used lens across the three municipalities. Through capacity building, social development will ultimately land as the primary lens of all planning for all investments being made in a capital way in the Region.

Improved social determinants of health. It is anticipated that the completion of these actions will set the stage to eliminate the factors that lead to inequitable health outcomes. Extensive research conducted over the past three decades leaves little doubt that social factors are powerful determinants of health. The significant associations between social, economic, and cultural factors and a range of health outcomes are strong, reproducible, and generally consistent across settings and populations.[15] Health inequities have considerable social and economic costs both to individuals and to society as a whole and improving health equity can benefit all residents.

FINAL THOUGHTS

In conclusion, the Social Development Strategy requires a model of collective action, which necessitates a level of understand about social development terms, issues and approaches across regional staff and residents. The benefit of building social development capacity in the region is the opportunity for every staff and citizen to support the health and well-being of themselves and each other. With basic physiological and safety needs met through strong social and community relationships, individuals are happier, healthier and ultimately relying less on the aid and assistance of their local government and service agencies.

This Strategy is intended to address the barriers to current social development and create space for regional staff and the community at large to prevent negative and harmful behaviours as well as quickly adapt to community challenges as they emerge.

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[15] Aalhus,M. Oke, B. and Dr. Raina Fumerton. (2018). The social determinants of health impacts of resource extraction and development in rural and northern communities: A summary of impacts and promising practices for assessment and monitoring. Prepared for Northern Health and the Provincial Health Services Authority, Version 1.0.

APPENDICES

Appendix A: Best Practices Review

The complete review of best practice documents can be found here:

https://www.dropbox.com/s/dlov2q0tob11cef/Best%20Practice%20Highlights_withSources.xlsx%20-%20Best%20Practice%20Content.pdf?dl=0

Appendix B: Internal Document Review

The complete review of the internal municipal documents can be found here:
https://www.dropbox.com/s/7wpcanep262185v/SD%20Internal%20Document%20Review_Initial%20Framework.xlsx%20-%20Sheet1.pdf?dl=0

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