

OUR INCLUSIVITY

BEAUMONT SOCIAL MASTER PLAN

JUNE 2019

urban
matters



We respectfully acknowledge that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Metis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.

June 13, 2019

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ACKNOWLEDGMENT&COMMITMENT

The work of developing a Social Master Plan was guided by the Beaumont Interagency Group (BIG) and gathered input from residents (survey, open house, and focus groups), City staff, and Mayor & Council. In moving forward to make Beaumont an inclusive, accessible and healthy community, members of BIG are committed to supporting the City throughout the implementation of the plan through innovative program delivery, advocacy for services, partnerships for increased service levels, and collaboration across organizations.

The following BIG organizations are:

- Alberta Child & Family Services Authority
- Alberta Health Services (Addictions & Mental Health, Public Health, etc.)
- Any interested Beaumont & Area agency or organization
- Beaumont Community Youth Centre (BCYC)
- Beaumont FCSS
- Beaumont RCMP
- Bibliothèque de Beaumont Library
- Black Gold Regional Schools
- Health for 2
- Leduc – Beaumont – Devon Primary Care Network
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- Rise Up Society
- St Thomas Aquinas Catholic Schools
- Tacit Knowledge
- The Ministerial/Faith Community (currently including the Eglemont Church and Beaumont Community Church)

Thank you to the community members and services providers who already do so much to make Beaumont a great place to live and raise a family.

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1 EXECUTIVE SUMMARY

Our Inclusivity is to provide direction for social supports and services including the identification of important roles and partnerships required within the region and with other levels of government for Beaumont over the next 10 years. It also acknowledges the importance of community relationships and capacity building required to build a vibrant and inclusive community.

The plan seeks to embrace the complexity of today's social fabric and recognize the roles, responsibilities, and opportunities within Beaumont to ensure residents have sustainable and inclusive access to supports that make them feel connected to their community.

Our Inclusivity is a tool to guide decision making, set future direction, identify important connections, and support the alignment of policies and practices both inside and outside the City government.



Enhance the well-being of Beaumont residents through compassion, inclusion, and resiliency.

All individual outcomes of *Our Inclusivity* directly link to the *Our Beaumont Strategic Plan* principles and are:

- ✓ BASIC NEEDS
- ✓ ACCESS TO SERVICES
- ✓ PARENTING SUPPORTS
- ✓ SAFETY AND SECURITY
- ✓ EQUITY AND SECURITY

The process and development of the Beaumont Social Master Plan *Our Inclusivity* was led and supported by Beaumont FCSS, however, implementation and execution of the plan will require a "whole of government" response in collaboration with community partners to achieve success.

Demographic Highlights

Understanding community demographics and trends makes it easier to identify how to serve Beaumont residents more effectively and improve their social determinant of health outcomes.

2.8% increase in population from 2017 to 2018

32.7 average age of Beaumont resident



39% of renter households spend more than 30% of their income on shelter

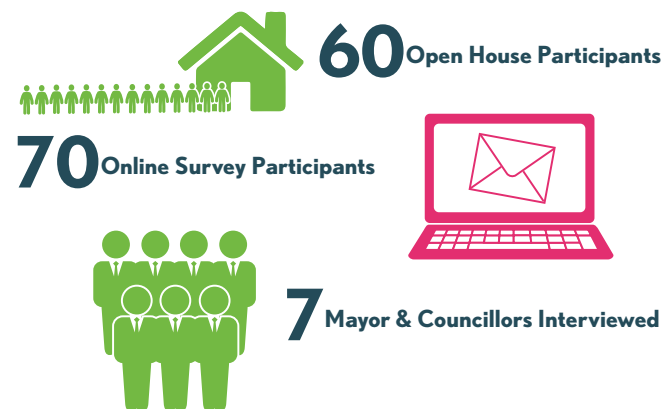
0 to 14 largest age group



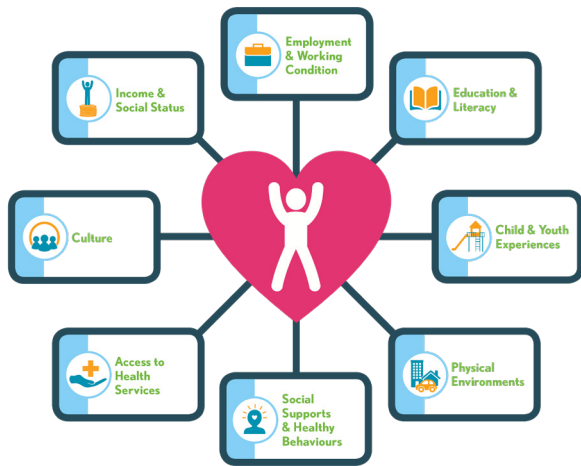
37% of people who live in Beaumont work in the City of Edmonton

As such, Beaumont has a relatively young population compared to other areas in the region with a larger aging population.

Engagement Highlights



Social Determinants of Health



Goals of the Social Master Plan

Collaboration and Partnerships

Create and foster collaboration and partnerships across community partners (non-profit organizations, businesses, service clubs, etc.) and other levels of government

Capture Voices

Capture the voices of those with lived experiences of complex social challenges to inform and create solutions that meet their needs

Reduce Barriers

Reduce inequalities and stigmas related to accessing social supports in the community

Respectful and Inclusive Action

Ensure actions are inclusive and respectful of all residents including gender identity, ethnic background, and Indigenous Peoples culture

OVERARCHING ACTIONS

Developing an annual implementation plan supports the timing of Council's budget allocation and puts resources towards policy areas. Additionally, a set amount of dollars from each funding cycle could be set to one or more recommendations from the social master plan so that there is a continual and gradual shift to a healthier and more connected community.

Early Implementation

- ✓ Host an 'Implementation Primer' to initiate Internal organizational readiness and community readiness
- ✓ Ensure staff capacity that has a skill set to bring a social lens to municipal and community issues, work collaboratively, facilitate community discussions, advocate for social change, and monitor trends
- ✓ Sharing staff roles between departments to increase inter-departmental collaboration
- ✓ Participate in regional/provincial roundtables and discussion
- ✓ Foster capacity and relationship among BIG to recognize emerging trends and gather input and partnership for action
- ✓ Establish processes for identifying and responding to emerging social issues
- ✓ Ensure program planning and implementation includes lived experience voices and empower citizen participation
- ✓ Provide sufficient resources for social planning initiatives, and ensuring inclusion in annual budget. This is an opportunity for inter-departmental collaboration and joint budgeting for projects

Long - Term

- ✓ Incorporate social planning into development and policy planning to ensure community social priorities are considered in municipal planning process
- ✓ Develop social planning grant program to support capacity building and implementation of plan actions

IMPLEMENTATION

City of Beaumont staff, in consultation with Beaumont Interagency Group will develop a detailed annual implementation plan that could help Council commit a set amount of dollars during each funding cycle.

MONITORING AND EVALUATION

Conduct annually through regular updates to Council on progress including connections and successes in linking to other City operational and directional plans, informed by BIG, City departments, and people with lived experiences.

2 INTRODUCTION

This Social Master Plan, *Our Inclusivity*, acknowledges and builds on the successful growth, development, and livability of Beaumont while encouraging newcomers, businesses, and social supports to invest and thrive in Beaumont over the next decade. *Our Inclusivity* recognizes the capacity of the City relative to other levels of government and community in the provision of social supports and draws ties to the United Nations Sustainable Development Goals that require a call to action to create peace and prosperity for people and the planet, now and into the future.¹

The foundation for this plan relies on understanding and addressing social determinants of health inequities that contribute to poverty. As defined by the World Health Organization, the social determinants of health are the conditions in which people are born, grow, live, work and age. The circumstances are shaped by the distribution of money, power and resources at global, national, and local levels.²

The purpose of *Our Inclusivity* is to provide direction for social supports and services including the identification of important roles and partnerships required within the region and with other levels government for Beaumont over the next 10 years. It also acknowledges the importance of community relationships and the capacity building required to build a vibrant and inclusive community.

2.1 Context

Local governments in Alberta are governed by the *Alberta Municipal Government Act*. *Our Inclusivity* aligns with the expectations set out in the Act through our required statutory plan, the Municipal Development Plan also known as *Our Complete Community*. This plan expands on the Municipal Development Plan goals, as it addresses matters related to social development within the City. It is noted that this is a non-statutory plan and should be reviewed and considered in conjunction with *Our Beaumont* (Council's Strategic Plan 2017-2021) and *Our Complete Community*. It is designed to action the goals established in *Our Beaumont* and *Our Complete Community* related to Beaumont's social environment and accompany the other Directional Plans fostering cross-departmental relationships to address current and future demands in the community for social supports. This means that connections between actions in this plan can be easily linked, setting them up for important organizational implementation and mutually beneficial relationships both internally and externally.

In addition, *Alberta's Social Policy Framework* provides provincial direction related to programs, supports and investments the province has committed to in building a strong and vibrant province. This plan is linked to the provincial mandate as it provides valuable connections and recognition of the partnerships required to enhance Beaumont's quality of life.

Our Inclusivity was developed with the guidance of residents, the Family and Community Support Services Department (FCSS), cross-functional department teams, and a group of core collaborators representing community organizations contributing to well-being in Beaumont. FCSS' relationships with vulnerable residents and community partners offered comprehensive insight into key social trends, engagement opportunities with residents, and access to key community stakeholders representing both the region and local support services.

¹ United Nations Sustainable Development Goals - <https://sustainabledevelopment.un.org/?menu=1300>

² World Health Organization Social Determinants of Health - https://www.who.int/social_determinants/sdh_definition/en/



This plan recognizes that implementation requires a ‘whole of government’ response and community partnerships to strengthen residents’ well-being. Research and consultation framed this plan; however, it is acknowledged that this is a snap shot in time and should be treated as a ‘living’ document and may require amendments from time to time.

2.2 Policy Considerations

The priorities and actions for *Our Inclusivity* centre on the goal of enhancing the well-being of all Beaumont residents. Since the City often holds a secondary or limited responsibility for many social services, some of the options available to the City involve communications, advocacy, facilitation and capacity building with and between community agencies and other levels of government.

In addition, the FCSS team is in a unique position to provide direct services related to well-being and can also be a connection between the experiences of vulnerable people in the community to other departments responsible for enhancing and delivering broader community services.

Through the process of creating the plan there was recognition that various influencers in the community will be required to successfully implement. As such, the policy statements identified are relevant to the roles and responsibilities that the City can play and influence.

Our Inclusivity is a tool to guide decision making, set future direction, identify important connections, and support the alignment of policies and practices both inside and outside the City government.

MUNICIPAL LEADERSHIP INVOLVES:

- Communication
- Advocacy
- Facilitation
- Capacity building

2.3 Community Capacity

A key component of successful implementation includes the collaboration and capacity building of the community to respond to community social issues. Community roundtables, committees and initiatives play a vital role in linking services and providing more effective and efficient service delivery structures. It is important that City staff continue to work with community agencies to best understand emerging trends, collaborate on service delivery, and coordinate advocacy efforts.

While there are several regional committees for staff to participate in, the Beaumont Interagency Group (BIG) will be a key catalyst in advancing this plan.

BEAUMONT INTERAGENCY GROUP

The Beaumont Interagency Group is a coalition of organizations that work together to coordinate community resources and enhance collaborative relationships in social support services for the residents of Beaumont. Chaired, organized, and facilitated by Beaumont FCSS, BIG meets quarterly and as needed. Running since 2006, BIG started with the intention of operating as a collective with the following goals:

- To create and maintain partnerships/relationships between community service providers
- To build community capacity to ensure sustainability of resources and partnerships
- To enhance awareness of the existing community resources
- Discuss issues and actions taken by each agency
- To highlight strengths, identify barriers and discuss options to promote healthy change



The membership of BIG consists of, but are not limited to, representatives from the following organizations that provide services in Beaumont:

- Alberta Child & Family Services Authority
- Alberta Health Services (Addictions & Mental Health, Public Health, etc.)
- Any interested Beaumont & Area agency or organization
- Beaumont Community Youth Centre (BCYC)
- Beaumont FCSS
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BIG members are the most direct service and program providers for Beaumont’s most vulnerable populations. As a result, they were engaged as Core Collaborators for the development of the plan and will support its implementation.



3 COMMUNITY DEMOGRAPHIC PROFILE

Understanding community demographics and trends makes it easier to identify how to serve Beaumont residents more effectively and improve their social determinant of health outcomes. This section provides a snapshot of the Beaumont’s community as to:

- Changes in population growth
- Population age
- Income & Family types
- Labour Force & Work destination

This section is not intended to be comprehensive but rather highlight areas of change that support the engagement feedback and actions identified in this plan. Beaumont completes an annual census and more detailed statistics and analysis can be found on our website.³

3.1 Changes in Population Growth

According to municipal census data from 2018, the City of Beaumont has a population of 18,829. This represents a 2.8% increase over the population in 2017, which was of 18,320. Beaumont has been growing rapidly. According to Statistics Canada census data from 2016, Beaumont saw a 29.4% growth between census periods from 2011 to 2016.⁴ Table 1 shows the City of Beaumont’s historical growth based on municipal census data.

Table 1: Historical Growth Over 10 Years

YEAR	POPULATION	INCREASE	PERCENTAGE
2008	10,820	1,071	11%
2009	11,794	974	9%
2010	12,586	792	6.70%
2011	13,287	701	5.60%
2012	13,977	690	5.20%
2013	14,916	939	6.70%
2014	15,828	912	6.10%
2015	16,768	940	5.90%
2016	17,720	952	5.70%
2017	18,320	600	3.40%
2018	18,829	509	2.80%

A fast-growing population means more people in the community to provide a reasonable level of service to that allows the community to thrive in a sustainable way. This can often be challenging for municipalities with limited time to plan proactively versus being reactive.

³ Beaumont Municipal Census information - <https://www.beaumont.ab.ca/184/Municipal-Census>

⁴ Source: Statistics Canada Census 2016



3.2 Population Age

According to municipal census data from 2018, Table 2 shows that 0 to 14 is the largest age group (22%) followed by 35 to 44 and 25 to 34 (15% and 11%) respectively. The average age of the population is 32.7. As such, Beaumont has a relatively young population compared to other areas in the region with a larger aging population.

Table 2: Age Groups 2018

		0-14	15-24	25-34	35-44	45-54	55-64	65+
	<i>Beaumont</i>	4,120	1,614	2,099	2,817	1,854	1,753	1,159
<i>Source: Municipal Census, 2018</i>								

A younger population results in shifting priorities for certain services and programs that favour early childhood, youth, and young families. Without the appropriate amenities, programming, and or services to the population, residents must leave the community to gain access.

Exploring children more closely, we can see through the latest Early Development Instrument (EDI) Community Report (2018) that measures a child’s level of vulnerability in any one or more well-being domains shows that most children are thriving in the community.⁵ However, approximately 12.5% of children assessed are experiencing vulnerabilities in one or more domains of physical health and well-being, social competence, emotional maturity, language and cognitive development, and community and general knowledge. To reduce these vulnerabilities, it is important for Beaumont to continue to invest in social supports for families to help children thrive.

3.3 Income & Housing

In terms of income, census data from 2016 shows the median total income of households is \$134,443. The median total income for a lone-parent household is \$78,165 and the median total income for a one-person household is \$63,128. The median total income for economic families in 2015 is \$141,056 with the average size of economic families being 3.3.⁶

When looking at economic families more closely in terms of deciles⁷, 23% are found in the bottom half of the income distribution. This demonstrates that there are residents in Beaumont who may require additional supports in the community to have a healthy quality of life.

⁵ Beaumont Early Development Instrument Final Report 2018. http://ecdcoalitions.org/wp-content/uploads/2018/03/EDI_BEAUMONT.pdf

⁶ Source: Statistics Canada Census 2016

⁷ Economic families are broken down into decile groups by Stats Can. This provides a better breakdown of who is generating the least (bottom decile) to the top (highest decile) in income.



Table 3: Economic Family Income Decile Group for the Population in Private Households - 100% Data

	FAMILIES	MEN	WOMEN
In the bottom half of the distribution	4,030	1,865	2,165
In the bottom decile	550	245	310
In the second decile	540	220	320
In the third decile	765	355	415
In the fourth decile	965	445	520
In the fifth decile	1,200	610	600
In the top half of the distribution	13,315	6,850	6,465
In the sixth decile	1,550	770	780
In the seventh decile	1,960	975	985
In the eighth decile	2,445	1,250	1,195
In the ninth decile	3,455	1,795	1,660
In the top decile	3,905	2,060	1,840
<i>Source: Statistics Canada 2016</i>			

Examining housing affordability, it is estimated that 39% of tenant households in non-farm, non-reserve private dwellings spend 30% or more of their income on shelter.⁸The Canada Mortgage and Housing Corporation has stated that a conventional method of housing affordability threshold is a shelter cost to income ratio of 30%. Meaning a significant portion of renter households in Beaumont are facing housing affordability issues.

To improve this situation for renter households Beaumont requires increased investment in resources towards shelter costs. Housing investments across the entire housing continuum (supportive housing, affordable housing, and market housing) ensure residents have choices and the right housing supports should circumstances in their life change.

3.4 Labour force

Beaumont’s labour force is made up of 9,975 people (53% of the population). Table 4 shows that there are 9,260 employed and 720 unemployed and approximately 2,775 who are not in the labour force which, in part, represents youth eligible for work and others receiving government financial supports (welfare, disability benefits, or pension income).⁹

Table 4: Labour Force Status

Total - Population aged 15 years and over by Labour force status - 25% sample data	12,755
In the labour force	9,975
Employed	9,260
Unemployed	720
Not in the labour force	2,775
Participation rate	78
Employment rate	73
Unemployment rate	7

⁸ Source: Statistics Canada Census 2016

⁹ Source: Statistics Canada Census 2016



An important percentage of Beaumont’s labour force works outside of the City. Based on municipal census data, 37% of people work in Edmonton alone. Table 5 shows that, after Edmonton, the most important work destinations are Beaumont, other municipality in Alberta, and Nisku respectively.

Table 5: Work Destination

LOCATION	TOTALS	PERCENTAGE
Beaumont	1,446	13%
Nisku	610	6%
Leduc	414	4%
Edmonton	3,971	37%
Airport	216	2%
Other Municipality in Alberta	959	9%
Outside of Canada	21	0%
Other Province in Canada	81	1%
Other	212	2%
Prefer not to answer	2,711	26%
Total	10,641	100%

Source: 2017 Municipal Census Population Report found at <https://www.beaumont.ab.ca/ArchiveCenter/ViewFile/Item/143>

The lack of employment opportunities in the community of Beaumont results in residents relying on services in other communities in which they work. This creates a lack of investment in the local economy and impacts multiple social determinants of health domains.

4 SOCIAL POLICY

As defined in Alberta’s *Social Policy Framework*, social policy expresses how we care for (and about) one another, and it influences our development as people and a society. It is about how we work, live, and spend our time and it helps determine how we come together to meet human needs like housing, employment, education, recreation, leisure, health, safety, and the care of children.¹⁰

It is important to recognize that creating a strong social environment is not in isolation of creating a strong vibrant economy or protecting our environment. In fact, it is important to recognize each of their contributions in how we thrive in communities.

A social policy ensures that as a community we are continually checking in and advocating for the health and well-being of everyone. This means creating a vision, goals and actions that supporting everyone having the opportunity to participate fully in and contribute to our community.

To establish broader connections to other policies, strategies, and programs, this plan is rooted in addressing our social determinants of health. Casting a health equity lens on this policy provides context to the various components that comprise our quality of life essential to achieving the quality of life we want for ourselves, our families, and our communities.

¹⁰ Alberta’s *Social Policy Framework* (2013). <https://open.alberta.ca/publications/6214203>

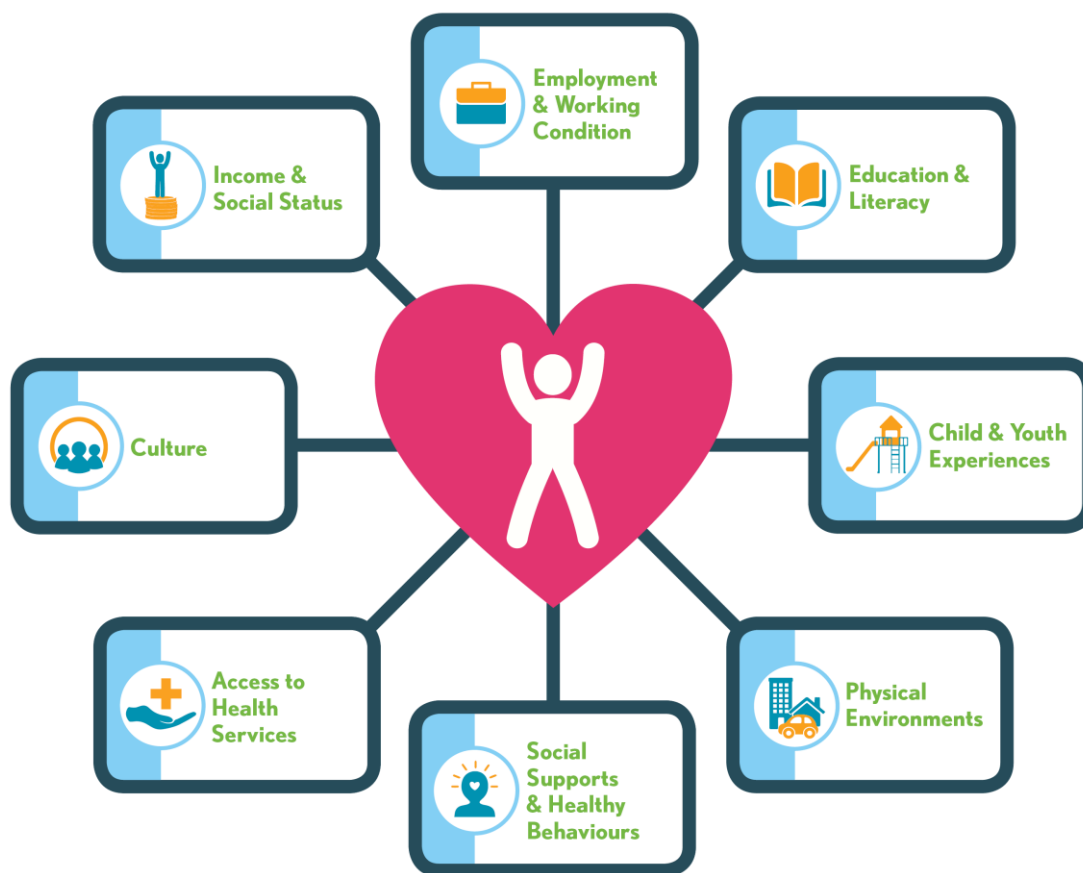


4.1 What are the Social Determinants of Health?

The World Health Organization and Government of Canada have clearly defined a broad range of personal, social, economic and environmental factors that determine individual and population health. These refer to a specific group of social and economic factors that relate to an individual's place in society, such as income, education or employment. Experiences of discrimination or historical trauma are also important social determinants of health for certain groups such as Indigenous Peoples.¹¹









Canada's Social Determinants of Health was used as a framework for engagement in developing *Our Inclusivity* to understand gaps and opportunities in quality of life aspects for residents of Beaumont. It is recognized that many of the domains within the plan are not solely within the jurisdiction of a local government and rely on other levels of government and community partners to address.

As a first step in the development of the plan, the social determinants of health were presented to City Council, the Beaumont Cross Functional Leadership Team, the FCSS team and the Core Collaborator stakeholder group to ensure they were understood and relevant. As a result, the following 8 domains and their subdomains are shown on the following page.



¹¹ Government of Canada's Social Determinants of Health. <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>



Social Determinants of Health Domains	Subdomains
 <p>1 INCOME AND SOCIAL STATUS</p>	<ul style="list-style-type: none"> A. Employment and income security B. Poverty reduction C. Food security
 <p>2 EMPLOYMENT AND WORKING CONDITION</p>	<ul style="list-style-type: none"> A. Community economic development B. Internal HR at Beaumont
 <p>3 EDUCATION AND LITERACY</p>	<ul style="list-style-type: none"> A. Education opportunities (cradle to grave)
 <p>4 CHILD AND YOUTH EXPERIENCES</p>	<ul style="list-style-type: none"> A. Early childhood B. Child care services C. Youth services D. Civic engagement of children and youth
 <p>5 PHYSICAL ENVIRONMENTS</p>	<ul style="list-style-type: none"> A. Community safety B. Transportation, mobility and accessibility, walkability C. Affordable Housing D. Aging in place E. Emergency preparedness
 <p>6 SOCIAL SUPPORTS AND HEALTHY BEHAVIOURS</p>	<ul style="list-style-type: none"> A. Diversity and inclusion (gender, special needs, immigrants, Indigenous, LGBTQ, etc.) B. Community connectedness (isolation) C. Parenting D. Coping Skills & Healthy Living
 <p>7 ACCESS TO HEALTH SERVICES</p>	<ul style="list-style-type: none"> A. Mental health and addictions B. Physical health
 <p>8 CULTURE</p>	<ul style="list-style-type: none"> A. Arts & culture B. Recreation C. Civic engagement and volunteerism



4.2 How does social policy shape communities?

Today's social challenges are a complex web of interconnected issues and systems that require a more coordinated and collaborative response across governments and community organizations. A traditional system of social supports focused on reducing the negative impact on social problems in an isolated or individual way and did not always consider the root causes and focus on preventing or reducing those social problems. As health inequalities continue to rise, communities are being challenged to consider the drivers of change that recognize the complexity of services and barriers for people to access the right services at the right time; the growing income gap between people impacting one's social capital and connectedness that contributes to positive health outcomes; and the challenges of providing sustainable programming and services in the face of population growth changes.¹²

Our Inclusivity seeks to embrace the complexity of today's social fabric and recognize the roles, responsibilities, and opportunities within Beaumont to ensure residents have sustainable and inclusive access to supports that make them feel connected to their community.

5 SOCIAL MASTER PLAN APPROACH

A critical success factor in the development of this plan was a detailed engagement approach that considered and included the voices of people with lived experience representing people with disabilities, seniors, youth, and families, as well as, key influencers involved in supporting change in the community. It should be noted, that more work is required to gather detailed input from Indigenous Peoples, LGBTQ2S+, and newcomers. This can be done during implementation and incorporated into this plan as needed.

5.1 Engagement Approach & Results

The communications and engagement approach included, key stakeholders, and collaborators providing an opportunity to collaborate and inform the goals, strategies and plan of action to improve the social determinants of health outcomes for all residents of Beaumont. Deeply entrenched and complex social and health challenges such as those emerging in Beaumont require collaboration and social innovation. This is achieved when individual organizations and sectors work together to bring their expert knowledge and experience to a common agenda.

The approach to engagement were twofold:

- The engagement of those with lived/living experience as 'first voices should be first priority', and;
- Introduce and develop buy-in for collective impact.

Individuals with lived/living experiences were a priority in engagement. A variety of engagement tactics were proposed to ensure these voices were prioritized and recognized during the development of the plan, and to empower their ongoing involvement in the Plan's subsequent implementation.

¹² Alberta's Social Policy Framework (2013). <https://open.alberta.ca/publications/6214203>



The inclusion of First Voices (i.e. families, seniors, youth, those living with disabilities) was planned throughout the process, meeting them where they were, connecting with them through FCSS team members, and including them in group discussion where they wanted to participate.

Complimentary to the public/first voice engagements we approached the community service provider input from a collective impact capacity building approach. Collective impact is the commitment of a group of influencers from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. As a result, we worked with BIG throughout the process encouraging collaboration and deep thinking.

Finally, we reviewed and analysed all the engagement feedback from all the public engagement events in 2018 to gather comments related to the social determinants of health. As well, we scanned existing plans and actions, to identify how those plans addressed various aspects of the social determinants of health to link them to this plan. The plans that were part of this analysis included:

- *Our Beaumont* Municipal Strategic Plan 2017-2021
- *Our Complete Community* – Municipal Development Plan
- FCSS & Early Childhood Development Needs Assessment Actions Plan
- Beaumont Early Childhood Development Framework
- Child Care Service Plan 2019-2022
- Beaumont Environmental Master Plan

A comprehensive What We Heard Summary Report is available for greater details and insight in each respective engagement piece that contributed to the development of this plan.

ENGAGEMENT ACTIVITIES

To support the creation of *Our Inclusivity*, several engagement activities were held between November 2018 and May 2019. The schedule for the project was follows:



CORE COLLABORATOR WORKSHOPS

The Beaumont Interagency Group (BIG) engaged as the Core Collaborators to support the development of the plan. Each organizational member of BIG provided services in the community and represented the voices of those they directly serve. As well, they were a conduit to the important first voices required to deepen our understanding.



Overall, three (3) workshop meetings were held with BIG throughout planning process. These meetings focused on the following:

- Informing the intent and purpose of *Our Inclusivity*
- Updates on the development of *Our Inclusivity*, including engagement highlights
- Understanding the organizational members of BIG and how they contribute to quality of life of Beaumont residents
- Barriers that organizations see as impacting Beaumont residents with possible solutions to address in the future

KEY THEMES

Throughout the workshops and meetings, the most common and recurring themes in discussion included the following:

- Meeting basic needs, like finances, debt, employment, housing is difficult for clients
- Barriers to accessing services, including transportation, stigma, finances, etc.
- Complex needs and issues that require multi-system collaborations
- Program and service awareness or the support to navigate the support system need improvements
- Programs and services for people with disabilities is lacking

INTERNAL STAFF ENGAGEMENT

The Cross Functional Leadership Team made up of leadership from Beaumont’s City departments, contributed to our understanding of emerging trends, key issues, and opportunities for collaboration and growth across department. Participants recognized that the intent of the was to tie into the goals set out by *Our Beaumont* and *Our Complete Community*. To support their growth and understanding, two workshops, team meetings and interviews were held to gather insights and feedback on how they viewed their departments contribution and influence on the Social Determinants of Health domains, emerging issues and trends for residents of Beaumont, and what they needed for support in implementing this plan.

KEY THEMES

Some highlighted topics of interest include:

- Growing disparity in terms of disposable income
- Low availability of affordable (subsidized and unsubsidized) housing
- A tax base highly dependant on residential tax
- Majority of residents rely on working outside of Beaumont
- Schools are at capacity with the need for more senior secondary or post secondary opportunities
- Need for transportation system
- Need for more diverse or specialized medical or health care services
- Interest in tapping into regional initiatives and working with regional partners
- Large “over worked” volunteer base
- Growing diversity in the community and need for gathering spaces to accommodate



FIRST VOICES FOCUS GROUPS

Over March 11th and 12th, 2019, focus group engagement meetings were held to receive input from those with lived or living experiences. These groups were organized as Seniors, People with Disabilities, Youth, and Families with the support and input from Beaumont FCSS as to groups that may be most underserved in the community. Overall, the intention was to learn and understand what the current gaps and assets in the community are related to their quality of life in Beaumont.

KEY ISSUES

For **Seniors**, contributions towards a good quality of life focused around the :

- ability to live independently with appropriate housing and affordable standards of living,
- having access to good physical and mental health care, and
- opportunities for social interaction.

Seniors would prioritize suitable, affordable and accessible housing, having tax breaks or financial assistance to access services, and transportation access to improve their quality of life in Beaumont.

People with Disabilities viewed having a good quality of life as appropriate and equal opportunity to inclusion in the community:

- job opportunities,
- social activities,
- access to community amenities and services.

This focus group prioritized the need for transit, affordable housing, and inclusionary programs to improve their lives in the City.

For **Youth**, a good quality of life means

- having strong leadership and fiscal spending aligned with community needs,
- feeling safe,
- being treated fairly and justly, and
- access to health care.

Youth prioritized amenities that were appropriate for their demographic to enjoy life in the community, also highlighting the need for job opportunities and addressing broader citizen and community needs.

Finally, for the **Families** Focus Group, contributions towards a good quality of life focused around:

- community connectedness,
- safety, and
- affordable, diverse, and accessible services.

This group prioritized the need for strong early childhood development and quality childcare, communication on available programs, leveraging community capacity, and sustainable planning.



PUBLIC OPEN HOUSE

On April 2, 2019 Beaumont FCSS hosted their annual outreach event at Bibliotheque de Beaumont Library. Among the booths engaging citizens with activities and educating them on the services they provide, an extra booth was used to engage the public on the Social Master Plan.

A series of poster boards were used to help guide residents through the process of developing the plan and gather input from them. Input focused on understanding how well residents felt their or their family's quality of life needs were being met, respective to specific social determinants of health. As well, we asked for specific comments or recommendations on ways to improve their quality of life.

Participants were informed of the opportunity to provide further input online through an online survey and were asked to pass along the information to other residents in their networks.

KEY THEMES

Highlights from the Open House saw participants wishing to see the following:

- More active transportation
- More and affordable transit
- Schools for growing youth population
- Resources for special needs families
- Youth appropriate activities in the community
- Indoor playground
- Dog park
- Urban agriculture opportunities (Beekeeping or Chickens)
- Adult / Family LGBTQ+ meeting groups
- Addressing Racism
- Out-of-hours medical care access, including x-ray, ultrasound
- New and expanded facilities for Arts and library services



PUBLIC ONLINE SURVEY

A public online survey was open from April 2 to 18, 2019. It asked residents to provide feedback about which social determinants of health were being met in Beaumont, and which ones were not being met. A total of 70 submissions were made to complement the other engagement pieces completed.

The results from the public survey showed a majority having positive experiences to a few social determinants of health domains, specifically Income & Social Status and Physical Environment. A few key social determinants of health domains that had fewer positive results were Employment, Child & Youth Experiences, Access to Health Care, and Culture.

KEY THEMES

Respondents specifically pointed out the following:

- having a split experience with access to employment,
- only 35% satisfaction towards access to quality or appropriate child-care,
- lack of transportation for seniors results in relocation to Edmonton to access services
- less than half of respondents feeling healthy and well
- 43% of respondents having negative experiences in terms of health care and access to a family doctor and other supports they/their family might need (specialists or specialized services)
- 41% of respondents feeling that they have the social supports they need and want for their themselves and their families
- 31% of respondents having negative experiences in accessing arts and culture programming, shows, and classes for themselves or their family.

INTERVIEW WITH MAYOR AND CITY COUNCIL

Mayor and Council were interviewed via phone to understand how they saw the City was currently addressing quality of life needs for residents, how they would like to see the City contributing to quality of life needs of residents, how they saw the Plan fitting into the Municipal strategic plans, and how they would like to see collaboration in implementation of the Plan. Their insights and perspectives helped inform gaps and opportunities to work with FCSS and community to address Beaumont residents' quality of life needs.

KEY THEMES

Some key points from interviews include the following:

- Desire for on-going communication and education from the “on-the-ground” organizations that provide the social programs and services on the status of what is happening in the community
- Increasing access to physical and mental health services to Beaumont residents
- Proactive planning to understand impact of built facilities/infrastructure and impact to social services
- Meetings gaps in activities for youth in community
- Effective collaboration to create joint vision, goals, and targets



5.2 Best Practices Research

The development of a social plan is a relatively new, but increasingly more common, approach municipalities are taking to address social well-being in their communities. For Beaumont to be successful in its endeavour of creating its own social master plan, it is key to draw on the knowledge and experience of municipalities with a similar composition and context as Beaumont who have taken key steps with social planning. A best practice review of four similar Alberta communities (Chestermere, Okotoks, Spruce Grove, and Leduc) was undertaken to understand the possible processes and outcomes associated with social planning.

The topics that were explored with municipal staff members from each community were:

1. Their social planning approach;
2. The organizational structure of social planning within their municipality;
3. How social planning was either a stand-alone plan or nested within other municipal policies; and
4. What internal capacity existed to deliver on their policies.

The following key insights and recommendations were identified through this exercise:

SOCIAL PLANNING APPROACH

- Political leadership and backing on the topic is key
- Putting financial resources to key services or amenities that fall under the social determinants of health (e.g. subsidized transit)
- Including broader aspects of social planning and health that may seem challenging to tackle such as crime prevention, youth mental health, domestic violence and reconciliation
- Engagement is as important in this area of planning; therefore, some municipalities have specific engagement plans to ensure specific demographics are included (e.g. A Youth Engagement Plan and an Indigenous Engagement Improvement Strategy)
- Education, awareness and supports around drug response and the opioid crisis
- Social supports including: child and youth support, adult and family support, elder support, bullying support and family violence supports through help lines, counselling, programming and courses

ORGANIZATIONAL STRUCTURE

- Community Services Department who oversees Community and Social Development is a key approach for implementation
- Family and Community Support Services (FCSS) in each respective community played a lot of the lead roles and were highly involved in social and health planning
- In one municipality there was a Social Development Branch within their FCSS

SOCIAL PLANS OR FRAMEWORKS WITHIN OTHER POLICIES

- One municipality had a Social Sustainability Plan
- Culture, Social and Health pillars nested within a Sustainability or Strategic Plan is a common approach
- One municipality used a Social Wellness Framework
- One municipality has a specific plan directed to Reducing Poverty and Homelessness



INTERNAL & EXTERNAL CAPACITY

- Having dedicated staff to implement these initiatives is important. Some of these roles include:
 - A Diversity and Inclusion Strategist
 - A Senior Coordinator for Social Planning and Development
 - A new officer hired to implement Homelessness strategies
 - Having coalitions or collaboratives to address the issues is key. Some of the ones developed are:
 - Coalition on Mental Health
 - Most municipalities are still experiencing the need for more staffing and capacity to implement these initiatives
 - More work needs to be done around internal organizational readiness
 - More work needs to be done around community readiness

Overall, it appeared that having a dedicated, comprehensive social master plan for a community of similar size to Beaumont was less common, but that separate initiatives that were woven together comprised social planning approaches. The municipalities that were working on social planning initiatives appeared to think outside the box and critically examine how they engage with various demographics such as seniors, youth, people with disabilities and Indigenous peoples. Lastly, it was common to hear that capacity and both organizational readiness and community readiness were barriers or challenges that most interviewed personnel were seeing in their work.

5.3 Responsibility Matrix

A Social Responsibility Matrix was created for Beaumont as a tool to support implementation. The intent of this tool is to understand the various levels of government and local stakeholders and what level of responsibility they hold in terms of legislative, financial, or implementation, through a planning and program development, operational, or evaluation lens, referencing the social determinants of health.

The Social Responsibility Matrix helps identify who major groups and partners are in ensuring quality of life needs are met by residents of Beaumont. It also identifies where there may be gaps, and new opportunities to partner or find advocates to improve upon the current state. As priorities, programs, funding opportunities change and shift, so does responsibility, gaps, and opportunities. It is therefore important to treat this tool as a dynamic lens to view and understand how all stakeholders can contribute to the well-being of Beaumont residents.

Please refer to Appendix A for the full, detailed look at the Social Responsibility Matrix.



6 EMBRACING SOCIAL CHANGE

Our Inclusivity provides focus and direction articulated through the following approach:

- Social policy goals supported by *Our Beaumont* Strategic Plan 2017-2021;
- A clear vision for what we want the community to look like by implementing this plan;
- Principles aligned with the *Our Beaumont* and *Our Complete Community* to guide decision making, actions, and behaviour;
- A description of roles and responsibilities for everyone involved in the success of this plan achieving its vision;
- Desired outcomes that can be achieved through implementation; and
- Actions that respond to the community's priorities.

6.1 Goals

The following goals support how Beaumont and the community will achieve the vision. These were developed with the Core Collaborator team and include:

1. Create and foster collaboration and partnerships across community partners (non-profit organizations, businesses, service clubs, etc.) and other levels of government;
2. Reduce inequalities and stigmas related to accessing social supports in the community;
3. Capture the voices of those with lived experiences of complex social challenges to inform and create solutions that meet their needs; and
4. Ensure actions are inclusive and respectful of all residents including gender identity, ethnic background, and Indigenous Peoples culture.

6.2 Vision

Enhance the well-being of Beaumont residents through compassion, inclusion, and resiliency.



6.3 Outcomes

Throughout the engagement process a series of outcomes were identified reflecting both individuals and systems. These have been separated into two sets that acknowledge the desired outcomes Beaumont residents will experience and the desired outcomes for the organizations supporting the system change to meet the desired individual outcomes. All outcomes directly link to the *Our Beaumont* Strategic Plan principles.

INDIVIDUAL OUTCOMES

BASIC NEEDS	have all needs related to income, shelter, food, and clothing met.
ACCESS TO SERVICES	participate in programs and services that are welcoming, inclusive and respectful of diversity in culture and one's abilities.
PARENTING SUPPORTS	develop the knowledge, skills, and learning necessary to raise healthy vibrant children through access to recreational activities, transportation, and income supports when in financial need.
SAFETY AND SECURITY	feel safe and free from abuse and violence.
EQUITY AND SECURITY	support themselves and their families through training and employment opportunities.

SYSTEM LEVEL OUTCOMES

ENGAGEMENT & INCLUSION Residents have equal access to social services that recognize and respect cultural diversity and inclusion. This includes knowing where to receive updates, provide feedback and contribute to the creation of programs and services.

REGIONAL COLLABORATION Policies across the local government and community are aligned and working together to address complex issues.

EXCEPTIONAL SERVICE DELIVERY Beaumont programs and services are human-centred, results-oriented, and transparent.

INTEGRATION Directional plans across the organization complement each other and are balanced to achieve outcomes.

ADAPTABILITY Programs and services share emphasis on prevention and intervention building on strengths while addressing needs.



6.4 Recommended Actions

This portion of the plan outlines the actions items recommended to foster a more livable Beaumont for everyone. These actions are the product of extensive document review, exploring best practices in local government social policy, and consultation with social support stakeholders, local government staff and Council, and the public.

The actions are organized into two categories – 1) overarching actions that are required over the duration of the plan to ensure success; 2) by the social determinants of health to demonstrate the specific topic areas of importance for the community. All actions are connected to various municipal plans including *Our Beaumont* Strategic Plan’s strategic pillars for change and goals and the priorities within *Our Complete Community* Municipal Development Plan. This ensures alignment and forward direction for the City. We also recognize other operational plans that have been recently developed and have linked them where applicable. These include: Beaumont Environmental Master Plan, FCSS & Early Childhood Development Needs Assessment Action Plan, Beaumont Early Childhood Development Framework 2018, Child Care Service Plan 2019-2022, and the FCSS Needs Assessment Research Executive Summary.

Some terms used to describe City involvement in the action items of this plan can be interpreted in different ways. The definitions below are intended to clarify the usage of certain specific terms in context of this document:

SUPPORT/ DEVELOP	Direct some form of resource allocation (staff hours, capital, grants, exemptions, etc.) towards a project or initiative; or, in terms of municipal or other policy concur with said policy, and/or encourage application of a certain approach.
PARTNER/ CO-DESIGN	Promote, network, and/or encourage collaboration amongst different groups; share research into promising models; and/or participate with a planning committee for a particulate initiative or project. <i>Note: the use of partner and partnership in this plan does not indicate an intent to provide capital investment, grants, subsidies, exemptions, or other means of financial support.</i>
CONSIDER	Review existing regulations, bylaws, planning documents, or opportunities for possibility of change from current status, whether by bylaw amendment, plan update, or participation in initiative.
EXPLORE OR INVESTIGATE	Conduct initial analysis of a potential opportunity – more preliminary and often less resource-intensive than “consider”.



PRIORITIZATION

It is expected that the actions articulated in this plan will be assigned priority on an annual basis as part of collaborative implementation with City staff and community organizations. We recognize that complex systems over a 10-year period may change. Annual prioritization ensures initiation on actions based on resource availability, organizational capacity, alignment of other priorities, and community capacity.

OVERARCHING ACTIONS

The following overarching actions are required for the plan to be effective, support the identification of emerging issues and ensure the City has the capacity to engage with community agencies over time across a range of issues over the next 10 years. The early implementation actions will set the plan up for long-term success and should be implemented within 1-3 years. The long-term actions require organizational change and innovation that requires additional time and can be established over the 10-year cycle of this plan.

Early implementation

- Host an 'Implementation Primer' both within the organization with staff and Council, as well as out in the community. Internal organizational readiness and community readiness are key drivers in seeing successful implementation of health and social initiatives.
- Ensure staff capacity exists to support plan implementation and engage with community to monitor trends and progress.
 - Staff should have a skill set that will:
 - Bring a social lens to a variety of municipal and community issues
 - Work collaboratively with stakeholders
 - Facilitate community discussions on key social issues
 - Advocate for social change and community development
 - Monitor social trends
 - Staff roles could be shared between departments to increase inter-departmental collaboration and/or new shared positions could be created when budget and support is available.
 - Consider initial funding opportunity from the Alberta Community Partnership Grant Program
- Develop an internal development referral committee comprised of all departments to support the planning team in their review of developments. This will ensure cross-departmental insights are gathered, knowledge transferred, and capacity building among staff in the City. It will provide an opportunity for ongoing dialogue and input of the actions in this plan.
- Foster the capacity and relationships among the Beaumont Interagency Group as a source of insight into emerging trends and a place to gather input and partnerships for action.
- Establish a process for identifying and responding to emerging social issues.
- Participate in regional/provincial round tables and discussions to align goals across the region and share emerging trends and local knowledge.
 - For example:
 - Intercity Forum on Social Policy (meets 2x a year)
 - Alberta Living Wage Network



- Alberta Poverty Reduction Network
- Primary Care Network
- Ensure program planning and implementation includes lived experience voices and empowers citizen participation.
- Provide sufficient resources (staff time, funding, infrastructure, etc.) for social planning initiatives ensuring they are included in the annual budget with acknowledgement that some projects cross fiscal years. This also provides an opportunity for inter-departmental collaboration and joint budgeting for projects that have dual/multiple impacts (e.g. affordable access to public transportation, creation of affordable housing, etc.).

Long-Term

- Incorporate social planning into development and policy planning, to ensure that the social priorities of the community are considered in municipal planning processes.
- Develop a social planning grant program to support capacity building and implementation of plan actions. This could be leveraged with local community foundation supports as an opportunity for partnership.

See Appendix B for social determinants of health specific actions.

7 IMPLEMENTATION, MONITORING AND EVALUATION

Beaumont is a thriving community that will continue to grow over the next 10 years. It is an important milestone for the City at this point to acknowledge the years of collaborative work amongst the social serving agencies and the Family and Community Support Services department. Many of the actions in this plan continue to support community collaboration and a ‘whole of government’ approach to address the issues identified through this planning process.

It is recommended that City of Beaumont staff, in consultation with the Beaumont Interagency Group and community organizations develop a detailed annual implementation plan to ensure actions are being implemented and that staff can monitor progress and report to Council and the community on our successes.

Developing an annual implementation plan supports the timing of Council’s budget allocation and putting resources to policy areas. Additionally, Council could commit to putting a set amount of dollars each funding cycle to one recommendation set forth from the social master plan so that there is a continual and gradual shift to a healthier and more connected community.

The assignment of funding and when actions are implemented requires leveraging the support of other partners. Developing this on an annual basis provides the opportunity to appropriately assess costs and the estimation of hours it would take to get some of the recommended action items off the ground.



MONITORING & EVALUATION

During the engagement process members of BIG and FCSS acknowledged that this plan sets out the higher-level direction and actions but when it comes to the intimate details of a program including key partners, support partners, funding, barriers to success, and measures of success that this should be done at time of implementation of the action.

As stated above, monitoring and evaluation should be conducted annually through regular updates to Council on progress including connections and successes in linking to other operational and directional plans within the City. To ensure the public remains informed on the progress a webpage on the City's website should be created where updates, successes, and reports to Council can be shared.

Input on the successes of the plan should be gathered from a variety of sources including BIG, City departments, and folks with lived experience. Gathering testimonials and quantitative data based on specific actions with further highlight progress being made.

Annual reports also supporting the 'living document' aspect of the plan and should allow for amendments to be made along the way as they are supported by the community and City Council. It will be important to take a critical look at the progress in year five to determine how progress is being made and identify any new barriers or opportunities for growth. This could be a time to set some additional targets that are more easily understood after a few years of implementation as capacity of both the City and community should be stronger.



APPENDIX A

Responsibility Matrix



SOCIAL RESPONSIBILITY MATRIX

INTRODUCTION

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

Responsibilities have been divided into three general categories:

- **Policy Development** – Involving the coordination, participation and development of policy planning and development for services in a community. The form of planning processes may vary significantly, depending on the scope of policy and level of authority and jurisdiction involved.
- **Operations** – The day-to-day operation of the social service in question
- **Evaluation** – The qualification and quantification of social outcomes, impacts, and effectiveness of projects or programs on the community.

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 / program development, operations or evaluation 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 to a community service
- **Secondary responsibility** – 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 City of Beaumont Departments (for example Family & Community Support Services (FCSS), Parks, etc.), Government of Alberta Ministries or agencies (such as Alberta Health Services, STAR Catholic Schools, Black Gold Regional Schools etc.), and Community Partners (for example, Leduc Regional Housing Foundation, Tacit Knowledge, Health for 2, etc.) and 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.

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 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, through Alberta Health commissioned a report on mental health and wellness in Alberta with numerous recommendations. Canadian Mental Health (CMH), a federally-funded organization to help action some of the recommendations in the report. FCSS at the municipal level, has become a Champion for mental health and wellness initiatives in many municipalities across Alberta to also further action to the recommendations from the report. Further federal funding and support from CMH has provided the 211 call services for mental health supports. Each level of government has a responsibility and role to play in sharing the responsibility to mental health supports. 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.

LIMITATIONS: This information may not be completely accurate and was gathered from available through sources like the Government of Canada, Government of Alberta, City of Beaumont website at the time of development, and is subject to changes due to changing government programs and priorities.

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.

1. INCOME AND SOCIAL STATUS

Including: a) Employment and Income Security; b) Poverty Reduction; and c) Food Security

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – Primary: Pension Benefits Standards Act, 1985 Financial – Primary: Funding programs Implementation – Primary: update plans and programs accordingly 	<ul style="list-style-type: none"> Legislative – Primary: Employment Pension Plans Act, 2000 Financial – Primary: GoA budgets Implementation – Primary: GoA provides supports for Employment and Income Security 	<ul style="list-style-type: none"> Legislative – Secondary: Development Plans and Zoning for Commercial spaces (for groceries) Financial – None Implementation – Secondary: Business License approvals by Planning and Economic Development 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: Organizations budget and fundraise for initiatives Implementation – Primary: takes feedback from other interagency organizations to inform needs 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Operational Responsibility	<ul style="list-style-type: none"> Legislative – Primary: Pension Benefits Standards Act, 1985 Financial – Primary: Employment Insurance (EI) Benefits, Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: adhering to Employment Pension Plans Act Financial – Primary: GoA Operational Budgets and FCSS Funding Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary/Secondary: Department Subsidies, budgets, FCSS grants Implementation – Limited: FCSS Provides referrals to other agencies for employment or financial supports 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary/Secondary: Organizations budget and fundraise for operations; Support through grants Implementation – Primary: Food Bank and Christmas Elves provides supports for Food Security 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – Primary: programs are reviewed regularly on efficacy Financial – Primary: funded internally to be completed Implementation – Limited: hires for external assessments to be completed. 	<ul style="list-style-type: none"> Legislative – Primary: programs and acts are reviewed Financial – Primary funded internally to be completed Implementation – Primary: Addressing feedback 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: internal or granting evaluation needs Implementation – Primary: Internal evaluation, numbers of clients, etc. 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

2. EMPLOYMENT AND WORKING CONDITION

Including: a) Community Economic Development; and b) Internal Human Resources

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: Offers grants Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: Offers grants or tax credits through Community Economic Development or Regional Economic Development Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Secondary: Human Resources Department follows Laws/Acts Financial – Primary: Economic Development and Human Resources Department budget and services Implementation – Primary: Economic Development Department; Human Resources department plans 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Operational Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: offers grants Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: Alberta Charter of Human Rights, Workers Compensation Board (WCB) Financial – Primary: Offers grants Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: HR Department; Economic Development Department Financial – Primary: Economic Development budget, HR Department Budget Implementation – Primary: Economic Development Department; Human Resources 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: Labour Laws and Auditing of Acts/Regulations Financial – Primary: WCB budgets for programming Implementation – Primary: WCB audits 	<ul style="list-style-type: none"> Legislative – Primary: Human Resources policies Financial – Primary: within budget to measure Implementation – Primary: Economic Development Department; Human Resources reports and metrics 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

3. EDUCATION AND LITERACY

Including: a) Education Opportunities (cradle to grave philosophy)

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: Alberta Education for K-12; Advanced Education for Post-Secondary and others Financial – Primary: AB Education and Advanced Education Budgets Implementation – Primary: curriculums, initiatives, etc. 	<ul style="list-style-type: none"> Legislative – N/A Financial – Limited: Property Tax Supports; FCSS Senior and Youth Programs Implementation – Limited: FCSS Senior and Youth Programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: AHS Budgets Implementation – Secondary: Service programs working through schools, centres to educate public 	<ul style="list-style-type: none"> Legislative – Limited: School boards follow curriculums Financial – Secondary: School Boards and Library Budgets Implementation – Primary: School Boards and Library create programming 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Operational Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Education and Advanced Education sets out guidelines within curriculum, etc. Financial – Primary: AB Education and Advanced Education Budgets Implementation – Primary: Diploma exams, Curriculum, etc. 	<ul style="list-style-type: none"> Legislative – N/A Financial – Limited: Property Tax Supports; Secondary: FCSS Senior, Youth, and Early Childhood Programs Implementation – Primary: FCSS Senior, Youth, and Early Childhood Programs, collaboration with other groups 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: AHS Budgets Implementation – Secondary: Health topics requested by schools, etc. 	<ul style="list-style-type: none"> Legislative – Limited: Following Education legislations Financial – Secondary: School boards and Library Operating Budgets. Other groups offer education opportunities through their own budgets through grants Implementation – Primary: School boards and Library offering majority of education services. Other groups offer education opportunities (Food bank cooking classes, etc.) 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: As part of Ab Education Act Financial – Primary: AB Education and Advanced Education Budgets Implementation – Primary: Standardized Testing, Audits, etc. 	<ul style="list-style-type: none"> Legislative – None Financial – Limited: Property Tax Supports; Limited: FCSS Senior, Youth, and Early Childhood Programs Implementation – Limited: Internal review of programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative Limited: Follows Education Acts and Requirements Financial – Secondary: Within on budgets to evaluate programming Implementation – Primary/Secondary: self-evaluation of programs or services or Provincial testing 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

4. CHILD AND YOUTH EXPERIENCES

Including: a) Early Childhood Services; b) Child Care Services; c) Youth Services; and d) Civic Engagement of Children and Youth

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Child and Youth Services Financial – Primary: AB Child and Youth Services Implementation – Primary: AB Child and Youth Services 	<ul style="list-style-type: none"> Legislative – Secondary: FCSS follows policies outlined in agreement with AB Government for FCSS Financial – Secondary: FCSS budgets, Recreations budgets Implementation – Primary: FCSS plans programs 	<ul style="list-style-type: none"> Legislative – Secondary: Health Acts, recommendations Financial – Primary: AHS budgets for early childhood program (nutrition) Implementation – Primary: AHS programs for early childhood 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: Grants and Organizational develop programs within budgets Implementation – Primary: Organizational program and service development 	<ul style="list-style-type: none"> Legislative – Limited: Private owners must be approved based on licensing act Financial – Primary: Private Daycare / Dayhome budgets for programming Implementation – Primary: Private Daycare / Dayhome program planning
Operational Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Child and Youth Services Financial – Primary: AB Child and Youth Services provide subsidies Implementation – Primary: AB Child and Youth Services direct interventions or works with organizations like Parent Link Centres 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary/Secondary: FCSS operations budget (Grants), Recreation, Youth Centre, Daycare operations budgets Implementation – Primary: FCSS and Recreation operates programs, including Youth Centre 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: AHS budgets for programs in schools Implementation – Primary: AHS programs in schools 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: Grants Organizations operating under individual budgets Implementation – Primary: Organizations program and service operations 	<ul style="list-style-type: none"> Legislative – Limited: Private owners must be approved based on licensing act Financial – Primary: Private Daycare / Dayhome budgets Implementation – Primary: Private Daycare / Dayhome programs
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary AB Child and Youth Services, and various acts and regulations Financial – Primary: AB Child and Youth Services Budget for reporting and evaluation Implementation – Primary: AB Child and Youth Services reporting 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: FCSS budget, Recreation Budgets Implementation – Primary: FCSS & Recreation manages respective reporting and evaluation 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Limited: Organizational budget for evaluation Implementation – Limited: Organizational program evaluation 	<ul style="list-style-type: none"> Legislative – Limited: Private owners must be approved based on licensing act Financial – N/A Implementation – N/A

5. PHYSICAL ENVIRONMENTS A

Including: a) Community Safety; b) Transportation, Mobility and Accessibility, Walkability; and c) Emergency Preparedness

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – Primary: RCMP Programs Financial – Primary: RCMP Budgets Implementation – Primary: RCMP Programs 	<ul style="list-style-type: none"> Legislative – Limited: RCMP Programs (follow Federal rules) Financial – Limited: RCMP Programs budget (follow Federal rules) Implementation – Limited: RCMP Programs (follow Federal rules) 	<ul style="list-style-type: none"> Legislative – Primary: Development Construction Standards for built environment, Transit / Transportation; Protective Services Financial – Primary: budgets for Engineering, Protective Services Implementation – Primary: Engineering and Protective Services 	<ul style="list-style-type: none"> Legislative – Primary: AHS Emergency Services Financial – Primary: AHS Emergency Services Budget Implementation – Primary: AHS Emergency Services 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: Grants and Organizational operations budgets Implementation – Primary: Organizational plans / programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Operational Responsibility	<ul style="list-style-type: none"> Legislative – Primary: RCMP Operations Financial – Primary: RCMP Operations Budget Implementation – Primary: RCMP Operations 	<ul style="list-style-type: none"> Legislative – Limited: RCMP Programs (follow Federal rules) Financial – Limited: RCMP Programs (follow Federal rules) Implementation – Limited: RCMP Programs (follow Federal rules) 	<ul style="list-style-type: none"> Legislative – Primary: Development Planning bylaws and approvals; Financial – Primary: Beaumont Transit Budget, capital projects budgets Implementation – Primary: Beaumont Transit provides transportation services to citizens, Public Works and Engineering maintains roads and pathways, and Parks and Recreation maintain multi-use paths 	<ul style="list-style-type: none"> Legislative – Primary: AHS Emergency Services Financial – Primary: AHS Emergency Services Budget Implementation – Primary: AHS Emergency Services 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: Grants and Organizational operations budgets Implementation – Primary: Child Services, Victim Services, and Family Violence organizations address violence issues 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – Primary: RCMP Evaluations Financial – Primary: RCMP Evaluation Budget Implementation – Primary: RCMP Evaluation and Statistics 	<ul style="list-style-type: none"> Legislative – Limited: RCMP Programs (follow Federal rules) Financial – Limited: RCMP Programs (follow Federal rules) Implementation – Limited: RCMP Programs (follow Federal rules) 	<ul style="list-style-type: none"> Legislative – Primary: Approval processes Financial – Primary: Internal Evaluation as part of budgets Implementation – Primary: internal evaluations and reports to council and management 	<ul style="list-style-type: none"> Legislative – Primary: AHS Emergency Services Financial – Primary: AHS Emergency Services Implementation – Primary: AHS Emergency Services Evaluations 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: Grants and Organizational budgets Implementation – Primary: Organizational reports 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

6. PHYSICAL ENVIRONMENT B

Including: a) Affordable Housing; and b) Aging in Place

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – Limited: CMHC National Housing Strategy as guidelines Financial – Primary: CMHC provides funding Implementation – Limited: CMHC relies on other organizations to execute 	<ul style="list-style-type: none"> Legislative – Primary: AB Seniors and Housing Financial – Primary: AB Seniors and Housing provides funding Implementation – Primary: AB Seniors and Housing relies on other organizations to execute 	<ul style="list-style-type: none"> Legislative – Primary: Planning and Development Affordable Housing Policy Financial – Secondary: Municipality would seek funding or partnerships Implementation – Primary: once policy is available, Municipality will enforce 	<ul style="list-style-type: none"> Legislative – Primary: AB Health laws Financial – Primary: AB Health budgets Implementation – Primary: AB Health operates senior supports or supportive housing care 	<ul style="list-style-type: none"> Legislative – N/A Financial– Secondary / Primary: Grants and Organizational planning and programs budget for Leduc Regional Housing Foundation Implementation– Primary: Organizational planning and programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Operational Responsibility	<ul style="list-style-type: none"> Legislative – Primary: CMHC National Housing Strategy Financial – Secondary: CMHC provides funding Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Seniors and Housing laws Financial – Primary: AB Seniors and Housing provides funding Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: FCSS includes senior services as part of budget (grant dependent) Implementation – Primary: FCSS provides Senior services and activities 	<ul style="list-style-type: none"> Legislative – Primary: AB Health laws Financial – Primary: AB Health budgets Implementation – Primary: AB Health operates senior supports or supportive housing care 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: Grants and Organizational operations budget through revenue for Leduc Regional Housing Foundation Implementation – Secondary / Primary: Leduc Regional Housing Foundation finds grants and operates affordable housing units 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – Primary: CMHC National Housing Strategy Financial – Primary: CMHC provides funding Implementation – Limited: N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Seniors and Housing laws Financial – Secondary: AB Seniors and Housing provides funding Implementation – Limited: AB Seniors and Housing relies on other organizations to execute operations 	<ul style="list-style-type: none"> Legislative – Primary: Planning and Development Affordable Housing Policy Financial – Secondary: Municipality would seek funding or partnerships Implementation – Primary: once policy is available, Municipality will enforce 	<ul style="list-style-type: none"> Legislative – Primary: AB Health laws Financial – Primary: AB Health budgets Implementation – Primary: AB Health operates senior supports or supportive housing care 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: Grants and Organizational evaluation budget for Leduc Regional Housing Foundation Implementation -Primary: Leduc Regional Housing Foundation evaluates affordable housing programs / supports 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

7. SOCIAL SUPPORTS AND HEALTHY BEHAVIOURS

Including: a) Diversity and Inclusion (gender, special needs, immigrants and newcomers, Indigenous, LGBTQIA2S, etc.); b) Community Connectedness (isolation); c) Parenting; and d) Coping Skills & Healthy Living

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – Primary Human Rights Act Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services Financial – Secondary: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services provides funding Implementation – Limited: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services relies on Organizations to implement 	<ul style="list-style-type: none"> Legislative – Primary: Municipal Strategic Plan Financial – Secondary / Primary: FCSS program planning part of grants and budget; Recreation, Parks & Culture department, Library and Community Centre programming Implementation – Primary: FCSS plans inclusive programming; Recreation, Parks & Culture department, Library and Community Centre programming 	<ul style="list-style-type: none"> Legislative – Primary: AHS mandates Financial – Primary: AHS provide programing budgets Implementation – Primary: AHS provides programing 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: Organizations find funding to produce programs Implementation – Primary: Organizations produce programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Operational Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services Financial – Primary: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services provides funding Implementation – Limited: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services relies on Organizations to implement 	<ul style="list-style-type: none"> Legislative – Primary: FCSS and departments Financial – Secondary / Primary: FCSS includes grants and operational budgets; Recreation, Parks & Culture department, Library and Community Centre programming Implementation – Primary: FCSS provides inclusive programming; Recreation, Parks & Culture department, Library and Community Centre programming 	<ul style="list-style-type: none"> Legislative – Primary: AHS mandates Financial – Primary: AHS provide programing budgets Implementation – Primary: AHS provides various programing 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: Grants and Organizational operating budgets Implementation – Primary: Organizations offering inclusive programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services Financial – Secondary: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services provides funding Implementation – Limited: AB Ministry of Culture, Multiculturalism and Status of Women; Ministry of Community and Social Services relies on Organizations to implement 	<ul style="list-style-type: none"> Legislative – Primary: FCSS and departments reporting Financial – Primary: FCSS and other department reporting as part of budgeted work Implementation – Primary: FCSS reporting; Recreation, Parks & Culture department reporting 	<ul style="list-style-type: none"> Legislative – Primary: AHS mandates Financial – Primary: AHS provide various programing budgets Implementation – Primary: AHS provides evaluation 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: Organizational reporting as part of budgeted work Implementation – Primary: Organization reporting 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

8.ACCESS TO HEALTH SERVICES

Including: a) Mental Health and Addictions; and b) Physical Health

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: Health Acts and Legislations Financial – Primary: Alberta Health Budgets Implementation – Primary: Alberta Health benefits and programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: FCSS receives grants, provides community service groups funds Implementation – Limited: FCSS works with community service groups Implementation – Limited: FCSS works with community service groups 	<ul style="list-style-type: none"> Legislative – Primary: offers guides to health legislations, like Mental Health Act Financial – Primary: AHS planning and programming as part of budget Implementation – Primary: AHS provides planning and programming 	<ul style="list-style-type: none"> Legislative – Limited: Organizations must follow health legislations Financial – Primary: Organizational budgets to plan programs Implementation – Primary: Organizations do their own planning, some partnered wrap-around services together 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Operational Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: Alberta Health’s responsibility to maintain operations and health in Alberta Financial – Primary: AHS budgets Implementation – Primary: Alberta Health programs 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: FCSS receives grants, provides community service groups funds Implementation – Limited: FCSS works with community services groups 	<ul style="list-style-type: none"> Legislative – Primary: AHS mandated operations Financial – Primary: AHS Operational Budgets (shared regionally in Leduc County) Implementation – Primary: AHS Operations (shared regionally in Leduc County) 	<ul style="list-style-type: none"> Legislative – Limited: Organizations must follow health legislation Financial – Tacit and Karunia offer subsidies to their services Implementation – Primary: Tacit Knowledge Counselling, Primary Care Network and Karunia provide counselling services 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB health Financial – Primary: Alberta Health reporting as part of budgeted Implementation – Primary: Alberta Health reporting and evaluation 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AHS mandated reporting Financial – Primary: AHS reporting as part of budget Implementation – Primary: AHS reporting 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: organizations include reporting as part of their operations Implementation – Primary: organizations carry out their own reporting 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

9. CULTURE

Including: a) Arts and Culture; b) Recreation; and c) Civic Engagement and Volunteerism

RESPONSIBILITY	FEDERAL GOVERNMENT	PROVINCIAL GOVERNMENT	MUNICIPAL GOVERNMENT	HEALTH SERVICES	COMMUNITY SERVICE GROUPS	OTHER
Policy Development Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Ministry of Culture, Multiculturalism and Status of Women Financial – Primary: AB Ministry of Culture, Multiculturalism and Status of Women provides funding Implementation – Limited: AB Ministry of Culture, Multiculturalism and Status of Women relies on Organizations to implement 	<ul style="list-style-type: none"> Legislative – Primary: Municipal Master Plans and Strategic Plan Financial – Primary: Recreation, Parks & Culture department programming Implementation – Primary: Recreation, Parks & Culture department programming 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: School programs budget for arts and culture Implementation – Primary: School programs for arts and culture 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: Art and Culture groups and collectives receive grants and finds other means of financing Implementation – Primary: Art and Culture groups and collectives
Operational Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Ministry of Culture, Multiculturalism and Status of Women Financial – Primary: AB Ministry of Culture, Multiculturalism and Status of Women provides funding Implementation – Limited: AB Ministry of Culture, Multiculturalism and Status of Women relies on Organizations to implement 	<ul style="list-style-type: none"> Legislative – Primary: Recreation, Parks & Culture department master plans Financial – Primary: Recreation, Parks & Culture department programming budget Implementation – Primary: Recreation, Parks & Culture department programming 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Primary: School programs budget for arts and culture Implementation – Primary: School programs for arts and culture 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary / Primary: Art and Culture groups and collectives receive grants and finds other means of financing Implementation – Primary: Art and Culture groups and collectives
Evaluation Responsibility	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – Primary: AB Ministry of Culture, Multiculturalism and Status of Women Financial – Primary: AB Ministry of Culture, Multiculturalism and Status of Women provides funding Implementation – Limited: AB Ministry of Culture, Multiculturalism and Status of Women relies on Organizations to implement 	<ul style="list-style-type: none"> Legislative – Primary: Recreation, Parks & Culture department evaluation Financial – Primary: Recreation, Parks & Culture department programming evaluation budget Implementation – Primary: Recreation, Parks & Culture department evaluation 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A 	<ul style="list-style-type: none"> Legislative – N/A Financial – Secondary: School programs for art and culture evaluation Implementation - Secondary: School programs for art and culture evaluation 	<ul style="list-style-type: none"> Legislative – N/A Financial – N/A Implementation – N/A

APPENDIX B

Social Determinants of Health Action Plan



Social Determinants of Health		Connection to Other Plans		Our Inclusivity – Social Master Plan
DOMAINS	SUBDOMAINS	MUNICIPAL PLAN	ACTION/GOAL	ACTION
1. Income and Social Status	A. Employment and Income Security	<i>Our Complete Community-Municipal Development Plan</i>	<ul style="list-style-type: none"> – Foster local employment opportunities that enable residents of all capabilities to live and work in the community – Home Based Businesses will be encouraged, in recognition that many local entrepreneurs start as home-based operations and that a percentage of these businesses, may grow into storefront businesses 	<ul style="list-style-type: none"> • Partner with community organizations to support programming focused on building individual financial literacy knowledge • Partner with community organizations to host discussions with first voices on the type of life skills development supports needed to support an individual attaining and maintaining employment • Explore opportunities to minimize the residential tax burden for lower income home owners
	B. Poverty Reduction	<i>Our Beaumont - Municipal Strategic Plan 2017-2021</i>	<ul style="list-style-type: none"> – Beaumont respects everyone, while promoting social equality and opportunity – Beaumont plans and implements programs to continuously improve the quality of life for its citizens. This includes the consideration of social, environmental, economic and cultural factors 	<ul style="list-style-type: none"> • Implement Social Master Plan and tertiary FCSS operational plans to support the reduction and prevention of poverty in Beaumont
	C. Food security	<i>Our Complete Community-Municipal Development Plan</i>	<ul style="list-style-type: none"> – Beaumont embraces its agricultural heritage and encourages opportunities for all types of urban agriculture. – Urban Agriculture pilot projects such as backyard chickens, beekeeping, or rooftop gardens will be considered. – Existing community gardens and spaces where residents can harvest their own food will be supported and opportunities for new facilities will be encouraged. 	<ul style="list-style-type: none"> • Work with the Leduc & District Food Bank to develop consistent food bank services in Beaumont • Develop food literacy programs with community partners to support all residents and, specifically, people with disabilities, youth, seniors, Indigenous Peoples, and newcomers • Develop program model to support community gardens in partnership with community organizations • Explore the development of a senior’s grocery delivery program to ensure seniors on fixed incomes with limited mobility have access to affordable healthy food

Social Determinants of Health		Connection to Other Plans		Our Inclusivity – Social Master Plan
DOMAINS	SUBDOMAINS	MUNICIPAL PLAN	ACTION/GOAL	ACTION
2. Employment and Working Condition	A. Community Economic Development	<i>Our Complete Community-Municipal Development Plan</i>	<ul style="list-style-type: none"> – Encourage an environment of innovation, entrepreneurship, skill development, and life-long learning. – Promote Beaumont as a tourist destination acknowledging the rich Indigenous, French, and agricultural heritage, encouraging celebrations, festivals, cultural activities, etc. – Promote the growth of sectors related to health, the knowledge-based economy, and logistics in local employment areas to contribute to global economic competitiveness and diversification of the regional economy 	<ul style="list-style-type: none"> • Develop youth job readiness program to support employers and youth in successful employment opportunities • Economic Development and FCSS collaborate with community by hosting dialogues with newcomers and people with disabilities to better understand their employment barriers to establish opportunities for removing barriers with the business community • Market Beaumont as an attractive place for social service and health organizations to locate • Investigate and understand the business case for increased diversity and inclusion among employers • Explore incentives and supports for organizations that create inclusive opportunities
	B. Internal HR	<i>Our Beaumont - Municipal Strategic Plan 2017-2021</i>	<ul style="list-style-type: none"> – Beaumont plans and implements programs to continuously improve the quality of life for its citizens. This includes the consideration of social, environmental, economic and cultural factors. 	<ul style="list-style-type: none"> • Partner with leading organizations who support people with disabilities and newcomers to identify ways the City can become an inclusive employer • Co-design sensitivity and awareness training program for front line Beaumont staff in partnership with lived experience people and community organizations • Implement Mental Health First Aid training through Occupational Health and Safety team for front line staff

Social Determinants of Health		Connection to Other Plans		Our Inclusivity – Social Master Plan
DOMAINS	SUBDOMAINS	MUNICIPAL PLAN	ACTION/GOAL	ACTION
3. Education and Literacy	A. Education Opportunities (cradle to grave)	Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Encourage the continued pursuit of knowledge in the community by providing or supporting learning programs and spaces for all ages. – Access to public facilities such as recreation centres and libraries shall be available to all Beaumont residents and surrounding community 	<ul style="list-style-type: none"> • Explore partnerships with universities and trade schools to provide access to training opportunities within the community minimizing barriers and supporting employment growth potential • Advocate for an increase in school infrastructure and services to align with population growth in the community • Explore joint programming opportunities in numeracy and literacy to support children in their early years • Ensure everyone in the community can access a library card • Increase access to recreation and physical literacy opportunities through an affordable fare structure that reaches everyone in the community • Continue to implement FCSS operational plans to remove barriers for the community’s most vulnerable residents
		Beaumont Environmental Master Plan	<ul style="list-style-type: none"> – Host Community speakers’ series to provide a venue for residents to present or host an expert presentation and discuss environmental issues and behaviours – this will support their passion and perhaps encourage other residents to learn more. 	
		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Better and more frequent communication with residents amongst agencies, raise awareness of human services and FCSS in Beaumont, distinguish FCSS services from medical or healthcare services – Increasing awareness among residents will be key for ensuring needs are met locally, where services are already available. – Increase delivery of workshops for youth and parents around topics such as social media, boundaries, positive identity etc. – Create new information pamphlet on programs and services and ensure City facilities have copies on hand 	

Social Determinants of Health		Connection to Other Plans		Our Inclusivity – Social Master Plan
DOMAINS	SUBDOMAINS	MUNICIPAL PLAN	ACTION/GOAL	ACTION
4. Child and Youth Experiences	A. Early Childhood	Beaumont Early Childhood Development Framework 2018	<ul style="list-style-type: none"> – Increase the number of children ready to learn at school’s doorstep – Support and work with the daycares, day homes, pre-school, and kindergartens – Integration of the ECD Framework into the Municipal Social Master Plan 	<ul style="list-style-type: none"> • Continue to implement FCSS operational plans to remove barriers for the community’s most vulnerable residents and support early childhood development
	B. Child Care Services	Child Care Service Plan 2019-2022	<ul style="list-style-type: none"> – Partner with educational institutions to have students receive job training and education in childcare – Research the purchase of City bus for childcare service transportation 	<ul style="list-style-type: none"> • Continue to implement FCSS operational plans to remove barriers for the community’s most vulnerable residents through ensuring child care services are available in the community • Consider 2019 Child Care Review outcomes are reviewed and updated within the Service Plan as needed
		Beaumont Early Childhood Development Framework 2018	<ul style="list-style-type: none"> – Availability and Accessibility of services for all children and families. – Beaumont must increase quality childcare centres and day home opportunities for families; while adhering to licensing and Alberta Child Care Accreditation Standards that measure high quality childcare – Engage in conversations with Leduc Services for Children to explore the issue regarding the low numbers of regulated day homes within the community. – Provide support and engagement opportunities for childcare centres, day homes and Preschools 	
	C. Youth Services	FCSS Needs Assessment Research Exec Summary	<ul style="list-style-type: none"> – Explore transportation options for youth to access human services outside of the city – Increase awareness of youth issues such as bullying and anxiety 	<ul style="list-style-type: none"> • Continue to implement FCSS operational plans to remove barriers for the community’s most vulnerable residents. Create with youth the development of inclusive and accessible activities, programs and supports throughout the calendar year and partner with community organizations to deliver or support where needed • Increase support capacity to respond to afterhours youth crises • Design a CBYC brand with youth to encourage more inclusive and accessible participation in the centre’s activities • Evaluate how more youth programming can be linked to skills training and capacity building for job readiness • Explore ways to link parks and recreation programs to services that work with youth and to identify outreach opportunities for youths at-risk or otherwise in need
		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Advocate for part-time youth crisis worker for the Chantal Berube Youth Centre (CBYC) who can coordinate new programming. – Allocate time at the CBYC for targeted youth programming e.g. one evening each week for specific programs/issues. 	

Social Determinants of Health		Connection to Other Plans		Our Inclusivity – Social Master Plan
DOMAINS	SUBDOMAINS	MUNICIPAL PLAN	ACTION/GOAL	ACTION
	D. Civic Engagement of Children and Youth	FCSS Needs Assessment Research Exec Summary	– Create more social engagement opportunities for family to increase sense of belonging	<ul style="list-style-type: none"> Empower youth to have a voice in community issues through the establishment of a youth focused committee or action table Partner with local schools to run youth led innovation labs generating ideas and actions pertaining to municipal government issues including policy development and infrastructure projects
		FCSS & Early Childhood Development Needs Assessment Action Plan	– Create a Beaumont Youth Interagency Group to collaborate with and gather input from agency stakeholders and youth in the community	

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5. Physical Environments	A. Community Safety	<i>Our Beaumont - Municipal Strategic Plan 2017-2021</i>	– The community is safe and secure for citizens, visitors and businesses	<ul style="list-style-type: none"> • Advocate for increased access to health services (primary care, mental health and addictions, emergency medical services, etc.) within the city • Explore partnership opportunities for co-location of health services within existing municipal infrastructure to minimize barriers and improve access for residents (e.g. health hub) • Engage with various population groups to better understand their community safety issues and co-design solutions • Consider opportunities for review that implement Crime Prevention Through Environmental Design (CPTED) principles • Continue to work with RCMP, neighbourhoods, and community organizations to address community safety issues as they arise
		<i>Our Complete Community-Municipal Development Plan</i>	– The safety of residents shall be prioritized through coordination and support for police, fire, rescue, emergency, and medical services.	
	B. Transportation, Mobility and Accessibility, Walkability	<i>Our Beaumont - Municipal Strategic Plan 2017-2021</i>	– Beaumont aims to have transportation and transit options that are clean, safe, reliable, convenient and regionally connected.	
		<i>Our Complete Community-Municipal Development Plan</i>	<ul style="list-style-type: none"> – Neighbourhoods and the community shall be designed and developed to encourage modes of transportations other than private vehicles including barrier-free walking/wheeling connections and accessible transit options – Future developments should ensure strong pedestrian and cycling linkages to pathways, the street network, and to future transit corridors. – Public facilities shall be visible and accessible by a variety of modes of transportation including vehicular and non-vehicular modes of transportation such as walking, cycling, and public transit. – Incorporation of universally accessible design, barrier-free, and age friendly design shall be supported and encouraged when considering housing, transportation networks and access, outdoor spaces, buildings, and other amenities. 	

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DOMAINS	SUBDOMAINS	MUNICIPAL PLAN	ACTION/GOAL	ACTION
		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Improve transportation services - within Beaumont and to/from Edmonton or Leduc – Work with Director, Infrastructure Services to determine eligibility criteria for subsidized transit – Assist low income residents with subsidy applications 	
	C. Affordable Housing	FCSS Needs Assessment Research Exec Summary	<ul style="list-style-type: none"> – Increase Housing Options for Seniors 	<ul style="list-style-type: none"> • Support the development of a housing needs assessment and action plan • Establish collaborative partnerships with both the federal and provincial governments for the creation of affordable housing • Consider residential tax incentives to minimize the cost burden on lower income homeowners • Continue to implement FCSS operational plans to remove barriers for the community’s most vulnerable residents related to housing needs • Engage with residents and community partners to investigate the need for housing to support vulnerable populations (e.g. youth, people with disabilities, Indigenous Peoples, newcomers) • Support policy and zoning amendments that encourage inclusive neighbourhoods with diverse housing options for all residents • Ensure residents have access to housing outreach services to prevent entering homelessness • Continue to provide staff participation in inter-agency partnerships addressing housing and homelessness (including hidden, episodic, and chronic homelessness) issues • Continue to advocate to the federal and provincial governments to maintain a strong role in the community in the provision of supportive and transitional housing • Assist agencies applying for new housing projects through the development approval process
		Our Beaumont - Municipal Strategic Plan 2017-2021	<ul style="list-style-type: none"> – Citizens of all ages benefit from an accessible community with a range of housing and support services options. 	
		Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – All new residential areas within Beaumont shall be required to provide diverse and innovative housing options, services, and facilities that meet the needs of residents at all income levels and stages of life. – Participate in addressing the core housing need within the region in accordance with the Edmonton Metropolitan Region Growth Plan. – Beaumont will provide a choice of housing and tenure options that meet the needs of a multi-generational, culturally diverse community 	
		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Affordable/low income housing (especially for seniors) – Meet with Leduc Foundation to discuss housing needs identified through the Needs Assessment – Continue to make referrals to Leduc Foundation for residents requiring affordable housing. – Meet with Director, Planning and Engineering to discuss Beaumont’s plans for future affordable housing units 	

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	D. Aging in Place	<i>Our Complete Community-Municipal Development Plan</i>	<ul style="list-style-type: none"> – Encourage developments, urban design requirements, programs, and services that support aging in place. 	<ul style="list-style-type: none"> • Engage seniors through FCSS programs and community organizations to investigate how seniors wish to age in place in Beaumont
	E. Emergency Preparedness	<i>Our Complete Community-Municipal Development Plan</i>	<ul style="list-style-type: none"> – Beaumont is prepared to manage emergency situations and disasters in such a way that injury to people and property is minimized, the environment is protected, and the community is able to successfully recover from such events 	<ul style="list-style-type: none"> • Consider the development of an emergency social services response plan that is complimentary to disaster relief emergency social services that involves community social supports to respond in times of need (e.g. apartment fire relocation services including short, medium, and long-term housing placement). This should also include the community social supports needed should Beaumont be a relief location for another community

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6. Social Supports and Healthy Behaviours	A. Diversity and Inclusion (gender, Special Needs, Immigrants, Aboriginal, LGBTQ, etc.)	Our Beaumont - Municipal Strategic Plan 2017-2021	<ul style="list-style-type: none"> – In accordance with the Federal Truth and Reconciliation Commission’s Calls to action, update Municipal documents, policies, and processes to acknowledge Indigenous history and existing citizens. – Embrace Beaumont’s distinct Indigenous, French, and Agricultural history; preserve through sense of place and the unique character of our community – Celebrate Beaumont’s new cultural diversity and historic past is through events, inclusive services, and the arts 	<ul style="list-style-type: none"> • Embrace Indigenous cultural supports in the delivery of social services by partnering with local Indigenous organizations and area nations • Consider co-hosting cultural events to celebrate Beaumont’s diverse cultural history • Engage with newcomers to better understand their experience living in Beaumont and where more supports could be developed • Consider training for front line staff through the We Speak Translate project (Google Translate App and the Inter-Cultural Association of Greater Victoria) to aid in refugee resettlement and newcomer inclusion in Beaumont • Continue to implement FCSS operational plans to remove barriers related to diversity and social inclusion • Encourage and support Pride activities and events in the community • Engage with LGBTQ2S+ communities to understand how they are supported by the community and what are areas of improvement • Consider co-location of services within municipal facilities to enhance access to both municipal resources and community supports
		Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Beaumont calls upon its residents and businesses to learn more about the history of Canada’s Indigenous peoples and identify new opportunities for reconciliation. – The community is inclusive and diverse with residents who are active and engaged at all ages, abilities, and stages of life. – Recognize and respect Indigenous rights, values and heritage, engaging on projects or initiatives that may be of potential interest. – Indigenous culture will be promoted, acknowledging & commemorating the original people of this area. – Promote awareness of Canada’s Indian residential school system and increase knowledge of Indigenous culture, traditions, values, and rights. 	
		Beaumont Early Childhood Development Framework 2018	<ul style="list-style-type: none"> – Expand Indigenous and multi-cultural competency across the support services sector in Beaumont 	
	B. Community Connectedness (isolation)	FCSS Needs Assessment Research Exec Summary	<ul style="list-style-type: none"> – Create more social engagement opportunities for family to increase sense of belonging – Raise awareness of human services in the community, and have groups work together 	<ul style="list-style-type: none"> • Continue to implement and raise awareness of the Good Neighbour program • Continue to implement FCSS operational plans to increase community connectedness and reduce isolation • Collaborate with community organizations and across departments for events throughout the community in the year that encourages resident participation
		Our Beaumont - Municipal Strategic Plan 2017-2021	<ul style="list-style-type: none"> – Beaumont aims to have natural public spaces available that contribute to regional livability and providing opportunities for citizens to connect with and enjoy nature and play. 	

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		Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Ensure through current and innovative land use planning, the provision of gathering places and spaces where the community can come together at a street, neighbourhood, and community level. – Develop spaces that encourage social connections will be fostered and strengthened through human scale design of buildings, streetscapes, and public spaces. 	<ul style="list-style-type: none"> • Develop programming and activities that support active use of natural areas and public amenities
		Beaumont Environmental Master Plan	<ul style="list-style-type: none"> – People want lots of outdoor spaces and parks geared to families – Consider the development of a ‘Sense of Community’ Baseline. The Baseline could help clarify existing conditions around residents’ and businesses attachment to place. It could also provide a jumping off point for enhancement of what’s already working to connect residents to care of the environment. – Continue to encourage block-party planning and hosting. Block parties – Encourage neighbours to meet each other, build relationships, and perhaps even reflect on future community-initiatives they could undertake. 	
		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Expand Neighbourhood Capacity Building through initiatives such as Block Parties; and the development of a Good Neighbour Program – Increase community workshops, parent and family groups – Develop additional Community Asset Building events (Amazing Race and Movie in the Park) 	
	C. Parenting	Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Opportunities for services and facilities within neighbourhoods that support families, such as basement, garden, and garage suites, child and elder daycare facilities, and the provision of parks for passive and active recreation shall be encouraged. 	<ul style="list-style-type: none"> • Continue to implement FCSS operational plans to increase supports for parents • Engage with families who have one or more family member with a disability to understand their existing supports and challenges to better respond to their needs
		Beaumont Early Childhood Development Framework 2018	<ul style="list-style-type: none"> – Support for Foster Families – Continue to collaborate with service providers to support parents/caregivers – Increase Parent Link and Home Visitation Services in the community 	

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		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Involve parents in youth programs and services 	
	D. Coping Skills & Healthy Living	FCSS Needs Assessment Research Exec Summary	<ul style="list-style-type: none"> – Be prepared for human services to reach capacity; might need to partner with other municipalities for capacity 	<ul style="list-style-type: none"> • Continue to implement FCSS operational plans to increase partnerships throughout the region and encourage service delivery in the community to reduce transportation barriers for residents
		Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Ensure that services and opportunities are available that promote the spiritual, emotional, and physical well-being of Beaumont residents. 	

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7. Access to Health Services	A. Mental Health and Addictions	FCSS Needs Assessment Research Exec Summary	<ul style="list-style-type: none"> – Increased support/funding for mental health 	<ul style="list-style-type: none"> • Continue to implement FCSS operational plans to support residents with mental health and addictions programming and services • Encourage new social services businesses to locate in Beaumont as an attractive place to do business • Promote existing programs and services available in the community (e.g. resource list, communication materials) • Partner with crisis intervention and social support services to support redirect and reduce emergency needs • Engage with diverse groups to better understand how to reduce stigma to accessing protective services
		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Develop strategies to destigmatize mental health issues such as bullying and anxiety and promote the CBYC and FCSS as a safe and caring environment to access support – FCSS staff to research programs and new curriculum through Canadian Mental Health Services targeted at anxiety and bullying for youth. 	
	B. Physical health	Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Supported by facilities and programs that promote health and wellness and life-long learning, residents of Beaumont of all ages and abilities are healthy and resilient. – Programs, opportunities, and initiatives that encourage, educate, and promote active lifestyles at all stages of life and ability will be supported – Parks and open space in the future residential areas shall be distributed within a five-minute walk (400 metres) in residential and mixed-use areas and should appeal to diverse interests, ages, and levels of mobility. 	<ul style="list-style-type: none"> • Explore the creation of a community health hub to centralize access to health services • Support regional discussions on the need for local health services • Advocate for increased provincial health services to reduce response times in crisis and minimize barriers to accessing basic health services (e.g. general practitioners, urgent care clinics, harm reduction supports, laboratory services, medical imaging)

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8. Culture	A. Arts & Culture	Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Provide opportunities and encourage public art within the public realm – Consider and support artistic and cultural endeavors (events, activities, installations) of interest to a diverse community by striving to allocate a portion of publicly funded new capital infrastructure expenditures to the acquisition and/or creation and display of public artworks. – Consider and support events such as festivals, farmer’s markets, and sporting events that are inclusive and respectful of people of all backgrounds. – Encourage the development of private or public museums; interpretive centres and displays; cultural institutions and facilities to educate and highlight Beaumont’s rich Indigenous, French, and agricultural heritage. – Promote the vibrancy of public spaces by encouraging the use of low-cost temporary installations within the community that support livability such as art work, street furniture, and landscaping. – Ensure that all heritage and cultural values are identified, celebrated, and retained through community engagement, participation, and signage. 	<ul style="list-style-type: none"> • Consider the development of arts-based programming to support vulnerable populations in partnership with local arts groups • Promote arts and culture-based activities and events in the community • Collaborate with the arts community to identify challenges and opportunities in enhancing culture in the community • Engage with regional partners (local governments and regional service providers) to understand bigger landscape of arts and culture in the area
	B. Recreation	FCSS Needs Assessment Research Exec Summary	<ul style="list-style-type: none"> – Increasing recreation programs for families would help citizens create a sense of belonging 	<ul style="list-style-type: none"> • Design an affordable accessible recreation program that meets the needs of inclusion and specialized programs to support people with various abilities • Consider partnerships with support service organizations to develop recreation program that supports people on their path to wellness • Review recreation subsidy program to ensure it is inclusive and meeting the needs of the community • Continue to implement FCSS operational plans to support recreation opportunities for all residents
		Our Beaumont - Municipal Strategic Plan 2017-2021	<ul style="list-style-type: none"> – Make sure recreation and cultural facility infrastructure is available to all citizens 	

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		Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Supported by facilities and programs that promote health and wellness and life-long learning, residents of Beaumont of all ages and abilities are healthy and resilient. – Access to public facilities such as recreation centres and libraries shall be available to all Beaumont residents and surrounding community – Recreation opportunities (passive and active) shall be integrated into the community at a neighbourhood level in addition to providing Beaumont-wide recreation complexes/facilities 	
	C. Civic Engagement and Volunteerism	Our Complete Community-Municipal Development Plan	<ul style="list-style-type: none"> – Collaborate with community-based organizations and Indigenous peoples to design and develop programs, services and employment and economic opportunities that meet the needs of the residents and surrounding communities. 	<ul style="list-style-type: none"> • Continue to implement FCSS operational plans to support engagement opportunities • Establish standards for remuneration based on best practices for residents appointed to community tables who are providing input specific to their lived experience
		FCSS & Early Childhood Development Needs Assessment Action Plan	<ul style="list-style-type: none"> – Utilize task forces and focus groups to target specific issues and trends that are either identified by the community or FCSS as a way of reaching out to local residents – Build on collaboration with community stakeholders and service professionals (Leduc Foundation, Parent Link, Alberta Mental Health, Primary Care Networks etc.) to offer new programs and services 	