Flagstaff County
Social Sustainability Framework

Enhancing quality of life for current and future residents of the Flagstaff Region.

FINAL REPORT
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Prepared by:

Applications Management Consulting
Robyn Newton Research & Consulting

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The development of the Social Sustainability Framework for Flagstaff County has been a collaborative process between the Consultants and County staff. The priorities and strategies outlined have been shaped through vital input from municipal leaders in Flagstaff County, the Towns and the Villages, representatives from community organizations, and the general public, as well as representatives of the health and education sectors.

This Framework would not have been possible without the participation of the many people who provided information and time throughout the community consultation process, including all those who participated in interviews and attended community events, and the many people who completed the surveys.

In particular, we wish to acknowledge the assistance of Municipal staff from

- Flagstaff County
- Village of Alliance
- Village of Galahad
- Village of Heisler
- Village of Forestburg
- Village of Lougheed
- Village of Strome
- Town of Daysland
- Town of Hardisty
- Town of Killam
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Consultants

Applications Management Consulting

- Darryl Howery
- Gurpreet Sidhu

Robyn Newton Research and Consulting

- Robyn Newton

Introduction

"For a community to function and be sustainable, the basic needs of its residents must be met. A socially sustainable community must have the ability to maintain and build on its own resources, and have the resilience to prevent and/or address problems in the future."[1]

In the spring of 2011, Applications Management Consulting was contracted by Flagstaff County to undertake the development of a Social Sustainability Framework. The overall goal of this Framework is to enhance the well-being of the current and future residents of the Flagstaff Region, and to maintain and enhance the level of community services, despite limited growth.

Municipal governments play a key role in determining the future of their community. By the decisions they make, they strive to balance the needs of the current population against the needs of future generations.

Methodology

A literature review was undertaken to provide some background context to the project, help ensure that work already completed was not duplicated, and to summarize key social issues and challenges that were highlighted in previous local research and reports. Considerable public consultation had already taken place in the Region, and work on social issues such as recreation had already been undertaken by Flagstaff County and other stakeholders, and it was important to acknowledge and build upon this previous work.

The development of the Social Sustainability Framework involved extensive public consultation. The consultants consulted councils, key stakeholders, representatives of local service providers, and community members, through community workshops, focus groups and key informant interviews. An on-line and paper survey provided additional opportunity for community members to participate in setting Social Sustainability Framework priorities.

A set of social responsibility matrices was developed to outline the responsibilities of each level of government in addressing the priorities that were identified by stakeholders and community members. The matrices also identify the responsibilities of the community service sector and other potential interests, such as business groups, industry, and public advocacy groups. The matrices function as a reference tool for the Social Sustainability Framework.

Developing capacity, establishing partnerships and working collaboratively are key themes that emerged from this work. The priorities and action Frameworks were developed into the Draft *Social Sustainability Framework*, which was then reviewed with senior staff and Council to ensure that the final strategies and actions that will be included in the Social Sustainability Framework make sense to Municipal leadership, are feasible, and reflect the day to day realities and challenges faced by the Municipality.

[1] Metro Vancouver, *Social Components of Sustainability*, 2004

PROPOSED SOCIAL SUSTAINABILITY FRAMEWORK

Vision

Support living in a region where the well-being of all individuals, families and communities are fostered and enhanced in healthy, inclusive, and safe environments; in communities where residents are encouraged to contribute their skills and gifts to make Flagstaff a strong and vibrant region, and where local social, recreational, cultural and economic opportunities are available to all.

General Principles

1. Acknowledging that the region's true wealth and assets are its residents.
2. Strengthening community participation and responsibility.
3. Involving the community.
4. Committing to enhancing quality of life and sustainability.
5. Responding appropriately to emerging social issues.

Goals and Strategies for the Region

1. GOVERNANCE/WORKING TOGETHER

GOAL: to increase collaboration between County and Towns and Villages in order to provide a wide range of social services that contribute to a high quality of life in the Region.

Strategy

1. Flagstaff County will work with the Towns and Villages to increase communication and collaboration.

Actions

Short term:

1. Improve communications between County Council and Councils of the Villages and Towns through sharing Council agendas, consulting each other on key decisions, and informing Councils about major policy decisions.
2. Facilitate an annual "Council of Councils" retreat with Councils of the Towns and Villages, to discuss issues and opportunities in an informal setting, and brainstorm collaborative approaches to addressing issues identified.

Longer term:

3. Reinforce the County commitment to a "Community of communities" by supporting the provision of amenities in different municipalities so that all residents within the Flagstaff Region (whether County residents or not), have access to recreation, leisure and social services.
4. Explore with the Village and Town staff additional opportunities to share services through utilizing a shared services agreement (e.g. road maintenance, emergency services, and water).

2. CIVIC ENGAGEMENT/COMMUNITY INVOLVEMENT

GOAL: To engage residents fully in the life of the community, and establish a strong and broad volunteer base.

Strategy

1. Flagstaff County will promote resident participation in civic life, by providing access to information about municipal programs and policies, engaging the public in decision-making and by encouraging participation and volunteerism.

Actions

Short term:

1. Continue to consult with citizens when developing new programs and policies.
2. Provide regular updates to Councils and residents on ongoing projects, particularly those that involve significant community engagement.
3. Use the County web site[2] to inform residents of Flagstaff County. Use the County websites' "Calendar of Events" section that includes both County and other organizations' events throughout the Flagstaff Region, and provide project status updates on the website on a regular basis.

[2] The newly updated County website includes a detailed Calendar of Events, http://www.flagstaff.ab.ca/residents/calendar-of-events/month.calendar/2011/12/02/-.

Longer term:

4. Consider establishing a volunteer program in the County, with a volunteer coordinator who would help recruit and place volunteers with various organizations in the County[3]. Hold an annual volunteer night to recognize these volunteers.

3. SUPPORTS TO FAMILIES

GOAL: To promote a supportive, safe, and enriching environment that contributes to the well-being of families and children.

Strategy

1. Flagstaff County will continue to encourage and support a range of family support programs designed to promote family well-being that are accessible, affordable, and effective and that build on family capacity and community networks.

Actions

Short term:

1. Continue to work with Parents for Fun: Resource Centre, and Teaching & Independent Parent Support program (TIPS) to provide programs that support families.
2. Continue to support violence prevention programs such as F.I.R.S.T. (Flagstaff's Initiative to Relationship and Spousal Trauma).

Long term:

3. Work with social service organizations to implement and publicize a "Violence Prevention Month" featuring speakers and events that inform the community about violence and violence prevention.

[3] Note: This could be the volunteer coordinator recommended in the Recreation Plan.

Strategy

2. **Flagstaff County will promote the development of quality, accessible and affordable childcare and early childhood education that emphasizes collaborative responses**[4].

Actions

Short term:

1. Encourage Family and Community Support Services to develop policies around home-based childcare that encourage safety, and accessibility to professional training and development.
2. Work with local childcare operators and organizations to develop a childcare network to provide mutual support and shared training opportunities.

Longer term:

3. Provide free advertising for childcare operators that meet certain requirements.
4. Work with Alberta Resource Centre for Quality Enhancement to provide training and support for home based childcare programs, such as the "Learning through Play" workshop[5].

4. YOUTH

GOAL: To support youth to make healthy choices and grow and develop as successful, independent, and valued citizens.

Strategy

1. **Flagstaff County will encourage a continuum of relevant support services and opportunities for youth and their families that are accessible, affordable, and accountable.**

[4] It is not the mandate of the Municipality or FCSS to fund childcare. The municipal role is limited to advocacy, finding appropriate locations (land use) and planning and policy support.
[5] See the ARCQE website at http://www.arcqe.ca/ for additional information.

Actions

Short term:

1. Encourage the establishment of a regional non-profit youth association to focus on youth programming in the Region. Focus on supporting youth to plan their own events and activities.
2. Publicize the availability of programs and opportunities for youth including funding programs such as the Canadian Youth Business Foundation[6] through the County's youth page, social media and other communication tools.
3. Advocate for continued funding for the RCMP Community Resource Officer.

Strategy

2. Flagstaff County will promote youth leadership and ensure youth have a strong voice and active involvement in planning youth programs and events.

Actions

Short term:

1. Establish a Youth Council to give youth a voice in the County.
2. Hold annual Youth Awards to publicly acknowledge youth who are doing good things in the community.
3. Start up a Youth Web Page with information on community events, training and employment opportunities, etc. Involve youth in the designing of the web page and updating of content.

Long term:

4. Explore development of a youth grants program to provide small seed grants via an application process to youth to plan and carry out youth events.
5. Provide financial resources, staff and volunteer support to assist youth to plan and implement a community youth event[7].

[6] The Canadian Youth Business Foundation (http://www.cybf.ca/), provides coaching, business resources, start-up financing and mentorship for youth age 18 to 34 to help them to start a business.

[7] The first event could be small scale, using local talent. As the youth gain experience and confidence, they could receive funding to implement a full scale youth conference for the County and neighboring regions.

5. SENIORS

GOAL: To support the independence and well-being of residents over the age of 65.

Strategy:

1. **Flagstaff County will work with the Alberta government and local organizations to support a coordinated continuum of formal and informal services for seniors.**

Actions

Short term:

1. Develop a seniors' services strategy in consultation with seniors and senior-serving organizations.
2. Continue to work with the province to provide additional affordable units of multi-family, seniors housing, and seniors assisted living

Longer term:

3. Work to make sure the community is accessible for people with disabilities.
4. Work with the province to identify funds for providing a range of housing options for seniors[8].
5. Encourage service agencies to utilize the Wheels to Meals model to bring isolated seniors to social events, such as meals, theatre, seniors programs, etc.

6. EDUCATION

GOAL: To produce a highly educated and skilled Regional workforce to drive the Region's economic engines and promote financial well-being among the Region's residents.

Strategy

1. **Flagstaff County will support Battle River School Division and post-secondary training and educational organizations in building strong and effective educational programs throughout the Flagstaff Region.**

[8] For example, the Seniors' Lodge is aging and may need upgrading or replacement.

Actions:

Short term:

1. Work with Battle River Training Foundation and the Adult Learning Centre to promote distance learning opportunities which would be enhanced by providing local tutors.

Strategy

2. Flagstaff County will support programs and initiatives designed to encourage children and youth to stay in school and pursue post-secondary education.

Actions

Short term:

1. Explore opportunities to work with the Battle River School Division, youth and other relevant groups to develop a regional "Stay in School" initiative.
2. Hold a regional career fair for local high school students on a regular basis (e.g. bi-annually) with business representatives talking about potential careers in the Region, with transportation provided to the career fair from the three high schools.

Longer term:

3. Work with East Central Community Futures and Battle River Alliance for Economic Development to explore the potential of supporting youth entrepreneurship through mentorships with local business operators.

7. HOUSING

GOAL: Flagstaff County will encourage development of a range of housing types and tenure throughout the Region which address a variety of housing needs.

Strategy

1. **Flagstaff County will encourage the provision of rental and affordable housing which meets a variety of housing needs.**

Actions

Short term:

1. Develop an Affordable Housing Action Plan.
2. Continue to work with the provincial and federal governments to access funding for affordable rental housing.
3. Encourage the development of multi-family housing that can be adapted for accessibility for people with disabilities[9] .

Longer term:

4. Encourage landlords (and homeowners) to access funds through the Residential Rehabilitation Program, including the secondary suite program.

8. HEALTH

GOAL: Support the provision of and access to high quality health care services in Flagstaff.

Strategy

1. **Flagstaff County will work with the Towns, Villages, community organizations and networks to ensure there is good access to high quality health services in the Region.**

Actions

Short term:

1. Encourage Alberta Health Services to continue to utilize a regional approach to recruiting and retaining health care professionals.
2. Encourage Alberta Health Services to explore the potential of taking the following approaches to providing care in the Region:
    a. expand use of nurse practitioners
    b. bring “clinics” into the community, such as a seniors’ health clinic,

[9] Wider doorways, reinforced bathroom walls for grab bars, adequate turning radius in bathroom, etc.

well baby clinic, and specialist clinics such as eye and hearing exams, etc.
c. use underutilized hospital facilities in the region to take the pressure off City hospitals (for example, for rehabilitation services)
d. use Primary Care Networks[10]
e. use video conferencing for routine medical appointments.

9. SAFETY/EMERGENCY SERVICES

GOAL: Flagstaff County will continue to promote and support safety and security in the Region's communities.

Strategy

1. **The County will continue to support programs that keep Flagstaff residents safe.**

Actions

Short term:

1. Explore re-establishment of rural crime watch.

Longer term:

2. Consider bringing in additional substance abuse prevention programs[11].

Conclusion

The Social Sustainability Framework is a strategic document, developed to guide Flagstaff County's responses to community social issues, and inform the allocation of resources within Family and Community Support Services. The resulting Social Sustainability Framework will also be a useful reference for community members and service providers in working with the County to create a vibrant community with a high quality of life.

In order to move the Framework forward, it is recommended that County staff develop an annual implementation plan, and report back to Council and the community on an annual basis on the accomplishments of the previous year and the work plan for the upcoming year.

[10] With a Primary Care Network, a Health Team provides "one stop shopping" for an individual with complex care needs.
[11] For example, the "Parents as Preventers", "Professionals as Preventers" and/or the school-based "Making Decision Series" offered by the Alcohol & Drug Education service. See http://ades.bc.ca/Home/Default.html

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1 INTRODUCTION

"For a community to function and be sustainable, the basic needs of its residents must be met. A socially sustainable community must have the ability to maintain and build on its own resources, and have the resilience to prevent and/or address problems in the future." 12

In the spring of 2011, Applications Management Consulting was contracted by Flagstaff County to undertake the development of a Social Sustainability Framework. The development of this framework is a vital step to ensuring that the County is able to maintain a high quality of life and meet the needs of current residents while retaining and enhancing its capacity to meet the needs of future generations. A Social Sustainability Framework promotes community and individual well-being, builds a supportive environment and supports the provision of social programs that enhance social interaction and healthy lifestyles among residents. The Framework seeks to engage community members in civic life, and identifies strategies to address priority social needs throughout the Flagstaff Region. The Framework development process attempts to achieve these results by identifying and prioritizing social issues, proposing solutions, building consensus for coordinated action, and identifying and building community capacity to address community needs and realize opportunities over the short and longer term.

While the *Social Sustainability Framework* was developed independently of the *Community of communities Recreation Review*, the Consultants acknowledge that recreation programs are key contributors to community quality of life and social sustainability, supporting individual health and wellness and community building. Moreover, the work of Battle River Alliance for Economic Development in promoting a healthy and sustainable economy is a key contributor to social

[12] Metro Vancouver, *Social Components of Sustainability*, 2004

sustainability: a community cannot be socially sustainable if it is not also economically and environmentally sustainable. Finally, the *Flagstaff County Social Sustainability Framework* seeks to complement the sustainability work that has previously been undertaken in the region by the towns and villages of Flagstaff.

The vision for the Social Sustainability Framework echoes the County's Vision for Flagstaff:

A safe, caring, and vibrant rural "Community of communities" committed to working with our neighbors to ensure the quality of life for all citizens.

As an innovative and progressive "Community" that balances economic prosperity and environmental stewardship, we deliver a responsible level of service that is both efficient and effective.

The Social Sustainability Assessment Tool developed as part of the Social Sustainability Framework (Appendix A) is meant to assist in decision-making, by providing a simple way to evaluate the impact of municipal choices on social sustainability. The tools presented in the Appendices, such as the templates created for interoffice memos and Council Reports, will be particularly useful in evaluating the extent to which specific actions move the Municipality towards (or away from) a sustainable future.

Overview of the County

Flagstaff County has achieved to a large extent its vision of a safe, caring and vibrant rural "Community of communities" through the County's ongoing strategic planning process, which efficiently and effectively guides the County's delivery of municipal services and infrastructure to its residents. In 2008, County Council identified social responsibility as one of the strategic objectives that connect them to their vision and with that, determined that it was necessary to have a Social Sustainability Framework to continue to make their vision possible.

The overall goal of the process was to produce a comprehensive Social Sustainability Framework and decision tool for Flagstaff County, to ensure that the County makes decisions that promote sustainability over the long term. The Framework utilizes a variety of inputs, including community profiles, a social quality of life indicators audit and an inventory of existing social services and programs, to provide the background for evaluating the impact of changing demographics and providing a basis for making municipal decisions, as incorporated into the Social Sustainability Assessment Tool.

The Consultants worked closely with municipal staff to undertake a careful elaboration and prioritization of social issues and current and projected needs in Flagstaff County, and undertook a gap analysis that identified specific social service needs in the community. Throughout the consultation process, the Consultants engaged community members and helped to identify innovative ways to build local community capacity, including services and programs to support seniors, youth and families.

The Social Sustainability Framework is supported by a stakeholder responsibility matrix, a document that outlines the specific mandate, roles and responsibilities of the federal, provincial and municipal governments, as well as the health authority, the non-profit sector and other stakeholders as appropriate (such as the School Board and the business sector).

2 METHODOLOGY

The following process was designed to ensure that the Social Sustainability Framework for the region meets the needs of community residents and builds upon work already undertaken by municipalities and community groups within the Region.

Initial Community Consultations

The purpose of the initial stakeholder interviews and consultations was to introduce the Social Sustainability Framework process to the communities and obtain stakeholder input on the most important social issues being faced by the communities within Flagstaff. The Consultants discovered that residents and

stakeholders in Flagstaff were experiencing “research fatigue” and time constraints, which needed to be taken into account in designing the engagement process. Reviewing and summarizing previous research was a key component of this project. This allowed the Consultants to summarize key social issues that had previously been identified, rather than starting with a “blank slate”.

Because of the importance of the County’s partnerships with the Towns and Villages, the Consultants interviewed Mayors and Chief Administrative Officers for each municipality, and invited Council members to stakeholder consultations.

Based on the input from stakeholders, and best practices identified through the literature review, potential community strategies/actions were developed, which were organized by theme areas (such as youth, seniors, families, housing, etc.). These actions were taken out to community workshops, where community members had an opportunity to “purchase” the initiatives they considered most important using “Sustain-a-Bucks”. Utilizing the results of these workshops, community surveys were developed to allow an opportunity for input from people who were unable to attend community meetings. One version of the survey was produced for adults, as well as a youth version of the survey.

There are a number of challenges to doing community engagement work in Flagstaff County:

- The Region is a large geographic area and includes numerous smaller communities that need to be engaged in the process
- Local residents report that they have “consultation fatigue” as there have been many previous public processes
- Community resources are stretched thin. Spring is an extremely busy time for people working in the agricultural industry, and many others are carrying out multiple roles in terms of family, work, local leadership and community volunteerism.

It was very important to move forward with a process that recognized these challenges. Meetings were held in different communities throughout Flagstaff to facilitate participation, and the stakeholder issue identification and prioritization sessions were combined to reduce the time commitment needed by stakeholders who wished to participate. To facilitate public participation, the consultants utilized surveys that people could complete on-line or in hard copy at their convenience.

2 METHODOLOGY

Literature Review

A Literature Review was undertaken to provide some background context to the project, help ensure that work already completed was not duplicated, and to summarize key social issues and challenges that were highlighted in previous local research and reports. Considerable public consultation has already taken place in the Region on various issues, and a recreation review has recently been completed by Flagstaff County. Sustainability Frameworks have already been developed by several municipalities within the County. The literature review was used to identify and confirm existing social issues, identify existing capacity and programs in the community and present best practices from other communities. This approach recognized and respected all the previous work that has been undertaken in the region, while recognizing that it is still important to engage the community in the development of the Social Sustainability Framework.

While several strategic plans, studies and initiatives had taken place in Flagstaff, and several social issues had been identified in these documents, none of these previous studies focused specifically on social issues or social sustainability. Therefore, interviews and consultations with community leaders and stakeholders played a key role in identifying social issues for the County.
The information collected in the literature review is summarized in Appendix B

Key Informant Interviews

Key informant interviews provided important insight into current social issues and existing community capacity. The research team interviewed County Council, Mayors, Chief Executive Officers of the Towns and Villages of Flagstaff and some key stakeholders in the community. These interviews also helped to identify additional key stakeholders who needed to be engaged in the Social Sustainability Framework development process.

Issue Identification and Prioritization Workshops

In April 2011, Stakeholder Workshops were held in Killam, Sedgewick, and Daysland to confirm and prioritize the social issues that were identified through the literature review and key stakeholder interviews. This process engaged a broader group of stakeholders in the prioritization of community social issues and began discussion on how those issues would be addressed in the Social Sustainability Framework document.

Participants included Council members from the County, towns and villages, representatives from non-profit organizations, school boards, service providers, RCMP and provincial ministries (e.g. Alberta Health, Education). These meetings providing stakeholder perspectives on social issues in Flagstaff, helped the Consultants to focus strategy development on priority issues and goals in the community, and identify community capacity to address key issues. The results of the workshop are included as Appendix E.

Community Consultations

The Consultants utilized the result of the literature review, stakeholder interviews, and stakeholder workshops to develop a list of possible solutions to the issues as identified and prioritized by key stakeholders, and identify current community assets that could provide capacity to implement these solutions. These potential actions formed the subject matter for a series of public workshops held in Forestburg, Hardisty, Killam and Alliance in May 2011. These workshops were publicized through the County website and a County mail-out, as well as notices sent out in newsletters from the towns and villages. A total of 33 people participated in these workshops.

An overview of the Framework project and consultation process was provided by the Consultants, as well as an overview of the issues identified and the potential actions for addressing these issues. Participants were invited to identify any key social issues the Consultants had overlooked, and provide their own solutions to the issues identified. They were also invited to identify community assets that enhance community capacity to implement these solutions. Then community members had an opportunity to “purchase” the initiatives they considered most important to include in the Social Sustainability Framework using “Sustain-a-Bucks”. Participants were then invited to explore a priority action of their choice in small groups, to initiate discussion about how the action or initiative could be implemented, and who needed to be involved.

Just as the actions proposed in the workshops built upon the previous literature review and stakeholder consultations, the results of the public workshops were utilized to inform development of the on-line survey. The results of the workshop are included as Appendix E.

Youth Consultations

In May 2011, the Consultants met with students in grades 6, 7, 8 and 9 at Killam School, and with students in grades 5, 6 and 9 at Allan Johnstone School in Hardisty. The Consultants also interviewed the principals at both these schools, to get their perspective on youth issues.

The youth were given a brief overview of the Social Sustainability Framework and the consultation process. The Consultants presented the "youth" issues that had been identified by stakeholders, and the students were invited to add to the list of issues. They were also given a survey to complete, which asked them to rate the importance of various actions in the areas of youth services, as well as actions in the areas of education, transportation, recreation and civic engagement as they pertain to youth.

The youth survey from Hardisty included 25 students grade 5,6 and 13 grade 9 students. The youth survey from Killam included 46 students, 30 from grade 6 and 16 from grade 7, 8 and 9.

Not surprisingly, recreation services received high priority by youth. Another common theme across surveys was building additional capacity for afterschool programs and activities, both recreational and cultural. Youth were informed that while recreation was not the focus of the Social Sustainability Framework, their comments and suggestions would be passed on to County staff.

Several issues that were identified by the students were included in the youth survey that was posted on the County website. The survey was also sent to the school principals with the permission of Battle River School Division.

Community Surveys

Survey questions were developed based on issues and actions that had been identified through the literature review and key informant interviews, and prioritized during the community engagement events in April and May. Two surveys were developed: a survey for youth, and a longer survey for adults. Both the surveys were field tested prior to being launched. A shorter hard copy survey was also developed for seniors.

The surveys were created using Survey Gizmo for on-line access, and hard copies were distributed to municipal halls, schools, community agencies, libraries and seniors facilities. Invitations to participate in the survey were distributed via

e-mail through community agencies and the survey was publicized through the County website, a rural mail-out and a notice in the newsletters of the Towns and Villages and libraries. The survey results are included as Appendix C.

Stakeholder Responsibility Matrices

In the process of identifying existing capacity within the region, it is important to identify who is responsible for the various services and programs that are currently operating or are required to meet the needs of the community. A set of stakeholder responsibility matrices was developed to outline the responsibilities of each level of government involved in a specific social service element. The matrices also identify the responsibilities of the community service sector and other potential interests, such as business groups, industry, and public advocacy groups. The matrices function as a reference tool for the Social Sustainability Framework.[13] The Matrices are included as Appendix D.

The responsibilities outlined in the matrices fall into three general categories: planning, construction and siting, and operations. Each of these three categories is further subdivided into three categories of responsibility: legislative, financial and implementation. Because each level of government or service agency has a differing scope of responsibility in each area, that scope is represented in the following three categories: primary (the government/agency with the lead responsibility), secondary and limited. The tables identify appropriate ministries or agencies when that information is readily available. The overlapping nature of many social service responsibilities indicates potential for partnerships and collaboration to address social needs, though overlaps in jurisdiction can also result in no one taking responsibility to address those needs.

The complexity of legislative responsibility can seem overwhelming, and confusion exists in many communities about the difference between the responsibilities of a certain level of government or agency, and the roles that each can play in addressing social needs. In some cases this confusion can lead to paralysis when various actors come together to address social issues. The matrices developed for this project have proved to be a useful tool in developing a specific set of actions that can be taken by a community stakeholder, in this case Flagstaff County.

[13] The social responsibility matrices can collectively seem somewhat overwhelming. The matrices are meant to be dealt with individually. While there is some overlap, a person or group that is active in one area may have no role in another. As such, each social responsibility matrix should be considered separately, as an individual matrix, which will serve as a reference tool for developing implementation plans to meet identified gaps in services.

Stakeholder Consultations

In June 2011, a stakeholder workshop was held at the Family and Community Support Services office in Killam to present the results of the on-line surveys and engage community service providers in the exploration of possible options for collaborative action to address the identified priorities. The workshop participants explored ways to build community capacity to address these issues; and were encouraged to work together to initiate action to address the identified issues. The strategies that are presented in this framework were informed by the stakeholder input received at this workshop. The results of the workshop are included as Appendix E.

Community Profile

A short overview of the Flagstaff Region is presented in Section 3, to set the context for the actions that are presented in the Social Sustainability Framework in Section 4.

The Social Sustainability Framework Document

The final product of this initiative is the Social Sustainability Framework presented in Section 4. The Social Sustainability Framework is meant to be a living document that sets out principles, goals, key strategies and actions to implement those strategies. While the principles will remain constant, the priority actions will evolve from year to year.

The Draft Framework was reviewed with Municipal staff and with members of County Council, to ensure that the final strategies and actions that were included in the Social Sustainability Framework make sense to County leadership, are feasible, and reflect the day to day realities and challenges faced by the County.

It is recommended that the County hold a community forum, including residents from all towns and villages, to present the final Framework and the implementation strategy, and to answer any questions from the public.

3 COMMUNITY CONTEXT

An Overview of the Region

Flagstaff County is a rural community that is located in east central Alberta approximately 150 km southeast of Edmonton. Approximately 1,014,000 acres in size, Flagstaff County is situated in a transitional zone between the short grass prairies and Aspen Parkland. The approximate population of Flagstaff County as of 2008 consisted of 3,506 residents living in 1,295 dwellings. The main employment base is comprised of Agriculture, Oil and Gas, Retail, Health Care, Education and Professional services. Continued development of the oil, gas and industrial industries have attracted some growth and business into the Flagstaff region. However, the consolidation of agricultural land into fewer, larger farm operations and the decline in the size of rural families has resulted in a declining population in the County itself, and several of the municipalities within the Flagstaff region are experiencing stagnating or slow growth. The County, towns and villages struggle to maintain social and recreational services within the region in the face of population decline.

The distance of Flagstaff from large urban centres has resulted in a somewhat self-sufficient economy that supports businesses located within the community, although residents still travel to nearby urban centres for major shopping and specialized health care.

Within Flagstaff County there are six villages and four towns. Each community has their own municipal council which works with Flagstaff County Council on partnerships, committees and projects that benefit the region.

- Village of Alliance
- Village of Forestburg
- Village of Galahad
- Village of Heisler
- Village of Lougheed
- Village of Strome
- Town of Daysland
- Town of Hardisty
- Town of Killam
- Town of Sedgewick

4 PROPOSED SOCIAL SUSTAINABILITY FRAMEWORK FOR FLAGSTAFF COUNTY

Vision

We value living in a region where the well-being of all individuals, families and communities is supported and enhanced in healthy, inclusive, and safe environments; in communities where residents are encouraged to contribute their skills and gifts to make Flagstaff a strong and vibrant region, and where local social, recreational, cultural and economic opportunities are available to all.

General Principles

1. Acknowledging that the Region's true wealth and assets are its residents

Flagstaff County acknowledges that its true wealth is its residents, and values and builds upon the diversity, strengths, and potential of the Region's communities.

2. Strengthening community participation and responsibility

Flagstaff County is committed to strengthening community participation and responsibility by encouraging collaboration and partnerships within the Region in planning for and delivery of services, programs, and facilities. The Municipality recognizes that all three levels of government share the responsibility to address social needs in Flagstaff County.

3. Involving the community

The resources and involvement of its residents and community organizations are essential to assist the Municipality to meet community needs. Flagstaff County will work to build capacity within the Region's communities and community organizations to respond to social issues

4. Committing to enhancing quality of life and sustainability

Flagstaff County is committed to sustaining and enhancing the community by

a. promoting safe, inclusive, accessible and healthy environments
b. promoting social, physical, psychological, and economic well-being
c. supporting and encouraging community initiative
d. encouraging respect and understanding
e. encouraging personal and collective responsibility

5. Responding appropriately to emerging social issues

The Municipality's responses to community social issues will be based on:

a. responsiveness, openness, and flexibility
b. the best evidence available for decision-making
c. fiscal responsibility
d. equity, fairness, and inclusiveness
e. prevention and early intervention
f. delivery of high quality services
g. effective and efficient use of resources
h. long term economic, environmental and social sustainability.

Strategic Goals and Actions for the Region

The following Strategic Actions are proposed to meet the social service needs of Flagstaff County in the present and for future generations, and achieve the vision as presented in this Social Sustainability Framework.

To implement the Social Sustainability Framework, it is recommended to develop a committee based on community members who are responsible for an annual implementation plan for Council approval, subject to available resources and budget approval. To continue and enhance a collaborative approach, the committee can be made up of members from all of the Towns and Villages throughout Flagstaff County. Through a democratic process the committee can select a few priorities from the Framework each year for implementation, based on emerging community priorities and available resources. The committee can provide regular updates to the residents of Flagstaff County based on the implementation plan.

GOVERNANCE/WORKING TOGETHER

GOAL: to increase collaboration between County and Towns and Villages in order to provide a wide range of social services that contribute to a high quality of life in the Region.

Gaps

- The decline in the rural population is impacting the ability of the social sector to provide services.
- The population is spread out over a large geographic area, and residents often need to travel to other communities to receive services.
- There is not always agreement between the County, Towns and Villages about the facilities and services that should be provided, in what location, and what would constitute a fair financial contribution by each municipality.
- There is sometimes a lack of communication and/or consultation between the County, the Towns and Villages.

Current Capacity

The Flagstaff Region is made up of 11 municipalities that deliver and/or support the delivery of services to the residents of the community. Through the Flagstaff Inter-municipal Partnership Committee, the Councils meet on a regular basis to discuss issues of common concern and opportunities for collaboration. Likewise, the chief administrators meet on a regular basis to discuss opportunities to work together. Many of the community boards have representatives from the County and the Towns and Villages. Currently, two of the Villages contract with the County to provide administrative support.

Municipal Responsibility

Flagstaff County plays a primary role in ensuring that residents of the community are able to access appropriate programs and services. In some sectors the County is involved in direct delivery of programs and services (for example, through Family and Community Support Services (FCSS). In other sectors such as education and health, the County participates in planning and coordination, advocating to senior governments for appropriate programs and services and supporting local organizations to provide these programs and services through financial and other support.

Strategy

Flagstaff County will work with the Towns and Villages to increase communication and collaboration.

Actions

Flagstaff County will:

1. Improve communications between County Council and Councils of the Villages and Towns through sharing Council agendas, consulting each other on key decisions, and informing Councils about major policy decisions.
2. Facilitate an annual “Council of Councils” retreat with Councils of the Towns and Villages, to discuss issues and opportunities in an informal setting, and brainstorm collaborative approaches to addressing issues identified.
3. Reinforce the County commitment to a "Community of communities" by supporting the provision of amenities in different municipalities so that all residents within the Flagstaff Region (whether County residents or not), have access to recreation, leisure and social services.
4. Explore with the Village and Town staff additional opportunities to share services through utilizing a shared services agreement (e.g. road maintenance, emergency services, and water).

CIVIC ENGAGEMENT AND COMMUNITY INVOLVEMENT

GOAL: To engage residents fully in the life of the community, and establish a strong and broad volunteer base.

Gaps

- There is a desire to engage more youth in volunteering to keep them active in the community.
- People are very busy, so it is hard to get them to turn out for even great/important events.
- The Flagstaff Region is highly reliant on volunteers for provision of services
- There is a declining volunteer base (both parents work, and driving children to and from other communities to attend programs means less free time).
- Most of the volunteers are aging.
- There is a danger of volunteer burn out.
- Lack of settlement services for immigrants.

Capacity

- The Villages and Towns send out monthly newsletters to their residents, to keep them informed of municipal events and initiatives.
- Two Women’s Institutes provide social connections for women and raise funds for important community initiatives.
- Fundraisers in Flagstaff are very effective. People have a real sense of

community and are willing to pitch in to help. During a severe storm, residents of the rural and urban areas pitched in to help County staff deal with the emergency response.

- Killam has participated as an Active, Creative, Engaged (ACE) Community, which has significantly increased volunteerism in that community. They held a Build Day where over 300 volunteers got together and built a skate park and outdoor amphitheatre.

Municipal Responsibility

Municipalities, like senior levels of government, have a key responsibility to engage citizens in the life of the community, consult with them when making major decisions, and encourage and support community volunteerism. Many municipalities choose to support non-profits to recruit and maintain volunteers, and municipalities themselves utilize volunteers, especially in advisory roles on committees.

Strategy

Flagstaff County will promote resident participation in civic life, by providing access to information about municipal programs and policies, engaging the public in decision-making and by encouraging participation and volunteerism.

Actions:

Flagstaff County will:

1. Continue to consult with citizens when developing new programs and policies.
2. Provide regular updates to Councils and residents on ongoing projects, particularly those that involve significant community engagement.
3. Use the County web site[14] to inform residents of Flagstaff County. Use the County website "Calendar of Events" section that includes both County and other organizations' events throughout the Flagstaff Region, and provide project status updates on the website on a regular basis.
4. Continue to consult with citizens when developing new programs and policies.
5. Provide regular updates to Councils and residents on ongoing projects, particularly those that involve significant community engagement.
6. Consider establishing a volunteer program in the County, with a volunteer coordinator who would help recruit and place volunteers with various organizations in the County[15]. Hold an annual volunteer night to recognize these volunteers.

[14] The newly updated County website includes a detailed Calendar of Events, http://www.flagstaff.ab.ca/residents/calendar-of-events/month.calendar/2011/12/02/-.

[15] Note: This could be the volunteer coordinator recommended in the Recreation Plan.

SUPPORTS TO FAMILIES

GOAL: To promote a supportive, safe, and enriching environment that contributes to the well-being of families and children.

Gaps

- There is a shortage of licensed, regulated childcare services.
- Numbers of children in some communities is too low to support licensed care.
- Family violence and substance abuse and addictions are issues in Flagstaff.
- There is a continued need for supports for young families.
- Family income earners in the oil industry often work out of town, leaving the remaining parent to do much of the child rearing on their own.
- Some families are caring for young children and aging parents, resulting in family stress.
- Some children travel long distances to school.
- There are waiting lists for mental health early intervention programs.
- Child protection is now located in Camrose, which results in a slow response time and lack of familiarity with the Flagstaff region and its particular issues.

Current Capacity

- Flagstaff Family and Community Services offers a wide variety of support services that assist families and children. FCSS provides counseling, support services, and mental health services, and administer the Alberta Family and Social Services Income Support Program.
- Flagstaff's Initiative to Relationship and Spousal Trauma (FIRST) assists those with trauma caused by abuse in relationships, as well as family violence, dating abuse, bullying and risk behaviour which may cause harm to others.
- Other family support programs or service providers include the Flagstaff Family Resource Centre in Killam, Parents for Fun Program (teaching parents about the importance of the early years in child development), Forestburg Learn and Play, and Teaching & Independent Parent Support program (TIPS).
- Most of the communities in Flagstaff have formal preschool programs.

Municipal Responsibility

Social services such as programs for families are the primary responsibility of the Alberta government. Family and Community Support Services (FCSS) is a

partnership between the province and municipalities that develops locally-driven preventative social initiatives to enhance the well-being of individuals, families and communities. Programs are available in both the urban and rural areas. The eleven co-operating municipalities are responsible for maintaining local responsibility and authority for the FCS program, appointing local representatives to sit on the Flagstaff FCS Boards, and contributing 20% of the funds (on a per capita basis) to operate the program.

Strategy:

Flagstaff County will continue to encourage and support a range of family support programs designed to promote family well-being that are accessible, affordable, and effective and that build on family capacity and community networks.

Actions:

Flagstaff County will:

1. Continue to work with Flagstaff Family Resource Centre, Parents for Fun, and Teaching & Independent Parent Support program (TIPS) to provide programs that support families.
2. Continue to support violence prevention programs such as F.I.R.S.T. (Flagstaff's Initiative to Relationship and Spousal Trauma).
3. Work with social service organizations to implement and publicize a "Violence Prevention Month" featuring speakers and events that inform the community about violence and violence prevention.

Strategy

Flagstaff County will promote the development of quality, accessible and affordable childcare and early childhood education that emphasizes collaborative responses[16].

Actions

Flagstaff County will:

1. Encourage Family and Community Support Services to develop policies around home-based childcare that encourage safety, and accessibility to professional training and development.
2. Work with local childcare operators and organizations to develop a childcare network to provide mutual support and shared training

[16] It is not the mandate of the Municipality or FCSS to fund childcare. The municipal role is limited to advocacy, finding appropriate locations (land use) and planning and policy support.

opportunities.

3. Provide County website space for advertising for childcare operators that meet certain requirements.
4. Work with Alberta Resource Centre for Quality Enhancement to provide training and support for home based childcare programs, such as the "Learning through Play" workshop[17].

YOUTH

GOAL: To support youth to make healthy choices and grow and develop as successful, independent, and valued citizens.

Gaps

- Lack of youth drop-in and activity centres.
- Lack of things for youth to do, particularly for those not interested in sports
- Lack of accessible transportation deters youth engagement, participation, and employment.
- There is a desire on the part of community stakeholders to engage youth in volunteering and community leadership roles to get them involved and interested in their community.
- Need programs for youth that are directive, affirming
- Community Resource Officer (RMCP) current funding ends mid 2012
- Bullying
- Lack of jobs for youth
- School drop out rates too high
- Drugs, alcohol abuse
- Youth who go to school in other communities also do much of their recreation there; there is a loss to their own communities.
- Youth are not aware of community programs and services available that can benefit them.
- Young people are leaving the community at 17-18 years old to further their education.
- Youth are not getting involved in the training programs and opportunities available in the community.

Current Capacity

[17] See the ARCQE website at http://www.arcqe.ca/ for additional information.

- The RCMP Community Resource Officer works in the community and in the schools to engage and support youth, and many of the faith communities have youth programs.
- A proposal for a "Nights Alive" program in Flagstaff was developed by three summer students in consultation with youth in Flagstaff.
- There are at least some recreational programs available in each of the Towns and Villages.
- The RCMP work with schools to deliver the D.A.R.E. program (Drug Abuse Resistance Education) to discourage substance abuse.
- The Alberta Community and Co-operative Association runs a Youth Camp, in Nordegg, Alberta, and youth from Flagstaff are encouraged to apply.
- East Central Community Futures supports youth entrepreneurship.
- There are community organizations and parent volunteers providing programs for youth. 4-H provides programs for youth.

Municipal Responsibility

Flagstaff County shares financial responsibility for youth services with the province through the Family and Community Support Services (FCSS) cost sharing agreement. The Municipality is primarily responsible for the planning and implementation of recreation, cultural and leisure services, and locally driven, preventative youth programs under FCSS, while the Province takes responsibility for youth protection, intervention and treatment.

Strategy

Flagstaff County will encourage a continuum of relevant support services and opportunities for youth and their families that are accessible, affordable, and accountable.

Actions

Flagstaff County will:

1. Encourage the establishment of a regional non-profit youth association to focus on youth programming in the Region. Focus on supporting youth to plan their own events and activities.
2. Publicize the availability of programs and opportunities for youth including funding programs such as the Canadian Youth Business Foundation[18] through the County's youth page, social media and other communication tools.
3. Advocate for continued funding for the RCMP Community Resource Officer.

[18] The Canadian Youth Business Foundation (http://www.cybf.ca/) provides coaching, business resources, start-up financing and mentorship for youth age 18 to 34 to help them to start a business.

Strategy

Flagstaff County will promote youth leadership and ensure youth have a strong voice and active involvement in planning youth programs and events.

Actions:

Flagstaff County will:

1. Establish a Youth Council to give youth a voice in the County.
2. Hold annual Youth Awards to publicly acknowledge youth who are doing good things in the community.
3. Start up a Youth Web Page with information on community events, training and employment opportunities, etc. Involve youth in the designing of the web page and updating of content.
4. Explore development of a youth grants program to provide small seed grants via an application process to youth to plan and carry out youth events.
5. Provide financial resources, staff and volunteer support to assist youth to plan and implement a community youth event[19].

SENIORS

GOAL: To support the independence and well-being of residents over the age of 65.

Gaps

- Aging population – will need more apartments, seniors' residences, and extended care facilities to meet seniors' housing needs.
- Seniors Lodge is aging (40 years old), will need renovation or replacement.
- No Assisted Living in Hardisty.
- Need additional home care services.
- Lack of access to medical care:
    - Need to travel to other communities to see specialists.
    - Travel time to see doctors.
    - Some communities only have doctors a couple of days a week.
    - Lack of emergency care in some communities – delay in receiving medical care.
- In addition to medical services for seniors, wellness programs are needed to

[19] The first event could be small scale, using local talent. As the youth gain experience and confidence, they could receive funding to implement a full scale youth conference for the County and neighbouring regions.

keep seniors healthy.
- Seniors are reliant on family to drive them to medical appointments, social events.
- Handi-van is very expensive (e.g. $65 to get to an appointment).
- Winters can be very lonely for seniors, especially those that are not mobile.

Current Capacity

- There are a number of agencies that provide services for seniors in the Region, including seniors' centres in most Towns and Villages, Meals on Wheels and Wheels to Meals. Services to Seniors out of Camrose assists seniors in Flagstaff to access services.
- Seniors are active volunteers in the community and are engaged in community life.
- Seniors associations and Legions have volunteer drivers that can arrange rides for seniors to appointments and community events.
- The hospital has a Handi-van that can pick up and drop off seniors from medical appointments. The seniors' lodges also have vans.

Municipal Responsibility

The Municipality has secondary responsibility in planning and advocating for seniors, including highlighting increased demand for services such as in-home support workers. The Municipality can collaborate with other levels of government to identify seniors' needs and appropriate sites for seniors' facilities and services in the community.

Strategy:

Flagstaff County will work with the Alberta government and local organizations to support a coordinated continuum of formal and informal services for seniors.

Actions

Flagstaff County will:

1. Develop a seniors' services strategy in consultation with seniors and senior-serving organizations.
2. Continue to work with the province to provide additional affordable units of multi-family, seniors housing, and seniors assisted living
3. Work to make sure the community is accessible for people with disabilities.
4. Work with the province to identify funds for providing a range of housing options for seniors[20].
5. Encourage service agencies to utilize the Wheels to Meals model to bring isolated seniors to social events, such as meals, theatre, seniors programs, etc.

[20] For example, the Seniors' Lodge is aging and may need upgrading or replacement.

EDUCATION

While the Province has the primary responsibility for education, Flagstaff County can work with the school divisions and post-secondary institutions to improve educational outcomes in the community.

GOAL: To produce a highly educated and skilled regional workforce to drive the Region's economic engines and promote financial well-being among the Region's residents.

Gaps

- The School Board is experiencing cutbacks, and is laying off teachers in the community.
- Schools are at risk of closing as a result of a declining school age population.
- Low levels of educational attainment relative to other communities in Alberta.
- Communities are no longer able to raise funds for school programs through the canteen (the food is not healthy so does not fit in with Healthy Schools Initiative).
- School drop-out rates are relatively high.
- There is a lack of post-secondary training opportunities in Flagstaff.
- Not everyone has access to a computer and the internet, to take on-line courses.
- PACE program in Sedgewick (high school upgrading) has closed.

Capacity

- There is an Adult Learning Centre and Battle River Training Foundation.
- Augusta College is located close by in Camrose.
- The Libraries and seniors' centres have public computer terminals with internet access.
- Motivational speakers come to the schools in Flagstaff and talk to students about careers, the benefits of education, and the dangers of drugs.

Municipal Responsibility

The County is not primarily responsible for providing educational services to the community, but can provide support in facilitating collaborative cross-sector initiatives and promoting educational programs and services to residents. Provision of post-secondary educational services is delegated to Colleges and Universities by the provincial government; however, the Municipality can advocate for services to meet the educational needs of the community.

Strategy

Flagstaff County will support Battle River School Division and post-secondary training and educational organizations in building strong and effective educational programs throughout the Flagstaff Region.

Actions:

Flagstaff County will:

1. Work with Battle River Training Foundation and the Adult Learning Centre to promote distance learning opportunities which would be enhanced by providing local tutors.

Strategy

Flagstaff County will support programs and initiatives designed to encourage children and youth to stay in school and pursue post-secondary education.

Actions

Flagstaff County will:

1. Explore opportunities to work with the Battle River School Division, youth and other relevant groups to develop a regional “Stay in School” initiative.
2. Hold a regional career fair for local high school students on a regular basis (e.g. bi-annually) with business representatives talking about potential careers in the Region, with transportation provided to the career fair from the three high schools.
3. Work with East Central Community Futures and Battle River Alliance for Economic Development to explore the potential of supporting youth entrepreneurship through mentorships with local business operators.

HOUSING

GOAL: Flagstaff County will encourage development of a range of housing types and tenure throughout the Region which address a variety of housing needs.

Gaps

- Lack of affordable housing.
- Few rental houses available; those that are available for rent are often old and/or expensive.
- Need more diversity of housing (multi-family) to attract youth and younger families.
- Housing stock is older, mostly single family, and much of it will be in need of repair and maintenance in the near future.
- While housing is inexpensive relative to urban centres, it is difficult to get mortgages because financial institutions are concerned about resale value.

Capacity

- Housing is inexpensive relative to urban centres like Camrose and Edmonton.
- The Manors have provided some rental housing.
- There are several provincial and federal government initiatives to address housing and homelessness issues, including: the Canada-Alberta Affordable Housing Program, Canada's National Homelessness Initiative, income support and funding for shelters and homeless initiatives.

Municipal Responsibility

The federal and provincial governments have primary responsibility to fund affordable housing, with the provincial government having the mandate to build and operate affordable housing. Flagstaff County's mandated responsibility includes land use planning and regulation. The Municipality can also play a role in assessing community needs[21], zoning, and approval of development applications. Municipalities can also play an important role in providing incentives for the provision of affordable housing units, emergency shelters and transitional and supportive housing, through density bonuses, property tax exemptions, and provision of land at below market rates.

[21] Some Provincial Homelessness and Housing grant programs require plans to be in place as a condition of funding.

Strategy

Flagstaff County will encourage the provision of rental and affordable housing which meets a variety of housing needs.

Actions:

Flagstaff County will:

1. Develop an Affordable Housing Action Plan.
2. Continue to work with the provincial and federal governments to access funding for affordable rental housing.
3. Encourage the development of multi-family housing that can be adapted for accessibility for people with disabilities[22].
4. Encourage landlords (and homeowners) to access funds through the Residential Rehabilitation Program, including the secondary suite program.

HEALTH

While the Province has the primary responsibility for health care, the County can support healthy living through educational and prevention programs, and may also advocate to the Province for additional health services.

GOAL: Support the provision of and access to high quality health care services in Flagstaff.

Gaps

- People (especially seniors) sometimes need to leave the County to get access to health care services. Transportation can be expensive.
- More home care workers are needed in the County.
- There are ongoing challenges in recruiting and retaining Health Care Professionals.

Capacity

- While there are not enough of them, health professionals who work in the Region provide high quality care.
- There are shorter wait lists in Flagstaff for regular medical appointments and emergency care than in cities like Camrose and Edmonton.
- Covenant Health Care has a good rural strategy, which could be emulated by Alberta Health Services.

[22] Wider doorways, reinforced bathroom walls for grab bars, adequate turning radius in bathroom, etc.

- There are some health services that do come out to the communities, such as the bone density van and a denturist that comes to Killam one day a week.

Municipal Responsibility

The Municipality does not have primary responsibility for delivering health services to residents of the community. Their role is in supporting provincial government initiatives as well as offering educational and preventative programs that may contribute to a healthier community. The Municipality is also responsible for collaborating with the provincial government to define the demand for health services in the community so that the community has enough capacity to provide adequate levels of service.

Strategy

Flagstaff County will work with the Towns, Villages, community organizations and networks to ensure there is good access to high quality health services in the Region.

Actions:

Flagstaff County will:

1. Encourage Alberta Health Services to continue to utilize a regional approach to recruiting and retaining health care professionals.
2. Encourage Alberta Health Services to explore the potential of taking the following approaches to providing care in the Region:
    a. expand use of nurse practitioners
    b. bring "clinics" into the community, such as a seniors' health clinic, well baby clinic, and specialist clinics such as eye and hearing exams, etc.
    c. use underutilized hospital facilities in the region to take the pressure off City hospitals (for example, for rehabilitation services)
    d. use Primary Care Networks[23]
    e. use video conferencing for routine medical appointments.

SAFETY/EMERGENCY SERVICES

GOAL: Flagstaff County will continue to promote and support safety and security in the Region's communities.

[23] With a Primary Care Network, a Health Team provides "one stop shopping" for an individual with complex care needs.

Gaps

- Significant levels of alcohol and drug abuse.
- Drug dealing is an issue.
- Rural Crime watch is no longer operating in Flagstaff.

Capacity

- Flagstaff is a very safe region relative to many others, with low crime rates.
- The D.A.R.E. program is active in the community, and there is an Alcohol and Drug Assessment and Counselling (ADAC) worker in the community.
- The RCMP Community Resource Officer works well with schools and other community organizations.
- Fire fighting is provided by volunteers.

Municipal Responsibility

The County has responsibility for the provision of emergency and fire services, as well as policing, which is provided through the RCMP.

Strategy

The County will continue to support programs that keep Flagstaff residents safe.

Actions:

Flagstaff County will:

1. Explore re-establishment of rural crime watch.
2. Consider bringing in additional substance abuse prevention programs[24].

[24] For example, the "Parents as Preventers", "Professionals as Preventers" and/or the school-based "Making Decision Series" offered by the Alcohol & Drug Education service. See http://ades.bc.ca/Home/Default.html

5 APPENDICES

APPENDIX A Social Sustainability Assessment Tool

Social Sustainability Assessment Tool

To achieve social sustainability in Flagstaff County, the Social Sustainability Framework is structured around nine (9) theme areas finalized during community engagement sessions. These themes focus on areas that are important to the quality of life in the communities of Flagstaff, as identified by community stakeholders and residents. Aligned to each of the theme areas are goals which reflect community issues and concerns. The following Social Sustainability Assessment Tool allows the Flagstaff County to evaluate new initiatives and policies in terms of their contribution to social sustainability in the region.

The Social Sustainability Assessment Tool is a series of questions designed to integrate social sustainability into decision-making by both Council and Administration. The Sustainability Assessment Tool is inextricably linked to the Social Sustainability Framework; departmental projects and initiatives should align to the goals of the Social Sustainability Framework where possible.

The Social Sustainability Checklist is made up of 37 questions that decision-makers should ask themselves. The overall question is, “what are the implications of this initiative for social sustainability in the Region?”

Municipal Administration can use the Social Sustainability Assessment Tool to evaluate how proposed projects and initiatives align to the Social Sustainability Framework. The Social Sustainability Assessment Tool can be used at the beginning of a project or initiative and for its duration to ensure continued alignment to these principles where applicable.

The Social Sustainability Assessment Tool should be used by County Council when considering adoption of a plan, policy, program or other initiative. Council can use the checklist as a tool to ensure that the Sustainability Goals have been considered.

The Social Sustainability Assessment Tool does not adopt a score card approach. This enables Administration and Council to balance the various Sustainability Goals against other pressing community needs.

When completing the Sustainability Checklist, Council and Administration should answer each question with a “yes”, “neutral”, no” or “not applicable” response followed by more detailed comments describing the reasons why. This should help Administration and Council make any necessary changes to projects and initiatives to ensure achievement of social sustainability in the region.

PROJECT TITLE:
PROJECT LEAD:
DEPARTMENT:

PROJECT DESCRIPTION:

Theme	If approved, would the Initiative:	YES	NEUTRAL	NO	UNCERTAIN	N/A	Comments
GOVERNANCE							
	Increase collaboration and cooperation between the County, towns and Villages?						
	Increase efficiency and effectiveness of municipal services?						
SENIORS							
	Increase seniors' access to health care?						
	Address seniors' transportation needs?						
	Provide additional services and supports for seniors?						
	Contribute to seniors' housing options?						
YOUTH							
	Promote youth leadership/community involvement?						
	Increase youth volunteerism?						
	Improve youth access to recreation, cultural and leisure activities?						
	Support the healthy, positive development of youth?						
	Address youth's transportation needs?						
FAMILIES							
	Increase families' access to licensed, regulated child care?						
	Increase child care affordability?						
	Increase child care quality?						
	Increase supports to families?						
HOUSING							
	Contribute to the diversity of housing in the Region?						
	Contribute to the affordability of housing in the Region?						
	Contribute to the supply of rental housing in the Region?						

APPENDIX A Social Sustainability Assessment Tool

Theme	If approved, would the Initiative:	YES	NEUTRAL	NO	UNCERTAIN	N/A	Comments
EDUCATION							
	Increase the rate of high school completion?						
	Enhance post secondary educational opportunities?						
	Support Flagstaff residents to continue their education and skills training?						
	Improve educational achievement by students in the school system?						
HEALTH							
	Increase Flagstaff residents' access to health services?						
	Improve quality of health services in the Region?						
	Promote healthy lifestyles?						
	Reduce the incidence of substance abuse?						
	Improve mental health in the region?						
SAFETY/SECURITY							
	Increase safety/security in the Region?						
	personnel to respond effectively to emergencies?						
	Contribute to the skills development of emergency workers/volunteers?						
COMMUNITY INVOLVEMENT							
	Increase Flagstaff residents' access to information?						
	Increase volunteerism?						
	Increase community involvement in County decision-making?						
	Increase Flagstaff residents' access to cultural, recreational and leisure opportunities?						

KEY:

YES - would positively contribute to this goal.
NEUTRAL - neither contributes nor detracts from this goal.
NO - would move us away from this goal.
UNCERTAIN - unable to assess the impact of the initiative on this goal.
N/A - does not apply.

APPENDIX B Literature Review and Summary of Public Input

1 INTRODUCTION

1.1 What is a Social Sustainability Framework?

A Social Sustainability Framework is a document that is an outcome of a social planning process designed to enhance the welfare of current and future community residents. The social planning process utilized for the Flagstaff County Social Sustainability Framework involved the following steps: Literature Review, Key Informant Interviews, Prioritization Workshops, Indicators Analysis, Social Responsibility Matrices, Community Action Planning Workshops, and the Final Social Sustainability Framework Report.

1.2 What is Social Sustainability?

The Brundtland Commission defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their needs"[25].

Communities and societies cannot address social sustainability without addressing all "legs" of the sustainability "tool": environmental, economic and social sustainability. If the environment is degraded, the human need for safe nutritious food, fresh water, and clean air cannot be met. If the economy is not healthy, people's need to be productive members of society, and their ability to meet their own basic needs, will be compromised. Many proponents would add a fourth leg, cultural sustainability[26]. They point out that the very real human needs for acceptance, belonging, self-expression and creativity takes place within a rich system of arts, culture and traditions.

1.3 Why are we doing a Social Sustainability Framework?

Sustainable development is vital to ensuring that a community can meet the needs of its current and future residents. This involves promoting community and individual well-being, building environment and social programs that enhance social interaction and healthy lifestyles among the residents, engaging the community to be involved, and focusing on implementing solutions for safety and security throughout the community. The social planning process attempts to achieve these results by identifying and prioritizing social issues, building consensus for coordinated action and building capacity in the community to address issues.

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[25] Brundtland Commission, *Our Common Future*, Oxford University Press, 1987

[26] For example, see p. 61 of *From Restless Communities to Resilient Places: Building a Stronger Future for All Canadians*, Final Report of the External Advisory Committee on Cities and Communities, Infrastructure Canada, June 2006 www.infrastructure.gc.ca

2 OVERVIEW OF LITERATURE REVIEW

2.1 Why are we doing a Literature Review?

The purpose of preparing a Literature Review is to use the information that has already been gathered through extensive research and public consultations as a starting point for the social sustainability process. Using this previous work as a base of this process is beneficial in providing vital information on the key issues and assets that already exist in the community, based on the previous research and consultations. Also, it is important that this process acknowledges the previous work and the public is aware that those issues that were identified before may still be relevant and their previous input is still valuable.

2.2 The Process of Developing the Literature Review

The process of developing a Literature Review involved collecting all existing literature pertaining to social issues that has been created for Flagstaff County. The documents were analyzed and data was collected for each topic area (for example, Youth, Seniors, Health Care, Education, etc…), issues identified for that topic, assets, and current community capacity to implement solutions for the identified issues. The information gathered from the documents is available in the Key Findings section of this Literature Review.

3 KEY FINDINGS

The literature review and public consultations provided confirmed and further identified the key issues and priorities for residents and stakeholders within Flagstaff County. The Key Findings have been organized into theme areas. The comments presented below summarize the literature review and public comments gathered during the community consultations, and do not necessarily reflect the views of the consultants or Flagstaff County.

Governance and Working Together

- Municipal leaders and administrators all support increased collaboration, but feel it could be working more effectively.
- Fear of dissolution – Village leadership and residents want to retain their autonomy.

- The Towns and Villages would benefit from support from County staff (County can hire full time staff, some Villages cannot). For example, have some shared positions, such as sustainability/volunteer coordinator, economic development officer.
- Improve communication (needs to be both ways). Village leadership want to be consulted. Sometimes they feel like the County wants to tell them what to do.
- Towns and Villages could benefit from being able to contract to use County staff and machinery (e.g. road graders).
- There is a feeling that the County wants to make the decisions in joint projects, rather than treating the Towns and Villages like equal partners.
- While leaders and residents from smaller Villages know they cannot have all the services located in their community, they feel that too many of the services are located in the larger centers. They would like some amenities located in their communities as well.
- Consultations often are confined to the larger towns, especially Killam, which means fewer people from the villages attend. People in smaller communities feel that this results in less attention to their issues.
- People recommend that the County hold consultations in every community.
- Boundaries people identify with are not the same as the legal boundaries – trading areas make more sense. E.g. People in Hardisty are closer to Wainwright, Provost than the rest of Flagstaff County.
- People within the communities define themselves primarily within the geographical boundaries of the communities where they live. This often starts at the top (municipal administration) and influences the residents' thinking. People want County, Town and Village administration to start reflecting a vision of a Regional approach that will benefit all the communities.

Demographics of Community

- Stagnating population.
- Aging population.
- Losing young people.
- Reduction in social services as population declines
- "Snow Birds" who leave for warmer climates in the winter – means less community volunteers, less opportunities/services for us left behind

Economy

- Farms have become more labour efficient. The same land is under cultivation, but the farms require fewer employees.
- Reliance on primary industry (farming industry and oil extraction). This makes the region susceptible to economic cycles.
- Very little farm produce is processed locally.
- The region needs economic diversification to stimulate growth and attract people to the community.
- Residents of the community are reluctant to invest out of their pocket into new businesses or value added businesses.
- Lack of special initiatives to attract value added or diversification investment into the County.
- Chamber of Commerce could be a stronger organization.
- Local stores cannot compete with big box stores in nearby larger urban centers.
- Agriculture dependent on energy inputs that will continue to increase in costs.
- Most local businesses are not participating in business training, to learn ways to make their businesses more efficient. Community Futures offers free business training, however many businesses are not taking advantage of this. This reduces the competitiveness of local businesses in comparison to those in the larger region (ie. Camrose and Edmonton).

Youth

- Youth are leaving the community to pursue education or employment opportunities.
- Drugs and alcohol abuse is a growing issue among youth.
- Bullying
- Lack of jobs for youth.
- Lack of things for youth to do, particularly for those not interested in sports.
- Teen Centers closed in Daysland and Forestburg
- Youth have a challenge independently travelling around the County to events.
- Youth who go to school in other communities also do much of their recreation there; is a loss to their own communities.
- Need programs for youth that are directive, affirming.
- Youth are not getting involved in the training programs and opportunities available in the community.
- Leaders in the community (principals, administration, etc.) are not strongly promoting available community programs and services that can benefit the youth.
- Junior high dances were shutdown, possibly because of drugs/alcohol. Need to plan other school events to engage the youth.
- Community Resource Officer (RMCP) funding ends mid 2012 – they will need to get approved for more provincial funding.

Education

- Educational attainment is lower in the Flagstaff Region than in BRAED[27] as a whole, and much lower than the Province as a whole[28]
- School dropout rates in rural areas are higher than urban centers[29].
- Limited post-secondary training opportunities in the County.
- Not everyone has access to the computer to enroll in on-line courses.
- Residents are concerned about potential school closures, budget cutbacks, and teacher layoffs. This is a result of not enough young people in the communities. While some want to keep the smaller schools open, others feel the smaller schools should close to increase the viability of the remaining schools and allow for larger classes and more variety in course offerings.

Seniors

- Lack of access to medical care (cardiac specialists, also travel time to see doctors, there are doctors in some communities only a couple of days a week, concern re: delays in emergency care)
- Aging population – County will need more apartments, seniors' residences, and extended care facilities.
- Flagstaff Lodge in Sedgewick is 40 years old and needs to be upgraded or replaced.
- Need assisted living beds throughout the Region, in the various communities[30].
- Winters can be very lonely for seniors, especially those that are not mobile.
- Seniors are reliant on family to drive them to medical appointments, and social events.

Families

- Lack of formal licensed childcare.
- Long bus trips for some children to travel to school.
- Family violence.
- Family alcohol and drug abuse which may trickle down to youth.
- Need supports for young parents.
- Sandwich generation – family stress

Housing

- Aging housing stock. Mostly single family, much of it will be in need of repair and maintenance.

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[27] The Battle River Alliance for Economic Development comprises 36 communities in southeastern Alberta.

[28] The Flagstaff Community: Economic And Social Profile, October 2008, p.23

[29] Ibid, p. 24

[30] This comment came from residents in Hardisty, who would like to see assisted living in their community.

- Will need additional housing for seniors (from apartments to assisted living and extended care), at prices that seniors can afford.
- Need affordable housing. (Have we defined what this is and if they really need it?)
- Diversity of housing (multi-family) to attract youth and younger families.
- Need a diverse rental market for new migrants into the community and younger families. Houses currently on the market are old and need repair.

Transportation

- Efforts to collaborate regionally in service provision is somewhat stymied by lack of effective public transportation system
- Challenges to finance higher levels of service because of low population levels and large territory to cover.

Recreation and Leisure

- Very few arts and cultural activities in the region.
- Aging recreation facilities.
- Duplication in recreation services (bowling alleys, ice rinks) across the County.
- Towns and villages would like more financial support from the County for facilities.
- Revisit per capita funding for recreation from County - very difficult for small communities to do anything with that level of funding. Perhaps their share per capita could be somewhat larger?
- Smaller communities find it very difficult to match contributions from the County.
- The need and desire for recreation facilities in every community.
- Campsites in Hardisty get filled up with workers from the oil industry.

Civic Engagement

- Residents are experiencing “consultation fatigue” right now.
- People are very busy, and it is hard to get them to turn out for even great/important events.
- Some services are highly reliant on volunteers.
- Seniors do a lot of volunteering.
- Declining volunteer base – fears of volunteer burn out.
- Engage more youth in volunteering to keep them active in the community.

Safety and Emergency Services

- More financial resources for training volunteer firefighters – they have to miss work for training.
- Alcohol and drug abuse – limited local rehabilitation programs.

Environment

- Limits to water resources.
- Energy conservation.
- Food Security.
- Potential impact on agriculture of climate change.
- Highly dependent on personal vehicles for transportation.

Health

- Lack of access to Food Bank in Killam for people in other communities.
- Seniors sometimes need to leave the County to get access to healthcare services.
- Physician recruitment and retention is a challenge.

4 ANALYSIS

Impact of Rising Energy Costs and Climate Change on Social Sustainability

Rising energy costs will have an impact on just about every aspect of community life: our food will become much more expensive, it will cost more to heat our homes, and there may be an increased reliance on public transportation. Climate change will lead to disruptions in our food and water supplies. The high costs of transportation will dramatically increase the costs of importing goods, and will over time result in a return to much more locally-based economies. The more of their needs communities can meet locally, the better off they will be. With good planning, Flagstaff County is well-placed to transition successfully, and can benefit from its relative proximity to major markets like Camrose and Edmonton.

Residents may become more dependent on local farmers for food, and the farmers may face unprecedented challenges: skyrocketing costs for fuel and fertilizer (assuming they are even available), and crop failures resulting from climate change and water shortages. Farmers may need to return to more labour intensive and sustainable (organic) farming practices, and may need to sell their products much closer to home. Communities that are able to grow and process the food that is consumed locally and are able to provide other goods local people desire such as clothing, building supplies and the energy to heat our homes, will be more resilient to the dual threats of peak oil and climate change. Even so, the cost of feeding ourselves, heating our homes, and getting places, will likely take up a larger portion of our incomes, so it will also be important to address poverty, equity and provision of basics such as food and shelter.

The residents of Flagstaff County have an opportunity to prepare themselves for the future in a way that builds upon community assets and opportunities, to maintain a high quality of life in the face of tight budgets, and potential global energy shortages and rising temperatures.

The Importance of Prevention Services

The Social Planning and Research Council of BC[31] cites a number of research studies that demonstrate the economic benefits of investing in social services. For example, every dollar invested in child abuse prevention is estimated to save $19 dollars in social, health, and judicial services, while every dollar spent in crime prevention saves between $5 to $7 in corrections. A childcare program in the US saves an estimated $8.30 for every dollar invested in childcare for children from high risk families. If we wish to have socially and economically sustainable communities, we are better off investing in prevention services rather than dealing with social problems after they have developed.

[31] The Social Planning and Research Council of BC Fact Sheet, *Building economic & social security in our communities* (no date, est. 2005)

4.1 Highlighting the Key Issues

The literature review has identified some of the social issues that exist within Flagstaff County. These issues vary from community to community within the region. However, many of the issues are repeated from community to community. The repetition would suggest that these issues be considered priorities.

In addition to these priorities, other problems should be considered priorities because they have particularly strong impacts on people in the region. The following table attempts to highlight those issues that were commonly seen during the literature review and may be most representative of the issues facing the County. Note that this is not a comprehensive list of all issues identified during the literature review.

The literature review also revealed that while there has been a Recreation Review, there have been no previous studies that specifically focused on social sustainability. As a result, the stakeholder consultation became a crucial method of ensuring that the Consultants had identified the full range of social issues of concern in the County and the Flagstaff Region.

During the collaborative workshops in April and May, stakeholders and community residents were involved in prioritizing the issues identified through the literature review and identified additional issues that need to be addressed. While environment and the economy are issue elements that are presented, both areas have separate studies specifically focusing on those issues and therefore this document does not go into great detail related to them.

TABLE 1: Highlighting the Key Issues

Issue Element	Description
Governance/Working Together	• Towns and Villages support a regional vision, but do not feel there is enough effective collaboration.
Demographics	• Losing young people to larger communities. • Aging population. Some communities are primarily senior population.
Economy	• Reliance on resource based industries (agriculture, oil). • Need more economic diversification to stimulate future growth. • Local stores are less competitive than big box stores in larger

	communities.
Youth	• Youth leaving the community to pursue education and employment opportunities. • Drug and alcohol abuse among young people. • Engaging activities for youth (leadership opportunities, more cultural programs). • Mobility of youth around the County.
Education	• Low educational attainment (source: Economic and Social Profile, 2008, p.23) • Lack of post-secondary educational opportunities within the County. • Possible school closures, related to declining population.
Seniors	• Access to medical care is limited in the County. • Challenges getting to medical appointments outside of the County. Reliant on family and friends for rides to appointments. • Aging seniors population in need of more extended care and seniors facilities.
Families	• Lack of licensed childcare. • Family violence. • Drug and alcohol abuse in the home.
Housing	• Older housing stock, in need of replacement/repair. • Diversity of housing stock, to attract younger families and young adults. • Perceived need for more affordable housing.
Transportation	• Limited mobility for seniors and youth within the County and outside of the County.
Recreation/Leisure	• Lack of cultural activities. • Accessibility to facilities for people in smaller communities. • Leaders in smaller communities believe the funding they receive for recreational facilities is not

	adequate. (Source: interviews)
Civic Engagement	• Residents are busy and difficult to engage. • Volunteer base is declining.
Safety/Emergency Services	• More financial resources for volunteer firefighters. • Access and awareness of alcohol and drug abuse programs.
Environment	• Impact on agriculture industry from climate change.
Health	• Need for more access to specialized healthcare services, especially for seniors with limited mobility.

5 CURRENT CAPACITY

The literature review identifies the current capacity of the existing social services within Flagstaff County. The capacity elements have been organized by theme area below.

5.1 Governance and Working Together

- Flagstaff County Council meetings held two times a month.
- Flagstaff County Council meetings including towns and villages are held on an as needed basis.
- Flagstaff Intermunicipal Partnership (FIP) is a region wide committee that works to improve services across all communities within the County.

5.2 Demographics

- Youth are returning to the community after completing their education and/or gaining employment experience.

5.3 Economy

- The Battle River Alliance for Economic Development (BRAED) is a group of thirty-eight communities and two affiliate members in east-central Alberta that work

cooperatively and voluntarily to address community economic development issues from a regional perspective.

- Flagstaff Intermunicipal Partnership (FIP) is a region wide committee that works to improve services across all communities within the County.
- Economic Developers of Alberta is a province wide organization that aims to advance the economic development of Alberta by providing an active network of communications, information and education.
- Trail of the Buffalo Tourism Association offers tourism to visitors to the region and local residents.
- Alberta Rural Development Network (ARDN) is a partnership of Alberta's 21 publicly-funded, publicly-governed colleges, universities, and technical institutes, working together to support and enhance rural development. (see http://www.ardn.ca)
- Alberta Community Economic Development Network is a provincial network which facilitates community economic development learnings and linkages in order to strengthen Alberta communities, enhance the lives of community members and foster sustainable community economic development. (see http://abced.net/)
- The Urban-Rural Interdependencies project explored the nature of interdependencies between towns or villages and surrounding areas from the perspective of economic, social, and environmental sustainability and to determine their impact on the well-being and prosperity of the Flagstaff Community.

5.4 Youth

- The Nights Alive Plan developed in August 2010 for Family and Community Support Services is a youth initiative plan that seeks to enhance the quality of life for those aged 12-17 in Flagstaff County. The plan includes primary research of youth across the County to identify youth issues and opportunities, outcomes of the research, and a full implementation plan.
- Drug Abuse Resistance Education (DARE) program offered in schools is a course that teaches children from kindergarten through 12th grade how to resist peer pressure and live productive drug and violence-free lives.
- Killam is an ACE Community. ACE is a provincial program that seeks to strengthen rural communities by involving residents in improving their communities through recreation, parks, arts, culture and heritage. Alberta Community and Co-operative Association Youth Camp is a camp offered for ages 13-18 that aims at training youth to be strong leaders in the community.
- Youth groups exist in Flagstaff communities that are faith based or recreational based. These provide the opportunity for youth to be engaged and develop interpersonal and leadership skills.

5.5 Education

- Battle River Training Foundation is a program that supports rural Albertans within Flagstaff County and East Central Alberta access college credit courses.
- Flagstaff Community Adult Learning offers part-time, non-credit learning opportunities in Flagstaff County.
- Flagstaff County will continue to advocate for schools in the communities.
- There are family/school liaison workers in the schools.
- Programs for education and guidance are available to youth in the community.
- Emergency Medical Services (EMS) offers a “Ride Along” program for youth who may be interested in EMS as a potential career choice.

5.6 Seniors

- Communities have seniors’ centers to provide programs and opportunities for socializing during the day.
- Killam Lions Meals on Wheels provides meals to seniors with reduced mobility.
- Some communities have Handi-vans that are operated by the hospital and can be rented. These vans serve to provide transportation to seniors for medical related services. In some cases these vans can also be used by other community residents.
- Service Options for Seniors (SOS) is a service that provides seniors with information on areas such as health services, benefits, housing and rights. This program is operated out of Camrose, however a SOS staff member makes visits to communities throughout Flagstaff County.

5.7 Families

- Flagstaff's Initiative to Relationship and Spousal Trauma (FIRST) is a program that assists those with trauma caused by abuse in relationships, as well as family violence, dating abuse, bullying and risk behavior which may cause harm to others. This service is available exclusively to residents of Flagstaff County.
- Flagstaff Family and Community Services provide a range of services to assist families.
- Family Resource Center in Killam.
- Family and Community Services Counseling is available through FCSS in Killam.
- Programs for new parents and parents with young children are offered in some communities, including, Parents for Fun, Well Baby Clinic and Teaching and Independent Parent Support Program(TIPS).

5.8 Housing

- Flagstaff Regional Housing Group has a mandate to address seniors housing within the County.

5.9 Transportation

- Camrose Neighborhood Aid Center is a non-profit organization that supports those in need. They are involved in providing volunteer transportation services to people in need.
- Handi-vans or seniors lodge vans are available through hospitals or seniors facilities to take seniors or other community residents to medical appointment or community events.

5.10 Recreation and Leisure

- Many recreational programs are operated within communities across the County.

5.11 Civic Engagement

- Killam Leadership Initiative operates through Killam School and promotes youth volunteer programs such as Grand Pals, where youth visit seniors once a week.
- ACE program was highly successful in gathering over 200 volunteers to help build the skate park and amphitheatre in Killam.

5.12 Safety/Emergency Services

- Flagstaff Peace Officers
- RCMP
- Community Resource Officer
- Volunteer Fire Departments.
- Flagstaff Food Bank in Killam.

5.13 Environment

- Water conservation programs.
- Bio-fuels initiatives.
- Waste reduction program.

5.14 Health

- Alberta Health Services facilities.
- HealthLink.
- Flagstaff Kinship Services.
- Daysland dietician.
- Health centers in most communities that offer general health services.
- The Killam Health Center is operated through Covenant Health and provides County residents with individual and family centered health services, 24 emergency, diagnostic, therapeutic, and continuing care. 105 staff, 47 volunteers, and 50 beds.

Below is a table outlining organizations within Flagstaff County that are supporting initiatives by issues. This list is based on the literature review and public input and may be not comprehensive of all organizations within the County.

TABLE 2: Organizations Supporting Initiatives by Issues

Issue	**Organizations**
Safety and Emergency Services	Alberta Alcohol and Drug Abuse Commission
	Flagstaff Peace Officers
	DARE Program
	Community Resource Officer
	RCMP
	Volunteer Fire Department
	Flagstaff Food Bank
	Ambulance Stations
Community	Family and Community Support Services
	Skills Link Program
	Learning Together Program
Health	HealthLink
	Kinship Services
	Daysland dietician
	Killam Health Center
Family	Family Resource Center
	Parents for Fun Program
	FIRST Program
	TIPS Program
	Family and Community Services Counselling

	Flagstaff Victim Services Society
	Learn and Playschool Society
	East Central Alberta Child and Family Services Authority
	Well Baby Clinic
Education	Community Adult Learning
	Community Futures
	Battle River School Division
	Family School Liason
	Career Counselling
	PACE
	EMS Ride A Long program
	Battle River Training Foundation
Seniors	Seniors Centers
	Handi-Vans
	Killam Lions Meals on Wheels
	Service Options for Seniors (SOS)
	Seniors Housing
Youth	Nights Alive Plan
	DARE Program
	Church youth programs
	Alberta Community and Co-operative Association Youth Camps
	ACE Program
	Flagstaff Community Youth Leader
Housing	Flagstaff Regional Housing Group
Transportation	Seniors Lodge Vans
	Camrose Neighborhood Aid Program
Civic Engagement	Killam Leadership Initiative

Based on review of the literature and the public input process some capacity gaps and issues existed across multiple issues. Below is a table highlighting the gaps that exist across issues.

TABLE 3: Gaps that Exist Across Issues

Gaps that Exist Across Issues
• Engage community residents and local businesses.
• Foster better relationships among community leaders.
• Additional capacity for post-secondary training and employment training.
• Promote regular meetings with County council and community leaders.
• Youth leadership programs led by youth in the community.
• Attract and retain young adults and families into the County.
• Formal ride share program.
• Awareness and additional capacity of drug and alcohol abuse programs.
• Additional volunteer capacity. Advocate youth volunteering.
• Support more inter-community events within the County.
• Additional programs for new parents and single parents.
• Additional affordable housing units.
• Teen Centers
• Coordination and communication among service providers.

6 Conclusion

This literature review allows the social sustainability framework to build upon, rather than duplicate, previous research conducted in Flagstaff County, by identifying issues, potential solutions, and capacity elements relevant to the framework. The subsequent community consultations will help to confirm the information gleaned from this review, as well as updating and supplementing it.

The key issue areas identified through previous research reports include youth, seniors, families, civic engagement, safety and security, transportation, leisure services, education, and health care. Proposed solutions to address identified issues include a wide range of proposals, including creation of affordable housing and improvements to education, health and social services (many of the solutions proposed in these areas are primarily the mandate of the Provincial government). Some local government capacity does exist in these areas, in addition to community social capital. The issues, solutions and capacity elements are discussed in greater detail in the Key Findings section above, and in individual document review summaries.

7 Source Documents Reviewed

Title	Author	Year
Flagstaff Community: Economic and Social Profile	University of Alberta Faculty of Extension (Marianne Sorensen, Jennifer de Peuter Chick)	October, 2008
Flagstaff County 2010 Annual Report	Flagstaff County	2010
Flagstaff County Profile	Flagstaff County	2010
Flagstaff County Municipal Development Plan	Flagstaff County	August, 2009
Flagstaff Community of communities Recreation Review	Beacon For Change Inc.	November, 2009
Agriculture Inventory Project Battle River Alliance for Economic Development	K.Polturak Management & Consulting Inc.	October, 2009
Flagstaff County Land Use Bylaw	Flagstaff County	October, 2009
Urban-Rural Interdependencies:Flagstaff Pilot Project	University of Alberta Faculty of Extension: City-Region Studies Center	October, 2009
Flagstaff County Nights Alive Youth Initiative Proposal	Flagstaff Family and Community Services	August 2010

Other documents reviewed include:

- Flagstaff County Strategic Plan Summary
- BRAED Proposed Go Forward Plan. 2011
- Village of Alliance Strategic Plan, January 2008
- Town of Hardisty Strategic Plan Summary 2011-2013
- Killam 2011 Community Sustainability Plan

8 Social Plans/Sustainability Frameworks in Other Communities

Since the mid 1990's municipalities have been taking an increasing interest in exploring the ways in which they can contribute to resolving social issues in their own communities. In order to ensure that residents continue to enjoy a high quality of life, municipalities are developing plans to determine how they will respond to emerging issues within their own communities. This literature review outlines the approaches used in developing social plans. It also identifies the components and priority issues in each community. Similar issues appear throughout many of the social documents. This results because all plans are created with the intention to maximize the well-being of the residents of the community. The difference between a "social plan" and a "social sustainability framework" is largely the time frame. While a social plan generally has a 10 year time frame, a social *sustainability* plan concerns itself with future generations, and their ability to maintain a high quality of life.

Of the plans that were reviewed, some of the common issues and best practices related to the following theme areas:

- Housing
- Community Engagement and Involvement
- Seniors
- Education
- Employment Training
- Safety and Security
- Health and Well-Being
- Social Inclusion
- Energy

Below is a summary of key findings from the literature that was reviewed based on key issues and best practices in other municipalities.

8.1 Strathcona County – Social Sustainability Framework (2007)

Strathcona County's *Social Sustainability Framework*[32], identifies 4 guiding principles for social sustainability: social inclusion, community connectedness, social responsibility, and health and well-being. Under each principal a number of social issues were identified, vision statements were developed, and actions were explored. A significant part of developing the vision statements was undertaking a community values survey. A social sustainability decision-making guide poses a series of questions to guide

[32] Strathcona County, *Social Sustainability Framework*, March 2007

community leaders in the types of information they must collect and the issues they must consider when making decisions.

8.2 Town of Okotoks – Integrated Sustainability Framework (2010)

The Town of Okotoks[33] has taken a comprehensive approach to sustainability, including environmental components such as water, waste and energy management, along with strengthening economic opportunity and community social fabric. Town Council ultimately decided to limit population growth to the capacity of watershed (capped at 30,000 people). Their sustainability plan addresses planning and development, building and design, transportation, natural areas and open space, and public education about sustainability.

Food Security

- North Vancouver, BC: Edible Garden Project – Gardeners with excess produce donate it to agencies that feed low income people[34].

- Vancouver BC – Community Angel Food Runners is the prepared and perishable food recovery program of the Greater Vancouver Food Bank Society. Community Angel Food Runners pick up quality food donated from restaurants, hotels, cafeterias and schools and deliver the food to meal-providing agencies. In 1995, Food Runner saved 725,000 lbs of food, creating 1.25 million meals for people in need.

- Kamloops BC – Kamloops Food Policy Council leads in the development of food policies in consultation with the local health authority. They support initiatives that contribute to the enhancement of conditions for urban agriculture. They work with local Farmer's Markets to foster the market's growth and continued success in providing food to residents in their trading area.[35]

Energy:

- City of North Vancouver, BC: Lonsdale Energy Corporation – This city-owned energy utility provides space and domestic hot water heating services to mid to high-density residential and commercial development. It was estimated that by

[33] Town of Okotoks *Integrated Sustainability Framework,* March 30, 2010

[34] Fresh Outlook Foundation: "The City of North Vancouver's testimony to sustainability" *Building SustainAble Communities e-Zine* Winter 2009, http://www.freshoutlookfoundation.org/e-zine/pdfs/jan_09/north_vancouver.pdf

[35] Kamloops, Kamloops Social Plan, April 2009

2007, LEC would be providing thermal energy services to over 1 million square feet of building customers.[36]

- The City of Whitehorse in the Yukon is exploring the feasibility of using geothermal exchange technology as part of its integrated sustainability plan[37]. Geoexchange technology has economic value because operational costs are 40 percent lower than for conventional forms of heating. After capital costs are recovered, owners realize long-term savings that are insulated from escalating fossil fuel costs.

Public Education on sustainability:

- North and West Vancouver, BC - Cool North Shore. Funded through BCs Legacy Funding, this pilot utilizes "Climate Change Cafés"[38] and David Gershon's book "Low Carbon Diet"[39] to encourage people to reduce their carbon footprint by making and implementing a carbon reduction plan. A key part of the program is encouraging people to create teams to work together and support each other to achieve their goals. Gershon's book provides 19 strategies for reducing an individual household's carbon footprint, as well as strategies for workplaces and schools, and a method for calculating "carbon credits" as lifestyle changes are implemented.

- Greater Vancouver Regional District – Taiwanese Canadian Green Club[40]. The Green Club is an organization for environmentally concerned Taiwanese and Chinese Canadians, to promote cross-cultural understanding and public education about conservation and bio-diversity.

Social Inclusion:

- City of Seattle, Washington, USA – Including all Neighbours[41] This program, started in 1994 to engage people with developmental disabilities in their neighbourhoods, provides small grants for neighbourhood based projects that bring people together in communities to work on a shared goal. Projects have including stream reclamation, downtown beautification, upgrading of community facilities, and community events and celebrations.

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[36] Lonsdale Energy Corporation, http://www.cnv.org/server.aspx?c=2&i=98, retrieved March 14, 2011
[37] Dr. Scott Schillereff, (P.Geo) EBA Engineering Consultants Ltd. Assessing geoexchange potential in Whitehorse", *Fresh Look Foundation e-Zine*, July/August 2008 http://www.freshoutlookfoundation.org/e-zine/pdfs/jul_aug_08/geoexchange.pdf, retrieved February 25, 2011
[38] Cool North Shore, "Climate Action Team Guide", Climate Change Café, September 24, 2008.
[39] Gershon, David, *Low Carbon Diet: A 30 Day Program to Lose 5000 Pounds*, Empowerment Institute, Woodstock, New York, 2006
[40] United Way of the Lower Mainland, Social Issues Task Group *Strategic Directions for Regional Social Sustainability*, May 9, 2003, p. 7
[41] City of Seattle, Department of Neighbourhoods http://www.cityofseattle.net/neighborhoods/involve/about.htm

- City of Vancouver Civic Youth Strategy- in 2002 the City of Vancouver Youth Strategy was developed to ensure that youth are involved in municipal decision-making, and that youth have a strong support base in the city[42].

- Strathcona County[43] – a growing seniors community has resulted in the development of a comprehensive community seniors plan. This plan will identify high priority needs and develop strategies for delivery of appropriate programs and services. Since many seniors in the community have reported feeling disconnected, the plan looks at a home visiting program for those isolated by disability and old age.

Building Capacity:

- City of Vancouver – Eastside Movement for Business and Economic Renewal Society (EMBERS) provides training for Downtown Eastside residents who are self employed, to assist them to operate successful businesses[44].

- City of Richmond – Poverty Response Committee[45]. The Committee is a network of community organizations working together to address poverty in Richmond.

- North and West Vancouver - North Shore Homelessness Task Force[46]. This task force includes representation from all three North Shore municipalities, the Health Authority, social service providers and the police. The Task Force has undertaken research, developed a strategy to end homelessness, accessed Federal funding, and built an emergency shelter and transition housing.

- Strathcona County – The Relationship Violence and Bullying Committee continue to identify gaps, and make recommendations to applicable organizations on how to improve the capacity and quality of programming. [47]

[42] United Way of the Lower Mainland, Social Issues Task Group *Strategic Directions for Regional Social Sustainability*, May 9, 2003, p. 7
[43] Strathcona County, Strathcona's Social Sustainability Framework, May 2003
[44] Western Economic Diversification Canada Press Release, "New funding for Downtown Eastside entrepreneurs", November 6, 2007, www.wd.gc.ca/eng/77_9851.asp
[45] United Way of the Lower Mainland, Social Issues Task Group *Strategic Directions for Regional Social Sustainability*, May 9, 2003, p. 6
[46] Ibid, p. 6
[47] Strathcona County, Strathcona's Social Sustainability Framework, May 2003

Municipal Sustainability

The Melbourne Principles[48] articulate the following requirements for municipal sustainability:

1. Provide a shared long-term vision based on sustainability, intergenerational, social, economic and political equity; and our individuality
2. Achieve long-term economic and social security
3. Protect and restore biodiversity and natural ecosystems
4. Enable our communities to minimize their ecological footprint
5. Build on characteristics of ecosystems in developing and nurturing a healthy and sustainable municipalities
6. Recognize and build on the distinctive characteristics of our municipalities, including our human and cultural values, history and natural systems
7. Empower people and foster participation
8. Expand and enable cooperative networks to work towards a common sustainable future
9. Promote sustainable product production and consumption through appropriate use of environmentally sound technologies and effective demand management
10. Enable continual improvement based on accountability, transparency and good government.

Social Sustainability:

Gwendolyn Hallsmith[49], points out that societies create systems in order to meet human needs, including political, economic, social and physical systems. Any community that wants to address sustainable development needs to look at how they are currently meeting human needs, and how they can make those systems more sustainable.

Borrowing from Metro Vancouver's Social Components of Sustainability[50], there are 4 principles that must be in operation for social sustainability to exist: equity, social inclusion and interaction, security and adaptability.

Equity – ***Individuals have access to sufficient resources to participate fully in their community and they have opportunities for personal development and advancement. There is fair distribution of resources among communities to facilitate participation and collaboration.*** There is mounting evidence that societies with lower levels of disparity have longer life expectancies, less homicides and crime, stronger patterns of civic engagement and more robust economic vitality. Inequities can be minimized by recognizing that individuals and groups require differing levels of support in order to flourish, and that some individuals and

[48] City of Melbourne, *Melbourne Principles*, adopted May 2, 2002. http://www.dse.vic.gov.au/CA256F310024B628/0/EE4E29F83C93A8E6CA256FE80027D069/$File/Melb-Sus-Cities.pdf

[49] Hallsmith, Gwendolyn, *The Key to Sustainable Cities: Meeting Human Needs, Transforming Community Systems*, New Society Publishers, 2003

[50] Greater Vancouver Regional District, TAC Social Issues Subcommittee *The Social Components of Community Sustainability: A Framework***, S**eptember 2004, p.1

groups are capable of contributing more than others to address disparities and promote fairness of distribution.

Social Inclusion and Interaction – ***Residents are involved in setting and working towards collective community goals.*** Social inclusion is fostered by ensuring that individuals have both the right and the opportunity to participate in and enjoy all aspects of community life. Social exclusion limits the levels of involvement and impedes optimal healthy development of individuals and the community as a whole.

Security – ***Individuals and communities have economic security and have confidence that they live in safe, supportive and healthy environments.*** Until people feel safe and secure, they are unable to contribute fully to their own wellbeing or to engage fully in community life.[1]

Adaptability – ***Resiliency for both individuals and communities and the ability to respond appropriately and creatively to change.*** Adaptability is a process of building upon what already exists, and learning from and building upon experiences from both within and outside the community.

In the Framework for Social Sustainability, these principles are applied to the many activities people undertake within communities: Living, Learning, Working, Moving, Playing, and Engaging. Within each of these themes, human needs can be identified.

Human beings have fundamental needs, which range from most basic subsistence needs (food, water, shelter) to more esoteric needs such as the need for self determination. Accordng to Metro Vancouver's Social Issues Subcommittee[51], social sustainability requires:

1. Basic needs can continue to be met
   - Affordable, appropriate housing, with flexibility to meet changing needs
   - Affordable, appropriate health care available in the community
   - Locally-produced, nutritious food that is affordable
   - Employment that enables people to be productive and to utilize their skills and abilities
   - Sufficient income for people to be able to financially support themselves and their families
   - Safe communities, homes and workplaces
2. Individual or human capacity is maintained and enhanced
   - Opportunities to develop and upgrade skills
   - Range of opportunities for local employment throughout the region
   - Value of unpaid and volunteer work is recognized
   - Opportunities to develop and make use of creativity and artistic expression
   - Affordable, appropriate formal and informal life-long learning
   - Affordable, appropriate recreation, leisure and cultural facilities and programs
   - Moving and traveling through communities and throughout the region is a satisfying and safe experience

[51] Ibid, p.2

- Opportunities for individuals to contribute to the health and wellbeing of the community

3. Social capacity is maintained and enhanced
   - Opportunities for involvement in public processes and their results, and in government
   - Opportunities for community economic development
   - Opportunities for employers to ease work/life tension for employees
   - Community identity is reflective of community diversity
   - Opportunities and places for social interaction throughout the community
   - Opportunities, resources and venues for arts, cultural and community activities

Communities are sustainable when basic needs can continue to be met over time, and individual and community capacity is maintained and enhanced.

The Metro Vancouver Social Issues Task Group[52] identified a vision of social sustainability where

- Basic needs for food, shelter, work, income, healthcare, mobility and education are met
- Individual and community safety are ensured so that people can live in security with freedom from fear and discrimination
- The Democratic process is fostered and civic participation and engagement are promoted for everyone regardless of age, socio-economic status, physical ability, sexual orientation, religion, cultural or ethnicity;
- Systemic barriers to social inclusion (physical, attitude, and financial) in society are identified and removed;
- Society's collective responsibility for children and youth is acknowledged and their voice is actively included and respected in community decision-making processes;
- Lifelong education, skills development, creativity and human potential are fostered;
- Physical, mental, and social well being are enhanced;
- Social inclusion, a sense of belonging, community support and interaction, and conviviality are promoted;
- Heritage, art and culture flourish, and each community provides its residents with opportunities to celebrate diversity;
- Physical design, built form, and infrastructure in each community are used to enhance social interaction and engagement and
- Opportunities for a healthy lifestyle, play, and social interaction abound.

Natural Step, founded in 1989 by Dr. Karl-Henrik Robèrt in Sweden, is a non-profit organization dedicated to helping communities and businesses better understand and integrate environmental, social, and economic sustainability considerations into their

[52] United Way of the Lower Mainland, Social Issues Task Group *Strategic Directions for Regional Social Sustainability*, May 9, 2003, p 6-7

decision-making[53]. The trainers at Natural Step Canada warn communities that while our global population and our demand for resources and ecosystem services are increasing, the resources and the earth's capacity to absorb the impacts of human activity is decreasing. They identify 4 system conditions that must be present for sustainability[54]. In a sustainable society, nature is not subject to systematically increasing:

1. concentrations of substances from the earth's crust;
2. concentrations of substances produced by society;
3. degradation of nature by physical means; and
4. people are not subject to conditions that systematically undermine their capacity to meet their needs.

The fourth system condition, maintaining human capacity to meet their needs, is the principle that focuses on social, cultural and economic sustainability.

Taking these principles and rewording them to create sustainability goals, a community that wants to be sustainable will aim for

1. Reduction in reliance in fossil fuel and non-renewable resources
2. Reduction in waste products, particularly persistent chemicals
3. Protection of natural systems and renewable resources
4. Maintaining the capacity of people to meet their needs fairly and efficiently.

Natural Step proposes a generic "ABCD" Planning Framework[55] for communities that wish to become sustainable:

A. Raising **A**wareness about the need for sustainability,

B. Conducting a **B**aseline analysis,

C. Creating a **C**ompelling Vision of the Future, and exploring actions to realize that vision, and

D. Getting **D**own to Action (selecting actions and implementing them)

CitiesPLUS (cities Planning for Long-term Urban Sustainability) was a planning process that took place in Vancouver over two years to prepare a 100-year sustainability plan for Vancouver between 2001 and 2003. Over 500 participants from 30 cities across Canada participated. "Foundation Teams" created visions for various components of sustainability, and developed end-state goals for each component. For example, the health and well-being component envisions a Greater Vancouver where residents enjoy excellent health, thanks to a healthy natural environment, an equitable and universally accessible community-based health system that emphasizes health promotion and personal well-being, and adequate food, housing, education and personal security. In this sustainable Vancouver, people have the information they need to make good choices about their health and their lives, organizations provide recreational, educational, health and social support to families and children in need, and people with

[53] The Natural Step Canada, www.thenaturalstep.org/canada, retrieved March 14, 2011

[54] The Natural Step Canada, *District of North Vancouver Training Backcasting Guidebook*, January 2007, p. 16

[55] Ibid, p. 17

special needs are cared for in a fair and equitable manner. Other social components of sustainability addressed in this plan include communication, culture, security, housing, social equity, and mobility. This sustainability plan was submitted to the International Sustainable Urban Systems Design Competition, sponsored by the International Gas Union. (Team Canada was ultimately awarded the Grand Prize at the competition in Tokyo, June 2003.)[56]

Sherri Torjman[57] identifies the following priorities for social investments to promote sustainability:

- Poverty reduction
- Social investment (health, education and skills development, social supports)
- Safety and caring (community problem solving, engagement of citizens in decision-making)

Christopher Barrington-Leigh, an Economist at the University of BC focuses on quality of life research. He analyzed what aspects of people's life contributes most to their sense of well being. What he found, is that people in Canada are NOT happier if they are wealthier. What matters is health, social connectedness (e.g. getting along with one's neighbours), work satisfaction, and relative income (equitable distribution of wealth in a community). He found that unemployment has a huge negative impact on life satisfaction that goes beyond income effects. For people in low incomes, it is not the low income itself that impacts quality of life, it is the social exclusion that tends to accompany low income. For Barrington-Leigh, this is the good news. It means that we can make people better off at the same time as we save the planet[58].

[56] Natural Edge Project, retrieved March 2011 from http://www.naturaledgeproject.net/NAON_ch16.aspx
[57] Social Dimensions of Sustainable Development (Sherri Torjman, May 2000).
[58] Barrington-Leigh, Christopher, presentation at Sustainability Linkages event, hosted by Canadian Centre for Policy Alternatives and Social Planning and Research Council of BC ,Vancouver BC, July 23, 2008.

APPENDIX C Community Survey Results

Community members were given an opportunity to provide input to the research team through two different surveys. One survey was targeted for adults, while the other survey was targeted towards youth. Respondents could complete the survey on-line using Survey Gizmo, or they could fill out a paper copy which was available at the Town and Village offices, libraries, and other community agencies throughout the County. Included in this Appendix is a summary of the results for the adult survey followed by a summary of the results for the youth survey.

Analysis of Survey Results

The surveys combined questions that could be easily quantified as well as more qualitative questions, including plenty of opportunities for open ended responses.

Where appropriate, responses were given number (ordinal) values for ease of analysis. For example, respondents were asked to rank the importance of various value statements, with the statement they felt most important ranking number 1, and the statement that was least important ranking as number 8. The survey was coded so that all number 1 rankings would receive 8 points, number 2 rankings would receive 7 points, and so on. That way, any statements that did not receive any ranking would rate zero points, and it was easy to identify the value statements with the most support (those that received the highest scores). It is important to remember that the results represent ordinal values (a score of 8 means a statement received more support than a statement with a score of 7, and both were rated more highly than the statement that received a score of 4, but we cannot say that the statement with a score of 8 received "twice as much support" as the statement that scored 4 points).

Responses to some questions were simply summarized. For example, the question "Why did you choose to live in Flagstaff?" had a number of check boxes, and the consultants simply identified how many respondents chose each option. Depending upon the nature of the question, respondents needed to select one response or could check off as many responses as were applicable.

Open ended questions were subjected to content analysis (categorizing key words into major categories based on explicit roles of coding, and the context in which those words are found). Then the number of responses under each category were tallied. These open ended questions provided respondents with the opportunity to identify issues or strategies that the consultants may have overlooked.

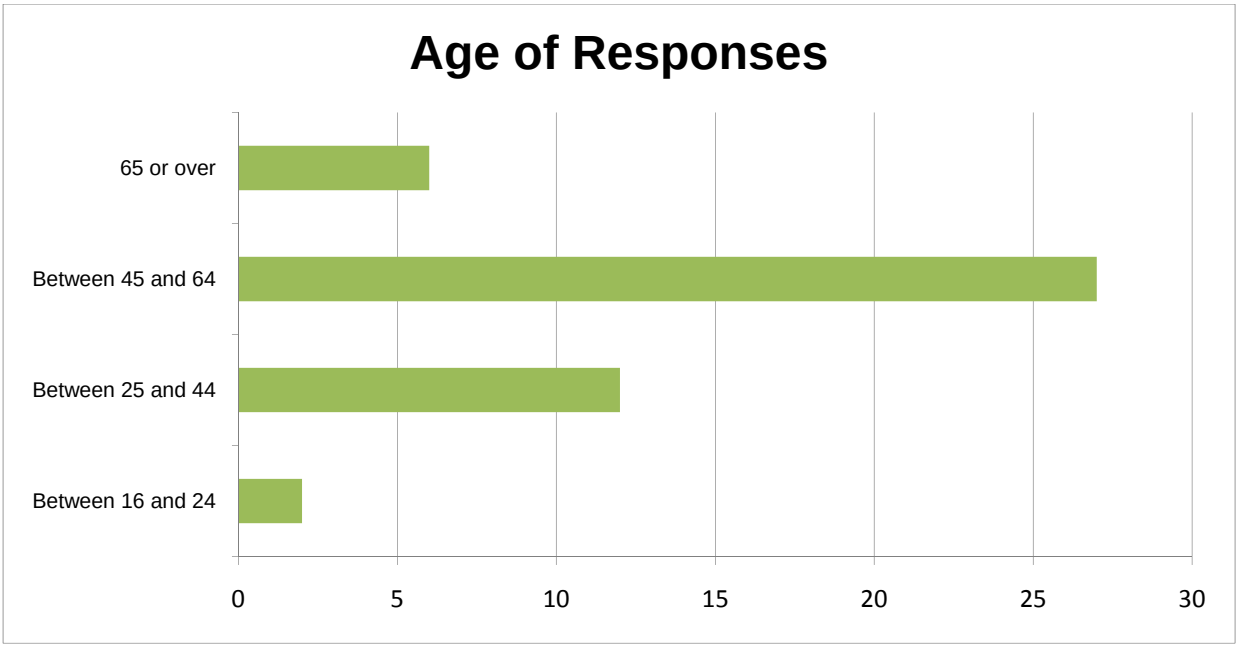
The bulk of the survey questions required respondents to rate the importance of various strategies to address priority issues in the Flagstaff County. Responses ranged from "The County should NOT do this" through "Not Important" to "Extremely Important", with the option of indicating "Unsure/Don't Know". Only one response could be selected for each strategy. The responses to these questions were coded as follows:

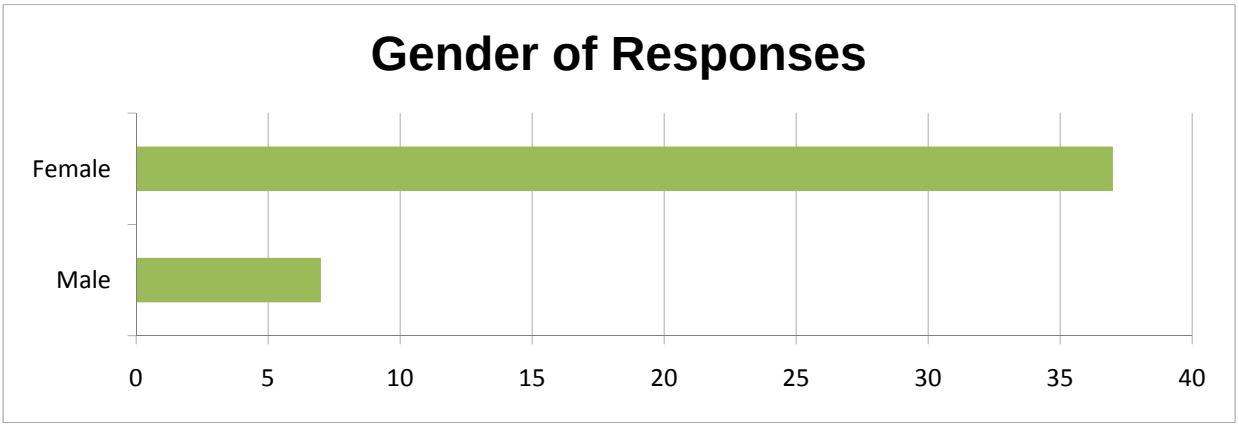
Response	Score
“The County should NOT do this.”	-2
“Not Important”	-1
“Somewhat Important”	+1
“Quite Important”	+2
“Very Important”	+3
“Extremely Important”	+4
“Unsure/Don’t Know”	0
No response	0

The strategies that received the most points were identified as those with most community support. For each of these questions, respondents were also given the opportunity to identify additional strategies, which were subject to content analysis (see above).

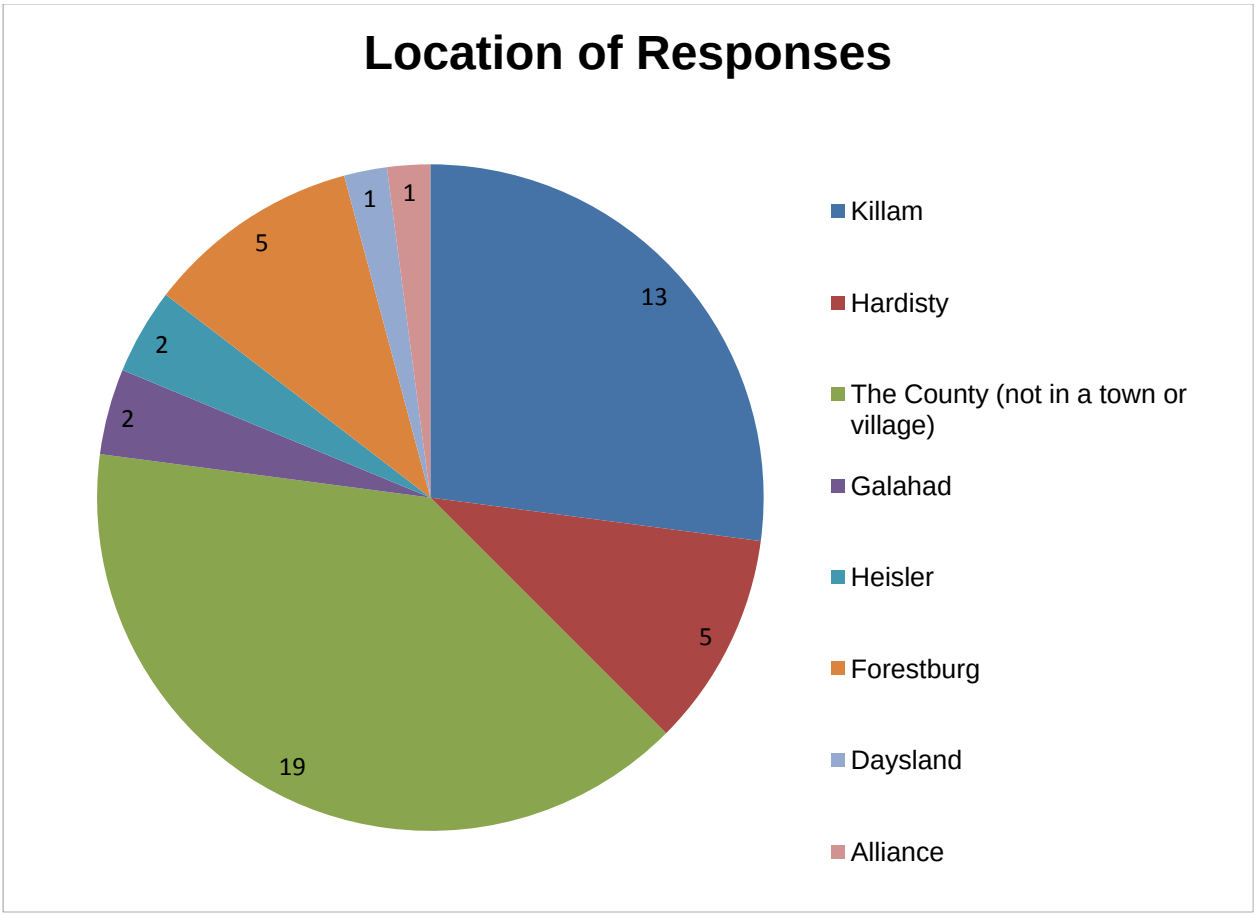
ADULT SURVEY RESULTS

Demographics & Geography of Respondents

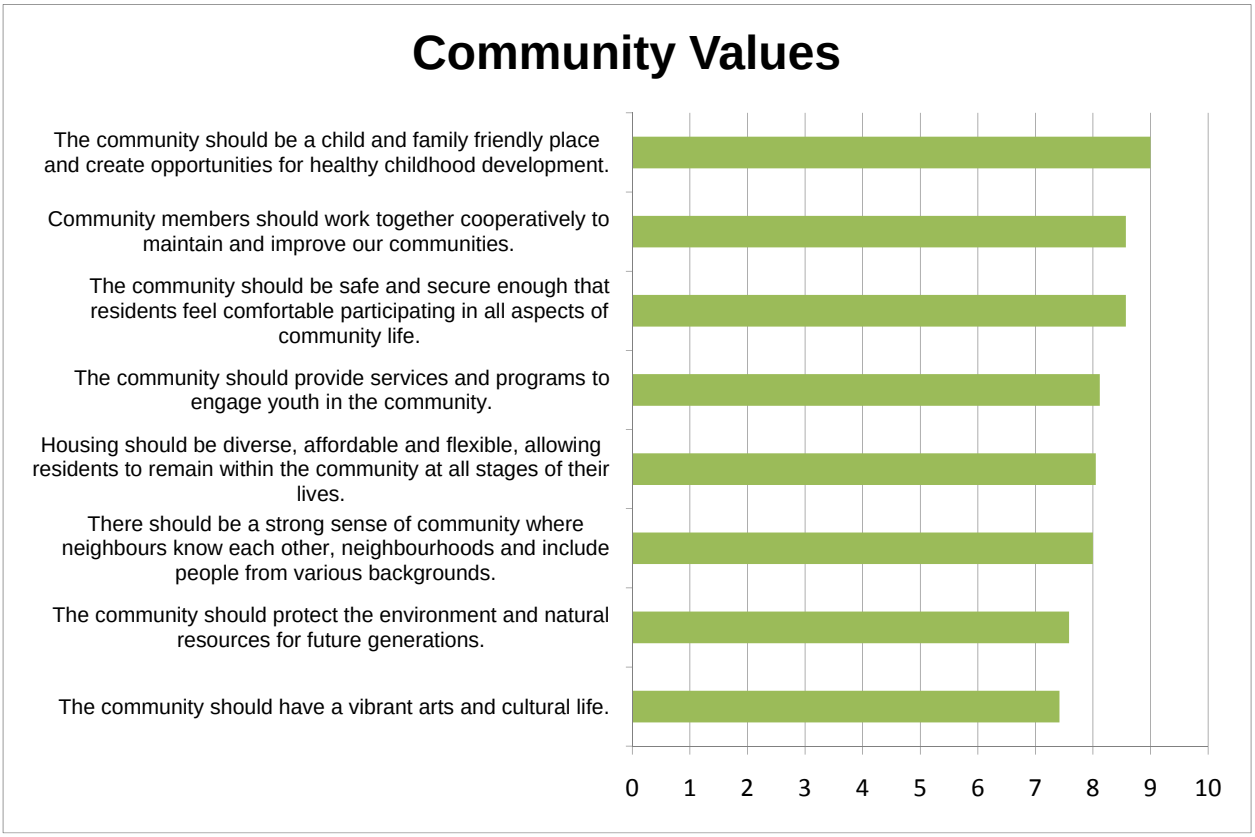




Demographics & Geography of Respondents (Cont'd)

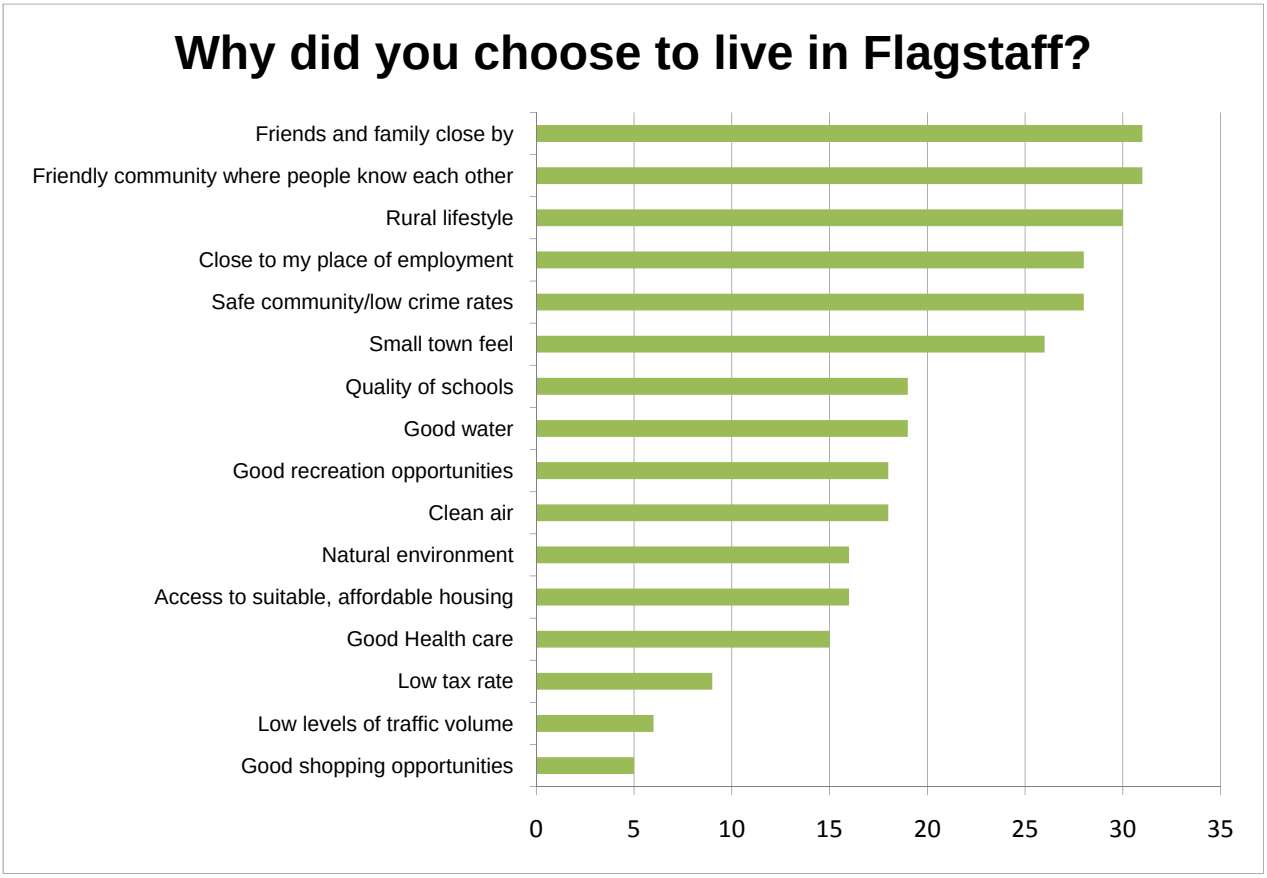


Community Value Questions

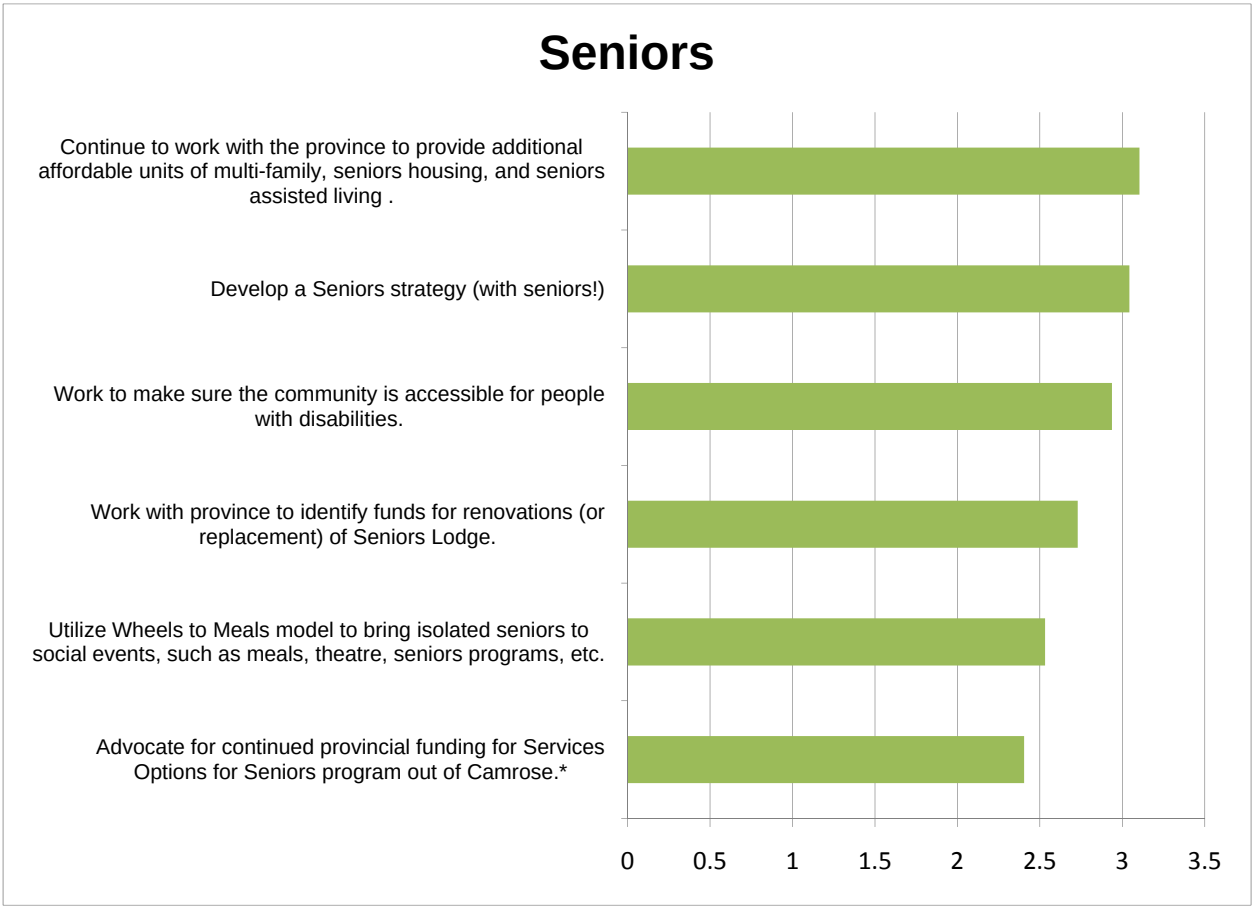


Community Value Questions (Cont'd)

Community Value Questions (Cont'd)



Questions on Theme Areas



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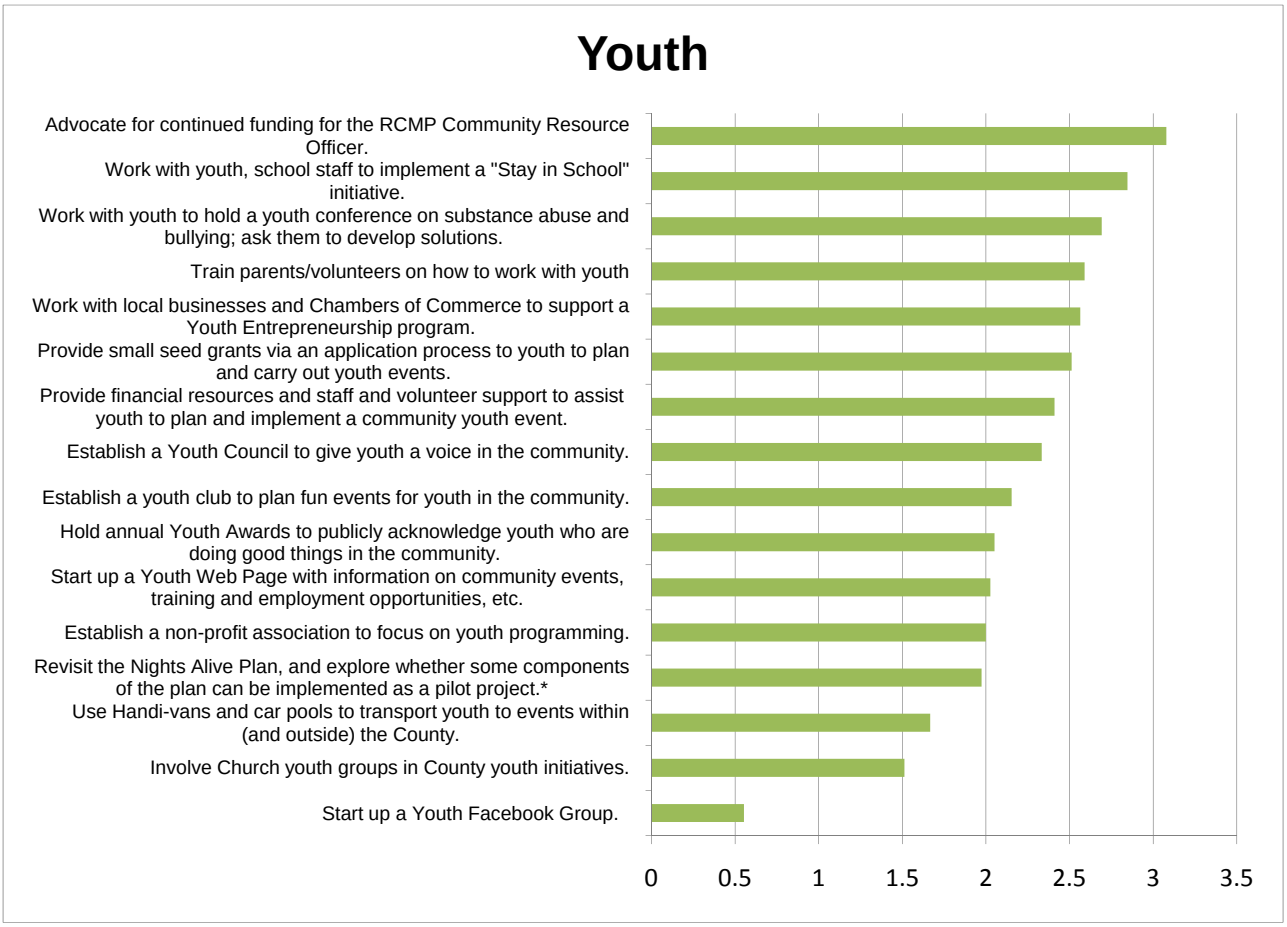

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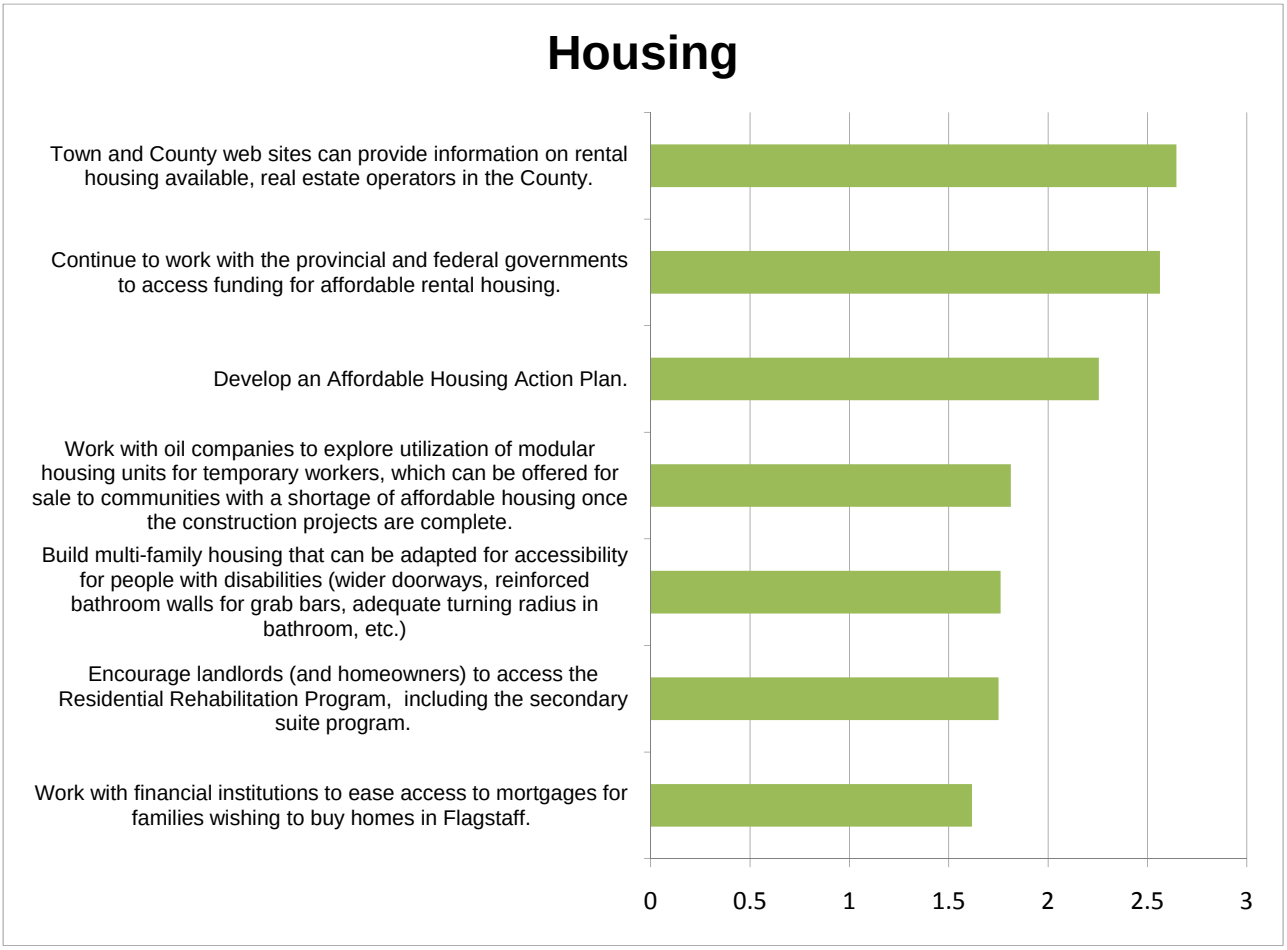

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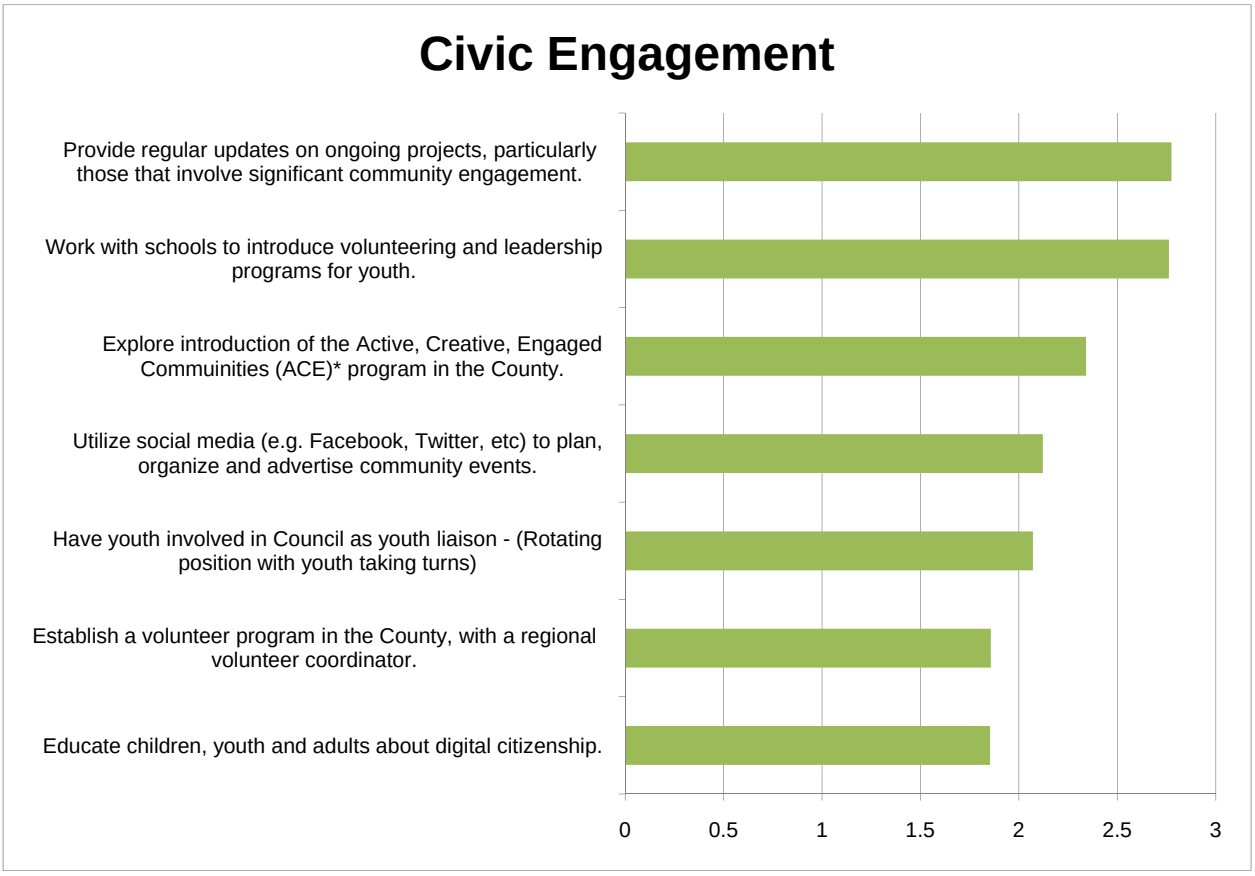

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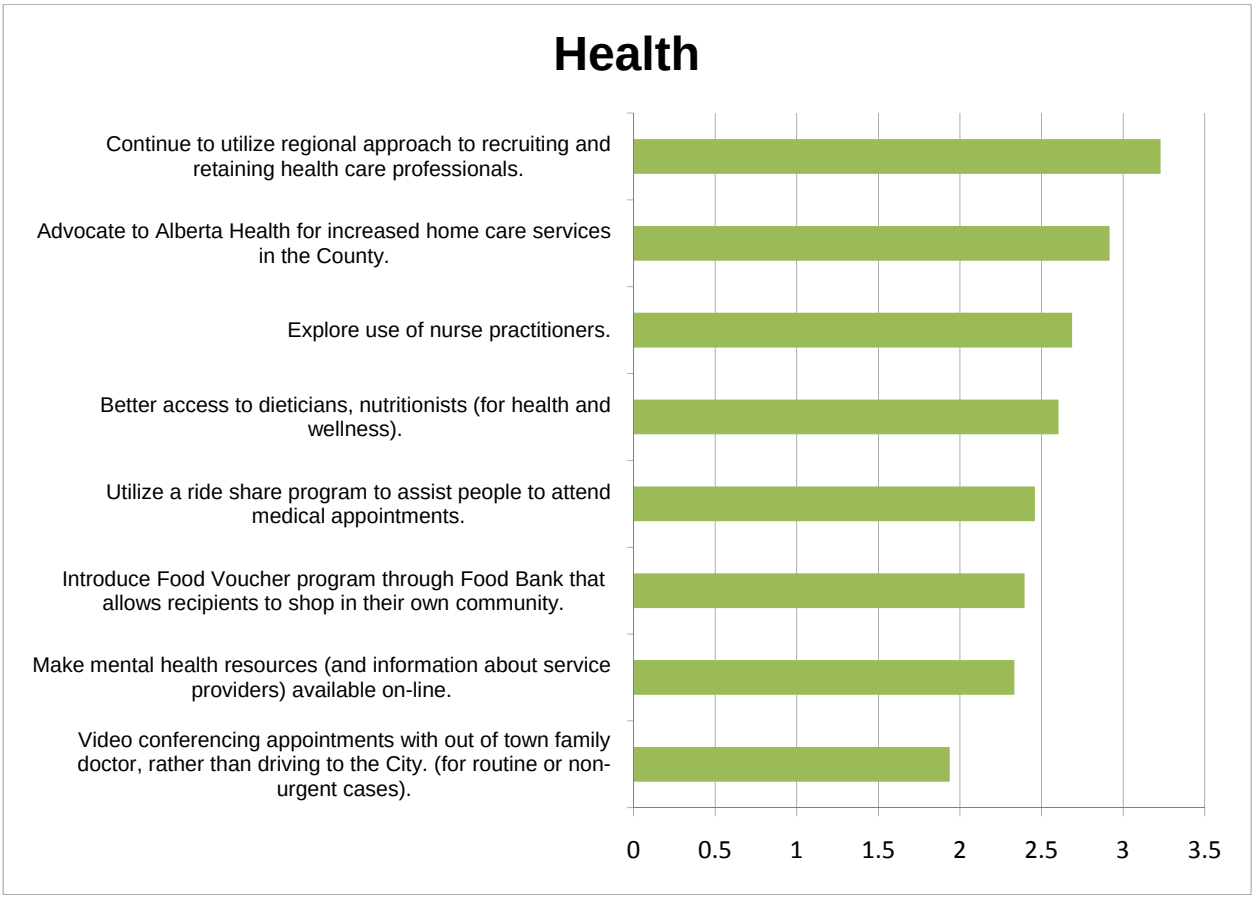

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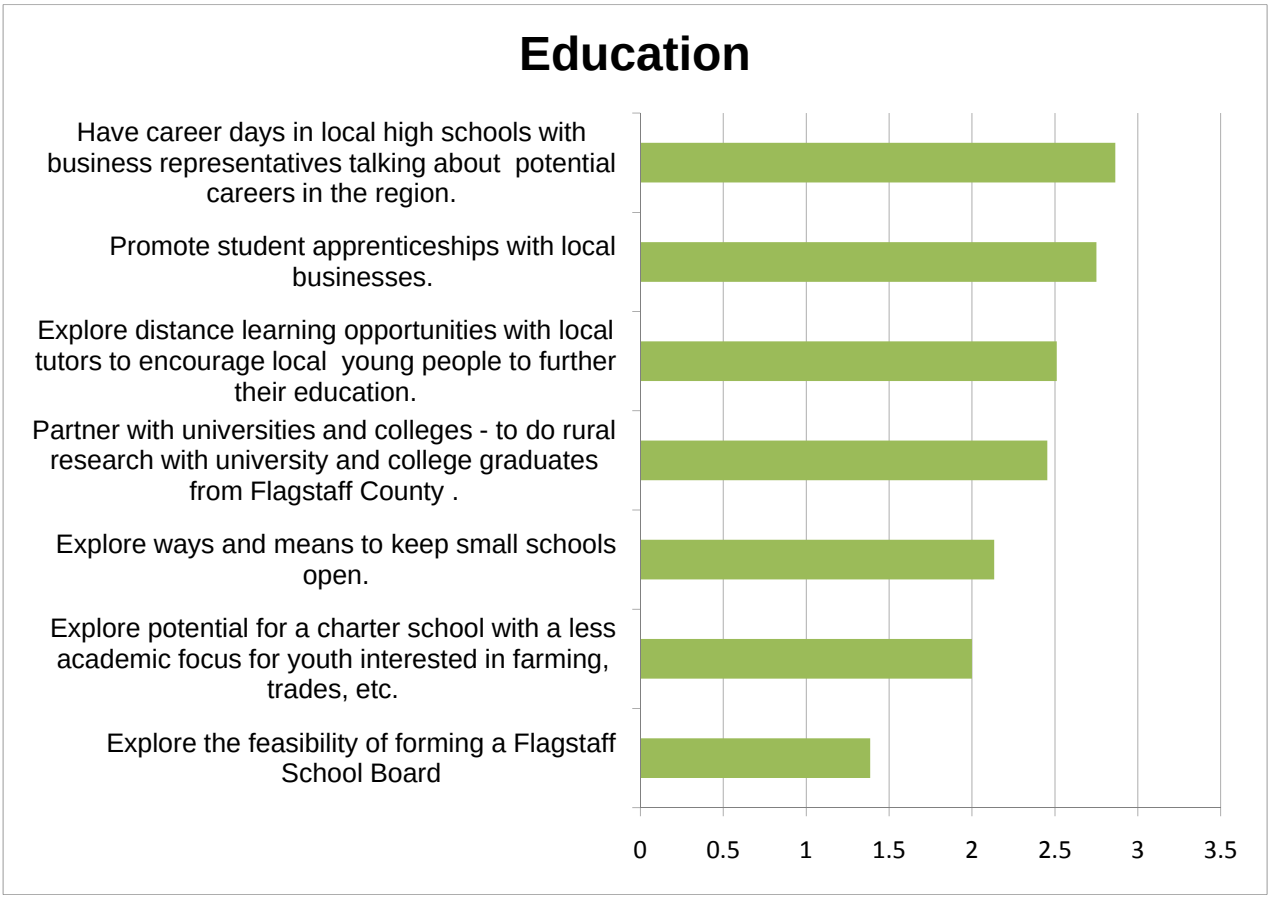

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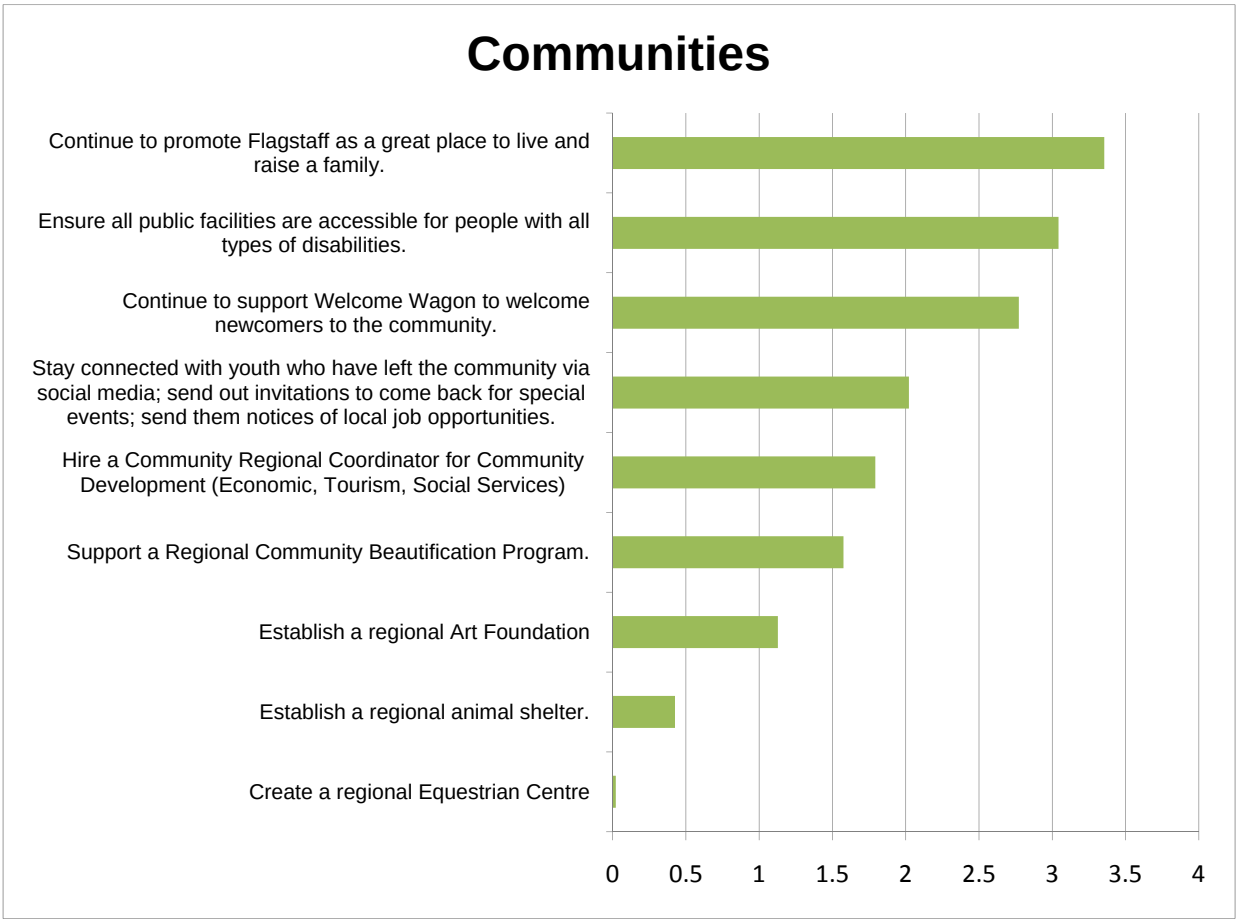

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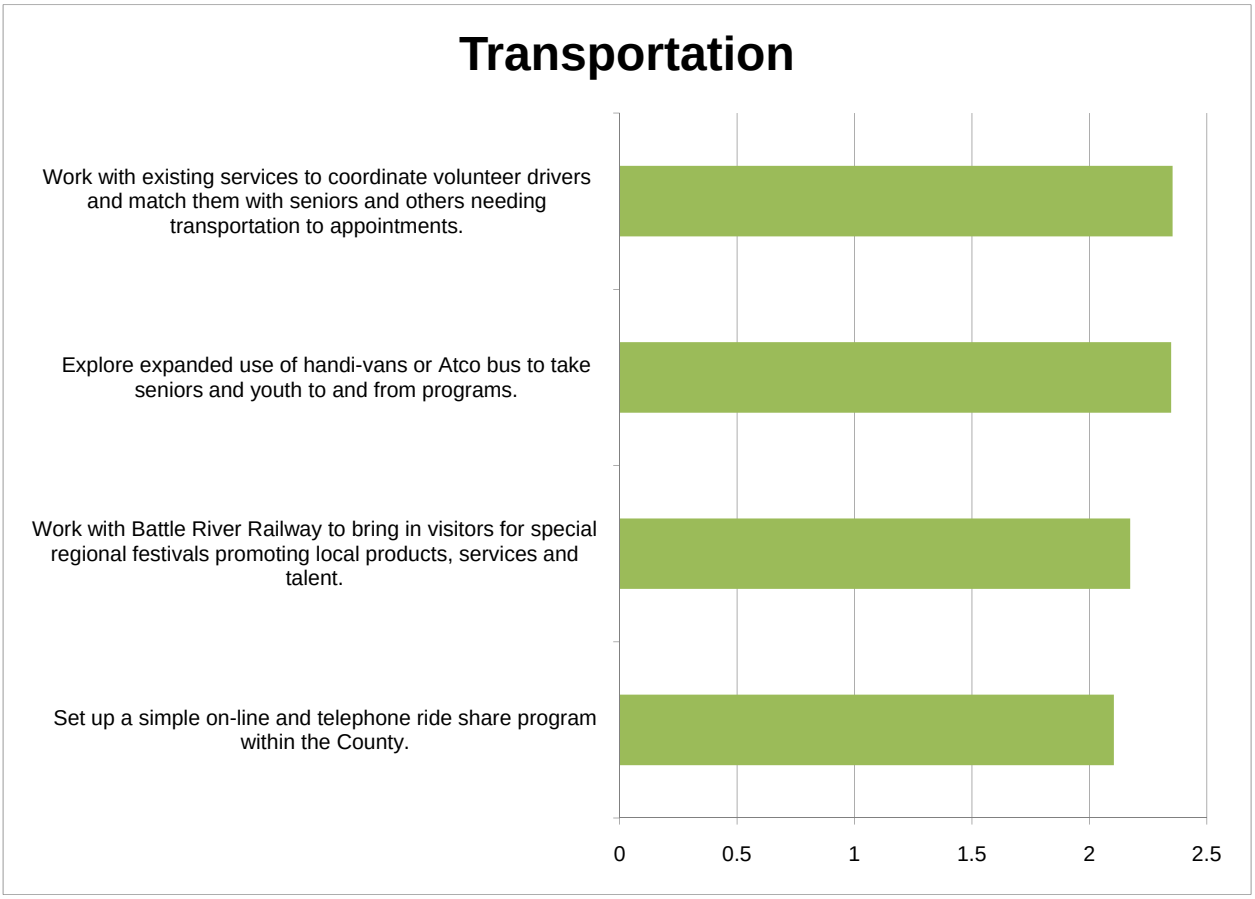

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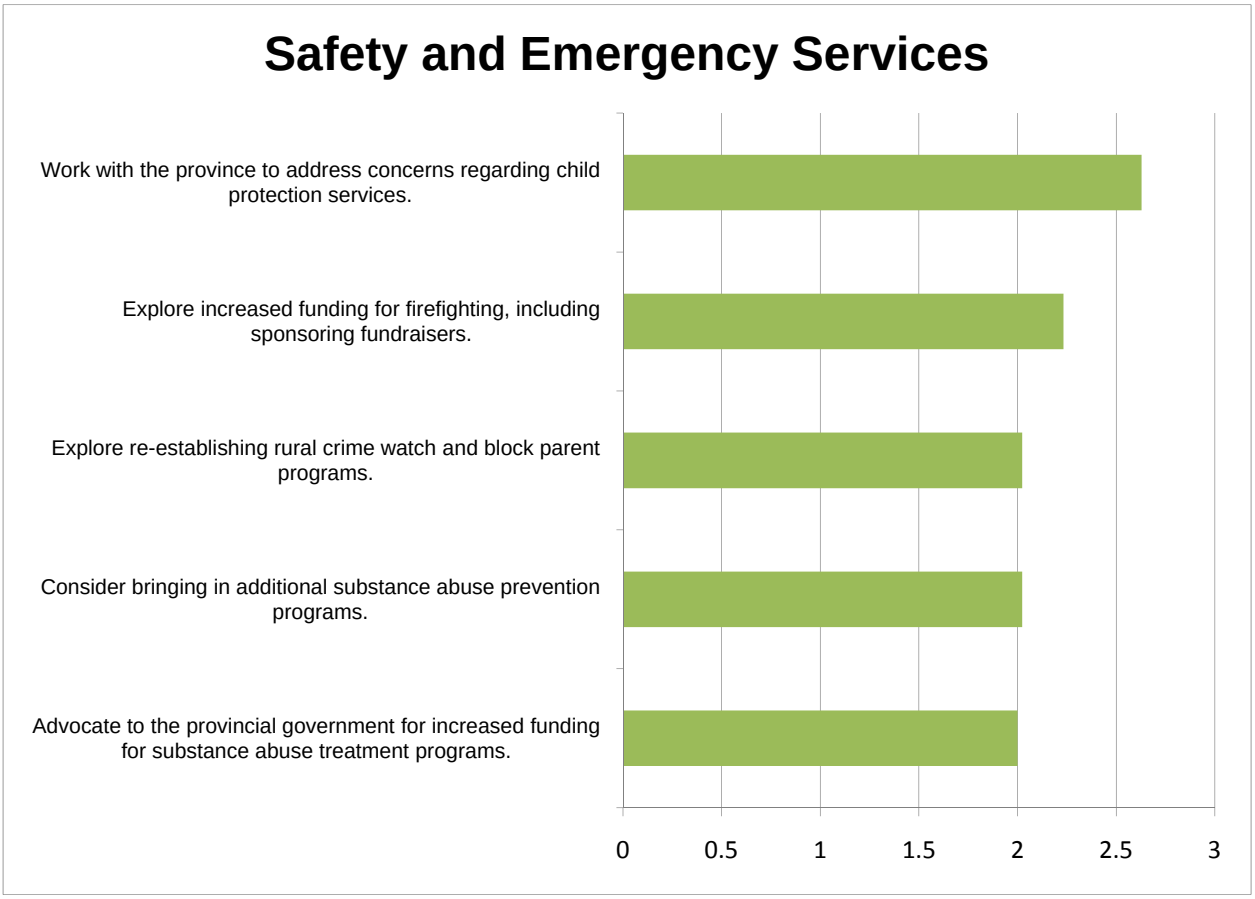

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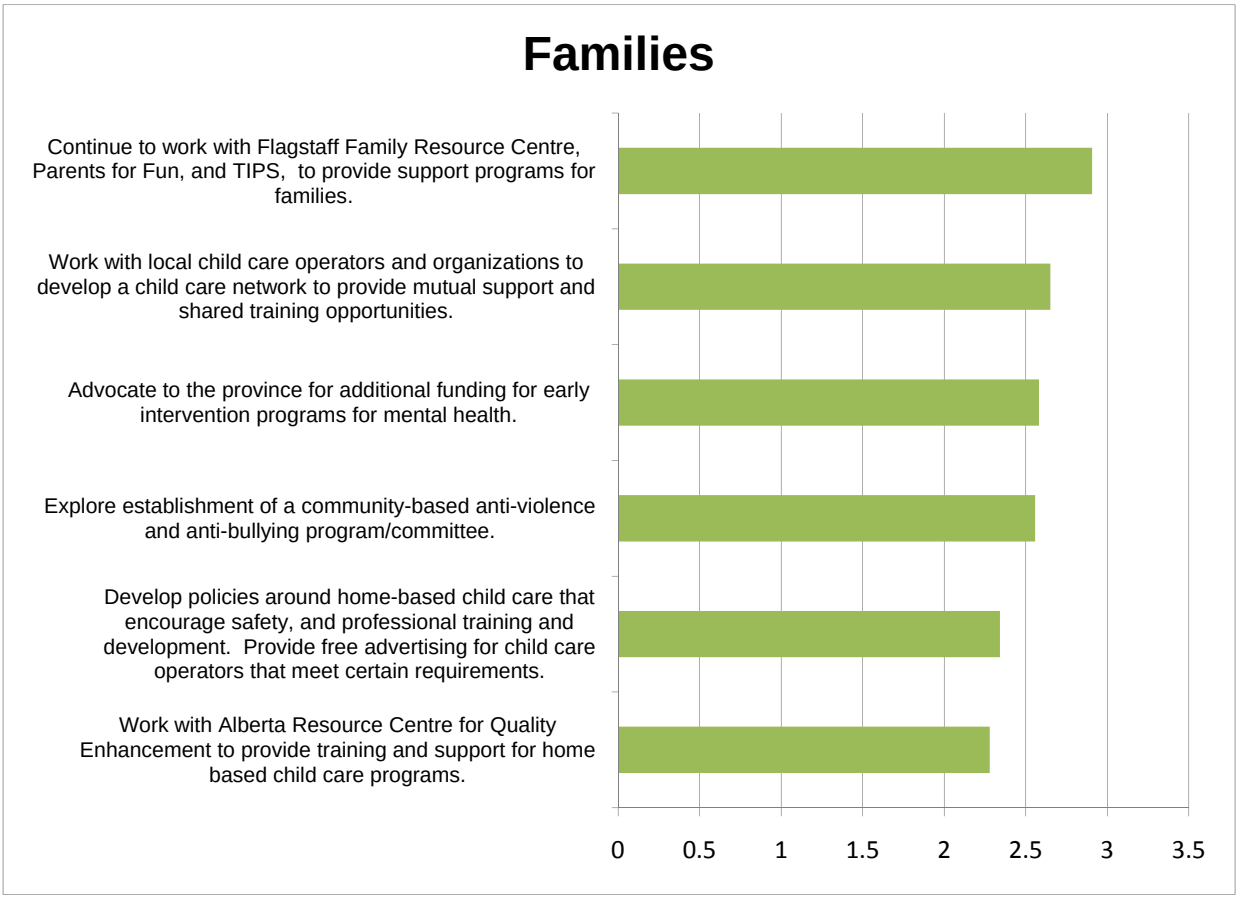
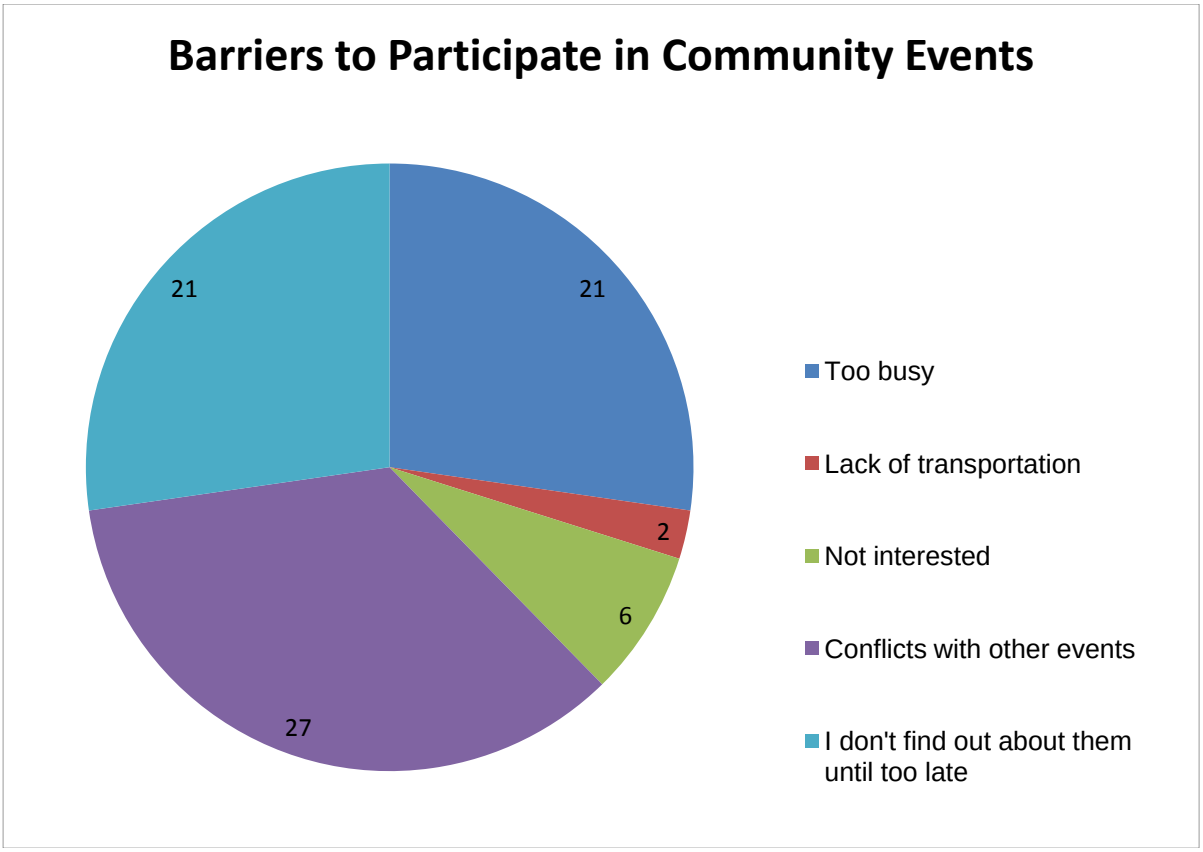
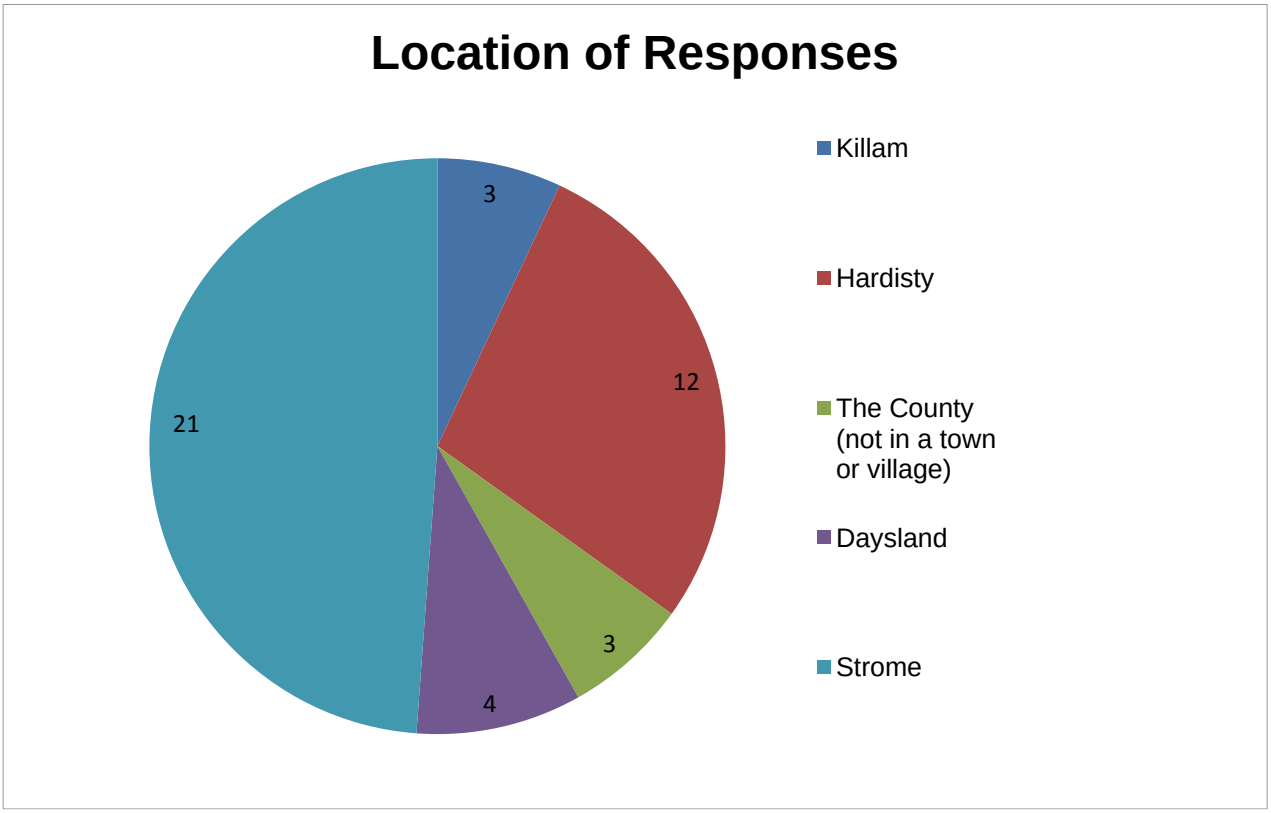



Barriers to Participate in Community Events
21
2
6
27
21
Too busy
Lack of transportation
Not interested
Conflicts with other events
I don't find out about them until too late

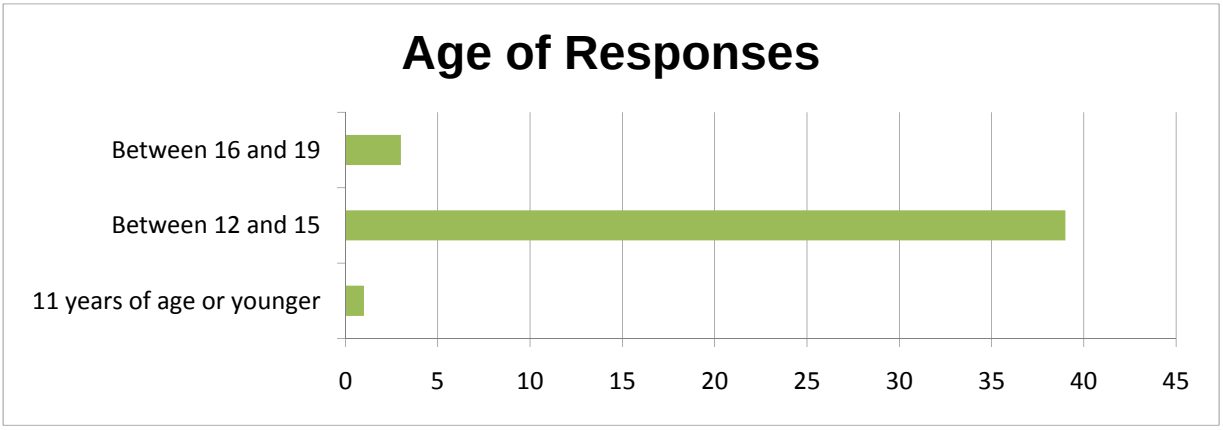
Youth Survey Results

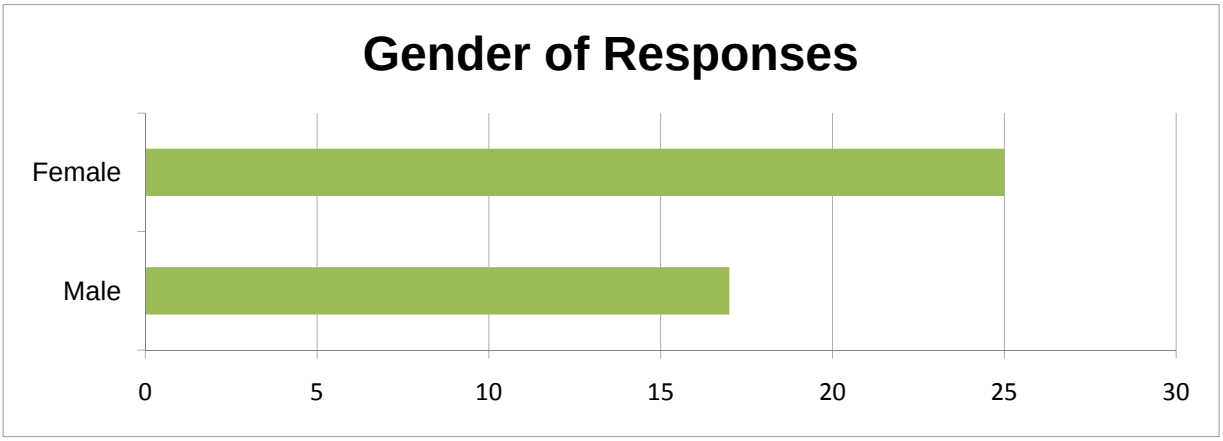
Demographics & Geography of Respondents



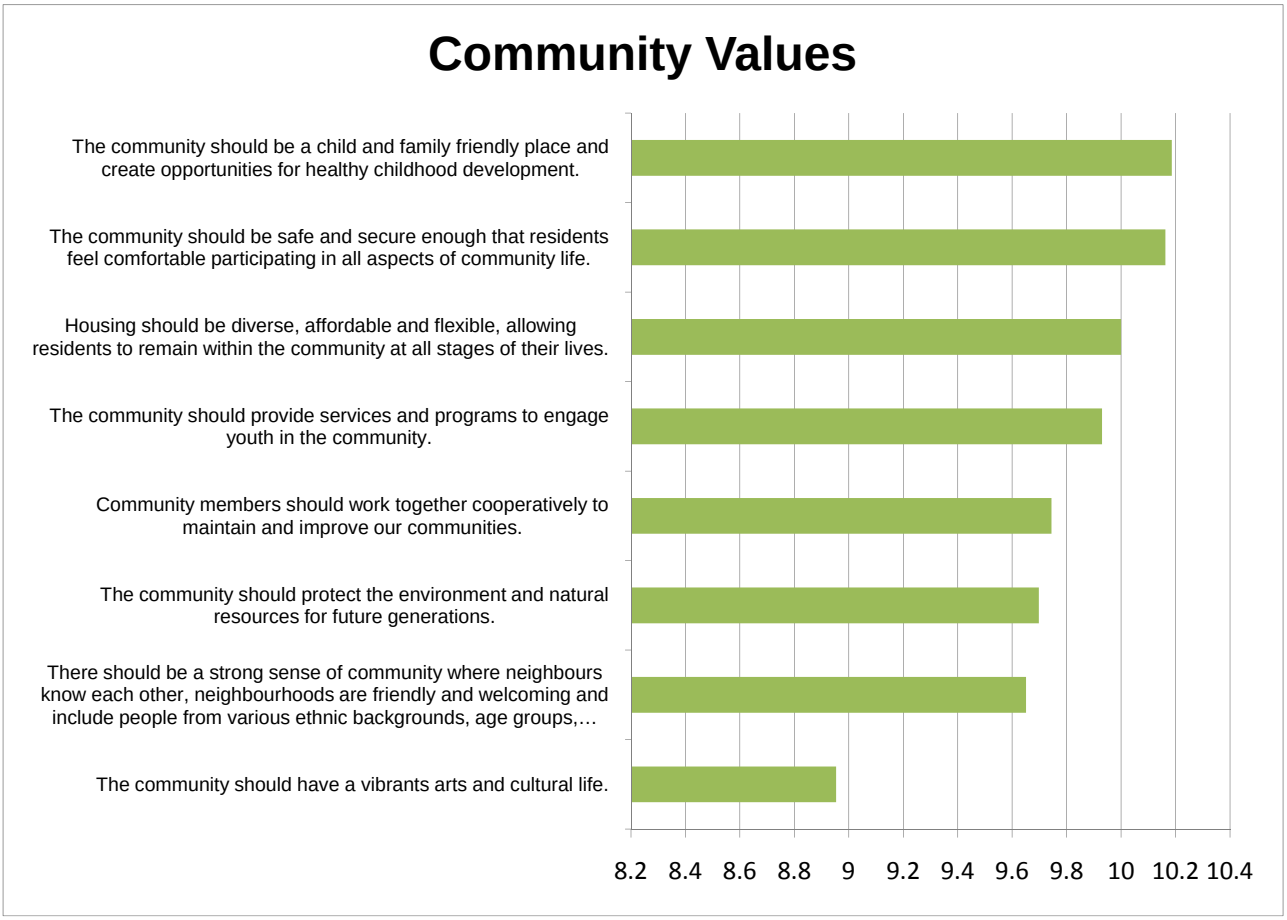
*Note the communities reflected in the chart above are the communities that had youth who participated in the survey.

Demographics & Geography of Respondents

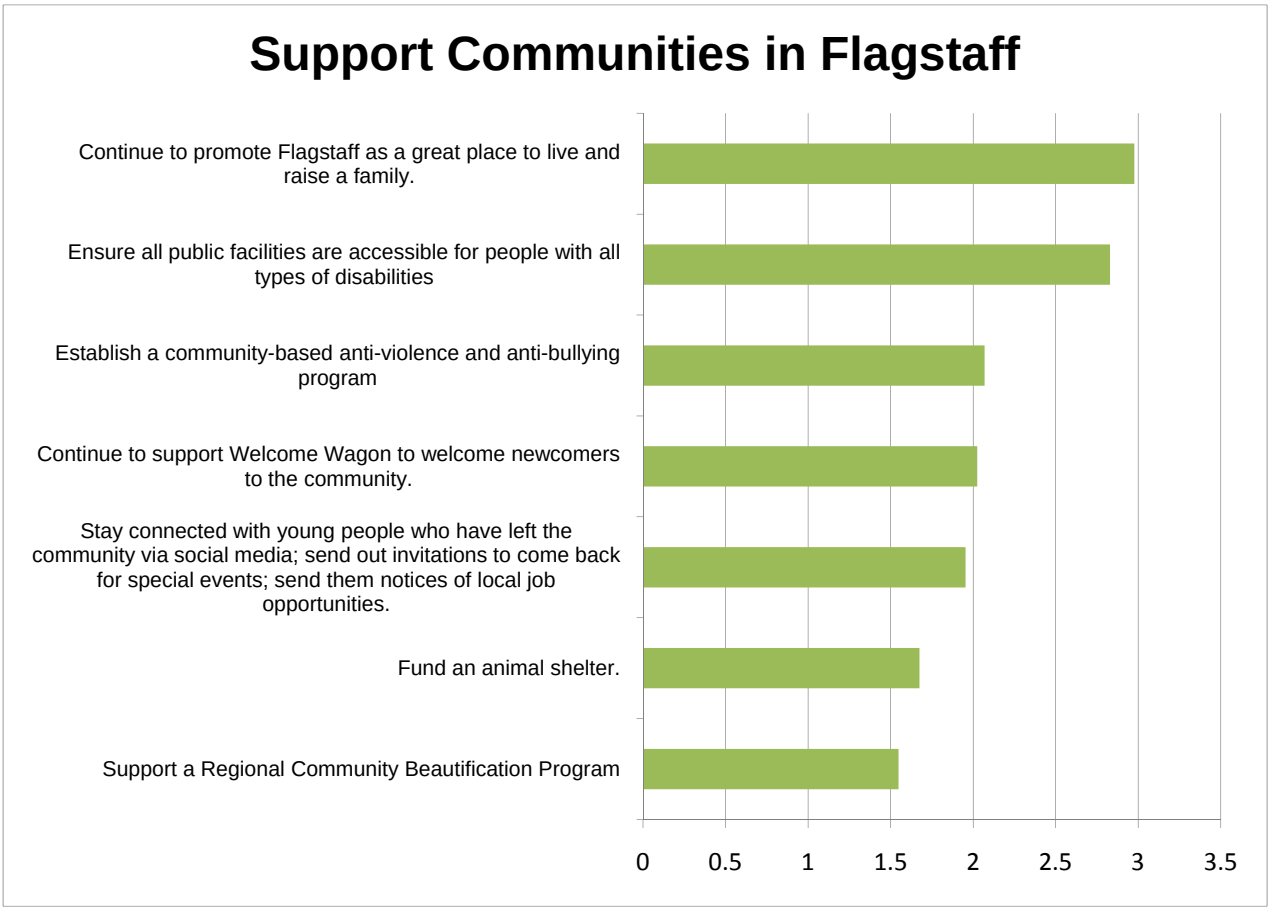




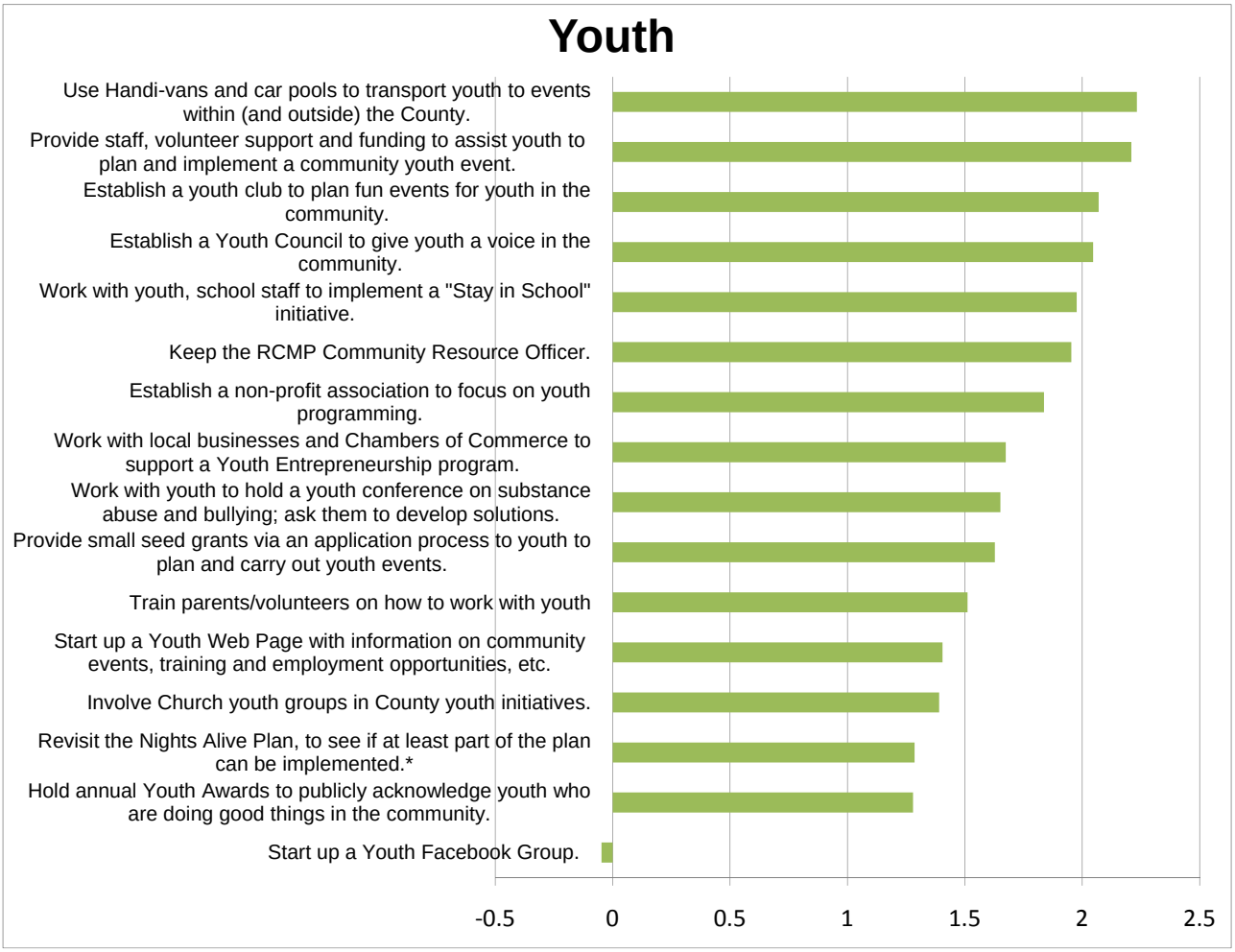
Community Value Questions



Community Value Questions (Cont'd)



Questions on Theme Areas



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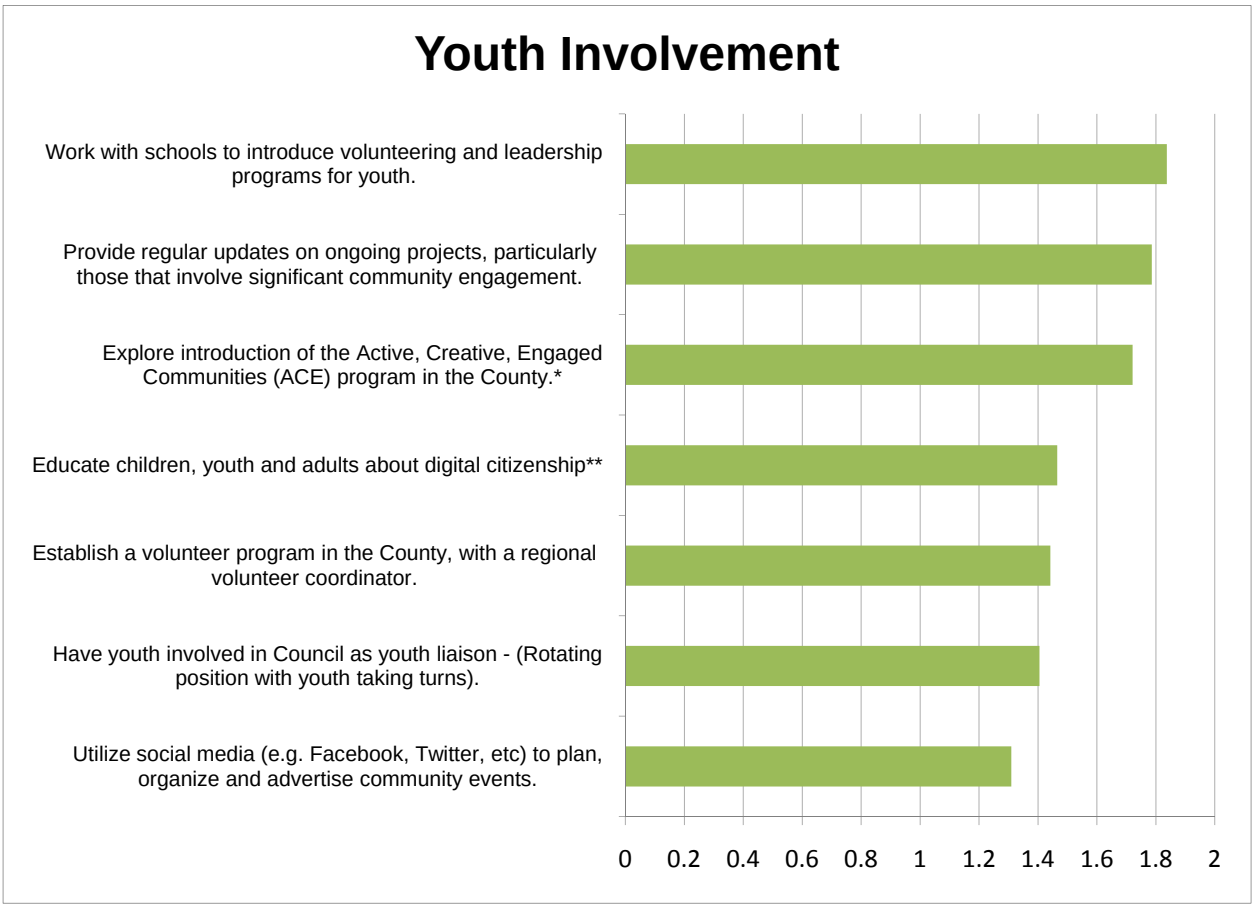

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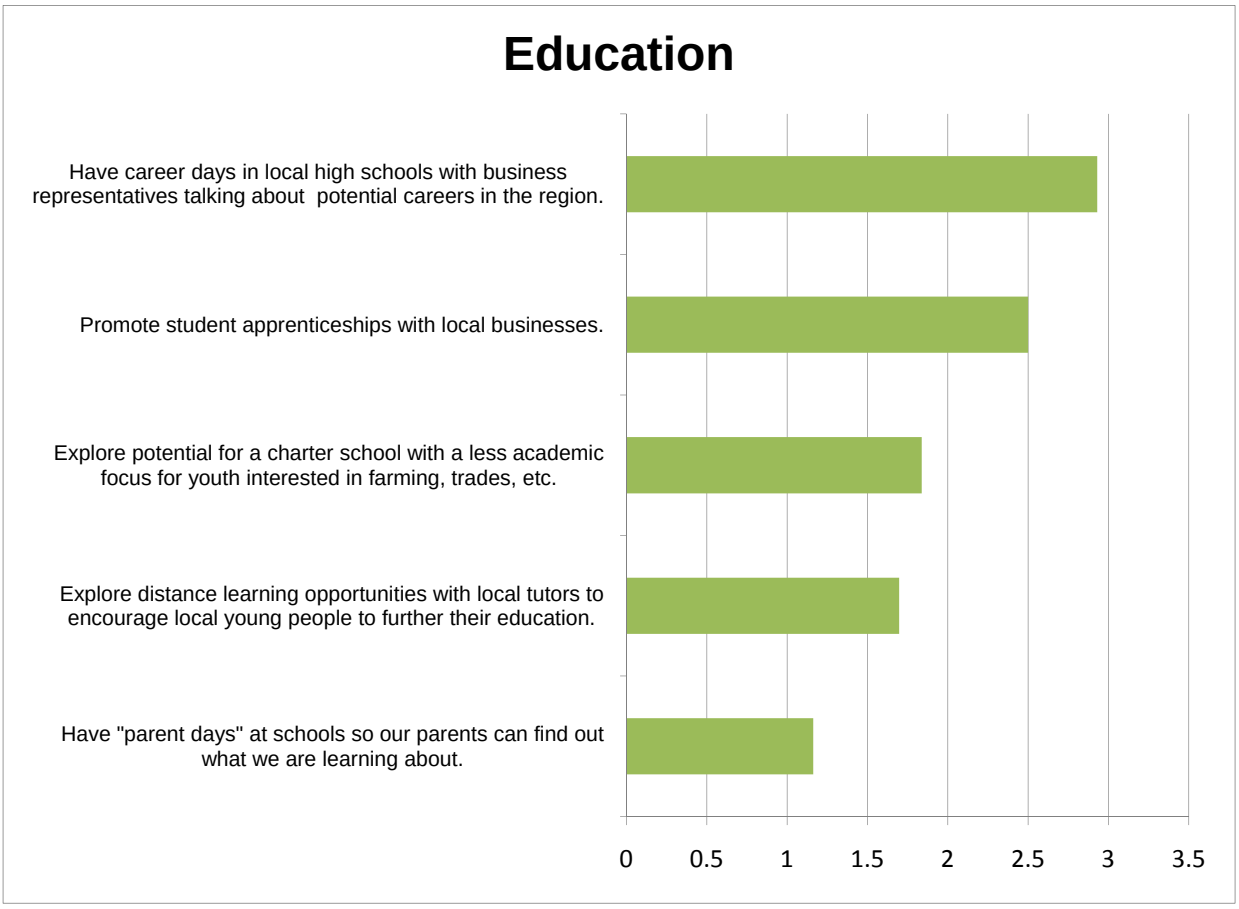

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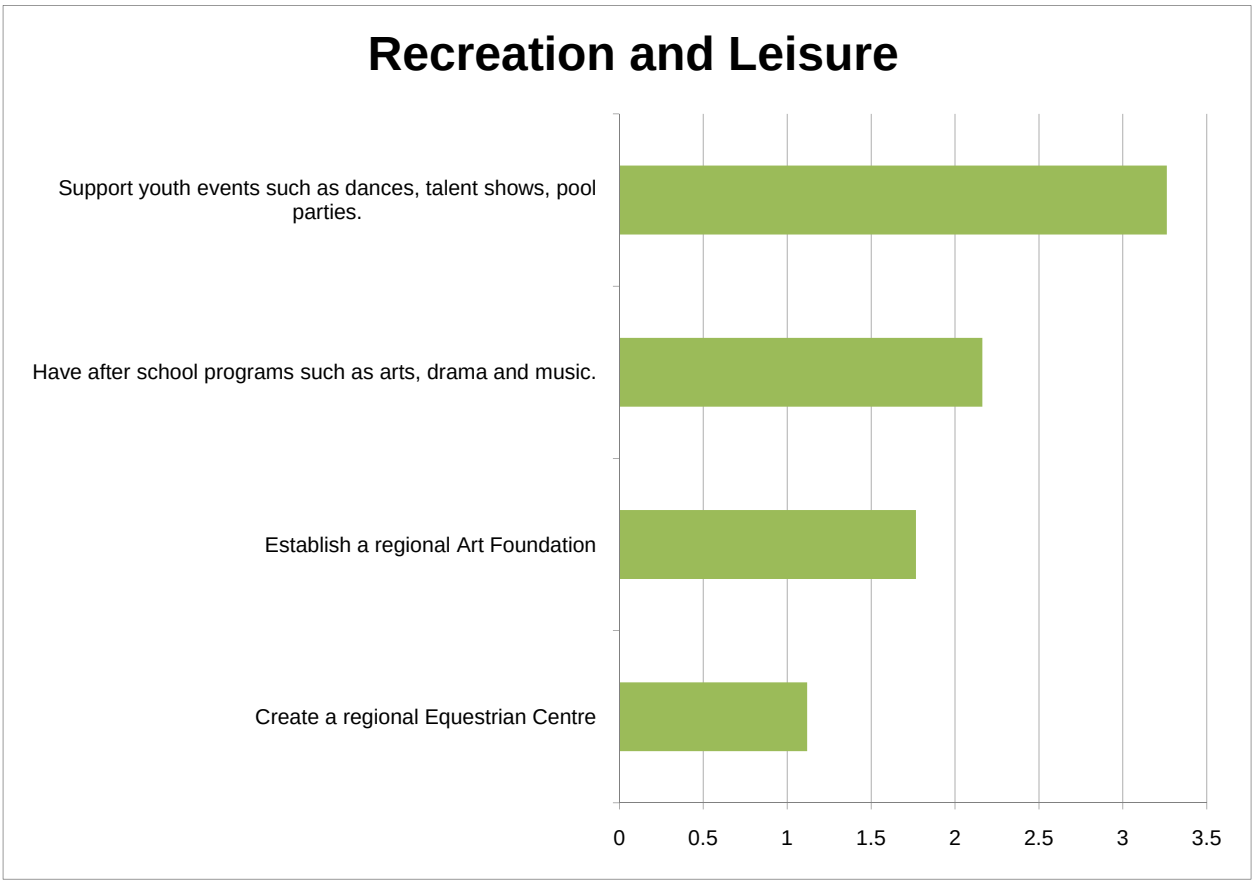

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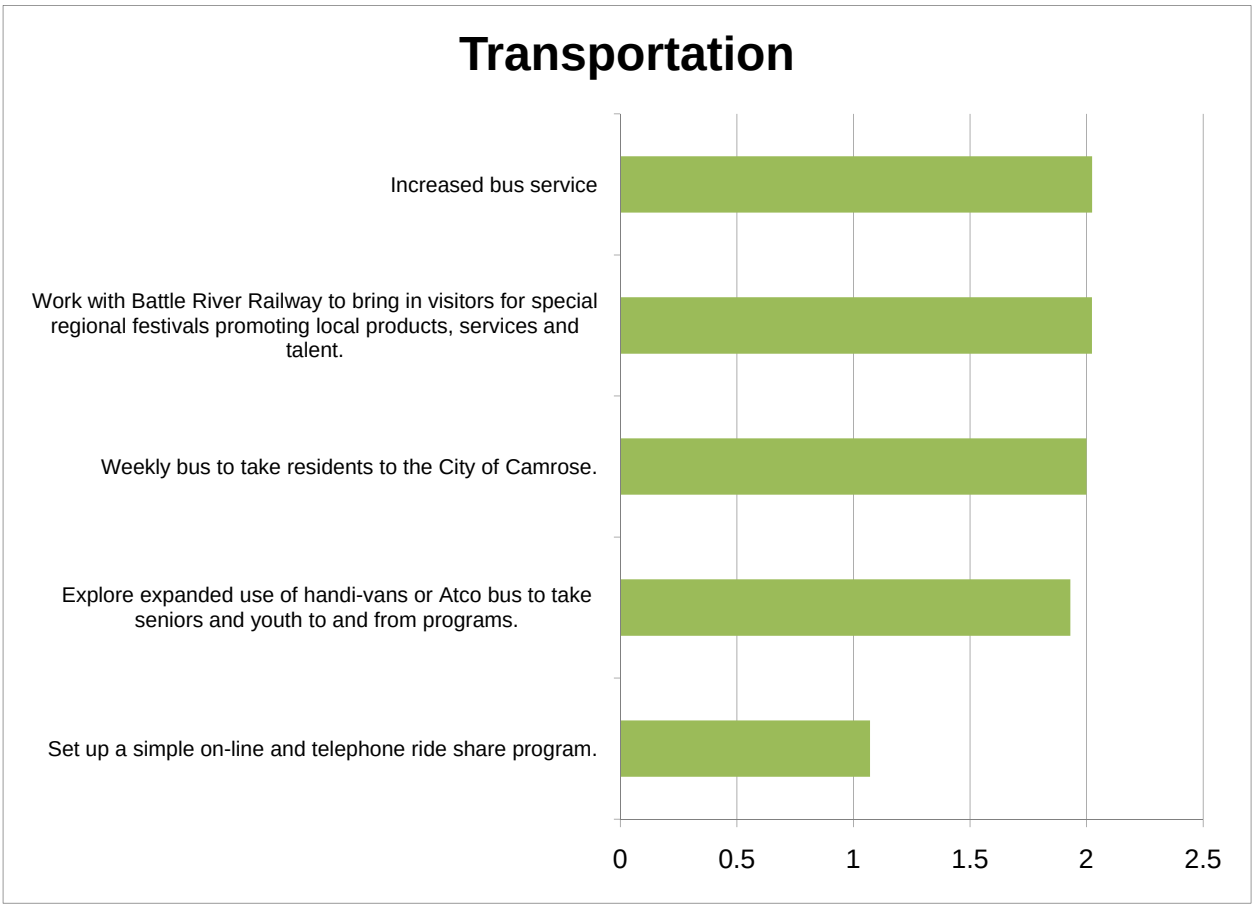

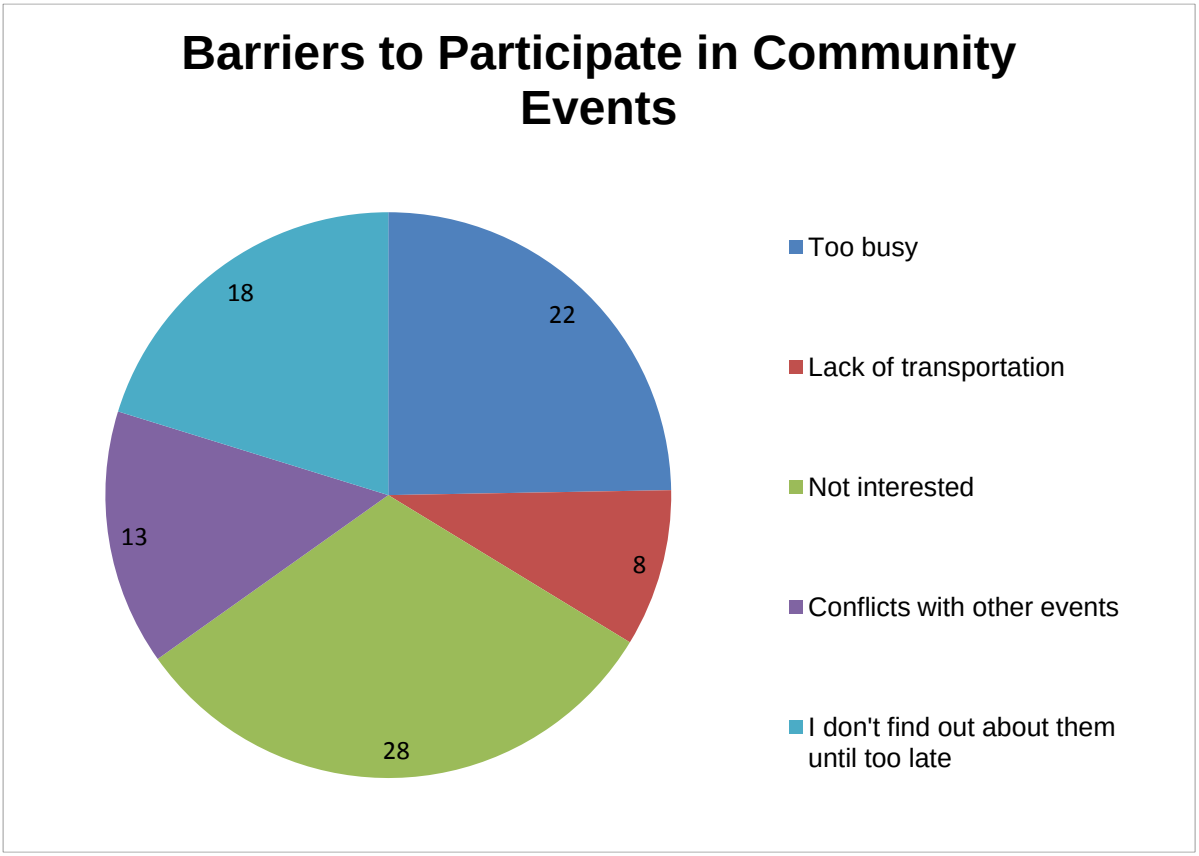
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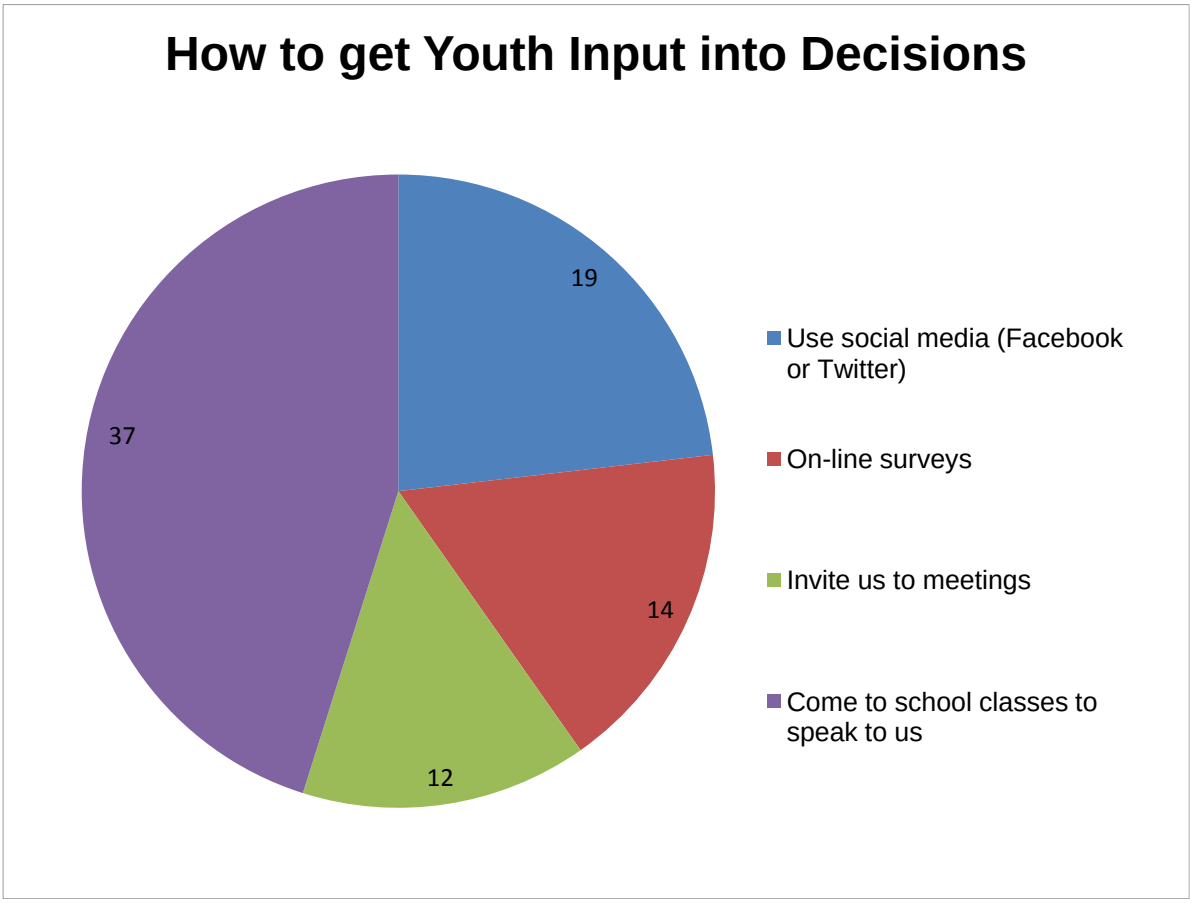
How to get Youth Input into Decisions
19
14
12
37
Use social media (Facebook or Twitter)
On-line surveys
Invite us to meetings
Come to school classes to speak to us

Summary of Survey Results.

Below is a summary of the combined survey results from the youth, adult and senior surveys for the survey questions. The survey results have been organized by the question theme areas in the survey.

Community Value Statements

The three respondent groups (youth, adults, seniors) selected the same top 5 values, although in a different order. Overall, child and family friendliness received top ranking, with safety/security and cooperation tying for second place, youth programming coming in 4th place, and housing 5th. Youth placed lower priority on cooperation, while seniors, interestingly, placed a lower priority on safety. Seniors placed a higher priority on housing.

Importance of Where you Live

Overall, health care, education and safe communities ranked in the top three factors respondents considered when deciding where to live. Note that low tax rate is not high on the priority list! Interesting that Seniors rate "safe community" lower than adults in general, and the natural environment higher. They are much more concerned with suitable affordable housing, and not surprisingly, less concerned about the quality of schools, and proximity to employment. Youth were not asked this question.

Choosing Flagstaff County as a place to live

Items can rate low on both questions, Importance of Where you Live and Choosing Flagstaff County as a place to live, either because that need is well taken care of (traffic volumes are low throughout Flagstaff), or because services are limited, but that factor is not as important to people as other factors (there are limited shopping opportunities in Flagstaff). When an item rates high on the above question (factors that determine Importance of Where you Live) and low on Choosing Flagstaff County as a place to live, this indicates that the factor is important to people, but the level of service they desire is not available in Flagstaff (for example, good health care). When an item rates low on the first, but high on the second, it seems to indicate that this factor is important for practical reasons, rather than reflecting values (employment tends to be an important factor in actually determining where people live). The proximity to friends and family, the friendliness of the community, low crime rates and rural lifestyle appear to be the factors that draw people to Flagstaff, and keep them here.

Seniors Needs

It is not surprising that seniors rated seniors strategies higher than other adults. However, they put less priority on developing a seniors strategy than adults generally, and put higher priority on renovation of current facilities, such as Flagstaff Lodge.

Youth

Youth tended to rate youth initiatives higher than adults did. Within the youth actions, youth placed a lower priority than adults on the RCMP Community Resource Officer and higher priority on youth career and apprenticeship opportunities, transportation, and opportunities for youth to plan and implement youth activities and events. They were also more supportive of establishing a youth page and Facebook group.

Housing

Seniors tended to place higher priority on housing strategies, especially strategies to increase the supply of affordable, accessible and rental housing.

Civic Engagement

Interestingly, youth placed much higher priority than adults and seniors on providing regular updates on municipal projects. They were also more likely to support the utilization of social media to plan, organize and advertise community events.

Health

Seniors responding to the survey tended to rate health initiatives higher than the general adult population. However, they placed lower priority on additional home care services than other adults. This may be due to the fact that the seniors who completed the survey do not yet use home support services, while adults under 65 may want or need to access home support services for elderly parents.

Education

Youth rated educational strategies higher than adults, who rated educational strategies higher than seniors. Youth are interested in learning about careers and participating in apprenticeship programs.

Community Needs

Adults gave top priority to promoting Flagstaff as a great place to live and raise a family, with ensuring accessibility as their third priority. For youth, they gave high priority to staying connected to youth who have left the community via social media.

Safety and Emergency

Safety/emergency services received lower priority than other theme areas. However, youth respondents did rank an anti-violence and anti-bullying program 24th out of 44 actions, indicating significant youth support for this initiative. Youth were not asked to rate the other safety initiatives.

Families

Adults under 65 tended to rate initiatives to support families higher than seniors. Youth were not asked to rate these initiatives. Provision of support services for families received the strongest support, followed by development of a childcare network to support smaller, unlicensed childcares (no license is required to take care of less than 3 children who are not related to the caregiver).

APPENDIX D Stakeholder Responsibility Matrices

The Social Responsibility Matrix outlines the varying scope of responsibility for each of the three levels of government, as well as the Community service sector and other potential interests (i.e. private foundations, business community etc.).

Responsibilities have been divided into three general categories:

- **Planning** – Involving the coordination, participation and development of planning for services in a community. The form of planning processes may vary significantly, depending on the type of project or program. For example, planning for the construction of a facility is significantly different than planning for recreational services within existing facilities.
- **Construction & Siting** – This category includes responsibilities for financing and organizing construction of new facilities as well as identifying locations and siting for specific programs
- **Operations** – The day-to-day operation of the social service in question.

Each general category is further subdivided into three responsibility categories:

- **Legislative** – Legislative responsibility identifies when a government has either specific responsibilities in an area, or has assumed some role in addressing a specific social element
- **Financial** – Financial responsibility outlines financial obligations of each government or agency, including roles various levels of government have voluntarily assumed.
- **Implementation** – Implementation responsibility identifies the varying degrees of responsibility for actual implementation of the planning, construction or operations of programs.

Each level of government or service agency has differing scope of responsibilities in each area. Scope of responsibility is represented in the following categories:

- **Primary responsibility** – A specific agent has the primary responsibility for this aspect of the element. For example, provincial governments have the primary responsibility for the creation and operation of homeless shelters, though they often delegate day-to-day implementation to a community service agency.
- **Secondary responsibilit**y – Differing agents share responsibility for this item. Due to the overlapping and varying nature of many governmental responsibilities, this term is necessarily vague. A government or agent with secondary responsibility has a role in addressing the issue, but is not primarily responsible.
- **Limited responsibility** –The government or agent has limited involvement and responsibility for the item. Often they take on a small or contributing role, but they are not directly responsible for the provision or planning of services.
- **None or Not Applicable (N/A)** – The agent has no responsibility for this item (i.e. Community groups have no legislative responsibilities).

The tables identify appropriate Ministries or agencies when that information is readily available. The overlapping nature of many social service responsibilities indicates potential for partnerships and collaboration to address social needs, though overlaps may also be contentious. The elements are not listed in order of priority.

IMPORTANT NOTE: The social responsibility matrices can collectively seem somewhat overwhelming. These matrices are meant to be dealt with individually. While there are some overlaps, a person or group that is active in one area may have no role in another. As such, each social responsibility matrix should be considered separately, as an individual matrix, which will serve as a reference tool for developing action plans to meet identified gaps in services.

Champions: Each level of government, as well as the various community agencies and programs have a range of responsibilities. Due to the complexity of social issues, and the many demands on the attention and funds of every level of government, many responsibilities are not fully assumed without outside pressure. The pressure can come from any other level of government, or from the community. These 'champions' advocate for the responsible parties to address an identified need for services or programs.

Responsibilities vs. Roles – Significant confusion exists about the difference between the responsibilities of a government or agency, and the roles that each can play in addressing social needs. This is a particularly challenging issue in Canada, where the constitution delineates various overlapping responsibilities between the federal and provincial governments. The situation is further complicated with the inclusion of municipal governments, which are delegated a range of responsibilities by their respective provinces.
For example, the provincial government is primarily responsible for the provision of youth shelter services. However, the federal government has chosen to involve itself in addressing homelessness through various approaches and funding initiatives. Homelessness ultimately occurs in municipalities, and municipal governments have zoning, land-use and bylaw considerations. The municipal government also has a direct interest in ensuring that measures are taken by senior levels of government to address homelessness, which could include the provision of shelter services. Each level of government has different financial capacities and legal mandates. A result of this confusion is that the roles of each government are not clear. However, the primary responsibility for a given social service element is normally clear, and the Social Responsibility Matrices seek to identify and outline the various responsibilities of the other governments and agencies involved.

The stakeholder responsibility matrices for each Community Service Sector are included in this Appendix.

Governance

Increase Collaboration and Coordination of Municipal Service Delivery

Responsibility	Federal Government	Provincial Government	Municipal Governments	Community Service Groups	Other (Community Members, Business Community)
Policy & Planning responsibility	• **Legislative** – None • **Financial** – Limited responsibility. Support through funding for community agencies & programs. Some funding for planning (i.e. homelessness planning) • **Implementation –** Limited responsibility – support for ongoing planning & collaboration through funding for community agencies. Federal participation in planning processes.	• **Legislative** – Secondary responsibility – responsibility for social programs and social issues links indirectly to an obligation to support cooperation and communication between agencies. • **Financial** – Secondary responsibility – funding for social agencies and issues to allow cooperation and collaboration with municipalities. Support for planning and collaboration processes. • **Implementation** – Secondary responsibility – funding and support for planning and collaboration in communities to address social issues. Responsibility to support partnerships and collaboration planning to maximize positive impact of community efforts.	• **Legislative** – Primary Responsibility • **Financial –** Primary responsibility. Participation and support for planning & capacity building in the community. • **Implementation** – Primary responsibility. Support & participation in planning. Can take a role as facilitator of partnerships and capacity building in community development.	• **Legislative** - None • **Financial** – Limited responsibility. Participation in capacity & partnership building processes with staff and other resources. • **Implementation** – limited responsibility – Planning & partnership building to increase agency capacity to deliver services. Participation in community planning processes by staff and volunteers to help maximize positive impact of community efforts.	• **Legislative** – None • **Financial** – None – Business and other community members can support planning processes in some cases. • **Implementation** – Limited responsibility – participation in planning & community development processes by community leaders and business representatives.
Construction & Siting responsibility **Not applicable to this Element**					

Governance

Increase Collaboration and Coordination of Municipal Service Delivery (cont'd)

Responsibility	Federal Government	Provincial Government	Municipal Governments	Community Service Groups	Other(Community Members, Business Community)
Operational Responsibility	• **Legislative** – None • **Financial** – Limited responsibility. Support for collaboration & partnership efforts, community development through some funding initiatives, especially as related to First Nations community development and collaboration efforts. • **Implementation –** Limited responsibility. Support & oversight of funded programs to encourage collaboration & partnerships. Participation in some partnerships.	• **Legislative** – Limited responsibility. Responsibility for social programs in a community. • **Financial** – Secondary responsibility. Funding capacity & collaboration, encouraging partnerships and collaboration between municipalities and funded agencies. Supporting capacity to build partnerships and collaboration between community & other agencies. • **Implementation** – Secondary responsibility – Encouraging & facilitating enhanced collaboration between agencies providing community services. Primary responsibility for social programs & capacity of social programs.	• **Legislative** – Primary responsibility,. • **Financial –** Primary responsibility. Participation in and facilitation of capacity building & partnership development. Option to provide ongoing support and facilitation of collaboration efforts. May provide community grants to agencies to promote capacity and collaboration. • **Implementation** – Primary responsibility – Participation and support for capacity building and collaboration within the community. Option to provide staff or facility support of collaboration efforts.	• **Legislative** - None • **Financial** – Secondary responsibility. Working with other agencies & the community to build capacity. Fundraising, partnership building. Need to assign resources to collaboration and partnership efforts. • **Implementation** – limited responsibility. Working with other agencies & community to develop partnerships and build mutual capacity. Outreach to business and governments to build support for community development and community agencies through partnerships and collaboration.	• **Legislative** – None • **Financial** – Limited responsibility – financial support for community agencies to build capacity (donations, volunteer time). Option to build long-term support of partnerships and community development efforts. • **Implementation** – Limited responsibility. Support for and participation in capacity building and community development efforts. Option to facilitate or otherwise engage with partnership building over the long-term.

Civic Engagement

Promote Volunteerism

Responsibility	Federal Government	Provincial Government	Municipal Government	Non-Profit Community Service Groups	Other (Community Members, Business Community)
Policy & Planning responsibility	• **Legislative** – None • **Financial** – Limited responsibility. Support through funding for community agencies & programs. Some funding for planning & volunteer development. • **Implementation –** Limited responsibility – support for ongoing planning & collaboration through funding for community agencies. Federal participation in planning processes.	• **Legislative** – Primary responsibility – responsibility for social programs and social issues links indirectly to an obligation to support volunteerism. • **Financial** – Primary responsibility – funding to address social issues, usually through social agencies and issues, including volunteer development & support. • **Implementation** – Primary responsibility – funding and support for planning to address social issues. Responsibility to support & encourage volunteerism as a way to maximize social service impact.	• **Legislative** – None • **Financial -** Limited responsibility. Participation and support for planning to meet social needs, including volunteer development as a way to maximize positive impact of social services. • **Implementation** – Limited responsibility. Support & participation in planning for community needs. Can lead planning processes to support volunteerism.	• **Legislative** - None • **Financial** – Secondary responsibility. • **Implementation** – Secondary responsibility – May initiate planning & volunteer development processes to enhance capacity of non-profit organizations to deliver community services.	• **Legislative** - None • **Financial** – None – Business and other community members can support or participate in volunteer development and recruitment. • **Implementation** – Limited responsibility – option to participate in and encourage volunteer recruitment and development processes.
Construction & Siting responsibility: **Not applicable to this Element**					

Civic Engagement

Promote Volunteerism (cont'd)

Responsibility	Federal Government	Provincial Government	Municipal Government	Non-Profit Community Service Groups	Other (Community Members, Business Community)
Operational Responsibility	• **Legislative** – None • **Financial** – Limited responsibility. Support for volunteerism & community agencies through some funding programs • **Implementation –** Limited responsibility. Support & oversight of funded programs to encourage volunteerism.	• **Legislative** – Primary responsibility. Responsibility for social programs in a community, & volunteer support • **Financial** – Primary responsibility. Funding community services to meet social issues & needs. Funding for volunteer development & support as appropriate, to maximize social service impact, e.g. Active, Creative Engaged Communities (ACE) • **Implementation** – Primary responsibility – encouraging & supporting social services to meet social needs in the community, including volunteer development & support.	• **Legislative** – None • **Financial –** Limited responsibility. Support for community agencies as appropriate, including support & advocacy for volunteerism. • **Implementation** – Limited Responsibility – Support for volunteerism in community agencies. Recruits and supports municipal volunteers. Can participate in initiatives such as Volunteer Week to raise public awareness about importance of volunteering to the community. Option to apply to Alberta Government to become an Active, Creative, Engaged (ACE) Community.	• **Legislative** - None • **Financial** – Secondary responsibility. Working with the community to expand volunteerism, and to expand volunteer support & development within agencies. • **Implementation** – Primary responsibility. Working with the community to expand volunteer opportunities in non-profit organizations, and to ensure adequate support & development of volunteers. Volunteer recruitment, training and support.	• **Legislative** - None • **Financial** – Limited responsibility – financial support for community agencies to build capacity (donations, volunteer time). Option to build long-term support of volunteer capacity within community agencies. • **Implementation** – Limited responsibility. Support for and participation in capacity building and volunteerism efforts. Option to facilitate or otherwise engage with volunteer development & volunteerism.

Family Supports

Early Childhood Development/Childcare

Responsibility	Federal Government	Provincial Government	Municipal Government	Alberta Health	Non-Profit Childcare Societies	Private Operators
Planning Responsibility	• **Legislative** – Secondary Responsibility (Federal spending powers – Canada Social Transfer) • **Financial** – Primary Responsibility – Provides funding to provinces for Early Childhood Development Initiatives). • **Implementation –** Primary Responsibility – participation in planning processes; Multilateral Framework for Early Learning and Childcare was adopted in 2003.	• **Legislative** – Primary Responsibility – Education and social services • **Financial** – Primary Responsibility – Alberta Child and Youth Services (CYS) (childcare subsidies, accreditation, funding for planning of services and programs); Ministry of Advanced Education and Technology (AET) (training of staff). • **Implementation** – Primary Responsibility - CYS (funding for planning of childcare services and programs); AET (training of staff).	• **Legislative** - None - • **Financial –** Secondary Responsibility– in-kind support for planning processes. • **Implementation** – Secondary Responsibility – May develop childcare plans, policies and strategies at municipal level. Planning of early literacy programs in libraries and use of recreation facilities. Limited role in coordinating community services.	• **Legislative –** N/A • **Financial –** Limited Responsibility – support for planning for ECD • **Implementation –** Limited Responsibility – participation and support of planning for ECD; community care licensing	• **Legislative** – N/A • **Financial** – None -• **Implementation** – Limited Responsibility – participation in provincial and municipal planning processes.	• **Legislative** - N/A • **Financial** – None • **Implementation** – None (may participate in provincial or municipal planning processes)

Family Supports

Early Childhood Development/Childcare (cont'd)

Responsibility	Federal Government	Provincial Government	Municipal Government	Alberta Health	Non-Profit Childcare Societies	Private Operators
Construction & Siting Responsibility	• **Legislative** - None • **Financial** – Limited Responsibility- option to provide capital funding for ECD or ECE facilities. Some funding directed to province for ECD programs • **Implementation** – Limited Responsibility – oversight of federally funded programs and construction.	• **Legislative** – Primary Responsibility – Alberta Child and Youth Services (CYS) • **Financial** – Primary Responsibility – CYS (funding ECD facilities) • **Implementation**- Primary Responsibility – CYS (Construction of ECD and ECE facilities).	• **Legislative** – Limited Responsibility – Zoning, Land use policies. Building code regulation. • **Financial** – Secondary Responsibility – funding of libraries, community centres and recreation facilities that may include childcare space, playgrounds and parks. May provide capital grants or tax exemptions to non-profit childcare societies. • **Implementation –** Secondary Responsibility – May construct childcare facilities in municipal buildings.	• **Legislative –** N/A • **Financial –** None • **Implementation –** Secondary responsibility – Responsible for childcare centre licensing. Ensure facilities meet health and safety requirements.	• **Legislative -** N/A • **Financial –** Secondary Responsibility – fundraising to meet cost-sharing obligations when receiving capital grants. • **Implementation** – Limited Responsibility – may receive grants from province to maintain or construct facilities.	• **Legislative** – N/a • **Financial** – Secondary Responsibility – (private operators may finance construction of own facility). • **Implementation**- Secondary Responsibility – (private operators may build or rent childcare facility)

Family Supports

Early Childhood Development/Childcare (cont'd)

Responsibility	Federal Government	Provincial Government	Municipal Government	Alberta Health	Non-Profit Childcare Societies	Private Childcare Operators
Operational Responsibility	• **Legislative** – Secondary Responsibility (Federal spending powers – Canada Social Transfer) • **Financial** – Secondary Responsibility – direct support or support via provincial government; Health Canada (Aboriginal Head Start program). • **Implementation –** Limited Responsibility – oversight of federally funded programs	• **Legislative** – Primary Responsibility – Ministry of Child and Youth Services (CYS) (education and social services) • **Financial** – Primary Responsibility – CYS (Childcare subsidies; operating subsidies for ECD and ECE programs) • **Implementation**-Secondary Responsibility – CYS (Childcare subsidies, ongoing funding of ECD and ECE programs.) Delegates actual operation to municipalities, non-profit childcare societies and school boards, and monitoring and licensing to Alberta Health,).	• **Legislative** – Secondary Responsibility – coordination of recreational and library ECD/ECE programs, business licenses for private operators. • **Financial** – Secondary Responsibility – funding of ongoing ECD and ECE programs in libraries and recreational facilities. May provide grants to non-profit societies to assist in operations, or tax exemptions. • **Implementation** – Secondary Responsibility – ongoing operation of ECE/ECD programs at libraries and recreational centres (i.e. early literacy programs, child minding at recreation facilities). Maintains parks and playgrounds. Can choose to operate a municipal childcare facility as a non-profit. (Direct delivery of childcare services).	• **Legislative** – Primary responsibility for Licensing, Health and Safety standards. • **Financial** – None • **Implementation** – Primary responsibility for licensing of community childcare and pres-school facilities; ensure facilities meet health and safety standards; visitation by public health nurses	• **Legislative** - N/A • **Financial** – Secondary Responsibility – some fundraising for program enhancements and to keep fees low; receive parent fees for operation of program • **Implementation**-Primary Responsibility – responsible for day-to-day operation of centre-based ECD/ECE programs and facilities.	• **Legislative –** None. • **Financial** – Primary – Private operators (collection of parent fees) • **Implementation** – Primary – Private operators – delivery of ECE/ECD programs.

Youth

Leadership
Services and Programs

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other (Business, Community Members
Planning responsibility	• **Legislative –** Limited responsibility -- HRSDC's Skills Development Program • **Financial** –- Limited responsibility – Funding for planning related to homelessness (Homelessness Partnership Initiative); funding for youth employment programs (Service Canada) • **Implementation –** Limited responsibility -- partnership building, participation in and support of planning for youth services through funded projects	• **Legislative** – Primary responsibility -- Responsible for social programs (Alberta Children and Youth Services, Family and Community Support Services) • **Financial** –- Primary responsibility – Funding transferred to municipalities, community service providers for preventative social support programs (FCSS) • **Implementation** – Secondary responsibility -- Funding and participation in planning processes for youth programs	• **Legislative** – Secondary responsibility – Shares responsibility for services with province through FCSS cost sharing agreement • **Financial –** Secondary responsibility – The municipality contributes 20% and the province contributes 80% for FCSS • **Implementation** – Primary responsibility – The municipality develops locally driven, preventative and supportive programs under FCSS agreement and is responsible for recreation programs.	• **Legislative –** None • **Financial –** None • **Implementation –** Limited responsibility -- Participation in planning for social programs. Larger responsibility as it relates to mental health and addictions services planning.	• **Legislative** -- None • **Financial** – None • **Implementation** – Limited responsibility — Participation in planning processes and advocacy for youth programs	• **Legislative** -- None • **Financial** – Limited responsibility – Fundraising and donations • **Implementation** –Limited responsibility -- Participation in planning social programs and advocacy

Youth

Leadership/Services and Programs (cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other (Business, Community Members
Operational Responsibility	• **Legislative** – Limited responsibility -- Oversight of funded programs • **Financial** – Secondary responsibility -- Funding for youth homelessness initiatives • **Implementation** -- Limited responsibility -- Oversight of funded programs.	• **Legislative** – Primary responsibility – Responsible for social programs • **Financial** – Primary responsibility – Funding outreach and other youth programs • **Implementation –** Primary responsibility (often delegated to community agencies) for operation and oversight of programs for youth (Alberta Children & Youth Initiative)	• **Legislative** – Secondary responsibility – Responsibility is shared with the province (FCSS) • **Financial** -- Secondary responsibility – The municipality can contribute to the cost of youth programs Primary responsibility for recreation programs**.** • **Implementation –-** Secondary responsibility – Oversight of programs provided under FCSS	• **Legislative –** Secondary responsibility – Responsible for mental health and addiction programs (Alcohol and Drug Use Commission) • **Financial –** Secondary responsibility -- Funding for mental health and addictions programs • **Implementation –** Secondary responsibility – Oversight and operation of services for mental health and addictions	• **Legislative** – None • **Financial** – Secondary responsibility -- Management of grant and contract funding and fundraising for youth programs • **Implementation** – Secondary responsibility -- Operation of funded youth programs	• **Legislative --** None • **Financial** – Limited responsibility -- Donations and volunteering • **Implementation** – Limited responsibility – Support for youth programs, volunteering and participation in social programs. Private operators may provide recreation opportunities for youth.

Seniors

Home Support Services
Supports to Assist Aging in Place

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other (Business Community)
Planning responsibility	• **Legislative --** Secondary Responsibility – Health Canada. Canada Health Act. Funding transferred to provinces for health services. No responsibility as related to building codes & planning • **Financial** – Secondary Responsibility – Funding of health services through transfers to province. Primary responsibility for on-reserve First Nations health costs • **Implementation --**Secondary responsibility – participation in health planning and prevention efforts. Support through funding transfers.	• **Legislative** – Primary Responsibility – All aspects of health care and home support services are a provincial responsibility (excepting on-reserve First Nations). Delegated to/administered through Alberta Ministry of Health & Wellness (Alberta Health). Primary responsibility as related to building codes & aging in place. • **Financial** – Primary Responsibility – funding & planning of all health services, including health related home support for seniors. Delegated to Alberta Health Services Board. Building Codes as related to aging in place • **Implementation** – Primary Responsibility for planning of health services, including health related home support for seniors. Building codes as related to aging in place.	• **Legislative** – Limited Responsibility. Participation and engagement with health service planning within the municipality. Primary responsibility for zoning/building & traffic planning. • **Financial –** Limited responsibility. Participation in health service planning, including highlighting community needs such as home support services. • **Implementation** -- Limited responsibility – participation in planning processes where possible and advocacy for identified community needs. Building & traffic planning re: aging in place.	• **Legislative –** Primary responsibility – as delegated to the Ministry by the Provincial Government (for health related supports). No responsibility for buildings etc. • **Financial –** Primary responsibility – as delegated by Provincial Government. Organizing and support of all aspects of planning for allocation of health services, including home support services for seniors. • **Implementation –** Primary responsibility – Implementation of planning processes for health related senior home support services.	• **Legislative** - None • **Financial** – Limited responsibility – participation in or advocacy for planning processes • **Implementation** – Limited responsibility – participation in planning processes and advocacy for identified community needs	• **Legislative** - None • **Financial** – Limited responsibility – participation in planning for community needs • **Implementation** – Limited responsibility – participation in planning processes.

Seniors

Home Support Services/Supports to Assist Aging in Place (cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other (Business Community)
Construction & Siting responsibility (where applicable)	• **Legislative –** Limited responsibility (CMHC) for buildings & aging in place • **Financial –** Limited responsibility (CMHC) – funding for renovations & other programs such as RRAP • **Implementation –** Limited responsibility – oversight of funded programs.	• **Legislative** – Primary responsibility (where provincial building codes apply). Standard setting for construction etc. Health Infrastructure where applicable. • **Financial** – Primary Responsibility – Support for health related infrastructure & construction, usually through Alberta Health. Minimal applicability re: home support. • **Implementation**- Primary responsibility – construction of health related infrastructure. Minimal applicability re: home support	• **Legislative** – Secondary responsibility – Participation and support for health related infrastructure. Zoning & Licensing where applicable. • **Financial** – Limited responsibility – Options to support infrastructure through partnerships & facilities. Minimal applicability to home care services • **Implementation –** Limited Responsibility	• **Legislative –** Secondary responsibility (as delegated by provincial government). Creation & maintenance of health infrastructure. • **Financial –** Secondary responsibility (as delegated by provincial government). Ensuring adequate infrastructure to support home care services. • **Implementation –** Secondary responsibility (as delegated by provincial government). Ensuring the creation & maintenance of adequate health infrastructure, incl. home care services.	• **Legislative -** None • **Financial -**. Limited responsibility – fundraising and partnerships where appropriate • **Implementation** – Limited responsibility – partnerships where appropriate	• **Legislative** - None • **Financial** – Limited responsibility – support for community service agencies & programs • **Implementation**- Limited responsibility – options to provide support & in-kind services where appropriate.

Seniors

Home Support Services/Supports to Assist Aging in Place (cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other (Business Community)
Operational Responsibility	• **Legislative** – Limited Responsibility – Canada Health Act, oversight of health services. • **Financial** – Secondary responsibility – funding through transfers to province. Some funding of home renovations for aging in place. • **Implementation** - Limited responsibility – oversight of funded programs & projects	• **Legislative** – Primary responsibility - operation and management of health services, including long term and home care. Delegated to Alberta Health • **Financial** – Primary responsibility – funding and operation of health services. Delegated to Alberta Health • **Implementation**- Primary responsibility – operation of health services, including home care for seniors. Delegated to Alberta Health	• **Legislative** - Limited responsibility – oversight of zoning, licensing where appropriate • **Financial** - None • **Implementation –** Limited responsibility – licensing and zoning.	• **Legislative –** Primary responsibility – as delegated by provincial government • **Financial –** Primary responsibility – funding of health services, including home care. As delegated. • **Implementation –** Primary responsibility (as delegated by provincial government) – operation and management of health services, including home care for seniors.	• **Legislative** – None • **Financial** – Limited responsibility – operation of some forms of health care services, as funded by government • **Implementation**- Limited responsibility – operation of some forms of care services, as contracted or funded by governments.	• **Legislative -** None • **Financial** – None – option to support programs serving seniors • **Implementation** – Limited – option to support seniors in the community Private operators may provide home support services on fee for service basis.

Education and Skills Training

Develop a"Stay in School Initiative" to address the high number of high school drop-outs

Responsibility	Federal Government	Provincial Government	Municipal Government	Community Service Groups/Community Members	School Board
Planning responsibility	• **Legislative** – None • **Financial** – Limited responsibility. Support for planning of skills training and education. • **Implementation –** Limited responsibility – Participation in planning as it relates to economic development.	• **Legislative** – Primary responsibility – Education is a provincial responsibility. Ministry of Education • **Financial** – Primary responsibility – funding for education planning • **Implementation** – Primary responsibility – funding and support for planning efforts to reduce dropouts.	• **Legislative** – None • **Financial –** None • **Implementation** – Limited responsibility – can facilitate cross-sectoral planning process.	• **Legislative** – None • **Financial** – Secondary responsibility. Participation in planning for education and planning for programs. • **Implementation** – Secondary responsibility – Participation and advocacy in planning processes	• **Legislative** – Primary responsibility (as delegated by Provincial gov't) • **Financial** – Primary responsibility – planning for programs to reduce dropouts • **Implementation** – Primary responsibility – organizing and implementing planning processes.
Operational Responsibility	• **Legislative** – None • **Financial** – Limited responsibility. Support for youth oriented programs and services, mostly through HRSDC • **Implementation –** Limited responsibility. Oversight of funded programs	• **Legislative** – Primary responsibility – Ministry of Education. Oversight and provision of education. • **Financial** – Primary Responsibility – funding of education programs. Usually delegated to School Boards • **Implementation** – Primary responsibility. Delegated to school boards.	• **Legislative** – None • **Financial –** Limited responsibility – Option for monetary and non-monetary support for programs to address dropout rate. • **Implementation** – Secondary – can facilitate collaborative cross-sector initiative, publicize the programs	• **Legislative** - None • **Financial** – Limited responsibility – operation of funded programs, fundraising where appropriate • **Implementation** – Secondary responsibility – participation in cross-sectoral initiatives and potential delivery of programs.	• **Legislative** – Primary responsibility – operation of schools and programs (as delegated by province) • **Financial** – Primary responsibility – funding and operation of school programs. • **Implementation** – Primary responsibility – Operation of programs offered in the schools and to students.

Housing

Affordable Rental Housing

Responsibility	Federal Government	Provincial Government	Municipal Government	Property Developers	Non-profit Housing Providers and Community Members	Landlords/ Business Sector
Planning responsibility	• **Legislative** - Secondary responsibility- Planning and partnership building for affordable housing development, particularly for homeless and at risk populations (Homelessness Partnership Initiative) . • **Financial** - Limited responsibility – funding provided to Provinces to support planning for new affordable housing, as well as planning maintenance of existing affordable housing. • **Implementation** - Limited responsibility -. Provision of housing data and research (Canada Mortgage and Housing Corporation)	• **Legislative** - Primary responsibility - development of affordable housing policies and regulations - Alberta Housing and Urban Affairs. Building standards and practices, regulation (Alberta Building Code). • **Financial** - Primary responsibility - planning for affordable housing. Provision of housing planning grants to municipalities. • **Implementation** - Primary responsibility - developing Provincial plans and policies for creation of affordable housing, identifying and prioritizing needs and resources.	• **Legislative** - Primary responsibility - Building standards and zoning for affordable housing. Land Use and Policy Planning for creation of affordable housing. • **Financial** - Secondary responsibility - some tools to support planning for the creation and maintenance of affordable housing developments, such as designation of municipal sites for affordable housing. • **Implementation** - primary responsibility - Support for assessing local needs, implementation and development of housing plans at the local level.	• **Legislative –** N/A • **Financial –** Limited responsibility – some fees paid may cover municipal planning costs for new development. • **Implementation** – Secondary responsibility. When applying for a rezoning permit for housing, the developer is responsible for facilitating public consultation processes within the context of the Community Plan.	• **Legislative** - N/A • **Financial** - limited responsibility - some financial support from Non-Profits to undertake research/planning. • **Implementation** - Secondary responsibility - participate in provincial and municipal planning for affordable housing, or non-profit groups may undertake own needs assessments or planning.	• **Legislative** - N/A • **Financial** - Limited responsibility • **Implementation** - Limited responsibility – may participate in planning for affordable housing.

Housing

Affordable Rental Housing (cont'd)

Responsibility	Federal Government	Provincial Government	Municipal Government	Property Developers	Non-profit Housing Providers and Community Members	Landlords/ Business Sector
Construction & Siting responsibility	• **Legislative** - Secondary responsibility - Maintenance of existing affordable housing developments and programs. Construction of new affordable. housing developments. • **Financial** - Secondary responsibility -Creation and development of new affordable housing. Financial support and subsidization of affordable housing, including co-operative housing. • **Implementation** - Secondary responsibility - maintenance and operation of affordable housing (CMHC, Urban Aboriginal Strategy).	• **Legislative** - Primary responsibility - Creation and development of new affordable housing (Alberta Housing and Urban Affairs). Maintenance and support of existing social housing developments. Apply Alberta Building Code for safety and quality of affordable housing. • **Financial** - Primary responsibility - Creation and development of new affordable housing. Financial support and subsidizing affordable housing initiatives and programs, including co-operative housing. • **Implementation**: Primary responsibility - Construction of affordable housing (Alberta Housing and Urban Affairs). Support for construction of affordable housing developments.	• **Legislative** - Limited responsibility - Zoning for Affordable Housing; Secondary Suite Policies. • **Financial** - Limited responsibility - Some tools to support the creation of affordable housing (e.g. provision of land at below-market, tax and fee exemptions).• **Implementation** - Limited responsibility - Support for affordable housing developments, encouraging the construction of affordable housing through various tools (e.g. density bonusing);. Zoning and land-use support.	• **Legislative –** N/A • **Financial –** Primary responsibility for obtaining financing for construction; may receive subsidies or grants from Province for affordable units. • **Implementation –** Primary responsibility for construction phase.	• **Legislative** - N/A • **Financial** - Limited responsibility - -Some fundraising for creation of affordable housing (i.e. Habitat for Humanity). • **Implementation** - Limited responsibility - building community support for affordable housing developments.	• **Legislative** - N/A • **Financial** - Limited responsibility - Some financial support through donations and foundations Some construction and renovation costs of low-income housing may be financed by the private sector • **Implementation** -Limited responsibility – private construction/ renovation of low-rent apartments and properties.

Housing

Affordable Rental Housing (cont'd)

Responsibility	Federal Government	Provincial Government	Municipal Government	Property Developers	Non-Profit Housing Providers and Community Members	Landlords/ Business Sector
Operational responsibility	• **Legislative** - Limited responsibility - Legislating for affordable housing programs. Creation and maintenance of affordable housing programs (Canada Mortgge and Housing Corporation) • **Financial** - Limited responsibility - Operation and maintenance of affordable housing programs. Financial support and subsidization of affordable housing. CMHC mortgage insurance. • **Implementation** - Limited responsibility - maintenance of affordable housing.	• **Legislative** - Primary responsibility – Maintenance and management of social housing. • **Financial** - Primary responsibility -Funding for Subsidized Housing Units (Alberta housing and Urban Affairs); Subsidies to Non-Profit & Cooperative Housing; Rent Supplement Assistance; Operation and Maintenance of affordable housing. • **Implementation** - Primary responsibility - Management and maintenance of social housing. Can be delegated to non-profit organizations. Health inspections etc. (Alberta Health)	• **Legislative** - Limited responsibility -Zoning for Affordable Housing; Density Bonusing; Secondary Suite Policies. • **Financial** - Limited responsibility –May choose to provide ongoing subsidies through grants or tax exemptions. • **Implementation** – Limited responsibility – enforcement of bylaws and secondary suite policies. Safety inspections.	• **Legislative –** N/A Retains primary responsibility if developer maintains ownership of the facility (see landlords) . • **Financial –** see above. • **Implementation –** May choose to operate rental housing as landlord/property manager.	• **Legislative** - N/A • **Financial** - Limited responsibility -Some fundraising and creation of affordable housing (i.e. Habitat for Humanity). • **Implementation** - Secondary responsibility to non-profits for operation of co-operative housing, social housing as delegated by the Province. Primary responsibility when delegated by the provincial government. Community members may provide secondary suites and co-operative housing units.	• **Legislative** – Owner has primary responsibility • **Financial** - Owner/ operator of low cost rental housing has primary responsibility for general property maintenance. Business sector – may make private financial contributions through foundations and donations. • **Implementation** - Private operators of low-cost housing (i.e. apartment buildings).

Health Infrastructure

Long Term Care Facilities

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups & Committees (e.g. Seniors Services)	Other (Business Community)
Planning responsibility	• **Legislative-** Secondary Responsibility – Health Canada. Canada Health Act. Funding (transferred to provinces) for health services. No responsibility as related to building codes & planning • **Financial** – Secondary Responsibility – Funding of health services through transfers to province. Primary responsibility for on-reserve First Nations health costs & infrastructure • **Implementation --** Secondary responsibility – participation in health planning and prevention efforts. Support through transfer funding.	• **Legislative** – Primary Responsibility – All aspects of health care services are a provincial responsibility (excepting on-reserve First Nations). Delegated to/administered through Alberta Ministry of Health & Wellness (Alberta Health). Primary responsibility as related to Building Codes. • **Financial** – Primary Responsibility – funding & planning of all health services & infrastructure. Delegated to Alberta Health Services Board. Building Codes. • **Implementation** – Primary Responsibility for planning of health services & infrastructure. Building codes.	• **Legislative** – Limited Responsibility. Participation and engagement with health service planning within the municipality. Primary responsibility for zoning/building & traffic planning. • **Financial-** Limited responsibility. Participation in health service planning, including highlighting community needs such as infrastructure shortfalls. • **Implementation** - limited responsibility – participation in planning processes where possible and advocacy for identified community needs. Building & traffic planning as appropriate.	• **Legislative –** Secondary responsibility – as delegated to the Ministry by the Provincial Government (for health related supports). Planning of health infrastructure. • **Financial – Primary** Responsibility – as delegated by Provincial Government. Organizing and support of all aspects of planning for allocation of health infrastructure. • **Implementation – Primary** Responsibility – Implementation of planning processes for health infrastructure.	• **Legislative** – None • **Financial** – Limited responsibility – participation in or advocacy for planning processes • **Implementation** – Limited responsibility – participation in planning processes and advocacy for identified community needs	• **Legislative** - None • **Financial** – Limited responsibility – participation in planning for community needs • **Implementation** – Limited responsibility – participation in planning processes.

Health Infrastructure

Long Term Care Facilities (cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups & Committees (e.g. Seniors Services)	Other (Business Community)
Construction & Siting responsibility (where applicable)	• **Legislative –** Limited responsibility for buildings & funding through province. Canada Health Act. • **Financial –** Limited responsibility – funding of health services through transfers to province. • **Implementation –** Limited responsibility – oversight of funded programs.	• **Legislative** – Primary responsibility. Responsible for Health Infrastructure. • **Financial** – Primary Responsibility – support for health related infrastructure & construction, usually through Alberta Health. **Implementation**- Primary responsibility – construction of health related infrastructure.	• **Legislative** – Secondary responsibility – Participation and support for health related infrastructure. Zoning & Licensing where applicable. • **Financial** – Limited responsibility – options to support infrastructure through partnerships & facilities. • **Implementation –** Limited Responsibility -- Partnerships and planning as related to health infrastructure.	• **Legislative –** Secondary responsibility (as delegated by provincial government). Creation & maintenance of health infrastructure. • **Financial –** Secondary responsibility (as delegated by provincial government). Ensuring adequate infrastructure to support the community. • **Implementation –** Secondary responsibility (as delegated by provincial government). Ensuring the creation & maintenance of adequate health infrastructure to meet community needs.	• **Legislative -** None • **Financial -**. Limited responsibility – fundraising and partnerships where appropriate. • **Implementation** – Limited responsibility – partnerships where appropriate. Community outreach and partnerships where possible and appropriate.	• **Legislative** - None • **Financial** – Limited responsibility – support for community service agencies & programs • **Implementation**- Limited responsibility – options to provide support & in-kind services where appropriate.

Health Infrastructure

Long Term Care Facilities (cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups & Committees (e.g. Seniors Services)	Other (Business Community)
Operational Responsibility	• **Legislative** – Limited Responsibility – Canada Health Act, oversight of health services. • **Financial** – Secondary responsibility – funding through transfers to province. • **Implementation** - Limited responsibility – oversight of funded programs & projects	• **Legislative** – Primary responsibility – operation and management of health services and infrastructure. Delegated to Alberta Health • **Financial** – Primary responsibility – funding and operation of health services & infrastructure. Delegated to Alberta Health • **Implementation**- Primary responsibility – operation of health services & infrastructure. Delegated to Alberta Health	• **Legislative** - Limited responsibility – oversight of zoning, licensing where appropriate • **Financial** - None • **Implementation –** Limited responsibility – licensing and zoning.	• **Legislative –** Secondary responsibility – as delegated by provincial government • **Financial –** Secondary responsibility – funding of health services & infrastructure. Ensuring adequate health infrastructure to meet community needs as delegated. • **Implementation –** Secondary responsibility (as delegated by provincial government) – operation and management of health services & infrastructure.	• **Legislative** – None • **Financial** – None. • **Implementation**- Limited responsibility – operation of some forms of care services, as contracted or funded by governments.	• **Legislative -** None • **Financial** – None • **Implementation** – None

Mental Health and Addictions

Provide enhanced addiction prevention, treatment, and support services including maintenance programs

Continue to support programs to help families deal with stress

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other (community residents, business)
Planning responsibility	• **Legislative** – None • **Financial –** Limited responsibility – May provide funding to support planning processes. Funds the Native Alcohol and Abuse program. Funds mental health and addictions research through the Canadian Institute of Health Research, and the Canadian Centre for Occupational Health and Safety • **Implementation –** Limited responsibility – May participate in planning processes. Oversight of funded projects	• **Legislative** – Primary responsibility – Responsible for planning heath care (Alberta Health) and social programs (Family and Community Support Services) • **Financial –** Primary responsibility – Funding provided to Alberta Health Services, and Alberta Alcohol and Drug Abuse Commission for treatment, counseling Funding transferred to municipalities and local providers for preventative social support programs (Family and Community Support Services, Alberta Children and Youth Services) • **Implementation –** Primary responsibility – Health care services and addictions treatment are provided through Alberta Health, and responsibility for preventative programs may be delegated to local communities	• **Legislative** – Secondary responsibility – Shares responsibility for social programs with province under FCSS cost sharing agreement • **Financial –** Secondary responsibility – The municipality provides 20% and the province provides 80% for preventative services under FCSS • **Implementation –** Secondary responsibility – The municipality develops locally driven, preventative programs under FCSS. Programs can be subcontracted to community agencies.	• **Legislative** – Secondary responsibility – Responsible for health care services and some preventative services (Alberta Alcohol and Drug Abuse Commission) • **Financial –** Secondary responsibility – Funds planning for health care services and addiction treatment services (AADAC) • **Implementation –** Secondary responsibility – Plans general health care services and addiction treatment services (AADAC)	• **Legislative** – None • **Financial –** None • **Implementation –** Limited responsibility – Advocacy and participation in planning	• **Legislative** – None • **Financial –** Limited responsibility – Fundraising and donations • **Implementation –** Limited participation – Participation in setting community priorities when planning for social programs and advocacy

Mental Health and Addictions

Provide enhanced addiction prevention, treatment, and support services
Continue to support programs to help families deal with stress
(Cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other
Construction and Siting responsibility	• **Legislative** – None • **Financial –** Limited responsibility – May finance the construction of new facilities • **Implementation –** Limited responsibility – Oversight of funded projects	• **Legislative** – Primary responsibility – Responsible for providing facilities for social programs and health care services • **Financial –** Primary responsibility – Responsible for funding facilities for social programs and heath care services • **Implementation –** Primary responsibility – Oversight of funded projects	• **Legislative** – Limited responsibility – Zoning, land use planning • **Financial –** Limited responsibility – Redistributes funding provided by FCSS, may be able to provide land or meeting building space, can reduce development fees • **Implementation –** Limited responsibility – Oversight of funded projects	• **Legislative** – Secondary responsibility – Responsible for providing facilities for health care services • **Financial –** Secondary responsibility – Responsible funding facilities for health care services • **Implementation –** Secondary responsibility – Responsible for overseeing funded projects.	• **Legislative** -- None • **Financial –** Limited responsibility – Some capital fundraising for supported projects • **Implementation –** Secondary responsibility – Participation and support of construction in some cases when delegated by the government.	• **Legislative** -- None • **Financial –** Limited responsibility – Capital funding support for facilities (Foundations, local companies, etc.) • **Implementation –** Limited responsibility – Building community support for addictions treatment facilities

Mental Health and Addictions

Provide enhanced addiction prevention, treatment, and support services
Continue to support programs to help families deal with stress
(Cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	Alberta Health	Community Service Groups	Other
Operational Responsibility	• **Legislative** – None • **Financial –** Limited responsibility – Funds the Native Alcohol and Abuse program. May provide funding to other programs. • **Implementation –**Limited responsibility – Oversight of any federally funded programs	• **Legislative** – Primary responsibility -- Responsible for providing social programs health care services • **Financial –** Primary responsibility -- Responsible for funding social programs and health services • **Implementation –** Primary responsibility – Health care services and addictions treatment are provided through Alberta Health. Responsibility for delivering preventative programs may be delegated to local communities	• **Legislative** – Secondary responsibility – The municipality shares responsibility with the province (FCSS) Alberta Health (AADAC) • **Financial –** Secondary responsibility – the municipality contributes funding to preventative programs under FCSS • **Implementation –** Secondary responsibility – Oversight of funded projects	• **Legislative** – Secondary responsibility – Responsible for health care services and addiction treatment services (AADAC) • **Financial –** Secondary responsibility -- Funds medical and substance abuse services. • **Implementation --** Primary responsibility – Delivers health care services and addiction treatment services (Alcohol and Drug Use Commission).	• **Legislative** -- None • **Financial –** Secondary responsibility – Management of organizational finances, some fundraising for specific initiatives • **Implementation –** Secondary responsibility – Operation of counseling programs, support programs, preventative programs, addictions treatment, detox centres (where contracted by the government)	• **Legislative** -- None • **Financial –** Limited responsibility – Some financial support for capital and operational costs (Foundations, donations, capital campaigns) • **Implementation –** Limited responsibility **–** Private counseling and treatment services

Safety and Emergency Services

Improve public safety by improving security and emergency services in rural areas

Responsibility	Federal Government	Provincial Government	Flagstaff County	RCMP/Fire Services	Service Groups /Business /Residents	Private Security Companies
Planning responsibility	• **Legislative-** Secondary Responsibility – Ministry of Public Safety has overall responsibility for RCMP and legislating Criminal Code provisions affecting public safety. • **Financial** – Secondary Responsibility – Partial funding provided to RCMP under intergovernmental agreement. • **Implementation -** – Secondary responsibility – participation in planning policing and promoting public safety. Support through transfer funding to other orders of government.	• **Legislative** – Primary Responsibility – All aspects of enforcing provisions of the Criminal Code primarily through the Ministry of Solicitor General. Pursuant to the Police Act, contracts with RCMP to provide enforcement services. Directly responsible for public security in provincial parks and recreational areas through the Department of Sustainable Resource Development. • **Financial** – Primary Responsibility – funding & planning of all public safety services. Delegated to/ administered through the RCMP. • **Implementation** – Primary Responsibility for implementing public safety measures in the Region.	• **Legislative** – Secondary Responsibility. Contracts with RCMP to provide public safety enforcement pursuant to the Police Act. Participation and engagement with planning and advocating for improved policing within the municipality. **Financial-** Primary responsibility. Funds RCMP and Fire services and the construction and maintenance of local roads, sidewalks, bike lanes and public transit from a safety standpoint. • **Implementation** – Primary responsibility – participation in ensuring that transportation infrastructure is safe. Responsible for developing municipal bylaws relating to safety.	**Legislative –** Primary responsibility for ensuring public safety and security in public places at all times, day and night. **Financial –** Limited Responsibility – Three orders of government provide funding for policing and fire services. **Implementation –** Primary Responsibility – Responsible for enforcing all violations of public safety including criminal activities. Can work with community organizations and citizens to implement Rural Crime Watch program	• **Legislative** - None • **Financial** – Limited responsibility – community initiatives such as citizens foot patrols and similar initiatives responsible for paying own expenses if any. • **Implementation** – Limited responsibility – Citizens, businesses and community groups can participate in Rural Crime Watch	• **Legislative** – Activities regulated by the Security Services and Investigators Act. • **Financial** – None • **Implementation** – Secondary responsibility – can be contracted by the County or other organizations to provide security services.

Safety and Emergency Services

Improve public safety by improving security and emergency services in rural areas (cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	RCMP/Bylaw Services Unit	Service Groups /Business /Residents	Private Security Companies
Construction & Siting responsibility (where applicable)	• **Legislative –** Limited responsibility- oversight of RCMP • **Financial –** Limited responsibility – contributes funding for policing. **Implementation –** Limited responsibility – oversight of funded initiatives.	• **Legislative** – Primary responsibility for deciding where policing (Solicitor General) and public safety resources are allocated. Responsible for deciding where to deploy private security services in provincial buildings, parks and recreation areas. • **Financial** – Primary Responsibility – main funder of policing and security services. • **Implementation**- Primary Responsibility – ensuring location of policing services best meets community security needs.	• **Legislative** – Secondary responsibility – Participation and support for policing infrastructure and volunteer Fire Services. Zoning and permitting approval where applicable. • **Financial** – Primary responsibility – contributes municipal portion to construction and maintenance of policing and fire services infrastructure. • **Implementation –** Secondary Responsibility - ensure that streets, neighbourhoods, parks and other public places follow community safety through proper environmental design principles.	• **Legislative –** Secondary responsibility (as delegated by three orders of goverment). Creation & maintenance of infrastructure for policing and fire services including buildings (e.g. RCMP Detachments), vehicles and related infrastructure. • **Financial –** Limited responsibility (as delegated by provincial government). Ensuring adequate infrastructure to support citizen safety. • **Implementation –** Secondary responsibility (as delegated). Ensuring publicly safety infrastructure is properly located.	• **Legislative -** None • **Financial -** Limited responsibility – may be involved in fundraising for construction of public amenities • **Implementation** – Limited - May be consulted on siting decisions.	• **Legislative** - None • **Financial** – None • **Implementation**- . None

Safety and Emergency Services

Improve public safety by improving security and emergency services in rural areas (cont'd)

Responsibility	Federal Government	Provincial Government	Flagstaff County	RCMP/Fire Services	Service Groups /Business /Residents	Private Security Companies
Operational Responsibility	• **Legislative** – Secondary Responsibility – oversight of RCMP services. • **Financial** – Secondary responsibility – funding through transfers to province. Partial funding of policing operations and public safety initiatives. • **Implementation** - Limited responsibility – oversight of funded programs & projects	• **Legislative** – Primary responsibility - operation and management primarily through Ministries of Solicitor General (policing, security services) and Tourism, Parks and Recreation (parks). • **Financial** – Primary responsibility – for ensuring appropriate funding levels of public safety, emergency services and law enforcement operations. • **Implementation**- Secondary responsibility – operation and maintenance of parks infrastructure and public lands.	• **Legislative** - Secondary responsibility – through Municipal Government Act and Police Act, responsible for ensuring adequate policing and citizen security. • **Financial** – Secondary responsibility. Partial funding from municipal assessment of public safety and crime prevention initiatives. • **Implementation –** Secondary responsibility – implementing public safety and crime prevention initiatives in the County. Enforcement of County Bylaws.	• **Legislative –** Limited responsibility – as delegated by all three orders of government. • **Financial –** limited responsibility – funding received from three orders of government. • **Implementation –** Primary responsibility (as delegated by provincial government) – operation and management of public safety and crime prevention services.	• **Legislative** – None • **Financial** – Limited responsibility – businesses, residents and and non-profit organizations can provide financial support to community safety inititatives and fund raise for equipment. • **Implementation**- Limited responsibility – involvement in volunteer fire departments, citizen patrols and crime watch initiatives. Community residents are encouraged to report suspicious activities to the RCMP.	• **Legislative -** None • **Financial** – None. • **Implementation** – Limited –may be contracted to supplement security services provided by law enforcement agencies.

APPENDIX E Stakeholder & Public Consultation Results

APPENDIX E Stakeholder & Public Consultation Results

A series of stakeholder and public consultations were held to bring together key players in the region around various priority issues identified during the literature review and key informant interviews. The purpose of these stakeholder sessions was to introduce the Social Sustainability Framework process to the residents of the communities and service providers and obtain input on the most important issues being faced by the communities within Flagstaff. The high priority topics addressed by these stakeholder consultations included:

- Demographics
- Families
- Youth
- Seniors
- Housing
- Health
- Transportation
- Safety and Emergency Services
- Education
- Civic Engagement

The initial stakeholder consultations were held in April 2011, in Killam, Sedgewick, and Daysland. These meetings engaged a broader group of key stakeholders in the prioritization of community social issues.

Community consultations with residents were held in May 2011 in a series of workshops across the County, including, Forestburg, Hardisty, Killam and Alliance. These workshops used the results of the literature review, key stakeholder interviews, and stakeholder workshops held in April to identify other issues that may have been overlooked as well as to develop possible solutions and build capacity throughout the community.

The ideas raised in these discussions are summarized in this Appendix.

Stakeholder Consultations
April 2011
Meetings held in: Killam, Sedgewick, Daysland

Below is a summary of the results from all of the stakeholder consultations held in Killam, Sedgewick and Dayland in April 2011. The results are organized by Issue Element. The stakeholders provided ranking for each of the sub issues under each main Issue Element. The ranking is located in the first column of the table, the higher the ranking the more important the stakeholders felt the issue was. The first table on Governance, was not included in the stakeholder ranking process, however it is important for Council and therefore the issues and assets that have been identified are provided below.

Stakeholder Consultations
April 2011
Meetings held in: Killam, Sedgewick, Daysland

	Issues	Assets
	Issue Element: GOVERNANCE/WORKING TOGETHER	
	• Municipal leaders and administrators all support increased collaboration, but feel it could be working more effectively.	• Flagstaff Intermunicipal Partnership
	• County has most of the financial resources (tax base), but County residents access services in the towns and villages. There is a belief that the County does not always pay its share (e.g. Fire services – most of the fires happen in the County).	• regular meetings of the CAOs, and the many organizational Boards that have Council representatives from both the County and the towns and villages
	• Fear of dissolution – villages want to retain their autonomy.	• Family and Community Support Services
	• The towns and villages would benefit from support from County staff (County can hire full time staff, some villages cannot). For example, have some shared positions, such as sustainability coordinator, economic development officer.	
	• Improve communication (needs to be both ways). Villages want to be consulted. Sometimes feel like the County wants to tell them what to do.	
	• Towns and villages could benefit from being able to contract to use County staff and machinery (eg. Road grading).	
	• County has more votes on FIP. There is a feeling that the County wants to make the decisions in joint projects, rather than treating the towns and villages like equal partners.	
	• While smaller villages know they cannot have all the services located in their community, they feel that too many of the services are located in the larger centers. They would like some amenities located in their communities as well.	
	• Consultations often are confined to the larger towns, especially Killam, which means fewer people from the villages attend, in turn resulting in less attention to their issues.	
	• Hold consultations in every community	
	• Boundaries people identify with are not the same as the legal boundaries – People in the County identify with the Town or Village they are closest to. Trading areas make more sense. E.g. People in Hardisty are closer to Wainwright, Provost than the rest of Flagstaff County.	
	Residents and municipal staff are in favour of a regional approach to planning and service provision.	

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

46	Issue Element: SENIORS	Assets
15	• Aging population – will need more apartments, seniors' residences, extended care facilities.	• Seniors organizations, seniors centres
12	• Lack of access to medical care (cardiac specialists, also travel time to see doctors, there are doctors in some communities only a couple of days a week, concern re: delays in emergency care)	• Handi-van- belongs to hospital and can pick-up and drop-off seniors from medical appointments.
8	Service Options for Seniors	• Active seniors community
5	• Seniors are reliant on family to drive them to medical appointments, social events.	
2	• Seniors Lodge is 40 years old.	• Seniors volunteer in the community, are engaged in community life
2	• People 58 to 70 not as engaged – go away for vacations, winter – not around to contribute, volunteer.	• Seniors can contact seniors association and legion if they need a ride and volunteers will help out.
1	• No assisted living in Hardisty – need a few beds there.	• Seniors lodges have vans
1	• Winters can be very lonely for seniors, especially those that are not mobile	• Meals on Wheels – seniors program
	• In addition to medical services for seniors, we need wellness programs.	• Wheels to meals
	• Handivan is very expensive (e.g. $65 to an appointment).	
	• Seniors association and legion– not as many participate as they would like.	

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

32	Issue Element: YOUTH	Assets
8	• Need programs for youth that are directive, affirming	
6	• Community Resource Officer (RMCP) funding ends mid 2012 – they will need to get approved for more provincial funding.	• Community Resource Officers (RCMP) – to interact and engage with youth in communities.
4	• Bullying	
3	• Lack of jobs for youth	
2	• Teen Centers closed in Hardisty, Daysland and Forestburg (could not staff them).	• Nights Alive Plan
2	• School drop out rates	
1	• Drugs, alcohol abuse	• DARE program
1	• Lack of things for youth to do, particularly for those not interested in sports	• Youth programs in Churches
1	• Youth who go to school in other communities also do much of their recreation there; is a loss to their own communities.	
1	• young people leaving the community at 17-18 years old.	
1	• Youth are not getting involved in the training programs and opportunities available in the community.	
1	• Leaders in the community (principals, administration, etc.) are not strongly promoting available community programs and services that can benefit the youth.	• Alberta Community and Co-operative Assocation Youth Camp, Nordegg, AB
1	• Junior high dances were shutdown, possibly because of drugs/alcohol. Need to plan other school events to engage the youth.	
	• Transportation – not all youth are able to get to events in other communities	

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

26	Issue Element: CIVIC ENGAGEMENT	Assets
11	• Engage more youth in volunteering to keep them active in the community.	• Two Women's Institutes– provide social connections and raise funds for important initiatives.
8	• People are experiencing "consultation fatigue" right now. They would like to hear the results of previous consultation exercises.	• Fundraisers very effective – people pitch in – have a real sense of community
3	• People are very busy, hard to get them to turn out for even great/important events	• Emergency response during severe storm – both County staff and residents of rural and urban areas pitched in
2	• Highly reliant on volunteers for provision of services	• Killam is an Active, Creative, Engaged (ACE) Community – has increased volunteerism in that community
2	• Declining volunteer base (both parents working, driving children to and from other communities to attend programs means less free time)– fears of volunteer burn out.	• Killam – ACE held Build Day where over 300 volunteers got together and built skate park and amphitheatre.
	• TV, internet use results in less participation in community events	• Communities have monthly newsletters to keep residents informed
	• Most of the volunteers are aging	
25	Issue Element: HEALTH	Assets
11	• People (especially seniors) sometimes need to leave the County to get access to health care services. Transportation can be expensive.	• health professionals provide high quality care
9	• More home care workers needed in the County	• Covenant Health Care – good rural strategy
3	• Health Care Professionals recruitment and retention	• Shorter wait lists than in cities for appointments and emergency care
2	• Lack of access to Food Bank in Killam for people in other communities.	

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

25	Issue Element: RECREATION/LEISURE	Assets
12	• Towns and villages would like more financial support from the County for facilities	• Let them Be Kids – 50/50 fund matching on equipment costs for parks.
3	• Very few arts and cultural activities in the region.	• Theatre, Concert series in Forestburg
3	• Smaller communities find it very difficult to match contributions from the County.	• Natural resources – lakes, trails, wildlife
2	• Aging recreation facilities	• Lougheed only community that still has annual agricultural fair
2	• Revisit per capita funding for recreation from County - very difficult for small communities to do anything with that level of funding. Perhaps their share per capita could be somewhat larger?	• Killam – Build Day – volunteers got together and built skate park for youth. Working on outdoor amphitheatre. Raised funds through grant from AB Parks & Rec and also community fundraising.
1	• Duplication in recreation services (bowling alleys, ice rinks)	• Drama Clubs, do dinner theatre
1	• Need recreation facilities in every community	• Many recreational groups
1	• Campsites in Hardisty get filled up with workers from the oil industry	• Art Days – offer grants for people who want to participate.
	• Allocation of recreation funds by Ag Societies may not always reflect community desires (e.g. balance sports with culture)	• Agricultural Societies provide recreation facilities, maintain them.
		• Rodeo in mid June.

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

24	Issue Element: ECONOMY	Assets
8	• Need economic diversification	• Canadian Youth Fund (for youth under 30) to start businesses in the community.
5	• Local stores cannot compete with big box stores, nearby larger urban centers	• Proximity to local markets (Camrose, Edmonton)
4	• Many local businesses are not participating enough in business training and making their businesses more efficient. Community Futures offers business training, however they said many businesses are not taking advantage of this. This reduces the	• Community Futures offer a free youth camp in Cypress Hills. The youth get involved in starting a business. (However not enough people are taking advantage of this opportunity).
3	• Lack of special initiatives to attract value added or diversification investment into the County.	
2	• Community Futures offer support to get funding for value-added businesses, however people do not want to invest out of their own pocket. (Through Western Economic Diverstification)	
1	• Chamber of Commerce could be a stronger organization	
1	• Agriculture dependent on energy inputs that will continue to increase in cost	
	• Farms more labour efficient – same land under cultivation, but need fewer employees	• Economic alliances: Battle River Alliance for Economic Development, Economic Developers of Alberta, Trail of the Buffalo Tourism Association, and Alberta Community Economic Development Network.
	• Reliance on resource industries – agriculture, oil, coal, makes the region susceptible to economic cycles	• Flagstaff County Economic Development is working together with Community Futures to promote small business training throughout the County.

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

17	Issue Element: EDUCATION	Assets
10	• School board cutbacks, lay off teachers in the community.	• Adult Learning Center/Battle River training Foundation
6	• Schools closing (Strome, Lougheed) as a result of declining school age population (smaller families).	• Augusta College in Camrose
1	• Low levels of education	• PACE in Sedgewick for high school upgrading (but may close)
	• Community no longer able to raise funds for school programs through the canteen (food not healthy)	• Library, seniors centers have public computer terminals with internet access
	• School drop-out rate	• Motivational speakers come to schools and talk to kids about careers, benefits of education, drugs.
	• No post-secondary training opportunities in Flagstaff	
	• Some youth are interested in post-secondary education but expect others to pay for it.	
	• Not everyone has access to computer, internet to take on-line courses	

13	Issue Element: DEMOGRAPHICS	Assets
6	• Losing young people	• Retirees and Young people do come back – more mobile workforce
3	• Stagnating population	• Young people do come back – with education, experience
3	• "Snow Birds" who leave for warmer climates in the winter – means less community volunteers, less opportunities/services for us left behind	• All ages are involved in community life.
2	• Reduction in social services as population declines	• Events are well attended by all ages.
	• Aging population	• Safe communities, high quality of life

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

11	Issue Element: TRANSPORTATION	Assets
11	• Efforts to collaborate regionally in service provision is somewhat stymied by lack of effective public transportation system	• Seniors lodges have vans
	• Would be difficult to finance higher levels of service because of low population levels, large territory to cover.	• Seniors association/legion have volunteers willing to transport seniors.
	• No taxi available in the County, no Greyhound bus service	• Camrose Neighbour Aid Program will drive people to appointments.
	• Seniors, youth and parents of young children have transportation challenges.	• Alberta Health has a list of volunteer drivers who can pick up blood supplies.
		• Rail line – production cars already being used to move agricultural production cheaply and efficiently
		• Rail line allows for future development of energy efficient transportation system

9	Issue Element: SAFETY/EMERGENCY SERVICES	Assets
7	• More financial resources for training volunteer firefighters – they have to miss work for training.	
1	• Alcohol and drug abuse	• DARE, ADAC worker
1	• Crime.	• Very safe communities – low levels of crime
	• Child protection now in Camrose; too far away, slow response time and lack of familiarity with the region.	• Community Resource Officer – works well with schools, other organizations
	• Rural Crime watch no longer operating	

Stakeholder Consultations
April 2011
Meetings held in:Killam, Sedgewick, Daysland

9	Issue Element: FAMILIES	Assets
6	• Lack of licensed, regulated child care.	• Flagstaff Family Resource Center in Killam
2	• Need supports for young parents	• Parents for Fun program – educates parents about the importance of the early years
1	• Family violence	• Flagstaff Initiative to Spousal Abuse and Trauma (FIRST)
	• Long bus trips for some children to travel to school.	• Forestburg Learn and Play
	• "Oil worker widows" are not technically single parents, but end up raising their children without support from the absent father.	• Formal preschool programs exist in many of the communities
	• Family alcohol and drug abuse which may trickle down to youth.	• Teaching & Independent Parent Support program (TIPS)
	• Sandwich generation – family stress	• Early intervention programs re: mental health (but are waiting lists)

3	Issue Element: ENVIRONMENT	Assets
2	• Highly dependent on personal vehicles for transportation.	• Waste reduction program
1	• Potential impact on agriculture of climate change.	• Water conservation program
	• Limits to water resources.	• Bio-fuels projects
	• Energy conservation	
	• Food Security	

Public Consultations
May 2011
Meetings held in:Forestburg, Hardisty, Killam, Alliance

Below is a summary of the results from the public consultations held in May 2011 in Forestburg, Hardisty, Killam and Alliance. The meeting involved residents of the community identifying and prioritizing social issues. The Consultants provided them with "Sustain A Bucks", which was a limited amount of funding that they could use towards identifying which potential actions for the social issues they wanted the funding to go towards. This process was used because it enables residents to understand that Council has limited funding and needs to prioritize the social issues in the community and identify where funding should be targeted. The results* below provide a summary by Issue Element of the amount of funding that was given to each potential action. The higher the amount of funding provided to each potential action, the more support that was received by residents for this.

Potential Actions	Forestburg	Killam	Alliance	Hardisty	Total
Issue Element: SENIORS					
Continue to work with the province to provide additional affordable units of multi-family, seniors housing, and seniors assisted living	315	210	70	50	645
Utilize Wheels to Meals model to bring isolated seniors to social events, such as meals, theatre, seniors programs, etc.	100	50			150
Advocate for continued provincial funding for Services Options for Seniors program out of Camrose.	0		50	20	70
Work with province to identify funds for renovations (or replacement) of Seniors Lodge.	0	10			10
Develop a Seniors strategy (with seniors!)					

Public Consultations
May 2011
Meetings held in:Forestburg, Hardisty, Killam, Alliance

Issue Element: YOUTH	Forestburg	Killam	Alliance	Hardisty	Total
Provide financial resources and staff and volunteer support to assist youth to plan and implement a community youth event. The first event could be small scale, using local talent. As the youth gain experience and confidence, they could receive funding to implement a full scale youth conference for the County and neighbouring regions.	55	170	25		250
Provide small seed grants via an application process to youth to plan and carry out youth events.	120				120
Work with youth to hold a youth conference on substance abuse and bullying; ask them to develop solutions.	50	50	15		115
Establish a youth Council to give youth a voice in the community,.	100				100
Establish a non-profit association to focus on youth programming.	10	70		20	100
Start up a Youth Facebook Group. Encourage High School Grads to sign up for a Young Adult Facebook Group (this can be used to invite them back for school reunions and for special community events). Can be used to collect information on youth in the community and stay in touch with them in the future.	5	50			55
Hold annual Youth Awards to publicly acknowledge youth who are doing good things in the community.	10	20	10		40
Establish a youth club to plan fun events for youth in the community.	20				20
Start up a Youth Web Page with information on community events, training and employment opportunities, etc. Involve youth in the designing of the web page and updating of content.	0			20	20
Advocate for continued funding for Community Resource Officer.	5	10			15
Revisit Nights Alive Plan, and explore whether some components of the plan can be implemented as a pilot project.	10				10
Work with youth, school staff to implement a "Stay in School" initiative.	0			5	5
Train parents/volunteers on how to work with youth					
Involve Church youth groups in County youth initiatives.	0				0
Use Handi-vans and car pools to transport youth to events within (and without) the County.	0				0
Issue Element: HOUSING	**Forestburg**	**Killam**	**Alliance**	**Hardisty**	**Total**
Continue to work with the provincial and federal governments to access funding for affordable rental housing.	0	235	50	15	300
Develop an Affordable Housing Action Plan.	5			55	60
Work with oil companies to explore utilization of modular housing units for temporary workers, which can be offered for sale to communities with a shortage of affordable housing once the construction projects are complete.	0				0
Encourage landlords (and homeowners) to access the Residential Rehabilitation Program, including the secondary suite program.	0				0
Town and County web sites provide information on rental housing available, real estate operators in the County.	0				0
Work with financial institutions to ease access to mortgages for families wishing to buy homes in Flagstaff.	0				0
Issue Element: CIVIC ENGAGEMENT	**Forestburg**	**Killam**	**Alliance**	**Hardisty**	**Total**
To get more youth volunteering, work with schools to introduce volunteering training/programs through the school. They could even job shadow senior volunteers and then help to fill volunteer positions.	15	210	50	80	355
Consider establishing a volunteer program in the County, with a volunteer coordinator who would help recruit and place volunteers with varous organizations in the County.	25	125	15		165
Explore introduction of the Active, Creative, Engaged Commuinities (ACE) program in the County.	0			100	100
Through an on-line survey, ask community members what the barriers are to participating in events and meetings; work to reduce and eliminate these barriers wherever possible.	0			20	20
Educate adults about digital citizenship	0				0
Have youth involved in Council as youth liaison - attend, report back to youth. (Rotating position with youth taking turns)	0				0
Have youth leadership and volunteer program in schools (eg. Similar to Killam school program - block patrol, Grand Pals).	0				0
Provide regular updates on ongoing projects, particularly those that involve significant community engagement. Keep Town and Village Councils informed of progress on various initiatives. County and municipal websites should be updated regularly with status of projects.	0				0
Utilize social media (e.g. Facebook, Twitter) to engage youth (and adults) in community happenings.	0				0

Public Consultations
May 2011
Meetings held in:Forestburg, Hardisty, Killam, Alliance

Issue Element: HEALTH	Forestburg	Killam	Alliance	Hardisty	Total
Continue to utilize regional approach to recruiting and retaining health care professionals; explore expanded use of nurse practitioners.	100	35	15	260	410
Introduce Food Voucher program through Food Bank that allows recipients to shop in their own community. They would be able to obtain these vouchers through local non-profits if they are registered for Food Bank.	85	10			95
Advocate to Alberta Health for increased home care.	0	50			50
Utilize the ride share program described below to assist people to attend medical appointments.	0				0
Video appointments with out of town family doctor, rather than driving to Camrose. (routine or non=urgent cases)	0				0
Mental health resources - on-line (some people may want to access services outside community for more anonymity)	0				0
Utilize Nurse Practitioners					
Better access to dieticians, nutritionists (prevention).	0				0
Issue Element: EDUCATION	**Forestburg**	**Killam**	**Alliance**	**Hardisty**	**Total**
Explore ways and means to keep small schools open (There is a Flagstaff group looking at sustainability of rural education)	0		15	470	485
Form a Flagstaff School Board					
Explore distance learning opportunities with local tutors to encourage local young people to further their education.	0			140	140
Explore potential for a charter school with a less academic focus for youth interested in farming, trades, etc.	10		10	30	50
Promote student apprenticeships with Local businesses.	20				20
Have career days in local high schools with business representatives talking about potential careers in the region.	5		5	10	20
Partner with universities and colleges - to do rural research	0				0
Issue Element: COMMUNITY	**Forestburg**	**Killam**	**Alliance**	**Hardisty**	**Total**
Create an Equestrian Centre using the former arena in Forestburg	700			150	850
Establish a regional Art Foundation				265	265
Hire a Community Regional Coordinator for Community Development (Economic, Tourism, Social Services)	0	225	10		235
Support a Regional Community Beautification Program	0	5		50	55
Stay connected with youth via social media; send out invitations to come back for special events; send them notices of local job opportunities.	0				0
Utilize social media to plan, organize and advertise community events.	0				0
Issue Element: TRANSPORTATION	**Forestburg**	**Killam**	**Alliance**	**Hardisty**	**Total**
Explore expanded use of handi-vans or Atco bus to take seniors and youth to and from programs. This could be user pay, but explore the availability of subsidizes to keep costs nominal. (E.g. programs utilizing the service could budget some dollars for transportation)	20	10	15	90	135
Work with Battle River Railway to bring in visitors for special regional festivals promoting local products, services and talent.	110	5			115
Work with existing services such as Camrose Neighbour Aid / Legion and Seniors centres to coordinate volunteer drivers and match them with seniors and others needing transportation to appointments. Ensure community residents are aware of these services..	105		5		110
Set up a simple on-line and telephone ride share program. It could include a volunteer driver component, with drivers "vetted" by the RCMP, and a set reimbursement for km driven, as well as a less formal program that simply connects people who want to share rides to events, hockey practices, etc.	50			5	55
Participants supported the idea of using handi-van - need to look at insurance needs- hi cost if using volunteers (prefer professional drivers)	0				0

Public Consultations
May 2011
Meetings held in:Forestburg, Hardisty, Killam, Alliance

Issue Element: SAFETY/EMERGENCY SERVICES	Forestburg	Killam	Alliance	Hardisty	Total
Consider bringing in additional substance abuse prevention programs, such as the "Parents as Preventers", "Professioinals as Preventors" and or the school-based "Making Decision Series" offered by the Alcohol & Drug Education service http://ades.bc.ca/Home/Default.html	20	100	25	10	155
Explore increased funding for firefighting, including sponsoring fundraisers.	100			10	110
Explore re-establishing rural crime watch and block parent programs.	20			30	50
Advocate to the provincial government for increased funding for treatment programs.	0	5			5
Work with the province to address concerns regarding child protection services.	0				0
Issue Element: FAMILIES	**Forestburg**	**Killam**	**Alliance**	**Hardisty**	**Total**
Work with local child care operators and organizations such as Flagstaff Family Resource Centre and Forestburg Learn and Play to develop a child care network to provide mutual support and shared training opportunities.	100	20	15		135
Advocate to the province for additional funding for early intervention programs for mental health.	60	50			110
Continue to work with Flagstaff Family Resource Centre, Parents for Fun, and TIPS, to provide support programs for families.	20	5			25
Explore establishment of a community-based anti-violence and anti-bullying program/committee	20		5		25
Develop policies around home-based child care that encourage safety, and professional training and development. Provide free advertising for child care operators that meet certain requirements.	0				0
Work with Alberta Resource Centre for Quality Enhancement to provide training and support for home based child care programs, such as the "Learning through Play" workshop. http://www.arcqe.ca/	0				0
Community Values	**Forestburg**	**Killam**	**Alliance**	**Hardisty**	**Total**
• The community should provide services and programs to engage youth in the community	8	7	2	7	24
There should be a strong sense of community where neighbours know each other, neighbourhoods are welcoming and include people from various ethnic backgrounds, age groups, incomes and physical abilities	1	12	2		15
• Neighbourhoods should be well served by some type of public transit, cycling and pedestrian facilities, offering an attractive alternative to automobile use	1			9	10
• Housing should be diverse, affordable and flexible, allowing residents to remain within the community at all stages of their lives	2	2		5	9
• Neighbourhood commercial centres in the County should be vibrant places that combine opportunities for housing, shopping, social and recreational activities.	0	2		4	6
• The community should be safe and secure enough that residents feel comfortable participating in all aspects of community lif	1	3	1		5
• The community should be a child and family friendly place and create opportunities for healthy childhood development	1				1

APPENDIX F Potential Social Indicators

Flagstaff Social Sustainability Framework Potential Indicators[59]

GOVERNANCE

Goal: Increased collaboration between the County and the towns and villages

Indicators:

1. # shared positions (salary jointly funded by County and at least one other Town or Village within the County.
2. # joint projects (either jointly funded, or funded by senior governments and/or other sources)

Source: Flagstaff County (Finance Department)

Goal: Improved communication between County, Towns and Villages

Indicators:

3. Council agendas are shared with other Councils in the Region.
4. There is an annual "Council of Councils" retreat, and the majority of elected councillors participate.
5. # times the County, Towns and Villages consult with each other.

Source: CAO, administrative staff

COMMUNITY DEMOGRAPHICS

Goal: Stable or growing population

Indicators:

6. Population Growth

Source: Statistics Canada Federal Census
Baseline: Population change between 2001 and 2006 Federal Census: -5.0%

Goal: To attract young people back into the community, particularly former residents.

[59] Note: All baseline data provided is for the Flagstaff County. Baseline year is 2006 unless otherwise indicated.

Indicators:

7. Change in the proportion of population between ages 20-39 (by 5 year cohorts).

Source: Statistics Canada Federal Census

Baseline: Based on 2006 Statistics Canada Federal Census approximately 18% of the population is between the ages of 20-39, as seen in the table below.

Age cohort	Flagstaff County	Province of Alberta
20 to 24 years	4.42%	7.64%
25 to 29 years	3.71%	7.31%
30 to 34 years	4.28%	7.12%
35 to 39 years	5.71%	7.23%

YOUTH

Goal: Increase in positive activities for youth

Indicators:

8. # of youth programs in community.
9. # of youth participating in community programs.
10. $ spent on youth programming.
11. # special youth events and # youth participating.

Source: Community Recreation Liaison Coordinator, Dept. of Parks & Culture

Goal: Increase in youth employment

Indicators:

12. Participation Rate for age 15 to 24
13. Employment Rate for age 15 to 24

Source: Statistics Canada Census (special run)

EDUCATION

Goal: Increase level of educational attainment

Indicators:

14. High school completion rates/drop-out rates
15. # of youth applying for post-secondary education (requesting transcripts)

Source: Battle River School Division

SENIORS

Goal: increase supply of housing and supportive housing for seniors.

16. Indicator: Number of units of designated seniors housing by type.

Source: Planning & Development

Goal: Increase supply of extended care beds.

17. Indicator: number of extended care (long term care) beds.

Source: Alberta Health Services

Goal: Increase amount of home support available

18. Indicator: # of home care providers, # seniors served.

Source: Alberta Health Services

FAMILIES

Goal: Increase in number of licensed/registered childcare spaces

Indicator:

19. # licensed childcare spaces.

Source: Alberta Health Services, Community Care Facility Licensing

Goal: Stronger families

Indicator:

20. # children in Ministry care

Source: Children & Youth Services

SAFETY AND SECURITY

Goal: Reduction in Alcohol and Drug Abuse

Indicators:

21. # of crimes where alcohol and/or drugs are involved.
22. # of drinking and driving offenses.
23. # of public disturbances where alcohol and/or drugs are involved.

Goal: Reduction in spousal abuse

Indicators:

24. # of active “K” files.

Source: RCMP

HOUSING

Goal: Increase in affordable rental stock.

Indicators:

25. Number of rental units
26. Rental rates
27. Proportion of households paying more than 30% of income on housing.

Source: Statistics Canada Census

Baseline:

90 rental units (7.9% of total housing stock)
Median monthly payments for rental units $292

Source: Statistics Canada Census (special run)

Goal: Increase diversity of housing by increasing number of multi-family (apartment) units.

Indicators:

28. # of apartment units

Source: Planning & Development, Building Permits

Baseline: 0 apartment units

HEALTH

Goal: Good access to health services

Indicators:

29. Number and type of health services available within the Flagstaff Region
30. Wait times to access various health services

Source: Alberta Health Services

31. Travel time spent to access health services

Source: County survey

(Note: travelling outside the County to access specialists would not necessarily be a problem if there was good transportation.)